
TABLE OF CONTENTS

HEALTH & HUMAN SERVICES

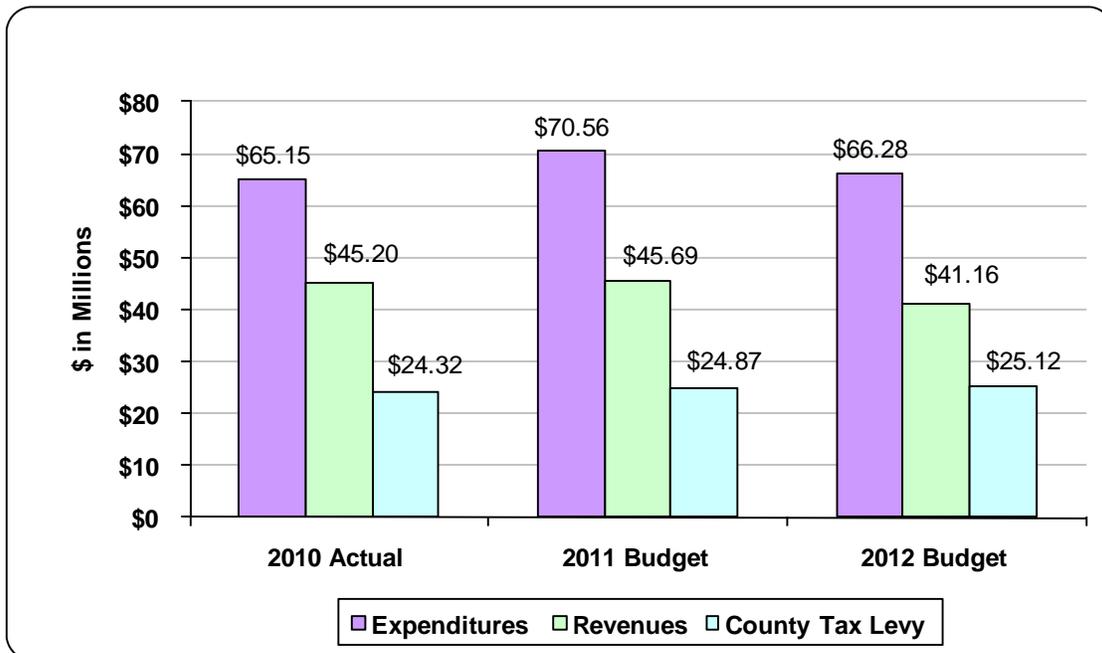
Health & Human Services Functional Area Summary	141
Corporation Counsel	
Fund: Child Support General Fund.....	147
Health & Human Services ALL FUNDS.....	155
Fund: General Fund.....	160
Human Services General Fund	161
Criminal Justice Collaborating Council General Fund.....	185
Mental Health Center General Fund	191
Public Health General Fund.....	193
Veterans' Services General Fund.....	206
ADRC General Fund.....	210
Nutrition General Fund.....	219
Fund: Aging & Disability Resource Center Grant (ADRC)	225

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. The **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. **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** 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 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 Grant** 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 2012 expenditure budget for this functional area totals \$66,280,157, a decrease of \$4,278,928 or 6.1% from the 2011 Budget. Budgeted revenues include \$687,310 of fund balance appropriations. Revenues budgeted in this functional area total \$41,160,610, a decrease of \$4,526,075 or 9.9% from the 2011 budget. The Tax Levy necessary to fund this functional area totals \$25,119,547, an increase of \$247,147 or 1.0% from the 2011 Budget and is about 25% of the total County Tax Levy.

**** HEALTH AND HUMAN SERVICES ****Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change from 2011 Adopted Budget	
					\$	%
* TOTAL HEALTH AND HUMAN SERVICES *						
Revenues (a)	\$45,202,370	\$45,686,685	\$43,774,669	\$41,160,610	\$(4,526,075)	-9.9%
County Tax Levy	\$24,320,535	\$24,872,400	\$24,872,400	\$25,119,547	\$247,147	1.0%
Expenditures	\$65,154,176	\$70,559,085	\$66,933,513	\$66,280,157	\$(4,278,928)	-6.1%
Rev. Over (Under) Exp.	\$4,368,729	-	\$1,713,556	-	-	NA

BREAKDOWN BY AGENCY

CORPORATION COUNSEL - CHILD SUPPORT

Revenues (a)	\$2,166,873	\$2,189,103	\$2,191,283	\$2,198,595	\$9,492	0.4%
County Tax Levy	\$317,992	\$335,992	\$335,992	\$338,869	\$2,877	0.9%
Expenditures	\$2,368,131	\$2,525,095	\$2,501,201	\$2,537,464	\$12,369	0.5%
Rev. Over (Under) Exp.	\$116,734	-	\$26,074	-	-	NA

HEALTH & HUMAN SERVICES

Revenues (a)	\$43,035,497	\$43,497,582	\$41,583,386	\$38,962,015	\$(4,535,567)	-10.4%
County Tax Levy	\$24,002,543	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Expenditures	\$62,786,045	\$68,033,990	\$64,432,312	\$63,742,693	\$(4,291,297)	-6.3%
Rev. Over (Under) Exp.	\$4,251,995	-	\$1,687,482	-	-	NA

-
-
- (a) The 2012 budget includes a total of \$687,310 of Fund Balance appropriations, which include: Child Support of \$156,800; Health & Human Services - Family Care Payment Back to the State of 268,000; and Human Health & Human Services General Funds of \$262,510. The 2011 Budget includes a total of \$929,224 of Fund Balance appropriations, which include: Child Support of \$55,000; Health & Human Services - Family Care Payment Back to the State of \$535,880; and Health & Human Services - General Funds of \$338,344.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **Corporation Counsel-Child Support** intergovernmental revenues sources are budgeted to decline by \$92,308 or -4.4% to \$2,041,795. The revenue decrease is mainly due to the State's across the board cut to all county's Child Support IV-D General Purpose Revenue (GPR). General Fund-Child Support Fund Balance appropriations increase \$101,800 and County Tax Levy increases \$2,877 to fund the costs to continue services and to leverage federal dollars and avoids the effect of losing Federal revenue reimbursement money due to State's GPR revenue reduction.
- **The Department of Health and Human Services** is budgeting the department's primary source of discretionary Intergovernmental revenue, Community Aids from the State Departments of Children and Family and Health Services, to increase by about \$109,300 to \$8,545,700 after adjusting out a portion of Community Aids (\$2,705,400) mandated to be paid back to the State as part of the State's Family Care program initiative.
- **Health and Human Services – Economic Services Administration and Support Program** estimates a reduction in the State's Income Maintenance (IM) allocation by about \$107,300 to \$2.3 million, mainly due to lower reimbursable IM costs estimated for 2012. This includes the elimination of a vendor contract bringing some of those services in house for a budgeted cost savings of about \$242,600. However, this budget includes two new positions, which will perform tasks previously paid for through the discontinued contract. One Economic Support Specialist and a Clerk Typist II, are estimated to cost \$62,900 and \$55,400, respectively. The Economic Support Specialist is budgeted to be funded with existing State Day Care Administration funding, and the Clerk Typist II will be eligible for IM 50/50 addendum funding to cover about half the position costs or about \$27,700 the other half will be funded with county tax levy. Also, some functions of the terminated vendor contract are anticipated to be taken on by a new multi-county regional IM consortium the County is required to join for 2012, based on Act 32 (the State's 2011-13 Biennial Budget). Overall, net expenditure reductions are estimated at about \$124,300 for this program area, however due to the revenue loss, County tax levy support increases by nearly \$30,600.
- **Health and Human Services - Children with Special Needs Program** budget includes a reduction in Children's Long Term Support Waiver (CLTS) funding by about \$3,769,200 to \$907,200, mainly due to Act 32 (State's 2011-13 Biennial Budget) shifting responsibility and funding for administration of the CLTS program to a third-party administrator (TPA). Of the \$907,200 budgeted in 2012, about \$750,500 is reimbursement for County-provided case management services, and about \$157,700 is budgeted for administrative cost recovery, resulting in a net decrease of \$226,700 from the 2011 budget. The revenue reduction is partially offset by a decrease in payments the County makes to CLTS vendor agencies by \$3,474,900, and includes eliminating payments to vendors for the state and federal match on CLTS waiver slots due to shifting responsibility to the TPA. However, the County is still responsible for paying the locally matched waiver slots, mainly funded with tax levy. Contracted case management services costs related to the CLTS program are estimated to increase by about \$89,400, mainly due to budgeting for a new contracted case manager position to provide supervision of contracted staff, partially funded with about \$26,000 in additional case management revenue (included in the CLTS funding mentioned above). Also, child placement costs at the State of Wisconsin Southern Center for Developmentally Disabled individuals are budgeted to increase by \$56,200, to be more in-line with 2010 actual expenditures. Overall county tax levy support for this program area increases by \$491,600.
- **Health and Human Services – Adolescent & Family Services Division** budget includes a significant decrease in State Youth Aids revenue of about \$430,000, due to State funding reductions in Act 32 (State's 2011-13 Biennial Budget). However, the funding decrease for this program area is partially offset by shifting in about \$89,000 in Youth Aids funding from the Children and Family Division, which were designated by the State to fund youth AODA services, to better reflect where these services are being provided. This revenue reduction impact is partially offset by a decrease in Juvenile Correctional Institute expenditures by about \$188,000 to \$312,100, based on favorable budget results from a pattern of lower juvenile correctional placements. Also, for alternative care placements, this budget anticipates a continuation of the reduced placement trends and significantly lower actual costs versus budget, which allows for decreases in foster care by \$232,900 and group home placement expenditures by \$51,600. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services that allow families to safely remain intact, department management expects these decreases to not adversely affect client services. These reductions are mostly offset by increasing expenditures for residential care center placement by about \$217,200 to \$868,200, reflecting anticipated increases in the number of placements. Overall county tax levy support for this program area increases by about \$238,000.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **Health and Human Services – Juvenile Center Program** budget implements a more cost-effective alternative to housing female juveniles in secure detention. The Department will be purchasing significantly less-costly days of care from the Washington County Juvenile Detention Center, resulting in estimated net County taxpayer levy savings of approximately \$200,000 (after considering room, board and transportation costs). Savings are being invested in community-based juvenile programs to prevent costly juvenile corrections and other out of home placements.
- **Health and Human Services - Mental Health Outpatient and Support Services Program** budgets general government revenues to decline by \$49,000 mainly due to reductions in federal financial participation matching funds for Medicaid-covered services and a reduction Community Recovery Services (CRS) reimbursements for a portion of facilitative care costs. Charges for Service revenues include Comprehensive Community Support (CCS) rehabilitative services program revenues, which are estimated to decrease by about \$64,000 to \$1,052,100, mainly due to the State Department of Health Services using a more restrictive definition of reimbursable rehabilitative expenditures. However, these decreases are more than offset by an increase in client fee revenues from direct services by \$122,700 to \$1,233,400, mainly to be in-line with 2010 actual client fee revenues received.
- **Health and Human Services - Mental Health Outpatient and Support Services Program** budget operating expenditures include an increase in room, board and treatment costs for the Comprehensive Community Support (CCS), Community Recovery Services (CRS) and residential care programs by about \$182,400 to \$4,159,400. This is based on an anticipated increase in the number of days of care by approximately 1,550 days, and an increase in contract provided mental health service costs of 2% for residential care services and 1% for all other contracted services.

Health & Human Services - Mental Health Center personnel costs budget includes an increase in temporary extra help and related benefit expenditures by about \$52,100 or by 0.87 FTE (about 1,810 hours), mostly for an increase in registered nursing coverage, to be budgeted closer to 2010 actual expenditure levels. Client fees revenues are budgeted to increase by \$41,800 to nearly about \$2.9 million, based on the 2010 actual receipts and County tax levy for this fund increase by \$39,300.

- **Health & Human Services – Public Health Division** budgeted General Government revenues decrease by about \$133,200 to \$801,400; mainly due to the loss of the Family Foundations grant (Prevention of Child Abuse and Neglect – POCAN) due to a change in state allocation criteria granting dollars mainly to central cities and rural counties. This grant was used to provide case management services to first-time parents who receive Medicaid, and was budgeted at \$132,400 in 2011.
- **Health and Human Services - ADRC Division- Adult Protective Services program** operating expenditures includes a budgeted increase of \$308,900 increase to \$891,300 in anticipation of needing additional contracted protective services for adults as a result of Act 32 (State Budget) changes which caps and limits Family Care program enrollment at the June 30, 2011 levels. This increase is partially offset by a reduction of \$111,855 of expenditures for clients in State of Wisconsin DD Centers as the department continues to avoid these costly placements. In addition, there is a budgeted reduction of \$60,836 to \$550,539 for the payment to Marsh Country Consortium for 26 County clients residing in Dodge County's Clearview Extensive Care Facility for the Mentally Retarded (ICFMR).
- **Health and Human Services - ADRC Division- Nutrition program** net operating expenditures are budgeted to increase \$49,300 mostly related to an increase in home delivered meals ordered and an increase in overall meal costs related to a 2.1% vendor meal cost increase partially offset by lower costs from few meal provide to managed care organization clients. As a result, County Tax Levy support for the Nutrition program is budgeted to increase \$77,600.
- **HHS – Criminal Justice Collaborating Council (CJCC)** General Government revenues are budgeted to increase \$39,416 to \$547,935, mostly related to a new Adult Drug Court grant from the Federal Department of Justice – Bureau of Justice Assistance. The CJCC has been awarded \$350,000 over a three year period beginning (10/1/11) of which \$114,000 is budgeted for 2012. The department management estimates that approximately 75 participants will be served (25 per year over the three year period). This is partially offset by lower budgeting for year 2 of the 3-year joint Federal grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT) which began as of October 2010 and totaled \$1,239,097. Department management estimates that the grant will allow approximately 50 additional participants (3rd and 4th offenders) to be served each year.

**BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES (b)

Agency	Fund	2010 Year End	2011 Adopted Budget (a)	2011 Modified Budget (a)	2012 Budget	11-12 Change
CORPORATION COUNSEL	Child Support	27.60	27.60	27.60	27.60	-
HEALTH & HUMAN SERVICES	Human Services - General Fund (a)	255.06	257.48	257.48	255.93	(1.55)
	Mental Health Center - General Fund	42.45	42.95	42.95	42.95	-
	General Fund - Public Health - General Fund	37.64	37.84	37.84	37.84	-
	Criminal Justice Collaborating Council - General Fund	1.00	1.00	1.00	1.00	-
	Veterans Services - General Fund	3.70	3.70	3.70	3.70	-
	ADRC - General Fund (a)	20.14	18.04	18.04	17.55	(0.49)
	Elderly Nutrition - General Fund (a)	7.65	7.10	7.10	7.09	(0.01)
	Aging and Disability Resource Center Grant Fund (a)	24.26	23.91	23.91	24.40	0.49
	H&HS Subtotal	391.90	392.02	392.02	390.46	(1.56)
	TOTAL REGULAR POSITIONS	419.50	419.62	419.62	418.06	(1.56)
	TOTAL EXTRA HELP	17.08	19.07	19.10	16.46	(2.61)
	TOTAL OVERTIME	2.15	2.17	2.17	2.50	0.33
	TOTAL BUDGETED POSITIONS	438.73	440.86	440.89	437.02	(3.84)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.

Note: The Community Development program was shifted from the Health and Human Services Functional Area in the County Executive Department to the Parks, Environment, Education And Land Use functional area in the Parks and Land Use department in the 2012 Budget. History has been restated for comparative purposes.

2012 BUDGET ACTIONS

Corporation Counsel - Child Support

- Increase 0.24 FTE temporary extra help
- Increase 0.05 FTE overtime

Human Services General Fund

- Abolish 1.0 FTE Office Services Coordinator
- Create 1.0 FTE Senior Financial Analyst
- Create in 1.0 FTE Clerk Typist II
- Create 1.0 FTE Economic Support Specialist
- Unfund/Abolish 3 Regular Full-Time (3.0 FTE) Juvenile Center Workers
- Unfund/Abolish 1 Regular Part-Time (0.7 FTE) Juvenile Center Worker
- Reduce 1 Regular Part-Time Juvenile Center Worker from 0.9 FTE to 0.6 FTE
- Reclass 1.0 FTE Senior Mental Health Counselor to a 1.0 FTE Clinical Therapist
- Increase Regular Part-Time Senior Mental Health Counselor from 0.55 FTE to 1.0 FTE
- Decrease Extra Help by 1.39 FTE
- Increase Overtime by 0.28 FTE

Mental Health Center General Fund

- Increase Extra Help by 0.87 FTE

Public Health General Fund

- Abolish 1.0 FTE Clerk Typist II (Sunset Position)
- Create 1.0 FTE Community Health Educator (Sunset Position)
- Decrease Extra Help 1.36 FTE

Criminal Justice Collaborating Council General Fund

- Decrease Extra Help by 1.00 FTE

ADRC - General Fund

- Transfer out 0.49 FTE Sr. ADRC Specialist to ADRC Grant Fund

ADRC - Nutrition General Fund

- Decrease Senior Dining Manager by 0.01 FTE
- Increase Temporary Extra Help by 0.03 FTE

Aging and Disability Resource Center Grant Fund

- Reclass 1.0 FTE Clerk Typist I to a Clerk Typist I/II
- Transfer in 0.49 FTE Sr. ADRC Specialist to ADRC General Fund

2011 CURRENT YEAR ACTIONS

Public Health General Fund

- Increase Extra Help by 0.03 FTE (Enrolled Ordinance 166-18)

Corporation Counsel - Child Support

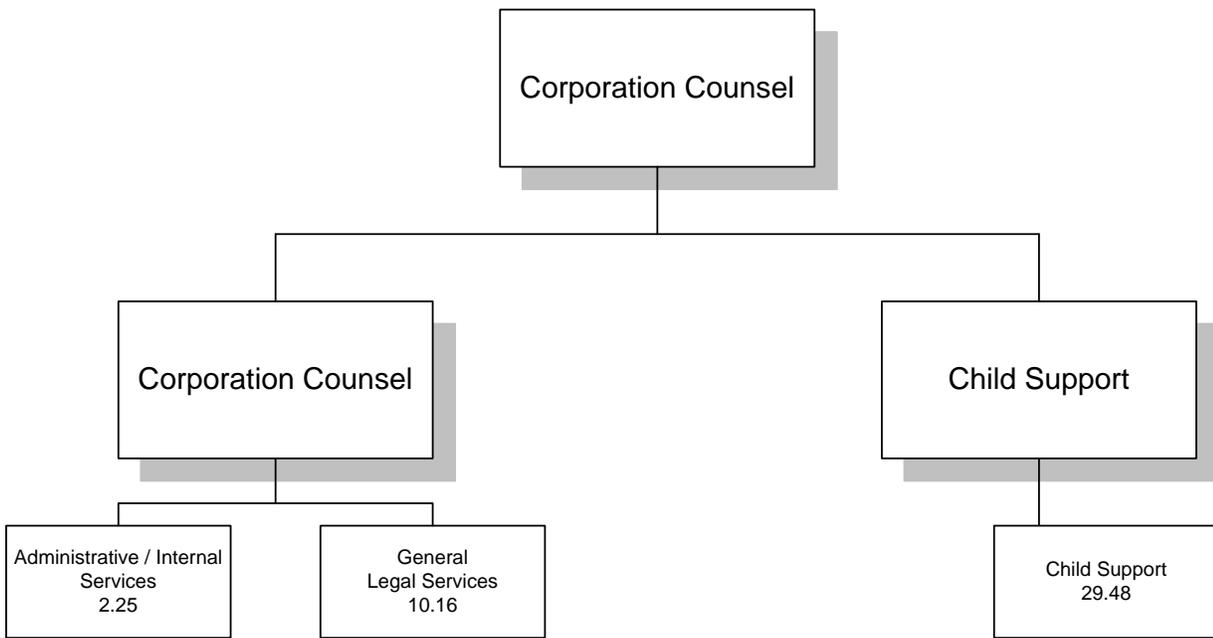
- Increase 0.40 FTE Attorney reallocated from Corporation Counsel General Legal Services program to Child Support
- Decrease 0.40 FTE Senior Attorney reallocated from Child Support program to General Legal Services

THIS PAGE LEFT BLANK

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.89 TOTAL FTE'S

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



Child Support

Statement of Purpose

The Child Support Division in the Corporation Counsel Office implements and administers the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Wisconsin Statutes, under contract with the State Department of Workforce Development. The Waukesha County Child Support Division is supported by state, federal and county funding. Child Support Services include activities to establish paternity, obtain initial court orders for child support enforcement and health insurance, enforce or modify existing orders, and collect delinquent (past due) accounts.

Program Description

In the 2011 Budget, Child Support was changed from a special revenue fund to a general fund based on the new Governmental Accounting Standards Board (GASB) Statement No. 54 which significantly changes how governments classify and report fund balance. The new standards make it clear that special revenue funds are created only to report revenue sources that are all restricted or committed to a special purpose. As a division of the Corporation Counsel department, Child Support provides financial, legal, case management, and clerical services in child support activities. Legal and case management activities include investigating child support cases; locating absent parents; establishing paternity; establishing court-ordered obligations for child support and health insurance; modifying obligations as required by law and enforcing obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include performing court order entry in the Kids Information Data System (KIDS) computer system; generating wage assignments to employers; conducting case audits; updating demographic information; making financial adjustments; researching suspended payments; resolving issues with the Wisconsin Support Collections Trust Fund; and answering customer service inquiries. Revenues are primarily generated from the administrative cost reimbursements from Federal funding passed through the State contract; performance-based incentive funding is also federal funding passed through the State contract; incentives from the medical support liability collections; and miscellaneous revenues which are made up of blood test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2011				Change From 2011	
	2010 Actual (a)	Adopted Budget (a)	2011 Estimate (a)	2012 Budget (a)(b)	Adopted Budget \$	%
General Government (a) (c)	\$2,062,439	\$2,094,403	\$2,105,447	\$2,002,095	(\$92,308)	-4.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$38,948	\$39,700	\$29,515	\$39,700	\$0	0.0%
Interdepartmental	\$486	\$0	\$1,321	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$65,000	\$55,000	\$55,000	\$156,800	\$101,800	185.1%
County Tax Levy (b)	\$317,992	\$335,992	\$335,992	\$338,869	\$2,877	0.9%
Total Revenue Sources	\$2,484,865	\$2,525,095	\$2,527,275	\$2,537,464	\$12,369	0.5%
Personnel Costs	\$1,980,978	\$2,063,600	\$2,041,205	\$2,046,375	(\$17,225)	-0.8%
Operating Expenses (c)	\$211,246	\$273,105	\$278,105	\$310,255	\$37,150	13.6%
Interdept. Charges	\$175,907	\$188,390	\$181,891	\$180,834	(\$7,556)	-4.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,368,131	\$2,525,095	\$2,501,201	\$2,537,464	\$12,369	0.5%
Rev. Over (Under) Exp (d)	\$116,734	\$0	\$26,074	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	27.60	27.60	27.60	27.60	0.00
Extra Help	1.38	1.56	1.52	1.80	0.24
Overtime	0.01	0.03	0.01	0.08	0.05
Total	28.99	29.19	29.13	29.48	0.29

- (a) In 2012, the performance funds will not be matched as the federal 2005 Deficit Reduction Act (2005 DRA) is back in effect. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 DRA. The department includes \$116,009 of state GPR which will provide \$341,203 of expenditures authority. It is 50.9% reduction compared to 2011. The non-match performance funding is budgeted for \$305,144.
- (b) General Fund Balance is budgeted to use prior unused Tax Levy for operations to help reduce the new Tax Levy need. The department is budgeted \$156,800 of General Fund Balance which will minimize the affect of 50.9% reduction of state GPR. Budget for Tax levy is \$338,869.
- (c) In 2011 and 2012 budgets, the department includes Children First Program adopted by the County Board approved ordinance 165-085 in early February 2011 for \$36,400 per year, of which 100% will be reimbursed by the state, the County receives net administrative cost recovery.
- (d) The Child Support Program is estimating to finish 2011 favorably mainly due to lower projected spending than budgeted.



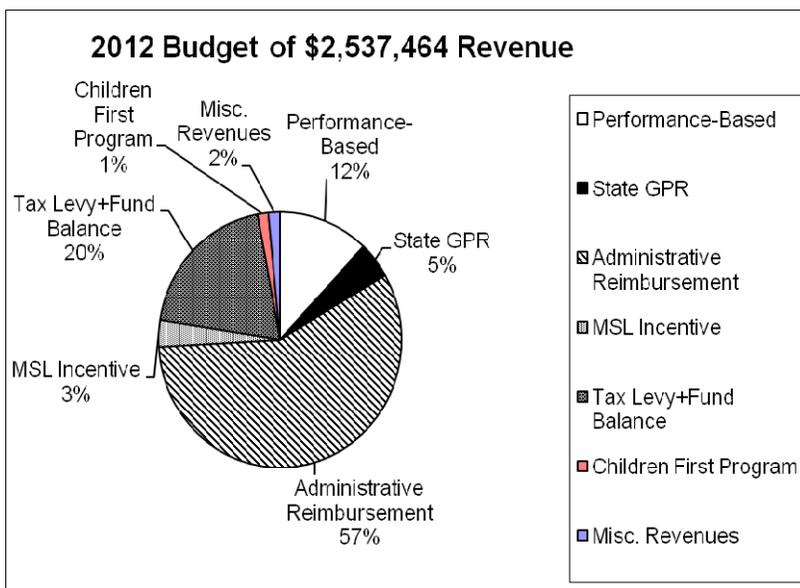
Program Highlights

General government revenues decrease \$92,308 or 4.4% to \$2,041,795. The revenues decrease is mainly due to State's across the board cut to all counties Child Support IV-D General Purpose Revenue. The resulting reduction to Waukesha County's Child Support program is estimated to be \$120,218 or 50.9%. In addition, the IV-D state contracts for expenditures reimbursements decrease \$8,490 or .6% due to reduction in spending. Charges for services, including copy and duplicating fees, vital records, blood tests, and client fees, are budgeted at 2011 levels. In 2012, revenue from State Children First Program is included at \$36,400. Its expenditure is also budgeted at \$36,400. General Fund Balance increases \$101,800 and Tax Levy increases \$2,877 in order to assist the department with costs to continue and to reduce the affect of losing Federal revenue reimbursement money due to State's GPR revenue reduction noted above.

Personnel Costs decrease \$17,225 or -.8% to \$2,046,375 for 29.48 FTEs mostly due to the State Budget Repair Bill that requires most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases of salaries and health insurance for 2012. Temporary extra help is budgeted to increase \$7,675 to \$62,075 which is a 0.24 FTE increase and overtime cost is budgeted to increase \$3,700 to \$6,200 which is a 0.05 FTE increase. Department management indicates that the additional help is needed as caseloads continue to increase. Also, there is pending legislation regarding Administrative Paternity, which if it passes, will require more administrative work.

Operating expenses increase \$37,150 or 13.6% to \$310,255, mainly for The Children First Program which began in 2011 as approved by enrolled ordinance 165-84 is budgeted to increase \$36,400 in the 2012 budget. This program engages an outside vendor to assist non-custodial parents to obtain employment and pay Court-ordered child support. Postage costs incurred from the customer service Call Center for mailing information requested by child support clients increases to \$800.

Interdepartmental charges decrease \$7,556 or -4.0% to \$180,834 mainly due to End User Technology charges decrease of \$8,301, reflecting the cost allocation recommended by Internal Audit to allocate costs based on IT resources usage for the total cost of computer ownership. Also, records storage and retrieval charges decrease \$510. The reductions are partially offset by increases in workers compensation of \$731, general liability insurance of \$253, and telephone-fixed of \$264.



The chart represents the Child Support Division's various revenue funding components for 2012 including: performance-based funding of \$305,144, administrative reimbursement of \$1,403,442, the Medical Support Liability (MSL) incentive of \$85,000 which is funded by the Federal Government through the State Department of Workforce Development, and the Children First Program of \$36,400. The estimated amount for State GPR is \$116,009. Miscellaneous revenues are \$39,700 including copy fees, vital statistics fees, genetic test fees, and client fees. Tax Levy for 2012 is \$338,869 and General Fund Balance use is planned at \$156,800.

Major Departmental Strategic Outcomes and Objectives for 2012

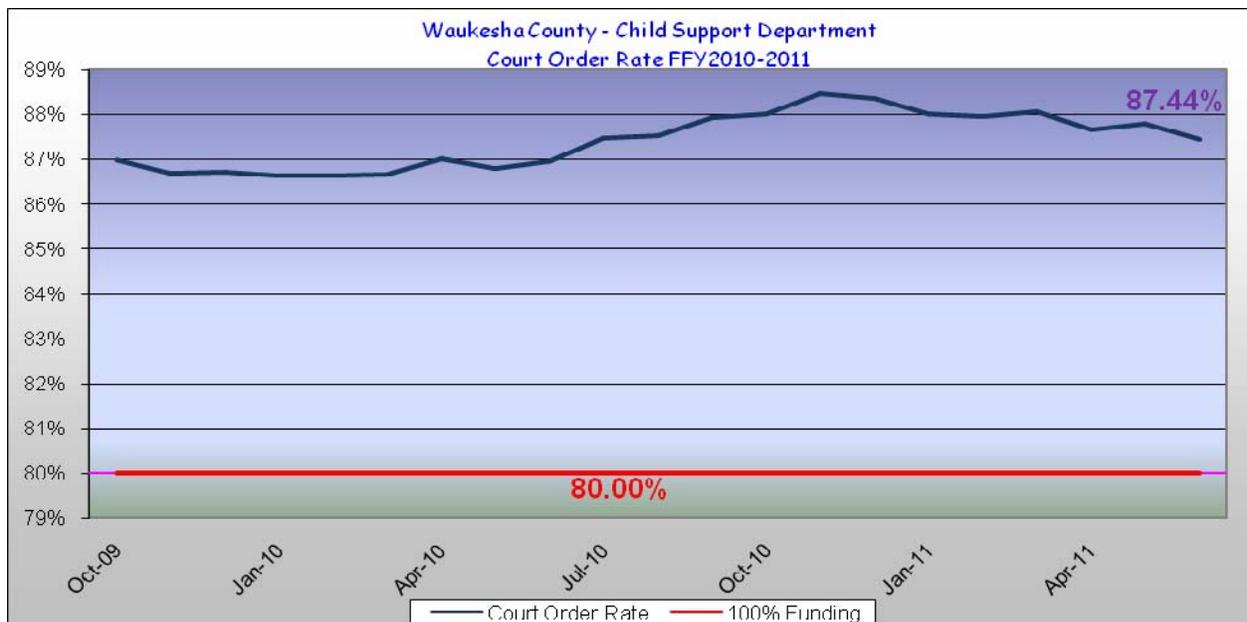
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: Bring increased economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner. (Legal and Case Management)

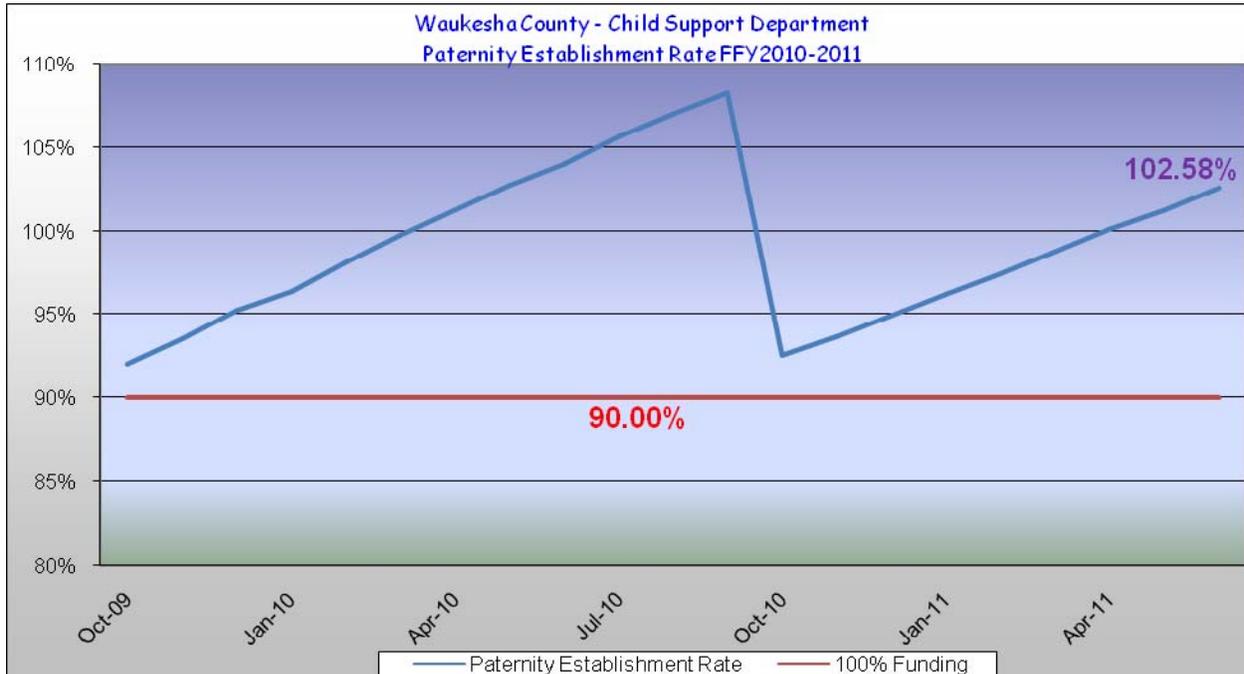
Key Outcome Indicator: Strive to meet the four performance targets set by the State Department of Workforce Development for improvement on paternity establishment; court order rate; child support collection; and arrears (past due) collection. Improve effectiveness in collecting consistent monthly payments to families and, thus, improve the economic stability of these families in need.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Court order rate	87.79%	>80%	>80%	>80%
Paternity establishment	101.21%	>90%	>90%	>90%
Child support collection rate	77.68%	>77.11%	>77.11%	>=2011 baseline
Arrears collection rate	69.11%	>72.31%	>72.31%	>=2011 baseline

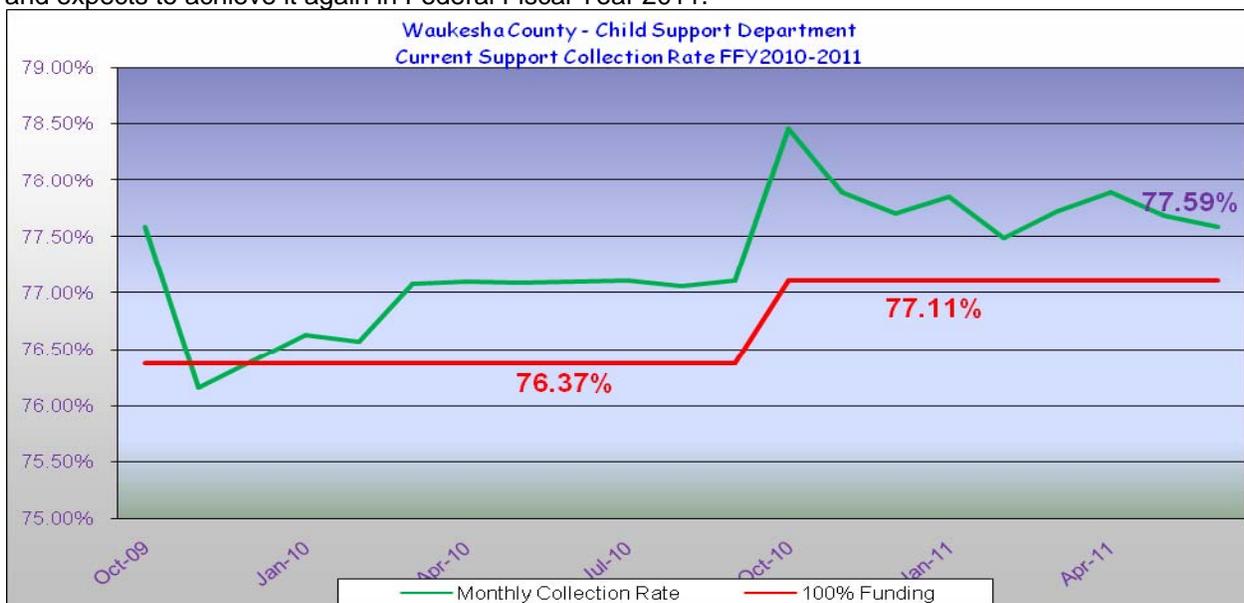
Performance Measure 1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2010, Waukesha County earned 100% of the total performance funding possible, which was \$103,519. To collect 100% of the performance funding budgeted in 2011, Waukesha County must attain a court order rate above 80% by September 30, 2011. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



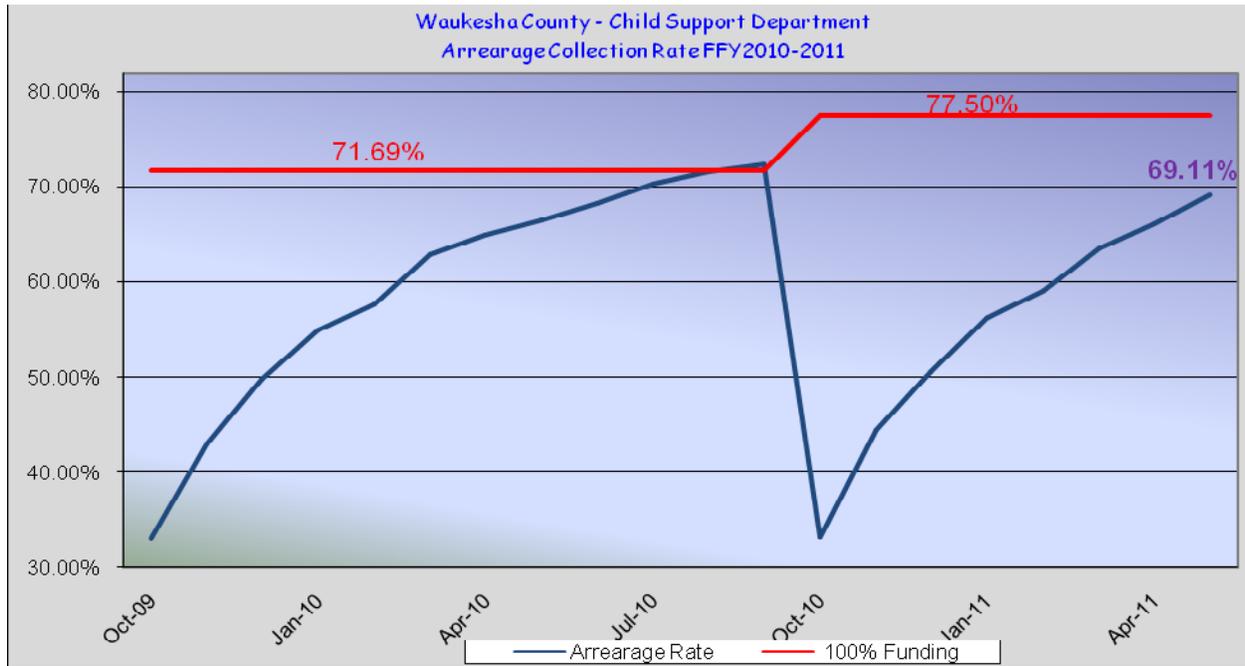
Performance Measure 2: Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2010, Waukesha County earned 100% of the total performance funding possible, which was \$77,639. To collect 100% of performance funding budgeted in 2011, Waukesha County must attain a Paternity Establishment Rate above 90% by September 30, 2011. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



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 of child support paid to the custodial parent. This measure is cumulative for each month of the Federal Fiscal Year. In 2010, Waukesha County earned 100% of the total performance funding possible, in the amount of \$38,820. To collect 100% of performance funding budgeted in 2011, Waukesha County must end the year with at least a 77.11% collection rate. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



Performance Measure 4: Arrearage Collection Rate. This measure is the percentage of cases receiving a payment on past due child support each year. In 2010, Waukesha County earned 100% of the total performance funding possible in the amount of \$38,820. To collect 100% of performance funding budgeted in 2011, Waukesha must end the year with a 77.5% collection rate. Waukesha achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Reduce use of paper orders by using scanned orders for Court Order Entry.

Key Outcome Indicator: Track the number of paper copies given to Court Order Entry.

The Department enters financial terms of all family court orders into the computer system. Historically, Corporation Counsel sent paper copies of all orders to Child Support Division for court order entry. With the new scanning software and dual monitors, the Child Support Division has been transitioning toward use of scanned orders.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of paper copies received from Corporation Counsel	0	0	0	0

Objective 3: Convert from paper files to electronic files.

Key Outcome Indicator: Track the number of boxes sent for storage and the number of paper files maintained in Department.

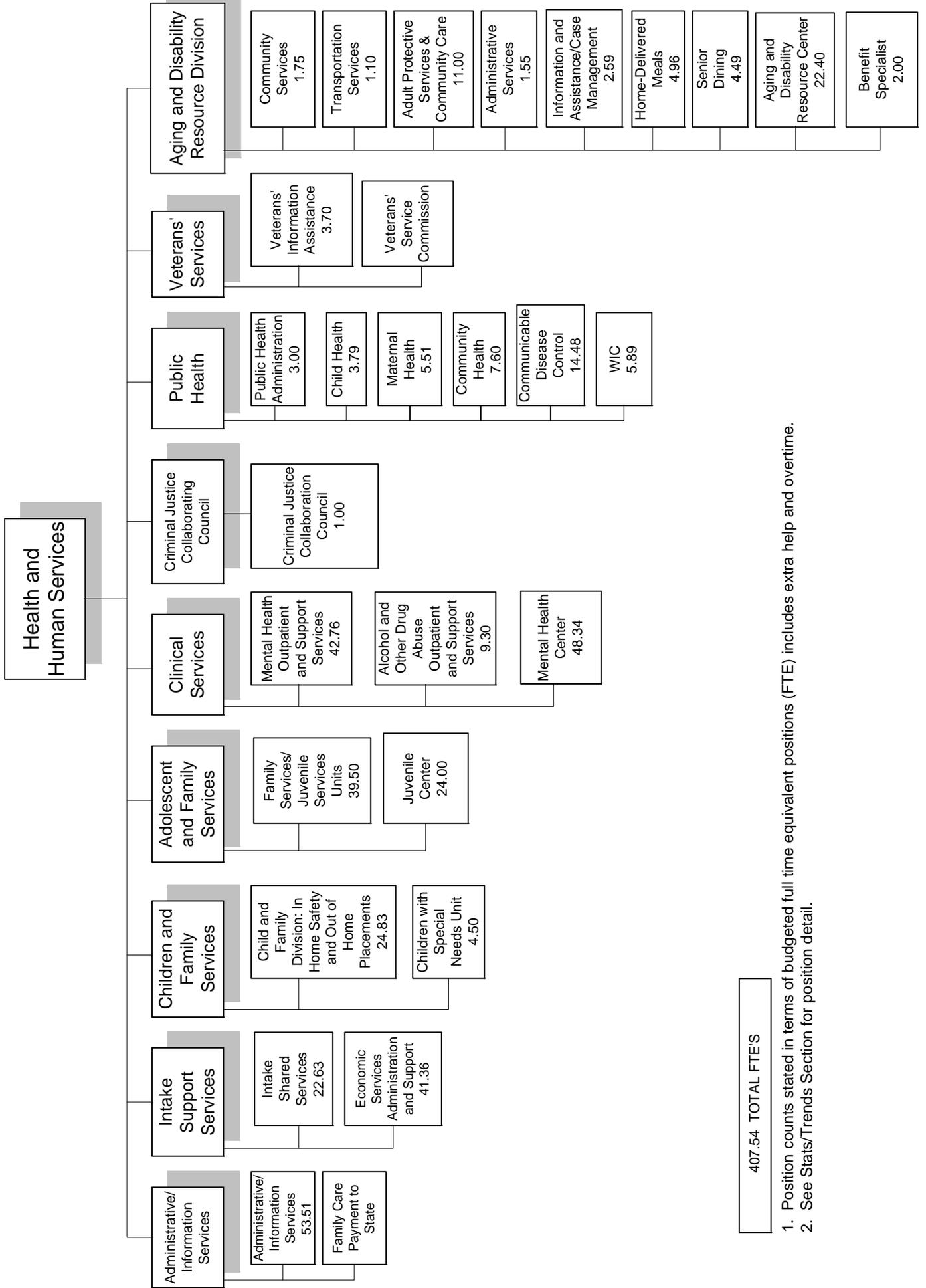
Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of boxes sent to storage	35	0	0	0
Number of paper files maintained in Department	June 2010 9,546	June 2011 8,176	June 2011 8,176	June 2012 <8,176

THIS PAGE LEFT BLANK

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



407.54 TOTAL FTE'S

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

**General Fund &
Aging Disability
Resource Center Grant
Fund**

Health and Human Services

General Fund and Aging Disability Resource Center Grant Funds (Combined)						
Financial Summary	2010 Actual	2011		2012 Budget	Change from 2011	
		Adopted Budget	2011 Estimate		Adopted Budget \$	%
Revenues						
General Government	\$32,546,554	\$34,112,924	\$32,243,279	\$29,666,123	(\$4,446,801)	-13.0%
Fine/Licenses	\$464,132	\$475,000	\$396,900	\$435,000	(\$40,000)	-8.4%
Charges for Services	\$6,605,673	\$6,183,487	\$6,237,058	\$6,292,663	\$109,176	1.8%
Interdepartmental	\$3,220	\$4,105	\$1,605	\$3,050	(\$1,055)	-25.7%
Other Revenue	\$2,138,569	\$1,847,842	\$1,862,006	\$2,034,669	\$186,827	10.1%
Appr. Fund Balance	\$1,277,349	\$874,224	\$842,538	\$530,510	(\$343,714)	-39.3%
County Tax Levy	\$24,002,543	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Total Revenues Sources	\$67,038,040	\$68,033,990	\$66,119,794	\$63,742,693	(\$4,291,297)	-6.3%
Expenditures						
Personnel Costs	\$30,784,415	\$32,369,964	\$31,350,858	\$31,783,723	(\$586,241)	-1.8%
Operating Expenses	\$28,682,742	\$32,200,141	\$29,625,592	\$28,266,225	(\$3,933,916)	-12.2%
Interdept. Charges	\$3,278,298	\$3,441,665	\$3,433,862	\$3,682,745	\$241,080	7.0%
Fixed Assets	\$40,590	\$22,220	\$22,000	\$10,000	(\$12,220)	-55.0%
Total Expenditures	\$62,786,045	\$68,033,990	\$64,432,312	\$63,742,693	(\$4,291,297)	-6.3%
Rev. Over (Under) Exp.	\$4,251,995	-	\$1,687,482	-	-	N/A
Position Summary (FTE)						
Regular Positions	391.90	392.02	392.02	390.46	(1.56)	
Extra Help	15.70	17.51	16.51	14.66	(2.85)	
Overtime	2.14	2.14	2.14	2.42	0.28	
Total	409.74	411.67	410.67	407.54	(4.13)	

General Fund and Aging Disability Resource Center Grant Funds (By Fund)						
Financial Summary	2010 Actual	2011		2012 Budget	Change From 2011	
		Adopted Budget (a)	2011 Estimate		Adopted Budget \$	%
General Fund						
Revenues (a)	\$40,116,990	\$40,373,833	\$38,794,158	\$36,029,452	(\$4,344,381)	-10.8%
County Tax Levy/(Credit) (a)	\$23,995,510	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Expenditures (a)	\$60,195,460	\$64,910,241	\$61,643,084	\$60,810,130	(\$4,100,111)	-6.3%
Rev. Over (Under) Exp.	\$3,917,040	-	\$1,687,482	-	-	N/A
Aging and Disability Resource Center Grant Fund						
Revenues (a)	\$2,918,507	\$3,123,749	\$2,789,228	\$2,932,563	(\$191,186)	-6.1%
County Tax Levy/(Credit)	\$7,033	-	-	-	-	N/A
Expenditures (a)	\$2,590,585	\$3,123,749	\$2,789,228	\$2,932,563	(\$191,186)	-6.1%
Rev. Over (Under) Exp.	\$334,955	-	-	-	-	N/A

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2012 budget to reflect the shifting of 0.30 FTE programs and projects analyst positions (and related expenditure authority and revenues), to the Human Services General Fund from the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) Budget.

**General Fund &
Aging Disability
Resource Center Grant
Fund**

Health and Human Services

HHS Financial Summary (By Division)						
	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget \$	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues (a)	\$11,356,560	\$11,336,920	\$11,706,475	\$11,320,697	(\$16,223)	-0.1%
County Tax Levy/(Credit) (a)	(\$3,190,270)	(\$3,155,467)	(\$3,155,467)	(\$3,681,385)	(\$525,918)	-16.7%
Expenditures (a)	\$8,112,959	\$8,181,453	\$7,952,292	\$7,639,312	(\$542,141)	-6.6%
Rev. Over (Under) Exp.	\$53,331	-	\$598,716	-	-	N/A
Intake Support Services						
Revenues	\$4,552,571	\$4,406,922	\$4,545,774	\$4,306,910	(\$100,012)	-2.3%
County Tax Levy	\$2,169,967	\$2,269,872	\$2,269,872	\$2,305,638	\$35,766	1.6%
Expenditures	\$6,564,631	\$6,676,794	\$6,533,140	\$6,612,548	(\$64,246)	-1.0%
Rev. Over (Under) Exp.	\$157,907	-	\$282,506	-	-	N/A
Children and Family Services						
Revenues	\$6,287,846	\$6,607,789	\$4,707,442	\$2,601,387	(\$4,006,402)	-60.6%
County Tax Levy	\$3,400,827	\$3,530,415	\$3,530,415	\$4,012,341	\$481,926	13.7%
Expenditures	\$9,302,644	\$10,138,204	\$8,194,951	\$6,613,728	(\$3,524,476)	-34.8%
Rev. Over (Under) Exp.	\$386,029	-	\$42,906	-	-	N/A
Adolescent and Family Services						
Revenues	\$4,396,551	\$4,343,508	\$4,220,494	\$3,999,226	(\$344,282)	-7.9%
County Tax Levy	\$4,492,338	\$4,514,744	\$4,514,744	\$4,554,217	\$39,473	0.9%
Expenditures	\$8,158,094	\$8,858,252	\$8,359,303	\$8,553,443	(\$304,809)	-3.4%
Rev. Over (Under) Exp.	\$730,795	-	\$375,935	-	-	N/A
Clinical Services (incl MHC)						
Revenues	\$8,752,076	\$8,805,521	\$8,718,300	\$9,140,431	\$334,910	3.8%
County Tax Levy	\$11,003,642	\$10,922,042	\$10,922,042	\$10,972,981	\$50,939	0.5%
Expenditures	\$18,162,145	\$19,727,563	\$19,836,818	\$20,113,412	\$385,849	2.0%
Rev. Over (Under) Exp.	\$1,593,573	-	(\$196,476)	-	-	N/A
Public Health						
Revenues	\$1,559,528	\$1,394,451	\$1,360,823	\$1,207,129	(\$187,322)	-13.4%
County Tax Levy	\$2,200,902	\$2,305,559	\$2,305,559	\$2,305,559	\$0	0.0%
Expenditures	\$3,750,967	\$3,700,010	\$3,568,904	\$3,512,688	(\$187,322)	-5.1%
Rev. Over (Under) Exp.	\$9,463	-	\$97,478	-	-	N/A
Criminal Justice Collaborating Council						
Revenues	\$54,868	\$584,594	\$646,364	\$604,935	\$20,341	3.5%
County Tax Levy	\$932,699	\$993,666	\$993,666	\$1,030,833	\$37,167	3.7%
Expenditures	\$969,239	\$1,578,260	\$1,629,204	\$1,635,768	\$57,508	3.6%
Rev. Over (Under) Exp.	\$18,328	-	\$10,826	-	-	N/A
Veterans' Services						
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
County Tax Levy	\$280,847	\$280,847	\$280,847	\$282,105	\$1,258	0.4%
Expenditures	\$257,034	\$293,847	\$269,780	\$295,105	\$1,258	0.4%
Rev. Over (Under) Exp.	\$36,813	-	\$24,067	-	-	N/A
Aging and Disability Resource (General Funds & Special Revenue Fund)						
Revenues (a)	\$6,062,497	\$6,004,877	\$5,664,714	\$5,768,300	(\$236,577)	-3.9%
County Tax Levy (a)	\$2,711,591	\$2,874,730	\$2,874,730	\$2,998,389	\$123,659	4.3%
Expenditures (a)	\$7,508,332	\$8,879,607	\$8,087,920	\$8,766,689	(\$112,918)	-1.3%
Rev. Over (Under) Exp.	\$1,265,756	-	\$451,524	-	-	N/A
Total All H&HS Divisions						
Revenues (a)	\$43,035,497	\$43,497,582	\$41,583,386	\$38,962,015	(\$4,535,567)	-10.4%
County Tax Levy (a)	\$24,002,543	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Expenditures (a)	\$62,786,045	\$68,033,990	\$64,432,312	\$63,742,693	(\$4,291,297)	-6.3%
Rev. Over (Under) Exp.	\$4,251,995	-	\$1,687,482	-	-	N/A

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.



Fund Purpose

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

Health and Human Services - General Fund Summary

Financial Summary	2010 Actual	2011		2012 Budget	Change From 2011 Adopted Budget	
		Adopted Budget (a)	2011 Estimate		\$	%
Revenues						
General Government (a)	\$29,730,810	\$30,989,325	\$29,454,126	\$26,733,660	(\$4,255,665)	-13.7%
Fine/Licenses	\$464,132	\$475,000	\$396,900	\$435,000	(\$40,000)	-8.4%
Charges for Services	\$6,605,673	\$6,183,487	\$6,237,058	\$6,292,663	\$109,176	1.8%
Interdepartmental	\$3,220	\$4,105	\$1,605	\$3,050	(\$1,055)	-25.7%
Other Revenue	\$2,035,806	\$1,847,692	\$1,861,931	\$2,034,569	\$186,877	10.1%
Appr. Fund Balance	\$1,277,349	\$874,224	\$842,538	\$530,510	(\$343,714)	-39.3%
County Tax Levy (a)	\$23,995,510	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Total Revenues Sources	\$64,112,500	\$64,910,241	\$63,330,566	\$60,810,130	(\$4,100,111)	-6.3%
Expenditures						
Personnel Costs	\$28,882,995	\$30,267,098	\$29,297,352	\$29,650,025	(\$617,073)	-2.0%
Operating Expenses (a)	\$28,390,334	\$31,554,115	\$29,262,585	\$27,824,470	(\$3,729,645)	-11.8%
Interdept. Charges	\$2,881,541	\$3,066,808	\$3,061,147	\$3,325,635	\$258,827	8.4%
Fixed Assets	\$40,590	\$22,220	\$22,000	\$10,000	(\$12,220)	-55.0%
Total Expenditures	\$60,195,460	\$64,910,241	\$61,643,084	\$60,810,130	(\$4,100,111)	-6.3%
Rev. Over (Under) Exp.	\$3,917,040	-	\$1,687,482	-	-	N/A

Position Summary (FTE)

Regular Positions (a)	367.64	368.11	368.11	366.06	(2.05)
Extra Help	15.70	17.51	16.51	14.66	(2.85)
Overtime	2.14	2.14	2.14	2.42	0.28
Total	385.48	387.76	386.76	383.14	(4.62)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2012 budget to reflect the shifting of 0.30 FTE programs and projects analyst positions (and related expenditure authority and revenues), to the Human Services General Fund from the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) Budget.



Health and Human Services - General Fund Summary

Financial Summary	2010 Actual	2011		2012 Budget	Change From 2011 Adopted Budget	
		Adopted Budget (a)	Estimate		\$	%
Human Services						
Revenues (a)	\$32,662,270	\$32,916,821	\$31,310,943	\$28,739,212	(\$4,177,609)	-12.7%
County Tax Levy (a)	\$14,659,391	\$14,833,436	\$14,833,436	\$14,876,358	\$42,922	0.3%
Expenditures (a)	\$44,729,400	\$47,750,257	\$45,060,679	\$43,615,570	(\$4,134,687)	-8.7%
Rev. Over (Under) Exp.	\$2,592,261	-	\$1,083,700	-	-	NA
Mental Health Center						
Revenues	\$2,683,334	\$2,583,839	\$2,587,542	\$2,629,439	\$45,600	1.8%
County Tax Levy	\$3,217,113	\$3,248,170	\$3,248,170	\$3,287,434	\$39,264	1.2%
Expenditures	\$5,571,073	\$5,832,009	\$5,815,825	\$5,916,873	\$84,864	1.5%
Rev. Over (Under) Exp.	\$329,374	-	\$19,887	-	-	NA
Public Health						
Revenues	\$1,559,528	\$1,394,451	\$1,360,823	\$1,207,129	(\$187,322)	-13.4%
County Tax Levy	\$2,200,902	\$2,305,559	\$2,305,559	\$2,305,559	\$0	0.0%
Expenditures	\$3,750,967	\$3,700,010	\$3,568,904	\$3,512,688	(\$187,322)	-5.1%
Rev. Over (Under) Exp.	\$9,463	-	\$97,478	-	-	NA
Criminal Justice Collaborating Council						
Revenues	\$54,868	\$584,594	\$646,364	\$604,935	\$20,341	3.5%
County Tax Levy	\$932,699	\$993,666	\$993,666	\$1,030,833	\$37,167	3.7%
Expenditures	\$969,239	\$1,578,260	\$1,629,204	\$1,635,768	\$57,508	3.6%
Rev. Over (Under) Exp.	\$18,328	-	\$10,826	-	-	NA
Veterans' Services						
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
County Tax Levy	\$280,847	\$280,847	\$280,847	\$282,105	\$1,258	0.4%
Expenditures	\$257,034	\$293,847	\$269,780	\$295,105	\$1,258	0.4%
Rev. Over (Under) Exp.	\$36,813	-	\$24,067	-	-	NA
ADRC - General						
Revenues	\$2,019,136	\$1,836,908	\$1,873,985	\$1,809,765	(\$27,143)	-1.5%
County Tax Levy (a)	\$2,500,238	\$2,613,915	\$2,613,915	\$2,659,931	\$46,016	1.8%
Expenditures (a)	\$3,631,245	\$4,450,823	\$3,975,125	\$4,469,696	\$18,873	0.4%
Rev. Over (Under) Exp.	\$888,129	-	\$512,775	-	-	NA
ADRC - Nutrition						
Revenues (a)	\$1,124,854	\$1,044,220	\$1,001,501	\$1,025,972	\$0	0.0%
County Tax Levy (a)	\$204,320	\$260,815	\$260,815	\$338,458	\$77,643	29.8%
Expenditures (a)	\$1,286,502	\$1,305,035	\$1,323,567	\$1,364,430	\$59,395	4.6%
Rev. Over (Under) Exp.	\$42,672	-	(\$61,251)	-	-	NA
Total HHS General Fund						
Revenues (a)	\$40,116,990	\$40,373,833	\$38,794,158	\$36,029,452	(\$4,326,133)	-10.7%
County Tax Levy (a)	\$23,995,510	\$24,536,408	\$24,536,408	\$24,780,678	\$244,270	1.0%
Expenditures (a)	\$60,195,460	\$64,910,241	\$61,643,084	\$60,810,130	(\$4,100,111)	-6.3%
Rev. Over (Under) Exp.	\$3,917,040	-	\$1,687,482	-	-	NA
Position Summary (FTE)						
Regular Positions	367.64	368.11	368.11	366.06	(2.05)	
Extra Help	15.70	17.51	16.51	14.66	(2.85)	
Overtime	2.14	2.14	2.14	2.42	0.28	
Total	385.48	387.76	386.76	383.14	(4.62)	

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.



Statement of Purpose

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget (a)	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$26,139,594	\$27,156,796	\$25,497,110	\$22,971,718	(\$4,185,078)	-15.4%
Fine/Licenses	\$464,132	\$475,000	\$396,900	\$435,000	(\$40,000)	-8.4%
Charges for Services	\$3,491,361	\$3,127,439	\$3,152,506	\$3,217,509	\$90,070	2.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,511,908	\$1,354,906	\$1,461,747	\$1,630,185	\$275,279	20.3%
Appr. Fund Balance	\$1,055,275	\$802,680	\$802,680	\$484,800	(\$317,880)	-39.6%
County Tax Levy (a)	\$14,659,391	\$14,833,436	\$14,833,436	\$14,876,358	\$42,922	0.3%
Total Revenue Sources	\$47,321,661	\$47,750,257	\$46,144,379	\$43,615,570	(\$4,134,687)	-8.7%
Expenditures						
Personnel Costs (a)	\$19,746,171	\$20,799,544	\$20,079,397	\$20,401,061	(\$398,483)	-1.9%
Operating Expenses	\$23,269,874	\$25,083,022	\$23,103,867	\$21,195,520	(\$3,887,502)	-15.5%
Interdept. Charges	\$1,713,355	\$1,867,691	\$1,877,415	\$2,018,989	\$151,298	8.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$44,729,400	\$47,750,257	\$45,060,679	\$43,615,570	(\$4,134,687)	-8.7%
Rev. Over (Under) Exp.	\$2,592,261	-	\$1,083,700	-	-	N/A

Position Summary (FTE)

Regular Positions (a)	255.06	257.48	257.48	255.93	(1.55)
Extra Help	5.90	5.90	5.90	4.51	(1.39)
Overtime	1.67	1.67	1.67	1.95	0.28
Total	262.63	265.05	265.05	262.39	(2.66)

- (a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund), the General Fund ADRC and Nutrition Funds.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Recurrence rate	29.3%	≤ 25%	29%	≤ 25%

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Children NOT Abused or Neglected*	95.4%	≥ 94.6%	95%	≥ 94.6%

* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 01/01/10-12/31/10; (In 2010 165 out of 173 children were not victims of another substantiated maltreatment allegation.)

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Compliance Rating	100%	100%	100%	100%

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Food Share Error Rate				
▪ State accuracy rate	98%	98%	98%	98%
• Waukesha County	96%	98%	98%	98%

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

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

Key Outcome Indicator 5a: Percentage of Waukesha County youth referred for delinquency or as juveniles in need of protection or service who require placement into more expensive settings ranging from treatment foster care (based on 2010 Actual average cost per year/per youth of \$35,241/year) to residential care centers (based on 2010 Actual average cost per year/per youth of \$113,070/year). Department Standard \leq 2.0%.

Performance Measure 5a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Placement rate of Children referred for Truancy and Delinquency	1.92%	\leq 2.0%	1.8%	\leq 2.0%

Key Outcome Indicator 5b: Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2010 Actual average cost per year/per child of \$6,253/year) to residential care centers (based on 2010 Actual average cost per year/per child of \$112,807/year). Department Standard \leq 0.20%.

Performance Measure 5b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Placement rate of Waukesha County Child Population*	0.23%	0.20%	0.20%	0.20%

*Out of Home Care Caseload Count For December 2010 (211 out of 92,305 children under age 18.); Data Sources: Wisconsin Department of Children and Family Division of Safety and Performance Placement Detail Report – Out of Home Care Placement Summary (Report ID: SM10A32) which is based on data taken from Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS); Source: Wisconsin Demographic Services Center – January 1, 2010 Final Population Estimate for Wisconsin Counties.

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

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

Performance Measure 6a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of IFSP's developed within 45 days.*	98%	95%	97%	100%

*There are factors that prevent completing 100% of IFSPs within 45-day standard (e.g., delays in State reporting).

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

Performance Measure 6b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Major Audit Finding Resulting in Disallowance	0.0	0.0	0.0	0.0

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

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

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Clients Assessed within 72 Hours/ Total Clients Assessed	139/140	206/210	139/140	139/140
Percent of AODA Detox Clients Assessed and given referral within 72 hours	99%	98%	98%	98%

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Case management hours provided by MHO Community Support Program Case Management Staff	80%	75%	75%	75%
Case management hours provided by Community Support Program RN's	57%	60%	60%	60%

Current and Adopted Capital Projects (a)

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
200615	HHS Office Building (b)	2013	\$36,180,000	20%	TBD	A
201212	Mental Health Center Chiller Upgrades	2015	\$631,000	0%	(\$2K - \$4K)(c)	A
200706	Juvenile Center Boiler Controls (b)	2011	\$220,000	100%	TBD	A
200109	Implement HHS Automated System	2012	\$3,305,000	10%	\$188,250	A
200414	County-wide Cashiering (d)	2012	\$970,000	60%	\$43,250	A
200710	Collection System Interface	2012	\$100,000	75%	\$15,000	A

- (a) The Capital Project Information shown is for Countywide Capital Projects.
- (b) The operating impact specifically related to HHS will be determined at a later date.
- (c) Updated equipment is estimated to be 10% to 20% more energy efficient than existing equipment, estimated to save between \$2,000 and \$4,000 in utility costs annually.
- (d) Project is coordinated by Department of Administration. Estimated operating costs reflect annual county-wide costs to be built into the End User Technology Fund budget to be built into the End User Technology Fund budget.

Administrative Services

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

Program Description

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

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

	2010 Actual	2011 Budget (b)	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	50.09	53.51	53.51	53.51	0.00
General Government (a)	\$6,912,729	\$7,462,799	\$7,830,254	\$7,953,817	\$491,018
Charges for Services	\$11,471	\$16,200	\$18,700	\$17,700	\$1,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$245,969	\$153,821	\$153,421	\$163,821	\$10,000
Appr. Fund Balance	\$275,550	\$262,000	\$262,000	\$212,000	(\$50,000)
County Tax Levy/(Credit) (b)	(\$3,190,270)	(\$3,155,467)	(\$3,155,467)	(\$3,681,385)	(\$525,918)
Total Revenues	\$4,255,449	\$4,739,353	\$5,108,908	\$4,665,953	(\$73,400)
Personnel Costs (b)	\$3,441,737	\$3,834,814	\$3,641,332	\$3,739,183	(\$95,631)
Operating Expenses	\$220,227	\$280,311	\$241,600	\$268,084	(\$12,227)
Interdept. Charges	\$540,154	\$624,228	\$627,260	\$658,686	\$34,458
Total Expenditures	\$4,202,118	\$4,739,353	\$4,510,192	\$4,665,953	(\$73,400)
Rev. Over (Under) Exp.	\$53,331	-	\$598,716	-	-

- (a) The major State funding source for HHS, Community Aids, is accounted for in this program area. Within the guidelines of the State of Wisconsin Allowable Cost Policy Manual, the Community Aids can be used to fund a broad range of services, as it is not earmarked for any single purpose or program.
- (b) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant fund, the ADRC General Fund and Nutrition.



Program Highlights

General Government revenues include about \$7,378,600 of State Community Aids Basic County Allocation (BCA) funding, which represents an increase of about \$310,200. This includes a shift of \$200,900 of BCA to this program because of the reduction of the scheduled Family Care payment to the State. The remaining increase of BCA revenue of \$109,300 is due to a higher overall allocation to the County estimated for 2012, based on the current year state contract allocation amount. General Government revenues also include the direct budgeting of administrative cost recovery reimbursements expected from the Public Health Division and the Aging and Disability Resource grant funded programs, which are budgeted to increase by about \$174,800, mainly due to a higher reimbursements expected from the ADRC grant by about \$185,300 (from \$143,300 to \$328,600), based on a new methodology that more accurately reflects Human Services administrative support. This is partially offset by lower departmental administrative cost recovery from Public Health Division grant revenues by \$10,500, based on lower grant funding levels anticipated. State Income Maintenance revenue of \$115,000, from eligible indirect cost recovery, continues at the same level as the 2011 budget.

Charges for services revenue from record copy services are budgeted to increase \$1,500 to \$17,700 reflecting recent history.

Other Revenues increase by \$10,000 to \$163,800, mainly due to a \$10,000 increase in prior-year recovery revenues from reconciling vendor audits budgeted at \$20,000. Other Revenues that remain at the 2011 budgeted level, including revenues from the Wisconsin Medicaid Cost Report (WIMCR) of about \$128,200, and reimbursements for providing protective payee services for Supplemental Security Income (SSI) clients at \$15,600.

Fund Balance appropriation decreases by \$50,000 to \$212,000, based on a planned phase-down of H&HS General fund balance use. The tax levy credit change of about \$525,900 mainly results from higher General Government revenues and lower expenditures, described next.

Administrative Services (cont.)

Personnel costs decrease by about \$95,600 to \$3,739,200, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012. Budgeted personnel costs include the creation of a senior financial analyst position, partially offset by the abolishment of an office services coordinator position, estimated to result in a net expenditure increase of \$6,900. It is anticipated that the new senior financial analyst position will help better manage claims reimbursement denials and increase client fee revenues to offset these additional position costs (discussed later in Mental Health Outpatient and Support Services program highlights).

Operating expenses decrease by about \$12,200 to \$268,100, mainly from reduced printing and office supply costs to be more in line with lower prior year spending. The 2012 budget base includes about \$128,900 for computer hardware and software purchases, service/license fees and contracted system analysis work. Operating expenses also includes about \$37,200 for audit services; \$35,800 for office supplies and materials; \$23,600 for tuition, training and travel-related expenditures; \$16,600 for printing costs; \$11,700 for equipment, repair and maintenance; and \$10,800 for bank fee charges related to electronic processing where the County is the protective payee for individual client accounts.

Interdepartmental charges are estimated to increase by about \$34,500, mostly due to an increase in End User Technology Fund (EUTF) by about \$23,600 to \$215,600, which reflects the allocation method for the total cost of computer ownership and the Information Technology resources being used by departments. A tax levy adjustment has been provided to mostly mitigate the impact of these increases to 2%. Also, Risk Management insurance cost allocations increase by about \$7,600, mainly reflecting the Department's higher claims experience. Legal charges for services provided by Corporation Counsel are estimated at about \$217,300, an increase of about \$2,150.

Family Care Payments to the State

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

Program Description

This program reflects the 2012 required (mandated) back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$3,156,200	\$2,906,220	\$2,906,220	\$2,705,359	(\$200,861)
Appr. Fund Balance	\$754,641	\$535,880	\$535,880	\$268,000	(\$267,880)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$3,910,841	\$3,442,100	\$3,442,100	\$2,973,359	(\$468,741)
Operating Expenses	\$3,910,841	\$3,442,100	\$3,442,100	\$2,973,359	(\$468,741)
Total Expenditures:	\$3,910,841	\$3,442,100	\$3,442,100	\$2,973,359	(\$468,741)

Rev. Over (Under) Exp.	-	-	-	-	-
------------------------	---	---	---	---	---

Program Highlights



General Government revenues of \$2,705,359 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. In addition, Long Term Care Fund Balance of \$268,000 is utilized to offset the required payment back to the state. Operating expenses include the fourth year required payment of \$2,973,359 back to the State Department of Health Services to meet the scheduled county contribution – maintenance of effort (phased down over five years until the County reaches the legislated 22% contribution level in 2013) to help pay for the expansion of the State's Family Care Program

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

Intake and Shared Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	22.30	22.63	22.63	22.63	0.00
General Government	\$1,067,927	\$1,068,859	\$1,050,606	\$1,049,316	(\$19,543)
Charges for Services	\$12,619	\$14,100	\$11,500	\$12,619	(\$1,481)
Other Revenue	\$3,337	\$2,000	\$2,590	\$2,700	\$700
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$1,933,434	\$2,057,177	\$2,057,177	\$2,062,354	\$5,177
Total Revenues:	\$3,017,317	\$3,142,136	\$3,121,873	\$3,126,989	(\$15,147)
Personnel Costs	\$1,702,511	\$1,781,519	\$1,731,951	\$1,771,761	(\$9,758)
Operating Expenses	\$1,247,106	\$1,283,059	\$1,217,884	\$1,273,602	(\$9,457)
Interdept. Charges	\$73,476	\$77,558	\$77,270	\$81,626	\$4,068
Total Expenditures:	\$3,023,093	\$3,142,136	\$3,027,105	\$3,126,989	(\$15,147)
Rev. Over (Under) Exp.	(\$5,776)	-	\$94,768	-	-



Program Highlights

General Government revenues are budgeted to decrease by about \$19,500 to \$1,049,300, mainly due to a decrease in pass-through State Kinship Care payments to caretakers by \$24,000 to \$525,000, based on new state rules that require court-ordered kinship guardians to apply for foster care licenses instead. This is partially offset by an increase of \$4,400 in H&HS administrative cost recovery for kinship care assessments budgeted at \$49,300. General Government revenues remaining at the 2011 budgeted level include Child Care Administration revenues at about \$370,100 and federal/state Safe and Stable Families funding at \$103,000.

Personnel costs decrease by about \$9,800 to \$1,771,800, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012.

Operating expenses decrease by about \$9,500 to \$1,273,600, including a decrease in pass-through payments to Kinship Care relative providers by about \$24,000 (mentioned above), and several smaller decreases in operating expense accounts. This is partially offset by an increase in contract services by \$28,600 to \$492,700, mainly due to budgeting \$22,500 to promote the use of day care services and recruit additional day care providers. In addition, the budget includes appropriations to pay for respite care service for families in crisis at \$142,600, which remains unchanged from the 2011 budget level.

Intake and Shared Services (cont.)



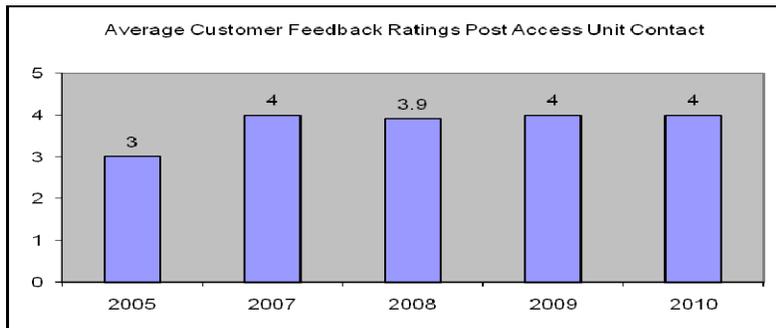
Activities-(Workload data)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Intake (Access) # of Referrals	5,763	5,840	5,800	5,800	(40)
Child Abuse/Neglect Reports	1,755	1,725	1,740	1,750	25
Children Assessed For Abuse/Neglect	802	800	750	795	(5)
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments	164	175	101	125	(50)
Kinship Care Funded Placements (Avg. Monthly)	209	215	225	215	0
Kinship Care Waiting List	45	20	49	40	20
Crisis Intervention: Adult Protective /Mental Health	511	550	550	550	0
Crisis Intervention: Child Protective /Health Welfare	456	300*	414	420	120
Crisis Respite Child Day Care (Children)	75	100	110	100	0
Family Day Care: # Certified Homes	45	50	50	50	0
Volunteer Transportation: Miles Driven	84,792	90,000	90,000	90,000	0

*The 2011 Budget was underestimated based on prior-year 2009 activity at 320 and the 2010 estimate of 296.

Key Activities Highlights

Customer Feedback ratings remain positive.



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

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

Economic Services Administration and Support

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	40.19	39.36	39.36	41.36	2.00
General Government	\$3,295,415	\$3,288,963	\$3,459,978	\$3,220,775	(\$68,188)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$148,823	\$33,000	\$21,100	\$21,500	(\$11,500)
Appr. Fund Balance	\$24,450	\$0	\$0	\$0	\$0
County Tax Levy/(Credit)	\$236,533	\$212,695	\$212,695	\$243,284	\$30,589
Total Revenues	\$3,705,221	\$3,534,658	\$3,693,773	\$3,485,559	(\$49,099)
Personnel Costs	\$2,360,925	\$2,443,171	\$2,379,919	\$2,570,974	\$127,803
Operating Expenses	\$1,020,267	\$912,649	\$950,251	\$720,588	(\$192,061)
Interdept. Charges	\$160,346	\$178,838	\$175,865	\$193,997	\$15,159
Total Expenditures	\$3,541,538	\$3,534,658	\$3,506,035	\$3,485,559	(\$49,099)
Rev. Over (Under) Exp.	\$163,683	-	\$187,738	-	-



Program Highlights

General Government revenues decrease about \$68,200 to \$3,220,800, primarily due to an estimated reduction in state Income Maintenance (IM) allocation, by about \$107,300 to \$2.3 million. This decrease is based on lower reimbursable IM costs estimated in 2012, including the elimination of a vendor contract of about \$242,600 (partially offset by the creation of two new positions, estimated to be less costly, described below). In addition, this budget eliminates \$74,200 in mostly pass-through grant funding to private sector vendors providing Medical Assistance (MA) funded transportation services to qualified individuals, due to the 2011-13 State biennial budget shifting responsibility for administering this responsibility to a third-party administrator. These decreases are partially offset by an increase of \$75,000 in federal pass-through funding for the Low Income Housing Energy Assistance Program (LIHEAP), budgeted at \$325,000 and for indigent burial funding increased by \$38,300, budgeted at \$210,000.

Personnel costs are budgeted to increase by about \$127,800 to nearly \$2,571,000, primarily due to the addition of an economic support specialist (ESS) and a clerk typist II (CTII) position, estimated to increase personnel costs \$62,900 and \$55,400, respectively. These additional positions are a response to the State Income Maintenance (IM) redesign model and federal rules prohibiting use of contract employees to administer various IM functions. The ESS position is expected to work with child care providers, monitoring child care vendor accuracy and reporting child care eligibility determinations. The CTII is expected to help pre-screen applicants for BadgerCare Plus, FoodShare and Child Care. These functions were previously provided through a vendor contract of \$242,600, which is being eliminated for the 2012 budget (discussed below), for a net expenditure reduction of \$124,300. The ESS position is budgeted to be funded with existing State Day Care Administration funding, and the CTII position will be eligible for 50/50 addendum reimbursement, of \$27,700, with the other half funded with County tax levy. Personnel costs also include several changes in employee health plans (from no coverage or single coverage to family coverage), estimated to increase costs by about \$62,000. Higher estimated personnel costs are partially offset by lower Wisconsin Retirement System Pension costs associated with the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Operating expenditures are budgeted to decrease by about \$192,100 to \$720,600 mostly related to the elimination of a vendor contract of \$242,600, mentioned above, since some of these functions will be brought in house through two additional county staff (discussed above). Also, some functions of the terminated vendor contract are anticipated to be taken on by a new multi-county regional IM consortium that is planned to include Washington, Ozaukee, Fond du Lac, Walworth and Waukesha Counties, as required for 2012, based on Act 32 (the State's 2011-13 Biennial Budget). Operating expenditures also include the elimination of payments to vendors for the MA Transportation program of \$72,200, partially offset by higher LIHEAP and higher Indigent Burial payments of \$75,000 and \$38,300 (all previously mentioned above). Interdepartmental charges increase by about \$15,200, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.

Economic Services Administration and Support (cont.)



Activity

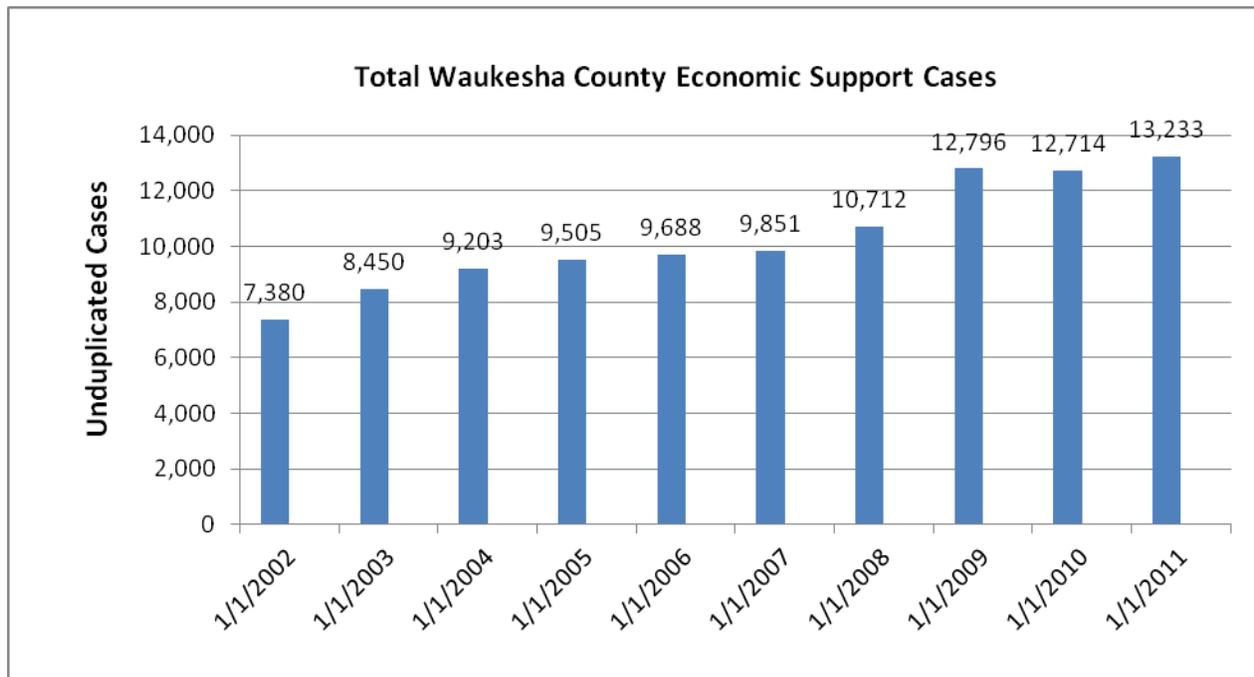
Human Services Center (HSC) Caseload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Average monthly unduplicated caseload	7,000	7,000	7,863	8,863	1,863
Medical Assistance average monthly cases	9,265	10,000	10,000	10,800	800
Food Share average monthly cases	2,614	1,900	2,900	3,350	1,450



Activity

Workforce Development Center (WDC) Caseload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Bud (a)	Budget Chng (a)
Average Monthly Unduplicated Caseload (a)	6,228	5,650	6,000	7,400	1,750 (a)
Avg. Monthly Unduplicated Caseload/Worker (a)	479	403	465	569	166 (a)
Medical Assistance Average Monthly Cases (a)	8,891	7,500	9,300	10,400	2,900 (a)
Food Share Average Monthly Cases (a)	2,527	2,600	2,900	3,300	700 (a)
W-2 Child Care Average Monthly Cases (a)	966	975	975	975	0 (a)
Annual Child Care Benefits (a)	\$7,606,510	\$8,200,000	\$7,700,000	\$7,700,000	(\$500K) (a)

(a) In 2012, a new Income Maintenance (IM) model will be adopted. One aspect of this change is the disbanding Enrollment Services Center in Madison, which is estimated to result in approximately 2,000 cases being shifted from the State to County to be managed by local IM staff. These cases consist of childless adults who are not elderly, blind or disabled.



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

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	23.83	24.83	24.83	24.83	0.00
General Government	\$531,034	\$526,390	\$408,601	\$390,935	(\$135,455)
Charges for Services	\$138,808	\$187,675	\$155,087	\$181,218	(\$6,457)
Other Revenue	\$161,456	\$145,965	\$167,450	\$146,700	\$735
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$3,319,987	\$3,341,763	\$3,341,763	\$3,332,076	(\$9,687)
Total Revenues	\$4,151,285	\$4,201,793	\$4,072,901	\$4,050,929	(\$150,864)
Personnel Costs	\$2,030,310	\$2,138,155	\$2,054,655	\$2,088,415	(\$49,740)
Operating Expenses	\$1,268,011	\$1,790,450	\$1,600,722	\$1,678,598	(\$111,852)
Interdept. Charges	\$277,522	\$273,188	\$272,546	\$283,916	\$10,728
Total Expenditures	\$3,575,843	\$4,201,793	\$3,927,923	\$4,050,929	(\$150,864)
Rev. Over (Under) Exp.	\$575,442	-	\$144,978	-	-

Program Highlights



General Government revenue decrease nearly \$135,500, from \$526,400 to \$390,900, and includes the shifting of about \$89,700 of State Youth Aids funding for AODA services to the Family Services and Juvenile Services program area to better match where the service is provided and the related costs, and a decrease of \$29,000 in pass-through HealthCheck services provided to children placed at the Residential Care Facilities (from \$60,000 to \$31,000), based on lower prior-year spending. Lower General Government revenue also include a decrease of about \$16,600 of State/Federal Title IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) proceedings; out-of-home care (OHC); termination of parental rights (TPR) and adoption, budgeted at \$55,500.

Charges for Services consist of client fee for service revenues, which decrease about \$6,500 to expected levels for 2012, but still above current-year estimates and 2010 actuals. Other Revenues consist of clients' Social Security Income (SSI) benefit pay for partial cost recovery for out of home placement costs.

Personnel costs decrease by about \$49,700 to \$2,088,400, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012.

Operating expenditures are budgeted to decrease by about \$111,900 to \$1,678,600, including lower residential care center costs by \$55,000, due to lower current year estimates and recent past year trends (based on 3-year average spending); lower pass-through HealthCheck payments at residential care centers by \$29,000 (mentioned previously); lower tuition, training and travel-related costs by \$15,500 to \$58,900; and lower foster care expenditures by \$10,000, based on prior-year actuals and current-year estimates. Decreasing operating expenditures are partially offset by an increase in the Family Partnership Initiative, which is a program that provides "wrap-around" services (e.g., mentoring, living skills education) for kids at-risk for out-of-home placement or already in out-of-home placement, increasing by \$15,000, from \$25,000 to \$40,000. Interdepartmental Charges increase by about \$10,700 to \$283,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.

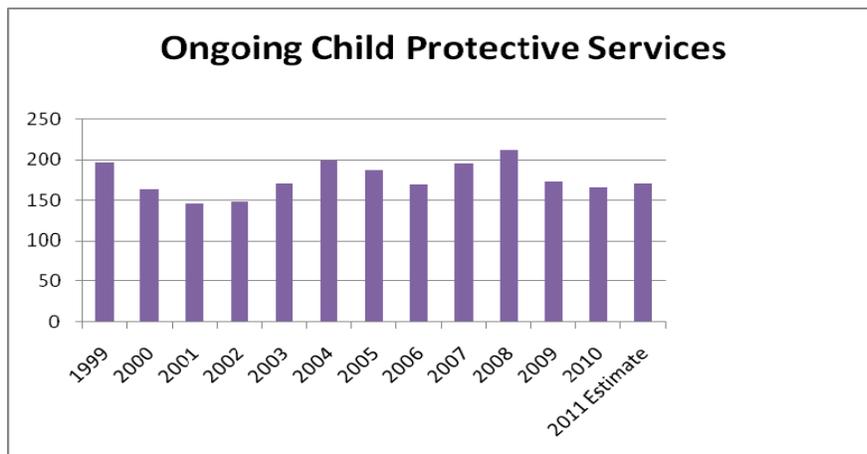
Children & Family Division: In-home Safety/Out of Home Placement Services



Activity	2010 <u>Actual</u>	2011 <u>Budget</u>	2011 <u>Estimate</u>	2012 <u>Budget</u>	Budget <u>Change</u>
Total children in foster care	94	109	104	117	8
Days of Care	18,934	20,658	24,252	20,745	87
\$ Foster Care	\$382,982	\$532,194	\$477,452	\$522,194	(\$10,000)
Total children in group homes	1	1	1	1	0
Days of Care	148	131	334	143	12
\$ Group Homes Care	\$11,840	\$25,000	\$41,600	\$25,000	\$0
Total children in Residential Care Centers	2	8	4	5	(3)
Days of Care	320	965	760	813	(152)
\$ Residential Care Centers	\$96,962	\$283,806	\$216,813	\$228,806	(\$55,000)
Terminations of parental rights	12	15	12	14	(1)



Child and Family Unit Activity	2010 <u>Actual</u>	2011 <u>Budget</u>	2011 <u>Estimate</u>	2012 <u>Budget</u>	Budget <u>Change</u>
Total # Families Served	166	160	166	163	3
<u>Number of new cases</u>					
Voluntary	16	24	25	20	(4)
Court Action	48	84	60	64	(20)
Total	64	108	85	84	(24)



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

Children with Special Needs Unit

(Includes Birth to Three Program)

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

Program Description

The Children with Special Needs unit includes the following three (3) program areas. The Birth to Three program is a joint County/Lutheran Social Services (LSS) partnership program which provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down syndrome, autism, spina bifida, and cerebral palsy.

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

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

	2010 Actual	2011 Budget	2011 Estimate (b)	2012 Budget	Budget Change
Staffing (FTE)	4.50	4.50	4.50	4.50	0.00
General Government (b)	\$5,228,651	\$5,572,759	\$3,807,479	\$1,713,534	(\$3,859,225)
Charges for Services	\$221,945	\$175,000	\$168,825	\$169,000	(\$6,000)
Other Revenue	\$5,952	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (a)	\$80,840	\$188,652	\$188,652	\$680,265	\$491,613
Total Revenues	\$5,537,388	\$5,936,411	\$4,164,956	\$2,562,799	(\$3,373,612)
Personnel Costs	\$371,737	\$368,004	\$337,459	\$372,731	\$4,727
Operating Expenses (b)	\$5,337,511	\$5,538,290	\$3,899,452	\$2,149,119	(\$3,389,171)
Interdept. Charges	\$17,553	\$30,117	\$30,117	\$40,949	\$10,832
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,726,801	\$5,936,411	\$4,267,028	\$2,562,799	(\$3,373,612)
Rev. Over (Under) Exp.	(\$189,413)	-	(\$102,072)	-	-

- (a) The Birth to Three Program Maintenance of Effort includes tax levy of \$277,600.
- (b) Lower 2011 estimated General Government revenues and operating expenditures are mostly due to the 2011-13 State Biennial budget shifting responsibility and funding for administering the Children’s Long-Term Support Waiver (CLTS) program from the County to a third-party administrator beginning mid-2011.



Program Highlights

General Government revenues are budgeted to decrease by about \$3,859,200 to \$1,713,500, mainly due to a decrease of \$3,769,200 for Children’s Long Term Support Waiver (CLTS) funding, budgeted at \$907,200. This decrease is due to the State Biennial Budget shifting responsibility and funding for administration of the CLTS program to a third-party administrator (TPA). Of the \$907,200 in remaining CLTS funding budgeted, about \$750,500 is reimbursement for County-provided case management services, an increase of \$26,600 from the 2011 budget. Also, about \$157,700 is budgeted for administrative cost recovery, a decrease of \$253,300 from the 2011 budget. Higher case management reimbursements are mainly due to an estimated increase in billable hours resulting from a new state system (Compass Wisconsin - Threshold) that will take over intake and assessment work, freeing up staff time to perform more case management work. Also, the budget includes an additional contracted case management supervisor position, who will also provide additional case management services (discussed later).

General Government revenues also include the elimination of \$90,000 of Birth to Three Medicaid waiver funding, since this waiver funding did not materialize in 2011, as expected. This waiver funding and related expenditures may be requested for appropriation through an ordinance if the waiver funding is provided in 2012. The base Birth to Three grant and Family Support funding remain at the 2011 budgeted level of \$551,000 and \$225,300, respectively.

Charges for Services revenue reflect a decrease of \$6,000 to \$169,000, representing the current-year estimate at \$168,825.

Children with Special Needs Unit (cont.)

(Includes Birth to Three Program)

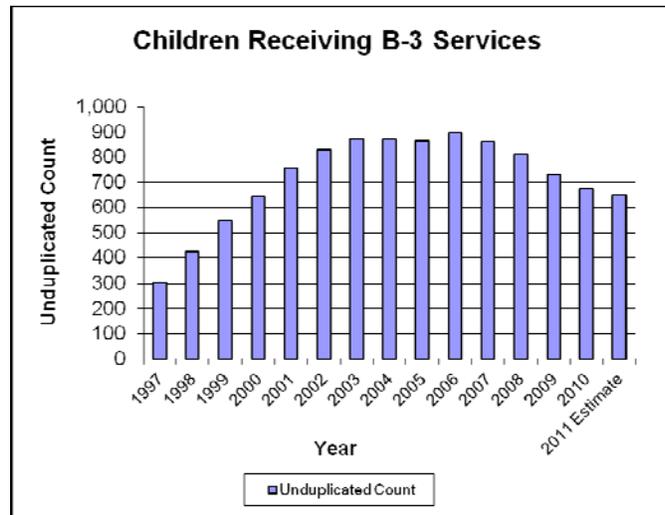
Personnel costs increase slightly by about \$4,700 or 1.2% to \$372,700, mainly due to the cost to continue 4.5 FTE staff and a change in employee health plan selection from single to family coverage, but are mostly offset by lower Wisconsin Retirement System pension costs due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to their pension costs.

Operating expenditures are budgeted to decrease by about \$3,389,200, from \$5.54 million to \$2.15 million, mainly due to a decrease in payments to CLTS vendors by \$3,474,900. This decrease includes the elimination of \$3,190,800 in payments to vendors for the state and federal match on CLTS waiver slots, due to the state shifting administrative responsibility for CLTS to a TPA (mentioned previously). However, the County will still be responsible for paying for locally-matched waiver slots, funded with tax levy, budgeted at \$379,500, a decrease of \$284,100 from the 2011 budget. Operating expenditures also include a reduction of \$90,000 related to the Birth to Three waiver funding not received as anticipated in the 2011 budget, mentioned previously. Decreasing operating expenditures are partially offset by an increase in contracted case management expenditures related to the CLTS by about \$89,400, budgeted at \$409,400, mainly due to budgeting for a new contracted case management supervisor position to provide supervision of LSS staff, partially funded with additional case management reimbursements of about \$26,000 (mentioned previously). Operating expenditures also include child placement costs at the State of Wisconsin Southern Center for Developmentally Disabled individuals, which increase by about \$56,200, budgeted at \$143,800, to be more in-line with 2010 actual expenditures. Interdepartmental Charges increase by about \$10,800 to \$40,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.



Birth to Three Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total # children enrolled on Oct. 1 st	296	285	296	295	10
Total # children served	676	710	630	675	(35)



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



Childrens Long Term Support (CLTS) Waiver Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
* Total # of Children Served (with or without a Waiver Slot)	383	370	375	350	(20)
Number of New Autism Waiver Slots (1)	33	32	32	32	-
Number of Closed Autism Waiver Slots	17	15	15	15	-
Total Number of Children in preparation for or on Waiting List for State approval of a slot	35	40	35	NA	NA
Number of Non-autism Waiver Slots (census, crisis, local match, transition slots)	Not tracked	Not tracked	100	110	NA
** Total Number of Children Served with a Waiver Slot	348	330	340	350	20

* Note: Beginning June, 1, 2011, The State of Wisconsin began a demonstration project with CompassWisconsin: Threshold, which became the intake point for the application process for CLTS, MA Waivers and other programs. As a result, only children with waiver slots will now be served by this Division.

** Note: This includes different types of waiver slots – i.e., Autism, Census Slots, and Locally-Matched Waiver Slots
(1) Based on actual waiver slots & trends provided by the State Department of Health Services

Family Services & Juvenile Services

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

Program Description

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

In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	40.50	39.50	39.50	39.50	0.00
General Government	\$4,044,612	\$4,037,667	\$3,883,673	\$3,695,289	(\$342,378)
Charges for Services	\$126,329	\$97,480	\$86,265	\$97,101	(\$379)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,327	\$0	\$0	\$0	\$0
County Tax Levy	\$2,795,522	\$2,751,191	\$2,751,191	\$2,989,200	\$238,009
Total Revenues	\$6,967,790	\$6,886,338	\$6,721,129	\$6,781,590	(\$104,748)
Personnel Costs	\$3,237,675	\$3,289,048	\$3,273,366	\$3,303,785	\$14,737
Operating Expenses	\$2,951,903	\$3,462,234	\$3,126,292	\$3,320,888	(\$141,346)
Interdept. Charges	\$119,076	\$135,056	\$134,399	\$156,917	\$21,861
Total Expenditures	\$6,308,654	\$6,886,338	\$6,534,057	\$6,781,590	(\$104,748)
Rev. Over (Under) Exp.	\$659,136	-	\$187,072	-	-



Program Highlights

General Government revenues are budgeted to decrease by about \$342,400 to \$3,695,300, mainly due to a decrease in the State's allocation of Youth Aids Funding by about \$430,000 to \$3,438,400. However, the funding decrease for this program area is partially offset by shifting about \$89,000 in base budget Youth Aids funding from the Children and Family Division, which is designated by the State to fund youth AODA services, to better reflect where these services and related costs are being provided (mentioned previously). General Government revenues also include the Community Intervention Program grant of about \$101,400; Child Abuse and Neglect funding of \$89,000; Independent Living funds of \$48,300 and the Juvenile Accountability Block Grant (JABG) of \$18,200.

Charges for Services consist of client fee revenue budgeted to remain essentially unchanged at about \$97,100. The monthly Juvenile Court Supervision fee, remains at \$80/month for all cases, which was effective as of January 1, 2010. The actual fee charges are determined by each client's ability to pay, based upon the State's Uniform Fee Schedule.

Personnel costs increase by about \$14,700 or less than 1% to \$3,303,800, mainly due to the cost to continue 39.50 FTE, including a couple of changes in employees' selection of health plan coverage, estimated to cost about \$17,100. The remaining increase in health insurance costs of about \$27,300 amounts to a 6.5% increase, which is in-line with health insurance cost increase throughout county departments. Most of the 2012 personnel cost to continue increases are offset by the cost savings from the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Family Services & Juvenile Services (cont.)

Operating expenditures decrease by about \$141,300 to \$3,320,900, and include a reduction of \$188,000 in State Secure Correctional placement costs, which are budgeted to decrease to \$312,100, anticipating a continuation of the recent historical pattern of low numbers of Correctional placements. Foster care and group home placement costs are budgeted to decrease by \$232,900 and \$51,600, respectively, in anticipation of a continuation of the recent placement levels. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services to allow families to safely remain intact, department managements anticipates these decreases will not affect client services.

Decreasing operating expenditures are partially offset by an increase of \$217,200 for residential care center placement costs budgeted at \$868,200, reflecting an anticipated increase in these placements. Approximately \$144,700 is invested in community based prevention services as an alternative to juvenile corrections and other out of home placements, of which about \$122,700 from cost savings generated by contracting with Washington County for more cost-effective secure female juvenile detention services, (discussed later in the Juvenile Center program), and \$20,000 is shifted in from the Children and Family Division. Other savings from the Juvenile Center (about \$75,000) are being used to fund the cost of other Human Services programs.

Base 2012 contracted services include contracted intensive in-home team services of about \$460,800; intensive tracking services of \$261,800; educational support services of \$209,700; school-based day treatment services increases of \$157,600; homebound detention services of \$130,500; and mediation services of \$38,100. Family Partnership Initiative expenditures, budgeted at \$62,600, decrease by \$15,000, based on lower utilization of this service.

Interdepartmental charges increase by about \$21,900 to \$156,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the cost increase.



Activity	2010 <u>Actual</u>	2011 <u>Budget</u>	2011 <u>Estimate</u>	2012 <u>Budget</u>	Budget <u>Change</u>
Number of families served (Family Services)	428	410	470	480	70
Number of families served (Juvenile Services)	250	285 (a)	251	250	(35) (a)
Custody Intake decisions by Juvenile Court Intake	432	450	588*	550	100
Court Intake Referrals	553	575	757**	750	175
Average daily population of juveniles in State correctional institutions	2.3	4.5	2.1	3.0	(1.5)
Total State charges for correctional institution placement	\$203,505	\$500,111	\$208,725	\$312,086	(\$188,025)***

*The 2011 Custody Intake estimate increase primarily reflects a limited youth population that has engaged in repeated runaways from home. Historically this number can fluctuate significantly, dependent upon the activity level of this particular population.

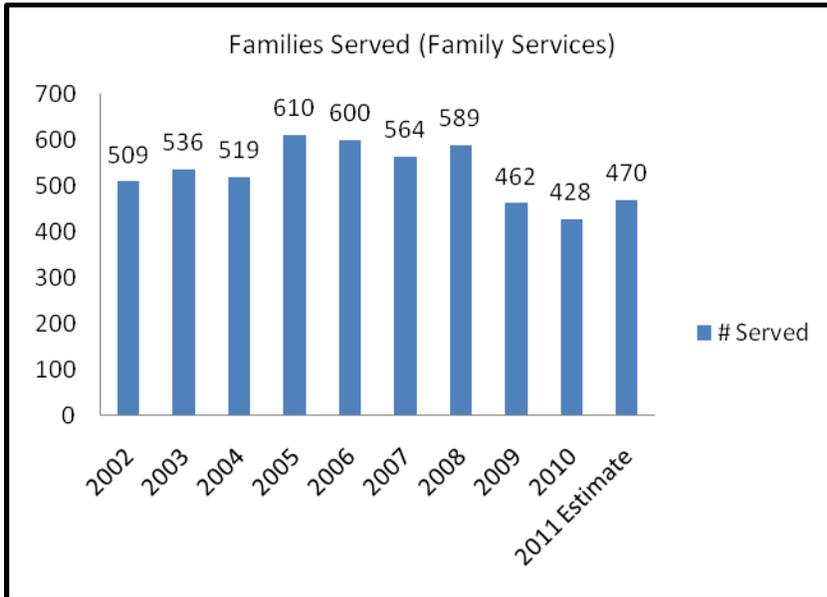
** The 2011 Court Intake estimate increase primarily reflects the procedural change in 2011 in which parent/teen conflict situations are now handled by Juvenile Court Intake. Previously they were handled by the Access Units.

***The \$188,025 decrease is due to an anticipated lower average daily population at State Correctional Institutions in 2012.

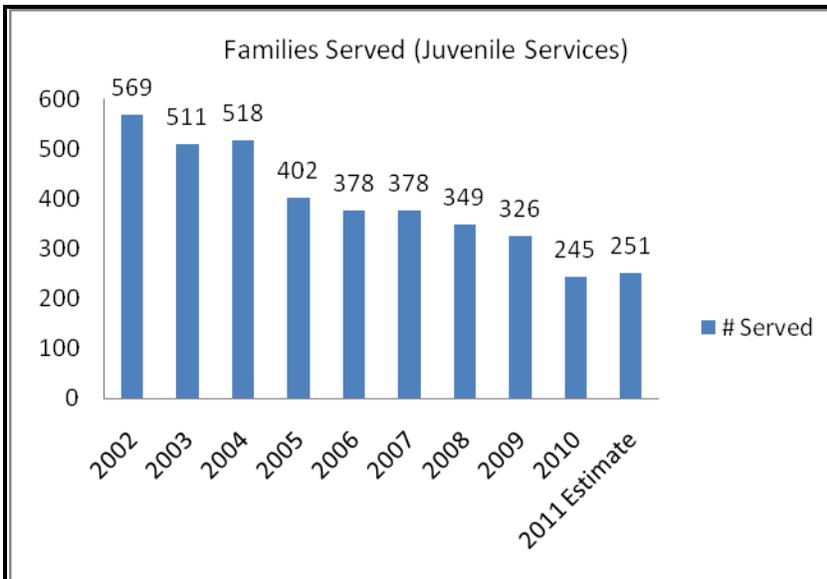
These decreases reflect Waukesha County, Wisconsin and national trends of reduced numbers of juveniles being referred to the juvenile justice system.

(a) Reduced to be more in line with 2010 actual and 2011 estimate. The 2011 budget appears to be overestimated.

Family Services & Juvenile Services (cont.)

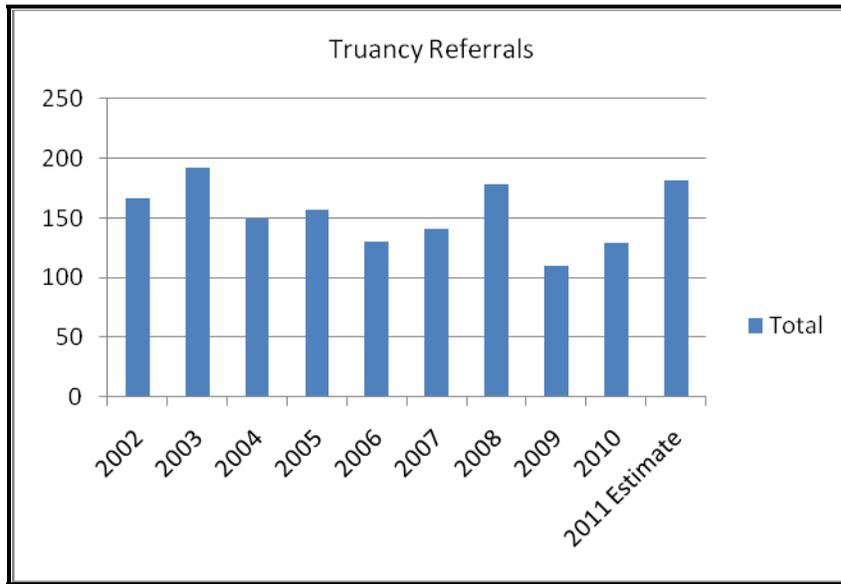


The number served in 2009 and 2010 was lower than in previous years. A significant reduction in the number of truancy referrals in 2009 and 2010 was a factor in the reduced number of families served. It is projected that 2011 truancy referrals will return to the general range prior to the recent lower rate. It is anticipated the number of families served over the next several years will continue at the lower end of the general range of the last ten years.

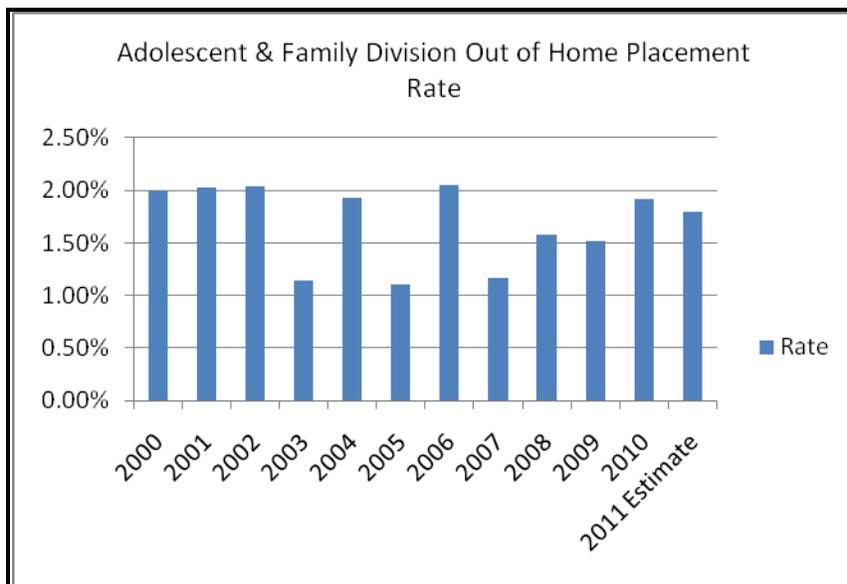


While the number of families served in Juvenile Services has decreased significantly over the past 10 years, the rate of this decrease has slowed over the past 4 years and the number in 2011 is projected to be slightly higher than that in 2010. The reduced caseload size reflects a Federal and statewide trend of reduced youth delinquency over that 10 year period

Family Services & Juvenile Services (cont.)

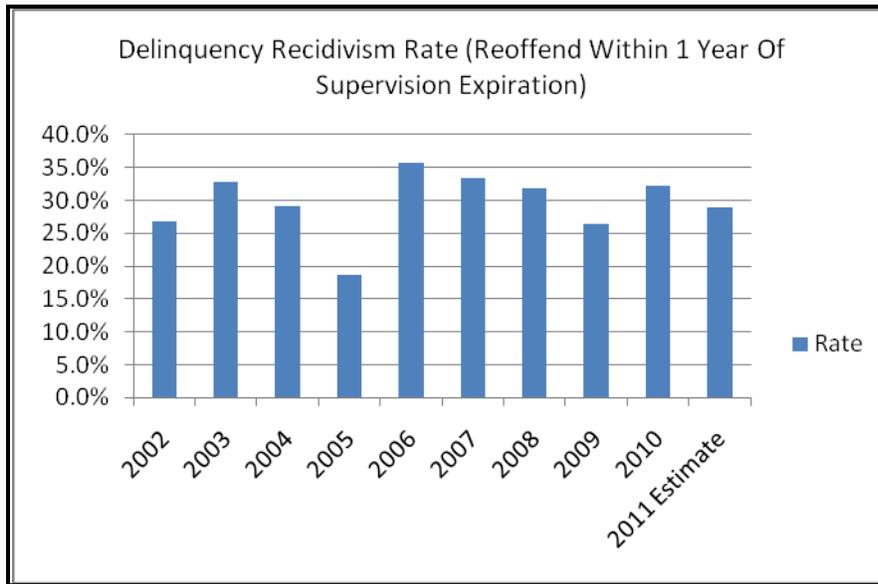


The number of truancy referrals, which had been relatively stable from 2004-2007, increased significantly (26%) in 2008 and subsequently decreased by 38% in 2009. Since 2009 it has trended upwards, with a more significant increase in the 2011 estimate. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have maintained the placement rate below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



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



	2010 Actual	2011 Budget (b)	2011 Estimate (b)	2012 Budget (a)	Budget Change (a)
Alternate Care Activity (a)					
Total children in foster care	25	25	24	23	(2)
Days of Care	4,961	7,260	5,853	5,575	(1,685)
\$ Foster Care (b)	\$353,795	\$628,613	\$395,720	\$395,720	(\$232,893)
Total youth in group homes	8	8	6	6	(2)
Days of Care	873	897	1,060	1,009	112
\$ Group Home (b)	\$163,195	\$171,438	\$119,824	\$119,824	(\$51,614)
Total youth in Residential Care Centers	14	13	16	14	1
Days of Care	2,695	1,955	2,999	2,706	751
\$ Residential Care Centers	\$834,856	\$650,967	\$916,226	\$868,161	\$217,194

- (a) Through the ongoing efforts of Agency and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2012 budget for these placements has been reduced, with the increase in the Residential Care Center budget being more than offset by decreases in the Foster Care and Group Home budgets.
- (b) These ongoing efforts have resulted in the 2011 estimated expenditures for these services being below the 2011 budgeted amounts. The 2011 budget amounts appear to be overestimated.

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

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Non-secure detention (Shelter Care) has 18 beds and secure detention has 18 beds. On grounds schooling is provided, as well as daily structured activities. Nursing and physician services are provided through contracts. Beginning in 2012, female secure detention services will be purchased from the Washington County Juvenile Detention facility.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	29.11	29.11	29.11	24.00	(5.11)
General Government	\$56,217	\$54,401	\$53,056	\$52,876	(\$1,525)
Charges for Services	\$162,749	\$153,960	\$197,500	\$153,960	\$0
Other Revenue	\$4,717	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$600	\$0	\$0	\$0	\$0
County Tax Levy	\$1,696,816	\$1,763,553	\$1,763,553	\$1,565,017	(\$198,536)
Total Revenues	\$1,921,099	\$1,971,914	\$2,014,109	\$1,771,853	(\$200,061)
Personnel Costs	\$1,739,445	\$1,837,720	\$1,708,095	\$1,563,592	(\$274,128)
Operating Expenses	\$59,294	\$81,835	\$64,761	\$147,360	\$65,525
Interdept. Charges	\$50,701	\$52,359	\$52,390	\$60,901	\$8,542
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,849,440	\$1,971,914	\$1,825,246	\$1,771,853	(\$200,061)
Rev. Over (Under) Exp.	\$71,659	-	\$188,863	-	-



Program Highlights

The 2012 budget implements a more cost-effective alternative to housing female juveniles in secure detention. The Department will be purchasing significantly less-costly days of care from the Washington County Juvenile Detention Center, resulting in estimated net County taxpayer levy savings of approximately \$200,000 (after considering room and board & transportation costs). Savings are being re-invested in community-based juvenile programs to prevent costly juvenile correction and other out of home placements (see Family Services and Juvenile Services program highlights).

General Government revenues decrease by \$1,525 due to a small reduction in the Nutritional Grant funding. Charges for Service revenues are unchanged, to reflect historical trend. The Juvenile Center daily fee increased from \$261 to \$267 per day, effective January 1, 2011, for secure and non-secure placement. Actual fees charged are based upon the client's ability to pay, as determined by the State Uniform Fee Schedule.

Personnel costs decrease by about \$274,100 to \$1,563,600, mainly due to purchasing more cost-effective female secure detention services from Washington County, resulting in unfunding a total of 4.0 FTE Juvenile Center workers (abolishing 3 full-time and 1 part-time positions (3.7 FTE) and reducing one part-time position by 0.30 FTE or about 620 hours); reducing temporary extra help by 1.39 FTE; partially offset by an increase in overtime by 0.28 FTE or about 580 hours.

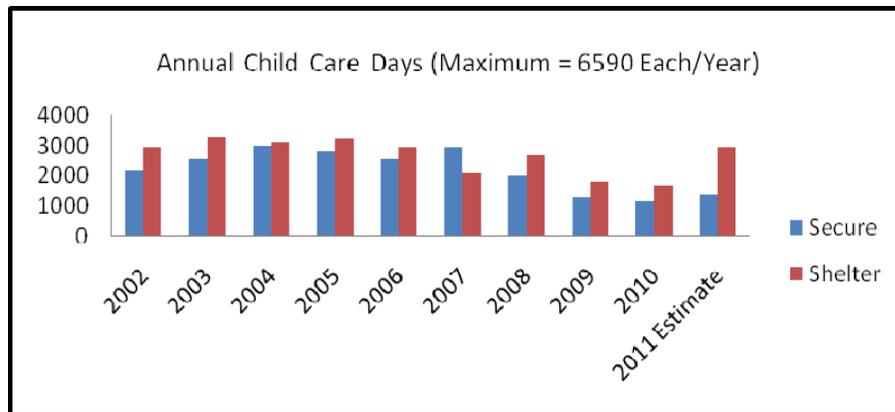
Operating expenditures increase by about \$65,500 to \$147,400, mainly due to budgeting about \$70,500 for transportation and room and board charges associated with utilizing the Washington County facility for secure female detention.

Interdepartmental charges increase by \$8,500, mainly due to an increase in Collections Division charges for collection of past due accounts receivable to be more in-line with 2010 actual costs for these expenses.

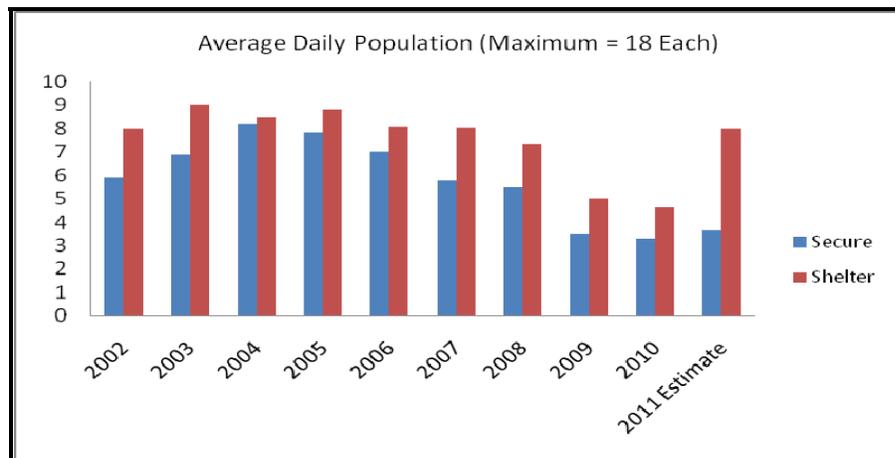
Juvenile Center



Activity	2010 <u>Actual</u>	2011 <u>Budget</u>	2011 <u>Estimate</u>	2012 <u>Budget</u>	Budget <u>Change</u>
Shelter Care					
# of child care days	1,699	2,076	2,920	3,000	924
Average daily population	4.7	5.7	8.0	8.2	2.5
Secure Detention					
# of child care days provided	1,156	1,542	1,364	1,132	(410)
Average daily population at center	3.2	4.2	3.7	3.1	(1.1)
# of child care days purchased	0	0	0	218	218
Average daily population purchased	0	0	0	Less than 2/3 children/day	Less than 2/3 children/day
Other County Placements at Waukesha Co. Juv. Center					
# of child care days	39	15	216	216	201



Since 2002, the number of Child Care Days (total number of days in care) had remained relatively low and stable, with a more significant decrease in 2009 and 2010. The 2011 estimate includes an estimated increase in Child Care Days for Shelter Care (non-secure custody). One reason is due to a higher number of out of county placements through the first half of the year. Charges for Service revenues have not been increased based on the assumption that the monthly trend in 2011 may not continue in 2012. The number of days in Shelter Care has generally been higher than Secure Detention. Due to declining census in female Secure Detention, this service will be purchased from Washington County, beginning in 2012.



The Average Daily Population for both Shelter Care and Secure Detention has generally maintained a downward trend over the past 10 years, with a significant increase in the 2011 estimated Shelter Care Population. The population in Shelter Care has tended to be slightly higher than that for Secure Detention.

Mental Health Outpatient and Support Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	42.81	42.31	42.31	42.76	0.45
General Government	\$996,143	\$1,630,336	\$1,488,841	\$1,581,415	(\$48,921)
Charges for Services	\$2,559,479	\$2,226,824	\$2,250,229	\$2,285,511	\$58,687
Other Revenue	\$916,530	\$1,020,120	\$1,117,186	\$1,295,464	\$275,344
Appr. Fund Balance	\$34	\$4,800	\$4,800	\$4,800	\$0
County Tax Levy	\$7,416,776	\$7,166,235	\$7,166,235	\$7,214,185	\$47,950
Total Revenues	\$11,888,962	\$12,048,315	\$12,027,291	\$12,381,375	\$333,060
Personnel Costs	\$4,039,117	\$4,276,112	\$4,148,420	\$4,181,152	(\$94,960)
Operating Expenses	\$6,397,427	\$7,306,117	\$7,526,175	\$7,689,680	\$383,563
Interdept. Charges	\$449,953	\$466,086	\$477,307	\$510,543	\$44,457
Total Expenditures	\$10,886,497	\$12,048,315	\$12,151,902	\$12,381,375	\$333,060
Rev. Over (Under) Exp.	\$1,002,465	-	(\$124,611)	-	-



Program Highlights

General Government revenue is budgeted to decrease by about \$48,900 to \$1,581,400, and includes a reduction in federal financial participation matching funds for Medicaid-covered services by about \$20,300 to \$182,900. This funding is planned to be used to encourage alternative planning for children and elderly clients and to partially offset state mental health institute cost charges. Also, federal reimbursement revenues for habilitative care provided through the Community Recovery Service (CRS) program are budgeted at \$671,900, which is a decrease of about \$14,200. The base 2012 budget includes state/federal Community Options funding of about \$399,600, which remains at the 2011 budgeted level; mental health funding of \$181,400, which decreases by about \$8,000; and Community Support funding of \$146,700, which decreases about \$6,500.

Charges for Service include client fees for the Comprehensive Community Support (CCS) program, which provides psycho-rehabilitative treatment and residential care to clients with more intensive needs than the Community Support Program (CSP). CCS client fees are budgeted to decrease by about \$64,000 to the \$1,052,100 level, mainly due to the state using a more restrictive definition of reimbursable rehabilitative expenditures. However, this is more than offset by an increase in other client fee revenues by \$122,700, budgeted at \$1,233,400, to be more in-line with 2010 actual revenues received. Also, higher client fee revenues are anticipated to result from the creation of senior financial analyst position (discussed earlier in the Administrative Services program highlights) by allowing for better management and following up on claim reimbursement denials.

Other Revenues increase by about \$275,300 to \$1,295,500, mainly due to an increase in state collections for county resident placement costs at the state mental health institutes by \$239,300, from \$100,000 to \$339,300, and is mostly offset by higher placement costs for youth and elderly placements at the institutes. These higher institute expenditures and revenues are mainly due to the state now billing the county for the full cost of these placements, then providing a federal reimbursement estimated at about 60% (previously the State billed the County for the net placement costs). Other Revenues also include \$25,000 budgeted for the first time in 2012 as reimbursement revenues for costs related to mental health crisis intervention training of local law enforcement officers. SSI collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, increases by about \$11,000 to \$616,900. State of Wisconsin MA Cost Reporting program (WIMCR) reimbursements remain at the 2011 budgeted level of \$314,200.

Mental Health Outpatient and Support Services (cont.)

Personnel costs are budgeted to decrease by about \$95,000 to \$4,181,200, and include the creation of a 1.0 FTE clinical therapist position, partially offset by the abolishment of a 1.0 FTE senior mental health counselor, estimated to increase net personnel costs by about \$6,500. This position is expected to take the lead role in implementation and maintenance of the Community Recovery Services (CRS) program, and is anticipated to expedite client enrollment and generate sufficient CRS reimbursements to offset these additional position costs. Also, this budget includes an increase in a senior mental health counselor position from 0.55 FTE to 1.0 FTE, estimated to increase net personnel costs by \$42,600. This position is anticipated to work on information and referral, initial client crisis response, coordination of staff schedules and mandatory staff training, among other tasks. Increasing this position to full-time is anticipated to free up time for a part-time Substance Abuse Counselor in the Alcohol and Other Drug Abuse (AODA) program area (currently sharing this work), to perform more direct AODA client treatment, estimated to generate sufficient client fee revenues to offset these additional position costs. Overall position costs decrease, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost to continue increases for 2012.

Operating expenditures increase by about \$383,600 to \$7,689,700, and includes an increase in room, board and treatment costs for CCS, CRS and residential care programs by about \$182,400 to \$4,159,400, based on an anticipated increase in the number of days of care by approximately 1,550 and an estimated increase in of 2% for residential care services and 1% for all other contracted services. State mental health institute costs increase by about \$155,000 to \$1,205,500, mainly due to an estimated increase in youth and elderly placement costs by \$189,300 to \$409,300, offset with additional collections revenue (discussed previously). This is partially offset by a decrease in anticipated adult placement costs at the State mental health institutes by about \$34,400, budgeted at \$796,100, based on an estimated decrease in the number of days of care by 72, down to 772 days.

Interdepartmental charges increase by about \$44,500 to \$510,500, including an increase in End User Technology charges by \$22,700, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase. Interdepartmental charges also include higher building maintenance and housekeeping charges by about \$8,800 and higher Collections Division charges for collection of past due accounts receivable by about \$7,000.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Community Support: number of clients	195	195	195	195	0
Case Management Clients (Non-CCS)	71	75	75	75	0
Residential Care: days of Care	30,688	29,565 (a)	30,759	31,110	1,545 (a)
Outpatient Clients	3,878	3,800 (a)	4,105	4,000	200 (a)
Comprehensive Community Services Clients	99	97 (a)	99	99	2 (a)
State Institutes Payments: Days of Care (Children)	425	218	166	163	(55)
State Institutes Payments: Days of Care (Adults)	342	844	795	772	(72)

(a) The 2011 budgeted amount appears to have been under estimated based on the 2010 actual results and 2011 estimate.

Alcohol & Other Drug Abuse Outpatient Clinic & Support Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	9.30	9.30	9.30	9.30	0.00
General Government	\$850,666	\$608,402	\$608,402	\$608,402	\$0
Fines/Licenses	\$464,132	\$475,000	\$396,900	\$435,000	(\$40,000)
Charges for Services	\$257,961	\$256,200	\$264,400	\$300,400	\$44,200
Other Revenue	\$23,797	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$369,753	\$507,637	\$507,637	\$471,362	(\$36,275)
Total Revenues	\$1,966,309	\$1,847,239	\$1,777,339	\$1,815,164	(\$32,075)
Personnel Costs	\$822,714	\$831,001	\$804,200	\$809,468	(\$21,533)
Operating Expenses	\$857,287	\$985,977	\$1,034,630	\$974,242	(\$11,735)
Interdept. Charges	\$24,574	\$30,261	\$30,261	\$31,454	\$1,193
Total Expenditures	\$1,704,575	\$1,847,239	\$1,869,091	\$1,815,164	(\$32,075)
Rev. Over (Under) Exp.	\$261,734	-	(\$91,752)	-	-

Program Highlights



General Government revenues remain at the 2011 budget level of about \$608,400, and include \$521,500 in AODA block grant funding, \$48,900 in Child Abuse and Neglect funding, and \$38,000 in Child Day Care funding. Fines and licenses revenues, which consist of Intoxicated Driver Program surcharge revenues, and are budgeted to decrease by \$40,000 to \$435,000, based on prior-year revenues received and current-year estimates. Charges for Service consist of client fee revenues, which are budgeted to increase by \$44,200 to \$300,400. By increasing the part-time senior mental health counselor position in the Mental Health Outpatient and Support Services program (mentioned previously), more time is expected to be freed up for direct substance abuse treatment in this program area, which is anticipated to help generate additional client fee revenue.

Personnel costs decrease by about \$21,500 to \$809,500, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets personnel cost to continue increases for 2012.

Operating Expenditures decrease by about \$11,700 to \$974,200, mainly due to a reduction in contracted medical services as a result of the closing of the Lawrence Center and discontinuing opiate detoxification treatment. Operating expenses also include a 2% increase to residential programs.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Clients Receiving Detox	140	210 (a)	140	140	(70) (a)
Detoxification: Days of Care	289	335 (a)	280	280	(55) (a)
Outpatient Clients	1,688	1,710	1,750	1,750	40
AODA Halfway House: Days of Care	5,604	4,392 (b)	6,400	5,800	1,408 (b)

(a) The 2011 budgeted amounts were over estimated based on the 2010 actual results and 2011 estimate.

(b) The 2011 budget amount was underestimated based on 2010 actual results and 2011 estimate.



Statement of Purpose

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

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$19,920	\$508,519	\$583,519	\$547,935	\$39,416	7.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$27,358	\$44,075	\$62,505	\$57,000	\$12,925	29.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$7,590	\$0	\$340	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$32,000	\$0	\$0	(\$32,000)	-100.0%
County Tax Levy	\$932,699	\$993,666	\$993,666	\$1,030,833	\$37,167	3.7%
Total Revenue Sources	\$987,567	\$1,578,260	\$1,640,030	\$1,635,768	\$57,508	3.6%
Expenditures						
Personnel Costs	\$93,558	\$130,198	\$98,229	\$100,462	(\$29,736)	-22.8%
Operating Expenses (a)	\$868,046	\$1,437,271	\$1,519,896	\$1,482,507	\$45,236	3.1%
Interdept. Charges	\$7,635	\$10,791	\$11,079	\$52,799	\$42,008	389.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$969,239	\$1,578,260	\$1,629,204	\$1,635,768	\$57,508	3.6%
Rev. Over (Under) Exp.	\$18,328	\$0	\$10,826	\$0.00	-	N/A

Position Summary (FTE)

Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help	0.00	1.00	0.00	0.00	(1.00)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	1.00	2.00	1.00	1.00	(1.00)

(a) The 2011 estimate includes \$75,000 for the State Office of Justice Assistance (OJA) for a Crisis Intervention Training Incentives grant approved ordinance 166-17 for \$100,000 which was awarded in 2011.

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



Program Highlights

General Government Revenue is budgeted to increase \$39,416 to \$547,935, mostly related to a new Adult Drug Court grant from the Federal Department of Justice – Bureau of Justice Assistance. The CJCC has been awarded \$350,000 over a 3-year period (beginning (10/1/11) of which \$114,000 is budgeted for in 2012. The department management estimates that approximately 75 participants will be served (25 per year over the three-year period). This is partially offset by lower budgeting for year 2 of the 3-year joint Federal grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT), which began as of October 2010 for \$1,239,097 to expand the Alcohol Treatment Court (ATC) Program. \$421,800 is budgeted for the ATC grant, which is \$71,800 lower than year 1, which included start up costs. Department management estimates the grant will allow approximately 50 additional participants (4th OWI offenders) to be served each year. In 2012, 140 3rd and 4th OWI offenders are budgeted to participate in the ATC program.

Charges for Services are budgeted to increase \$12,925 to \$57,000 in anticipation of higher client fee revenues from the Alcohol Treatment Court Program participants based on prior and current year estimates. Participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. In addition, the Day Report Center Program fees are estimated to increase by \$4,025 to \$16,080 based on the current year estimate. Participants are charged a flat fee based on length of stay in the program, which was implemented in October 2010 and is mandatory for all program participants.

One-time General Fund balance of \$32,000 is removed from the budget as the temporary extra help/security screener position was not necessary as a result of a change in location of the expanded Day Report Center program at the Huber facility.

Personnel costs are estimated to decrease by \$29,736 to approximately \$100,462, which includes the \$32,000 decrease in temporary extra help for the Day Report Center expansion. The State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs reduces the County's share of these costs, which mostly offsets the CJCC Coordinator's personnel cost to continue increases for 2012.

Operating Expenses increase by \$45,236 or 3.1% to \$1,482,507 mostly related to the new Adult Drug Court grant which increases operating expenses by \$95,100. This includes a contracted clinical case manager, drug testing of participants, program evaluation services and contracted treatment providers for physical and Mental Health evaluations. Also, the Day Report Center operating budget includes an increase of \$12,400 for the full year cost of the part-time Community Service Coordinator position added in the 2nd half of 2011. These increases are offset by a lower allocation of the 3-year joint Alcohol Treatment Court Grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT) for year 2 as previously noted. The budgeted Alcohol Treatment Court grant includes contracted services budgeted at \$211,300 for substance abuse treatment and case management services (provided by WCS); and program evaluation are budgeted at \$72,700.

A summary of the CJCC programs changes are noted in the chart below:

CJCC Contracted Programs	2010 Actuals	Total Contracted Program Expenditures			
		2011 Budget	2012 Budget	Change	% Change
WCS - Alcohol Treatment Court	\$113,382	\$117,067	\$119,409	\$2,342	2.0%
WCS - Day Report Center	\$116,459	\$206,613	\$223,281	\$16,668	8.1%
WCS - Intoxicated Driver Intervention	\$153,525	\$148,089	\$151,051	\$2,962	2.0%
WCS - Pretrial Supervision	\$122,893	\$126,887	\$129,425	\$2,538	2.0%
WCS - Pretrial Screening	\$104,025	\$107,406	\$109,554	\$2,148	2.0%
WCS - Community Service Options	\$41,125	\$42,660	\$43,514	\$854	2.0%
WCS - Reentry Employment Program at Huber	\$0	\$0	\$25,000	\$25,000	100.0%
Sub-Total WCS Contracted Service	\$651,409	\$748,722	\$801,234	\$52,512	7.0%
Alcohol Treatment Court Grant (includes operating expenses (various including WCS Case Management costs), interdepartmental charges and personnel costs)	\$0	\$493,600	\$421,800	(\$71,800)	-14.5%
Adult Drug Court Grant	\$0	\$0	\$114,000	\$114,000	N/A
Community Transition	\$83,318	\$82,182	\$83,580	\$1,398	1.7%
Jail Adult Basic Education	\$70,000	\$72,318	\$70,000	(\$2,318)	-3.2%
Jail AODA Services (Education Services)	\$32,742	\$33,397	\$31,884	(\$1,513)	-4.5%
Total Program costs	\$837,469	\$1,430,219	\$1,522,498	\$92,279	6.5%

Interdepartmental Charges are budgeted to increase by \$23,108 to \$33,899 mostly as a result of budgeting County and HHS Administrative indirect costs related to the Alcohol Treatment Court Grant.

Note: The CJCC has applied for a federal grant solicitation in June 2011 with the Bureau of Justice Assistance (BJA) for a total of \$350,000 over 3 years to start a drug court program. The project proposes to serve 75 nonviolent, high-risk, drug dependent participants in a post-plea, predisposition, deferred prosecution model. Decision regarding the award is not anticipated until September 2011. If selected as a grant recipient, an ordinance or budget amendment may be proposed to accept and appropriate these grant funds for the project, with the grant anticipated to begin in the 4th Quarter of 2011.

Major CJCC Strategic Outcomes and Objectives for 2012

Countywide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	20,206	16,000	18,000	19,000
Number of Jail Days Saved – Pretrial Supervision Program	5,819	6,000	6,500	6,000
Number of Jail Days Saved – Alcohol Treatment Court Program*	4,092	5,000	5,400	6,000
Number of Jail Days Saved – Day Report Center Program**	10,493	12,802	13,000	13,000
Number of Jail Days Saved – Community Service Options Program	809	1,000	950	1,000

* Beginning in 2011 4th offenders are allowed to participate in the Alcohol Treatment Program.

**2011 reflects the Day Report Center (DRC) expansion.

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	82%	80%	81%	80%
% of Participants Successful in Reinstating their Drivers License in the OAR Program *	49%	N/A	N/A*	N/A*
% of Participants Compliant with Pretrial Supervision Program Requirements**	74%	N/A	80%	80%

*January – June 2010; Program discontinued as of 6/30/10

**New Performance Measure

Criminal Justice Collaborating Council (cont.)

Objective 3: Continue to sustain the Day Report Center Program expansion of an estimated 125 client contacts per week (for at least 60 clients) in 2012. Review program fee scale to determine if adjustments are possible to recover additional costs of expansion.

Key Outcome Indicator: High rates (in the range of 80% to 90%) of compliance with Day Report Center conditions of supervision, thereby justifying an increase in the utilization of the program as an alternative to incarceration.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements	80%	75%	85%	80%

Objective 4: Provide cost effective and results-driven programming to offenders that complies with evidence-based, best practice standards, demonstrating a significant return on investment.

Key Outcome Indicator: Formal evaluation of CJCC programs by a team of evaluators from Temple University, UW-Milwaukee, and the Public Policy Forum to assess program goals, effectiveness, and resulting cost savings/cost avoidance.

Performance Measures to be determined as part of the evaluation process in 2012 for the 2013 budget

Activity Workload Data

Alcohol 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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Participants*	93	125	110	140
Number of Program Graduates**	32	30	30	40

* The increase in clients served in 2011 is a result of the County being awarded a three year federal grant to expand the Alcohol Treatment Court program, effective 10/1/10 – 9/30/13.

** 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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Community Service Hours Completed	25,581	25,000	25,500	25,000
Total Clients Served	401	550	500	500

Community Transition Program

Provides supportive services to individuals who have transitioned from the jail into the community.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Average Caseload	50	75	40	40
Total Served	148	300	125	125

Criminal Justice Collaborating Council (cont.)

Operating After Revocation Program (OAR)

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of Closed Cases	106*	N/A**	N/A**	N/A**
Number of Participants Receiving Drivers License	52* (49%)	N/A**	N/A**	N/A**

*January – June 2010

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

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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised	230	275	300	300
Average Caseload Size	60	57	75	75

*The Day Report Center was expanded in 2011 by adding a part-time case manager, part-time Employment Specialist, and part-time Community Service Coordinator (July-Dec)

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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Inmates Interviewed	2,267	2,200	2,250	2,254
Declined Interviews	40 (2%)	45 (2%)	50 (3%)	46 (2%)
Reports Completed	2,307	2,300	2,300	2,300
Interviews/Reports Verified	816 (36%)	1,000 (45%)	900 (40%)	902 (40%)

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 client's needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised (a)	386	450	400	400
Average Daily Caseload	113	135	125	125

(a) The 2012 Budget is reduced to closer reflect the prior year actuals.

Criminal Justice Collaborating Council (cont.)

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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised	1,114	1,500	1,100	1,200
Average Caseload Size	400	450	380	390
OWI Re-Arrests During Program Supervision	19 (2%)	12 (1%)	11 (1%)	12 (1%)

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

- Anger Management
- Relapse Prevention
- Characteristics of Addiction
- Coping Skills
- Release Planning
- Life Skills

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Inmates Served	636	700	614	625
Number of Program Modules Completed (1 Module = 12 hours class time)	206	280	180	200

* *The program and curriculum were revised in 2009 to an open-entry/open-exit model in an effort to reduce waiting time, increase access to the program for female inmates and inmate workers, and increase successful completions of the program.*

Jail Adult Basic Education (ABE) Program*

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail, through federal funding provided by the Adult Education and Family Literacy Act for Institutionalized Individuals and local support from Waukesha County. The County increased budgeted tax levy by \$25,000 in 2010 to assist with program continuation, which remains at the same level in the 2012 budget.

	2009/2010 Actual	2010/2011 Actual	2010/2011 Target	2011/2012 Target
Number of Inmates Served	172	169	150	150
Sex of Participants	134 (M) 38 (F)	143 (M) 26 (F)	N/A N/A	N/A N/A
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	24	28	25	25
% Improving Academic Literacy Skills	84%	89%	80%	80%



Statement of Purpose

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

The Hospital Inpatient Program of the Mental Health Center provides 24-hour care to court-involved and voluntary mentally ill individuals for which a range of services are included such as diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. This facility has a capacity of 28 beds.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget (a)	Adopted Budget \$	%
Revenues						
General Government	\$1,308	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,640,992	\$2,548,839	\$2,552,228	\$2,590,639	\$41,800	1.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,691	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$35,343	\$35,000	\$35,314	\$38,800	\$3,800	10.9%
County Tax Levy	\$3,217,113	\$3,248,170	\$3,248,170	\$3,287,434	\$39,264	1.2%
Total Revenue Sources	\$5,900,447	\$5,832,009	\$5,835,712	\$5,916,873	\$84,864	1.5%
Expenditures						
Personnel Costs	\$3,996,664	\$4,099,647	\$4,123,405	\$4,092,292	(\$7,355)	-0.2%
Operating Expenses (a)	\$848,626	\$942,772	\$913,197	\$998,738	\$55,966	5.9%
Interdept. Charges (a)	\$690,783	\$767,370	\$757,223	\$815,843	\$48,473	6.3%
Fixed Assets (a)	\$35,000	\$22,220	\$22,000	\$10,000	(\$12,220)	-55.0%
Total Expenditures	\$5,571,073	\$5,832,009	\$5,815,825	\$5,916,873	\$84,864	1.5%
Rev. Over (Under) Exp.	\$329,374	-	\$19,887	-	-	N/A

Position Summary (FTE)

Regular Positions	42.45	42.95	42.95	42.95	0.00
Extra Help	3.64	4.05	4.05	4.92	0.87
Overtime	0.47	0.47	0.47	0.47	0.00
Total	46.56	47.47	47.47	48.34	0.87

(a) Appropriated General Fund Balance derived from H&HS Funds is budgeted at \$38,800, mainly for one-time equipment replacement.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

Key Outcome Indicator: The re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The goal of the Mental Health Center is not to exceed 9.5% for readmission within 30 days of discharge.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
30 Day Readmission Rate	6.8%	9.9%	9.1%	9.5%



Program Highlights

Charges for services, which consist mostly of client fee revenues (including insurance and Medicare/Medicaid reimbursements), increase by \$41,800, to be more in-line with 2010 actual revenues received. Appropriated Fund Balance of \$38,800 is budgeted to cover one-time equipment replacement and building improvement items that may be needed to remain in compliance with state/federal hospital regulations (facility is inspected annually). For 2012, Fund Balance is budgeted to cover chair replacement within operating expenditure appropriations (\$16,000); a portion of the replacement costs for an electrical generator, which are cross-charged interdepartmentally from the Department of Public Works – Facility Maintenance (\$12,800); and dishwasher replacement in fixed assets (\$10,000).

Personnel costs decrease by about \$7,400 to \$4,092,300, mainly due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which mostly offsets the personnel cost to continue increases for 2012. In addition, health insurance costs decrease by about \$34,000, mainly due to changes in several employee health plans. Decreasing personnel costs are partially offset by an increase in temporary extra help and related benefits by about \$52,100, mostly for an increase in registered nursing coverage of 0.87 FTE (about 1,810 hours), to be closer to 2010 actual expenditure levels.

Operating expenditures increase by about \$56,000 to \$998,700, an include an increase in pharmaceutical costs by \$15,500 to \$315,500 ; contracted transcription service costs by \$10,300 to \$44,700; contracted doctor services by \$6,700 or 2% to \$328,700; contracted laundry services by \$6,100; and equipment costs by \$5,600 to \$22,900, mainly to cover the \$16,000 in chair replacements budgeted for 2012 (covered with one-time Fund Balance use, mentioned above).

Interdepartmental charges are budgeted to increase by about \$48,500 to \$815,800, including an increase in Department of Public Works building maintenance and housekeeping charges by about \$22,500 to \$346,400, mainly due to new electrical generator replacement costs of \$48,000 (partially covered with one-time Fund Balance use, mentioned above). In addition, End User Technology Fund (EUTF) charges increase by \$17,400 to \$21,500. However, Tax Levy of approximately \$17,400 is being shifted into the Mental Health Center budget from EUTF for a net increase of about \$4,100 or 2%, to cover the phasing in of full-cost allocations, to better reflect technology resources used by departments.

Fixed assets of \$10,000 is budgeted for one-time replacement of a dishwasher, and is covered with one-time Fund Balance use (mentioned above).

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Target	Budget Change
Days of Care	6,321	7,000	7,000	7,000	0
Admissions	964	1,110	1,110	1,110	0
Discharges	978	1,110	1,110	1,110	0
Average Length of Stay (Days)	6.8	6.3	6.3	6.3	0



Program Fund Purpose

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$1,128,922	\$934,586	\$956,769	\$801,356	(\$133,230)	-14.3%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	0.0%
Charges for Services	\$412,951	\$450,860	\$402,449	\$402,723	(\$48,137)	-10.7%
Interdepartmental	\$3,220	\$4,105	\$1,605	\$3,050	(\$1,055)	-25.7%
Other Revenue	\$14,435	\$4,900	\$0	\$0	(\$4,900)	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	0.0%
County Tax Levy	\$2,200,902	\$2,305,559	\$2,305,559	\$2,305,559	\$0	0.0%
Total Revenue Sources	\$3,760,430	\$3,700,010	\$3,666,382	\$3,512,688	(\$187,322)	-5.1%
Expenditures						
Personnel Costs	\$3,017,466	\$3,116,931	\$3,070,688	\$3,027,922	(\$89,009)	-2.9%
Operating Expenses	\$448,378	\$386,163	\$286,877	\$266,977	(\$119,186)	-30.9%
Interdept. Charges (a)	\$279,533	\$196,916	\$211,339	\$217,789	\$20,873	10.6%
Fixed Assets	\$5,590	\$0	\$0	\$0	\$0	0.0%
Total Expenditures	\$3,750,967	\$3,700,010	\$3,568,904	\$3,512,688	(\$187,322)	-5.1%
Rev. Over (Under) Exp.	\$9,463	-	\$97,478	-	-	N/A

Position Summary (FTE)

Regular Positions	37.64	37.84	37.84	37.84	0.00
Extra Help	3.39	3.79	3.79	2.43	(1.36)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	41.03	41.63	41.63	40.27	(1.36)

(a) 2011 estimates exceed the adopted budget due to 2010 carryover and additional expenditure authority added to the budget by approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Symptomatic reversal rate	75%	76%	76%	80%

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Rate of healthy infants	90%	95%	95%	95%

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

Key Outcome Indicator: The State of Wisconsin for 2012 estimates 4,212 mothers and children will be eligible for WIC services in Waukesha County each month. This is an increase in mothers and children from 2011. To maintain WIC grant funding, the WIC program is required to provide in 2011 nutritional services to 2,320 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of remediated nutrition related health problems	86%	80%	86%	86%

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

Key Outcome Indicator: Provide 39 annual community site screenings within the chronic disease screening program to make available preventive screenings to citizens and will assure a level II status Public Health Division and will maintain State of Wisconsin grant funding.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Provide chronic disease intervention, counseling and screening	39	39	37	39

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of category I CD controlled	95%	96%	96%	96%
Percentage of category II CD controlled	85%	86%	87%	87%

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

Key Outcome Indicator: Percent of Public Health Division Cities Readiness Initiative Plan meeting the CDC required minimum score standard of 60% or above.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of the Public Health Division CRI Plan passing score	86%	86%	88%	88%

Objective 8: The Public Health Division will continue to report daily on the Wisconsin Electronic Disease Surveillance System (WEDSS) for reporting communicable disease and childhood lead poisoning case reports on the WEDSS modules to maintain State of Wisconsin core public health requirements. (Communicable Disease Control)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of daily required WEDSS reporting	80% (779 of 973)	100% (1,000)	100% (1,000)	100% (1,020)

Objective 9: The Public Health Division will maintain herd immunity among the enrolled 2-year-old population to protect them from communicable childhood diseases and reduce transmission of such diseases to other children to comply with State of Wisconsin Statute s.253.02(b). Maintain Level II compliance Public Health Division and maintain immunization grant funding. (Communicable Disease Control)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Public Health enrolled 2-year-old children completed vaccines series*	85%	86%	86%	86%

*This percentage excludes children from families that refuse vaccinations based on personal conviction, religious beliefs or medical reasons.

Objective 10: Control the transmission and spread of sexually transmitted communicable diseases among adults to reduce the reservoir of these diseases in the County to assure Level II Status Public Health Division and State of Wisconsin HIV grant funding. (Communicable Disease Control)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of clinic STI identified persons receiving treatment	90%	90%	90%	90%

Objective 11: Build a public health preparedness infrastructure to respond to intentional or non-intentional life threatening diseases to Waukesha County citizens through improving employee competency, communications and information technology, which will meet State of Wisconsin core public health requirements and CDC preparedness grant funding requirements. (Community Health)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Trainings, drills and exercises completed	52	74	74	78

Objective 12: Completion of a five-year Community Health Improvement Plan identifying major Waukesha County health problems with annual review of community interventions to improve identified community health problems to meet State of Wisconsin core public health requirements. (Community Health)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of CHIP completed	0	20%	20%	50%

Objective 13: The Public Health Division will assess the impact of the Patient Protection and Affordability Care Act and position itself to appropriately respond by adapting programs and staffing where possible.

Key Outcome Indicator: Percent of the Patient Protection and Affordability Care Act Public Health provisions identified and interpreted.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Health Reform Public Health provisions identified and interpreted.	N/A	30%	50%	60%

Objective 14: Position the Public Health Division to assess local public health programs and service needs to meet the 2015 Centers for Disease Control and Prevention required national accreditation of local public health departments.

Key Outcome Indicator: Percent of Public Health Division programs meeting CDC accreditation standards.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of available public health programs and staff competence for 2015 accreditation	50%	50%	55%	60%

Public Health Administration

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.00	3.00	3.00	3.00	0.00
General Government	\$0	\$0	\$12,000	\$10,560	\$10,560
Charges for Services	\$78	\$0	\$104	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,034	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$327,286	\$345,464	\$345,464	\$347,639	\$2,175
Total Revenues	\$328,398	\$345,464	\$357,568	\$358,199	\$12,735
Personnel Costs	\$242,933	\$250,686	\$250,256	\$248,349	(\$2,337)
Operating Expenses	\$34,248	\$27,402	\$31,386	\$39,568	\$12,166
Interdept. Charges	\$48,791	\$67,376	\$65,733	\$70,282	\$2,906
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$325,972	\$345,464	\$347,375	\$358,199	\$12,735
Rev. Over (Under) Exp.	\$2,426	-	\$10,193	-	-



Program Highlights

General Government revenue increased by \$10,560 due to the award of the federal Centers for Disease Control and Prevention (CDC) Accreditation Grant to capacity build the Public Health Division in preparation for future national and state accreditation of public health agencies (discussed below). Tax levy support to this program increases by \$2,175 (less than 1%) to fund increases in the expenditure described below.

Personnel costs decrease by about \$2,300 to \$248,300, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost to continue increases for 2012.

Operating expenses increase by \$12,200 mostly due to expenses associated with the Accreditation Grant.



Activities

In 2011, Waukesha County Public Health Division was awarded a Federal Centers for Disease Control & Prevention Accreditation Grant. The Accreditation Grant is to assist local public health departments for infrastructure capacity building to meet future national or state accreditation. This grant is assisting the Waukesha County Public Health Division to build its infrastructure to support the development of a Community Health Improvement Plan which is a CDC accreditation requirement, as well as a public health department Level I requirement.

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

Program Description

The purpose of Child Health Program services is to ensure healthy Waukesha County at-risk children. The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, arrested growth and development and medical problems due to neglect or abuse. Various Public Health local Property Tax Levy supported prevention projects are offered to Waukesha County high-risk children. They are Childhood Lead Poisoning screenings, HealthCheck physical examination screenings and Child-at-Risk (CAR) physical assessments and case management for possible physical abuse or medical neglect. A State of Wisconsin Childhood Lead Poisoning Prevention Grant is available to outreach high-risk families who live in housing built prior to 1978 where children may be exposed to lead based paint and may need lead poisoning screening.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	4.44	4.44	4.44	3.79	(0.65)
General Government (a)	\$150,617	\$145,804	\$13,365	\$13,365	(\$132,439)
Charges for Services (a)	\$172,322	\$155,230	\$149,495	\$145,050	(\$10,180)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$150,476	\$159,462	\$159,462	\$160,345	\$883
Total Revenues	\$473,415	\$460,496	\$322,322	\$318,760	(\$141,736)
Personnel Costs	\$304,809	\$330,415	\$290,773	\$288,189	(\$42,226)
Operating Expenses (a)	\$110,976	\$116,520	\$18,229	\$16,782	(\$99,738)
Interdept. Charges	\$18,245	\$13,561	\$12,704	\$13,789	\$228
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$434,030	\$460,496	\$321,706	\$318,760	(\$141,736)
Rev. Over (Under) Exp.	\$39,385	-	\$616	-	-

(a) Lower 2011 estimate is mainly due to the elimination of the State's Family Foundations Grant for 2011.



Program Highlights

General Government revenue decrease by about \$132,000, mainly from the loss of the State Family Foundations Grant funding, due to a change in state allocation criteria granting dollars mainly to central cities and rural counties. This grant helped fund case management services to first-time parents who receive Medicaid. General Government revenue of about \$13,400, consists of the Childhood Lead Poisoning Prevention grant. Charges for Services revenue decrease by about \$10,200, mainly due to the loss of revenue for case management associated with the Family Foundation Grant.

Personnel costs decrease by about \$42,300, mainly due to the elimination of 0.65 FTE (about 1,350 hours) of temporary extra help and related benefit costs associated with the Family Foundation Grant. The remaining decrease is mostly due to lower Wisconsin Retirement System pension costs, resulting from the State Budget Repair Bill, requiring most County employees to contribute 50 percent to their pension costs.

Operating expenses decrease by about \$99,700 mainly due to the elimination of about \$99,600 in contracted case management services related to the former the discontinued State Family Foundation Grant.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.60	5.51	5.51	5.51	0.00
General Government	\$83,083	\$65,337	\$58,598	\$67,508	\$2,171
Charges for Services	\$42,837	\$45,000	\$67,750	\$48,000	\$3,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$332,354	\$370,101	\$370,101	\$357,930	(\$12,171)
Total Revenues	\$458,274	\$480,438	\$496,449	\$473,438	(\$7,000)
Personnel Costs	\$432,944	\$450,431	\$437,527	\$439,404	(\$11,027)
Operating Expenses	\$19,471	\$11,505	\$10,353	\$18,876	\$7,371
Interdept. Charges	\$24,367	\$18,502	\$18,271	\$15,158	(\$3,344)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$476,782	\$480,438	\$466,151	\$473,438	(\$7,000)
Rev. Over (Under) Exp.	(\$18,508)	-	\$30,298	-	-



Program Highlights

General Government revenue increase by about \$2,200 due to an increase in the Maternal and Child Health (MCH) Grant. Charges for Services increase by \$3,000 due to an increase in Prenatal Care Coordination revenue. Tax levy support needed for this program decreases by about \$12,200, mainly due to decreases in personnel costs, described below.

Personnel costs decrease by about \$11,000, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which more than offsets personnel cost to continue increases for 2012.

Operating expenses increase by about \$7,400, mainly due to an increase in MCH grant-funded tuition, training and travel related costs and medical supply costs.

Child Health/Maternal Health (Cont.)



Activities - Child Health

Workload - Output Data	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>	<u>Budget Change</u>
Number of children tested for lead poisoning	1,475	1,500	1,575	1,525	+25
Total number of children treated for lead poisoning	8	9	9	8	-1
Number of Healthcheck examinations	1,850	1,900	1,990	1,990	+90
Number of Healthcheck serious health problems found remediated/treated	36	38	36	38	0
Number of children referred with medical conditions	140	155	150	155	0
Number of children medical issues resolved	140	155	150	155	0
Number of POCAN* high risk/neglected children cases managed	33	33*	n/a	n/a	-33
Number of POCAN high risk/neglected children entering Child Protective Services	0	0*	n/a	n/a	0

*Family Foundations Grant funding ended in 2011.



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

	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>	<u>Budget Change</u>
I. Medicaid Program: Number of pregnant women PNCC screened	322	320	318	324	+4
A. Number of women enrolled	126	125	124	129	+4
B. Number of women who delivered full term infants of average birth weight	110	110	115	115	+5
II. Non-Medicaid Program: Number of pregnant women PNCC screened	86	85	90	90	+5
A. Number of women enrolled	81	80	85	85	+5
B. Number of women who delivered full term infants of average birth weight	72	70	76	76	+6

Women, Infants, Children Nutrition Program (WIC)

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.49	5.89	5.89	5.89	0.00
General Government	\$442,808	\$418,683	\$424,627	\$429,502	\$10,819
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$442,808	\$418,683	\$424,627	\$429,502	\$10,819
Personnel Costs	\$378,089	\$368,019	\$377,609	\$372,671	\$4,652
Operating Expenses	\$33,410	\$31,095	\$25,449	\$31,908	\$813
Interdept. Charges	\$31,309	\$19,569	\$21,569	\$24,923	\$5,354
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$442,808	\$418,683	\$424,627	\$429,502	\$10,819
Rev. Over (Under) Exp.	-	-	-	-	-



Program Highlights

General Government revenue increase by about \$10,800 to \$429,500, due to the steady increases of the WIC grant base funding and funding for the breastfeeding peer counselors.

Personnel costs increase by about \$4,700 to \$372,700. Personnel costs includes the creation of a 1.0 FTE Community Health Educator with a sunset provision (position will be reduced or terminated if funding is reduced or terminated), estimated to increase personnel costs by \$69,800, but is partially offset by the abolishment of a 1.0 FTE clerk typist II, estimated to reduce costs in this program by about \$58,400. This net personnel cost increase of about \$11,400 is mostly covered with an increase in WIC grant funding, mentioned above. This community health educator position is created in response new U.S. Department of Agriculture regulations, mandating that only licensed dieticians (such as this position) can perform nutritional assessments, as opposed to clerical support. Operating expenses increase slightly by about \$800. Interdepartmental charges increase by about \$5,400, mainly due to an increase in End User Technology Fund (EUTF) computer charges, which reflects technology resources being used by the Division. These costs are all covered by the WIC Grant as no Tax Levy is budgeted in this program.



Activities

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total number of mothers, infants/children served per year in the WIC Program	4,064	4,255	4,064	4,255	0
Annual number of infants/children nutritionally deficient enrolled in the WIC program annually	3,140	3,140	2,867	3,140	0
The annual number of children with improved nutritional status after WIC program intervention	2,924	2,924	2,867	2,924	0
*State estimated # of eligible low income population per month for Waukesha County	4,212	3,755	400	4,212	+457
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,195	2,282	2,247	2,320	+38

*Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

From January 1, 2010 through December 31, 2010 WIC food vouchers supplemented Waukesha County retail food vendors by \$1,962,098 and local Waukesha County produce farmers by \$21,225.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	6.81	7.60	7.60	7.60	0.00
General Government	\$225,376	\$252,285	\$285,958	\$227,944	(\$24,341)
Charges for Service	\$2,347	\$2,500	\$1,720	\$2,500	\$0
Interdepartmental	\$1,350	\$1,440	\$0	\$1,440	\$0
Other Revenue	\$3,601	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$378,815	\$397,843	\$397,843	\$397,435	(\$408)
Total Revenues	\$611,489	\$654,068	\$685,521	\$629,319	(\$24,749)
Personnel Costs	\$505,645	\$570,816	\$559,234	\$561,294	(\$9,522)
Operating Expenses	\$58,042	\$50,150	\$26,556	\$28,658	(\$21,492)
Interdept. Charges	\$54,719	\$33,102	\$33,151	\$39,367	\$6,265
Fixed Assets	\$5,590	\$0	\$0	\$0	\$0
Total Expenditures	\$623,996	\$654,068	\$618,941	\$629,319	(\$24,749)
Rev. Over (Under) Exp.	(\$12,507)	-	\$66,580	-	-



Program Highlights

General Government revenues decrease by about \$24,300 to \$227,900, mainly due to the loss of the federal Centers for Disease Control and Prevention (CDC) Preventive Health and Health Services grant of about \$21,500, which was used to help develop the Community Health Improvement Plan (CHIP). (This decrease in funding for CHIP development is partially offset by additional CDC Accreditation Grant funding, discussed in Public Health Administration program highlights). Also, CDC City Readiness grant funding decreases by about \$10,200 to \$57,100, which is partially offset by an increase in CDC Public Health Preparedness grant funding by about \$7,400 to \$170,800.

Personnel costs decrease by about \$9,500 to \$561,300, and include a decrease in health insurance costs by about \$17,000, mainly due to employee health plan changes. Other lower personnel costs are mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which fully offsets personnel cost to continue increases for 2012. Operating expenditures decrease by about \$21,500, mainly due to a decrease in mostly grant funded tuition, training and travel related expenditures by about \$15,500 and contracted interpretation services by about \$9,600. Interdepartmental charges increase by \$6,300, mainly due to an increase in End User Technology Fund (EUTF) computer charges which reflects technology resources being used by the Division, as the department received tax levy shifted from the EUTF Fund to cover all but 2% of this cost increase.

Community Health (cont.)



Activities

Workload - Output Data	2010 <u>Actual</u>	2011 <u>Budget</u>	2011 <u>Estimate</u>	2012 <u>Budget</u>	Budget <u>Change</u>
Community health screenings, family health clinic screenings and health fairs	590	600	580	600	0
Numbers of medical problems identified and remediated from health screens	41	42	38	44	+2
Adult Medical Crisis: Case Management resulting in home stabilization	30	35	25	25	-10



Activities

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

Requirements:	2010 Actual	2011 Estimate	2012 Target
Training Skill Sets – ICS Courses	10	32	36
Drills	4	4	4
Exercises: Activation of Skill Sets	38	*38	38

*Preparedness skill sets were exercised within the Full Scale Preparedness exercise conducted on June 15, 2011.



Activities

Community Health Improvement Plan:

In April of 2011, the Waukesha County Public Health Division launched the Community Health Improvement Plan Process (CHIP). The CHIP is to determine the leading causes of county preventable diseases and a plan to reduce deaths due to these diseases or social/environmental factors leading to these diseases. A thirty member steering committee, representing a cross section of health, social service and environmental health, convened to draft a CHIP Plan and make recommendations to remediate health related issues in the county.

Cities Readiness Initiative:

In June of 2011, Waukesha County Public Health Division was evaluated by the State of Wisconsin Division of Public Health for the Division's ability to meet the requirements of public health preparedness response according to the CDC Cities Readiness Initiative for a mass biological and nuclear attack. In 2010, CDC made a site CRI evaluation and the Public Health Division scored an 86%. The 2011 CRI site evaluation produced a 97% score.

Communicable Disease Control

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	15.69	15.19	15.19	14.48	(0.71)
General Government (a)	\$227,038	\$52,477	\$162,221	\$52,477	\$0
Charges for Services	\$195,367	\$248,130	\$183,380	\$207,173	(\$40,957)
Interdepartmental	\$1,870	\$2,665	\$1,605	\$1,610	(\$1,055)
Other Revenue	\$9,800	\$4,900	\$0	\$0	(\$4,900)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$1,011,971	\$1,032,689	\$1,032,689	\$1,042,210	\$9,521
Total Revenues	\$1,446,046	\$1,340,861	\$1,379,895	\$1,303,470	(\$37,391)
Personnel Costs	\$1,153,046	\$1,146,564	\$1,155,289	\$1,118,015	(\$28,549)
Operating Expenses (a)	\$192,231	\$149,491	\$174,904	\$131,185	(\$18,306)
Interdept. Charges (a)	\$102,102	\$44,806	\$59,911	\$54,270	\$9,464
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,447,379	\$1,340,861	\$1,390,104	\$1,303,470	(\$37,391)
Rev. Over (Under) Exp.	(\$1,333)	-	(\$10,209)	-	-

(a) 2011 estimates exceed the adopted budget due to 2010 carryover and additional expenditure authority added to the budget by approved ordinances.



Program Highlights

General Government revenue of about \$52,500 for the Childhood Immunization Grant remains at the 2011 budgeted level. Charges for Service decrease by about \$41,000 to \$207,200 to be more in-line with 2010 actual revenues received, and include a decrease in flu clinic revenues by \$16,600 to \$28,400; international traveler immunization clinic revenues by \$10,000 to \$95,000; and refugee screening revenues by \$7,000 to \$2,000. Tax levy support for this program increases by about \$9,500 to \$1,042,200, mainly due to a decrease in Charges for Service revenues, mentioned above.

Personnel Costs are decreased by about \$28,500 to \$1,118,000, and include a decrease in temporary extra help and related benefits by about \$26,800 or 0.71 FTE (1,480 hours), mainly due to consolidation of monthly community immunization clinics from 9 to 7. The Public Health Division building is deemed the most viable site for providing immunization services to the City of Waukesha, and will replace two clinics that previously served City residents. This consolidation also allows the Division to maintain satellite immunization clinics throughout the County. Personnel costs also decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which more than offsets personnel cost to continue increases for 2012.

Communicable Disease Control (cont.)

Operating expenditures decrease by about \$18,300 to \$131,200, mainly due to a decrease in vaccine costs by about \$20,600, largely due to lower activity at the various clinics and the consolidation of the monthly immunization clinics, mentioned above. Interdepartmental Charges increase by about \$9,500 to \$54,300, mainly due to an increase in cellular phone charges \$3,500 and End User Technology Fund (EUTF) computer charges by \$3,300, which reflects technology resources being used by the Division.



Activities

Workload – Output Data	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>	<u>Budget Change</u>
Crisis CD Clients: Category I	89	100	90	100	0
General CD Clients: Category II	699	690	730	720	+30
Tuberculosis (TB) Clients	177	180	180	183	+3
TB Skin Tests	1,060	1,050	1,075	1,075	+25
Children Immunized	2,800	2,800	2,775	2,700	-100
Childhood Vaccines Administered	6,800	6,600	6,030	6,300	-300
Adults Immunized	3,600	3,300	3,300	3,150	-150
Adults Vaccines Administered	4,600	4,500	4,500	4,400	-100
Adult/Child Influenza A H1N1 Vaccine Administered	2,519	0	0	0	0



Activities

On June 15, 2011, the Public Health Division carried out a full scale Cities Readiness Initiative Exercise. The exercise was designed to distribute mass prophylaxis drugs to the Waukesha population in response to a simulated Anthrax biological attack in the Southeastern Wisconsin. The exercise involved 85 county employees, 20 regional public health professionals and 70 community volunteers. A site Incident Command Center was set up and was staffed by the County Executive, County Health & Human Services Board, County supervisors and the Local Emergency Planning Committee and county employees. The Incident Command group, as well as, the mass dispensing clinic group were taxed to provide on-the-spot problem solving of complex problems. The exercise proved very fruitful as the performance of all was very competent and many issues became known that need future problem solving.

Workload – Sexually Transmitted Infection	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>	<u>Budget Change</u>
Individuals Screened by the STI Clinic	360	350	325	325	-25
Number of infections identified in the STI Clinic	67	70	65	65	-5
STI Investigations (community reported)	651	755	760	760	+5
HIV Screenings	300	350	350	350	0



Statement of Purpose

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$280,847	\$280,847	\$280,847	\$282,105	\$1,258	0.4%
Total Revenue Sources	\$293,847	\$293,847	\$293,847	\$295,105	\$1,258	0.4%
Expenditures						
Personnel Costs	\$214,903	\$240,963	\$222,735	\$235,625	(\$5,338)	-2.2%
Operating Expenses	\$23,885	\$34,702	\$28,188	\$41,600	\$6,898	19.9%
Interdept. Charges	\$18,246	\$18,182	\$18,857	\$17,880	(\$302)	-1.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$257,034	\$293,847	\$269,780	\$295,105	\$1,258	0.4%
Rev. Over (Under) Exp.	\$36,813	\$0	\$24,067	\$0	-	N/A

Position Summary (FTE)

Regular Positions	3.70	3.70	3.70	3.70	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.70	3.70	3.70	3.70	0.00

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Utilize current cost effective technologies to assist veterans, their dependents, and their survivors in obtaining benefits they earned.

Key Outcome Indicator: Expansion of e-mail contact list, increase in use of e-mail for newsletter distribution and improved accuracy in flag and marker distribution are all indicators of improved workload efficiency.

<u>Performance Measure(s):</u>	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of e-mailed Newsletters vs. US mail	64%	65%	65%	65%
Expansion of e-mail contact list - # of contacts	77	85	85	90
Flag and marker procurement vs. distribution accuracy	90%	93%	93%	96%

Note: Flag distribution accuracy is still a work in progress. We have verified 9,000 of our 23,000 burials.

The Office now has access to the Virtual Veteran's Administration (VA) Database. This allows informational access to VA notification letters and ratings. This will reduce phone calls to Veteran Service Organizations (VSO) at the VA who represent veterans and provides timely status of claims.

Objective 2: Ensure trained personnel are available to assist veterans, dependents and their survivors with obtaining federal state, and county earned benefits.

Key Outcome Indicator #1: Annual training is attended by the Veteran Service Officer or the benefit claims specialist. The attendee will then provide the information to the rest of the staff. Target: Minimum of 80 hours of training per year.

<u>Performance Measure #1</u>	2010 Actual	2011 Target	2011 Estimate	2012 Target
Annual hours of training	80	80	80	80

Key Outcome Indicator #2: Refer clients to the proper HHS agency when need arises.

<u>Performance Measure #2</u>	2010 Actual	2011 Target	2011 Estimate	2012 Target
Refer clients to appropriate HHS agency	100%	100%	100%	100%

Note: Veteran Service Officer attended two 40 hour conferences to maintain accreditation. Continuing education was provided to staff by the Veteran Service Officer.

Objective 3: Provide veteran benefit information to community and veteran service organizations.

Key Outcome Indicator: Briefings provided as requested and brochures mailed to all nursing and assisted living centers.

<u>Performance Measure</u>	2010 Actual	2011 Target	2011 Estimate	2012 Target
Brochures to nursing homes and assisted living centers (a)	100%	100%	100%	100%
Provide briefings to VSO (b)	100%	100%	100%	100%

(a) The Veteran Service Officer appeared 40 times at VSO's request to provide benefit information to Veterans.

(b) The service office provided informational brochures by general mailings and upon request to nursing homes and assisted living facilities.

Objective 4: Provide temporary assistance to veterans, survivors, and dependents.

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

Target: Emergency assistance for eligible vets – 100%. Turnaround time measured in days: 6 days.

<u>Performance Measure</u>	2010 Actual	2011 Target	2011 Estimate	2012 Target
Emergency assistance provided to eligible veterans	100%	100%	100%	100%
Assistance turnaround time in days (a)	4 days	6 days	6 days	6 days

(a) Measure increases the time to include weekend, holidays and furlough days. This is the time that it takes from the Commission authorization to the time a check is issued to the eligible veteran.

Information Assistance

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.70	3.70	3.70	3.70	0.00
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$269,954	\$269,954	\$269,954	\$270,712	\$758
Total Revenues	\$282,954	\$282,954	\$282,954	\$283,712	\$758
Personnel Costs	\$214,060	\$240,070	\$221,842	\$234,732	(\$5,338)
Operating Expenses	\$18,747	\$24,702	\$19,588	\$31,100	\$6,398
Interdept. Charges	\$18,246	\$18,182	\$18,857	\$17,880	(\$302)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$251,053	\$282,954	\$260,287	\$283,712	\$758
Rev. Over (Under) Exp.	\$31,901	-	\$22,667	-	-



Program Highlights

General Government revenues of \$13,000 are comprised solely of a grant from the State and remain unchanged from 2011 budgeted levels. Tax levy for this program of \$270,712 represents an increase of \$758 or less than 1% from 2011.

Personnel costs are budgeted to decrease \$5,338 mostly related to cost savings due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs and is offset by costs to continue staff. Operating expenses increase \$6,398 to \$31,100 mostly due to budgeted increases related to employee accreditation and certification training, travel and mileage reimbursement which is budgeted to increase \$5,327. Interdepartmental charges decrease \$302 to \$17,880 primarily due to reductions in End User Technology charges.

Information Assistance (cont.)



	2010	2011	2011	2012	Budget
Activity - Output Indicators	Actual	Budget (1)	Estimate	Budget	Change
Total dollars to Waukesha County veterans (1)	\$128 mil	\$82 mil	\$134 mil	\$140 mil	\$58 mil
Veterans referrals to other agencies for assistance	97	120	120	120	0
Clients interviewed and counseled (In Office)	4,104	4,000	4,000	4,000	0
Number of appearances on behalf of veterans	63	50	60	60	10
Miles traveled on veterans' affairs	3,188	3,500	3,500	3,500	0
Incoming phone calls answered	8,428	9,000	9,000	9,000	0
Contacts by E-Mail (requiring a response)	3,370	3,400	3,900	4,000	600

(1) The Federal VA provided county home loan data, which was not available in 2009. Therefore, the 2011 budget estimate was based on the 2009 data available at the time.

Veterans' Service Commission

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE) (No Staff Allocated)	0.00	0.00	0.00	0.00	0.00
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$10,893	\$10,893	\$10,893	\$11,393	\$500
Total Revenues	\$10,893	\$10,893	\$10,893	\$11,393	\$500
Personnel Costs - Per Diem	\$843	\$893	\$893	\$893	\$0
Operating Expenses	\$5,138	\$10,000	\$8,600	\$10,500	\$500
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,981	\$10,893	\$9,493	\$11,393	\$500
Rev. Over (Under) Exp.	\$4,912	-	\$1,400	-	-



Program Highlights

The County Tax Levy supports the entire cost for the Veterans' Service Commission program. The amount of County Tax Levy support for this program in the 2012 Budget of \$11,393, is increased \$500 from the 2011 budget.

The Veterans' Service Commission approves funding for eligible veterans and their families that are in need of assistance. The personnel costs are on a per diem basis for Veterans' Service Commissioners, who process veteran emergency service requests. Operating expenses include veteran emergency service aid, which is budgeted to increase \$500 to \$10,000. Veterans' Services provided \$9,663 in direct assistance to needy veterans in 2010. This includes \$5,972 of County Commission funding and \$3,691 in funds from local Veterans Service Organizations (private funding sources outside of the County budget) which assisted needy veterans. The Commission will continue to seek out non-government sources of assistance for needy veterans where possible. The majority of assistance is requested between the months of October and March.



Statement of Purpose

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

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$1,750,305	\$1,767,018	\$1,782,760	\$1,761,072	(\$5,946)	-0.3%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$33,011	\$12,274	\$67,370	\$24,792	\$12,518	102.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$60,629	\$57,616	\$23,855	\$23,901	(\$33,715)	-58.5%
Appr. Fund Balance	\$175,191	\$0	\$0	\$0	\$0	N/A
County Tax Levy (a)	\$2,500,238	\$2,613,915	\$2,613,915	\$2,659,931	\$46,016	1.8%
Total Revenues Sources	\$4,519,374	\$4,450,823	\$4,487,900	\$4,469,696	\$18,873	0.4%
Expenditures						
Personnel Costs (a)	\$1,352,461	\$1,420,147	\$1,246,933	\$1,325,506	(\$94,641)	-6.7%
Operating Expenses	\$2,137,016	\$2,867,954	\$2,584,629	\$2,987,567	\$119,613	4.2%
Interdept. Charges	\$141,768	\$162,722	\$143,563	\$156,623	(\$6,099)	-3.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,631,245	\$4,450,823	\$3,975,125	\$4,469,696	\$18,873	0.4%
Rev. Over (Under) Exp.	\$888,129	-	\$512,775	-	-	N/A

Position Summary (FTE)

Regular Positions (a)	20.14	18.04	18.04	17.55	(0.49)
Extra Help	0.44	0.44	0.44	0.44	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	20.58	18.48	18.48	17.99	(0.49)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.30 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

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

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

Work Load Activity Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of trainings	3	3	3	2

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

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

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

Performance Measure:	2010 Actual (1)	2011 Target	2011 Estimate (2)	2012 Target
Positive responses to customer survey regarding quality and customer needs being met.	95.5%	96.0%	94.6%	95.0%

(1) Based on 280 responses.
(2) Based on 313 responses.

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of volunteers	1,062	1,083	1,038	1,038
Valuation of volunteer hours	\$339,208	\$346,599*	\$333,508	\$333,508

*2012 volunteer valuations of \$9.49/hr and \$12.33/hr are based on projected Waukesha County 2012 pay ranges for unclassified and semi-skilled positions plus a 25% estimated benefit cost factor.

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

Key Outcome Indicator: Shared-Fare taxi and shuttle services are the most cost effective specialized transportation alternatives for older people and people with disabilities in the county. Provision of technical support and guidance for service start-up of Shared-Fare taxi/shuttle service area promotes competent and skilled delivery of a cost effective service. During the start-up year, potential annual cost savings based on comparison of Shared-Fare taxi/shuttle use versus RideLine use in the new area will serve as an indicator of success. No start-ups are projected for 2012. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2010 Actual (1)	2011 Target	2011 Estimate (2)	2012 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	96.7%	95.0%	96.5%	95.0%

- (1) Based on 524 responses.
- (2) Based on 436 responses.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	11.00	11.00	11.00	11.00	0.00
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Charges for Services	\$32,801	\$7,650	\$67,160	\$24,572	\$16,922
Other Revenue	\$46,683	\$33,100	\$12,744	\$12,871	(\$20,229)
Appr. Fund Balance	\$175,000	\$0	\$0	\$0	\$0
County Tax Levy	\$1,506,042	\$1,825,084	\$1,825,084	\$1,917,943	\$92,859
Total Revenues	\$2,247,232	\$2,352,540	\$2,391,694	\$2,442,092	\$89,552
Personnel Costs	\$813,757	\$918,215	\$764,475	\$875,497	(\$42,718)
Operating Expenses	\$765,378	\$1,325,463	\$1,157,628	\$1,461,579	\$136,116
Interdept. Charges	\$87,721	\$108,862	\$90,991	\$105,016	(\$3,846)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,666,856	\$2,352,540	\$2,013,094	\$2,442,092	\$89,552
Rev. Over (Under) Exp.	\$580,376	-	\$378,600	-	-



Program Highlights

Budgeted General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2012 budget. Charges for Services are budgeted to increase \$16,922 to \$24,572 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. HHS refers adults that need medical assistance to Waukesha Memorial Hospital for treatment. HHS pays for the episode and then bills the client to recapture the costs. Other revenue decreases \$20,229 to \$12,871 due to an estimated decrease in social security reimbursements for clients served by this program where the County is the protective payee. County Tax Levy increases \$92,859 mainly related to the estimated net expenditure increases outlined below.

Net personnel costs are budgeted to decrease by \$42,718 due to position vacancies and the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offset personnel cost increases for 2012.

Operating expenses increase \$136,116 mostly due to a budgeted \$308,932 increase to \$891,341 for contracted services anticipating higher cost for those clients who will not receive Family Care Services due to state budget changes that caps ADRC enrollment at levels existing as of 6/30/11. This is offset by a reduction in payment to Marsh Country Consortium for the Clearview Intensive Care Facility for the Mentally Retarded (ICFMR) in Dodge County of \$60,836 from \$611,375 to \$550,539 for approximately 26 (same level as 2011) of our Waukesha County residents residing there. Also, a reduction of \$111,855 in State of Wisconsin DD Centers due to the resources not being used or needed in this area in 2010 or YTD 2011.

Interdepartmental charges overall are budgeted to decrease \$3,846 primarily due to budgeted decreases of \$1,387 in end user technology, \$1,686 in collection fees and a \$1,010 decrease in Sheriff transportation charges.

Activity



	2010 Act.	2011 Bud.	2011 Est.	2012 Bud.	Change
Number of Watts Court Ordered Assessment	295	350	300	305	(45)
Average Caseload for six Dispositional Workers (6)	38	39	39	40	1
Emergency Protective Placements	51	55	55	60	5

Transportation Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.60	1.10	1.10	1.10	0.00
General Government	\$765,407	\$774,845	\$783,737	\$783,737	\$8,892
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$444,033	\$353,478	\$353,478	\$321,674	(\$31,804)
Total Revenues	\$1,209,440	\$1,128,323	\$1,137,215	\$1,105,411	(\$22,912)
Personnel Costs	\$83,978	\$69,550	\$68,331	\$68,985	(\$565)
Operating Expenses	\$972,099	\$1,047,463	\$955,895	\$1,025,974	(\$21,489)
Interdept. Charges	\$10,738	\$11,310	\$10,639	\$10,452	(\$858)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,066,815	\$1,128,323	\$1,034,865	\$1,105,411	(\$22,912)
Rev. Over (Under) Exp.	\$142,625	-	\$102,350	-	-



Program Highlights

General Government revenues are budgeted to increase on a projected increase of \$8,892 or 1.2% to \$783,737, in the State of Wisconsin Department of Transportation (WIDOT) Specialized Transportation grant. The WIDOT grant requires a 20% local cash match or tax levy funding which the County significantly overmatches in order to provide more transport services to the elderly and disabled. County Tax Levy for this program area decreases in the 2012 budget by \$31,804, mainly due to an estimated decrease in shared-fare taxi and RideLine services operating expenditures offset by the increase in revenues, as noted above.

Net personnel costs are budgeted to decrease \$565 due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost to continue increases for 2012.

Operating expenses are budgeted to decrease overall about \$21,489 primarily due to an estimated decrease of \$24,944 from \$939,160 to \$914,216 in transportation services expenditure appropriations to closer reflect prior year and current year estimates. This includes a decrease of \$19,781 in RideLine expenditures due to an anticipated decrease of 2,236 one-way trips and a decrease of \$5,985 in Shared-Fare Taxi expenditures due to an anticipated decrease of 1,724 one-way trips. The budget includes an anticipated 4.9% vendor rate increase for RideLine Service. This is more than negated by the projected decrease in one-way trips.

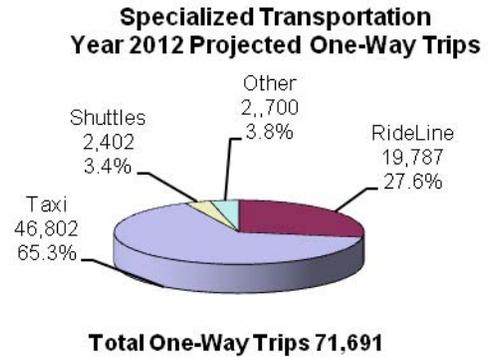
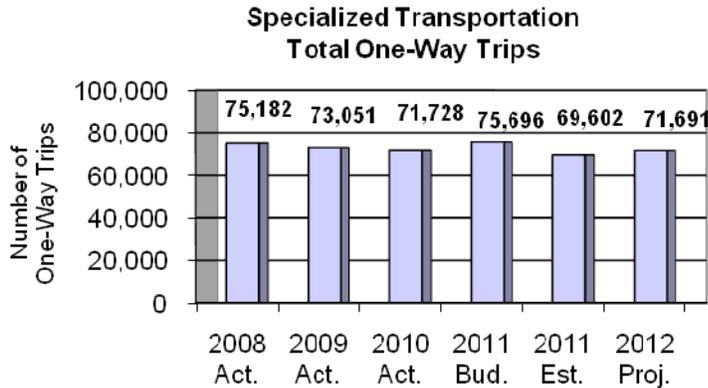


Activity

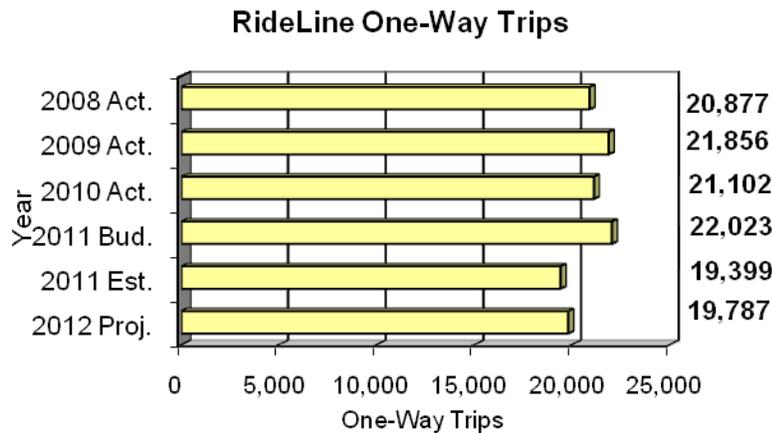
Net Average Cost Per One-Way Trip						
	2008 Act.	2009 Act	2010 Act	2011 Bud.	2011 Est.	2012 Proj.
Shared-Fare Taxi	\$4.82	\$4.88	\$5.12	\$5.24	\$5.20	\$5.31
RideLine	\$26.72	\$27.78	\$28.33	\$29.17	\$29.64	\$31.47



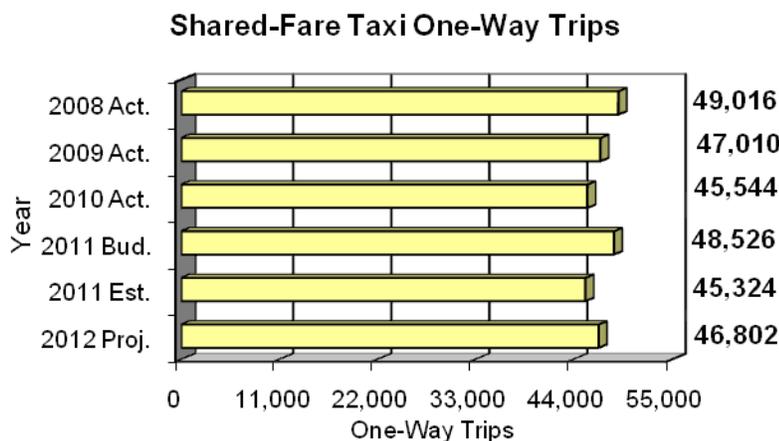
Activity, continued



Overall, the 2012 Specialized Transportation Program budget includes a 5.3% decrease of 4,005 one-way trips from the 2011 Budget (to be more in line with prior years actuals), but a 3.0% increase of 2,089 one-way trips from the 2011 Estimate, for a total of 69,602.



The number of one-way RideLine trips is expected to adjust from the 2011 Budget level, but increase from the 2011 Estimate by 388 trips or 2.0%.



Shared-fare taxi service is expected to decrease by 1,724 one-way trips to adjust from the 2011 Budget level, but increase by 1,500 one-way trips or 3.3% from the 2011 Estimate.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	2.70	1.65	1.65	1.75	0.10
General Government	\$346,996	\$359,807	\$372,942	\$382,893	\$23,086
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$210	\$4,624	\$210	\$220	(\$4,404)
Other Revenue	\$13,946	\$24,491	\$11,091	\$11,005	(\$13,486)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$269,971	\$178,004	\$178,004	\$179,826	\$1,822
Total Revenues	\$631,123	\$566,926	\$562,247	\$573,944	\$7,018
Personnel Costs	\$133,918	\$108,378	\$107,772	\$110,320	\$1,942
Operating Expenses	\$359,119	\$444,570	\$428,903	\$452,106	\$7,536
Interdept. Charges	\$14,412	\$13,978	\$13,912	\$11,518	(\$2,460)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$507,449	\$566,926	\$550,587	\$573,944	\$7,018
Rev. Over (Under) Exp.	\$123,674	-	\$11,660	-	-



Program Highlights

General Government revenues overall increase \$23,086 mainly due to an increase from State Alzheimer's Family Caregiver Support Program (AFCSP) grant funding of \$21,705 to \$70,443; and Federal Title III E Family Caregiver support funding budget increase by \$8,792 to \$79,797. These increases are partially offset by a Federal Title III B Supportive Services funding decrease of \$7,470 from \$150,240 to \$142,770. Charges for services decrease \$4,404 resulting from cancellation of the annual Senior Lifestyle Conference (SLC) due to lack of sponsors. Other revenues decrease of \$13,486 is due to an estimated decrease in donations, which includes a \$10,215 reduction related to the SLC, and \$2,701 decrease in client bathing and respite donations.

Net personnel costs increase \$1,942 mostly due to cost to continue staff and the transfer in of 0.10 FTE of an ADRC Specialist (Social Worker) from the ADRC Grant Fund which is partially offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs for 2012.

Operating expenses overall increase \$7,536 from \$444,570 to \$452,106. Personal care/respite expenditures increase by \$11,028 and Alzheimer's Family Caregiver Support Program funded expenditures increase by \$14,662. These increases are partially offset by a budgeted decrease of \$14,885 in contracted community services and a \$3,840 decrease in adult day care expenditures.

Interdepartmental charges decrease of \$2,460 is primarily due to a reduction in telephone charges and End User Technology computer replacement, maintenance and support charges allocated to this program.



Activity

Clients Receiving Community Services					
2008 Act.	2009 Act.	2010 Act.	2011 Bud.	2011 Est.	2012 Proj.
961	1,093	1,091	1,010	985	1,078

Information and Assistance/Case Management

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.33	3.18	3.18	2.59	(0.59)
General Government	\$141,196	\$141,530	\$139,375	\$107,736	(\$33,794)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$191	\$0	\$0	\$0	\$0
County Tax Levy	\$128,088	\$127,523	\$127,523	\$108,933	(\$18,590)
Total Revenues	\$269,475	\$269,053	\$266,898	\$216,669	(\$52,384)
Personnel Costs	\$202,596	\$213,392	\$195,905	\$162,083	(\$51,309)
Operating Expenses	\$28,761	\$38,869	\$32,714	\$37,067	(\$1,802)
Interdept. Charges	\$16,416	\$16,792	\$16,115	\$17,519	\$727
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$247,773	\$269,053	\$244,734	\$216,669	(\$52,384)
Rev. Over (Under) Exp.	\$21,702	-	\$22,164	-	-



Program Highlights

General Government revenues decrease of \$33,794 includes a Federal Older Americans Act Title IIIB Supportive Services funding decrease of \$25,218 from \$78,561 to \$53,343. Also, Federal Title IIIIE Family Caregiver Support funding decreases by \$8,576 from \$62,969 to \$54,393.

Net personnel costs decrease \$51,309 mostly due to due to the reallocation of 0.59 FTE from this program area to the ADRC Grant fund program to comply with the contract requirements for the Aging Disability Resource Center of Waukesha County and the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses decrease of \$1,802 is mostly related to mileage, travel and tuition expense reductions.

Activity

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



	2010 Act	2011 Bud.	2011 Est.	2012 Proj.	Change from 2011
Caregiver Library Items Used	359	487	500	600	113
Newsletter Distribution (a)	9,000	9,000	9,000	9,000	0
ADRC Resource Guide	12,050	15,000	15,000	15,000	0
Presentation/Display Audience	1,630	1,300	1,095	1,300	0

(a) Newsletter distribution includes monthly distribution of caregiver newsletter and ADRC newsletter.

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

	2010 Actual.	2011 Budget.	2011 Est.	2012 Proj.	Change From 2011
Total Clients Receiving Case Management Services	1,354	1,565	1,570	1,650 (a)	85

(a) Based on Family Care Cap

Administrative Services

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.95	1.55	1.55	1.55	0.00
General Government	\$10,000	\$4,130	\$0	\$0	(\$4,130)
Other Revenue	\$0	\$25	\$20	\$25	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
CountyTax Levy	\$152,104	\$129,826	\$129,826	\$131,555	\$1,729
Total Revenues	\$162,104	\$133,981	\$129,846	\$131,580	(\$2,401)
Personnel Costs	\$118,212	\$110,612	\$110,450	\$108,621	(\$1,991)
Operating Expenses	\$11,659	\$11,589	\$9,489	\$10,841	(\$748)
Interdept. Charges	\$12,481	\$11,780	\$11,906	\$12,118	\$338
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$142,352	\$133,981	\$131,845	\$131,580	(\$2,401)
Rev. Over (Under) Exp.	\$19,752	-	(\$1,999)	-	-



Program Highlights

General Government revenue decrease of \$4,130, results from moving cost recovery revenues to Health and Human Services Administration from the ADRC grant.

County tax levy increased \$1,729 as a result of changes in general government reallocated revenue. Net personnel costs are budgeted to decrease \$1,991 due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offset personnel cost increases for 2012.



Statement of Purpose

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

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (c)	\$677,761	\$609,406	\$620,968	\$638,579	\$29,173	4.8%
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	\$435,553	\$430,270	\$375,989	\$380,483	(\$49,787)	-11.6%
Appr. Fund Balance (a)	\$11,540	\$4,544	\$4,544	\$6,910	\$2,366	52.1%
County Tax Levy (c)	\$204,320	\$260,815	\$260,815	\$338,458	\$77,643	29.8%
Total Revenue Sources	\$1,329,174	\$1,305,035	\$1,262,316	\$1,364,430	\$59,395	4.6%
Expenditures						
Personnel Costs (c)	\$461,772	\$459,668	\$455,965	\$467,157	\$7,489	1.6%
Operating Expenses (a) (b)	\$794,509	\$802,231	\$825,931	\$851,561	\$49,330	6.1%
Interdept. Charges	\$30,221	\$43,136	\$41,671	\$45,712	\$2,576	6.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,286,502	\$1,305,035	\$1,323,567	\$1,364,430	\$59,395	4.6%
Rev. Over (Under) Exp.	\$42,672	\$0	(\$61,251)	\$0	-	N/A

Position Summary (FTE)

Regular Positions (c)	7.65	7.10	7.10	7.09	(0.01)
Extra Help	2.33	2.33	2.33	2.36	0.03
Overtime	0.00	0.00	0.00	0.00	0.00
Total	9.98	9.43	9.43	9.45	0.02

- (a) Includes Nutrition Fund Balance appropriations for one-time expenditure items.
- (b) Operating expenses are estimated to exceed the 2011 budget based on Home Delivered Meals which are expected to increase.
- (c) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.25 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

<u>Performance Measure:</u>	<u>2010 Actual</u>	<u>2011 Target</u>	<u>2011 Estimate</u>	<u>2012 Target</u>
Percent reduction in nutrition risk score of high-risk recipients.	40.9%	20.0%	20.0%	20.0%

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

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

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

<u>Performance Measure:</u>	<u>2010 Actual</u>	<u>2011 Target</u>	<u>2011 Estimate</u>	<u>2012 Target</u>
Positive responses to customer survey regarding socialization needs being met.	98.7%	95.0%	96.6%	95.0%

Home-Delivered Meals

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	5.25	4.95	4.95	4.96	0.01
General Government	\$378,452	\$268,791	\$277,753	\$284,796	\$16,005
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$283,619	\$296,431	\$258,549	\$259,635	(\$36,796)
Appr. Fund Balance	\$2,500	\$1,944	\$1,944	\$1,710	(\$234)
County Tax Levy	\$204,320	\$260,815	\$260,815	\$338,458	\$77,643
Total Revenues	\$868,891	\$827,981	\$799,061	\$884,599	\$56,618
Personnel Costs	\$249,332	\$244,408	\$242,237	\$247,701	\$3,293
Operating Expenses (a)	\$564,551	\$562,192	\$597,927	\$613,669	\$51,477
Interdept. Charges	\$14,163	\$21,381	\$20,148	\$23,229	\$1,848
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$828,046	\$827,981	\$860,312	\$884,599	\$56,618
Rev. Over (Under) Exp.	\$40,845	-	(\$61,251)	-	-

(a) Operating expenses are estimated to exceed the 2011 budget based on increased requests and needs for Home Delivered Meals.



Program Highlights

General Government revenues overall are budgeted to increase \$16,005 primarily due to Federal Older Americans Act Title III-C-1 Congregate funding provided to the Home Delivered Meals program, which is budgeted to increase \$16,908 to \$42,559. This is offset by the Nutrition Services Incentive Program (NSIP) meal reimbursement which is budgeted to decrease \$1,000 to \$45,739.

Other revenue is budgeted to decrease \$36,796 primarily due to a projected decrease of \$50,073 to \$55,698 for 6,619 less meals delivered to Managed Care Organization (MCO) clients. Appropriated Nutrition Fund Balance of \$1,710 for one-time purchase of program equipment is reduced by \$234. General Client Revenue is budgeted to increase by \$13,277 to \$203,637. County Tax Levy in this program increases by \$77,643 mainly the result of budgeted decreases in other revenues and increases estimated for the expenditures.

Net personnel costs increase \$3,293 mostly due to costs to continue staff which was offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses overall reflect a net increase of \$51,477 primarily due to an anticipated increase in food service costs of \$39,600 to \$527,660 based on the projected 4.1% increase in the number of meals and a projected 2.1% food vendor price increase. The budget also includes \$80,721 of volunteer mileage reimbursement for meal delivery which is budgeted to increase by \$13,045, partially due to the federal mileage rate reimbursement increase.

Interdepartmental charges overall increase of \$1,848 is mostly due to increases in the End User Technology charges allocated to this program area.

Home-Delivered Meals (cont.)



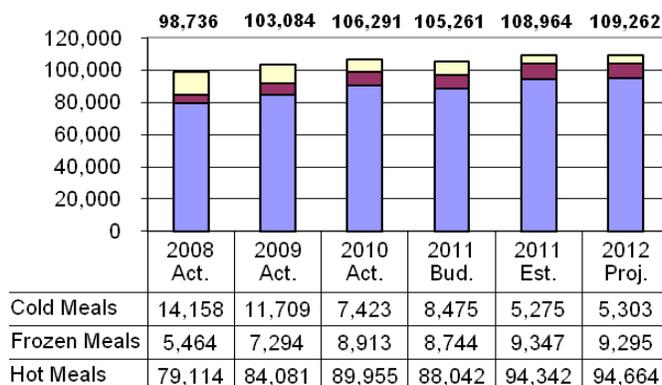
Activity

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

<u>NUTRITION SCREEN</u>	
<u>Risk</u>	<u>Score</u>
Low	0 – 5
High	6 – 15
Very High	16 or more

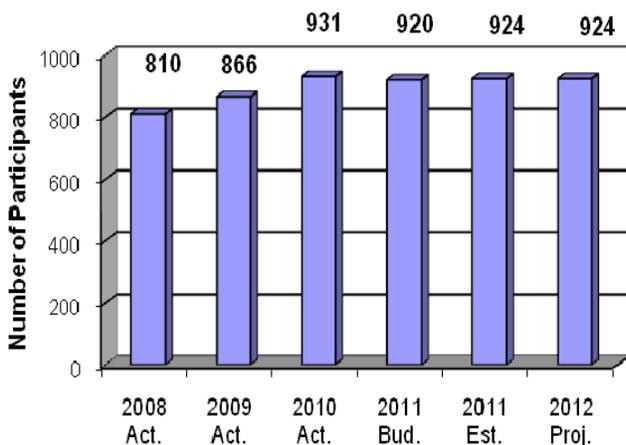
Cost Per Meal Summary					
	2009 Act.	2010 Act.	2011 Bud.	2011 Est.	2012 Proj.
Gross Cost Per Meal	\$7.70	\$7.79	\$7.95	\$7.90	\$8.10
Average Client Donation Per Meal	\$2.11	\$2.00	\$2.07	\$1.95	\$1.98
Net cost Per Meal	\$5.59	\$5.79	\$5.88	\$5.95	\$6.12

Total Home Delivered Meals Served



Projected number of home delivered meals for 2012 anticipates an increase of 4,001 meals from the 2011 budgeted number of meals to be served. This increase in number of meals is based on actual experience during 2010 and the first half of 2011.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2010 and during the first half of 2011, the number of projected home delivered meal recipients in 2012 is expected to be at 924. This is a decrease of 7 recipients from 2010 actuals, and an increase of 4 from 2011 budgeted level.

Senior Dining

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

Program Description

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

	2010 Actual	2011 Budget	2010 Estimate	2012 Budget	Budget Change
Staffing (FTE)	4.73	4.48	4.49	4.49	0.01
General Government	\$299,309	\$340,615	\$343,215	\$353,783	\$13,168
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$151,934	\$133,839	\$117,440	\$120,848	(\$12,991)
Appr. Fund Balance	\$9,040	\$2,600	\$2,600	\$5,200	\$2,600
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$460,283	\$477,054	\$463,255	\$479,831	\$2,777
Personnel Costs	\$212,440	\$215,260	\$213,728	\$219,456	\$4,196
Operating Expenses	\$229,958	\$240,039	\$228,004	\$237,892	(\$2,147)
Interdept. Charges	\$16,058	\$21,755	\$21,523	\$22,483	\$728
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$458,456	\$477,054	\$463,255	\$479,831	\$2,777
Rev. Over (Under) Exp.	\$1,827	-	\$0	-	-



Program Highlights

General Government revenues budgeted at \$353,783 increases by \$13,168 mostly due to a 14,300 estimated increase in the Federal Older Americans Act Title IIIC-1 grant allocation to be used in the Senior Dining program to \$314,240. A portion of this grant is allocated to the Home Delivered Meals program. This revenue increase is partially offset by a budgeted decrease of \$1,122 in the Nutrition Services Incentive Program (NSIP) meal reimbursements to \$35,602.

Other Revenue which includes client donations is budgeted to decrease \$12,991 to \$120,848. Appropriated Nutrition Fund Balance budgeted to increase by \$2,600 to \$5,200, for one time purchases of program equipment. No county tax levy is allocated to this program area.

Net Personnel Costs increase \$4,196 mostly due to costs to continue staff offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses overall are budgeted to decrease \$2,147 primarily due to food service costs budgeted to decrease \$5,850 to \$213,230, resulting from an estimated 3.7% decrease in the number of meals from the 2011 Budget due to the declining trend of meals requested. This is partially offset by an anticipated 2.1% food vendor price increase.

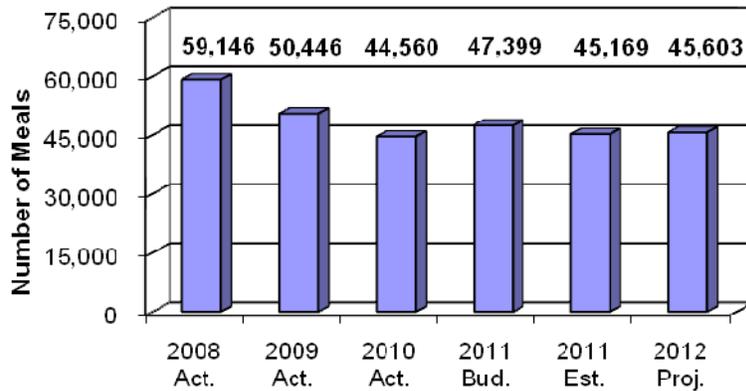
Senior Dining (cont.)



Activity

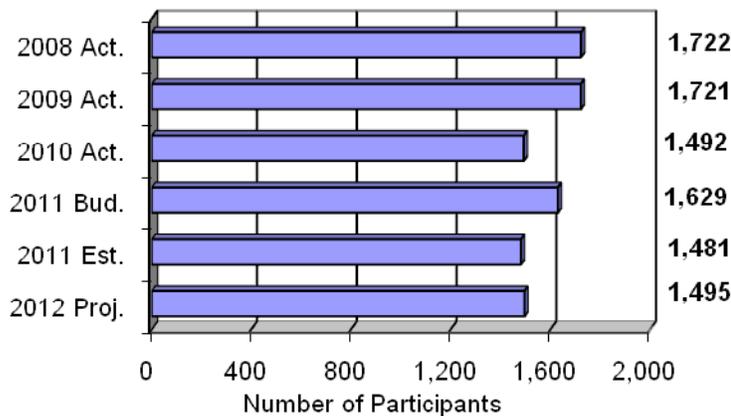
Cost Per Meal Summary					
	2009 Act.	2010 Act.	2011 Bud.	2011 Est.	2012 Proj.
Gross Cost Per Meal	\$9.88	\$10.29	\$10.35	\$10.26	\$10.52
Average Donation Per Meal	\$2.58	\$2.73	\$2.82	\$2.60	\$2.65
Net Cost Per Meal	\$7.30	\$7.56	\$7.53	\$7.66	\$7.87

Number of Senior Dining Meals Served



The 2012 Senior Dining program is expected to increase by 1,043 meals from the 2010 actual level and decrease by 1,796 meals from the 2011 budget.

Senior Dining Registered Participants



Based on actual experience during 2010 and during the first half of 2011, the number of Senior Dining participants, projected at 1,495 in 2012, is expecting to increase by 3 from the 2010 actual level. This 2012 projection is a 134 participant decrease from the 2011 budgeted number of participants.

Number of Nutrition/Health Educational Sessions at Senior Dining Centers

	2008 Act.	2009 Act.	2010 Act.	2011 Est.	2012 Proj.
ADRC Sessions	482	440	479	450	440
Required	48	48	48	48	48
Number of Sessions that Exceed State requirement	434	392	431	402	392

The ADRC schedules at least one nutrition educational session at each senior dining center monthly, more than the state requirement of one session quarterly.



Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Grant Fund is a Special Revenue Fund operation providing the public with accurate, unbiased information related to aging or living with a disability. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual (a)	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
General Government (b)	\$2,815,744	\$3,123,599	\$2,789,153	\$2,932,463	(\$191,136)	-6.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$102,763	\$150	\$75	\$100	(\$50)	-33.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$7,033	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,925,540	\$3,123,749	\$2,789,228	\$2,932,563	(\$191,186)	-6.1%
Personnel Costs (b)	\$1,901,420	\$2,102,866	\$2,053,506	\$2,133,698	\$30,832	1.5%
Operating Expenses	\$292,408	\$646,026	\$363,007	\$441,755	(\$204,271)	-31.6%
Interdept. Charges	\$396,757	\$374,857	\$372,715	\$357,110	(\$17,747)	-4.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,590,585	\$3,123,749	\$2,789,228	\$2,932,563	(\$191,186)	-6.1%
Rev. Over (Under) Exp.	\$334,955	\$0	\$0	\$0	-	N/A
Position Summary (FTE)						
Regular Positions (b)	24.26	23.91	23.91	24.40	0.49	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	24.26	23.91	23.91	24.40	0.49	

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

(b) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.30 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

(ADRC, Benefit Specialist, Information and Assistance)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Positive responses to customer survey.				
Benefit Specialist	97.6%	97.0%	94.2%	97%
ADRC Information & Assistance	98.0%	95.0%	95.0%	95%

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

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

(Case Management)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	96.9%	96.0%	97.1%	96.0%

County-Wide Key Strategic Outcome: A well planned county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Completion of service referrals				
Pre-Admission Consultation	100%	90.0%	100%	NA (a)
Enrollment following Application Date	61%	90.0%	58%	65% (b)

(a) Preadmission consultations were terminated by the state 7/01/11.

(b) There are a number of uncertain factors involved due to Family Care cap 7/01/11.

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of eligible wait list clients to Family Care	74%	100.0%*	90% (a)	NA (b)

(a) To July 1, 2011 when Family Care cap started.

(b) As of July 1, 2011 there is a cap on Family Care enrollment. New enrollments only occur with attrition.

Aging & Disability Resource Center

County-Wide Key Strategic Outcome: A well planned county

Program Description

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

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	22.26	21.91	21.91	22.40	0.49
General Government	\$2,460,648	\$2,832,291	\$2,519,369	\$2,642,919	(\$189,372)
Other Revenue (a)	\$74,947	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,535,595	\$2,832,291	\$2,519,369	\$2,642,919	(\$189,372)
Personnel Costs	\$1,764,562	\$1,958,668	\$1,911,726	\$1,988,788	\$30,120
Operating Expenses	\$188,097	\$510,138	\$245,628	\$308,824	(\$201,314)
Interdept. Charges	\$386,215	\$363,485	\$362,015	\$345,307	(\$18,178)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,338,874	\$2,832,291	\$2,519,369	\$2,642,919	(\$189,372)

Rev. Over (Under) Exp.	\$ 196,721	\$ -	\$ -	\$ -	\$ -
------------------------	------------	------	------	------	------

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



Program Highlights

General Government revenue decrease is due to a budgeted decrease of \$216,544 in the Aging and Disability Resource Center (ADRC) State grant mainly due to a transfer of the revenues to the Human Services Administrative program where most of the HHS department's administrative expenditures are recorded.

Net personnel costs are budgeted to increase \$30,120 mostly due to the reallocation of 0.59 FTE from the Information Assistance/ Case Management program to this program area to comply with the contract requirements for the Aging Disability Resource Center of Waukesha County. Also, cost increases are due to cost to continue the staff allocated to this program for 2012. These cost increases are offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which significantly reduces the County's share of these costs. Also, 0.10 FTE of a Social Worker/ADRC Specialist is transferred to the Community Services program.

Operating expenses overall are budgeted to decrease \$201,314 to \$308,824 primarily due to a projected decrease of \$103,539 to \$218,327 in contracted ADRC specialists from 5 to 4. Also, travel costs, mileage reimbursement, promotion supplies and printing costs are reduced to closer reflect prior year's spending.

Interdepartmental charges decrease overall by \$18,178 primarily due to a budgeted decrease in county-wide administrative indirect cost charges.



Activity

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

	2010 Act	2011 Bud	2011 Est.	2012 Proj.
Information & Assistance Contacts	20,313	21,000	19,000	19,000
Long-Term Care Options Counseling Contacts	9,023	5,500	9,828	10,000
Functional Screen Contacts	813	720	830	850

Benefit Specialist

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

Program Description

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

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
General Government	\$355,096	\$291,308	\$269,784	\$289,544	(\$1,764)
Other Revenue - Donations	\$27,816	\$150	\$75	\$100	(\$50)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$7,033	\$0	\$0	\$0	\$0
Total Revenues	\$389,945	\$291,458	\$269,859	\$289,644	(\$1,814)
Personnel Costs	\$136,858	\$144,198	\$141,780	\$144,910	\$712
Operating Expenses	\$104,311	\$135,888	\$117,379	\$132,931	(\$2,957)
Interdept. Charges	\$10,542	\$11,372	\$10,700	\$11,803	\$431
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$251,711	\$291,458	\$269,859	\$289,644	(\$1,814)
Rev. Over (Under) Exp.	\$138,234	-	\$0	-	-



Program Highlights

General Government ADRC revenue budgeted in this program for the two Benefit Specialists and two contracted Disability Specialists is budgeted to decrease \$1,764 mostly related to an estimated reduction of expenses.

Net personnel costs are budgeted to increase due to salaries and benefits costs to continue for the 2.00 FTEs allocated to this program. This is offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs.

Operating expenses overall are budgeted to decrease \$2,957 mostly due to lower budgeted mileage reimbursement and travel costs.

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

Activity

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



	2010 Act.(d)	2011 Bud.	2011 Est.	2012 Proj.
Elderly Benefits Counseling Contacts (a)	2,538	2,960	2,215	2,215
Disability Benefits Counseling Contacts (b)	1,411	5,050 (c)	1,755	1,986

- (a) For ages 60 and over. Includes client contacts only.
- (b) For ages 18 to 59. Includes client and third party contacts.
- (c) State changed the way contacts were calculated.
- (d) In 2010, the Elderly Benefit specialist helped County residents to receive \$1,211,255 in benefits and the Disability Benefit Specialist helped County residents receive \$512,035 in benefits.