

# Health & Human Services

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# HEALTH AND HUMAN SERVICES

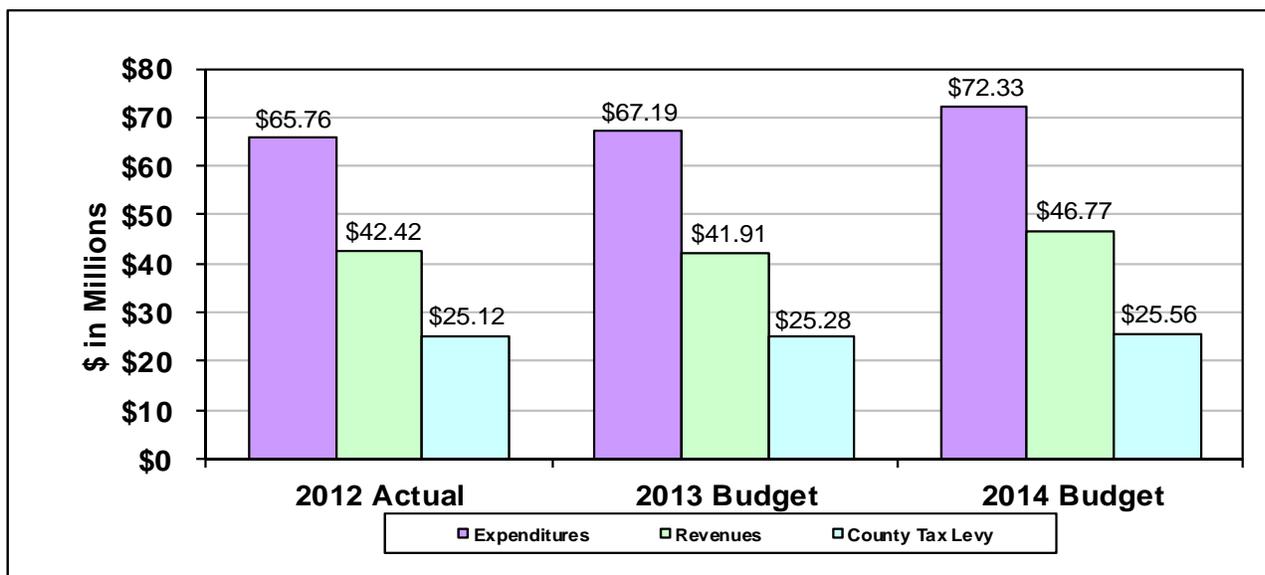
## Functional Area Budget Highlights

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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. **Clinical Services** are provided in this area including outpatient mental behavioral medicine, and a psychiatric inpatient hospital. **Economic Support** includes determining eligibility for Medical Assistance, Badger Care, Foodshare and childcare payments. **Public Health** services are also provided in this area including assessments, consultation, education, preparedness and referral services to promote health and prevent disease. The **HHS Criminal Justice Collaborating Council (CJCC)** works to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of the victims. The **CJCC** provides various programs to individuals with alcohol and other drug abuse, chemical dependency, mental health, or other disabilities to reduce recidivism and maintain independent living within the county. The **HHS Veterans' Services** division provides assistance to County veterans in applying for available Federal, State and County Levy benefits. The **Aging and Disability Resource Center (ADRC) division - General Fund** programs include purchased specialized transportation, adult day care programs, and a variety of contracted community supportive services to allow older adults to remain in their homes. In addition the Adult Protective Services provides intervention for vulnerable adults to ensure their safety and well-being and protects them from exploitation and harm. Also, senior dining and home delivered meals are provided that assist older individuals to live independently. Also, the **ADRC Contract** fund provides information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and resource referrals for older adults and to individuals with disabilities age 18 and above, and their families.

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, and End User Technology Fund in General Administration Functional Area).



The 2014 expenditure budget for this functional area totals \$72,331,404, an increase of \$5,139,807 or 7.6% from the 2013 Budget. Budgeted revenues include \$177,722 of fund balance appropriations. Revenues budgeted in this functional area total \$46,770,264, an increase of \$4,859,807 or 11.6% from the 2013 budget. The Tax Levy necessary to fund this functional area totals \$25,561,140, an increase of \$280,000 or 1.1% from the 2013 Budget. Tax levy in this functional area is about 25% of the total County Tax Levy.

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

## Functional Area Summary by Agency

	2012	2013	2013	2014	Change from 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>* TOTAL HEALTH &amp; HUMAN SERVICES*</b>						
Revenues (a)	\$42,420,591	\$41,910,457	\$45,642,348	\$46,770,264	\$4,859,807	11.6%
County Tax Levy	\$25,119,547	\$25,281,140	\$25,281,140	\$25,561,140	\$280,000	1.1%
Expenditure	\$65,764,112	\$67,191,597	\$69,552,019	\$72,331,404	\$5,139,807	7.6%
Rev. Over (Under) Exp.	\$1,776,026	\$0	\$1,371,469	\$0	-	N/A

**BREAKDOWN BY AGENCY****CORPORATION COUNSEL-CHILD SUPPORT**

Revenues (a)	\$2,126,316	\$2,132,512	\$2,043,334	\$2,138,622	\$6,110	0.3%
County Tax Levy	\$338,869	\$365,462	\$365,462	\$355,462	(\$10,000)	-2.7%
Expenditure	\$2,269,581	\$2,497,974	\$2,380,766	\$2,494,084	(\$3,890)	-0.2%
Rev. Over (Under) Exp.	\$195,604	\$0	\$28,030	\$0	-	N/A

**HEALTH & HUMAN SERVICES**

Revenues (a)	\$40,294,275	\$39,777,945	\$43,599,014	\$44,631,642	\$4,853,697	12.2%
County Tax Levy	\$24,780,678	\$24,915,678	\$24,915,678	\$25,205,678	\$290,000	1.2%
Expenditure	\$63,494,531	\$64,693,623	\$67,171,253	\$69,837,320	\$5,143,697	8.0%
Rev. Over (Under) Exp.	\$1,580,422	\$0	\$1,343,439	\$0	-	N/A

(a) The 2014 budget includes a total of \$177,722 of Fund Balance appropriations, which include: Human Health & Human Services General Funds of \$177,722. The 2013 budget includes a total of \$293,680 of Fund Balance appropriations, which include: Child Support of \$50,000 and Human Health & Human Services General Funds of \$243,680.

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# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

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- The **Health and Human Services Department** is budgeting Community Aids revenue for Human Services programming at nearly \$11,333,000 in 2014, the same level as 2013. This is the Department's primary source of discretionary intergovernmental revenue funding.
- The **Intake and Shared Services program** increases pass-through State revenues for payment to kinship guardians by \$108,400 to \$752,800, which is estimated to reduce the wait list by 35 children. The related State-funded pass-through payments to kinship guardians are increased by about \$104,900 in this program.
- General Government revenues and operating expenses are budgeted to increase by \$3,248,300 as a result of the State of Wisconsin issuing an opinion that payments the **Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA)** makes to service providers are program waiver expenditures. The revenues and expenditures had been removed from the County budget in a prior year when the State had implemented the change to a TPA. This program area also includes an increase in revenues of \$84,300 related to the Children's Long-Term Support (CLTS) waiver program as state reimbursement for the recapture of service coordinator client service hours.
- **Economic Services Administration and Support Program** revenue and expenditures increase \$667,000 related to the 2013-2015 State biennial budget allocation of federal and state funding to the Moraine Lake Consortium for the period of July 1, 2013 – June 30, 2015. Funding will provide for 10 additional Economic Support Services positions to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). These positions will sunset when the biennial budget funding allocation ends. The bill requires the state Medicaid Income Maintenance program and the Federal Health Insurance Plan Marketplace to be transparent and integrated to create a “no wrong door” for applying for health insurance for those individuals with income up to 400% of the Federal Poverty Level (FPL). The 2014 cost associated with the hiring of the 10 FTE PPACA positions is about \$599,300. This increase is offset by a decrease in **State/Federal Income Maintenance (IM) funding** by about \$89,100 to \$2,322,700, mainly due to the utilization of the 2013 caseload reallocation to each consortium.
- **Family Services & Juvenile Services Division's** 2014 budget includes increases in State Youth Aids funding by about \$210,100, based on adjustments to the 2013 allocation methodology by the Wisconsin Department of Corrections. A portion of **Youth Aids funding** is used to pay for **Juvenile Correctional Institution placement costs**, which are requested to increase by about \$12,000 to \$323,600 for an average daily population of 3.0 juveniles. The remainder is used to provide wrap around County community-based prevention and other intervention programs to help avoid Correctional Institute placements and related high deep-end costs. The operating expenditures are decreased by about \$161,000 due to the termination of the Community Day Treatment Program contract. The students will now be served within their home school districts and the schools will pick up the programming costs. Based on the Youth Aids funding increase and cost reduction to continue existing services, County tax levy support is reduced by \$331,950 for a total of almost \$2.9 million.
- **Administrative Services management** estimates an increase in H&HS administrative cost recovery revenues of about \$139,800 to \$617,400 from the Aging and Disability Resource Center (ADRC) Contract Fund in line with a new methodology approved by the State ADRC staff that more accurately reflects recovery of Human Services administrative support costs.
- The 2014 budget for the **Aging & Disability Resource Center (ADRC) – Adult Protective Services** program includes a \$223,800 or 36% increase to \$838,260 in the payment to the **Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID)** in Dodge County for the 26 Waukesha County residents who reside at Clearview. The increase is based on Waukesha County's Assessment Rate increase, based on the Alliance “certified loss” related to the 2012 filed Clearview Medicaid nursing home cost report which is mostly related to new construction costs at the facility. Also, contracted services in the Adult Protective Services (APS) increases by \$155,900 to \$551,200 based on current trends of elderly clients needing to go to the hospital for medical clearance in addition to increased costs budgeted for higher cost corporate guardianship services for an increasing number of clients.
- **County Criminal Justice Collaborating Council (CJCC)** general government grant revenues are budgeted to decrease by about \$126,900 to \$383,400. This includes a reduction of \$103,000 to about \$261,000 for the 3 year Alcohol Treatment Court expansion grant (for 4<sup>th</sup> OWI offenders) budgeted to end on 9/30/14, after a 1 year extension. Tax levy of \$30,000 is budgeted to continue this program through the end of 2014. In addition, the 2014 budget includes \$123,000 of tax levy funding for Alcohol treatment Court (for 3<sup>rd</sup> OWI offenders). Also, the **Drug Treatment Court grant** is budgeted to decrease by \$24,552 as the 3-year grant is budgeted to end on 9/30/14. Fund balance of \$28,897 is budgeted to continue the Drug Treatment court for the 4<sup>th</sup> quarter 2014.
- **Aging & Disability Resource Center (ADRC)** General Government revenues increase \$42,500 for specialized transportation services; \$18,517 to \$429,625 for the Federal Older Americans Act Nutrition Grant (Title IIIC-1) and \$6,210 to \$88,133 for the Nutrition Services Incentive Program (NSIP) meal revenue. These revenue increases are offset by an \$8,952 decrease to \$194,400 in the Older Americans Act (IIIC-2) grant funding for Home meals.

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# HEALTH AND HUMAN SERVICES

## Functional Area Budget Highlights

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- **Mental Health Outpatient-Clinical** expenditures increase about \$233,700 or 3.2%, mainly due to personnel cost increases of \$193,300 or 6.2% to \$3,317,070. The increase includes a transfer of 1.0 FTE Clinical Therapist from the Intake and Access division as well as overtime cost increases of about \$35,700 to fund costs associated with County Clinical Therapists providing crisis intervention services for extended hours based on the elimination of the Mental Health Association contract. **Mental Health Outpatient-Clinical** operating expenses include an increase in contracted doctor staff of \$79,100 to \$424,350 to alleviate the 3 month wait time for initial psychiatric services and to allow consistent year-round scheduling. Department management projects savings in prescription drug costs due to a proposed on-site pharmacy at the new HHS building for clients receiving outpatient-clinical services.
  - In addition, **Mental Health Outpatient-Clinical** operating expenses include state mental health institute placement costs which are budgeted to decrease by nearly \$56,700 to nearly \$1.5 million or 1,413 total days of care. This decrease is mainly due to Adult placement costs of about \$198,200 less than in 2013, partially offset by increased Child placement costs of nearly \$141,650. Per agreement with the State, the County receives 60% reimbursement for costs associated with child placement at state mental health facilities, resulting in an increase in revenues of about \$24,300 or 5.7% to \$423,350.
  - **Mental Health Outpatient-Intensive** program operating expenditures include an anticipated increase in room, board and treatment costs up by about \$412,800 to over \$6.0 million. This is mainly due to anticipated increases for the Community Recovery Services (CRS) program of \$312,800. Costs in the CRS program are partially offset by increased client fee revenues in the CRS program of nearly \$101,600. County Tax Levy support allocated to this program increases by about \$197,800 or 4.5% to \$4,603,300.
  - **Mental Health Center (MHC)** expenditures increase by \$9,100 or less than 1% mainly due to personnel costs budgeted to increase by about \$51,700 or 1.2% mainly reflecting the net cost to continue of 42.95 FTE positions as well as the transfer of 0.15 FTE or about 312 hours Mental Health Center Administrator position from the Mental Health Outpatient-Clinical program to reflect actual staffing. Personnel cost increases are partially offset by decreases in operating expenses of approximately \$41,300, mainly due to decreases in transcription fees of \$24,000 to reflect 2013 estimates and decreases in office equipment and furniture of nearly \$24,000. Interdepartmental charges are budgeted to increase by about \$28,700 due to increases related to building maintenance and window replacement costs of nearly \$49,150, partially offset by lower insurance costs of about \$18,500. Also, **Mental Health Center (MHC)** Client Fee revenues increase nearly \$100,000 or 3.8% based on a rate increase of approximately \$16 per client day. General Fund Balance decreases about \$39,500 to \$34,725 mainly to fund one-time costs associated with office equipment and furniture. Overall County Tax Levy Support to the MHC decreases by about \$50,700 to \$3.5 million.
  - **Public Health Division** budgeted expenditures increase by about \$11,400 to \$3.7 million. This funding level is expected to provide the resources necessary to keep Public Health at least at Level II Status. The Budget includes the unfunding of 1.0 FTE Community Health Educator at an approximate cost of \$74,000. Department management indicates that current staff have been cross-trained to perform the duties previously assigned to this position. Net operating expenditures include an increase of about \$27,200 mainly due to an increase in medical supply costs (mainly vaccines) of nearly \$51,000 based on 2013 estimates. Non-tax levy revenues are budgeted to decrease by about \$8,300 mainly due to a decrease in the Women, Infants, and Children Nutrition (WIC) grant of \$15,936 based on the 2013 actual award, partially offset by increases in Charges for Services of nearly \$6,800 mostly due to an increase in the HealthCheck Medical Assistance program examination fee revenues. Tax Levy revenues are budgeted to increase by nearly \$19,700.
- Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to increase by \$64,110 or 3.1% to \$2.1 million. General Fund Balance appropriations of \$50,000 are eliminated in 2014 and County Tax Levy decreases by \$10,000 to \$355,462. The 2013-2015 Wisconsin State Budget restored funding for local child support enforcement activities previously reduced in the 2011-2013 State Budget.

**BUDGETED POSITIONS 2012-2014  
SUMMARY BY AGENCY AND FUND**

**HEALTH AND HUMAN SERVICES**

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
CORPORATION COUNSEL	Child Support	27.60	26.60	26.60	26.60	-
HEALTH & HUMAN SERVICES	General Fund					
	Human Services	207.20	207.20	216.20	215.20	8.00
	Clinical Services	91.68	91.68	91.68	92.68	1.00
	Public Health	37.84	37.84	37.84	36.84	-1.00
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	0.00
	Veterans Services	3.70	3.70	3.70	3.70	0.00
	ADRC	24.64	24.64	24.64	24.64	0.00
	Total H & HS General Fund	366.06	366.06	375.06	374.06	8.00
	Aging and Disability Resource Center Contract Fund	24.40	24.40	24.40	24.40	0.00
	<b>H&amp;HS Subtotal</b>	<b>390.46</b>	<b>390.46</b>	<b>399.46</b>	<b>398.46</b>	<b>8.00</b>
	TOTAL REGULAR POSITIONS	418.06	417.06	426.06	425.06	8.00
	TOTAL EXTRA HELP	16.46	17.47	17.47	17.46	(0.01)
	TOTAL OVERTIME	2.50	2.37	2.37	2.57	0.20
	<b>TOTAL BUDGETED POSITIONS</b>	<b>437.02</b>	<b>436.90</b>	<b>445.90</b>	<b>445.09</b>	<b>8.19</b>

**2014 BUDGET ACTIONS:**

**Corporation Counsel- Child Support**

Decrease 0.50 FTE Senior Attorney  
Increase 0.50 FTE Attorney

**Health and Human Services- Human Services**

Increase 0.20 FTE Overtime  
Increase 0.01 FTE Temporary Extra Help  
Transfer 1.0 FTE Clinical Therapist from Human Services to Mental Health Outpatient  
Transfer 1.0 FTE Clinical Therapist from Human Services to Clinical Services

**Health and Human Services- Clinical Services**

Increase Mental Health Center Administrator by 0.15 FTE  
Transfer 1.0 FTE Clinical Therapist from Human Services to Mental Health Outpatient

**Health and Human Services- Public Health**

Unfund 1.00 FTE Community Health Educator  
Increase 0.15 FTE Public Health Technician  
Decrease 0.15 FTE Epidemiologist

**2013 CURRENT YEAR ACTIONS:**

**Corporation Counsel- Child Support**

Decrease 0.50 FTE Senior Attorney  
Increase 0.50 FTE Attorney

**Health and Human Services- Human Services**

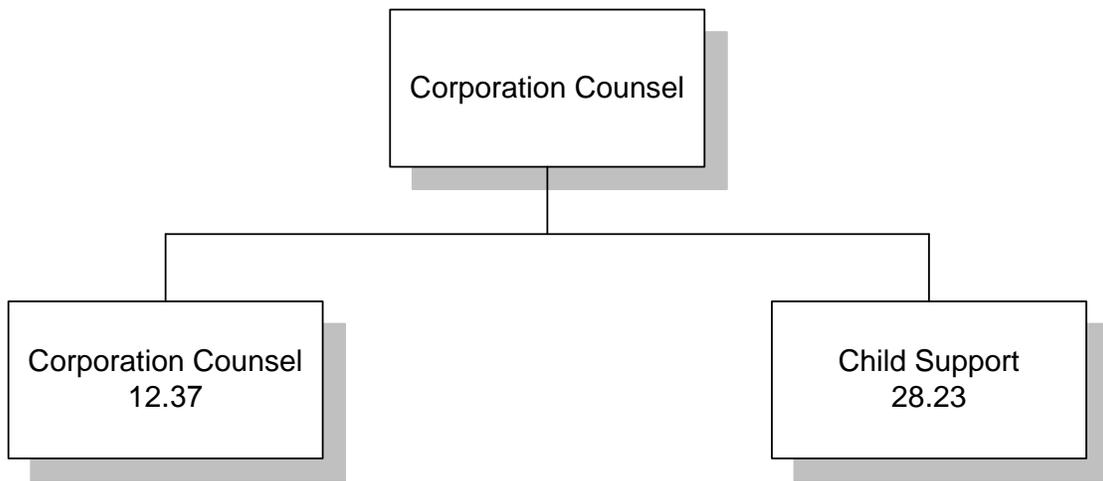
Create 10.0 FTE Economic Support Specialist  
Create 2.0 FTE Senior Information Technology Professional  
Abolish 1.0 FTE Clerk I  
Abolish 1.0 FTE Programs and Projects Analyst  
Abolish 1.0 FTE Clerk Typist II

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# Corporation Counsel

# CORPORATION COUNSEL'S OFFICE

## FUNCTION / PROGRAM CHART



40.60 TOTAL FTE'S

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



**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 Children and Family Services. 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**

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.

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate(f)	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government (a)(b)(e)	\$1,940,156	\$2,042,812	\$1,961,634	\$2,106,922	\$64,110	3.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$28,363	\$39,700	\$31,700	\$31,700	(\$8,000)	-20.2%
Interdepartmental	\$997	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (c)	\$156,800	\$50,000	\$50,000	\$0	(\$50,000)	-100.0%
<b>County Tax Levy (d)</b>	<b>\$338,869</b>	<b>\$365,462</b>	<b>\$365,462</b>	<b>\$355,462</b>	<b>(\$10,000)</b>	<b>-2.7%</b>
<b>Total Revenue Sources</b>	<b>\$2,465,185</b>	<b>\$2,497,974</b>	<b>\$2,408,796</b>	<b>\$2,494,084</b>	<b>(\$3,890)</b>	<b>-0.2%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,908,285	\$2,023,628	\$1,948,262	\$2,023,670	\$42	0.0%
Operating Expenses	\$195,053	\$295,255	\$259,640	\$289,261	(\$5,994)	-2.0%
Interdept. Charges	\$166,243	\$179,091	\$172,864	\$181,153	\$2,062	1.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$2,269,581</b>	<b>\$2,497,974</b>	<b>\$2,380,766</b>	<b>\$2,494,084</b>	<b>(\$3,890)</b>	<b>-0.2%</b>
Rev. Over (Under) Exp.	\$195,604	\$0	\$28,030	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	27.60	26.60	26.60	26.60	0.00
Extra Help	1.80	1.56	1.56	1.56	0.00
Overtime	0.08	0.07	0.07	0.07	(0.00)
<b>Total FTEs</b>	<b>29.48</b>	<b>28.23</b>	<b>28.23</b>	<b>28.23</b>	<b>(0.00)</b>

- (a) In 2014, the non-match performance funds will not be matched as the federal 2005 Deficit Reduction Act (2005 DRA) is still in effect. It is budgeted at 2013 budget level of \$347,766.
- (b) In May 2013, the Joint Finance Committee unanimously approved a motion to restore funding for local child support enforcement activities, which provides an additional \$4.25 million GPR (State General Purpose Revenue) and \$8.25 million FED annually. Therefore, the Waukesha County Child Support Agency is budgeting \$236,000 of the State GPR to address part of the revenue gap created by the 2005 DRA, which will provide \$694,118 of expenditure authority.
- (c) In prior year budgets, the department budget included Fund Balance Appropriation for operations to help reduce the new Tax Levy needed. In 2014, the Fund Balance Appropriation is not requested.
- (d) Budget for Tax levy is \$355,462, a reduction of \$10,000 or -2.7% from 2013.
- (e) In 2012, 2013 and 2014 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.
- (f) The Child Support Program is estimating to finish 2013 favorably mainly due to lower projected spending than budgeted.



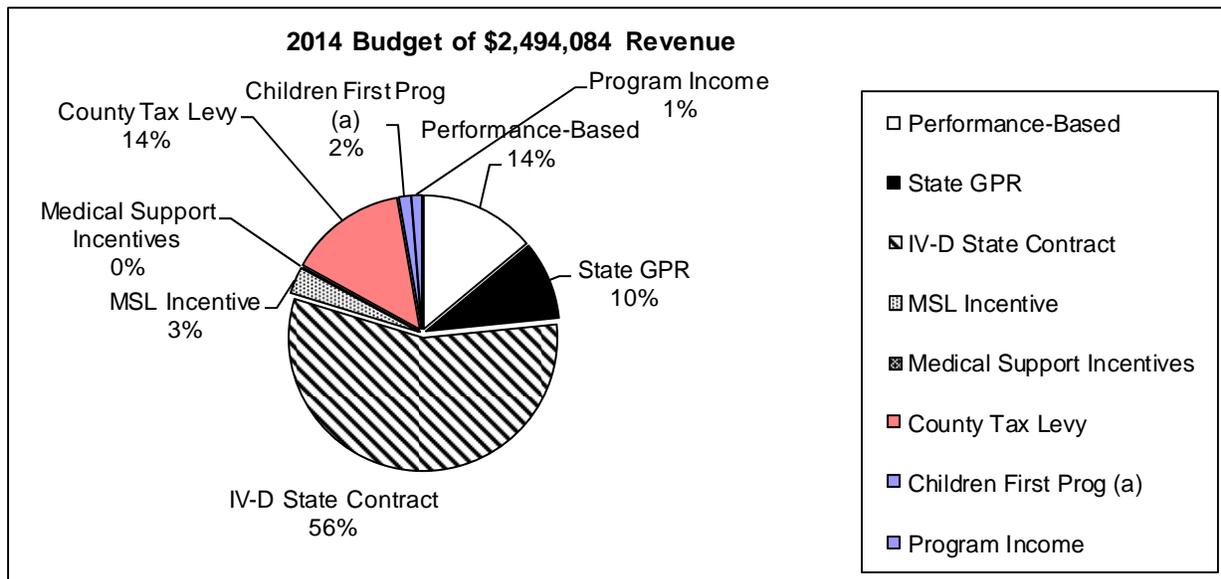
**Program Highlights**

General Government revenues are budgeted to increase \$64,110 or 3.1% to \$2,106,922. This revenue increase is mainly due to the department budgeting State GPR for 2014 higher than 2013 by \$81,202 to \$236,000. This increase is partially offset by budgeted decreases of \$15,000 or -15.8% to \$80,000 in medical support liability incentive, \$6,100 or -10.9% to \$50,000 in administrative reimbursement from IV-D Cooperative Agreement with the County Clerk of Courts, and \$500 or -14% to \$3,000 related to the medical support incentive. The non-match performance funding remains the same as the 2013 budget level of \$347,766. Charges for services are fees the department collecting locally to recover the costs of process services, genetic tests, copies and vital statistic records. The department is budgeting charges for services to decrease \$8,000 or -20.2% to \$31,700 based on prior history. In addition, appropriated fund balance is eliminated in the 2014 budget request from \$50,000 to \$0, and county tax levy is reduced \$10,000.

Personnel Costs increase slightly by \$42 to \$2,023,670 for 28.23 FTEs. Employee turnovers in 2013 mainly offset the cost to continue of 28.23 FTE.

Operating Expenses decrease \$5,994 or -2% to \$289,261, due to equal reductions of about \$3,000 for process service delivery costs and contract attorney assistance to more closely reflect prior year history and the department's 2013 estimate.

Interdepartmental Charges increase \$2,062 or 1.2% to \$181,153. This budgeted expenditure increase is mainly due to increases in End User Technology charges of \$2,232 based on IT resources usage for the total cost of computer ownership, partially offset by a slight decrease of \$264 related to fixed telephone costs.



(a) Children First Program (CFP) is included in Child Support Program per Waukesha County Ordinance modified in 2011. Its State funding will be used to engage an outside vendor to assist non-custodial parents to obtain employment and pay Court-ordered child support.

This chart represents the Child Support Division's General Government and Charges for Services revenues funding components for 2014. They included non-match performance award funding of \$347,766, IV-D State contract administrative reimbursement of \$1,403,756, Medical Support Liability (MSL) incentive of \$80,000, which is funded by the Federal Government through the State Department of Children and Family Services, and the Children First Program of \$36,400 (a). The estimated amount for State GPR is \$236,000. Miscellaneous revenues are \$31,700 including copy fees, vital statistics fees, genetic test fees, and process service fees. Tax Levy for 2014 is \$355,462.

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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: Federal funding is awarded based on five performance standards: four federal performance measures and a fifth proficiency measure (the fifth proficiency measure is discontinued by the Federal government for 2014 Budget purposes).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Court order rate	90.03%	>80%	>80%	>80%
Paternity establishment	107.78%	>90%	>90%	>90%
Child support collection rate	77.84%	>77.84	>77.84%	>2013 Rate
Arrears collection rate	73.93%	>73.93%	>73.93%	>2013 Rate

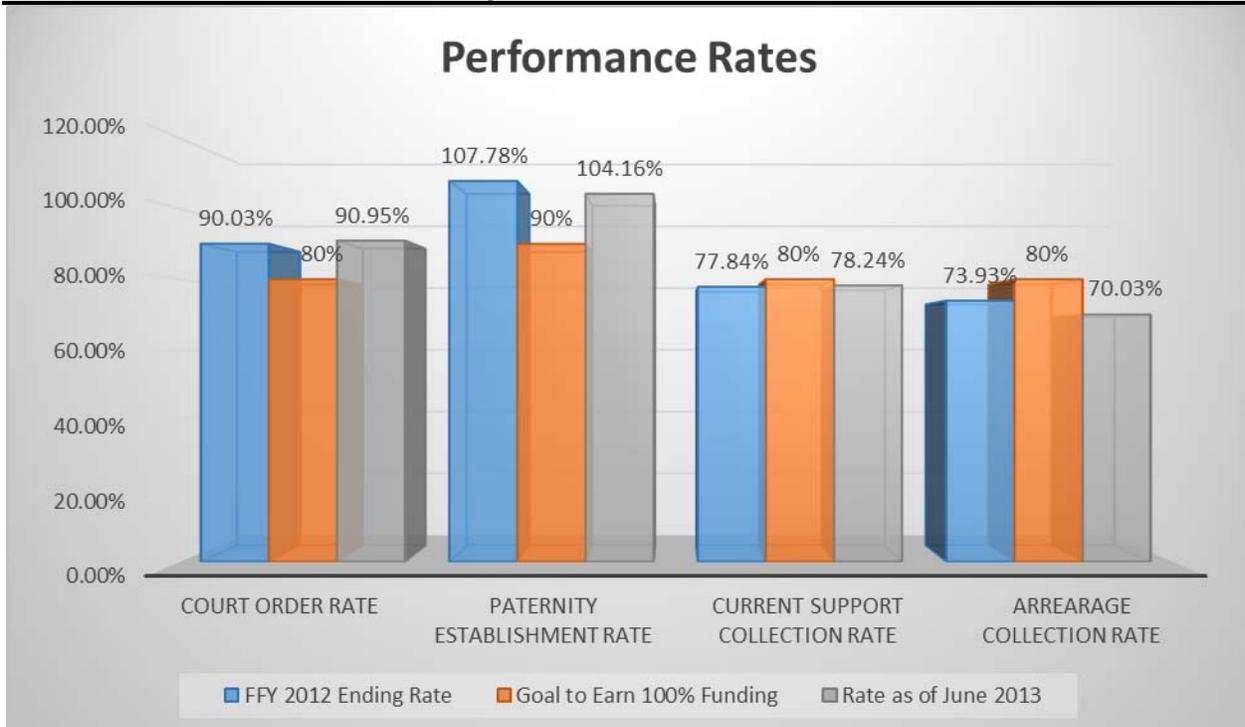
Performance Measure #1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2012, to obtain 100% performance funding of \$75,585, Waukesha County needed to attain a court order rate of 80%. Waukesha County earned 100% of funding by attaining a rate of 90.03% which exceeded 2011's performance.

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 2012, to obtain 100% funding of \$75,585.00, Waukesha County needed to attain a paternity establishment rate of 90%. Waukesha County earned 100% of funding by attaining a Paternity Establishment Rate of 107.78%, which exceeded 2011's rate.

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 received and paid to the custodial parent. This measure is cumulative over the Federal Fiscal Year. In 2012, the target for 100% funding of \$75,585.00 was increased to 80% from 77.11%. In 2012, Waukesha County earned 94% of funding equaling \$71,050.00 at a rate of 77.84% which exceeded 2011's rate.

Performance Measure #4: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In 2012, the target for 100% of funding of \$75,585.00 was increased to 80% from 72.31%. In 2012, Waukesha County earned 86% of funding in the amount of \$65,003.00 with an arrearage collection rate of 73.93%.

Performance Measure #5: Proficiency Measure: Paternity/Court Order Rate per FTE. This new measure is obtained by dividing the total number of new court orders and paternitys by the total number of FTE including clerk of court staff doing IVD work. In 2012, Waukesha County had a ratio of 68 which earned 83% or \$62,735.00 of the total performance amount of \$75,585.00. In calendar year 2012, staff was reduced in the child support agency which may positively affect this performance measure for 2013 if this performance measure remains.



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

**Objective 2:** Renewed focus on customer service with citizens, vendors and between staff. This objective is to review procedures to increase communication not only with citizens but with vendors and staff of the CSA and other county agencies so that an atmosphere of cooperation is fostered.

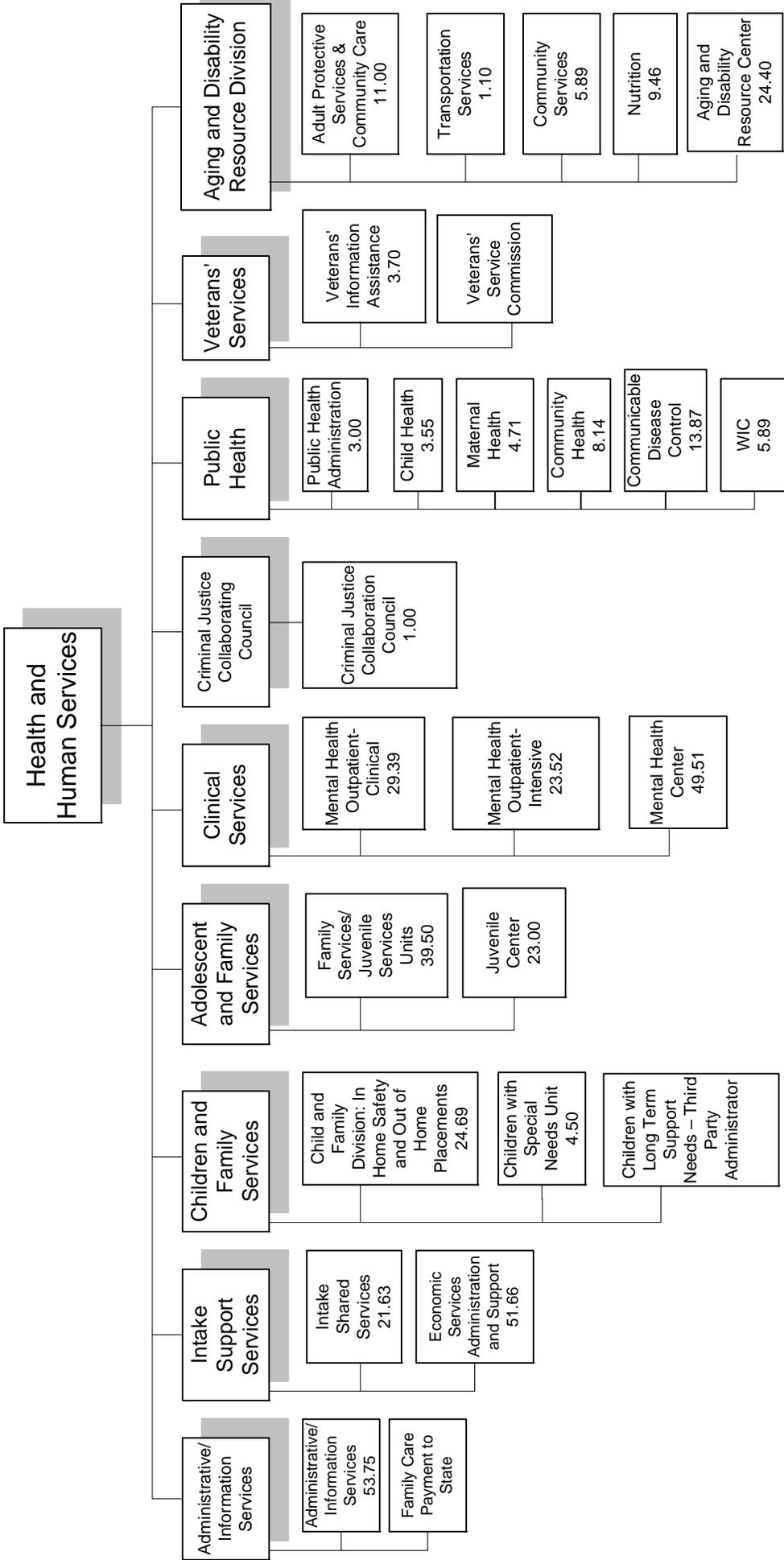
**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective 3:** Review agency structure to focus on cross-training amongst staff so that staff members can provide services in more areas and when vacancies occur within the agency.

# Health & Human Services

# HEALTH AND HUMAN SERVICES

## FUNCTION / PROGRAM CHART



416.86 TOTAL FTE'S

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

# Health and Human Services

## Statement of Purpose/Summary

### All Funds

#### Statement of Purpose:

Health and Human Services has 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 Resources Center (ADRC).

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

### Health and Human Services - All Funds Summary

Financial Summary	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b><u>General Fund</u></b>						
Revenues	\$37,015,097	\$36,504,215	\$40,557,996	\$41,370,097	\$4,865,882	13.3%
Appr. Fund Balance	\$578,139	\$243,680	\$179,121	\$177,722	(\$65,958)	-27.1%
County Tax Levy/(Credit)	\$24,780,678	\$24,915,678	\$24,915,678	\$25,205,678	\$290,000	1.2%
Expenditures	\$60,793,494	\$61,663,573	\$64,309,356	\$66,753,497	\$5,089,924	8.3%
Rev. Over (Under) Exp.	\$1,580,420	\$0	\$1,343,439	\$0	\$0	NA
<b><u>Aging and Disability Resource Center Contract Fund</u></b>						
Revenues	\$2,701,039	\$3,030,050	\$2,861,897	\$3,083,823	\$53,773	1.8%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$2,701,037	\$3,030,050	\$2,861,897	\$3,083,823	\$53,773	1.8%
Rev. Over (Under) Exp.	\$2	\$0	\$0	\$0	\$0	NA
<b><u>All Funds</u></b>						
Revenues	\$39,716,136	\$39,534,265	\$43,419,893	\$44,453,920	\$4,919,655	12.4%
Appr. Fund Balance	\$578,139	\$243,680	\$179,121	\$177,722	(\$65,958)	-27.1%
County Tax Levy/(Credit)	\$24,780,678	\$24,915,678	\$24,915,678	\$25,205,678	\$290,000	1.2%
Expenditures	\$63,494,531	\$64,693,623	\$67,171,253	\$69,837,320	\$5,143,697	8.0%
Rev. Over (Under) Exp.	\$1,580,422	\$0	\$1,343,439	\$0	\$0	NA
<b><u>Position Summary (FTE)</u></b>						
Regular Positions	390.46	390.46	399.46	398.46	8.00	
Extra Help	2.42	2.30	2.30	2.50	0.20	
Overtime	14.66	15.91	15.91	15.90	(0.01)	
<b>Total</b>	<b>407.54</b>	<b>408.67</b>	<b>417.67</b>	<b>416.86</b>	<b>8.19</b>	

# All Funds Health and Human Services

# Statement of Purpose/Summary

## HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
<b>Administrative/Information Services (Includes Long Term Care - Payments to State)</b>						
Revenues	\$11,706,559	\$11,307,746	\$11,416,048	\$11,396,525	\$88,779	0.8%
County Tax Levy/(Credit)	(\$3,681,385)	(\$3,978,530)	(\$3,978,530)	(\$3,929,915)	\$48,615	1.2%
Expenditures	\$7,663,129	\$7,329,216	\$7,340,119	\$7,466,610	\$137,394	1.9%
Rev. Over (Under) Exp.	\$362,045	\$0	\$97,399	\$0	-	N/A
<b>Intake Support Services</b>						
Revenues	\$4,074,578	\$4,285,016	4,562,933.00	4,937,131.00	\$652,115	15.2%
County Tax Levy	\$2,305,638	\$2,268,979	\$2,268,979	\$2,407,257	\$138,278	6.1%
Expenditures	\$6,486,988	\$6,553,995	\$6,854,016	\$7,344,388	\$790,393	12.1%
Rev. Over (Under) Exp.	(\$106,772)	\$0	(\$22,104)	\$0	-	N/A
<b>Children and Family Services</b>						
Revenues	\$3,142,954	\$3,074,489	\$6,438,489	\$6,538,253	\$3,463,764	112.7%
County Tax Levy	\$4,012,366	\$3,651,745	\$3,651,745	\$3,641,426	(\$10,319)	-0.3%
Expenditures	\$6,334,267	\$6,726,234	\$9,841,404	\$10,179,679	\$3,453,445	51.3%
Rev. Over (Under) Exp.	\$821,053	\$0	\$248,830	\$0	-	N/A
<b>Adolescent and Family Services</b>						
Revenues	\$4,056,457	\$3,927,536	\$4,128,906	\$4,125,872	\$198,336	5.0%
County Tax Levy	\$4,554,217	\$4,759,947	\$4,759,947	\$4,388,059	(\$371,888)	-7.8%
Expenditures	\$8,416,538	\$8,687,483	\$8,177,469	\$8,513,931	(\$173,552)	-2.0%
Rev. Over (Under) Exp.	\$194,136	\$0	\$711,384	\$0	-	N/A
<b>Clinical Services</b>						
Revenues	\$9,932,688	\$9,337,079	\$9,473,679	\$9,722,376	\$385,297	4.1%
County Tax Levy	\$11,028,373	\$11,988,871	\$11,988,871	\$12,173,866	\$184,995	1.5%
Expenditures	\$21,348,103	\$21,325,950	\$21,167,491	\$21,896,242	\$570,292	2.7%
Rev. Over (Under) Exp.	(\$387,042)	\$0	\$295,059	\$0	-	N/A
<b>Criminal Justice Collaborating Council</b>						
Revenues	\$479,632	\$575,702	\$459,249	\$490,565	(\$85,137)	-14.8%
County Tax Levy	\$975,416	\$972,946	\$972,946	\$1,022,946	\$50,000	5.1%
Expenditures	\$1,428,489	\$1,548,648	\$1,427,918	\$1,513,511	(\$35,137)	-2.3%
Rev. Over (Under) Exp.	\$26,559	\$0	\$4,277	\$0	-	N/A
<b>Public Health</b>						
Revenues	\$1,253,735	\$1,252,867	\$1,213,907	\$1,244,572	(\$8,295)	-0.7%
County Tax Levy	\$2,305,559	\$2,395,950	\$2,395,950	\$2,415,646	\$19,696	0.8%
Expenditures	\$3,565,923	\$3,648,817	\$3,684,732	\$3,660,218	\$11,401	0.3%
Rev. Over (Under) Exp.	(\$6,629)	\$0	(\$74,875)	\$0	-	N/A
<b>Veterans' Services</b>						
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
County Tax Levy	\$282,105	\$282,595	\$282,595	\$274,074	(\$8,521)	-3.0%
Expenditures	\$268,253	\$295,595	\$275,565	\$287,074	(\$8,521)	-2.9%
Rev. Over (Under) Exp.	\$26,852	\$0	\$20,030	\$0	-	N/A
<b>Aging and Disability Resource</b>						
Revenues	\$5,634,672	\$6,004,510	\$5,892,803	\$6,163,348	\$158,838	2.6%
County Tax Levy	\$2,998,389	\$2,573,175	\$2,573,175	\$2,812,319	\$239,144	9.3%
Expenditures	\$7,982,841	\$8,577,685	\$8,402,539	\$8,975,667	\$397,982	4.6%
Rev. Over (Under) Exp.	\$650,220	\$0	\$63,439	\$0	-	N/A
<b>Total All H&amp;HS Divisions</b>						
Revenues	\$40,294,275	\$39,777,945	\$43,599,014	\$44,631,642	\$4,853,697	12.2%
County Tax Levy	\$24,780,678	\$24,915,678	\$24,915,678	\$25,205,678	\$290,000	1.2%
Expenditures	\$63,494,531	\$64,693,623	\$67,171,253	\$69,837,320	\$5,143,697	8.0%
Rev. Over (Under) Exp.	\$1,580,422	\$0	\$1,343,439	\$0	-	N/A

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2012 Actual	2013		2014 Budget	Change From 2013 Adopted Budget	
		Adopted Budget	2013 Estimate		#	%
<b>Administrative/Information Services</b>						
Regular Positions	53.10	53.10	53.10	53.10	-	0.0%
Overtime	0.15	0.15	0.15	0.15	-	0.0%
Extra Help	0.26	0.50	0.50	0.50	-	0.0%
Total	53.51	53.75	53.75	53.75	-	0.0%
<b>Intake Support Services</b>						
Regular Positions	63.00	63.00	73.00	72.00	9.00	14.3%
Overtime	0.99	0.87	0.87	1.07	0.20	23.0%
Extra Help	-	0.22	0.22	0.22	-	0.0%
Total	63.99	64.09	74.09	73.29	9.20	14.4%
<b>Children and Family Services</b>						
Regular Positions	29.00	29.00	29.00	29.00	-	0.0%
Overtime	0.11	0.07	0.07	0.07	-	0.0%
Extra Help	0.22	0.12	0.12	0.12	-	0.0%
Total	29.33	29.19	29.19	29.19	-	0.0%
<b>Adolescent and Family Services</b>						
Regular Positions	62.10	62.10	61.10	61.10	(1.00)	-1.6%
Overtime	0.70	0.70	0.70	0.70	-	0.0%
Extra Help	0.70	0.70	0.70	0.70	-	0.0%
Total	63.50	63.50	62.50	62.50	(1.00)	-1.6%
<b>Clinical Services</b>						
Regular Positions	91.68	91.68	91.68	92.68	1.00	1.1%
Overtime	0.47	0.51	0.51	0.51	-	0.0%
Extra Help	8.25	9.24	9.24	9.23	(0.01)	-0.1%
Total	100.40	101.43	101.43	102.42	0.99	1.0%
<b>Public Health</b>						
Regular Positions	37.84	37.84	37.84	36.84	(1.00)	-2.6%
Overtime	-	-	-	-	-	N/A
Extra Help	2.43	2.32	2.32	2.32	-	0.0%
Total	40.27	40.16	40.16	39.16	(1.00)	-2.5%
<b>Criminal Justice Collaborating Council</b>						
Regular Positions	1.00	1.00	1.00	1.00	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	1.00	1.00	1.00	1.00	-	0.0%
<b>Veterans' Services</b>						
Regular Positions	3.70	3.70	3.70	3.70	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	3.70	3.70	3.70	3.70	-	0.0%
<b>Aging and Disability Resource</b>						
Regular Positions	49.04	49.04	49.04	49.04	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	2.80	2.81	2.81	2.81	-	0.0%
Total	51.84	51.85	51.85	51.85	-	0.0%
<b>Total All H&amp;HS Divisions</b>						
Regular Positions	390.46	390.46	399.46	398.46	8.00	2.0%
Overtime	2.42	2.30	2.30	2.50	0.20	8.7%
Extra Help	14.66	15.91	15.91	15.90	(0.01)	-0.1%
Total	407.54	408.67	417.67	416.86	8.19	2.0%



## 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	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget (a)	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government (a)	\$26,043,712	\$26,567,001	\$30,236,262	\$30,797,969	\$4,230,968	15.9%
Fine/Licenses	\$377,702	\$385,000	\$390,000	\$390,000	\$5,000	1.3%
Charges for Services	\$7,496,263	\$7,073,672	\$7,278,141	\$7,439,216	\$365,544	5.2%
Interdepartmental	\$4,355	\$12,185	\$10,013	\$9,825	(\$2,360)	-19.4%
Other Revenue	\$3,093,065	\$2,466,357	\$2,643,580	\$2,733,087	\$266,730	10.8%
Appr. Fund Balance	\$578,139	\$243,680	\$179,121	\$177,722	(\$65,958)	-27.1%
<b>County Tax Levy (a)</b>	<b>\$24,780,678</b>	<b>\$24,915,678</b>	<b>\$24,915,678</b>	<b>\$25,205,678</b>	<b>\$290,000</b>	<b>1.2%</b>
<b>Total Revenues Sources</b>	<b>\$62,373,914</b>	<b>\$61,663,573</b>	<b>\$65,652,795</b>	<b>\$66,753,497</b>	<b>\$5,089,924</b>	<b>8.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$29,779,765	\$30,494,134	\$30,237,565	\$31,428,919	\$934,785	3.1%
Operating Expenses (a)	\$27,635,976	\$27,788,568	\$30,710,030	\$31,870,508	\$4,081,940	14.7%
Interdept. Charges	\$3,360,835	\$3,320,871	\$3,311,859	\$3,430,070	\$109,199	3.3%
Fixed Assets	\$16,918	\$60,000	\$49,902	\$24,000	(\$36,000)	-60.0%
<b>Total Expenditures</b>	<b>\$60,793,494</b>	<b>\$61,663,573</b>	<b>\$64,309,356</b>	<b>\$66,753,497</b>	<b>\$5,089,924</b>	<b>8.3%</b>
Rev. Over (Under) Exp.	\$1,580,420	\$0	\$1,343,439	\$0	\$0	NA

## Position Summary (FTE)

Regular Positions (a)	366.06	366.06	375.06	374.06	8.00
Extra Help	14.66	15.91	15.91	15.90	(0.01)
Overtime	2.42	2.30	2.30	2.50	0.20
<b>Total</b>	<b>383.14</b>	<b>384.27</b>	<b>393.27</b>	<b>392.46</b>	<b>8.19</b>

(a) The 2013 Estimate is estimated to exceed the 2013 Adopted budget primarily due to General Government revenues and operating expenses estimated at \$3,079,800 were not budgeted for in 2013. The State of Wisconsin issued an opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers are grant expenditures and must be treated as such in 2013 and in future years. These revenues and expenditures had been removed from the County's budget in a prior year when the State had implemented the change to a TPA. An ordinance will be submitted for approval to appropriate the amount needed in 2013.

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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%.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Recurrence rate	30.1%	≤ 25%	30.5%	≤ 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 93.9%.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Children NOT Abused or Neglected*	96.02	≥ 100%	96%	100%

\* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 01/01/12-12/31/12; In 2012 169 out of 176 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Compliance Rating	100%	100%	100%	100%

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

**Objective 4:** In 2012, Waukesha County entered into the Moraine Lakes Consortium with four other counties (Fond du Lac, Ozaukee, Walworth and Washington) to provide Economic Support Services. Those services include Medicaid/BadgerCare, FoodShare and Child Care. One area in which the Counties collaborate is a call center staffed by specialists from each county on a rotating basis.

Key Outcome Indicator: Meet all Federal and State compliance requirements for timeliness in serving customers. The consortium Call/Change Center must answer calls within fifteen (15) minutes or a corrective action plan may be implemented by the State of Wisconsin Department of Health Services (Economic Services Administration and Support).

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Time to Answer Incoming Calls	11.72	<10 minutes	<5 minutes	<5 minutes

**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 to residential care centers. Department Standard  $\leq$  2.0%.

Performance Measure 5a:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Placement rate of Children referred for Truancy and Delinquency	1.8%	< 2.0%	1.9%	< 2.0%

**Key Outcome Indicator 5b:** Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2012 Actual average cost per year/per child of \$4,873/year) to residential care centers (based on 2012 Actual average cost per year/per child of \$118,973/year). Department Standard  $\leq$  0.20%.

Performance Measure 5b:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Placement rate of Waukesha County Child Population*	.0022%	<0.20%	.0025%	<0.20%

\*Out of Home Care Caseload Count For December 2011 (208 out of 94,466 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 – 2011 Final County Population Estimates.

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of IFSP's developed within 45 days.*	85.5%	100%	90%	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:	2012 Actual	2013 Target	2013 Estimate	2014 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 under Chapter 51.45 require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide or arrange for Alcohol and other Drug Abuse (AODA) assessment and referral within 72 hours for 95% of all detoxification clients admitted to the Waukesha County Mental Health Center.

Performance Measure	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of AODA Detox Clients Assessed and given referral within 72 hours	95%	100%	100%	100%

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Case management hours provided by MHO Community Support Program Case Management Staff	78%	75%	75%	75%
Case management hours provided by Community Support Program RN's	63%	60%	60%	60%

**Objective 9:** Identify and implement technology solutions, and upgrade major computer systems to currently supported versions, to meet certification requirements and avoid emergency upgrades and other risks associated with unsupported systems. (Administrative Services)

**Key Outcome Indicator 9a:** Health and Human Service is able to manage case data through an electronic case management/Electronic Health Record system, which will result in reduced paperwork; enhanced case worker coordination, access to case data across campus buildings and from remote sites, decreased time associated with chart pulling and filing, increased data access for management planning and evaluation, and reduced exposure to risk associated with data security issues.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS Users Rating System Satisfactory re: Outcome Goals	10%	25%	10%	85%

**Key Outcome Indicator 9b:** Increase each year, the number of major systems on current or supported versions, at which time all major systems will be on supported versions.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS IT Applications on Current/Supported Software	20%	90%	25%	90%

**Key Outcome Indicator 9c:** Health and Human Services accounting services is able to manage billing and payment of services through the utilization of an integrated system.

Performance Measure 3:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of HHS integration	20%	95%	25%	95%

**The vendor for the capital project to implement the HHS Core Enterprise system was approved by the Waukesha County Financial Committee in June of 2013. This integrated application and the activities of implementation will commence at the end of the third quarter of 2013.**

**Objective 10:** Evaluate the potential savings and benefits of a community placement of shelter care juvenile clients with a private provider by following-up on proposals received from an RFP for services issued in late 2013. (Juvenile Center)

**Current and Proposed Capital Projects**

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T=One-Time
200615	HHS Office Building	2013	\$34,180,000	100%	TBD	A
201212	Mental Health Center Chiller Upgrades (b)	2015	\$631,000	5%	(\$2K - \$4K) (c)	A
200109	Implement HHS Automated System (c)(d)	2015	\$3,750,000	50%	TBD	A
200414	County-wide Cashiering (a)(c)	2014	\$970,000	100%	TBD	A
201412	Mental Health Center Roof Replacement	2018	\$253,000	0%	TBD	A

- (a) The operating impact specifically related to HHS will be determined at a later date.
- (b) 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.
- (c) Project coordinated by Department of Administration. HHS integration of the MyAVATAR remains TBD until the implementation is developed by Netsmart and approved by DOA and DHHS. Estimated operating costs will reflect annual county-wide costs to be built into the End User Tech. Fund budget and DHHS hosting licensure and subscription fees.
- (d) On-going operational costs for the maintenance costs associated with the new applications are estimated at \$525,000 once fully operational (after 2014 budget period).

**Administrative Services**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill and Identify and implement technology solutions, and upgrade major computer systems to currently supported versions, to meet certification requirements and avoid emergency upgrades and other risks associated with unsupported systems.**

**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, commercial carrier contract negotiation, monitor and analyze legislative initiatives, the billing and service coding for Medicare, Medical Assistance, Commercial Insurance Carriers and responsible parties, and liaison to Human Resources. Monitor HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/HITECH compliance, client medical records management. Department specific business application support, computer training and system administration, along with Department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>53.51</b>	<b>53.75</b>	<b>53.75</b>	<b>53.75</b>	<b>0.00</b>
General Government	\$8,232,943	\$8,408,356	\$8,481,767	\$8,515,807	\$107,451
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$22,496	\$21,000	\$23,000	\$23,000	\$2,000
Interdepartmental	\$0	\$9,745	\$8,825	\$8,825	(\$920)
Other Revenue	\$265,761	\$202,027	\$235,838	\$232,275	\$30,248
Appr. Fund Balance	\$212,000	\$162,000	\$162,000	\$112,000	(\$50,000)
<b>County Tax Levy</b>	<b>(\$3,681,385)</b>	<b>(\$3,978,530)</b>	<b>(\$3,978,530)</b>	<b>(\$3,929,915)</b>	<b>\$48,615</b>
<b>Total Revenues</b>	<b>\$5,051,815</b>	<b>\$4,824,598</b>	<b>\$4,932,900</b>	<b>\$4,961,992</b>	<b>\$137,394</b>
Personnel Costs	\$3,751,913	\$3,815,243	\$3,718,903	\$3,862,249	\$47,006
Operating Expenses	\$295,994	\$318,338	\$425,611	\$331,112	\$12,774
Interdept. Charges	\$641,863	\$691,017	\$684,987	\$768,631	\$77,614
Fixed Assets	\$0	\$0	\$6,000	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,689,770</b>	<b>\$4,824,598</b>	<b>\$4,835,501</b>	<b>\$4,961,992</b>	<b>\$137,394</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$362,045</b>	<b>\$0</b>	<b>\$97,399</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

General Government revenues include about \$7,661,200 of State Community Aids Basic County Allocation (BCA) funding, which is unchanged from 2013. General Government revenues also include the recapture of administrative cost recovery reimbursement expected from the Aging and Disability Resource (ADRC) contract, which are budgeted to increase by about \$139,800 (from \$477,600 to \$617,400). State/Federal Income Maintenance revenue of \$115,000, from eligible indirect cost recovery, is unchanged from 2013.

Charges for services revenue from record copy services are budgeted to increase by \$2,000 to \$23,000 reflecting recent history and an increase in user fee rates.

**Administrative Services (cont.)**

Other Revenues are budgeted to increase by about \$30,200 to \$232,300, mainly due to an increase in State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursements, which are budgeted at \$163,500, an increase of \$29,200, based on prior year actual results.

Fund Balance appropriation decreases by \$50,000 to \$112,000, based on a planned phase-down of General Fund balance use.

Personnel costs increase by about \$47,000 or 1% to \$3,862,250, which reflects the cost to continue and the abolishment of a 1.0 FTE Clerk I in the records department; the abolishment of a Program and Projects Analyst; offset by the creation of a 2.0 FTE Senior Information Technology professionals (approved by enrolled ordinance #168-31).

Operating Expenses increase by about \$12,800 to \$331,100, mainly from an increase in training and education consulting of \$53,900 offset by a decrease in contracted services of \$22,400. The 2014 budget base includes about \$119,500 for computer hardware and software purchases related to the new core enterprise system, service/license fees and contracted system analysis work, about \$33,300 for County external audit services, \$26,600 for office supplies and materials, \$46,700 for staff tuition, training and travel-related expenditures; \$19,500 for equipment, repair and maintenance; \$12,600 for bank fee changes related to electronic processing where the County is the protective payee for individual clients account and utilization of credit card as a means of accepting client payments; and \$11,000 for printing costs. Interdepartmental Charges are higher mainly due to increased allocations of \$23,600 for computer replacement and maintenance, and, \$37,100 for risk management insurance charges including workers compensation.

**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 2013 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.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
General Government	\$2,705,359	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$268,000	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$2,973,359</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$0</b>
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,973,359	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,973,359</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$2,504,618</b>	<b>\$0</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

General Government revenues of \$2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2014 include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the County operated this program) the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the State's Family Care Program.

**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 requests; parent/teen family dysfunction; disability funding requests; and information/referral services. Short-term and supportive service includes Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; home and financial management services and volunteer transportation services. The Division's purchased services include investments in prevention and early intervention services.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>22.63</b>	<b>22.63</b>	<b>22.63</b>	<b>21.63</b>	<b>(1.00)</b>
General Government	\$1,326,424	\$1,337,574	\$1,439,648	\$1,439,648	\$102,074
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$13,628	\$23,020	\$10,073	\$2,255	(\$20,765)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,272	\$2,800	\$2,800	\$2,800	\$0
Appr. Fund Balance	\$500	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$2,062,354</b>	<b>\$1,860,913</b>	<b>\$1,860,913</b>	<b>\$1,891,901</b>	<b>\$30,988</b>
<b>Total Revenues</b>	<b>\$3,406,178</b>	<b>\$3,224,307</b>	<b>\$3,313,434</b>	<b>\$3,336,604</b>	<b>\$112,297</b>
Personnel Costs	\$1,745,245	\$1,788,505	\$1,708,159	\$1,740,373	(\$48,132)
Operating Expenses	\$1,370,387	\$1,342,906	\$1,486,776	\$1,506,845	\$163,939
Interdept. Charges	\$82,654	\$92,896	\$93,730	\$89,386	(\$3,510)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,198,286</b>	<b>\$3,224,307</b>	<b>\$3,288,665</b>	<b>\$3,336,604</b>	<b>\$112,297</b>

Rev. Over (Under) Exp.	\$207,892	\$0	\$24,769	\$0	\$0
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**Note:** The Child Care Administration Federal/State funding was previously budgeted in Economic Services and Support Program. In 2014 \$218,144 is budgeted in Intake and Shared Services Program Day Care Unit revenues to match program operations. The 2012 Actual and 2013 Budget have been restated for Comparative Purposes.



**Program Highlights**

General Government revenues are budgeted to increase by about \$102,000 primarily due to a state allocation increase in pass-through State revenues for payment to kinship guardians of \$108,400 to \$752,839, which is estimated to reduce the wait list by 35 children. General Government revenues that are unchanged and remaining at the 2013 budgeted level include; the State Basic County Allocation for Child Care Administration budgeted at \$370,100 and federal/state Promoting Safe and Stable Family (PSSF) funding budgeted at the 2013 state allocation of \$95,200.

Charges for Services are budgeted to decrease by about \$20,800, from \$23,000 to \$ 2,200, in client fees to reflect the change in supervision of the afterhours crisis services from Intake and Support service to Mental Health Outpatient Clinic program.

Personnel costs decreased by about \$48,100 or 2% to \$1,740,000, primarily related to the reclassification of 1.0 FTE from Intake and Support Services to Mental Health - Outpatient Clinic which is offset by the cost to continue increases related to the 21.63 FTE assigned to this program.

Operating expenditures increase by about \$163,900, mainly due to increase in State-funded pass-through payments to kinship guardians by about \$104,900 up to a state allocation of \$697,800 (revenue amount mentioned above is higher since a portion covers H&HS administrative costs related to the indirect cost plan). In addition, \$127,220 increase to \$269,700 is budgeted to contracted services for the county's Crisis line call center as a new service delivery model is implemented. This contracted agency will provide equipment and staff to develop and maintain a 24 hour emergency telephone crisis service in Waukesha County. The crisis service agency will maintain a computerized system for tracking resources, making referrals and gathering data. These operating expenditure increases are partially offset by a reduction in contract services of \$48,900 as a portion of the contracted agency's to provide crisis intervention for weekend and holiday coverage is reallocated and absorbed by personnel in the Mental Health clinical unit.

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

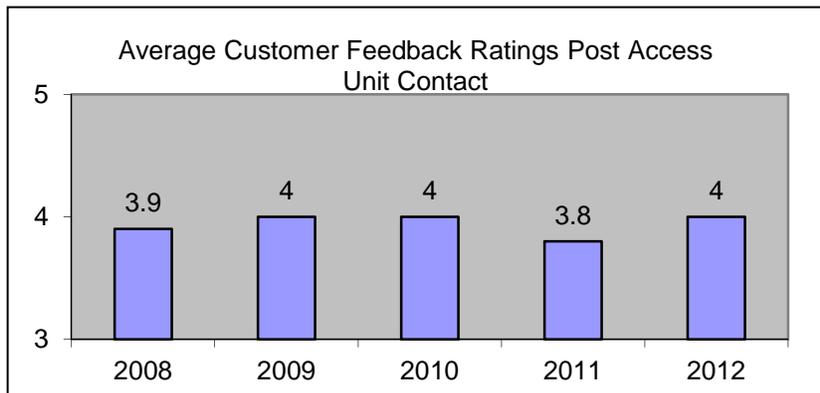


<b>Activities-(Workload data)</b>	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Intake (Access) # of Referrals	5,867	6,100	5,800	5,850	(250)
Child Abuse/Neglect Reports	1,927	2,100	2,050	2,000	(100)
Children Assessed For Abuse/Neglect	743	810	775	790	(20)
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments	92	200	85	100	(100)
Kinship Care Funded Placements of children (Avg. Monthly)	194	240	196	258	18
Kinship Care Waiting List, # of children (a)	4	45	0	10	(35)
Crisis Intervention: Adult Protective /Mental Health # of contracts	649	850	756	750	(100)
Crisis Intervention: Child Protective /Health Welfare # of contracts	438	575	442	450	(125)
Crisis Respite Child Day Care, # of children	100	150	140	150	0
Family Day Care: # Certified Homes	40	45	35	45	0
Volunteer Transportation: Miles Driven	111,000	110,000	116,296	120,000	10,000

(a) Due to receiving an increase in our 2013 allocation, we have not needed to maintain a wait list. However Kinship Placements continue to increase annually. We are anticipating we may need to maintain a small wait list for 2014.

**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 delivery service.

- 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**

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond Du Lac, Ozaukee, Walworth and Washington County. Fond Du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. ES services will be provided by permanent staff at the new Human Services Center with Patient Protection and Affordable Care Act (PPACA) sunset positions housed at the Workforce Development Center who will process Medicaid applications.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>41.36</b>	<b>41.46</b>	<b>51.46</b>	<b>51.66</b>	<b>10.20</b>
General Government	\$2,700,175	\$2,901,867	\$3,087,112	\$3,467,428	\$565,561
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$30,579	\$19,755	\$23,300	\$25,000	\$5,245
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$243,284</b>	<b>\$408,066</b>	<b>\$408,066</b>	<b>\$515,356</b>	<b>\$107,290</b>
<b>Total Revenues</b>	<b>\$2,974,038</b>	<b>\$3,329,688</b>	<b>\$3,518,478</b>	<b>\$4,007,784</b>	<b>\$678,096</b>
Personnel Costs	\$2,615,099	\$2,627,417	\$2,857,552	\$3,299,161	\$671,744
Operating Expenses	\$474,965	\$515,488	\$510,713	\$523,364	\$7,876
Interdept. Charges	\$198,638	\$186,783	\$197,086	\$185,259	(\$1,524)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,288,702</b>	<b>\$3,329,688</b>	<b>\$3,565,351</b>	<b>\$4,007,784</b>	<b>\$678,096</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$314,664)</b>	<b>\$0</b>	<b>(\$46,873)</b>	<b>\$0</b>	<b>\$0</b>

Note: The Child Care Administration Federal/State funding was previously budgeted in Economic Services and Support Program. In 2014 \$218,144 is budgeted in Intake and Shared Services Program Day Care Unit Gen'l Gov't revenues to match program operations. The 2012 Actual and 2013 Budget have been restated for Comparative Purposes.



**Program Highlights**

General Government revenues increase by about \$565,600 to \$3,467,400, primarily related to a \$667,000 increase as the State Department of Health Services increased the 2013-2015 State biennial budget allocation of federal and state funding to the Moraine Lake Consortium for the period of July 1, 2013 – June 30, 2015 for The Patient Protection and Affordable Care Act (PPACA), health care reform bill passed into law on March 23, 2010 and as amended by the Health Care and Education Reconciliation Act of 2010, requires the state Medicaid Income Maintenance program and the Federal Health Insurance Plan Marketplace be transparent whereby integrated to create a “no wrong door” for applying for health insurance for those individuals with income up to 400% of the Federal Poverty Level (FPL). The County Board of Supervisors approved enrolled ordinance 168-23, in June of 2013, related to the creation of ten regular full time Economic Support Specialist positions in the Department of Health and Human Services. These positions will sunset when the funding is reduced or terminated. This is offset by a decrease in State/Federal Income Maintenance (IM) funding by about \$89,100 to \$2,322,700, mainly due to the utilization of the 2013 caseload reallocation to each consortium. In addition, federal pass-through funding and related expenditures for the Low-Income Home Energy Assistance Program (LIHEAP), is budgeted to decrease by about \$24,500 to \$331,800, based on lower prior-year actual experience.

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

Personnel Costs increase by about \$671,700 mainly due to the cost to continue the 41.46 FTE regular positions, estimated to increase costs by about \$72,500 or 2.8%. In addition, the cost associated with the PPACA funding related to the hiring of 10 FTE costing about \$599,300.

Operating Expenses are budgeted to increase by \$7,900 from about \$515,500 to \$523,400, primarily due to the state funding related to the PPACA (as noted previously), resulting in an increase in operating expenditures by \$60,100. This is partially offset by pass-through LIHEAP payments, which are budgeted to decrease by about \$24,500 to \$331,800. Also, the direct services Basic Program is budgeted to be reduced by \$16,300.

Interdepartmental Charges decrease by about \$1,500, mostly due to a decrease End User Technology Fund (EUTF) total cost of ownership charges in order to reflect actual end users. Approximately 50% of most costs in this program, including technology costs, are estimated to be covered with Federal 50/50 Addendum funding.

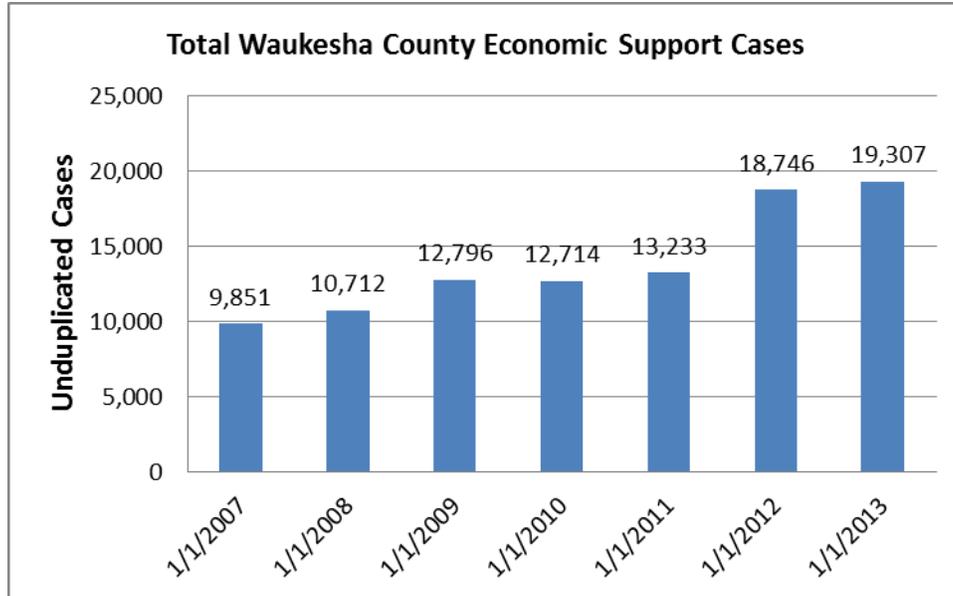


**Activity**

**Waukesha County Economic Support Caseload Data**

	2012 Actual	2013 Budget	2013 Estimate*	2014 Budget*	Budget Change
Total unduplicated caseload (a)	19,239	19,498	19,400	21,400	1,902
Total Medical Assistance cases (b)	14,905	15,093	15,093	16,500	1,407
Total Food Share Cases (c)	9,461	9,200	9,850	10,500	1,300
W-2 Child Care Average Monthly Cases (d)	868	880	880	880	0

- (a) Caseload is expected to increase by 2,000 due to the Patient Protection Affordable Care Act (PPACA)
- (b) Report ID: CARES – RP600A – RPD (Medical Assistance)
- (c) Report ID: CARES – RP600A – RPD (Food Share)
- (d) Report ID: CARES – RP612A – RPC (Case Directory – Summary of Case Types and Counts)



**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.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>24.83</b>	<b>24.69</b>	<b>24.69</b>	<b>24.69</b>	<b>0.00</b>
General Government	\$359,441	\$391,844	\$374,938	\$381,117	(\$10,727)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$200,300	\$166,000	\$171,872	\$166,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$65,226	\$88,709	\$87,895	\$86,000	(\$2,709)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$3,331,859</b>	<b>\$3,457,626</b>	<b>\$3,457,626</b>	<b>\$3,596,873</b>	<b>\$139,247</b>
<b>Total Revenues</b>	<b>\$3,956,826</b>	<b>\$4,104,179</b>	<b>\$4,092,331</b>	<b>\$4,229,990</b>	<b>\$125,811</b>
Personnel Costs	\$2,021,363	\$2,107,212	\$2,062,366	\$2,146,110	\$38,898
Operating Expenses	\$1,585,347	\$1,694,013	\$1,675,142	\$1,772,228	\$78,215
Interdept. Charges	\$287,967	\$296,954	\$296,865	\$311,652	\$14,698
Fixed Assets	\$0	\$6,000	\$6,000	\$0	(\$6,000)
<b>Total Expenditures</b>	<b>\$3,894,677</b>	<b>\$4,104,179</b>	<b>\$4,040,373</b>	<b>\$4,229,990</b>	<b>\$125,811</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$62,149</b>	<b>\$0</b>	<b>\$51,958</b>	<b>\$0</b>	<b>\$0</b>

Note: Supplemental Security Income (SSI) reimbursements in Other Revenue previously budgeted in Children & Family program is being reallocated to Family Services & Juvenile Services in 2014 to match program operations for clients that the County is protective payee for. The 2013 Budget has been restated for Comparative Purposes.

**Program Highlights**



General Government revenues overall decreased slightly by about \$10,700 to \$381,100. State/Federal IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) is reduced \$6,100 to \$50,419; and funding for pass-through payments for HealthCheck services provided to children placed at residential care center facilities is decreased \$5,500 to \$26,500. The 2014 General Government revenues budget includes \$282,100 in State Community Aids funding.

Charges for Services are budgeted to remain constant with the 2013 budget, mainly due to current year estimates for foster care placement fees revenues for children in out-of-home placement.

Personnel Costs are budgeted to increase by about \$38,900 or 1.8%, mainly due to the cost to continue the 24.69 FTE regular positions allocated to this program

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

Operating expenditures are budgeted to increase by about \$78,200 to \$1,772,200, and include an increase in contracted services costs by about \$73,600 to about \$532,300 due to a \$60,000 increase for contracted centralized intake to screen, educate and refer families with developmentally disabled children to appropriate community resources for delivery of service and the additional staffing of a visitation coordinator. Increasing operating expenditures are partially offset by a decrease in payments for parent services related to legal costs for TPR adoption by \$11,900 to \$2,500. Fixed asset expenditures of \$6,000 were budgeted in 2013 to purchase a new multipurpose copier machine to help the Division meet State mandates to scan all documents into the State's child welfare computer system and allow for greater Health Insurance Portability and Accountability Act (HIPAA) security. This is not a recurring expenditure for the 2014 budget.



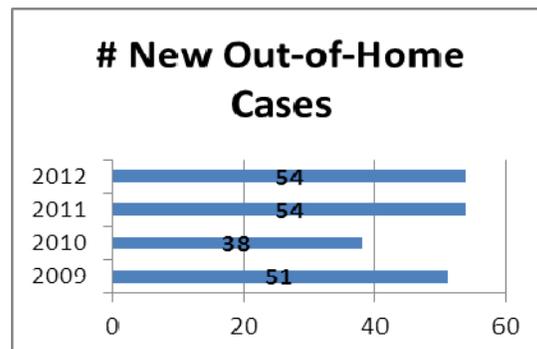
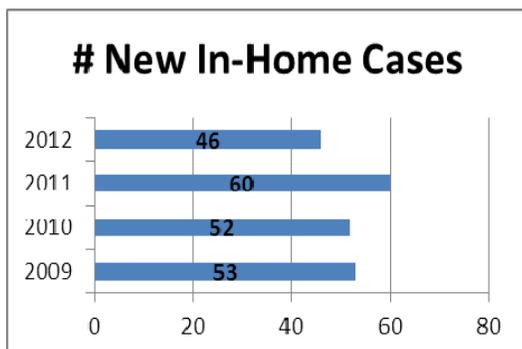
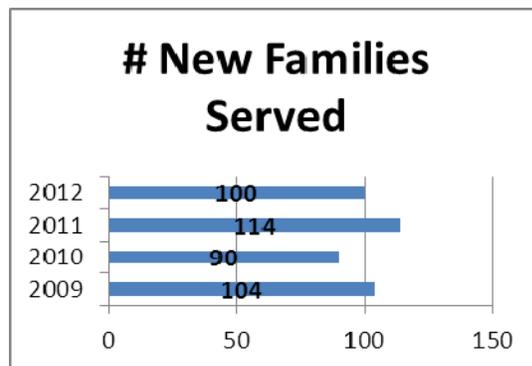
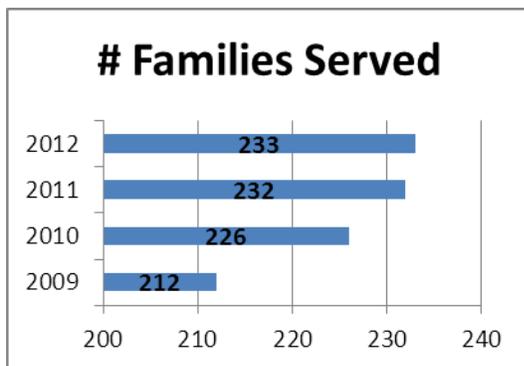
<b>Activity</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	Budget <u>Change</u>
Total children in foster care (a)	117	145	133	136	(9)
Days of Care	22,464	24,151	23,083	23,038	(1,113)
Foster Care expenditures	343,591	\$427,896	382,350	407,896	(20,000)
Total children in group homes	0	1	1	1	0
Days of Care	0	84	49	77	(7)
Group Homes Care expenditures	0	\$15,000	8750	15,000	0
Total children in Residential Care Centers(b)	5	6	5	6	0
Days of Care	849	832	1086	808	(24)
Residential Care Centers expenditures	358,988	\$316,000	403,753	336,000	20,000
Terminations of parental rights (# of cases)	8	10	7	10	0

(a) Foster care expenditures decrease in the 2014 budget mainly due to efforts made to place children with level one foster care settings (e.g., with family members), which are often less expensive than other foster care settings (e.g., treatment foster care).

(b) Children in RCC placement requiring additional one on one support to meet their special needs thus resulting in higher costs compared to other placement settings.



<b>Child and Family Unit Activity</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	Budget <u>Change</u>
Total # Families Served	233	225	235	235	10
Number of new cases	100	125	115	115	(10)
In home	46	61	60	60	(1)
Out of home	54	64	55	55	(9)



**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.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>0.00</b>
General Government	\$2,090,330	\$2,082,650	\$2,285,488	\$2,235,679	\$153,029
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$165,522	\$184,657	\$201,300	\$199,657	\$15,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$261,799	\$160,629	\$237,196	\$221,500	\$60,871
Appr. Fund Balance	\$336	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$680,507</b>	<b>\$194,119</b>	<b>\$194,119</b>	<b>\$44,553</b>	<b>(\$149,566)</b>
<b>Total Revenues</b>	<b>\$3,198,494</b>	<b>\$2,622,055</b>	<b>\$2,918,103</b>	<b>\$2,701,389</b>	<b>\$79,334</b>
Personnel Costs	\$400,370	\$383,158	\$411,485	\$387,326	\$4,168
Operating Expenses	\$1,998,054	\$2,202,002	\$2,272,851	\$2,269,328	\$67,326
Interdept. Charges	\$41,166	\$36,895	\$36,895	\$44,735	\$7,840
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,439,590</b>	<b>\$2,622,055</b>	<b>\$2,721,231</b>	<b>\$2,701,389</b>	<b>\$79,334</b>

Rev. Over (Under) Exp.	\$758,904	\$0	\$196,872	\$0	\$0
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**Program Highlights**

General Government revenues increase by about \$153,000, from \$2,082,700 to \$2,235,679, mainly due to an increase in revenues related to the Children’s Long-Term Support (CLTS) waiver program. This includes an increase in state reimbursement for the recapture of service coordinator client service hours by \$84,312, and the reporting of H&HS administrative costs related to the indirect cost plan by \$68,717.

Charges for Services increase by about \$15,000 to \$199,657, due to an increase in reimbursement revenues include \$165,000 in pass-through revenues from parents of CLTS clients to the State as part of a parental cost share for the program.

Other Revenues, increase by \$60,900 to \$221,500 due to an increase in recoveries of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator.

Personnel costs increase by about \$4,100 or 1.09% for the cost to continue 4.5 FTE allocated to this program.

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

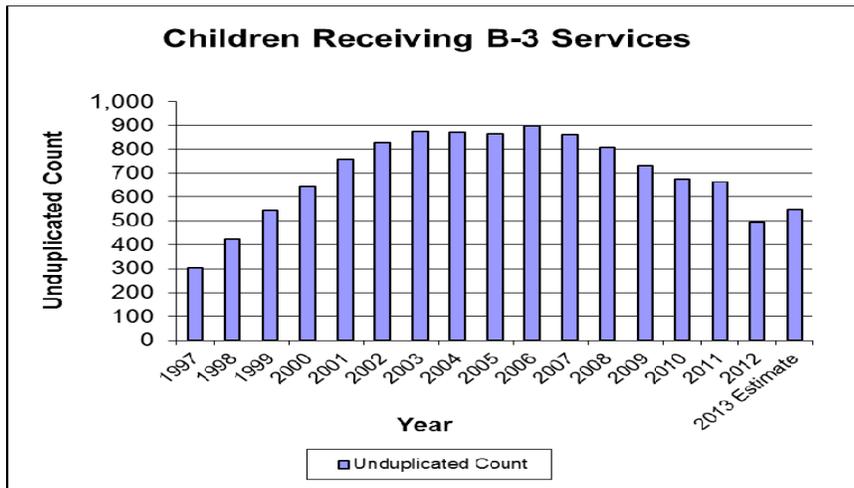
(Includes Birth to Three Program)

Operating expenditures incurred a net increase of \$67,300 to \$2,269,300, mainly due to an increase of \$60,900 in pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator. Also, the budget includes an increase of \$15,000 to \$165,000 of pass-thru payments to the state for the collection from parent participation in the parental cost share program. This is offset by a decrease in contracted case management costs of \$8,000 by the vendor due to a better cost allocation system.



**Birth to Three Activity**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total # children enrolled on Oct. 1 <sup>st</sup>	203	225	225	230	5
Total # children served	494	550	525	550	0



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**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
* Total # of Children Served:	518	542	536	572	30
Autism Waiver	243	267	261	272	5
Non-autism Waiver	123	125	125	150	25
Family Support Program	152	150	150	150	0
Number of New Autism Waiver Slots	42	35	35	24	(11)
Number of Closed Autism Waiver Slots	30	14	16	13	(1)
Number of new non-autism cases	31	23	20	25	2
Number of closed non-autism cases	29	15	21	20	5
Number of kids on waiting list for Family Support Program or waiver support	339	650	355	380	(270)(a)

(a) The 2014 budget is reduced to reflect assessments by Central Intake to screen, educate and refer families to other community resources which began in 2012. The 2013 budget does not reflect the new central screening process.

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

**Program Description**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>					
General Government	\$0	\$0	\$3,079,800	\$3,248,300	\$3,248,300
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,079,800</b>	<b>\$3,248,300</b>	<b>\$3,248,300</b>
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$0	\$3,079,800	\$3,248,300	\$3,248,300
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,079,800</b>	<b>\$3,248,300</b>	<b>\$3,248,300</b>
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0



**Program Highlights**

General Government Revenues pass through revenues and related expenses increase by \$3,248,300. This is the result of the State of Wisconsin issuing an opinion that payments the Third Party Administrator (TPA) makes to service providers are grant expenditure and that they must be treated as such in 2013 and in future audits be included in the Schedule of Expenditure of Federal and State Awards (SEFSA). There is no tax levy impact to this transaction as this is an informational only transactions.

**Family Services & Juvenile Services**

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

**Program Description**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>	<b>0.00</b>
General Government	\$3,485,130	\$3,472,909	\$3,638,390	\$3,662,651	\$189,742
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$153,497	\$135,400	\$167,208	\$147,000	\$11,600
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$133,768	\$76,006	\$72,153	\$73,000	(\$3,006)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$2,989,200</b>	<b>\$3,190,551</b>	<b>\$3,190,551</b>	<b>\$2,858,601</b>	<b>(\$331,950)</b>
<b>Total Revenues</b>	<b>\$6,761,595</b>	<b>\$6,874,866</b>	<b>\$7,068,302</b>	<b>\$6,741,252</b>	<b>(\$133,614)</b>
Personnel Costs	\$3,343,931	\$3,383,800	\$3,377,595	\$3,422,564	\$38,764
Operating Expenses	\$3,153,439	\$3,326,616	\$2,970,533	\$3,154,286	(\$172,330)
Interdept. Charges	\$158,470	\$164,450	\$161,743	\$164,402	(\$48)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$6,655,840</b>	<b>\$6,874,866</b>	<b>\$6,509,871</b>	<b>\$6,741,252</b>	<b>(\$133,614)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$105,755</b>	<b>\$0</b>	<b>\$558,431</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

General Government revenues are budgeted to increase by about \$189,700 to \$3,662,600, mainly due to an increase in State Youth Aids funding by about \$210,100, based on adjustments to the 2013 allocation methodology by the Wisconsin Department of Corrections (related to the 2012 allocation to counties to comply with the state budget's requirement to lapse funding for the State's 2012 fiscal year). Other General Government revenues include a decrease in the State's Juvenile Accountability Block Grant (JABG) funding by about \$11,609 as the JABG grant funds were discontinued as of June 30, 2013

Charges for Service revenues are budgeted to increase by about \$11,600 to \$147,000, based on an projection of increased client months over the 2013 budget related to the Juvenile Court Supervision Fee. The actual fee billed is determined by client ability to pay based on the regulations from the State's Uniform Fee Administrative Code.

**Family Services & Juvenile Services (cont.)**

Personnel costs are budgeted to increase by about \$38,700 or 1.11% to \$3,422,564, mainly for the cost to continue the 39.50 FTE staff allocated to this program.

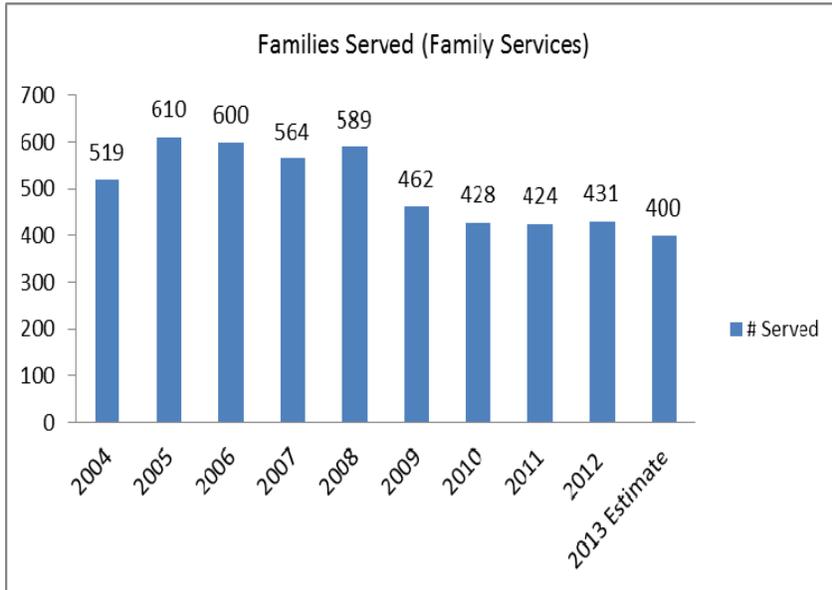
Net operating expenditures are budgeted to decrease by about \$172,300 to \$3,154,300, and includes decreased costs of about \$161,000 due to the termination of the contracted Community Day Treatment Program; reduced contracted mental health and support services related to, Juveniles In Need of Protection or Services, delinquents, and abused and neglected children of about \$30,000 to \$32,600, reduced residential care center placement costs of about \$14,000 to \$928,200 in anticipation of fewer clients requiring this higher level of care, based on a lower current year estimate. a reduction in foster care placement costs of about \$3,600, based on a lower trending in county programming needs as other services become available. Also, approximately \$144,700 continues to be invested in community-based prevention services as an alternative to juvenile corrections and other out-of-home placements.



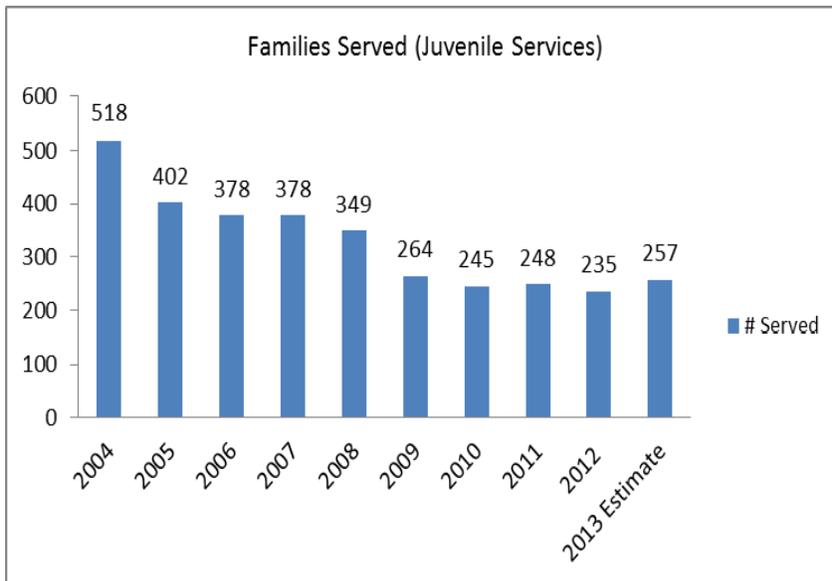
<b>Activity</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	Budget <u>Change</u>
Number of families served (Family Services)	431	465	400	410	(55)
Number of families served (Juvenile Services)	235	240	257	250	10
Custody Intake decisions	469	575	570(a)	550	(25)
Court Intake Referrals	430	675	492(b)	500	(175)
Average daily population of juveniles in State correctional institutions	3.3	3.0	2.6	3.0(c)	0
Total State charges for correctional institution placement	\$350,411	\$311,617	\$274,746	\$323,586	\$11,969

- (a) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.
- (b) The 2013 increase in estimated Court Intakes reflects increased delinquency and truancy intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have decreased over the past 10 years.
- (c) The 2014 budget for an average daily population of 3.0 juveniles is consistent with the average over the past several years.

Family Services & Juvenile Services (cont.)

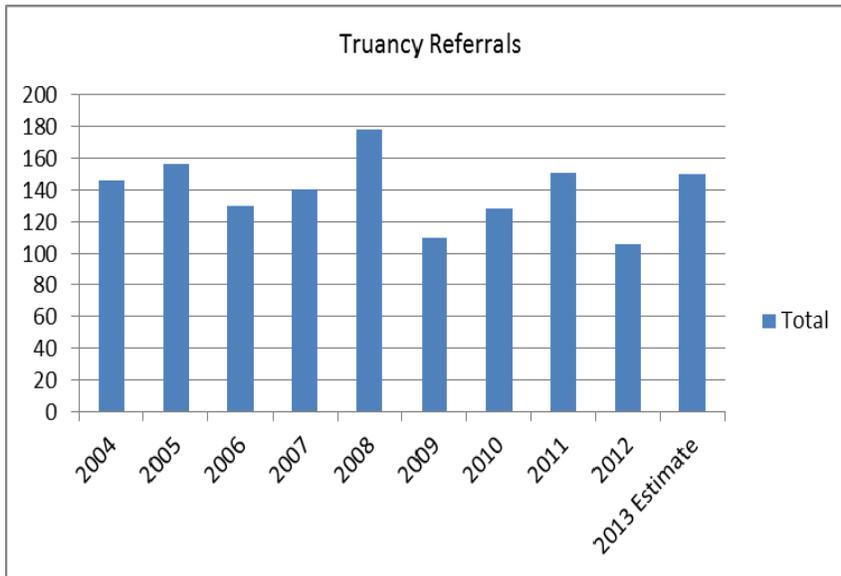


The number served in Family Services since 2009 has been lower than in previous years. A reduction in the number of truancy referrals in 2009 and 2010 was a factor in the reduced number of families served.

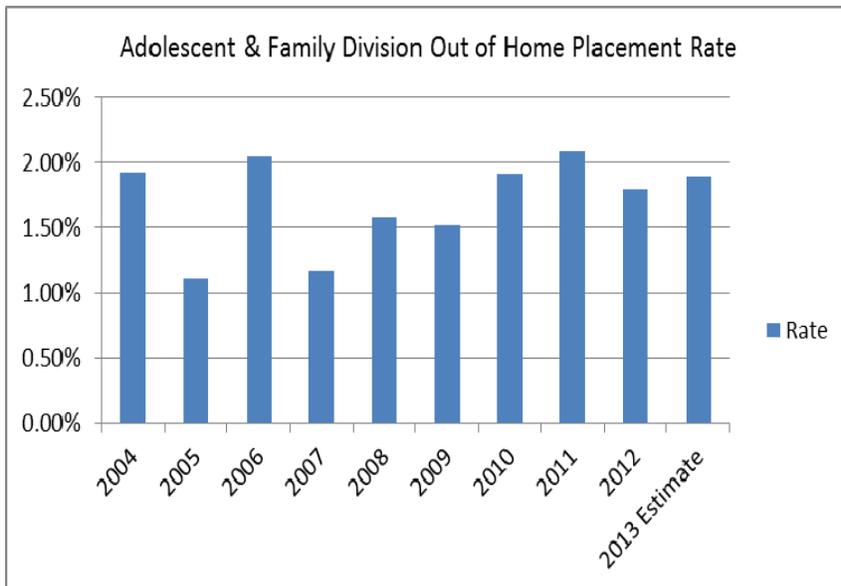


While the number of families served in Juvenile Services has decreased over the past 10 years, the rate of this decrease has slowed over the past 4 years and has remained in a relatively narrow range since 2009. These figures reflect a Federal and statewide trend of reduced youth delinquency over that 10 year period.

Family Services & Juvenile Services (cont.)

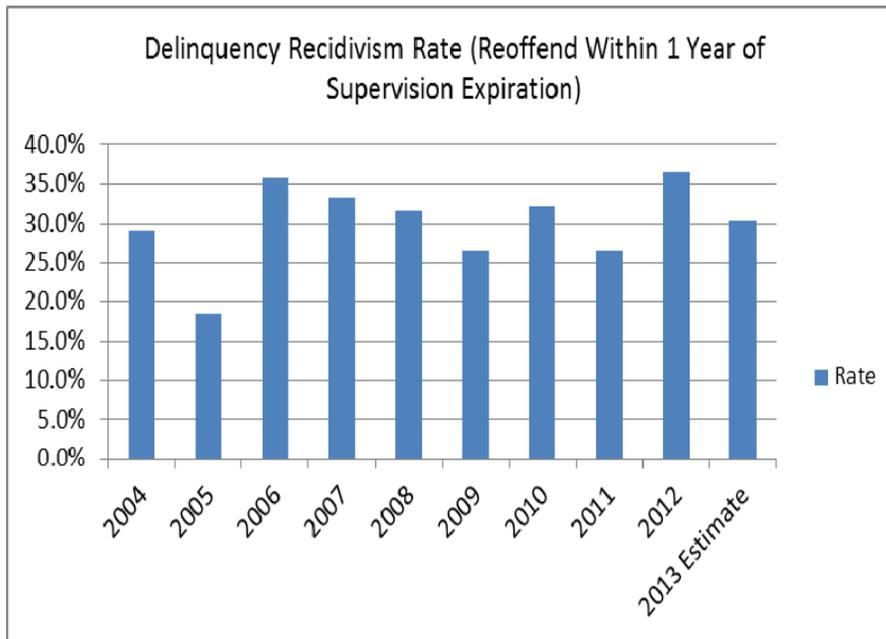


The number of truancy referrals, which had been relatively stable from 2004-2007, has shown increased volatility since that time. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school 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 generally maintained the placement rate at or 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. A substantial majority of these youth do not reoffend during that time.



**Alternate Care Activity (a)**

	<u>2012 Actual</u>	<u>2013 Budget (b)</u>	<u>2013 Estimate (b)</u>	<u>2014 Budget (a)</u>	<u>Budget Change (a)</u>
Total children in foster care	23	26	30	26	0
Days of Care	3,802	4,259	4,129	3,524	(735)
Foster Care expenditures (b)	\$257,971	\$293,440	\$281,575	\$289,844	(\$3,596)
Total youth in group homes	7	9	8	6	(3)
Days of Care	1,004	693	581	642	(51)
Group Home expenditures (b)	\$185,260	\$122,000	\$104,460	\$124,440	\$2,440
Total youth in Residential Care Centers	16	18	17	14	(4)
Days of Care	2,823	3,119	2,946	3,123	4
Residential Care Centers expenditures	\$837,910	\$942,219	\$888,455	\$928,200	(\$14,019)

- (a) Through the ongoing efforts of County 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 2014 budget for these placements has been reduced, with the increase in the Group Home budget being more than offset by decreases in the Foster Care and Residential Care Center budgets.
- (b) These ongoing efforts as identified in (a) have resulted in the 2013 estimated overall expenditures for these services being below the 2013 budgeted amounts.

**Juvenile Center**

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

**Program Description**

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. 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, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services are purchased from the Washington County Juvenile Detention facility.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>24.00</b>	<b>24.00</b>	<b>23.00</b>	<b>23.00</b>	<b>(1.00)</b>
General Government	\$55,948	\$58,221	\$56,849	\$58,221	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$228,114	\$185,000	\$194,306	\$185,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$1,565,017</b>	<b>\$1,569,396</b>	<b>\$1,569,396</b>	<b>\$1,529,458</b>	<b>(\$39,938)</b>
<b>Total Revenues</b>	<b>\$1,849,079</b>	<b>\$1,812,617</b>	<b>\$1,820,551</b>	<b>\$1,772,679</b>	<b>(\$39,938)</b>
Personnel Costs	\$1,603,121	\$1,634,866	\$1,531,742	\$1,618,925	(\$15,941)
Operating Expenses	\$87,977	\$102,407	\$75,511	\$93,577	(\$8,830)
Interdept. Charges	\$69,600	\$75,344	\$60,345	\$60,177	(\$15,167)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,760,698</b>	<b>\$1,812,617</b>	<b>\$1,667,598</b>	<b>\$1,772,679</b>	<b>(\$39,938)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$88,381</b>	<b>\$0</b>	<b>\$152,953</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

General Government revenues are budgeted to be constant with the 2013 budget.

Charges for Services revenues are budgeted to be constant with the 2013 budget, with the Juvenile Center fee increasing to \$285 per day, effective January 1, 2014, 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 \$15,900 to \$1,618,925, mainly due to a net decrease after un-funding a 1 FTE Clerk Typist II to accommodate the Information Technology Ordinance to create the two Senior Information Technology Professional positions. This is offset by cost to continue the remaining 23.0 FTE and a \$13,483 increase in temporary extra help.

Operating expenditures are budgeted to decrease by about \$8,800, mainly due to a decrease in overall expenditures for female secure detention, which is provided through a contract with Washington County.

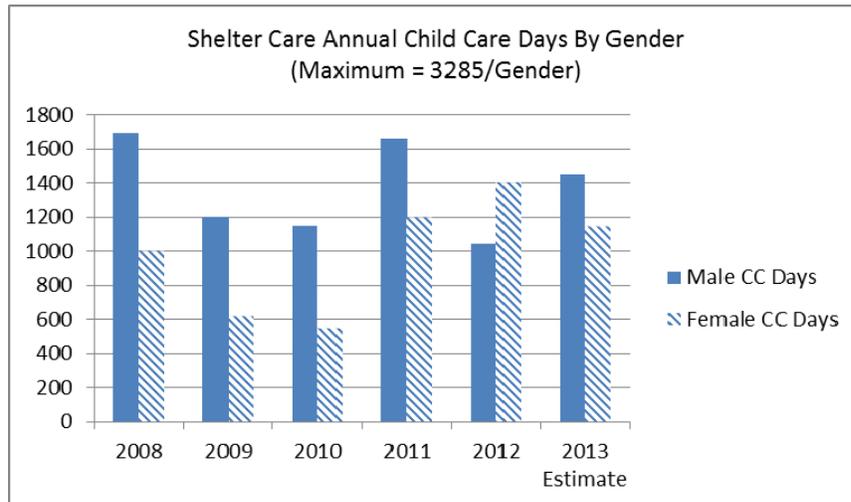
Interdepartmental charges are budgeted to decrease by \$15,200 mainly due to a \$10,300 decrease in collection service charges.

Juvenile Center (cont.)

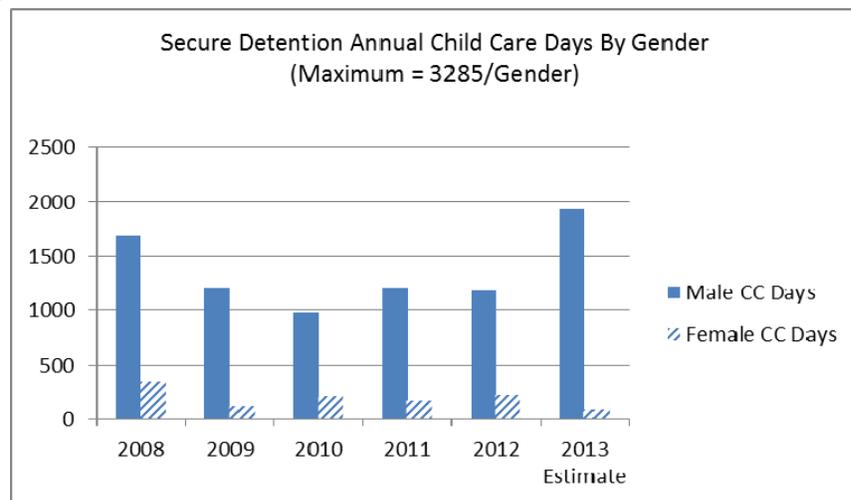


Activity (a)	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Non-Secure Detention/Shelter Care</b>					
# of Child Care Days – County Residents	2,245	3,000	2,470	2,500	(500)
# of Child Care Days – Out of County Residents	196	163	127	150	(13)
<b>Total # of Child Care Days</b>	<b>2,441</b>	<b>3,163</b>	<b>2,597</b>	<b>2,650</b>	<b>(513)</b>
Average daily population	6.7	8.7	7.0	7.3	(1.4)
<b>Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)</b>					
# of Child Care Days – County Residents	841	1,000	1,629	1,650	650
# of Child Care Days – Out of County Residents	335	277	302	310	33
<b>Total # of Child Care Days</b>	<b>1,176</b>	<b>1,277</b>	<b>1,931</b>	<b>1,960</b>	<b>683</b>
Average daily population at center	3.2	3.5	5.3	5.4	1.9
<b>Contracted Secure Detention at Washington County Facility (Females Only) (b)</b>					
# of child care days purchased	230	250	100	110	(140)
Average daily population	0.6	0.7	0.3	0.3	(.4)

(a) Residents who spend a portion of a day in Shelter Care or Secure Detention are included in the # of child care days provided.  
 (b) Contract with Washington County started in 2012.



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has generally been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females, with a more significant increase estimated for 2013.

**Mental Health Outpatient-Clinical**

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

**Program Description**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>28.41</b>	<b>28.40</b>	<b>28.40</b>	<b>29.39</b>	<b>0.99</b>
General Government	\$951,033	\$987,533	\$953,107	\$953,107	(\$34,426)
Fine/Licenses	\$377,702	\$385,000	\$390,000	\$390,000	\$5,000
Charges for Services	\$578,327	\$605,100	\$698,064	\$690,000	\$84,900
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,505,196	\$1,202,582	\$1,188,491	\$1,289,859	\$87,277
Appr. Fund Balance	\$29,800	\$4,800	\$4,800	\$0	(\$4,800)
<b>County Tax Levy (a)</b>	<b>\$3,710,707</b>	<b>\$4,051,676</b>	<b>\$4,051,676</b>	<b>\$4,089,564</b>	<b>\$37,888</b>
<b>Total Revenues</b>	<b>\$7,152,765</b>	<b>\$7,236,691</b>	<b>\$7,286,138</b>	<b>\$7,412,530</b>	<b>\$175,839</b>
Personnel Costs	\$3,020,416	\$3,123,779	\$3,041,805	\$3,317,069	\$193,290
Operating Expenses (a)	\$4,389,041	\$3,798,288	\$3,888,240	\$3,788,308	(\$9,980)
Interdept. Charges	\$287,426	\$314,624	\$292,899	\$307,153	(\$7,471)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$7,696,883</b>	<b>\$7,236,691</b>	<b>\$7,222,944</b>	<b>\$7,412,530</b>	<b>\$175,839</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$544,118)</b>	<b>\$0</b>	<b>\$63,194</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2014 budget includes a reallocation of \$56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient-Clinical budget. The 2012 actual and the 2013 budget have been restated for comparative purposes.

The Mental Health Outpatient Clinic provides state certified Outpatient Mental Health Clinic, Substance Abuse Service, and Crisis Intervention Service serving children, youth, and adults. The Children's Mental Health Outreach Service provides case management and individualized services to families with children experiencing severe emotional disorders. The staff includes the professional services of 6 psychiatrists and an advanced practice nurse for psychotropic medication management with support services available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at the State Mental Health Institutes including geropsychiatry, child psychiatry and secure placements for adults are initiated and monitored through the outpatient clinic.

Mental Health Outpatient-Clinical (cont.)

**Mental Health Outpatient-Clinical: Program Units**

Financial Summary	2012 Actual	2013		2014 Budget	Change From 2013 Adopted Budget	
		Adopted Budget	2013 Estimate		\$	%
<b>State Mental Health Institutes</b>						
Revenues	\$778,698	\$523,349	\$547,622	\$567,622	\$44,273	8.5%
County Tax Levy	\$866,138	\$994,045	\$994,045	\$893,203	(\$100,842)	-10.1%
Expenditures	\$2,098,587	\$1,517,394	\$1,459,347	\$1,460,825	(\$56,569)	-3.7%
Rev. Over (Under) Exp.	(\$453,751)	\$0	\$82,320	\$0	-	N/A
<b>Alcohol and Other Drug Abuse</b>						
Revenues	\$814,774	\$893,402	\$880,517	\$880,402	(\$13,000)	-1.5%
County Tax Levy	\$534,059	\$572,909	\$572,909	\$580,942	\$8,033	1.4%
Expenditures	\$1,389,125	\$1,466,311	\$1,508,578	\$1,461,344	(\$4,967)	-0.3%
Rev. Over (Under) Exp.	(\$40,292)	\$0	(\$55,152)	\$0	-	N/A
<b>Intoxicated Driver Program</b>						
Revenues	\$390,962	\$385,000	\$390,000	\$390,000	\$5,000	1.3%
County Tax Levy/(Credit)	(\$62,697)	(\$1,415)	(\$1,415)	\$10,320	\$11,735	-829.3%
Expenditures	\$360,568	\$383,585	\$374,797	\$400,320	\$16,735	4.4%
Rev. Over (Under) Exp.	(\$32,303)	\$0	\$13,788	\$0	-	N/A
<b>Mental Health Clinical</b>						
Revenues	\$1,457,625	\$1,383,264	\$1,416,323	\$1,484,942	\$101,678	7.4%
County Tax Levy	\$2,373,207	\$2,486,137	\$2,486,137	\$2,605,099	\$118,962	4.8%
Expenditures	\$3,848,603	\$3,869,401	\$3,880,222	\$4,090,041	\$220,640	5.7%
Rev. Over (Under) Exp.	(\$17,771)	\$0	\$22,238	\$0	-	N/A
<b>Mental Health Outpatient-Clinical Total</b>						
Revenues	\$3,442,058	\$3,185,015	\$3,234,462	\$3,322,966	\$137,951	4.3%
County Tax Levy	\$3,710,707	\$4,051,676	\$4,051,676	\$4,089,564	\$37,888	0.9%
Expenditures	\$7,696,883	\$7,236,691	\$7,222,944	\$7,412,530	\$175,839	2.4%
Rev. Over (Under) Exp.	(\$544,118)	\$0	\$63,194	\$0	-	N/A



**Program Highlights**

Please note, to provide for greater clarity of the budget programs, the “Mental Health Outpatient and Support Services” program is split into the “Mental Health Outpatient-Clinical” and Mental Health Outpatient-Intensive” programs in 2014. The 2012 Actual, 2013 Budget, and 2013 Estimate have been restated for comparative purposes.

General Government revenues decrease \$34,400 mainly due to a discontinued State grant allocation to provide for women and their children in AODA treatment facilities of \$38,000. Remaining funding includes \$521,500 in AODA block grants funding, and \$48,900 due to an allocation of the State Basic County Allocation for Child Abuse and Neglect services. Fines and licenses revenues increase \$5,000 to \$390,000 and consist of Intoxicated Driver Program surcharge revenues, and are budgeted slightly over the 2013 adopted budget level. Charges for Services consist of client fee revenues, which are budgeted to increase by \$84,900 to \$690,000 based on current year estimates and to recognize the additional revenue from the reassignment of a 1.0 FTE Clinical Therapist from the Intake and Access Division to consolidate Crisis Intervention Services. Other Revenues are budgeted to increase by nearly \$87,300 and include Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, which increase by \$91,840, an increase of \$44,300 in collections for clients located at the State Mental Health Institute, and a decrease of \$22,800 in a pass-through Crisis Allocation Funding grant.

**Mental Health Outpatient-Clinical (cont.)**

Personnel costs increase by \$193,300 or 6.2% to \$3,317,070, mainly for the cost to continue for the 29.39 FTE staff assigned to this program. In addition, as mentioned above, a 1.0 FTE Clinical Therapist was reassigned from the Intake and Access Division to consolidate Crisis Intervention Services in the department. Also, the budget includes an increase in overtime of about \$35,700 due to the elimination of the Mental Health Association contract. These crisis intervention services on evening, weekend and holiday coverage are now being provided by the Clinical Therapist staff.

Operating Expenditures reflect a net decrease of nearly \$10,000 to \$3,788,300 which includes a decrease of \$38,000 due to a State allocation to provide for women and their children in AODA treatment facilities, a decrease of \$10,150 in mental health and AODA related pharmaceutical costs in part due to a revised pharmaceutical delivery system, a decrease for the Adults placed at the State Mental Health Institutes by about \$198,000 to \$710,064 based on a decrease in the number of days by 134 and an estimated decrease in the average cost per day, an increase of \$141,600 to \$750,761 for children placed at the State Mental Health Institutes, a decrease of \$22,800 in a pass-through Crisis Allocation Funding grant and an increase in the contracted doctors of \$79,100 to \$424,353 to reduce the 3 month wait time for initial psychiatric intake in outpatient services and to allow for consistent scheduling year round.

Interdepartmental Charges reflects a net decrease of about \$7,500 which includes a reduction in Sheriffs interdepartmental transportation costs of \$20,200 which have been off partially offset by increase use of video conferencing initiative, an increase of \$8,750 in collection charges to reflect our greater referral activity and overall increase in computer maintenance fees of about \$4,700.



<b>Activity – MH Outpatient Clinical</b>	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,360	2,300	2,452	2,300	0
Outpatient – MH – Visit	16,746	17,000	17,056	17,000	0
Outpatient – AODA – Unduplicated Count	1,143	1,067	1,070	1,070	3
Outpatient AODA Visits	12,817	13,000	13,000	13,000	0
Clients Receiving Detox	134	140	140	140	0
Detoxification: Days of Care	181	280	280	280	0
AODA Halfway House: Days of Care	5,428	5,800	5,800	5,800	0
State Institutes Payments: Days of Care (children)	810	603	717	717	114
State Institutes Payments: Days of Care (adults)	1,223	830	696	696	(134)

Mental Health Outpatient-Intensive

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

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>23.65</b>	<b>23.67</b>	<b>23.67</b>	<b>23.52</b>	<b>(0.15)</b>
General Government	\$501,757	\$547,838	\$547,838	\$547,838	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,562,483	\$2,650,902	\$2,622,443	\$2,760,708	\$109,806
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$367,371	\$289,625	\$367,300	\$367,300	\$77,675
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$4,030,232</b>	<b>\$4,405,461</b>	<b>\$4,405,461</b>	<b>\$4,603,307</b>	<b>\$197,846</b>
<b>Total Revenues</b>	<b>\$7,461,843</b>	<b>\$7,893,826</b>	<b>\$7,943,042</b>	<b>\$8,279,153</b>	<b>\$385,327</b>
Personnel Costs	\$1,931,914	\$2,009,863	\$1,997,383	\$1,985,959	(\$23,904)
Operating Expenses	\$5,409,587	\$5,643,291	\$5,621,292	\$6,056,104	\$412,813
Interdept. Charges	\$260,671	\$240,672	\$240,438	\$237,090	(\$3,582)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$7,602,172</b>	<b>\$7,893,826</b>	<b>\$7,859,113</b>	<b>\$8,279,153</b>	<b>\$385,327</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$140,330)</b>	<b>\$0</b>	<b>\$83,929</b>	<b>\$0</b>	<b>\$0</b>

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

**Mental Health Outpatient-Intensive: Program Units**

Financial Summary	2012 Actual	2013		2014 Budget	Change From 2013 Adopted Budget	
		Adopted Budget	2013 Estimate		\$	%
<b>Comprehensive Community Support (CCS)</b>						
Revenues	\$1,098,026	\$1,097,439	\$1,060,033	\$1,095,683	(\$1,756)	-0.2%
County Tax Levy	\$561,732	\$571,220	\$571,220	\$582,424	\$11,204	2.0%
Expenditures	\$1,486,826	\$1,668,659	\$1,562,849	\$1,678,107	\$9,448	0.6%
Rev. Over (Under) Exp.	\$172,932	\$0	\$68,404	\$0	-	N/A
<b>Community Recovery Services (CRS)</b>						
Revenues	\$573,632	\$654,198	\$728,396	\$755,760	\$101,562	15.5%
County Tax Levy	\$815,645	\$905,657	\$905,657	\$1,116,957	\$211,300	23.3%
Expenditures	\$1,653,928	\$1,559,855	\$1,709,793	\$1,872,717	\$312,862	20.1%
Rev. Over (Under) Exp.	(\$264,652)	\$0	(\$75,740)	\$0	-	N/A
<b>Community Support Program (CSP) &amp; Community Options Program (COP)</b>						
Revenues	\$1,759,953	\$1,736,728	\$1,749,152	\$1,824,403	\$87,675	5.0%
County Tax Levy	\$2,652,855	\$2,928,584	\$2,928,584	\$2,903,926	(\$24,658)	-0.8%
Expenditures	\$4,461,418	\$4,665,312	\$4,586,471	\$4,728,329	\$63,017	1.4%
Rev. Over (Under) Exp.	(\$48,610)	\$0	\$91,265	\$0	-	N/A
<b>Mental Health Outpatient-Intensive Total</b>						
Revenues	\$3,431,611	\$3,488,365	\$3,537,581	\$3,675,846	\$187,481	5.4%
County Tax Levy	\$4,030,232	\$4,405,461	\$4,405,461	\$4,603,307	\$197,846	4.5%
Expenditures	\$7,602,172	\$7,893,826	\$7,859,113	\$8,279,153	\$385,327	4.9%
Rev. Over (Under) Exp.	(\$140,330)	\$0	\$83,929	\$0	-	N/A

**Mental Health Outpatient-Intensive (cont.)**



**Program Highlights**

Please note, to provide for greater clarity of the budget programs, the “Mental Health Outpatient and Support Services” program is split into the “Mental Health Outpatient-Clinical” and Mental Health Outpatient-Intensive” programs in 2014. The 2012 Actual, 2013 Budget, and 2013 Estimate have been restated for comparative purposes.

General Government revenue includes Community Options Program funding of nearly \$398,600, an allocation of Basic County Allocation for the Community Support Program funding of about \$88,600, and a State allocation for the Community Support Program to enable Medicaid clients eligible for CSP services to access these critical services to reduce the wait list of approximately \$60,600. All state allocations remain at the 2013 budget level.

Charges for Service revenues are budgeted to increase by about 109,800. This reflects an increase in client fee revenue for the Community Recovery Services (CRS) budgeted to increase \$101,562. This program provides community living support services, including employment and peer supports through psychosocial rehabilitation. This largely exceeds a budgeted decrease in client fee revenue for services billed to Medical Assistance for the Comprehensive Community Services (CCS) program by \$1,756. This program provides psycho-rehabilitative treatment and residential care to clients with more intensive placement needs than clients in the Community Support Program.

Other Revenues are budgeted to increase by nearly \$77,700 to \$367,300 from the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements based on current year estimates.

Personnel costs are budgeted to decrease by about \$23,900, this reflects a cost to continue for the 23.52 FTE staff and the reduction of 0.15 FTE of the Mental Health Administrator position to the Mental Health Center Inpatient Hospital to better align the work assignments.

Operating expenditures are budgeted to increase by about 412,800. This reflects an increase in room and board and treatment costs of \$312,800 for the CRS program, a reallocation of COP funding of \$70,500, an increase of \$32,600 for residential treatment costs, and an increase of about \$9,500 for room and board and treatment costs for the CCS program. The budget also reflects a 3% increase for nine contracted program staff positions, partially offset by decreases in consulting services of about \$19,400 due to services now being performed by existing staff.

Interdepartmental Charges reflects a net decrease of nearly \$3,500 mainly from a reduction in computer ownership charges.



<b>Activity – MH Outpatient Intensive</b>	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Comprehensive Community Services Clients	114	110	112	115	5
Community Support Program Clients	193	195	195	191	(4)
Case Management Clients	68	67	70	70	3
Total Residential Days of Care	30,283	31,025	31,461	31,875	850
Subtotal: CCS Program	12,736	14,235	13,328	14,235	0
Subtotal: CRS Program	8,174	8,030	8,130	8,030	0
CRS (Hours of Care)	6,630	8,395	7,443	10,582	2,187

**Mental Health Center**

**Program Description**

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

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>48.34</b>	<b>49.36</b>	<b>49.36</b>	<b>49.51</b>	<b>0.15</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,005,774	\$2,589,439	\$2,701,636	\$2,688,839	\$99,400
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$53,246	\$74,260	\$0	\$34,725	(\$39,535)
<b>County Tax Levy</b>	<b>\$3,287,434</b>	<b>\$3,531,734</b>	<b>\$3,531,734</b>	<b>\$3,480,995</b>	<b>(\$50,739)</b>
<b>Total Revenues</b>	<b>\$6,346,454</b>	<b>\$6,195,433</b>	<b>\$6,233,370</b>	<b>\$6,204,559</b>	<b>\$9,126</b>
Personnel Costs	\$4,162,091	\$4,300,088	\$4,271,673	\$4,351,818	\$51,730
Operating Expenses	\$1,030,721	\$1,105,622	\$1,041,640	\$1,064,306	(\$41,316)
Interdept. Charges	\$846,668	\$735,723	\$734,219	\$764,435	\$28,712
Fixed Assets	\$9,571	\$54,000	\$37,902	\$24,000	(\$30,000)
<b>Total Expenditures</b>	<b>\$6,049,051</b>	<b>\$6,195,433</b>	<b>\$6,085,434</b>	<b>\$6,204,559</b>	<b>\$9,126</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$297,403</b>	<b>\$0</b>	<b>\$147,936</b>	<b>\$0</b>	<b>\$0</b>

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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:** Re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The goal of is not to exceed 9.5% for readmission within 30 days of discharge.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
30 Day Readmission Rate of within 30 days of discharge	10.33%	9.5%	10.4%	<10%

**Mental Health Center (cont'd)**



**Program Highlights**

Charges for services consist mostly of client fee revenues related to the 28 bed adult psychiatric hospital for the acute treatment of mental health including symptom stabilization, medication adjustment and Emergency Detentions (voluntary or involuntary) including insurance and Medicare/Medicaid reimbursements, which increases by about \$99,400 to about \$2,688,800 based on a rate increase of about \$16 per client day. Copy and duplicating fee revenues decrease by \$600, from \$2,800 to \$2,200.

Appropriated Fund Balance of \$34,725 is budgeted to cover equipment replacement and building improvement items that may be needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2014 appropriation is budgeted to cover the following replacement items: \$24,000 for new cubicles, \$3,600 for lobby furniture, \$650 for refrigerator and \$6,475 for client care equipment. Overall County Tax Levy Support to the Mental Health Center decreases by about \$50,700 to over \$3.48 million.

Personnel costs increase by about 1.2% or \$51,730 up to over \$4.35 million which includes the net cost to continue (estimated at \$34,306 or 1.2%) for 49.51 FTE positions. In addition, salaries full time is increased by 0.15 FTE or about 312 hours at a cost increase estimated at \$20,815 to reflect the Administrator actual operational time spent for this program. The overtime and extra help FTE remained constant with the 2013 budget at 6.41 FTE with a net decrease in cost by about \$3,400 due to a change in personnel assignment and reflective of a lower wage rate.

Operating expenditures decrease by about \$41,300 from \$1,105,600 to \$1,064,300, mainly due to a \$24,000 decrease in transcription fees to reflect current estimates; \$23,900 decrease in office equipment and furniture and \$20,000 in miscellaneous expenditures. This decrease is partially offset by increases in expenditures for Medical Supplies/Drug of about \$10,000 from \$335,000 to \$345,050, contracted professional service related to psychiatrists of about \$10,000 from \$344,300 to \$354,300 in order to cover doctor time needed for training on the new IT electronic records requirements and hygiene supplies of about \$2,000 and purchases related to small equipment of about \$3,000.

Interdepartmental Charges are budgeted to increase by about \$28,700 to from \$735,700 to \$764,400, mainly due to increases in building maintenance by about \$49,000 related to physical plant repairs and maintenance projects. This increase in interdepartmental changes is partially offset by decreases in malpractice insurance and boiler insurance expenditures of about \$19,100 and other end user technology fee of about \$1,300. Sheriff transportation charges are budgeted to increase by \$1,700 to about \$36,400, based on an increase in Sheriff Deputy personnel costs. The Department of Administration (DOA) – Collection Services Charges remains constant with the 2013 budget and actual 2013 experience For each dollar collected from past due accounts, H&HS retains \$0.78, and \$0.22 is charged by DOA-Collections.

Fixed Asset expenditures decrease by \$30,000 to \$24,000, mainly to reflect the 2014 capital replacement plan.



<b>Activity</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Target</b>	<b>Budget Change</b>
Days of Care	5,661	6,500	6,463	6,200	(300)
Admissions	901	901	934	925	24
Discharges	891	891	958	925	34
Average Length of Stay (Days)	6.2	6.2	7.0	6.6	.4

**Program Description**

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

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

<b>Financial Summary</b>	2012 Actual	2013 Adopted Budget	2013 Estimate	2014 Budget	Change From 2013 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$406,267	\$510,299	\$380,092	\$383,424	(\$126,875)	-24.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$73,365	\$65,403	\$79,157	\$78,244	\$12,841	19.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$28,897	\$28,897	N/A
<b>County Tax Levy</b>	<b>\$975,416</b>	<b>\$972,946</b>	<b>\$972,946</b>	<b>\$1,022,946</b>	<b>\$50,000</b>	<b>5.1%</b>
<b>Total Revenue Sources</b>	<b>\$1,455,048</b>	<b>\$1,548,648</b>	<b>\$1,432,195</b>	<b>\$1,513,511</b>	<b>(\$35,137)</b>	<b>-2.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$99,413	\$104,162	\$105,903	\$106,846	\$2,684	2.6%
Operating Expenses	\$1,301,377	\$1,409,567	\$1,284,778	\$1,374,004	(\$35,563)	-2.5%
Interdept. Charges	\$27,699	\$34,919	\$37,237	\$32,661	(\$2,258)	-6.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,428,489</b>	<b>\$1,548,648</b>	<b>\$1,427,918</b>	<b>\$1,513,511</b>	<b>(\$35,137)</b>	<b>-2.3%</b>
Rev. Over (Under) Exp.	\$26,559	\$0	\$4,277	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

**Note:** The 2014 budget includes a reallocation of \$56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient budget. The 2012 actual and the 2013 budget have been restated for comparative purposes.

**Program Highlights**

General Government revenue is budgeted to decrease by about \$126,900 to \$383,400, mainly due to the federally grant-funded expansion of the Alcohol Treatment Court is budgeted to decrease \$103,000 as the 3 year Alcohol Treatment Court expansion grant with a 1 year extension is budgeted to end on 9/30/14. (Note: Tax levy of \$30,000 is budgeted to continue this program through the end of 2014.) Also, the Drug Treatment Court grant is budgeted to decrease by \$24,552 as the 3-year grant is budgeted to end on 9/30/14. (Fund balance of \$28,897 is budgeted to continue the drug court for the 4<sup>th</sup> quarter 2014.) In addition, the State Department of Corrections revenue for the Community Services Options Program increases \$650 to about \$22,400.

Charges for Services are budgeted to increase by about \$12,900 to \$78,300 in anticipation of higher client fee revenues from the Alcohol Treatment Court and Day Report Center programs based on prior and current year estimates, as enrollments have been increasing. Alcohol Treatment Court 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. Day Report Center 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.

**Criminal Justice Collaborating Council (cont.)**

Personnel costs are budgeted to increase by almost \$2,700 to approximately \$106,800 for the cost to continue the 1.00 FTE allocated to this program.

Operating Expenses are budgeted to decrease by about \$35,600 to \$1,374,000, mainly due to a decrease in the Alcohol Treatment Court (ATC) expansion grant operating expenditures by about \$56,000 to \$301,900 and by about \$1,600 as expenditures (including grant monitoring are scheduled to end 9/30/14 as the ATC grant is budgeted to end) to \$116,700 for the Drug Treatment Court. In addition, this budget includes an increase in Wisconsin Community Services (WCS) provided contracted services (excluding the federal grant funded Alcohol and Drug Treatment Court programs) by about \$18,800 to \$842,500, allowing for a 1% increase to most contracts, except the Pretrial Supervision, Day Reporting Center, and Community Services Options programs that increase 2%, 4.7%, and 2% respectively (see table below).

Interdepartmental Charges are budgeted to decrease by about \$2,300 to \$32,700, mainly due to a decrease in budgeted Countywide and H&HS indirect cost recovery charges for the Alcohol Treatment Court and Drug Court grants by about \$5,200.

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

CJCC Contracted Programs	2012 Actuals	Total Contracted Program Expenditures			
		2013 Budget	2014 Budget	Change	% Change
WCS - Alcohol Treatment Court (3rd OWI Offenders)	\$119,409	\$121,795	\$123,013	\$1,218	1.0%
WCS - Day Report Center	\$238,742	\$233,793	\$244,890	\$11,097	4.7%
WCS - Intoxicated Driver Intervention	\$151,051	\$154,072	\$155,613	\$1,541	1.0%
WCS - Pretrial Supervision	\$132,357	\$132,015	\$134,655	\$2,640	2.0%
WCS - Pretrial Screening	\$109,554	\$111,745	\$112,862	\$1,117	1.0%
WCS - Community Service Options	\$43,514	\$44,819	\$45,715	\$896	2.0%
WCS - Reentry Employment Program at Huber	\$5,724	\$25,500	\$25,755	\$255	1.0%
<b>Sub-Total WCS Contracted Services</b>	<b>\$800,351</b>	<b>\$823,739</b>	<b>\$842,503</b>	<b>\$18,764</b>	<b>2.3%</b>
Alcohol Treatment Court Expansion Grant (4th OWI Offenders) (includes personnel costs, operating expenses, interdepartmental charges)	\$192,066	\$376,336	\$307,360	(\$68,976)	-18.3%
Drug Court Grant (includes operating and interdepartmental expenses)	\$77,255	\$124,596	\$128,941	\$4,345	3.5%
Community Transition (incls Correct Care Solutions:Discharge Planner)	\$25,473	\$28,479	\$28,479	\$0	0.0%
Jail Adult Basic Education	\$60,000	\$50,000	\$50,000	\$0	0.0%
Jail AODA Services (Education Services)	\$31,884	\$33,159	\$33,821	\$662	2.0%
<b>Total Program costs</b>	<b>\$1,187,029</b>	<b>\$1,436,309</b>	<b>\$1,391,104</b>	<b>(\$45,205)</b>	<b>-3.1%</b>

**Note:** The Alcohol Treatment Court program expansion grant for 4<sup>th</sup> OWI offenders through the Center for Substance Abuse Treatment (CSAT) and the Bureau of Justice Assistance (BJA) is scheduled to end on 9/30/13. The CJCC has submitted a one-year, no-cost extension request for \$260,950 in unspent grant funds that resulted from lower-than-anticipated enrollments in the first half of the three-year grant period. If approved, the grant project would be extended through 9/30/14. In addition, \$30,000 of tax levy is included in the 2014 budget to continue the Alcohol Treatment Court expansion program for 4<sup>th</sup> OWI offenders.

**Criminal Justice Collaborating Council (cont.)**

**Major CJCC Strategic Outcomes and Objectives for 2014**

**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 based on the combined number of Main Jail and Huber Facility jail days saved as a direct result of programming implemented through the CJCC.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	17,749	16,000	18,000	17,500
Number of Jail Days Saved – Pretrial Supervision Program	11,452	11,000	9,222	10,500
Number of Jail Days Saved – Alcohol Treatment Court Program	8,166	9,000	7,784	8,200
Number of Jail Days Saved – Day Report Center Program	16,550	14,000	16,362	16,000
Number of Jail Days Saved – Community Service Options Program	4,083	4,500	4,350	4,500
Total Number of Jail Days Saved for all programming	58,000	54,500	57,970	56,700

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	81%	82%	80%	80%
% of Participants Compliant with Pretrial Supervision Program Requirements	67%	73%	75%	73%

**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 2014. Review program fee scale to determine if adjustments are possible to recover additional costs of expansion.

**Key Outcome Indicator:** A percentage of compliance greater than 80% of successful completion with Day Report Center conditions of supervision, thereby justifying an increase in the utilization of the program as an alternative to incarceration.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements	87%	85%	83%	85%
Re-Arrests During Program Supervision [Number of Clients (% of total client discharges)]	12 (4%)	5%	4 (1%)	5%

**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 UW-Milwaukee and Temple University to assess program goals, effectiveness, and resulting cost savings/cost avoidance.

Performance measures to be determined as part of the evaluation process in 2014 for the 2015 budget.

**Activity Workload Data**

**Alcohol Treatment Court Program\***

Provides intensive supervision and case management of 3<sup>rd</sup> & 4<sup>th</sup> 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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Participants Enrolled	145	140	218	175
Number of Program Graduates**	58	70	62	73

\* The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program for a fourth offense, is scheduled to end 9/30/2013 unless a no-cost one-year extension is granted. The 2014 budget assumes the extension will be granted and provides for fourth quarter tax levy funding.

\*\* The program length is approximately 12-18 months

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

**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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Community Service Hours Completed	41,707	48,000	35,234	41,500
Total Clients Served	393	1,000	456	500

**Criminal Justice Collaborating Council (cont.)**

**Drug Treatment Court Program\***

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Participants Enrolled*	36	42	58	45
Number of Program Graduates**	0	12	8	15

*\*The Drug Treatment Court Program was implemented in March 2012 with a federal grant effective 10/1/2011-9/30/2014. Fourth quarter fund balance funding is included in the 2014 budget to provide sufficient time to evaluate the program.*

*\*\* The program length is approximately 12-18 months*

*The total participants enrolled and the number of program graduates is mutually exclusive of each other.*

**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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total New Clients Admitted (unduplicated)*	360	N/A	338	340
Total Clients Supervised (unduplicated)	409	425	488	450

\*New Outcome

**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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total New Clients Admitted*	612	N/A	586	600
Total Clients Supervised (unduplicated)	919	900	883	900
OWI Re-Arrests During Program Supervision	21 (2%)	9 (1%)	10 (1%)	13 (1.5%)

*The total participants enrolled and the number of program graduates is mutually exclusive of each other.*

\*New Outcome

**Criminal Justice Collaborating Council (cont.)**

**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. WCTC has received federal funding for a 2<sup>nd</sup> year through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2013-2014 federal fiscal year to offset \$20,000 in County levy for the program.

	2011/2012 Actual	2012/2013 Actual	2012/2013 Target	2013/2014 Target
Number of Inmates Served	185	278	150	150
Sex of Participants	142 (M) 43 (F)	213 (M) 65 (F)	N/A N/A	N/A N/A
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	22	19	25	22
% Improving Academic Literacy Skills	86%	94%	85%	85%

**Pretrial Supervision Program**

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Clients Admitted	338	340	272	340
Successful Discharge*	195 (67%)	N/A*	98 (75%)	(75%)

\* New Outcome

**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.

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Inmates Interviewed	2,168	2,100	2,084	2,100
Declined Interviews	40 (2%)	48 (2%)	32 (1.5%)	48 (2%)
Reports Completed	2,208	2,200	2,116	2,200
Interviews/Reports Verified	719 (33%)	700 (32%)	790 (37%)	726 (33%)

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

A life skills program offered to inmates in the jail with an emphasis on AODA education, to include:

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

	2012 Actual	2013 Target	2013 Estimate	2014 Target
Inmates Served	732	650	564	650
Number of Program Modules Completed*	200	210	130	200

\*(1 Module = 12 hours class time)

**Division Summary**

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.

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$816,950	\$859,676	\$860,637	\$846,059	(\$13,617)	-1.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$425,083	\$390,751	\$352,082	\$397,513	\$6,762	1.7%
Interdepartmental	\$4,355	\$2,440	\$1,188	\$1,000	(\$1,440)	-59.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$7,347	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$2,305,559</b>	<b>\$2,395,950</b>	<b>\$2,395,950</b>	<b>\$2,415,646</b>	<b>\$19,696</b>	<b>0.8%</b>
<b>Total Revenue Sources</b>	<b>\$3,559,294</b>	<b>\$3,648,817</b>	<b>\$3,609,857</b>	<b>\$3,660,218</b>	<b>\$11,401</b>	<b>0.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$3,087,139	\$3,116,384	\$3,113,690	\$3,091,498	(\$24,886)	-0.8%
Operating Expenses	\$256,526	\$309,330	\$345,686	\$336,552	\$27,222	8.8%
Interdept. Charges	\$214,911	\$223,103	\$225,356	\$232,168	\$9,065	4.1%
Fixed Assets	\$7,347	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,565,923</b>	<b>\$3,648,817</b>	<b>\$3,684,732</b>	<b>\$3,660,218</b>	<b>\$11,401</b>	<b>0.3%</b>
Rev. Over (Under) Exp.	(\$6,629)	\$0	(\$74,875)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	37.84	37.84	37.84	36.84	(1.00)
Extra Help	2.43	2.32	2.32	2.32	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>40.27</b>	<b>40.16</b>	<b>40.16</b>	<b>39.16</b>	<b>(1.00)</b>

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

**Objective 2:** Completion of a five-year Community Health Improvement Plan and Process 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 five-year Community Health Plan with annual review of community interventions to improve such health identified problems.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of CHIPP completed	50%	75%	90%	100%

**Objective 3:** Position the Public Health Division to assess local public health programs and service needs to meet the 2020 Centers for Disease Control and Prevention required national accreditation of local public health departments. **(Public Health Administration)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent of available public health programs and staff competence for 2020 accreditation	25%	50%	50%	55%

**Objective 4:** 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of category I CD Investigation	95%	95%	95%	95%
Percentage of category II CD Investigation	91%	88%	90%	90%

**Objective 5:** 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: All clients who utilize the Sexually Transmitted Disease clinic will be assessed and/or treated for a Sexually Transmitted Disease.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of clients assessed or treated for a Sexually Transmitted Disease (1)	90%	90%	90%	90%

(1) 2013 Target based on 300 assessments

**Outcomes/Objectives (Cont.)**

**Objective 6:** 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. **(Community Health)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Trainings skills sets and 69 competencies	88%	90%	90%	91%

**Objective 7:** 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: Percent of Public Health Division Cities Readiness Initiative Plan meeting the CDC required minimum score standard of 60% or above.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of the Public Health Division CRI Plan passing score	95%	90%	100%	100%

**Objective 8:** The Public Health Division will maintain nine public mass drug dispensing Point of Distribution (POD) sites and one private corporation closed POD; all with local law enforcement security plans. **(Community Health)**

Key Outcome Indicator: Percent of mass drug dispensing public PODs and private closed PODs maintained.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of public PODs and Private closed PODs maintained.	100%	100%	100%	100%

**Objective 9:** 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Symptomatic reversal rate (1)	85%	90%	90%	90%

(1) 2013 Target based on 1600 assessed or treated children

**Outcomes/Objectives (Cont.)**

**Objective 10:** 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 Prenatal Care Coordination 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Rate of healthy infants (1)	95%	93%	90%	95%

(1) 2013 Target based on 205 infant deliveries

**Objective 11:** 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 2014 estimates 4,180 mothers and children will be eligible for WIC services in Waukesha County each month. This is a decrease in mothers and children from 2013. To maintain WIC grant funding, the WIC program is required to provide in 2014 nutritional services to 2,117 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of remediated child nutrition related health problems	88%	90%	87%	90%

**Objective 12:** Chronic disease screenings, assessments and counseling 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 I 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Provide chronic disease intervention, counseling and screening	600	590	625	615

**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. **(Public Health Administration)**

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of Health Reform Public Health provisions identified and interpreted	50%	75%	50%	60%

**County-Wide Key Strategic Outcome:**

- **Cost effective services delivered with competence and skill.**
- **A County that assists at-risk citizens**
- **A safe County**

**Program Descriptions**

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.

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 Level II local 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.

The purpose of the Maternal Health Prenatal Care Coordination 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.

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.

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, anemia, and cancer. 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 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 unit is responsible for Public Health workforce development in maintaining and introducing new clinical skills. This unit includes the CDC Preparedness and Cities Readiness Initiative allocations to provide employee preparedness with the National Incident Management System (NIMS) training, the Incident Command System (ICS) compliance and the 69 public health competencies.

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 Diseases (STD) program, which is designed to identify, track and contain the spread of sexually transmitted diseases. Public Health services are provided to family physicians regarding current treatment schedules. Additionally, the Public Health Division tracks incidence and prevalence rates of STDs in Waukesha County. STD clinics are available for assessment, laboratory testing and treatment and counseling. Partner notification of exposure to an STD 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.

**General Fund  
Public Health**

**Health & Human Services**

**Program**

**PUBLIC HEALTH: Program Units**

Financial Summary	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Public Health Administration</b>						
<b>Staffing (FTE)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	
Revenues	\$123	\$17,675	\$17,600	\$15,000	(\$2,675)	-15.1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$347,639	\$351,107	\$351,107	\$363,916	\$12,809	3.6%
Expenditures	\$331,869	\$368,782	\$372,429	\$378,916	\$10,134	2.7%
Rev. Over (Under) Exp.	\$15,893	\$0	(\$3,722)	\$0	-	N/A
<b>Child Health</b>						
<b>Staffing (FTE)</b>	<b>3.79</b>	<b>3.94</b>	<b>3.94</b>	<b>3.55</b>	<b>-0.39</b>	
Revenues	\$216,215	\$169,722	\$146,559	\$182,450	\$12,728	7.5%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$160,345	\$161,989	\$161,989	\$117,473	(\$44,516)	-27.5%
Expenditures	\$336,975	\$331,711	\$314,009	\$299,923	(\$31,788)	-9.6%
Rev. Over (Under) Exp.	\$39,585	\$0	(\$5,461)	\$0	-	N/A
<b>Maternal Health</b>						
<b>Staffing (FTE)</b>	<b>5.51</b>	<b>5.51</b>	<b>5.51</b>	<b>4.71</b>	<b>-0.80</b>	
Revenues	\$93,203	\$110,987	\$111,682	\$112,591	\$1,604	1.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$357,930	\$363,383	\$363,383	\$306,330	(\$57,053)	-15.7%
Expenditures	\$474,956	\$474,370	\$466,759	\$418,921	(\$55,449)	-11.7%
Rev. Over (Under) Exp.	(\$23,823)	\$0	\$8,306	\$0	-	N/A
<b>Women, Infants, Children Nutriution Program (WIC)</b>						
<b>Staffing (FTE)</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>0.00</b>	
Revenues	\$443,548	\$455,072	\$455,072	\$439,136	(\$15,936)	-3.5%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$443,550	\$455,072	\$455,072	\$439,136	(\$15,936)	-3.5%
Rev. Over (Under) Exp.	(\$2)	\$0	\$0	\$0	-	N/A
<b>Community Health</b>						
<b>Staffing (FTE)</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>8.14</b>	<b>0.54</b>	
Revenues	\$229,272	\$242,832	\$241,815	\$241,195	(\$1,637)	-0.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$397,435	\$410,073	\$410,073	\$466,588	\$56,515	13.8%
Expenditures	\$610,430	\$652,905	\$656,702	\$707,783	\$54,878	8.4%
Rev. Over (Under) Exp.	\$16,277	\$0	(\$4,814)	\$0	-	N/A
<b>Communicable Disease Control</b>						
<b>Staffing (FTE)</b>	<b>14.48</b>	<b>14.22</b>	<b>14.22</b>	<b>13.87</b>	<b>-0.35</b>	
Revenues	\$264,027	\$256,579	\$241,179	\$254,200	(\$2,379)	-0.9%
Appr. Fund Balance	\$7,347	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$1,042,210	\$1,109,398	\$1,109,398	\$1,161,339	\$51,941	4.7%
Expenditures	\$1,368,143	\$1,365,977	\$1,419,761	\$1,415,539	\$49,562	3.6%
Rev. Over (Under) Exp.	(\$54,559)	\$0	(\$69,184)	\$0	-	N/A
<b>Total Public Health Division</b>						
Revenues	\$1,246,388	\$1,252,867	\$1,213,907	\$1,244,572	(\$8,295)	-0.7%
Appr. Fund Balance	\$7,347	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$2,305,559	\$2,395,950	\$2,395,950	\$2,415,646	\$19,696	0.8%
Expenditures	\$3,565,923	\$3,648,817	\$3,684,732	\$3,660,218	\$11,401	0.3%
Rev. Over (Under) Exp.	(\$6,629)	\$0	(\$74,875)	\$0	-	N/A

**Position Summary (FTE)**

Regular Positions	37.84	37.84	37.84	36.84	(1.00)
Extra Help	2.43	2.32	2.32	2.32	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>40.27</b>	<b>40.16</b>	<b>40.16</b>	<b>39.16</b>	<b>(1.00)</b>



### Program Highlights

General Government revenues decrease by about \$13,600 or 1.6% to approximately \$846,000 mainly due to a reduction of the Women, Infant, Children federal grant funding allocation of approximately \$15,900 to \$439,136, and a decline in funding from the Preventive Health and Health Service federal grant funding for capacity building of the public health infrastructure to meet accreditation requirements of \$2,600 to \$15,000. This is partially offset by increases in the federal funding allocation for STD follow-up program requirements of about \$3,600 to \$56,167, and an increase in the Maternal and Child Health federal grant funding of \$1,600 to \$72,591. Charges for Services increases \$6,762 or 1.7% to about \$397,500 mainly due to the Medicaid Child At Risk reimbursement and HealthCheck examinations fee revenues increasing by about \$12,800 to nearly \$170,500 in the Child Health program, partially offset by decreases in the Communicable Disease Control program of \$6,000 to \$15,000 due to the changes in the adult flu program based on requirements for in-network provider status. Overall County Tax Levy support increases about \$19,700 or 0.8% to \$2,415,646.

Personnel Costs are budgeted to decrease by about \$24,900 or 0.8% to \$3,091,498, mainly due to the unfunding of 1.0 FTE Community Health Educator of approximately \$74,000 (affecting the following programs: Child Health 0.39 FTE, Maternal Health 0.30 FTE, Community Health 0.31 FTE), partially offsetting the cost to continue of 39.16 FTE. Department management indicate that existing staff have been cross trained in performing several tasks previously performed by this position. Health Insurance costs are budgeted to decrease by about \$36,300, partially due to the unfunding of the Community Health Educator position mentioned above, as well as changes in employee plan selection of health insurance coverage, largely offsetting increases in Wisconsin Retirement System contributions of about \$17,300 due to a change in the employee contribution percentage from 6.1% to 6.8%. In addition, programmatic shifts including the transfer of 0.85 FTE from the Communicable Disease Control program (0.35 FTE) and Maternal Health program (0.50 FTE) to the Community Health program are included in the 2014 budget to better reflect actual staffing in those programs. Total budgeted extra help costs are budgeted to remain at 2013 budgeted levels of \$98,300.

Operating Expenses are budgeted to increase by about \$27,200 or 8.8% to about \$336,552. This is mainly due to an increase of about \$52,900 in the Communicable Disease Control program due to increases in medical supplies and prescription medications. This is partially offset by about \$10,200 due to a reduction in grant funding in the WIC program, \$8,200 due to decrease in the lead poisoning prevention project in the Child Health program, and about \$7,400 due to reduction of mileage, medical supplies and promotions in the Maternal Health program. Interdepartmental charges are increased by about \$9,000 or 4.1% to \$232,168 due primarily to increases in workers compensation charges based on claims experience, copy/printing maintenance based on equipment configuration specific to the 514 building.



**Activities: Public Health Administration**

In April 2013, part I of the Waukesha County Community Health Improvement Plan and Process was completed with the identification of the three leading health and social service issues in Waukesha County. They are: 1) consumer access to health care, 2) alcohol & other drug abuse and 3) mental health issues. Remediation plans are in place to be implemented by various local community private and nonprofit health and human services agencies.

**Activities: Child Health**



<b>Workload - Output Data</b>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Estimate</u>	<u>2014 Budget</u>	<u>Budget Change</u>
Number of children tested for lead poisoning	1,519	1,600	1,620	1,650	+50
Total number of children treated for lead poisoning	8	8	9	9	+1
Number of Healthcheck examinations	2,150	2,015	2,025	2,100	+85
Number of children referred with medical conditions	135	155	160	160	+5



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

	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Estimate</u>	<u>2014 Budget</u>	<u>Budget Change</u>
<b>I. Medicaid Program:</b> Number of pregnant women PNCC screened	315	325	322	320	-5
<b>A.</b> Number of women enrolled	125	130	128	130	0
<b>B.</b> Number of women who delivered full term infants of average birth weight	120	125	120	120	-5
<b>II. Non-Medicaid Program:</b> Number of pregnant women PNCC screened	85	95	92	90	-5
<b>A.</b> Number of women enrolled	80	85	82	85	0
<b>B.</b> Number of women who delivered full term infants of average birth weight	72	80	80	80	0



**Activities: (WIC)**

	<u>2012 Actual (b)</u>	<u>2013 Budget</u>	<u>2013 Estimate</u>	<u>2014 Budget</u>	<u>Budget Change</u>
State estimated # of eligible low income population per month for Waukesha County (a)	4,238	4,255	4,180	4,180	-75
Total number of mothers, infants/children served per year in the WIC Program	3,876	4,100	3,850	3,800	-300
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,360	2,900	2,345	2,300	-600
The annual number of children with improved nutritional status after WIC program intervention	2,360	2,900	2,345	2,300	-600
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,211	2,247	2,160	2,177	-70

(a) Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2012 through December 31, 2012 WIC food vouchers supplemented Waukesha County retail food vendors by \$2,147,466 and local Waukesha County produce farmers by \$9,721.

**Activities: Health**



<b>Chronic Disease Prevention: Level I</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	<u>Budget Change</u>
Community preventative health screenings and health fairs	600	590	625	615	+25
Numbers of medical problems identified and remediated from health screens	35	42	40	45	+3

**Activities: Community Health**



CDC Medical Prophylaxis/Medical Supplies Inventory Management: Trainings, Drills and Exercises to maintain skill sets.

<b>Preparedness: Level I</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	<u>Budget Change</u>
Training Skill Sets (69 competencies)	88%	90%	90%	91%	+1%
Drills/Exercises	5	5	5	5	0
N95 Fit Testing	58	60	54	56	-4
ICS Courses Maintained	53	54	53	53	0

**Activities: Community Health**



**Cities Readiness Initiative**

On March 28, 2013 the State of Wisconsin Division of Public Health, on behalf of the Centers for Disease Control, evaluated the Waukesha County Public Health Division's Cities Readiness Initiative Response Plan for a mass intentional or natural biological outbreak or event. The Public Health Division scored 100% on the review, which included areas such as mass clinic plans, security plans and public information and communication plans. The Public Health Division worked closely with Emergency Management and other county departments, as well as hospitals and law enforcement agencies throughout the County, to ensure plans are fully integrated. The Public Health Division is one among the few health departments in the State of Wisconsin to achieve the 100% score.

**Activities: Communicable Disease Control/STD**



<b>Communicable Disease Control: Level I</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	<u>Budget Change</u>
Crisis CD Clients: Category I	752*	230	150	90	-140
General CD Clients: Category II	684	750	715	735	-15
Public Health Episodic Investigations	62	80	80	90	+10
Tuberculosis (TB) Clients	197	185	192	195	10
TB Skin Tests	1,120	1,080	1,050	1,080	0
Children Immunized	1,762	2,650	2,000	1,093	-1,557
Childhood Vaccines Administered	3,598	6,250	**3,200	2,187	-4,063
Adults Immunized	2,037	2,500	***2,000	2,000	-500
Adults Vaccines Administered	3,345	3,800	3,000	2,994	-806

\*The elevated number is due to 2012-2013 Pertussis outbreak in Waukesha County.

\*\*Federal changes in the eligibility criteria for 317 childhood immunizations.

\*\*\*This number is reduced due to the control of the 2012-2013 Pertussis outbreak.

**Activities: Communicable Disease Control/STD**



<b>Sexually Transmitted Disease: Level I</b>	2012 <u>Actual</u>	2013 <u>Budget</u>	2013 <u>Estimate</u>	2014 <u>Budget</u>	<u>Budget Change</u>
Individuals Screened by the STD Clinic	209	300	250	260	-40
Number of infections identified in the STD Clinic	36	45	40	50	+5
STD Investigations (community reported)	686	725	750	760	+35

**Division Summary**

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.

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
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
<b>County Tax Levy</b>	<b>\$282,105</b>	<b>\$282,595</b>	<b>\$282,595</b>	<b>\$274,074</b>	<b>(\$8,521)</b>	<b>-3.0%</b>
<b>Total Revenue Sources</b>	<b>\$295,105</b>	<b>\$295,595</b>	<b>\$295,595</b>	<b>\$287,074</b>	<b>(\$8,521)</b>	<b>-2.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$219,543	\$236,618	\$223,339	\$226,529	(\$10,089)	-4.3%
Operating Expenses	\$31,930	\$41,600	\$35,375	\$42,905	\$1,305	3.1%
Interdept. Charges	\$16,780	\$17,377	\$16,851	\$17,640	\$263	1.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$268,253</b>	<b>\$295,595</b>	<b>\$275,565</b>	<b>\$287,074</b>	<b>(\$8,521)</b>	<b>-2.9%</b>
Rev. Over (Under) Exp.	\$26,852	\$0	\$20,030	\$0	\$0	N/A
<b>Position Summary (FTE)</b>						
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	
<b>Total FTEs</b>	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>	<b>0.00</b>	

**HEALTH AND HUMAN SERVICES (Veteran Services)**

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Information Assistance</b>						
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
County Tax Levy	\$270,712	\$271,202	\$271,202	\$262,681	(\$8,521)	-3.1%
Expenditures	\$257,300	\$284,202	\$264,696	\$275,681	(\$8,521)	-3.0%
Rev. Over (Under) Exp.	\$26,412	\$0	\$19,506	\$0	-	N/A
<b>Veteran's Service Commission</b>						
Revenues	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$11,393	\$11,393	\$11,393	\$11,393	\$0	0.0%
Expenditures	\$10,953	\$11,393	\$10,869	\$11,393	\$0	0.0%
Rev. Over (Under) Exp.	\$440	\$0	\$524	\$0	-	N/A
<b>Veteran Services Division Total</b>						
Revenues	\$13,000	\$13,000	\$13,000	\$13,000	\$0	0.0%
County Tax Levy	\$282,105	\$282,595	\$282,595	\$274,074	(\$8,521)	-3.0%
Expenditures	\$268,253	\$295,595	\$275,565	\$287,074	(\$8,521)	-2.9%
Rev. Over (Under) Exp.	\$26,852	\$0	\$20,030	\$0	-	N/A

**Program Descriptions**

The Veterans' 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.

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



**Program Highlights**

General Government revenues are solely comprised of a grant from the State and remains unchanged from 2013 budget levels. Tax levy funding decreased by about \$8,500 to \$274,074 for this program mainly due to decrease in personnel costs.

Personnel costs decrease due to the decreased cost to continue for the 3.70 budgeted FTEs. The largest Operating Expense is for the new grave flags and markers. The 2012 actual expenditures were \$12,125. The 2013 projected expenditures of \$12,000 is lower due to inventory on hand and increased distribution accuracy of individual veterans buried in the county. The 2014 budget operating expense base expenditures include \$13,400 for grave flags and flag holders. Operating expenses also include veteran emergency service aid, which is budgeted at \$10,500.

Veterans' Services provided \$17,861 in direct assistance to needy veterans in 2012. This includes \$9,940 of County Commission funding and \$7,921 in services provided by local Veterans Service Organizations directly to the needy veterans (private funding sources outside of the County budget). The Commission will continue to seek out non-government sources of assistance for needy veterans when possible.



**Activity - Output Indicators**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	194 mil	\$156 mil	200 mil	205 mil	49
Clients interviewed and counseled (In Office) (b)	3393	3,600	3,600	3,600	0
Number of appearances on behalf of veterans	47	50	50	50	0
Miles traveled on veterans' affairs	3,295	3,300	3,300	3,330	0
Incoming phone calls answered	7,830	7,900	7,950	7,950	50
Contacts by E-Mail (requiring a response) (c)	4,921	5,500	5,700	5,700	200

(a) This figure reflects the value of all Federal and State benefits award to county veterans. Based on the 2012 data this would equate to \$688 of benefit returned for each tax levy dollar expended.

(b) Increase use of e-mail and phone has resulted in a decrease of onsite interviews. Due to the recent passage of Act 17, granting veterans the ability to add veteran status to their driver's license, it is unknown at this time what our role will be in that process.

(c) We recently added our OR Reader to our e-mail signature line and to our brochures which has resulted in a slight increase in e-mail inquiries.

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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>	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of e-mailed Newsletters vs. US mail (a)	0	88%	88%	90%
Expansion of e-mail contact list - # of contacts (b)	149	150	160	165
Flag and marker procurement vs. distribution accuracy (c)	74%	75%	75%	78%

(a) The Waukesha County Veterans Newsletter was not published in 2013 because of hard file conversion to all digital files. We are in the process of obtaining if our clients want an electronic only newsletter.

(b) We have a sign up log on our counter informing veterans that they may be added to our e-mail address distribution listing for future contact for such things as: Federal and State news updates. The 2012 target was to have 90 contacts and we ended the year with 149.

(c) Flag distribution accuracy related to individuals buried in Waukesha County is hampered by our reliance on funeral homes and cemeteries self-reporting of veterans burials. The Veterans program continues its efforts in the development of reporting tools and verification procedures with our local resource partners. The department has made sustainable efforts to verify 19,700 burials in our pursuit of an estimated 26,500 veteran burials.

**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 designated representative. 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>	2012 Actual	2013 Target	2013 Estimate	2014 Target
Annual hours of training (a)	160	80	104	80

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

<u>Performance Measure #2</u>	2012 Actual	2013 Target	2013 Estimate	2014 Target
Refer clients to appropriate HHS agency (b)	100%	100%	100%	100%

(a) Increase training hours are due to the administrative staff employee and a new Veteran Services Aide. Follow up training for administrative support staff and Veteran Service Aide.

(b) Last year the department made referrals to the Milwaukee Vet Center and NAMI of Waukesha for mental health treatment, to the ADRC for benefit assistance, VA Medical Center and to the Hebron House for shelter.

**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>	2012 Actual	2013 Target	2013 Estimate	2014 Target
Brochures to nursing homes and assisted living centers (a)	100%	100%	100%	100%
Provide briefings to local community organizations (b)	100%	100%	100%	100%

- (a) The service office provided informational brochures by general mailings and upon request to nursing homes and assisted living facilities. In 2012, the department distributed approximately 1,100 brochures. We have printed and distributed 445 various brochures in the first six months of 2013. Brochures have now been added to our Department's web page for downloading and printing by interested parties.
- (b) The Veteran Service Officer made 47 personal appearances in 2012 at the request of veterans and other community service organization, to provide benefit information to local citizens

**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 veterans – 100%. Turnaround time measured in days: 6 days.

<u>Performance Measure</u>	2012 Actual	2013 Target	2013 Estimate	2014 Target
Emergency assistance provided to eligible veterans	100%	100%	100%	100%
Assistance turnaround time in days (a)	4	5 days	5 days	5 days

- (a) This is the time that it takes from the Commission authorization to the time a check is issued to the eligible veterans. This does not included the time it takes to obtain assistance from Veteran Service Organization.

**Program Description**

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, people with disabilities, and their caregivers. The General Fund is comprised of four program areas: Adult Protective Services(APS), Transportation, Community Services and Nutrition.

The General Fund includes APS activities as the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County. This fund provides services to vulnerable adults who are not eligible for the State’s Family Care Benefit.

Transportation services are contracted for accessible transportation for older adults and adults with disabilities.

Community Services includes information and assistance/case management, community supports and ADRC administration. Programs encourage collaboration and coordination of resources, activities, and services.

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.

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$2,398,955	\$2,490,616	\$2,532,978	\$2,541,072	\$50,456	<b>2.0%</b>
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	<b>N/A</b>
Charges for Services	\$67,674	\$57,000	\$57,000	\$101,000	\$44,000	<b>77.2%</b>
Interdepartmental	\$0	\$0	\$0	\$0	\$0	<b>N/A</b>
Other Revenue	\$460,094	\$424,224	\$428,607	\$435,353	\$11,129	<b>2.6%</b>
Appr. Fund Balance	\$6,910	\$2,620	\$12,321	\$2,100	(\$520)	<b>-19.8%</b>
<b>County Tax Levy</b>	<b>\$2,998,389</b>	<b>\$2,573,175</b>	<b>\$2,573,175</b>	<b>\$2,812,319</b>	<b>\$239,144</b>	<b>9.3%</b>
<b>Total Revenue Sources</b>	<b>\$5,932,022</b>	<b>\$5,547,635</b>	<b>\$5,604,081</b>	<b>\$5,891,844</b>	<b>\$344,209</b>	<b>6.2%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,778,208	\$1,863,039	\$1,815,970	\$1,872,492	\$9,453	<b>0.5%</b>
Operating Expenses	\$3,277,275	\$3,474,482	\$3,491,464	\$3,804,671	\$330,189	<b>9.5%</b>
Interdept. Charges	\$226,321	\$210,114	\$233,208	\$214,681	\$4,567	<b>2.2%</b>
Fixed Assets	\$0	\$0	\$0	\$0	\$0	<b>N/A</b>
<b>Total Expenditures</b>	<b>\$5,281,804</b>	<b>\$5,547,635</b>	<b>\$5,540,642</b>	<b>\$5,891,844</b>	<b>\$344,209</b>	<b>6.2%</b>
Rev. Over (Under) Exp.	\$650,218	\$0	\$63,439	\$0	\$0	<b>N/A</b>

**Position Summary (FTE)**

Regular Positions	24.64	24.64	24.64	24.64	0.00
Extra Help	2.80	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>27.44</b>	<b>27.45</b>	<b>27.45</b>	<b>27.45</b>	<b>0.00</b>

**ADRC General: Program Units**

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Adult Protective Services</b>						
<b>Staffing (FTE)</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	
Revenues	\$592,861	\$555,862	\$555,922	\$599,862	\$44,000	7.9%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$1,917,943	\$1,492,219	\$1,492,219	\$1,845,475	\$353,256	23.7%
Expenditures	\$2,011,510	\$2,048,081	\$2,217,807	\$2,445,337	\$397,256	19.4%
Rev. Over (Under) Exp.	\$499,294	\$0	(\$169,666)	\$0	-	N/A
<b>Transportation Services</b>						
<b>Staffing (FTE)</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>0.00</b>	
Revenues	\$784,155	\$784,155	\$826,697	\$826,697	\$42,542	5.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$321,674	\$337,377	\$337,377	\$247,301	(\$90,076)	-26.7%
Expenditures	\$1,030,177	\$1,121,532	\$1,017,216	\$1,073,998	(\$47,534)	-4.2%
Rev. Over (Under) Exp.	\$75,652	\$0	\$146,858	\$0	-	N/A
<b>Community Services</b>						
<b>Staffing (FTE)</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>0.00</b>	
Revenues	\$479,997	\$534,815	\$519,721	\$531,591	(\$3,224)	-0.6%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$420,314	\$407,551	\$407,551	\$413,182	\$5,631	1.4%
Expenditures	\$837,194	\$942,366	\$909,647	\$944,773	\$2,407	0.3%
Rev. Over (Under) Exp.	\$63,117	\$0	\$17,625	\$0	-	N/A
<b>Nutrition</b>						
<b>Staffing (FTE)</b>	<b>9.45</b>	<b>9.46</b>	<b>9.46</b>	<b>9.46</b>	<b>0.00</b>	
Revenues	\$1,069,710	\$1,097,008	\$1,116,245	\$1,119,275	\$22,267	2.0%
Appr. Fund Balance	\$6,910	\$2,620	\$12,321	\$2,100	(\$520)	-19.8%
County Tax Levy	\$338,458	\$336,028	\$336,028	\$306,361	(\$29,667)	-8.8%
Expenditures	\$1,402,923	\$1,435,656	\$1,395,972	\$1,427,736	(\$7,920)	-0.6%
Rev. Over (Under) Exp.	\$12,155	\$0	\$68,622	\$0	-	N/A
<b>Total ADRC</b>						
Revenues	\$2,926,723	\$2,971,840	\$3,018,585	\$3,077,425	\$105,585	3.6%
Appr. Fund Balance	\$6,910	\$2,620	\$12,321	\$2,100	(\$520)	-19.8%
County Tax Levy	\$2,998,389	\$2,573,175	\$2,573,175	\$2,812,319	\$239,144	9.3%
Expenditures	\$5,281,804	\$5,547,635	\$5,540,642	\$5,891,844	\$344,209	6.2%
Rev. Over (Under) Exp.	\$650,218	\$0	\$63,439	\$0	-	N/A

**Position Summary (FTE)**

Regular Positions	24.64	24.64	24.64	24.64	0.00
Extra Help	2.80	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>27.44</b>	<b>27.45</b>	<b>27.45</b>	<b>27.45</b>	<b>0.00</b>

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

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

**Objective 2:** Identify all Waukesha County adults at risk and elder adults at risk who receive services from the ADRC staff and the Adult Protective Services Unit of the ADRC.

Key Outcome Indicator: The number of adults at risk and elder adults at risk from Waukesha County taken from Wisconsin Incident Tracking System (WITS) as tracked and entered by ADRC staff that receives services.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Staff and community reporting at risk cases	117	115	120	122

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey regarding customer needs being met.	98.3%	95.0%	96.2%	96%

2013 Survey data: 322 mailed; 208 responses to question (64.6% response rate)

**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 senior dining center 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.

**Outcomes and Objectives (Continued)**

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Number of individual volunteers	823	820	863	863
Valuation of volunteer hours (a)	\$630,165	\$531,287	\$624,750	\$624,750

(a) Effective with 2012 actuals, the hourly valuation for all Waukesha County volunteers was established at \$17.85 per hour (determined by D.O.A.)

**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. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2012 Actual	2013 Budget	2013 Estimate	2014 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	95%	95%	95.8%	95.5%

2013 Survey data; 841 mailed, 410 responses to question (48.4% response rate)

**Objective 6:** 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. A 20% risk score reduction is the department's benchmark.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Percent reduction in nutrition risk score of high-risk recipients. (1)	18.8%	20.0%	20.0%	20.0%

(1) 2012 Actual is based on 165 participants who were high risk in 2011 with their comparison to the annual re-assessment completed in 2012.

Note: In 2012, 545 participants scored as high-risk. In 2012, 59% of people receiving Older American Act (OAA) Home Delivered Meals (HDM) were at high risk (545 out of 919 who received meals in 2012.) This excludes Family Care recipients receiving meals purchased by Managed Care Organizations (MCO's).

**Objective 7:** Provide socialization opportunities to reduce and prevent isolation and improve quality of life. (Senior Dining)

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

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey regarding socialization needs being met.(1)	96.6%	95.0%	97.7%	97%

2013 Survey Data: 470 mailed; 216 responses to question (46% response rate)

**Adult Protective Services**

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

**Program Description**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$67,654	\$57,000	\$57,000	\$101,000	\$44,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$38,501	\$12,156	\$12,216	\$12,156	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$1,917,943</b>	<b>\$1,492,219</b>	<b>\$1,492,219</b>	<b>\$1,845,475</b>	<b>\$353,256</b>
<b>Total Revenues</b>	<b>\$2,510,804</b>	<b>\$2,048,081</b>	<b>\$2,048,141</b>	<b>\$2,445,337</b>	<b>\$397,256</b>
Personnel Costs	\$857,368	\$907,270	\$887,671	\$916,870	\$9,600
Operating Expenses	\$1,024,539	\$1,029,870	\$1,195,109	\$1,411,656	\$381,786
Interdept. Charges	\$129,603	\$110,941	\$135,027	\$116,811	\$5,870
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$2,011,510</b>	<b>\$2,048,081</b>	<b>\$2,217,807</b>	<b>\$2,445,337</b>	<b>\$397,256</b>

Rev. Over (Under) Exp.	\$499,294	\$0	(\$169,666)	\$0	\$0
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**Program Highlights**

General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2014 budget.

Charges for Services for guardians are budgeted to increase \$44,000 to \$101,000 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. Law Enforcement and Adult Protective Services (APS) utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue includes social security reimbursements for clients served by this program where the County is the protective payee.

County Tax Levy increases by \$353,200 mainly related to an increase in expenditures for contracted services and nursing home services (reference below Net Operating narrative).

Net personnel costs are budgeted to increase by \$9,600 or about 1% to \$916,900, primarily for the cost to continue the 11.00 FTE assigned to this program.

Net operating expenditures are budgeted to increase by about \$381,800 to \$1,411,700, mainly due to a \$223,800 or 36% increase in payment of \$838,300 for Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County. The increase is based on Waukesha County's Assessment Rate increase due to the Alliance "certified loss" related to the 2012 filed Clearview Medicaid nursing home cost report. This is for 26 Waukesha County residents who reside at Clearview. As a member of the Alliance, Waukesha County has the ability to place additional residents if the need arises. The 2013 budget reflected a "certified loss" anticipating that new construction costs related to Clearview's replacement facility would be deferred to the 2013 Medicaid cost reporting period. In addition, contracted services related to expenditures for the program increases by \$155,900 to \$551,200, based on the current year trending and an anticipation of more clients requiring more services.

Interdepartmental charges overall are budgeted to increase about \$5,900 primarily due to budgeted increase in collection charges.

Adult Protective Services (continued)



Activity

	2012 Act.	2013 Bud.	2013 Est.	2014 Bud.	Change
Number of Watts Court Ordered Assessment	297	310	303	310	0
Average Caseload for seven Dispositional Workers	30	32	36	36	4
Emergency Protective Placements	40	55	48	48	(7)

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>0.00</b>
General Government	\$784,155	\$784,155	\$826,697	\$826,697	\$42,542
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$321,674</b>	<b>\$337,377</b>	<b>\$337,377</b>	<b>\$247,301</b>	<b>(\$90,076)</b>
<b>Total Revenues</b>	<b>\$1,105,829</b>	<b>\$1,121,532</b>	<b>\$1,164,074</b>	<b>\$1,073,998</b>	<b>(\$47,534)</b>
Personnel Costs	\$66,269	\$70,267	\$70,385	\$72,212	\$1,945
Operating Expenses	\$953,502	\$1,040,849	\$936,078	\$991,357	(\$49,492)
Interdept. Charges	\$10,406	\$10,416	\$10,753	\$10,429	\$13
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,030,177</b>	<b>\$1,121,532</b>	<b>\$1,017,216</b>	<b>\$1,073,998</b>	<b>(\$47,534)</b>
Rev. Over (Under) Exp.	\$75,652	\$0	\$146,858	\$0	\$0



Program Highlights

General Government revenues are budgeted to increase \$42,500 related to 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 adequate transport services to our at risk elderly and disabled.

County Tax Levy for this program area decreases in the 2014 budget by about \$90,100, mainly due to increases in General Government revenue (noted above and a decrease in operating expenses (noted below).

Net personnel costs are budgeted to increase \$1,945 due to cost to continue existing 1.10 FTE staff salary and benefit costs allocated to this program.

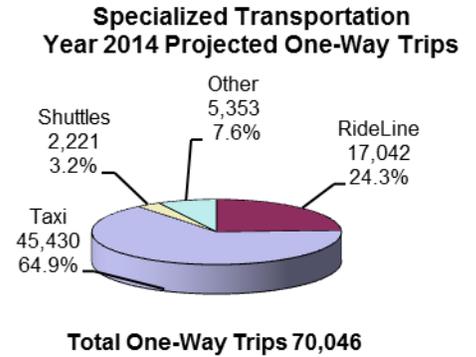
Operating expenses are budgeted to decrease by about \$49,500 mostly due to Rideline one-way trips being projected to decrease by 2,784 or about \$60,000 in one-way trips compared to 2013 budget offset by an increase in Shared Fare Tax one-way trips by 1,021 or about \$10,000 over the 2013 budget.

Transportation Services (continued)

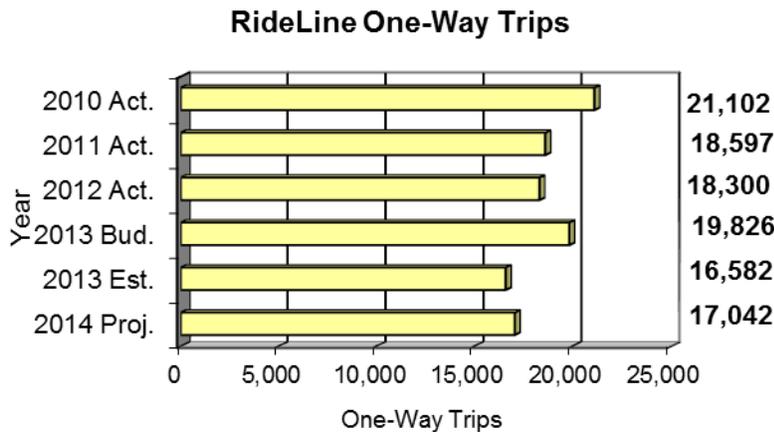


Activity

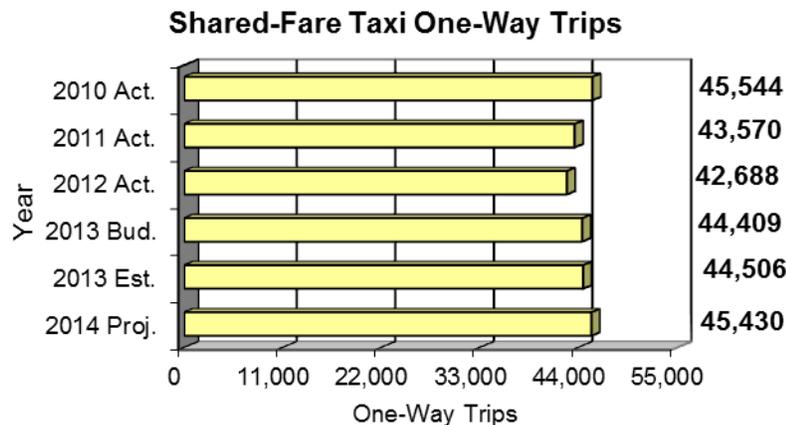
Net Average Cost Per One-Way Trip						
	2010 Act.	2011 Act.	2012 Act	2013 Bud.	2013 Est.	2014 Bud.
Shared-Fare Taxi	\$5.12	\$5.27	\$5.51	\$5.55	\$5.55	\$5.65
RideLine	\$28.33	\$29.57	\$31.40	\$32.70	\$32.83	\$34.11



Overall, the 2014 Specialized Transportation Program budget includes a decrease of 1,617 one-way trips from the 2013 Budget, but a 2.0% increase of 1,467 one-way trips from the 2013 Estimate, for a total of 70,046.



The number of one-way RideLine trips is expected to decrease from the 2013 Budget level, but increase from the 2013 Estimate by 460 trips or 2.7%.



Shared-fare taxi service is expected to increase by 1,021 one-way trips from the 2013 Budget level, and increase by 924 one-way trips or 2.0% from the 2013 Estimate.

**Community Services**

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

**Program Description**

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

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. Evidence based prevention programs and older adult education to foster safe independent community living.

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>0.00</b>
General Government	\$459,771	\$515,285	\$499,330	\$507,424	(\$7,861)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20,226	\$19,530	\$20,391	\$24,167	\$4,637
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$420,314</b>	<b>\$407,551</b>	<b>\$407,551</b>	<b>\$413,182</b>	<b>\$5,631</b>
<b>Total Revenues</b>	<b>\$900,311</b>	<b>\$942,366</b>	<b>\$927,272</b>	<b>\$944,773</b>	<b>\$2,407</b>
Personnel Costs	\$394,942	\$411,768	\$401,002	\$414,685	\$2,917
Operating Expenses	\$403,524	\$492,390	\$470,858	\$494,298	\$1,908
Interdept. Charges	\$38,728	\$38,208	\$37,787	\$35,790	(\$2,418)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$837,194</b>	<b>\$942,366</b>	<b>\$909,647</b>	<b>\$944,773</b>	<b>\$2,407</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$63,117</b>	<b>\$0</b>	<b>\$17,625</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

General Government revenues overall decrease by \$7,900, mainly due to a decrease from Federal Title IIIB Supportive Services grant funding of \$12,000 to \$208,400 related to the Federal Sequestration Legislative requirements. This decrease is partially offset by a Federal Title IIIE National Family Caregiver Support Program funding increase of \$2,500 from \$132,100 to \$134,600, and an increase in the Alzheimer Family Caregiver Support Program of \$1,400. This also includes a small increase of \$273 in Title IIID Health Promotion. As per August 2013 state notification, the 2014 Sequestration Budget Control Act (BCA) decreased the Community Services grants by \$18,900.

Other revenues increase of about \$4,600 to about \$24,200 due to an estimated increase in client bathing donations, and the Active Aging Research Center grant. Net personnel costs increase \$2,900 to \$414,700 mostly due to cost to continue existing 5.89 FTE staff.

Operating expenses overall increased by about \$1,900 from \$492,400 to \$494,300. Expenditures increase in Home Health Care by \$5,700 to \$91,600, Personal Care by \$5,200 to \$65,300 and caregiver conference by \$1,500. These increases are partially offset by a decrease of about \$11,000 in contracted community services.

**Community Services (continued)**

The increase of tax levy funding by \$5,600 is mainly related to a net decrease in General Government Revenues and other revenues.

Interdepartmental charges decreases by about \$2,400 mostly due to a decrease in postage and telephone reflecting actual experience.



**Activity**

<b>Clients Receiving Community Services</b>				
<b>2012 Act.</b>	<b>2013 Bud.</b>	<b>2013 Est.</b>	<b>2014 Budget</b>	<b>Change from 2013 Budget</b>
987	1,100	993	978	(122)

<b>Clients Receiving Case Management Services</b>				
<b>2012 Act.</b>	<b>2013 Bud.</b>	<b>2013 Est.</b>	<b>2014 Budget</b>	<b>Change from 2013 Budget</b>
1,254	1,200	1,200	1,200	0

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.

<b>Outreach and Marketing Activities</b>					
	<b>2012 Act</b>	<b>2013 Bud.</b>	<b>2013 Est.</b>	<b>2014 Bud.</b>	<b>Change from 2013 Budget</b>
Annual Newsletter Distribution (a)	10,200	10,500	5,575	8,700	(1,800)
ADRC Resource Guide (b)	14,155	14,000	10,000	8,000	(6,000)
Presentation/Display Audience	1,530	1,300	1,400	1,600	300

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

(b) Increased use of technological resources has decreased the demand for printed ADRC resource guides.

**Nutrition**

**County-Wide Key Strategic Outcomes:**

- A county that assists at risk citizens.
- A county that provides customers with quality programs and services.

**Program Description**

The nutrition program includes the home delivered meals and senior dining center meals. Older Americans Act programs are not means tested and mandates a donation based program; therefore a standard fee cannot be charged for a meal.

Home delivery 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 home visits, and supportive service intervention.

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>9.45</b>	<b>9.46</b>	<b>9.46</b>	<b>9.46</b>	<b>0.00</b>
General Government	\$668,323	\$704,470	\$720,245	\$720,245	\$15,775
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$20	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$401,367	\$392,538	\$396,000	\$399,030	\$6,492
Appr. Fund Balance	\$6,910	\$2,620	\$12,321	\$2,100	(\$520)
<b>County Tax Levy</b>	<b>\$338,458</b>	<b>\$336,028</b>	<b>\$336,028</b>	<b>\$306,361</b>	<b>(\$29,667)</b>
<b>Total Revenues</b>	<b>\$1,415,078</b>	<b>\$1,435,656</b>	<b>\$1,464,594</b>	<b>\$1,427,736</b>	<b>(\$7,920)</b>
Personnel Costs	\$459,629	\$473,734	\$456,912	\$468,725	(\$5,009)
Operating Expenses	\$895,710	\$911,373	\$889,419	\$907,360	(\$4,013)
Interdept. Charges	\$47,584	\$50,549	\$49,641	\$51,651	\$1,102
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,402,923</b>	<b>\$1,435,656</b>	<b>\$1,395,972</b>	<b>\$1,427,736</b>	<b>(\$7,920)</b>

Rev. Over (Under) Exp.	\$12,155	\$0	\$68,622	\$0	\$0
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**HEALTH AND HUMAN SERVICES (NUTRITION)**

<b>Financial Summary</b>	2012 Actual	2013		2014 Budget	Change From 2013 Adopted Budget	
		Adopted Budget	2013 Estimate		\$	%
<b>Home Delivered Meals</b>						
Revenues	\$592,222	\$611,225	\$653,538	\$625,950	\$14,725	2.4%
County Tax Levy	\$338,458	\$336,028	\$336,028	\$306,361	(\$29,667)	-8.8%
Expenditures	\$928,967	\$947,253	\$920,944	\$932,311	(\$14,942)	-1.6%
Rev. Over (Under) Exp.	\$1,713	\$0	\$68,622	\$0	-	N/A
<b>Senior Dining</b>						
Revenues	\$484,398	\$488,403	\$475,028	\$495,425	\$7,022	1.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$473,956	\$488,403	\$475,028	\$495,425	\$7,022	1.4%
Rev. Over (Under) Exp.	\$10,442	\$0	\$0	\$0	-	N/A

Nutrition (Continued)



**Program Highlights**

General Government revenues, overall, are budgeted to increase by about \$15,800 to \$720,200. This increase is primarily due to an estimated increase in the Federal Older Americans Act Nutrition Grant (Title IIIC-1) which is budgeted to increase \$18,500 to \$429,600 and a \$6,200 increase to \$88,100 in Nutrition Services Incentive Program (NSIP) meal revenue. These increases are offset by an \$8,950 decrease to \$194,400 in the Older Americans Act IIIC-2 funding for Home meals.

Other revenue is budgeted to increase about \$6,500 primarily due to a projected \$9,800 increase to \$70,800 for additional meals expected to be delivered to Managed Care Organization (MCO) client. This increase is offset by a decrease of \$560 from \$219,300 to 218,730 for home delivered meal client donations and a \$2,750 decrease in senior dining center meal donations from \$112,000 to \$109,300 resulting from a decrease in the projected number of meals served and a revenue reduction in the actual donation per meal. General Fund Balance of \$2,100 is appropriated for one time purchase of delivery bags, cooling gel packs for cold meals, and one steam table.

County Tax levy in this program decrease of \$29,700 is mainly the result of general government and other revenue increases along with program expenditure decreases. There is no county tax levy in the senior dining program

Net personnel costs decrease \$5,000 due to costs to continue of 9.46 FTE staff allocated to this program, offset by anticipated reduction in employee benefit cost due to insurance plan selection.

Operating expenses overall reflect a net decrease of \$4,000 primarily due to an anticipated decrease in food service from \$792,000 to \$790,000 based on management's projected 4.4% decrease in the number of meals to be ordered: set by a projected 3% food vendor price increase. The budget also includes \$85,300 for volunteer mileage reimbursements for meal delivery which is decreased by \$2,200 due to decreased client meals and miles driven.

Interdepartmental charges increase \$1,100 from \$50,550 to \$51,700, primarily due to telephone charges and end user computer maintenance fees.



**Activity**

The Nutrition Screen includes Older Americans Act 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.

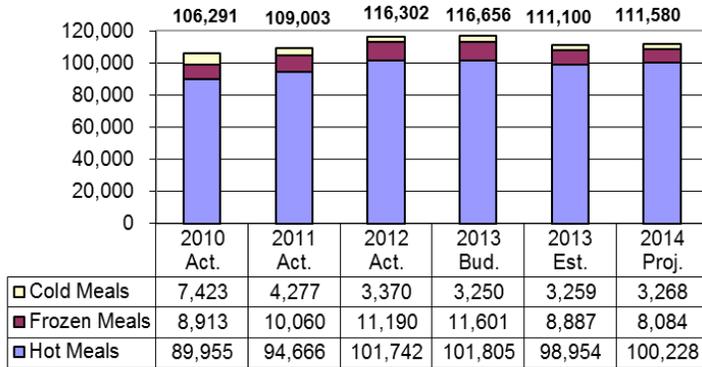
<b><u>NUTRITION SCREEN</u></b>	
<b><u>Risk</u></b>	<b><u>Score</u></b>
Low	0 – 5
High	6 – 15
Very High	16 or more

<b>Home Delivered Meal Cost Summary</b>						
	<b>2010 Act.</b>	<b>2011 Act.</b>	<b>2012 Act.</b>	<b>2013 Bud.</b>	<b>2013 Est.</b>	<b>2014 Bud.</b>
Gross Cost Per Meal	\$7.79	\$8.04	\$7.99	\$8.12	\$8.31	\$8.36
Average Client Donation Per Meal	\$2.00	\$2.02	\$1.99	\$2.00	\$2.11	\$2.11
Net cost Per Meal	\$5.79	\$6.02	\$6.00	\$6.12	\$6.20	\$6.25

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

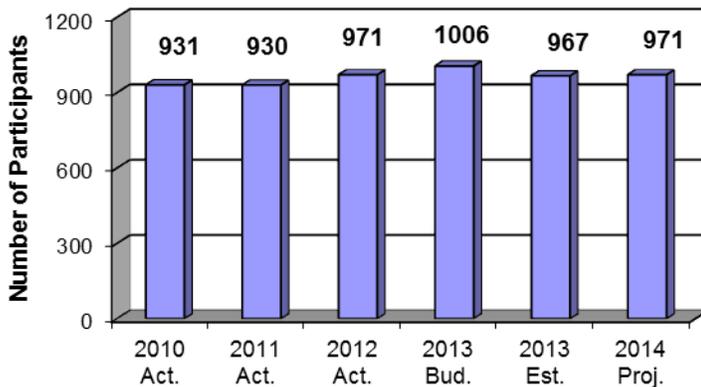
Nutrition (Continued)

Total Home Delivered Meals Served



Projected number of home delivered meals for 2014 anticipates a decrease of 5,076 meals from the 2013 budgeted number of meals to be served. This projected decrease in number of meals is based on actual experience for the first half of 2013.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2012 and during the first half of 2013, the number of projected home delivered meal recipients in 2014 is expected to be at 971. This is a decrease of 35 from the 2013 budgeted level.



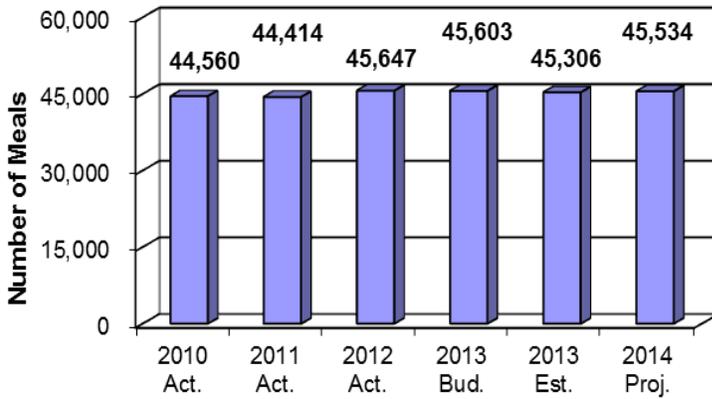
Activity

Senior Dining Center Meal Cost Summary						
	2010 Act.	2011 Act.	2012 Act.	2013 Bud.	2013 Est.	2014 Bud.
Gross Cost Per Meal	\$10.29	\$10.26	\$10.38	\$10.77	\$10.81	\$10.88
Average Donation Per Meal	\$2.73	\$2.51	\$2.43	\$2.47	\$2.40	\$2.40
Net Cost Per Meal	\$7.56	\$7.75	\$7.95	\$8.30	\$8.41	\$8.48

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

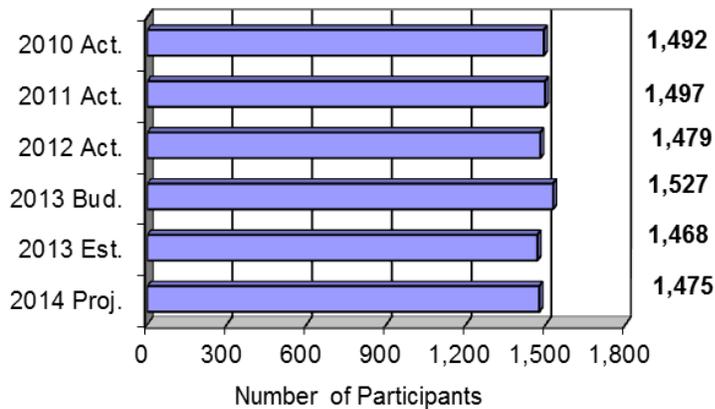
Nutrition (Continued)

Number of Senior Dining Meals Served



The 2014 Senior Dining Program is expected to remain relatively constant with 2012 Actual and the 2013 Estimate.

Senior Dining Registered Participants



Based on actual experience during 2012 and during the first half of 2013, the number of Senior Dining participants is projected at 1,475 in 2014. This is a 52 participant decrease from the 2013 budgeted number of participants.



**Statement of Fund Purpose**

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability. Programs provide specialized 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 mortgages. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options, 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.

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$2,701,019	\$3,030,050	\$2,861,897	\$3,083,823	\$53,773	1.8%
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	\$20	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$2,701,039</b>	<b>\$3,030,050</b>	<b>\$2,861,897</b>	<b>\$3,083,823</b>	<b>\$53,773</b>	<b>1.8%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,976,555	\$2,193,014	\$1,998,428	\$2,194,944	\$1,930	0.1%
Operating Expenses (a)	\$367,383	\$470,524	\$497,002	\$519,811	\$49,287	10.5%
Interdept. Charges	\$357,099	\$366,512	\$366,467	\$369,068	\$2,556	0.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$2,701,037</b>	<b>\$3,030,050</b>	<b>\$2,861,897</b>	<b>\$3,083,823</b>	<b>\$53,773</b>	<b>1.8%</b>
Rev. Over (Under) Exp.	\$2	\$0	\$0	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	0.00	0.00	0.00	0.00	0.00
Extra Help	390.46	390.46	390.46	398.46	8.00
Overtime	407.54	408.67	408.67	416.86	8.19
<b>Total FTEs</b>	<b>798.00</b>	<b>799.13</b>	<b>799.13</b>	<b>815.32</b>	<b>16.19</b>

(a) The 2013 operating expenses are estimated to exceed the 2013 budget related to higher contracted service costs. A funds transfer will be requested during the year if the expenditures materialize.

**Major Departmental Strategic Outcomes and Objectives for 2014**

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive responses to customer survey:				
Benefit Specialist	95.8%	95.0%	96.9%	96%
ADRC Information & Assistance	97%	96.0%	100%	98%

**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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	96.4%	95.0%	91.5%	95%

**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 submitting a minimum of 85% of ADRC Staff work time to the State as billable to Medicaid. This ensures continued funding of the ADRC in Waukesha County.

Performance Measure:	2012 Actual	2013 Target	2013 Estimate	2014 Target
ADRC Staff time billed to Medicaid	91.38%	90.0%	91.55%	91.5%



**Program Highlights**

General Government revenue for the ADRC Contract fund is budgeted to increase \$53,773 from \$3,030,050 to \$3,083,823. This is mostly due to more billable time by ADRC Specialists, accounting for \$48,506 of the increase. Also, cost reimbursement for two Elderly Benefit Specialists and two Disability Specialists positions are budgeted to increase \$5,267. This is due to anticipating being fully staffed and an increase in the cost to continue the existing operations.

Net personnel costs are budgeted to increase \$1,930. The budget change is mainly due to higher Wisconsin Retirement budgeted costs offset by lower cost to continue for salary and benefits of staff including the 2 benefit specialists.

Operating expenses, overall, are budgeted to increase about \$49,300. This is mainly due to a \$38,900 increase to \$396,900 of contract services as cost adjustments are anticipated to fully staff the Disability Benefit counselors. This includes a 3% increase, for the four contracted staff, which is required by the State Department of Health Services ADRC contract. Also, other cost increases include \$7,125 increase in outside printing to \$30,300; and a \$3,500 increase to \$30,000 in mileage reimbursement costs to closer reflect prior year actual costs.

Interdepartmental Charges increased by \$2,556 mostly due to a \$1,200 allocated costs for End User Technology (EUTF) charges.



**Activity**

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

	<b>2012 Act</b>	<b>2013 Bud</b>	<b>2013 Est.</b>	<b>2014 Proj.</b>
Information & Assistance Contacts	18,352	18,600	18,400	18,500
Long-Term Care Options Counseling Contacts	9,305	10,000	9,800	10,000
Functional Screen Contacts	761	850	750	800
Elder Benefits Counseling Contacts (a) (c) (e) (f)	2,982	2,600	2,000	3,000
Disability Benefits Counseling Contacts (b) (c) (d)	3,760	3,000	4,087	5,108

- (a) For ages 60 and over. Includes client contacts only.
- (b) For ages 18 to 59. Includes client and third party contacts.
- (c) The Elder Benefit specialist helped County residents to receive \$1,152,655 in benefits and the Disability Benefit Specialist helped County residents receive \$886,827 in benefits.
- (d) Increases related to Affordable Care Act (ACA) initial startup in October, 2013 (25% increase). For Disability Benefit Specialists, 2012 numbers reflect 8% reduction of actual total given. We were without one Disability Benefit Specialist for two months.
- (e) 2013 Elder Benefit Specialist contacts lower due to vacant Elder Benefit Specialist position for three months.
- (f) Anticipate decrease in Elder Benefit Specialist contacts as new Elder Benefit Specialist typically has 18 month initial training.