Health & Human Services

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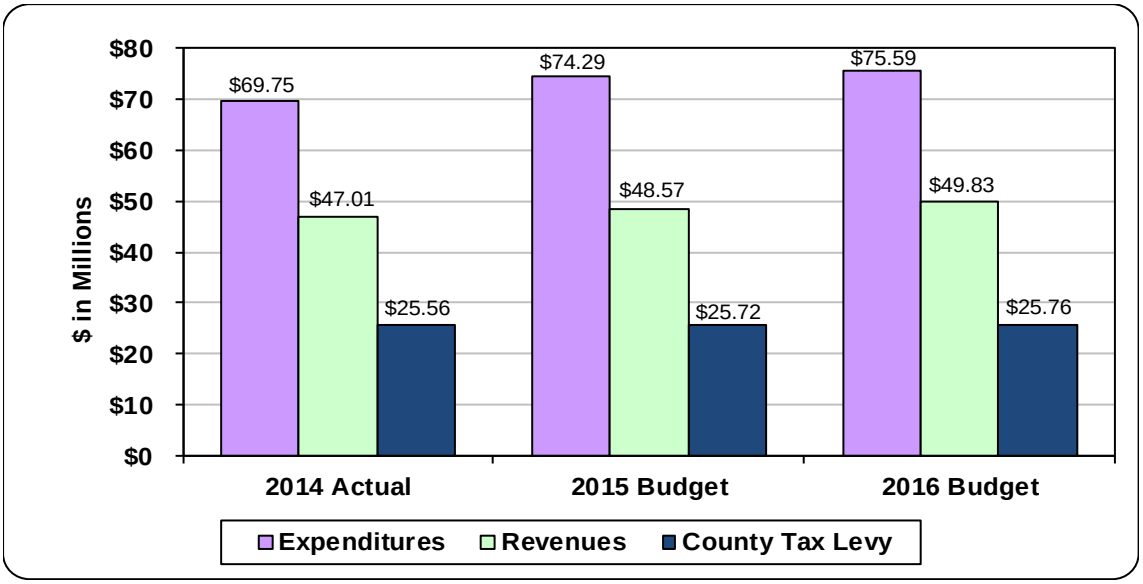
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

The budgets within this functional area provide programs to at risk children and their families, at risk adults, the elderly, veterans, unemployed, and individuals who are mentally ill, physically or developmentally disabled, or chemically dependent. **Child Support**, under the Corporation Counsel's office, provides activities to obtain and enforce child support orders, establish paternity and certify tax refund interception on delinquent accounts. 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 2016 expenditure budget for this functional area totals $75,590,187, an increase of $1,299,866 or 1.7% from the 2015 Budget. Budgeted revenues include $95,141 of fund balance appropriations. Revenues budgeted in this functional area total $49,830,026, an increase of $1,256,145 or 2.6% from the 2015 budget. The Tax Levy necessary to fund this functional area totals $25,760,161, an increase of $43,721 from the 2015 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

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$47,013,682	$48,573,881	$49,159,196	$49,830,026	$1,256,145	2.6%
County Tax Levy	$25,561,140	$25,716,440	$25,716,440	$25,760,161	$43,721	0.2%
Expenditure	$69,753,738	$74,290,321	$73,391,328	$75,590,187	$1,299,866	1.7%
Rev. Over (Under) Exp.	$2,821,084	$0	$1,484,308	$0	$0	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,021,511	$2,118,322	$2,075,936	$2,131,542	$13,220	0.6%
County Tax Levy	$355,462	$335,462	$335,462	$342,183	$6,721	2.0%
Expenditure	$2,248,451	$2,453,784	$2,398,724	$2,473,725	$19,941	0.8%
Rev. Over (Under) Exp.	$128,522	$0	$12,674	$0	-	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$44,992,171	$46,455,559	$47,083,260	$47,698,484	$1,242,925	2.7%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0.1%
Expenditure	$67,505,287	$71,836,537	$70,992,604	$73,116,462	$1,279,925	1.8%
Rev. Over (Under) Exp.	$2,692,562	$0	$1,471,634	$0	$0	N/A

(a) The 2016 budget includes a total of $95,141 of Fund Balance appropriations, which include: Health & Human Services General Funds of $95,141. The 2015 budget includes a total of $231,147 of Fund Balance appropriations, which include: Health & Human Services General Funds of $231,147.

- **Health and Human Services** will implement a new Core system (Netsmart) that will include electronic case files and medical records across the department. This implementation will include increased software maintenance fees, licenses and additional equipment costs by $312,400. This will include the reclassification of several support positions. The HHS Administrative Services division is also requesting the abolishment of 2.0 FTE Senior Administrative Specialists in the Business Application Support unit and a 1.0 FTE Fiscal Assistant in the Accounting Services unit that will be offset with the creation of 3.0 FTE Program and Projects Analyst positions due to increased technology needs of the healthcare billing environment. In addition, the division is creating a 1.0 FTE Public Communications Coordinator position to provide community outreach, education and coordination of services with community partners.

- **Economic Services Administration and Support Program** revenues and expenditures include an increase of $169,400 of additional supplemental funding from the state for Food Share Employment and Training (FSET) for able-bodied adults without dependents (ABAWD). This includes the addition of two Economic Support Specialist positions utilizing the additional IM Allocation funds from the FSET-ABAWD supplemental funding. In addition, a 1.0 FTE Economic Support Specialist position in the Patient Protection Affordable Care Act (PPACA) program is reduced or sunset and is replaced by a 1.0 FTE Extra Help in the PPACA program as the funding is being decreased. Also, the state increased the base Income Maintenance (IM) funding by $88,700. This is offset by a reduction of $71,000 in Patient Protection Affordable Care Act (PPACA) revenue and related expenses as the PPACA funding is being extended but reduced in 2016. Also, the State allocation for Child Care Administration increases by $43,900 to $214,700.

- **Children and Family Services** increases include a $94,800 increase in State Community Aids funding allocation for children with an Individualized Education Plan (IEP) to remain in foster care and receive funding through age 21 and to offset the increase in the base foster care rate. Also, there is a new $90,000 increase for the Post Reunification Program to help reduce re-entry into out-of-home care placements by enhancing support services to assist the families and prevent the recurrence of abuse. A new Clinical Therapist position is added in 2016 to address the need for comprehensive mental health/AODA and crisis screening, assessment and treatment for children that need ongoing child protective services (CPS).

- **Children with Long Term Support Needs (CLTS) – Third Part Administrator (TPA)** pass through revenues and related expenses increase by $573,900 for additional funding from the State of Wisconsin to serve additional children with long term support needs.

- **Juvenile Center** budget includes the full year impact of the transition of Shelter Care services to Lad Lake. This transition includes the reduction of 6.49 FTE (half-year) and reductions in food, medical service and other costs at the Juvenile Center, reflecting fewer youths housed at the facility. The facility continues to hold male secure youth. The new contract with Lad Lake is budgeted for a full-year at nearly $814,000 (as opposed to only a half year for 2015). The Juvenile Center budget also includes an increase of about $13,000 for additional short-term, temporary female secure detention costs ($30,000 funded with Fund Balance).

- The **Aging & Disability Resource Center (ADRC) General Fund – Adult Protective Services program** budget includes a $132,300 decrease in the payment to the Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County mainly for the Waukesha County residents who reside at Clearview. The decrease is based on Waukesha County's Assessment Rate of the Alliance "certified loss" as listed in the 2014 filed Clearview Medicaid nursing home cost report.

- **Aging & Disability Resource Center (ADRC) General Fund – Community Services program** revenues and personnel cost expenditure budget increases $432,000. Personnel costs increase nearly $324,000 mostly due to the reallocation of 2.66 FTE ADRC administration staff to the ADRC –General fund from the ADRC - Contract Fund. Also, food service costs for Home-Delivered and Senior dining meal expenditures increases $70,300. The nutrition program includes reduced client donations of $25,000. This is partially offset with increases in Older Americans Act grant funding increases of $46,000. In addition, the State of Wisconsin Specialized Transportation Grant funding increases $19,900 in the 2016 budget.

- The **Aging & Disability Resource Center (ADRC) Contract** funding is budgeted to decrease $319,000 mostly reflecting the reallocation of 2.66 administration staff to the Aging & Disability Resource Center – General Fund. Overall, the Aging & Disability Resource Center (ADRC) funding allocated to the County increases by $17,000 to $4.16 million.

- **Mental Health Outpatient-Clinical** expenditures decrease nearly $144,700 or 1.8%, mainly due to a budgeted reduction in State mental health institute costs of $184,000 to $1.38 million as the department attempts to implement alternative forms of treatment for clients. In addition, pharmaceutical costs decrease $62,900 due to more clients with health insurance coverage. This decrease is partially offset by an increase in Personnel Costs of $98,300, and includes 2.00 FTE new Clinical Therapists as a result of the reclassification of 2.00 FTE Senior Substance Abuse Counselors. These position classifications may claim a higher Medicaid reimbursement rate, and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems.

- **Mental Health Outpatient-Intensive** revenues increase $567,600 due to increases in the Comprehensive Community Services (CCS) program of nearly $772,200 to $2.48 million. This is partly due to an increase in client program days related to the addition of a new area provider for CCS clients, as well as an increase in reimbursement rates for qualifying services under the new rules passed as part of the 2013-2015 WI State Budget. This increase more than offsets a decrease in the Community Recovery Services (CRS) program revenue of nearly $188,500, largely related to clients being shifted to other program areas, such as CCS, to realize more favorable service reimbursement rates, when appropriate. The budget also includes the reclassification of a 1.00 FTE Senior Mental Health Counselor to a 1.00 FTE Clinical Therapist due to the advantageous reimbursement rates and treatment services the position allows as mentioned in the Outpatient-Clinical program area.

- **Mental Health Center (MHC)** expenses increase $361,300 mainly due to the incremental shifting of several positions from the outpatient program areas to more appropriately account for the services being performed at the Mental Health Center. In addition, prescription medications are increased $47,800 due to the increased use of long-acting formulations and newly released treatments. Building maintenance charges decrease $67,900 related to less need for building repairs and maintenance projects than the previous year, and this is related to a decrease in General Fund Balance revenues of $86,600 to $45,500. Client Fee revenues increase $100,180 or 3.7% based on a rate increase of approximately $25 per day.

- **Criminal Justice Collaborating Council (CJCC)** revenues (excluding county tax levy) increase about $3,500, reflecting the department receiving a 2-year federal drug court enhancement grant of $96,600, maintaining client capacity of the drug court program at 50 participants. In addition, drug court programming will continue to include funds from the state Treatment Alternatives and Diversion (TAD) grant of $142,900. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. This is offset by end of the previous federally funded drug court grant in June 2015 of $65,700 and a decrease in fund balance of about $28,900 related to one-time funds used to maintain the capacity of the drug court program for the 3rd quarter of 2015.

- **Public Health** Charges for Services revenues decrease by $28,000 mostly related to a Travel Clinic reduction of $15,000 reflecting the decline of global travel and a Healthcheck reduction of $10,000, due to declining Healthcheck enrollments.

- **Public Health Division** operating expenses decrease $57,700 including a reduction in clinic medical supplies as a result of fewer enrollments in the Travel and Childhood Immunization Clinics.

- **Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to increase by $19,900 or 0.8% to $2.13 million. Personnel costs increases by $24,300 mainly for costs to continue staff. Tax levy increases by nearly $20,000 in this program.

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
CORPORATION COUNSEL	Child Support	26.60	26.60	26.60	26.65	0.05
HEALTH & HUMAN SERVICES	General Fund					
	Human Services	215.20	210.16	214.16	207.00	(3.16)
	Clinical Services	92.68	92.80	92.55	93.21	0.41
	Public Health	36.84	34.84	34.84	34.84	-
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	3.70	3.70	3.70	3.70	-
	ADRC	24.64	23.98	23.98	26.64	2.66
	Total H & HS General Fund	374.06	366.48	370.23	366.39	(0.09)
	Aging and Disability Resource Center	24.40	25.06	25.06	22.40	(2.66)
	H&HS Subtotal	398.46	391.54	395.29	388.79	(2.75)
	TOTAL REGULAR POSITIONS	425.06	418.14	421.89	415.44	(2.70)
	TOTAL EXTRA HELP	17.46	15.72	15.72	19.38	3.66
	TOTAL OVERTIME	2.57	2.80	2.80	2.80	-
	TOTAL BUDGETED POSITIONS	445.09	436.66	440.41	437.62	0.96

2016 BUDGET ACTIONS

Corporation Counsel- Child Support
Reduce: 0.32 FTE Temporary Extra Help
Transfer: 0.05 FTE Corporation Counsel-Child Support from Corporation Counsel-General

Health and Human Serivces-Human Services
Abolish: 1.00 FTE Fiscal Assistant
Create: 1.00 FTE Program and Projects Analyst
Transfer: 0.10 FTE Clinical Director to Clinical Services - Mental Health Outpatient Division
Abolish: 2.00 FTE Senior Administrative Specialist
Create: 2.00 FTE Program and Projects Analyst
Create: 1.00 FTE Public Communications Coordinator
Create 2.00 FTE Economic Support Specialists
Reduce 1.00 FTE Economic Support Specialist (PPACA)
Create: 1.00 FTE Clinical Therapist
Increase: 2.50 FTE Extra Help

Health and Human Services- Clinical Services
Transfer: 0.10 FTE Clinical Director from Heath and Human Services-General
Abolish: 1.00 FTE Senior Clinical Psychologist
Decrease: 0.10 FTE Weekend Registered Nurse
Increase: 0.41 FTE LTE Weekend Registered Nurse
Increase: 1.07 FTE Extra Help

Health and Human Services- Public Health
Increase: 0.08 FTE Extra Help - Public Health Technician
Reclassify: 0.07 FTE Public Health Nurse moved to Extra Help
Increase: 0.26 FTE Community Health Educator Extra Help

ADRC - General Fund
Transfer: 0.25 FTE Administrative Assistant from ADRC - Contract
Transfer: 0.70 FTE Administrative Specialist from ADRC - Contract
Transfer: 0.39 FTE Senior ADRC Specialist to ADRC - Contract
Transfer: 0.55 FTE ADRC Manager from ADRC - Contract
Transfer: 0.80 FTE Health and Human Services Coordinator from ADRC Contract
Transfer: 0.75 FTE Health Services Supervisor from ADRC Contract

ADRC - Contract Fund
Transfer: 0.25 FTE Administrative Assistant to ADRC - Contract
Transfer: 0.70 FTE Administrative Specialist to ADRC - Contract
Transfer: 0.39 FTE Senior ADRC Specialist from ADRC - Contract
Transfer: 0.55 FTE ADRC Manager to ADRC - Contract
Transfer: 0.80 FTE Health and Human Services Coordinator to ADRC Contract
Transfer: 0.75 FTE Health Services Supervisor to ADRC Contract

2015 CURRENT YEAR ACTIONS

Health and Human Services- Human Services
Abolish: 3.56 FTE Juvenile Center Workers
Abolish: 2.00 FTE Juvenile Center Supervisors
Abolish 0.50 FTE Administrative Assistant

Health and Human Services- Clinical Services
Fund: 1.00 FTE Human Services Supervisor
Unfund: 1.00 FTE Senior Clinical Psychologist

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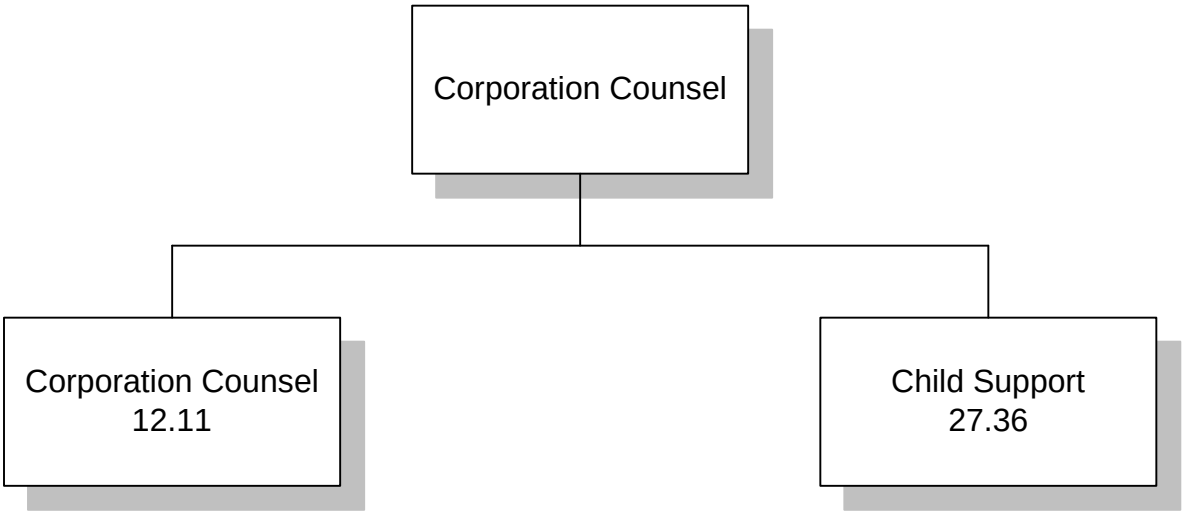
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.47 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 genetic test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government (a)	$1,989,639	$2,086,622	$2,044,416	$2,099,842	$13,220	0.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$31,615	$31,700	$30,850	$31,700	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$257	$0	$670	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$355,462**	**$335,462**	**$335,462**	**$342,183**	**$6,721**	**2.0%**
Total Revenue Sources	**$2,376,973**	**$2,453,784**	**$2,411,398**	**$2,473,725**	**$19,941**	**0.8%**
Expenditures						
Personnel Costs	$1,839,068	$1,986,456	$1,952,165	$2,010,769	$24,313	1.2%
Operating Expenses	$240,107	$285,286	$269,536	$280,921	($4,365)	-1.5%
Interdept. Charges	$169,276	$182,042	$177,023	$182,035	($7)	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,248,451**	**$2,453,784**	**$2,398,724**	**$2,473,725**	**$19,941**	**0.8%**
Rev. Over (Under) Exp.	$128,522	$0	$12,674	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	26.60	26.60	26.60	26.65	0.05	
Extra Help	1.56	0.97	0.97	0.65	(0.32)	
Overtime	0.07	0.06	0.06	0.06	0.00	
Total FTEs	28.23	27.63	27.63	27.36	(0.27)	

(a) The General Government Revenues include State General Purposes Revenue (GPR) of $239,374 in 2014 actual, $236,000 in 2015 budget and $236,000 in 2016 budget, which is match-able pursuant to the State and County Contract.

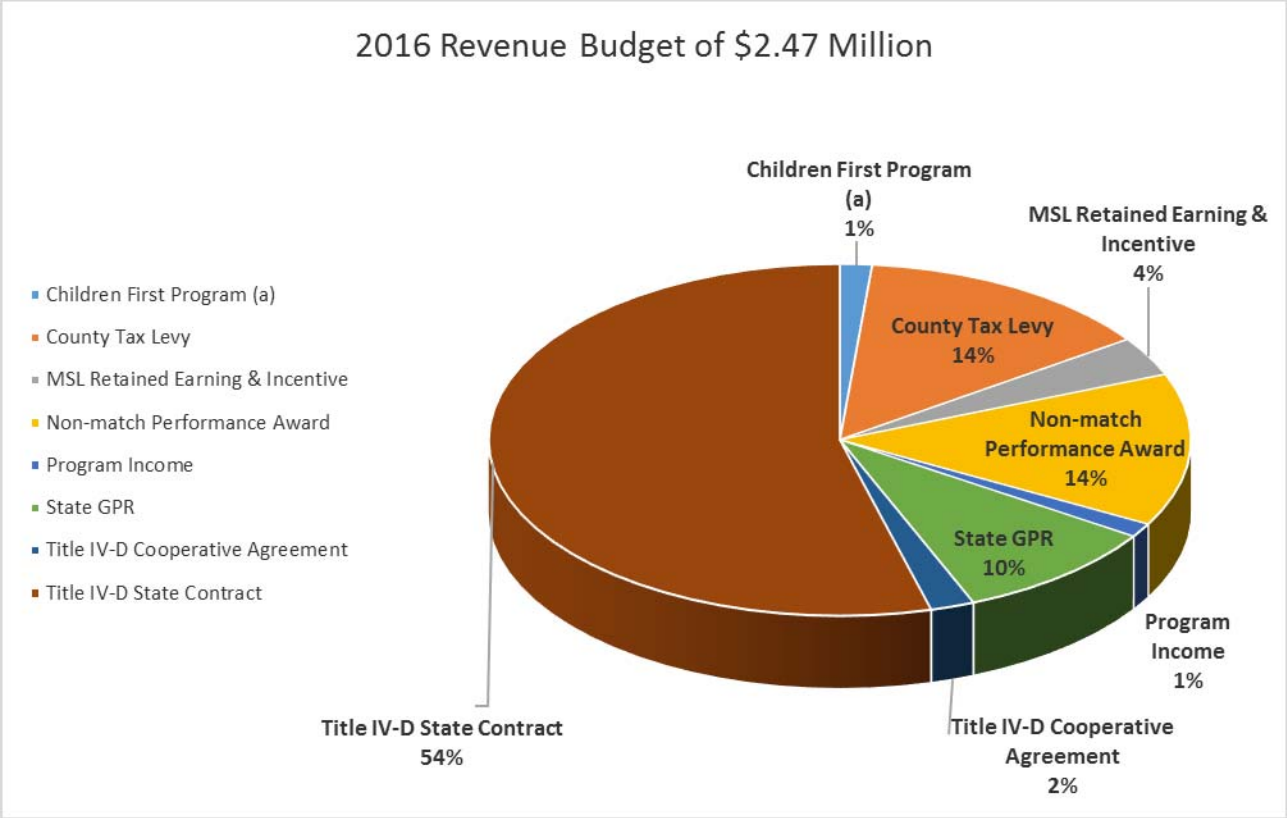
Program Highlights

Child Support revenues are budgeted to increase $19,900 or 0.8% to $2,473,700. The increase consists of $6,700 of levy and $13,220 of matching federal contract revenue. All other revenues are budgeted at 2015 levels.

Total personnel budget increases nearly $24,300 or 1.2% to $2,010,800 in 2016, mainly due to the cost of continuing 27.36 FTEs. Also, 0.05 FTE of the Corporation Counsel position is transferred from the Corporation Counsel - General program to this program area. This total was partially offset by a decrease in dental and health insurance costs due to changes in employee selection of plan options, and a decrease of 0.32 FTE in temporary extra help.

Total operating expenditure appropriation decreases about $4,400 or -1.5% to $280,900 in 2016, due to a decrease in the allocation of the paralegal and legal expenses, used to fund a contracted attorney.

Total interdepartmental expenditures appropriation is budgeted at the same amount at $182,000 as the 2015 budget. The increase in End User Technology Fund of $2,200 is offset by the reduction in the variable telephone expenses.



(a) The Children First Program (CFP) is included in the Child Support Program. The State fund is used to engage an outside vendor to assist non-custodial parents to obtain employment and to pay court-ordered child support.

The above chart represents total estimated revenue sources in 2016 budget of the Child Support Program. They are mostly funded by the Federal and State Government through the State Department of Children and Families Services. Included are a title IV-D State contract administrative reimbursement of $1,340,400, State GPR of $236,000, a non-match performance award of $347,800, a retained earning from Medical Support Liabilities (MSL) collection of $86,300, and medical support incentive of $3,000. The Children First Program is allotted for $36,400 (a). The program income of $31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2016 budget includes Tax Levy of $342,200.

Major Departmental Strategic Outcomes and Objectives for 2016

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

Objective 1: Bring increasing economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least $5.00 for every $1.00 expended. In 2014, Waukesha County exceed this goal by collecting approximately $7.70 for every $1.00 expended.

Key Outcome Indicator: In 2014, the Department of Children and Families began phasing in a new formula for fund allocation. The new formula is based upon a pay for performance approach while using the four Federal performance measures as well as a state determined fifth measure based upon federally adjusted case loads. The performance measures did not change for 2015.

The allocation for performance measure 3 (collection of current support) is based upon the county receiving approximately $.0139 for each $1.00 collected in current support. The allocation for performance measure 4 (arrears cases with a payment during the year) is based on the county receiving approximately $34.72 for each case that receives a payment on arrears during the year. Counties that have shown improvement in measures 3 and 4 from the previous year will also be rewarded with a weighted share of unallocated funds.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Court order rate	90.55%	>80%	>80%	>80%
Paternity establishment	107.92%	>90%	>90%	>90%
Child support collection rate	78.23%	>78.23%	>78.23%	>2015 rate
Arrears collection rate	74.72%	>74.72%	>74.72%	>2015 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 2014, Waukesha County earned 100% of funding by obtaining a court order rate of 90.55%. Of the $202,200 available to be earned on this measure, Waukesha County received the full amount.

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 2014, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 107.92%. Of the $202,200 available to be earned on this measure, Waukesha County received the full amount.

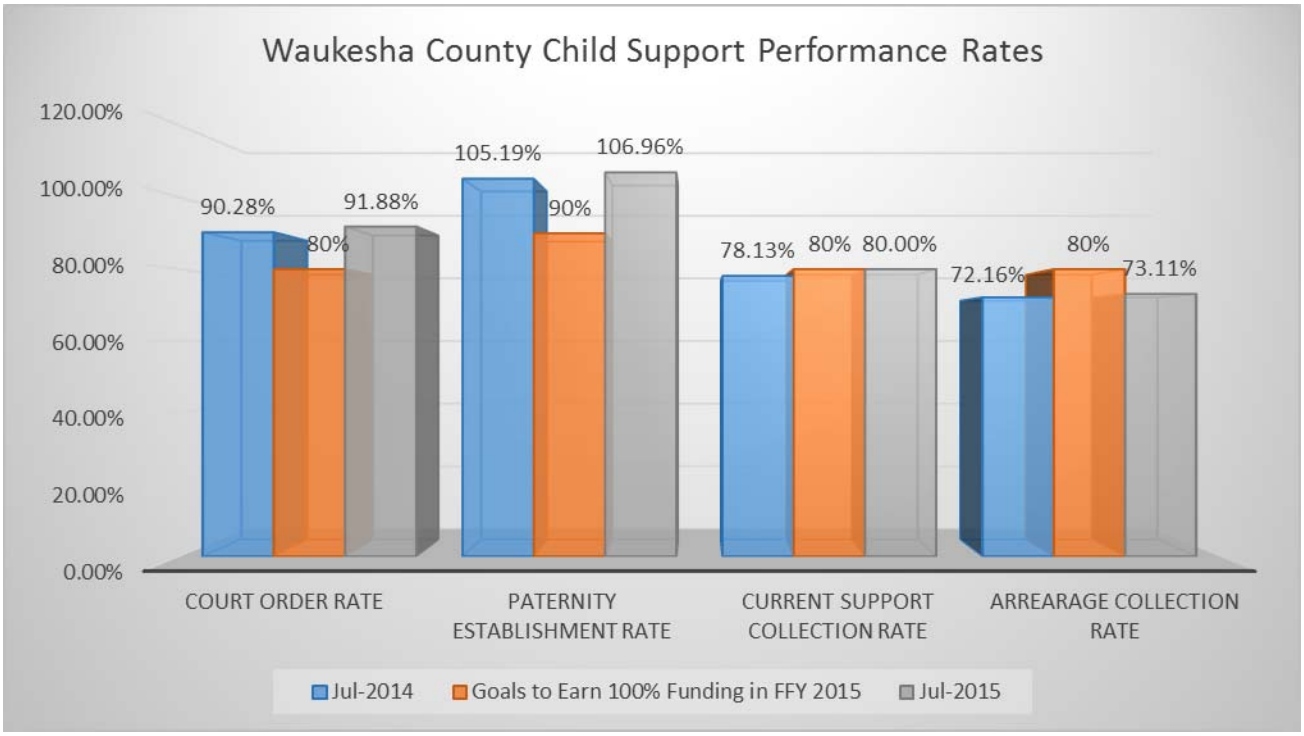
Performance Measure #3. Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support collected. This measure is cumulative over the Federal Fiscal Year. In 2014, Waukesha County achieved a collection rate of 78.23%. To obtain 100% funding on this measure, the county would have needed to reach a collection rate of 80%. Of the $266,500 available to be earned on this measure, Waukesha County received $260,900.

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 2014, Waukesha County achieved a rate of 74.72% which exceeded the prior year's rate of 74.11%. Of a possible $192,900 available to be earned, Waukesha County received $178,700. To obtain 100% of funding, Waukesha County would have needed to reach a rate of 80%.

Performance Measure #5. This measure reviews the number of open cases with activity in the last two years. The allocation is based upon a formula that will be adjusted on an annual basis with the intent that this measure will be phased out over the next several years with the funding being allocated to performance measures 3 and 4. Of the $202,600 available to be earned on this measure, Waukesha County received the full amount.

Because of the improvement in performance measures 3 and 4, Waukesha County was awarded additional federal funding passed through the state of $15,700.

The chart below exhibits the performance rates standing as of July 2015 compared to July 2014.



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

Objective 2: Focus on customer service with citizens, vendors and between staff.
Focus and review procedures to increase communication not only with citizens but with vendors and staff of the Child Support Agency (CSA) and other county agencies so that an atmosphere of cooperation is fostered.

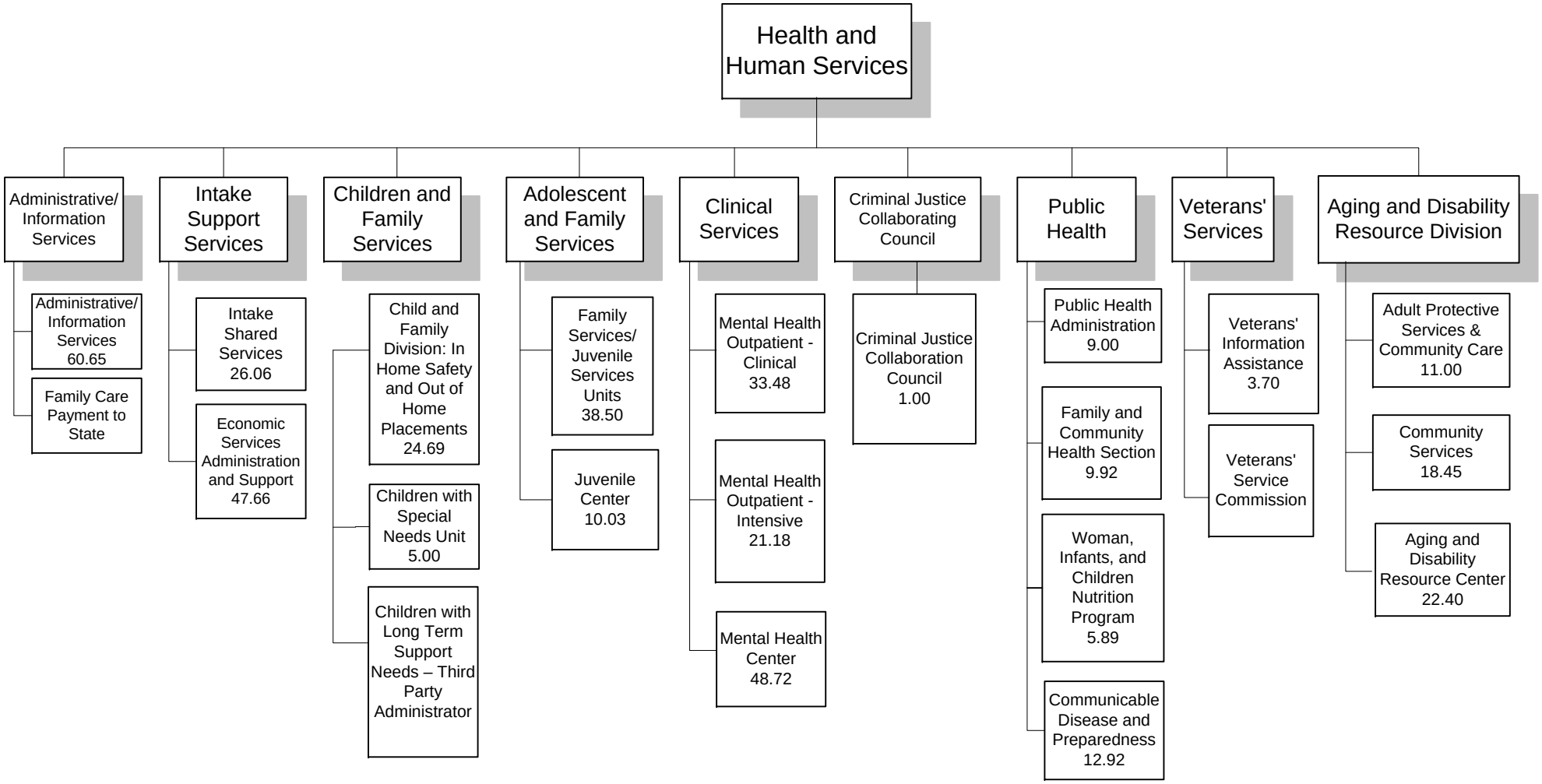
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

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

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



410.26 TOTAL FTE'S

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

Statement of Purpose:

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, 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	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
General Fund						
Revenues	$41,771,201	$42,739,227	$43,479,595	$44,436,980	$1,697,753	4%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-59%
County Tax Levy/(Credit)	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0%
Expenditures	$64,498,792	$68,351,352	$67,620,086	$69,950,099	$1,598,747	2%
Rev. Over (Under) Exp.	$2,692,560	$0	$1,471,634	$0	$0	N/A
Aging and Disability Resource Center Contract Fund						
Revenues	$3,006,497	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,006,496	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9%
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
All Funds						
Revenues	$44,777,698	$46,224,412	$46,852,113	$47,603,343	$1,378,931	3%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-59%
County Tax Levy/(Credit)	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0%
Expenditures	$67,505,288	$71,836,537	$70,992,604	$73,116,462	$1,279,925	2%
Rev. Over (Under) Exp.	$2,692,561	$0	$1,471,634	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	398.46	391.54	391.54	388.79	(2.75)	
Extra Help	15.90	14.75	14.75	18.73	3.98	
Overtime	2.50	2.74	2.74	2.74	0.00	
Total	416.86	409.03	409.03	410.26	1.23	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	$11,796,799	$11,268,276	$11,296,420	$11,247,810	($20,466)	-0.2%
County Tax Levy	($3,929,915)	($2,941,469)	($2,941,469)	($2,583,381)	$358,088	N/A
Expenditures	$7,689,792	$8,326,807	$8,432,616	$8,664,429	$337,622	4.1%
Rev. Over (Under) Exp.	$177,092	$0	-$77,665	$0	$0	N/A
Intake Support Services						
Revenues	$5,022,677	$4,636,030	$5,267,118	$4,889,393	$253,363	5.5%
County Tax Levy	$2,407,257	$2,097,488	$2,097,488	$2,326,437	$228,949	10.9%
Expenditures	$6,636,925	$6,733,518	$6,709,245	$7,215,830	$482,312	7.2%
Rev. Over (Under) Exp.	$793,009	$0	$655,361	$0	$0	N/A
Children and Family Services						
Revenues	$6,570,609	$7,486,643	$7,184,120	$8,098,867	$612,224	8.2%
County Tax Levy	$3,641,426	$3,829,207	$3,829,207	$3,528,199	($301,008)	-7.9%
Expenditures	$10,562,281	$11,315,850	$10,854,293	$11,627,066	$311,216	2.8%
Rev. Over (Under) Exp.	($350,246)	$0	$159,034	$0	$0	N/A
Adolescent and Family Services						
Revenues	$4,058,659	$4,103,778	$4,126,482	$4,113,235	$9,457	0.2%
County Tax Levy	$4,388,059	$4,352,306	$4,352,306	$3,966,493	($385,813)	-8.9%
Expenditures	$7,375,717	$8,456,084	$8,098,607	$8,079,728	($376,356)	-4.5%
Rev. Over (Under) Exp.	$1,071,001	$0	$380,181	$0	-	N/A
Clinical Services						
Revenues	$9,828,603	$10,811,118	$11,142,121	$11,226,595	$415,477	3.8%
County Tax Levy	$12,173,866	$11,756,698	$11,756,698	$11,876,420	$119,722	1.0%
Expenditures	$21,457,976	$22,567,816	$22,701,953	$23,103,015	$535,199	2.4%
Rev. Over (Under) Exp.	$544,493	$0	$196,866	$0	$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	$458,597	$310,197	$360,197	$313,681	$3,484	1.1%
County Tax Levy	$1,022,946	$1,025,862	$1,025,862	$1,055,158	$29,296	2.9%
Expenditures	$1,450,479	$1,336,059	$1,384,794	$1,368,839	$32,780	2.5%
Rev. Over (Under) Exp.	$31,064	$0	$1,265	$0	$0	N/A
Public Health						
Revenues	$1,073,127	$1,232,369	$1,164,770	$1,165,928	($66,441)	-5.4%
County Tax Levy	$2,415,646	$2,420,013	$2,420,013	$2,460,042	$40,029	1.7%
Expenditures	$3,373,894	$3,652,382	$3,407,952	$3,625,970	($26,412)	-0.7%
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	$0	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
County Tax Levy	$274,074	$284,085	$284,085	$304,626	$20,541	7.2%
Expenditures	$271,395	$297,085	$292,489	$317,626	$20,541	6.9%
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	$0	N/A
Aging and Disability Resource						
Revenues	$6,170,100	$6,594,148	$6,528,434	$6,629,975	$35,827	0.5%
County Tax Levy	$2,812,319	$2,556,788	$2,556,788	$2,483,984	($72,804)	-2.8%
Expenditures	$8,686,829	$9,150,936	$9,110,655	$9,113,959	($36,977)	-0.4%
Rev. Over (Under) Exp.	$295,590	$0	($25,433)	$0	$0	N/A
Total All H&HS Divisions						
Revenues	$44,992,171	$46,455,559	$47,083,260	$47,698,484	$1,242,925	2.7%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0.1%
Expenditures	$67,505,288	$71,836,537	$70,992,604	$73,116,462	$1,279,925	1.8%
Rev. Over (Under) Exp.	$2,692,561	$0	$1,116,911	$0	-	N/A

Position Summary All Funds (FTE)

Regular Positions	398.46	391.54	391.54	388.79	(2.75)
Extra Help	15.90	14.75	14.75	18.73	3.98
Overtime	2.50	2.74	2.74	2.74	0.00
Total	416.86	409.03	409.03	410.26	1.23

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	53.10	59.10	59.10	60.00	0.90	1.5%
Extra Help	0.50	0.50	0.50	0.50	0.00	0.0%
Overtime	0.15	0.15	0.15	0.15	0.00	0.0%
Total	53.75	59.75	59.75	60.65	0.90	1.5%
Intake Support Services						
Regular Positions	72.00	66.00	66.00	70.00	4.00	6.1%
Extra Help	0.22	0.22	0.22	2.22	2.00	909.1%
Overtime	1.07	1.07	1.07	1.50	0.43	40.2%
Total	73.29	67.29	67.29	73.72	6.43	9.6%
Children and Family Services						
Regular Positions	29.00	30.00	30.00	29.00	-1.00	-3.3%
Extra Help	0.12	0.12	0.12	0.62	0.50	416.7%
Overtime	0.07	0.07	0.07	0.07	0.00	0.0%
Total	29.19	30.19	30.19	29.69	-1.00	-3.3%
Adolescent and Family Services						
Regular Positions	61.10	55.06	55.06	48.00	-7.06	-12.8%
Extra Help	0.70	0.35	0.35	0.35	0.00	0.0%
Overtime	0.70	0.61	0.61	0.18	-0.43	-70.5%
Total	62.50	56.02	56.02	48.53	-7.49	-13.4%
Clinical Services						
Regular Positions	92.68	92.80	92.80	93.21	0.41	0.4%
Extra Help	9.23	8.27	8.27	9.34	1.07	12.9%
Overtime	0.51	0.84	0.84	0.84	0.00	0.0%
Total	102.42	101.91	101.91	103.39	1.48	1.4%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	36.84	34.84	34.84	34.84	0.00	0.0%
Extra Help	2.32	2.48	2.48	2.89	0.41	16.7%
Overtime	-	-	-	-	0.00	N/A
Total	39.16	37.32	37.32	37.73	0.41	1.1%
Veterans' Services						
Regular Positions	3.70	3.70	3.70	3.70	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	3.70	3.70	3.70	3.70	0.00	0.0%
Aging and Disability Resource						
Regular Positions	49.04	49.04	49.04	49.04	0.00	0.0%
Extra Help	2.81	2.81	2.81	2.81	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	51.85	51.85	51.85	51.85	0.00	0.0%
Total All H&HS Divisions						
Regular Positions	398.46	391.54	391.54	388.79	-2.75	-0.7%
Extra Help	15.90	14.75	14.75	18.73	3.98	27.0%
Overtime	2.50	2.74	2.74	2.74	0.00	0.0%
Total	416.86	409.03	409.03	410.26	1.23	0.3%

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	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$31,000,561	$31,207,385	$31,713,481	$32,596,135	$1,388,750	4.5%
Fine/Licenses	$348,931	$390,000	$348,931	$371,112	($18,888)	-4.8%
Charges for Services	$6,948,702	$8,022,515	$8,631,789	$8,705,496	$682,981	8.5%
Interdepartmental	$9,933	$3,565	$3,425	$3,415	($150)	-4.2%
Other Revenue	$3,463,074	$3,115,762	$2,781,969	$2,760,822	($354,940)	-11.4%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-58.8%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	**0.1%**
Total Revenues Sources	**$67,191,352**	**$68,351,352**	**$69,091,720**	**$69,950,099**	**$1,598,747**	**2.3%**
Expenditures						
Personnel Costs	$31,111,311	$31,733,249	$31,384,618	$32,569,485	$836,236	2.6%
Operating Expenses	$29,987,180	$33,102,827	$32,740,609	$33,853,189	$750,362	2.3%
Interdept. Charges	$3,360,359	$3,515,276	$3,494,859	$3,512,425	($2,851)	-0.1%
Fixed Assets	$39,942	$0	$0	$15,000	$15,000	N/A
Total Expenditures	**$64,498,792**	**$68,351,352**	**$67,620,086**	**$69,950,099**	**$1,598,747**	**2.3%**
Rev. Over (Under) Exp.	$2,692,561	$0	$1,471,634	$0	$0	**N/A**

Position Summary (FTE)					
Regular Positions	374.06	366.48	366.48	366.39	(0.09)
Extra Help	15.90	14.75	14.75	18.73	3.98
Overtime	2.50	2.74	2.74	2.74	0.00
Total	392.46	383.97	383.97	387.86	3.89

Major Departmental Strategic Outcomes and Objectives for 2016

Strategic Outcome: A safe county

Objective 1.1: Emergency Preparedness Skills of HHS Staff.
Protect the health and safety of citizens, by effectively and efficiently responding to emergencies by annually assessing employees' emergency preparedness skills and knowledge and provide quarterly employee training to address identified gaps. Through an annual HHS Survey, 80% of employees will agree they are prepared to respond.

Objective Owner: Public Health, Emergency Preparedness Coordinator

Initiative/Action:

1. Design survey to identify gaps. Initial survey will be through SurveyMonkey and will focus on familiarity with emergency notification systems, ability to respond to an emergency within 2 hours, staff perception of educational needs to be prepared. Potential questions include:
    a. Are you aware that all HHS employees are considered first responders for HHS in the event of an emergency?
    b. Are you familiar with the county's emergency notification system called AlertSense (formerly known as MyState)?
    c. Is your contact information current in AlertSense/MyState?
    d. Do you feel you and your family are prepared in the event you need to respond to an emergency (i.e. Are arrangements in place for dependent care, food, etc.)?
    e. Are you reasonably confident in your ability to respond to an event within approximately 2 hours, if needed?
    f. What types of training topics would help you better prepare for or respond to an emergency?
    g. What type of training format would you find most helpful? (For example, e-mailed articles, on-line training, e-mailed PowerPoint, in person presentations, other…)?
2. Implement survey by sending it to all HHS employees via e-mail each November.
3. Analyze survey results to identify knowledge and preparedness gaps based on survey answers and staff comments.
4. Determine training priorities based on the identified knowledge and preparedness gaps as well as feedback from staff regarding preferred training methods.
5. Identify the educational tool(s) such as e-mails, online trainings, articles, videos, in-person training courses, etc. that will assist in narrowing the identified gaps.
6. Implement the selected educational tool(s) and distribute appropriately to staff.
7. Enlist the assistance of the Division Managers to encourage or require their staff to participate or complete the educational materials.
8. Repeat the survey annually in November to gauge progress towards 80% goal.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Trainings Provided in person, on-line or via email	2	4
Percentage of Employees Responding to the Survey	60%	70%
Percentage of Employees Responding Affirmatively	40%	60%

Administrative Services (Cont.)

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.6: Address the Rising Prevalence of Opioid and Heroin Addiction.
Waukesha County will address the rising prevalence of opioid and heroin addiction through a comprehensive community approach to prevent the abuse and misuse of prescription drugs and opiates, and prevent death by heroin overdose. HHS will coordinate the effort utilizing the recommendations of the State's Heroin Workgroup and by providing leadership to implement the Five Pillars strategies.

Objective Owner: Heroin Task Force of HHS, Community Partners, Sheriffs, Medical Examiner, District Attorney

Initiative/Action:
1. Full array of accessible community-based substance abuse treatment and support services including the development of resources for opiate detox and recovery coaching.
2. Targeted marketing strategy to promote awareness of issue and treatment options.
3. Education of youth and families utilizing school-based resources.
4. Distribution of and training on the use of Narcan to reverse overdose.
5. Promotion of safe handling of prescription medications and use of medication collection sites.
6. Develop internet clearing house for prevention, education, treatment, resources and workplace tools to reduce opioid and heroin addiction.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Opioid and heroin related deaths	36	5% reduction
Implementation of Heroin Task Force Pillar Workgroups Plans	6	6
Increase in requests for information from Impact 2-1-1	Establish baseline	Increase 5%

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):
1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Initiative/Action (Clinical Services):
1. Develop training for clinical staff on the Illness Management and Recovery fidelity standards.
2. Expand and enhance training for clinical staff on Person Centered Planning.
3. Work with Quality Assurance and Performance Improvement staff to develop and monitor clinical program outcomes.
4. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Initiative/Action (Public Health):
1. Develop a quality improvement plan.
2. Train all staff on quality improvement concepts and the Public Health Division's plan.
3. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
4. Develop a system to assess policies and procedures.
5. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Administrative Services (Cont.)

Performance Measure:

Measure	2015 Estimate	2016 Goal
Policies and Procedures Assessed for Quality Improvement	3 for A & F 3 for PH	5 for A & F 5 for PH
Quality Improvement Projects Initiated and/or Completed	1 for A & F 1 for PH 1 for Clinical	1 for A & F 1 for PH 1 for Clinical
Pre and Post Test Improvement Ratio	50% for A & F 50% for PH	75% for A & F 75% for PH
Number of Staff Trained in CQI	30	60

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill

Objective 7.3: Build a Culture of Trauma Informed Care
Raise awareness and increase knowledge of basic trauma principles and trauma informed care practices among Waukesha County employees in an effort to build a culture of trauma informed care. Over the next two years, the Department will increase the number of individuals trained and pilot a "Trauma Checklist" system among social workers.

Objective Owner: Children and Family Services, Adolescent and Family Services, Intake and Support Services, Circuit Courts

Initiative/Action:

1. Host Trauma Partnership meetings held bi- monthly to bring stakeholders together and provide training opportunities.
2. Develop a Trauma 101 curriculum and begin training all Waukesha County Department of Health and Human Services staff.
3. Provide trauma trainings for Judges, attorneys and other professionals who work with trauma affected individuals.
4. Provide surveys at the completion of trainings to gauge increased awareness, understanding and confidence in ability to perform their job in a trauma sensitive way following the training.
5. Implement "Trauma Checklist" system among social workers to increase staff diligence in providing Trauma Informed Care to clients.
6. Supervisors review staff checklists and discuss strengths and weaknesses; provide feedback on how worker could make more use of trauma techniques.
7. Utilized regular supervision to probe staff about trauma matters and evaluate staff skill level in this area.
8. Staff to provide evidence of increased knowledge of trauma matters by incorporating these elements into regularly scheduled casework discussions with their supervisor.
9. Develop a HHS Secondary Trauma workgroup to create policy and practice for addressing ongoing trauma reactions, serious incidents and crises involving staff.
10. The "Trauma Checklist" will be completed in all Primary CAN Investigations and case openings by the Intake and Shared Services Division.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Individuals Trained	200	300
Trauma Informed Care Checklists Utilized in Case Management	20% in C & F	30% in C & F
Trauma Informed Care Checklists completed during CAN investigations or case openings	90%	98%

Administrative Services (Cont.)

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.

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill

Objective 7.2: The Department will modify current business policies to better meet customer needs, reduce denied claims, and improve revenue cycle integrity
The Department will modify current business policies by analyzing staff utilization and implementing inter-divisional initiatives to meet customer needs. The Department will utilize electronic technology to improve service delivery and maximize funding. The Department will focus on the following areas: reduction in denied claims, increase in customer satisfaction, improve revenue cycle integrity.

Objective Owner: Administrative Services, Department of Administration Information Technology Division, Public Health, Clinical Services

Initiative/Action:
1. Review the use of additional denial reason codes, analyze data, determine and implement new process for the adjudication of denied claims; measure progress.
2. Track the reason codes for the denied medical claims and use the integrated system of electronic medical records, case management and scheduling to reduce denied claims.
3. Review, analyze and enhance intake process to collect appropriate billing/claims management documentation.
4. Review scheduling practices to assure the maximization of practitioner's available time
5. Review and evaluate the implementation of an automated appointment reminder telephone call system.
6. Develop informatics data analysis of payment patterns to evaluate payer performance, analysis data to industry benchmark and implement a plan to engage our payer in resolving deviations.
7. Provide service program supervisors with denied claim information at monthly budget driver meetings.
8. Provide and support community-based staff with tools needed to expedite services delivery and billing using electronic records technology.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Reduction in Denied Claims	Baseline Year	Decrease 5%
Increase in Practitioner/Client Time Through Improved Scheduling Management	Baseline Year	Increase 5%

Administrative Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**53.75**	**59.75**	**59.75**	**60.65**	**0.90**
General Government	$8,631,874	$8,510,338	$8,563,170	$8,539,872	$29,534
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$22,137	$23,000	$22,500	$23,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$524,670	$168,320	$144,132	$168,320	$0
Appr. Fund Balance	$113,500	$62,000	$62,000	$12,000	($50,000)
County Tax Levy (Credit)	**($3,929,915)**	**($2,941,469)**	**($2,941,469)**	**($2,583,381)**	**$358,088**
Total Revenues	**$5,362,266**	**$5,822,189**	**$5,850,333**	**$6,159,811**	**$337,622**
Personnel Costs	$3,987,318	$4,410,467	$4,248,159	$4,428,536	$18,069
Operating Expenses	$430,933	$582,841	$854,471	$895,192	$312,351
Interdept. Charges	$766,922	$828,881	$825,368	$836,083	$7,202
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,185,173**	**$5,822,189**	**$5,927,998**	**$6,159,811**	**$337,622**
Rev. Over (Under) Exp.	$177,093	$0	($77,665)	$0	$0

Program Highlights

General Government revenues include about $7,606,500 of State Community Aids Basic County Allocation (BCA) funding, which is an increase of $11,100 from 2015 due to the State allocation to counties. General Government revenues also include the recapture of administrative cost recovery reimbursement expected from the Aging and Disability Resource (ADRC) contract, which remains unchanged at almost $656,700. In addition, revenue from the Public Health grants increase $14,400 mainly related to a $42,700 increase in the Emergency Government salary and benefits claimed in the Preparedness Grant and a $10,700 increase in indirect cost recovery from the Citi Readiness grant; offset by a $38,900 reduction from the Women's Infants and children (WIC) Grant indirect costs. The state/federal Income Maintenance revenue budgeted at $115,000, is unchanged from the 2015 budget.

Charges for services revenue from record copy services is budgeted at $23,000 is unchanged from the 2015 budget.

Other Revenues are budgeted to remain unchanged at about $168,300. This includes the State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursement-based cost claim of $99,500, which is budgeted to remain at the 2002 Maintenance of Effort level.

Fund Balance appropriation decreases by $50,000 to $12,000, based on a planned phase-down of General Fund balance use.

Personnel costs increase by about $18,100 to reflect a net cost to continue for the 60.65 FTE staff. This division is also requesting abolishment of 2.0 FTE Senior Administrative Specialists in the Business Application Support unit and a 1.0 FTE Fiscal Assistant in the Accounting Services unit and is creating 3.0 FTE Program and Projects Analyst. These changes are necessary to meet the increased technology of our healthcare billing environment. In addition, the division is creating a 1.0 FTE Public Communications Coordinator position to provide community outreach, education and coordination of services with community partners. Also, 0.10 FTE of a Clinical Director position is transferred to the Mental Health Division.

Operating expenses increase by about $312,400 to approximately $945,200, mainly from an increase in contracted services of about $265,500 for Netsmart maintenance and licensure fees, and contracted temporary staffing of $13,200 to assist with the CORE project implementation. New computer equipment is budgeted at $33,700.

Interdepartmental charges are higher by $7,200 mainly due to increased allocations of about $42,300 for end user technology computer maintenance and decreased legal charges of about $41,000 to line up HHS budgeted expense with Corporate Counsel budgeted revenue. In addition, Workers Compensation increased over $8,500 due to an increase in the risk management insurance allocation.

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2016 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

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 protective 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.

Strategic Outcome: An Economically Vibrant County

Objective 2.2: Reducing Child Care Barriers to Employment
Provide safe, affordable and accessible child care services to the citizens of Waukesha County in order to reduce barriers to employment.

Objective Owner: Intake and Support Services

Initiative/Action:
Provide initial startup training and resource support to small business owners in Waukesha County in order to create certified child care providers.

1. Market small business owner's quality and reliable daycare services to the community.
2. Connect working individuals with quality child care services in Waukesha County.
3. Provide resource challenged families with appropriate cost effective interventions to reduce barriers to employment.
4. Develop efficiencies for time sensitive processing of Wisconsin Shares childcare applications.

Performance Measure:

Measure	**2015 Estimate**	**2016 Goal**
DCF Timeliness Month to Month Report	72.32%	85%
IM Project Call Center Average Speed to Answer	5 minutes	5 minutes

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action (Intake and Support Services):

1. Share referral policies and forms with MEs Office.
2. Upon receipt of referral, Intake and Support Services Supervisor will assign Intake and Support social worker to follow-up within 2 business days.
3. Meet bi-monthly to assess response and identify opportunities for quality improvement.

Performance Measure:

Measure	**2015 Estimate**	**2016 Goal**
Response time following Notification of Death	5 business days	2 business days

Intake and Shared Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**21.63**	**21.63**	**21.63**	**26.06**	**4.43**
General Government	$1,209,335	$1,315,979	$1,312,696	$1,327,566	$11,587
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$15,477	$0	$4,598	$2,100	$2,100
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,860	$2,800	$2,800	$2,800	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,891,901**	**$1,675,165**	**$1,675,165**	**$2,039,790**	**$364,625**
Total Revenues	**$3,119,573**	**$2,993,944**	**$2,995,259**	**$3,372,256**	**$378,312**
Personnel Costs	$1,746,002	$1,730,467	$1,743,370	$2,091,168	$360,701
Operating Expenses	$1,073,148	$1,184,204	$1,102,954	$1,207,575	$23,371
Interdept. Charges	$88,461	$79,273	$78,227	$73,513	($5,760)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,907,611**	**$2,993,944**	**$2,924,551**	**$3,372,256**	**$378,312**
Rev. Over (Under) Exp.	$211,962	$0	$70,708	$0	$0

Program Highlights

General Government revenues are budgeted to increase by $11,600, related to the addition of about $14,900 as a result of the Foster Parent Pre-service Training revenue being realigned to the Intake and Shared Services from the Child and Family Division; a $4,000 increase in Day Care Administration funds; offset by a $7,300 decrease in Kinship revenue. General Government revenues include: the State Basic County Allocation budgeted at $370,100 for Child Day Care and state funding for the Promoting Safe and Stable Family (PSSF) program budgeted at $95,200 and the Child Care Administration Allocation of $207,000 includes recoupment of indirect costs of $40,600.

Charges for Services are budgeted to increase by $2,100. This is a minimal fee collected from Voluntary Kinship Providers for the charge to run their background check annually.

Personnel costs increase by about $360,700 to $2,091,200 with an overall increase of 4.43 FTE. Two of the FTE are from the Child and Family Division to conduct licensing and provide training for foster parents. The realignment of staff will allow for licensing and training needs to be identified at an earlier stage, and continuity of ongoing services. 1.0 FTE is being moved from Adolescent and Family, and another 1.0 FTE Limited Term employee position was created to provide second and third shift after hours crisis child protective services. Also, overtime is 0.43 FTE is also time shifted from the Juvenile Center to cover weekend and holiday crisis services.

Operating expenditures increase about $23,400 primarily due to a $23,100 increase for the Foster Parent Pre-Service Training realigned to Intake and Shared Services from the Child and Family Division related to staff transferred to this program; and a $16,900 increase for legal notices to closer reflect the prior year actuals. This is partially offset by a $10,900 reduction of transportation costs based on the current and prior year trend and a $6,400 reduction in the Kinship State allocation.

Interdepartmental charges decrease about $5,800 to $73,500. This is primarily due to a decrease in End User Technology fees.

Intake and Shared Services (cont.)

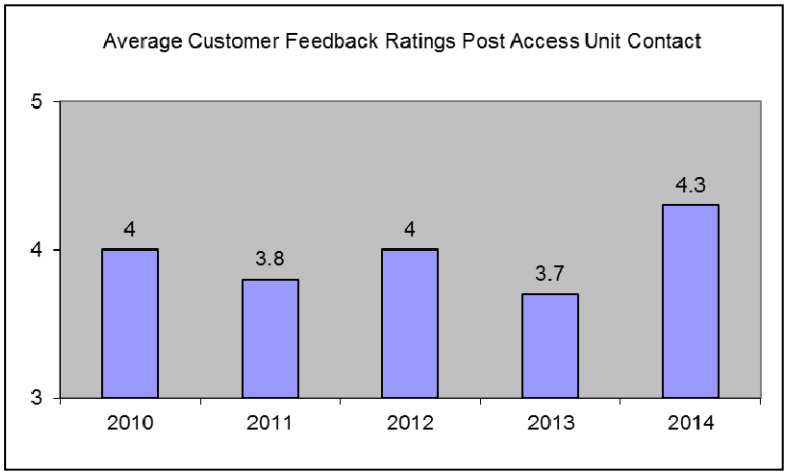
Program Activities

Activities-(Workload data)	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Intake (Access) # of Referrals	5,487	4,900	5,596	5,500	600
Child Abuse/Neglect Reports	2,265	2,000	2,726	2,000	0
Children Assessed For Abuse/Neglect	677	790	728	700	(90)
% of assessments completed within 60 days from date of referral*	96.3%	100%	93.5%	100%	0
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments/Reassessments	188	150	200	200	50
Kinship Care Funded Placements of children (Avg. Monthly)	190	220	225	225	5
Kinship Care Waiting List, # of children	0	0	0	0	0
Crisis Intervention: Child Protective /Health Welfare # of contacts	455	400	500	500	100
Crisis Respite Child Day Care, # of children	117	150	138	150	0
Family Day Care: # Certified Homes	29	40	40	40	0
Volunteer Transportation: Miles Driven	74,357	110,000	85,000	90,000	(20,000)

*eWiSACWIS Dashboard Report (448/498)

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

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 responsib ility 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. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program. ES services are provided by permanent staff at the Human Services Center. Patient Protection and Affordable Care Act (PPACA) sunset positions currently housed at the Workforce Development Center are processing the additional volume of Medicaid and BadgerCare applications that resulted from the inception of the Affordable Care Act.

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.7: Provide Economic Support Services Efficiently through Moraine Lakes Consortium
Provide Economic Support Services (FoodShare, Medical Assistance, Childcare) timely and efficiently through utilization of the Moraine Lakes Consortium call center and monthly review of measurement data obtained through the Income Maintenance Project Daily Call Statistics and Ongoing Caseload Monitoring Reports.

Objective Owner: Economic Support

Initiative/Action:

1. Review performance data monthly in the Moraine Lakes Operations team meetings and through analysis of these data reports, adjust processes and work assignments to increase call center and case processing performance.
2. Present performance data bi-monthly to the Moraine Lakes Directors and obtain feedback and approval for the implementation of new processes to assist in continuous improvement efforts.

Performance Measure:

Measure	2015 Estimate	2016 Goal
IMMR Application Timeliness Report	97% of applications processed within 30 days	98%
IM Project Call Center Statistics Report	5 minutes average speed of answer	5.0 minutes

Economic Services Administration and Support (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**51.66**	**45.66**	**45.66**	**47.66**	**2.00**
General Government	$3,763,933	$3,291,251	$3,885,167	$3,528,427	$237,176
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$31,996	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$31,072	$26,000	$29,861	$28,500	$2,500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$515,356**	**$422,323**	**$422,323**	**$286,647**	**($135,676)**
Total Revenues	**$4,310,361**	**$3,739,574**	**$4,369,347**	**$3,843,574**	**$104,000**
Personnel Costs	$3,008,587	$3,066,249	$3,061,219	$3,252,338	$186,089
Operating Expenses	$550,318	$470,277	$525,998	$394,477	($75,800)
Interdept. Charges	$170,409	$203,048	$197,477	$196,759	($6,289)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,729,314**	**$3,739,574**	**$3,784,694**	**$3,843,574**	**$104,000**
Rev. Over (Under) Exp.	$581,047	$0	$584,653	$0	$0

Note: The 2015 Adopted budget included funding for 5.0 FTE Economic Support Specialist positions (10 positions were budgeted to end June 30, 2015) to assist with the Patient Protection and Affordable Care Act (PPACA). The County Board of Supervisors approved enrolled ordinance 169-094, in Feb of 2015, related to the extension of funding to maintain 8 of the Economic Support Specialist PPACA positions for 2015. 4.0 FTE of the PPACA positions are budgeted for in 2016. These positions will sunset as the funding is reduced or terminated.

Program Highlights

General Government revenues increase by $237,200 to $3,528,400, primarily related to an $187,100 increase in Income Maintenance. This includes $169,400 of additional supplemental funding for Food Share Employment and Training (FSET) for able-bodied adults without dependents (ABAWD) Supplemental Funding that was allocated in 2015 and continues in the 2016 budget year. Also, the state/federal Income Maintenance (IM) funding base funding is increased by $88,700. This is offset by a reduction of $71,000 in Patient Protection Affordable Care Act (PPACA) revenue as the PPACA funding is being extended but reduced in 2016. Also, the State allocation for Child Care Administration increases by $43,900 to $214,700. The purpose of this State allocation is to determine child care eligibility, child care eligibility redetermination, child care authorization, provider and client fraud prevention and certification.

Personnel costs increase by $191,000 mainly related to the creation of 2.0 FTE Economic Support Specialist positions utilizing the additional IM Allocation funds created by the FSET ABAWD supplemental funding. In addition, a 1.0 FTE Economic Support Specialist position in the PPACA program is reduced or sunset and is replaced by a 1.0 FTE Extra Help in the PPACA program, to facilitate the reduction of these positions as the funding is being decreased. This increase also includes the cost to continue increase for the 47.66 FTE positions.

Operating expenses are budgeted to decrease by $75,800 to $394,500, partly due to the termination of the lease with the Workforce Development Center on Dec. 31, 2015, which will eliminate rent expenses of $41,300. Remaining PPACA staff at that location will be moved to the HHS building at that time. Also, a reduction of $32,500 is made to contracted services which was for additional Economic Support Specialist staff time, which will not be needed as a result of the addition of the 2.0 FTE new positions in personnel.

Interdepartmental charges decrease by $6,300, due to a decrease in the End User Technology Fund (EUTF) computer maintenance cost allocation as a result of a reduction in the number of PPACA staff as this funding is being phased out.

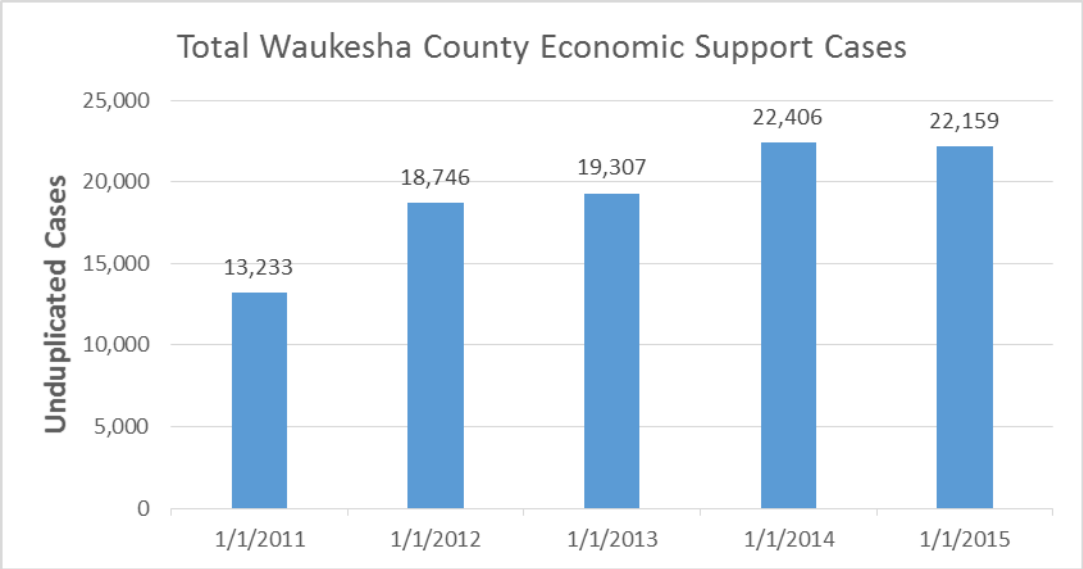
Economic Services Administration and Support (cont.)

Program Activities

Activity

Waukesha County Economic Support Caseload Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total unduplicated caseload (a)	22,321	22,400	22,500	22,700	300
Total Medical Assistance cases (b)	18,420	18,500	18,800	18,800	300
Total Food Share Cases (c)	10,208	10,000	10,200	10,200	200
W-2 Child Care Average Monthly Cases (d)	761	880	820	820	-60
Call Center average speed of answer (e)	4.8 minutes	5 minutes	5 minutes	5 minutes	0
Application processing timeliness (e)	97.65%	95%	97%	98%	0

(a) WEBI Income Maintenance Management Report – Active Case Summary;
(b) WEBI Income Maintenance Management Report – IM Case Summary Report
(c) WEBI Income Maintenance Management Report – IM Case Summary Report
(d) WEBI Automated Case Directory – Child Care Case County Summary Report
(e) State benchmarks average speed of answer is 12 minutes and application processing at 95% minimum



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

Program Description

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with 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.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.4: Develop/Utilize Community Resources to Serve Children with Special Needs
As a result of an increase in the complexity of the special needs of children in Waukesha County, the Department will identify, develop and/or utilize various community resources to most effectively serve and safely maintain children with chronic, disabling special needs safely in their communities. Success will be measured by parental satisfaction surveys as well as maintaining Waukesha County's low ratio of children served in out of home care settings.

Objective Owner: Children and Family Services

Initiative/Action:

1. Facilitate quarterly Special Services Advisory Committee meetings to gather community input and review resources and identified needs.
2. Develop community services in coordination with private agencies and partnering county agencies to increase the at home and community based service array.
3. Attend state, regional workgroups to advocate for funding, allocations and policies.
4. Collect and analyze data utilizing the Program Participation System to determine unmet needs and trends in target groups in order to provide feedback to community partners regarding service gaps and resource needs.
5. Determine potential community partners, identify programs and services provided by partners to match programs and services to identified needs/target groups.
6. Distribute annual parent satisfaction surveys.
7. Create and distribute resource guide to families on waiver waiting list in order to minimize crisis development.
8. Extend "child find" efforts to improve identification of children qualifying for Birth to Three services.

Performance Measure:

Number of Child Out-of-Home Placements as Compared to Similar Sized County Per One Thousand Residents			
County	Child Population/# of kids in out of home care	2015 percent	2016 percent
Brown	62,163 / 471	0.76	
Kenosha	41,043 / 508	1.24	
Milwaukee	234,315 / 3434	1.47	
Dane	108,126 / 695	0.64	
Racine	46,976 / 435	0.93	
Waukesha	89,424 / 178	0.20	maintain

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

Measure	2015 Estimate	2016 Goal
Parent Satisfaction Rating	70%	80%

Objective 5.5: Improve Trauma Assessments thus Improving Permanency Outcomes
The Department will enhance the health, safety and wellbeing of the children and families they serve, by improving trauma assessments, teaming, and planning, thus improving permanency outcomes as evidenced by decreased time in out of home care and a reduction in system re-entries.

Objective Owner: Children and Family Services

Initiative/Action:

1. Participate in the year-long "Breakthrough Series Collaborative" to improve the use of Child and Adolescent Needs and Strengths (CANS)/Family Assessment of Needs and Strengths (FANS) with families.
2. Increase knowledge of trauma in relative caregivers, foster parents and biological parents through trainings and direct interventions.
3. Increase the knowledge of CANS/FANS assessments in relative caregivers, foster parents and biological parents through training and direct interventions.
4. Utilize the post reunification program to increase supports and services to at-risk reunified families.
5. Reassess and/or develop programs to support an improved assessment process and teaming for parents and foster parents/relative caregivers.
6. Provide increased training on teaming and CANS/FANS trauma assessments for all on-going CPS social workers.
7. Develop supervisory tools and structure to improve oversight and quality reviews of worker's practice in assessments and teaming.
8. Develop review panel for any re-entry cases to look for systemic improvements.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Positives Response Rate to CANS Survey	3.5 of 5	4.5
Minimize Time Spent in Temporary Homes	53% reunify in 12 months 81% guardianship in 24 months 76% adoption in 24 months	60% reunify in 12 months 85% guardianship in 24 months 80 % adoptions in 24 months
Increase/maintain Stability of Placement Homes	89% 2 placements or less in 12 months 81% 2 placements or less in 13-24 months	90% 2 placements or less in 12 months 85% 2 placements or less in 13-24 months
Decrease in System Re-Entry Rates	21.5% re-entry rate	15% or less

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**24.69**	**24.69**	**24.69**	**24.69**	**0.00**
General Government	$356,890	$371,512	$495,726	$512,847	$141,335
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$134,660	$166,000	$158,900	$168,325	$2,325
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$93,618	$86,000	$97,852	$86,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$3,596,873**	**$3,667,266**	**$3,667,266**	**$3,636,647**	**($30,619)**
Total Revenues	**$4,182,041**	**$4,290,778**	**$4,419,744**	**$4,403,819**	**$113,041**
Personnel Costs	$2,067,267	$2,118,029	$2,185,096	$2,115,716	($2,313)
Operating Expenses	$2,130,905	$1,889,546	$2,110,222	$1,990,362	$100,816
Interdept. Charges	$269,635	$283,203	$265,109	$297,741	$14,538
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,467,807**	**$4,290,778**	**$4,560,427**	**$4,403,819**	**$113,041**
Rev. Over (Under) Exp.	($285,766)	$0	($140,683)	$0	$0

Program Highlights

General Government revenues overall increased by $141,300 to $512,800. This is mostly due to a $94,800 increase in State Community Aids funding allocation related to a change allowing children with an Individualized Education Plan (IEP) to remain in foster care and receive funding through age 21 instead of age 19, as well as to offset the increase in the base foster care rate. Also, there is a new $90,000 increase for the Post Reunification Program to reduce re-entry into out of home care placements by enhancing support services to assist the families and prevent the recurrence of abuse. This is offset by a $26,500 reduction in Residential Care Center/ Healthcheck Pass Thru funding that has been eliminated by the state. In addition, approximately $15,000 of the Foster Parent Pre-Service Training revenue is transferred from this program to the Intake and Shared Services program, due to the realignment of the Foster Care program. General Government revenues also includes $40,419 in IV-E Legal Reimbursement which remains the same as the previous year.

Charges for Services are budgeted to increase slightly with the 2016 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 decrease slightly by about $2,300. The FTE count remains at the 2015 level at 24.69 in this program area. However, the 2016 budget includes transferring out two social worker positions to Intake and Shared Services program. This is offset by the addition of 1.0 FTE clinical therapist who will address the need for comprehensive mental health/AODA and crisis screening, assessment and treatment for children that need ongoing child protective services (CPS). Also, a 0.50 FTE Social Worker was transferred in from Children with Special Needs. In addition temporary extra help is increased by 0.50 FTE.

Operating expenditures are budgeted to increase by about $100,800 to $1,990,400. This includes an increase of $100,000 for Residential Care Center expenditures due to the continued trend of higher out of home placement needs. In addition, $35,000 of the increase is related to direct costs associated with the new Post Reunification Program contract services; and, $25,000 of the increase is related to programing needs for children at risk. These increases are offset by Foster Parent Pre-Service Training expenditures of approximately $32,000 that were transferred from Children & Family Division: In-home Safety/Out of Home Placement Services division to Intake and Shared Services, to realign expenses based on the staff who are providing these services. Also, Residential Care Center/Healthcheck pass through expenses are reduced $26,500.

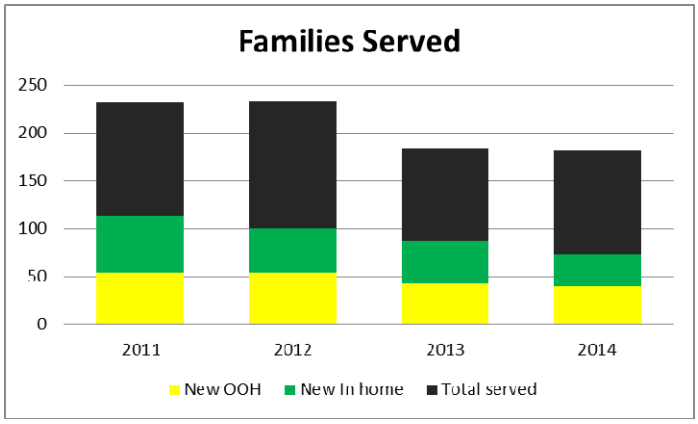
Interdepartmental costs increase by about $14,500 mostly due to EUTF costs which are based on the number of devices utilized by the staff.

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

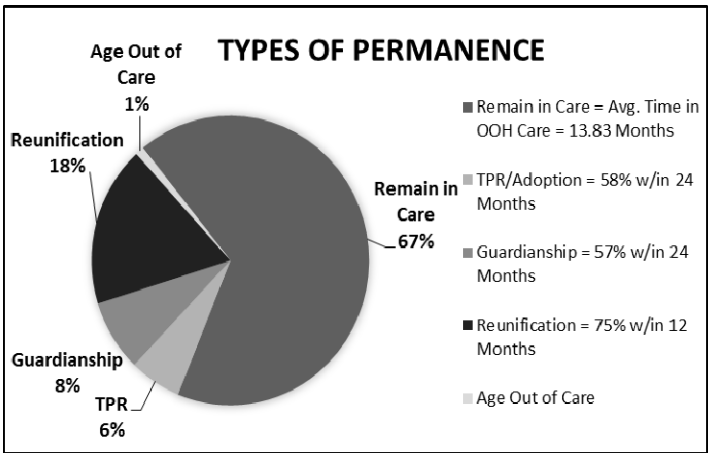
Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total foster care					
Days of Care	25,980	22,084	23,874	21,441	(643)
Foster Care expenditures	510,334	432,896	451,712	432,896	0
Total group homes					
Days of Care	0	75	56	75	0
Group Homes Care expenditures	0	15,000	8,750	15,000	0
Total Residential Care Centers					
Days of Care	1,262	877	1,547	1,210	333
Residential Care Centers expenditures	567,153	436,000	664,936	536,000	100,000
Terminations of parental rights (# of cases)	18	10	18	15	5

Child and Family Unit Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # Families Served	182	205	190	195	(10)
Total children in:					
Foster care	105	133	110	125	(8)
Group homes	0	1	0	1	0
Residential care	5	5	5	5	0
Number of new cases	73	90	90	95	5
In home	40	45	50	50	5
Out of home	33	45	40	45	0
Average length of time in out of home Care = 13.83 months					



Note: New OOH = Number of New Cases Out of Home
New in Home = Number of New Cases In Home
Total served = Total # Families Served.



Children with Special Needs Unit

(Includes Birth to Three Program)

Program Description

The Children with Special Needs unit includes the following three (3) program areas. One of these areas is the Birth to Three program, which is a public/private partnership with Lutheran Social Services (LSS) that 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.

Another area includes the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) that 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.

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.50**	**5.50**	**5.50**	**5.00**	**(0.50)**
General Government	$2,014,023	$2,255,724	$2,291,058	$2,312,215	$56,491
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$180,416	$199,482	$232,322	$203,482	$4,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$200,031	$431,601	$264,374	$265,720	($165,881)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$44,553**	**$161,941**	**$161,941**	**($108,448)**	**($270,389)**
Total Revenues	**$2,439,023**	**$3,048,748**	**$2,949,695**	**$2,672,969**	**($375,779)**
Personnel Costs	$435,979	$453,935	$452,507	$409,933	($44,002)
Operating Expenses	$2,022,789	$2,551,532	$2,154,190	$2,220,591	($330,941)
Interdept. Charges	$44,735	$43,281	$43,281	$42,445	($836)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,503,503**	**$3,048,748**	**$2,649,978**	**$2,672,969**	**($375,779)**
Rev. Over (Under) Exp.	($64,480)	$0	$299,717	$0	$0

Program Highlights

In response to a Federal mandate changes are pending regarding Autism Waiver Services becoming Medicaid card services and no longer being funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government revenues increase by $56,000 to $2,312,215 due to an increase in CLTS indirect cost reimbursement of $36,200 and CLTS Case Management revenue of $85,000, less a decrease in Local Match revenue of $65,000. The 2016 budget also includes the Family Support Program (FSP) allocation of $255,300 and the Birth to Three Program allocation of $547,900.

Other revenues decrease by about $165,900 to $265,700 due to a decrease 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 as more providers are billing directly to the Third Party Administrator (TPA).

Children with Special Needs Unit (cont.)

Personnel costs decrease by about $44,000, due to realignment of staff between Child & Family and Family Services Divisions. This results in 0.50 FTE transfer from the CLTS budget to the In-home Safety/Out of Home Placement Services. Personnel costs also includes the cost to continue.

Operating expenditures incurred a net decrease of about $330,900 to $2,220,600, primarily due to the reductions of $100,000 in Local Match expenditures, $40,000 in State of WI DD Centers, and $25,000 in contracted services. The other reduction is to the expenditures related to CLTS services where the county pays the provider and bills the TPA for reimbursement. This is reduced by $165,900 as efforts have been made to have providers bill the TPA directly for services. The reduction in expense is offset by the reduction in revenue, as this is a pass through.

Interdepartmental costs decrease by about $800 as a result of a reduction in the end user technology computer charges based on the number of devices assigned to the program.

Program Activities

(Includes Birth to Three Program)

Birth to Three Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # children enrolled on Oct. 1st	218	235	235	240	5
Total # children served in B-3	516	591	535	550	(41)
Total # children served in Trauma At-risk	45	44	45	45	1
Total # children served in Centralized Intake	636	750	675	700	(50)

Percentage of children 5 and under served in Waukesha County = 842 kids served in Centralized Intake, at risk and B-3 – Waukesha County population 5 and under = 20,409 = 4% of WC population 5 and under served (US Census Bureau).

Childrens Long Term Support (CLTS) Waiver Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # of Children Served:	538	585	575	585	0
Autism Waiver	238	250	245	250	0
Non-autism Waiver	160	195	190	195	0
Family Support Program	140	140	140	140	0
Number of New Autism Waiver Slots	22	30	25	*Unknown	N/A
Number of Closed Autism Waiver Slots	19	15	18	*Unknown	N/A
Number of new non-autism cases	66	25	40	40	15
Number of closed non-autism cases	10	25	10	30	5
Number of kids on waiting list for Family Support Program or waiver support	258	400	288	348	(52)

*Future estimates of children served will be impacted by State mandated changes.

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 Third Party Administrator (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).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$3,590,971	$3,976,324	$3,643,888	$4,550,278	$573,954
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,590,971**	**$3,976,324**	**$3,643,888**	**$4,550,278**	**$573,954**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$3,590,971	$3,976,324	$3,643,888	$4,550,278	$573,954
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,590,971**	**$3,976,324**	**$3,643,888**	**$4,550,278**	**$573,954**

Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Changes are pending at the State in response to a Federal mandate regarding Autism Waiver Services becoming Medicaid card services and no longer being funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government pass through revenues and related expenses increase by $573,900 related to the additional funding from the State of Wisconsin to serve additional children with long term support needs. There is no tax levy impact to this transaction as the revenue and expenses are pass through as required by the State of Wisconsin and are informational only transactions.

Family Services & Juvenile Services

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.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):

1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Policies and Procedures Assessed for Quality Improvement	3	5
Quality Improvement Projects Initiated and/or Completed	1	1
Pre and Post Test Improvement Ratio	67%	75%

Family Services & Juvenile Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**39.50**	**39.50**	**39.50**	**38.50**	**(1.00)**
General Government	$3,633,394	$3,655,426	$3,658,134	$3,636,634	($18,792)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$136,263	$147,000	$179,232	$149,700	$2,700
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$41,969	$63,000	$50,175	$63,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,858,601**	**$2,846,571**	**$2,846,571**	**$2,530,004**	**($316,567)**
Total Revenues	**$6,670,227**	**$6,711,997**	**$6,734,112**	**$6,379,338**	**($332,659)**
Personnel Costs	$3,536,082	$3,513,486	$3,539,436	$3,538,401	$24,915
Operating Expenses	$1,941,089	$3,048,037	$2,701,272	$2,700,552	($347,485)
Interdept. Charges	$162,673	$150,474	$148,159	$140,385	($10,089)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,639,844**	**$6,711,997**	**$6,388,867**	**$6,379,338**	**($332,659)**

Rev. Over (Under) Exp.	$1,030,383	$0	$345,245	$0	$0

Program Highlights

General Government revenues are budgeted to decrease by $18,800, primarily due to a decrease in the Youth Aids allocation. Charges for Service revenues are budgeted to increase slightly based on trend analysis. County tax levy is budgeted to decrease by more than $316,600, primarily due to the decrease in out of home placement expenditures.

Personnel costs are budgeted to increase by $24,900. This is primarily related to cost to continue, which is partially offset by the transfer of 1.0 FTE social worker position that was reallocated to the Intake and Shared Services Division to provide 2nd shift crisis case management.

Operating expenses are budgeted to decrease by $347,500 to $2,700,550. Residential care center placement is budgeted to decrease $175,000 and group home costs decreases $25,000, based on a four year trend analysis of placements. In addition, Correctional Aftercare contract budget is decreased by $50,000 as alternative services are available to at risk children. The Juvenile Correctional Institute Placement budget has been decreased by $100,000, based on lower current year estimate and prior year expenditures. Also, $144,000 continues to be invested in community-based prevention services as an alternative to Juvenile Corrections and other out-of-home placements.

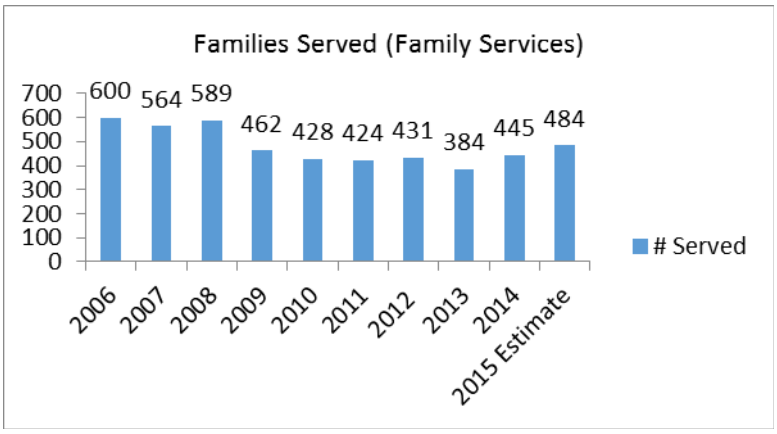
Interdepartmental charges decrease by approximately $10,000, due primarily to a reduction in EUTF charges to this division.

Family Services & Juvenile Services (cont.)

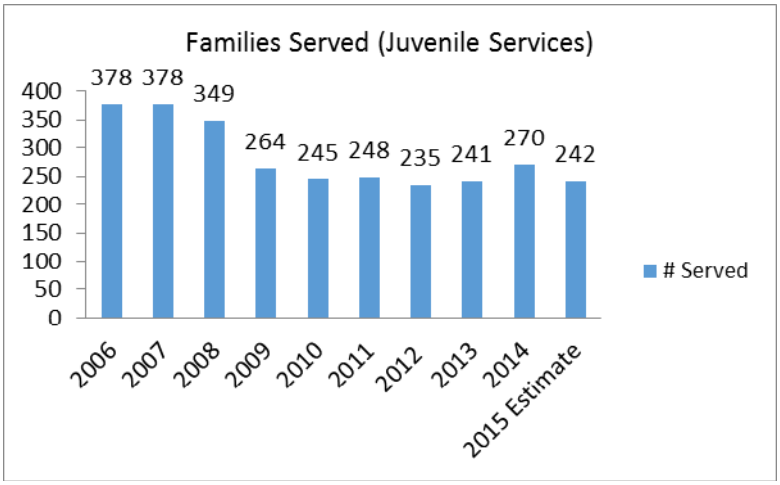
Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of families served (Family Services)	445	460	484 (a)	480	20
Number of families served (Juvenile Services)	270	280	242	245	(35)
Custody Intake decisions (b)	378	410	408	400	(10)
Court Intake Referrals	467	480	496 (c)	490	10
Days of Care of juveniles in State correctional institutions	298	1,074	595	766	(308)
Total State charges for correctional institution placement	$88,368	$323,586	$174,098	$223,586	($100,000)

(a) An increase in the 2015 estimated number of families served in Family Services is due in part to a continued increase in the overall number of truancy referrals, including an increased number of younger children being referred.
(b) 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.
(c) The 2015 increase in estimated Court Intakes reflects increased truancy intakes and increased delinquency intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have generally decreased over the past 10 years.

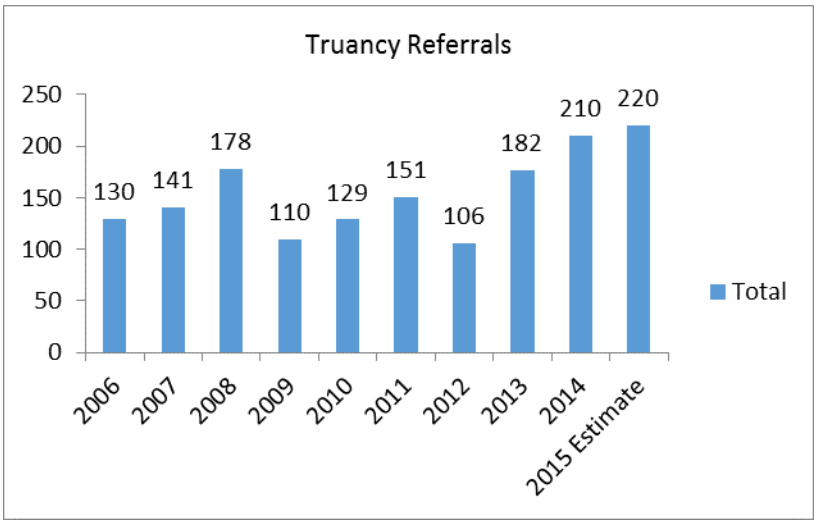


The number of families served has increased significantly since reaching a low in 2013. The increase in 2014 and the 2015 estimate is largely due to a high number of truancy referrals.

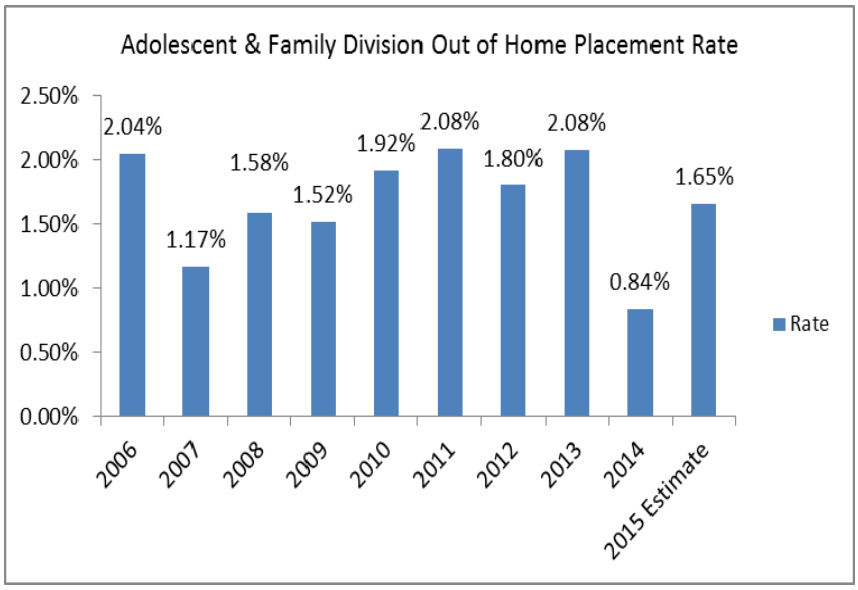


The number of families served continues to be in a relatively narrow range since 2009, at a level that is significantly lower than the period prior to that year. This lower range reflects an overall Federal and statewide trend of reduced youth delinquency referrals over the past 10 years.

Family Services & Juvenile Services (cont.)

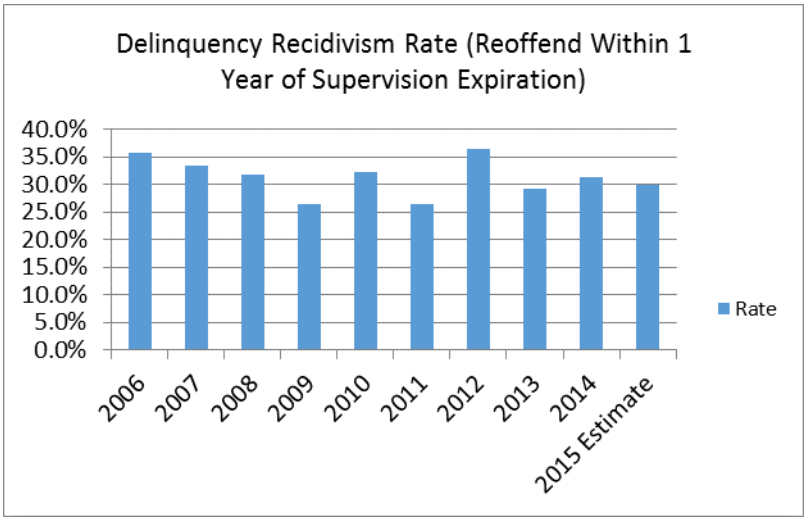


The number of truancy referrals has continued the pattern of volatility. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases. Over the past several years there has been a significant increase in truancy referrals for young, elementary school age children.



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 within one year of the end of their Court supervision. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity (a)	2014 Actual	2015 Budget (b)	2015 Estimate (b)	2016 Budget (a)	Budget Change (a)
Total children in foster care	14	18	20	18	0
Days of Care	3,264	3,646	3,852	3,711	65
Foster Care expenditures	$268,388	$289,844	$292,081	$289,844	0
Total youth in group homes	5	6	2	3	(3)
Days of Care	608	635	515	499	(136)
Group Home expenditures (b)	$114,724	$124,440	$99,730	$99,440	($25,000)
Total youth in Residential Care Centers	11	12	11	10	(2)
Days of Care	870	2,297	1,674	1,631	(666)
Residential Care Centers expenditures (b)	$278,365	$828,200	$670,565	$653,200	($175,000)

(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 2016 budget for these placements is reduced $200,000 from the 2015 amounts.

(b) These ongoing efforts as identified in (a) have resulted in the 2015 estimated overall expenditures for these services being below the 2015 budgeted amounts.

Juvenile Center

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. 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 were purchased from the Washington County Juvenile Detention Facility. Effective July 1, 2015, Lad Lake, Inc. began providing male and female Shelter Care services through a contract at a licensed Residential Care Center located in Dousman, WI.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**23.00**	**16.52**	**16.52**	**10.03**	**(6.49)**
General Government	$55,471	$53,352	$46,941	$43,901	($9,451)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$191,562	$185,000	$192,000	$190,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$30,000	$30,000
County Tax Levy (Credit)	**$1,529,458**	**$1,505,735**	**$1,505,735**	**$1,436,489**	**($69,246)**
Total Revenues	**$1,776,491**	**$1,744,087**	**$1,744,676**	**$1,700,390**	**($43,697)**
Personnel Costs	$1,547,112	$1,212,717	$1,087,559	$737,049	($475,668)
Operating Expenses	$124,105	$456,747	$523,449	$878,990	$422,243
Interdept. Charges	$64,656	$74,623	$98,732	$84,351	$9,728
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,735,873**	**$1,744,087**	**$1,709,740**	**$1,700,390**	**($43,697)**

Rev. Over (Under) Exp.	$40,618	$0	$34,936	$0	$0

Program Highlights

General Government revenues decrease by about $9,500, primarily due to the elimination of the Federal nutrition grant. Based on lower Juvenile Center census as a result of the termination of the Center's Shelter Care services, participation in this grant ended in July 2015. Charges for Services increase by $5,000, based on prior years' trend. One-time General Fund Balance of $30,000 is budgeted to cover short-term, temporary costs for female secure detention.

Personnel costs decrease by about $476,000, largely due to the transition of Shelter Care services to Lad Lake. This also results in a decrease of 6.49 FTE at the Juvenile Center, and a reduction of approximately $38,000 in overtime costs, reflecting full-year staff reductions from the 2015 mid-year change.

Operating expenses are budgeted to increase by about $422,200, mainly due to budgeting for the new contract with Lad Lake for a full-year at about $814,000 (as opposed to only a half year for 2015) and an increase of about $13,000 for additional short-term, temporary female secure detention costs (up to approximately $30,000 in total). This is partially offset by a decrease of about $15,000 in food, medical service and other costs at the Juvenile Center, reflecting fewer youths housed at the facility. Interdepartmental charges increase about $9,700, mainly for additional Sheriff charges for transporting juveniles to Lad Lake's facility in Dousman for a full year (as opposed to only a half year for 2015).

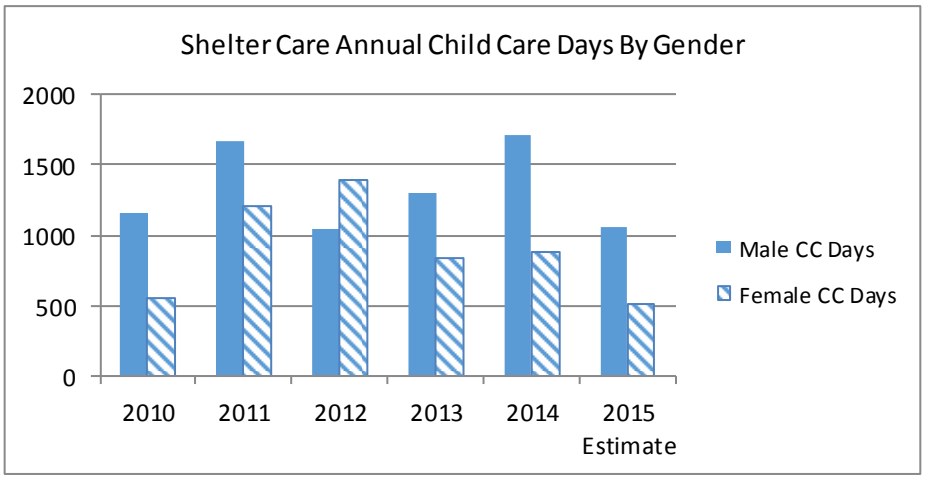
Juvenile Center (cont.)

Program Activities

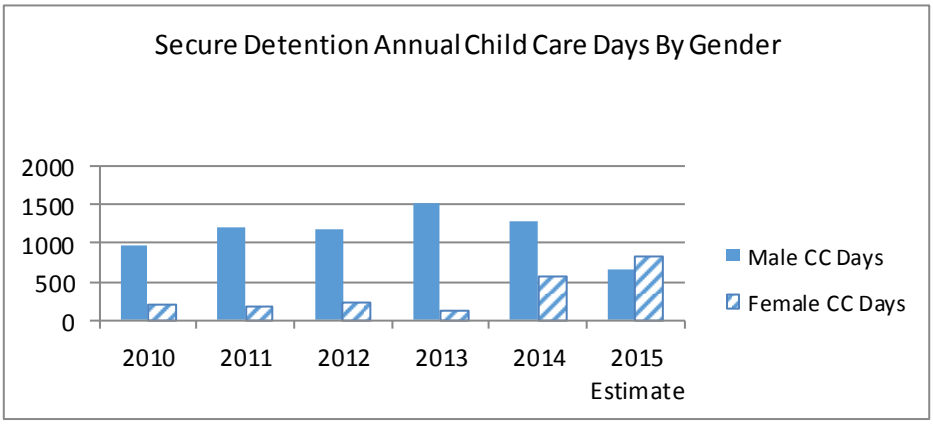
Activity (a)	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	2,211	2,500	1,774	1,800	(700)
# of Child Care Days – Out of County Residents	377	300	67	0	(300)
Total # of Child Care Days	**2,588**	**2,800**	**1,841**	**1,800**	**(1,000)**
Average daily population	7.1	7.7	5.0	4.9	(2.8)
Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)					
# of Child Care Days – County Residents	1,048	1,200	602	800	(400)
# of Child Care Days – Out of County Residents	247	75	79	75	0
Total # of Child Care Days	**1,295**	**1,275**	**681**	**875**	**(400)**
Average daily population at center	3.5	3.5	1.9	2.4	(1.1)
Contracted Secure Detention at Washington County Facility (Females Only) (b)					
# of child care days purchased	558	200	833(c)	324	124
Average daily population	1.5	0.6	2.3	0.9	0.3

(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.
(c) The 2015 estimated child care days include 2 youth ordered into placement at the Washington County Secure Detention facility by the Adult Court.

Juvenile Center (cont.)



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has, with the exception of 2012, been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females, with the exception of the 2015 estimate. This estimate reflects the placement by the Adult Court of two adolescent females for extended periods of time in the Washington County Secure Detention Facility.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance 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.

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 practitioner 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.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.3: Improve Service to Scheduled Treatment Sessions
Improve service utilization, reduce wait times, and increase adherence to scheduled treatment sessions by making optimal use of the transition to electronic records in the outpatient mental health and substance abuse services clinic.

Objective Owner: Clinical Services

Initiative/Action:

1. Assess the benefits and efficacy of expanding business hours in the outpatient mental health and substance abuse services clinic.
2. Evaluate the volume of intakes and on-going individual and group treatment contacts to determine baseline measures of wait times and "no shows".
3. Research models of improved access such as Same Day Access and Just in Time Scheduling.
4. Implement enhanced array of evidence based practices such as collaborative documentation, recovery education and group-based peer support curriculums.
5. Continue with efforts to build a workforce of dually credentialed staff trained to provide mental health, substance abuse and integrated treatment interventions.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Average # of days pending intake assessment	Establish baseline	Reduce 10%
"No Show" rate	Establish baseline	Reduce 10%

Mental Health Outpatient-Clinical (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**29.39**	**32.21**	**32.21**	**33.48**	**1.27**
General Government	$955,582	$1,062,191	$1,044,047	$1,044,047	($18,144)
Fine/Licenses	$348,931	$390,000	$348,931	$371,112	($18,888)
Charges for Services	$831,972	$734,700	$827,272	$756,741	$22,041
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,808,966	$1,606,898	$1,475,379	$1,451,888	($155,010)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$4,089,564**	**$4,255,016**	**$4,255,016**	**$4,280,294**	**$25,278**
Total Revenues	**$8,035,015**	**$8,048,805**	**$7,950,645**	**$7,904,082**	**($144,723)**
Personnel Costs	$3,292,683	$3,612,158	$3,658,429	$3,710,413	$98,255
Operating Expenses	$3,841,685	$4,156,550	$4,061,643	$3,885,400	($271,150)
Interdept. Charges	$256,558	$280,097	$291,590	$308,269	$28,172
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,390,926**	**$8,048,805**	**$8,011,662**	**$7,904,082**	**($144,723)**
Rev. Over (Under) Exp.	$644,089	$0	($61,017)	$0	$0

Program Highlights

General Government revenues decrease by $18,100 in relation to the fiscal year funding of $90,940 related to Juvenile Crisis Grant which has been granted for purposes of providing training to county staff and law enforcement to assist severe emotionally disturbed youth, improve collaboration between community entities and provide crisis intervention services. Other state funding remains constant: $521,500 in AODA block grants funding, $48,900 due to an allocation of the State Basic County Allocation for Child Abuse and Neglect services, $188,300 for Mental Health block grant funding, $194,400 for Certified Mental Health Programs to be used as matching funds for Federal Financial Participation for Medicaid covered services for Crisis Intervention, Community Support Program (CSP) and Community Recovery Services (CRS).

Fines and License revenues reflect a decrease in the amount of $18,900 to $371,112 to reflect prior year activity levels of Intoxicated Driver Program surcharge revenues.

Charges for Services consist of client fee revenues, which are budgeted to increase by $22,000 to $756,700 based on current year estimates.

Other Revenues are budgeted to decrease by about $155,000 related to a decrease of $179,200 to $680,800 in collections for adult and children located at the State Mental Health Institutes, partially offset by an increase of $24,200 in Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health clients, and no change in the funding for the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements of $38,850 which continues to reflect funding at the 2004 established Maintenance of Effort.

Personnel costs increase by approximately $98,300 to $3,710,400, mainly for the cost to continue for the 33.48 FTE staff assigned to this program. The budget includes the creation of 2.00 FTE Clinical Therapists and the abolishment of 2.00 FTE Senior Substance Abuse Counselors. These classifications may claim a higher Medicaid reimbursement rate and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. This budget also includes the unfunding of a 1.00 FTE Clinical Psychologist. This position has been offset with the refunding of a 1.00 FTE Human Services Supervisor. In addition, the Clinical Division assessed the need for another 1.00 FTE Human Services Supervisor to coordinate mental health crisis services and the coordinated services team initiative, as well as the mandated expansion of the CCS to the juvenile population. In addition, a 0.50 FTE Senior Clinical Psychologist was transferred to this program area to align better with clinical supervision. The budget also includes a shift of 0.60 FTE Registered Nurse from the Mental Health Center to better align with service needs, and an increase of 0.57 FTE extra help mainly to assist with compliance regulations as the County migrates to the new electronic health record.

Mental Health Outpatient-Clinical (cont.)

Operating Expenditures decrease $271,150 to $3,885,400 which includes a budget decrease of $162,700 to $1,006,700 of Adult State Mental Health Institute costs related to a decrease in the number of days of care by 315. In addition, there is a decrease of $21,325 to $378,600 for children placed at the State Mental Health Institutes related to a decrease in the number of days of care by 23. Also, Mental Health and AODA related pharmaceutical costs decrease $62,900 in part due to more clients with health insurance coverage, and contracted services decrease $58,900 mainly from the reduction being experienced in AODA residential, and Detox services as a result of more clients being covered by health insurance. This is partially offset by a budgeted increase of 3% to contracted medical vendors of 25,600.

Interdepartmental Charges reflects a net increase of about $28,200 to $308,300 which includes an increase in collection activity of $15,500 to $99,700, an increase of $11,800 to $117,100 in overall technology replacement and maintenance fees, and an increase in Sheriff interdepartmental transportation cost to continue of $1,400 to $47,100.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	Change from 2015 Adopted Budget %
State Mental Health Institutes						
Revenue	$1,032,610	$860,048	$780,814	$680,814	($179,234)	-20.8%
County Tax Levy	$893,203	$708,952	$708,952	$704,161	($4,791)	-0.7%
Expenditures	$1,826,691	$1,569,000	$1,756,600	$1,384,975	($184,025)	-11.7%
Rev. Over (Under) Exp.	$99,122	$0	($266,834)	$0	$0	N/A
Alcohol and Other Drug Abuse (AODA) & Intoxicated Driver Program (IDP)						
Revenue	$1,323,990	$1,290,402	$1,321,624	$1,271,514	($18,888)	-1.5%
County Tax Levy	$591,262	$342,778	$342,778	($39,266)	($382,044)	-111.5%
Expenditures	$1,580,836	$1,633,180	$1,676,509	$1,232,248	($400,932)	-24.5%
Rev. Over (Under) Exp.	$334,416	$0	($12,107)	$0	$0	N/A
Mental Health - Clinical						
Revenue	$1,588,851	$1,643,339	$1,593,191	$1,671,460	$28,121	1.7%
County Tax Levy	$2,605,099	$3,203,286	$3,203,286	$3,615,399	$412,113	12.9%
Expenditures	$3,983,400	$4,846,625	$4,578,553	$5,286,859	$440,234	9.1%
Rev. Over (Under) Exp.	$210,550	$0	$217,924	$0	$0	N/A
Mental Health Outpatient-Clinical--TOTAL						
Revenue	**$3,945,451**	**$3,793,789**	**$3,695,629**	**$3,623,788**	**($170,001)**	**-4.5%**
County Tax Levy	**$4,089,564**	**$4,255,016**	**$4,255,016**	**$4,280,294**	**$25,278**	**0.6%**
Expenditures	**$7,390,926**	**$8,048,805**	**$8,011,662**	**$7,904,082**	**($144,723)**	**-1.8%**
Rev. Over (Under) Exp.	**$644,089**	**$0**	**($61,017)**	**$0**	**$0**	**N/A**

Program Activities

Activity – MH Outpatient Clinical	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,187	2,450	2,422	2,450	0
Outpatient – MH – Visit	13,091	17,500	14,532	17,500	0
Outpatient – AODA – Unduplicated Count	990	1,100	986	1,100	0
Outpatient AODA Visits	12,687	13,000	12,600	13,000	0
Clients Receiving Detox	103	140	67	80	(60)
Detoxification: Days of Care	188	280	132	150	(130)
AODA Residential: Days of Care	2,867	5,800	4,160	4,500	(1,300)
State Institutes Payments: Days of Care (children)	316	298	275	275	(23)
State Institutes Payments: Days of Care (adults)	1,302	1,087	1,000	772	(315)

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient Intensive program (located at the Mental Health Center) is comprised of two units: The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through 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.

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**23.52**	**21.97**	**21.97**	**21.18**	**(0.78)**
General Government	$548,113	$547,838	$547,838	$547,838	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,415,017	$3,348,018	$3,525,775	$3,915,556	$567,538
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$306,227	$271,883	$271,883	$271,883	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$4,603,307**	**$4,150,091**	**$4,150,091**	**$3,901,189**	**($248,902)**
Total Revenues	**$7,872,664**	**$8,317,830**	**$8,495,587**	**$8,636,466**	**$318,636**
Personnel Costs	$2,045,686	$1,957,967	$1,891,823	$1,951,224	($6,743)
Operating Expenses	$5,507,081	$6,119,269	$6,133,492	$6,455,268	$335,999
Interdept. Charges	$236,813	$240,594	$240,366	$229,974	($10,620)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,789,580**	**$8,317,830**	**$8,265,681**	**$8,636,466**	**$318,636**
Rev. Over (Under) Exp.	$83,084	$0	$229,906	$0	$0

Program Highlights

General Government revenue includes funding for Community Options Program of nearly $398,600, an allocation of Basic County Allocation for the Community Support Program funding of $88,600, and a State allocation of $60,600 for the Community Support Program to enable Medicaid clients eligible for CSP services to access these critical services to reduce the wait list. All state allocations remain at the 2015 budget level of about $547,800.

Charges for Service revenues are budgeted to increase by about $567,500 to $3,915,600. This reflects a budgeted increase in client fee revenue for services billed to Medical Assistance for the Comprehensive Community Services (CCS) program by nearly $772,200 to $2,480,750, related to an increase in client program days from the addition of a new area provider for CCS clients of $439,000. The remaining increase is related to an increase in reimbursement rates for qualifying services under the new CCS rules as a result of the 2013-15 WI State Budget. The CCS program provides psychosocial rehabilitative treatment in the community and in residential care settings. As a result of the 2013-15 Wisconsin State Budget, the Department of Health Services was authorized to increase funding for CCS by providing for both the federal and non-federal share of Medicaid costs to counties, including services provided to children. This offsets a decrease in client fee revenue for the Community Recovery Services (CRS) by about $188,500 to $521,700. This program provides community living support services, including employment and peer supports through psychosocial rehabilitation.

Mental Health Outpatient-Intensive (cont.)

Other Revenue includes funding for the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursement-based cost claim of $271,883. This state funding allocation is budgeted to remain at the 2002 Maintenance of Effort.

Personnel costs are budgeted to decrease by about $6,700. Personnel costs reflect the transfer of a 0.50 FTE Senior Clinical Psychologist to the Mental Health Outpatient-Clinical program area as well as the reassignment of 0.28 FTE of extra help quality assurance staff, and the reclassification of 1.00 FTE Clinical Therapist from a previous 1.00 FTE Senior Mental Health Counselor. This classification may claim a higher Medicaid reimbursement rate and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. This decrease is partially offset by the cost to continue for the remaining 21.18 FTE staff.

Operating expenditures are budgeted to increase by about $336,000 to nearly $6,455,300. This reflects an increase of $347,500 in the treatment component for the CCS program related to the addition of a new area provider for CCS related services, and an increase of $265,300 for specialized residential treatment costs. In addition, Treatment services and support costs increase nearly $123K, mainly due to a shift from the Community Support Program (CSP) contracted services ($93K) and office equipment costs ($20K) of nearly the same amount. The budgeted shift is meant to provide greater flexibility to department staff in assigning contracted support staff to clients in CSP, CRS or other program areas of need. The increase is further offset by decreases in the treatment component of the CRS program by $220,900, and the room and board components of the CRS and CCS programs by $57,500.

Interdepartmental Charges reflects a net decrease of nearly $10,600 mainly due to a decrease in the building maintenance services by about $26,400 related to less need for physical plant repairs and maintenance projects which is offset by an increase of $16,300 in overall technology replacement and maintenance fees.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	Change from 2015 Adopted Budget %
Comprehensive Community Support (CCS)						
Revenue	$1,316,084	$1,708,550	$2,284,645	$2,480,751	$772,201	45.2%
County Tax Levy	$582,424	$155,357	$155,357	($282,181)	($437,538)	-281.6%
Expenditures	$1,580,683	$1,863,907	$2,040,089	$2,198,570	$334,663	18.0%
Rev. Over (Under) Exp.	$317,825	$0	$399,913	$0	$0	N/A
Community Recovery Services (CRS)						
Revenue	$355,983	$710,203	$504,272	$521,733	($188,470)	-26.5%
County Tax Levy	$1,116,957	$1,154,886	$1,154,886	$1,085,162	($69,724)	-6.0%
Expenditures	$1,603,768	$1,865,089	$1,564,563	$1,606,895	($258,194)	-13.8%
Rev. Over (Under) Exp.	($130,828)	$0	$94,595	$0	$0	N/A
Community Support Program (CSP)						
Revenue	$1,067,837	$1,088,445	$912,231	$1,088,445	$0	0.0%
County Tax Levy	$335,377	$493,764	$493,764	$312,333	($181,431)	-36.7%
Expenditures	$1,558,687	$1,582,209	$1,463,433	$1,400,778	($181,431)	-11.5%
Rev. Over (Under) Exp.	($155,473)	$0	($57,438)	$0	$0	N/A
Community Options Program (COP)						
Revenue	$398,856	$398,581	$398,581	$398,581	$0	0.0%
County Tax Levy	($26,467)	($26,447)	($26,447)	($26,447)	$0	0.0%
Expenditures	$372,114	$372,134	$372,134	$372,134	$0	0.0%
Rev. Over (Under) Exp.	$275	$0	$0	$0	$0	N/A
Residential Services						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy	$1,262,406	$1,117,359	$1,117,359	$1,382,605	$265,246	23.7%
Expenditures	$1,222,049	$1,117,359	$1,253,439	$1,382,605	$265,246	23.7%
Rev. Over (Under) Exp.	$40,357	$0	($136,080)	$0	$0	N/A
Treatment Services and Support						
Revenue	$130,598	$261,960	$245,767	$245,767	($16,193)	-6.2%
County Tax Levy	$1,332,610	$1,255,172	$1,255,172	$1,429,717	$174,545	13.9%
Expenditures	$1,452,280	$1,517,132	$1,572,023	$1,675,484	$158,352	10.4%
Rev. Over (Under) Exp.	$10,928	$0	($71,084)	$0	$0	N/A
Mental Health Outpatient-Intensive--TOTAL						
Revenue	**$3,269,358**	**$4,167,739**	**$4,345,496**	**$4,735,277**	**$567,538**	**13.6%**
County Tax Levy	**$4,603,307**	**$4,150,091**	**$4,150,091**	**$3,901,189**	**($248,902)**	**-6.0%**
Expenditures	**$7,789,581**	**$8,317,830**	**$8,265,681**	**$8,636,466**	**$318,636**	**3.8%**
Rev. Over (Under) Exp.	**$83,084**	**$0**	**$229,906**	**$0**	**$0**	**N/A**

Mental Health Outpatient-Intensive (cont.)

Program Activities

Activity – MH Outpatient Intensive	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
CCS (Comprehensive Community Services) Number of Clients	114	134	130	135	1
CSP (Community Support Program) Number of Clients	188	191	191	191	0
Case Management Number of Clients	73	70	71	70	0
CCS Program Days	10,389	11,680	12,152	12,155	475
CRS Program Days	6,469	7,842	6,176	6,588	(1,254)
Specialized Residential Program Days	10,859	8,209	9,783	10,788	2,579
Total Residential Days of Care	27,717	27,731	28,111	29,531	1,800
CCS Hours of Care	3,342	2,920	6,482	5,913	2,993
CRS Hours of Care	8,238	11,798	5,700	3,901	(7,897)
Total Residential Hours of Care	11,580	14,718	12,182	9,814	(4,904)

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.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Clinical Services):

1. Include veteran's issues in CIT trainings.
2. Provide intra-departmental training on available crisis services.
3. Provide QPR education to youth, families and community staff.
4. Expand training on DHS 34 Crisis Intervention Services to all staff who meet qualification standards as mental health professionals.
5. Provide information on Impact-211 to all clients at intake and upon standard program or treatment review.
6. Explore enhancement of mobile crisis services to 24/7 basis to respond to the needs of subjects under consideration for emergency detention by law enforcement.
7. Collaborate with statewide initiatives using the Zero Suicide approach and bring training opportunities to service providers within Waukesha County.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Chapter 51 Interventions within the Calendar Year	995	945

Mental Health Center (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**49.51**	**47.74**	**47.74**	**48.72**	**0.99**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,548,379	$2,717,540	$2,968,946	$2,822,044	$104,504
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$65,416	$132,050	$132,050	$45,486	($86,564)
County Tax Levy (Credit)	**$3,480,995**	**$3,351,591**	**$3,351,591**	**$3,694,937**	**$343,346**
Total Revenues	**$6,094,790**	**$6,201,181**	**$6,452,587**	**$6,562,467**	**$361,286**
Personnel Costs	$4,361,073	$4,368,513	$4,381,530	$4,696,928	$328,415
Operating Expenses	$1,070,891	$1,018,606	$1,235,605	$1,084,437	$65,831
Interdept. Charges	$805,564	$814,062	$807,475	$766,102	($47,960)
Fixed Assets	$39,942	$0	$0	$15,000	$15,000
Total Expenditures	**$6,277,470**	**$6,201,181**	**$6,424,610**	**$6,562,467**	**$361,286**
Rev. Over (Under) Exp.	($182,680)	$0	$27,977	$0	$0

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 Commerical Insurance, Medicare/Medicaid and self pay reimbursements, which increases by about $104,500 to $2,822,044 based on a rate increase of about $25 per day.

Appropriated Fund Balance decreases by nearly $86,600 to about $45,500 and is budgeted to cover equipment replacement and building improvement items that are needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2016 appropriation is budgeted to cover the following replacement items: $21,400 for HIPAA Compliant Records Shelving, $15,000 for building improvements of soft coating for the seclusion rooms, and $9,086 for various furniture upgrades such as mattresses and furniture.

Personnel costs increase by approximately $328,400 or 7.5% to about $4,696,900 which includes the net cost to continue for 48.72 FTE positions. Personnel costs reflect the following changes to better reflect the actual operational time for the Mental Health Center: an increase of 0.50 FTE Psychiatrist and 0.20 FTE Clinical Services Manager from the Mental Health Outpatient-Clinical program area, partially offset by a reduction of 0.30 FTE Clinical Director transfer the Outpatient Clinic program area. In addition, there is an increase of 0.41 FTE for the Weekend Registered Nurses to better provide for holiday and vacation coverage and increase of 0.78 FTE extra help related to the addition of a 0.41 FTE for a dually credentialed Clinical Therapist to better serve clients who are admitted with issues related to alcohol and other drugs that would require completion of a substance abuse assessment, an increase of 0.20 FTE for a Senior Clinical Psychologist to assure timely completion of the required psychological testing, as well as the addition of a 0.17 FTE Registered Dietician (which is offset by a reduction in contracted services at Waukesha Memorial).

Operating expenditures increase by about $65,800 to $1,084,400, partially due to a $23,600 or 3% increase for the contracted medical doctors to a total of $305,800, an increase in medications of nearly $47,800 to $412,800 due to increased use of new long-acting injectable formulations and newly released treatments, This is partially offset by a $16,400 decrease in the contract with Waukesha Memorial to reflect services now being provided by a 0.17 FTE temporary extra help Registered Dietician.

Mental Health Center (cont.)

Interdepartmental Charges are budgeted to decrease by nearly $48,000 to $766,100, mainly due to a decrease in the building maintenance services by about $67,900 related to less need for physical plant repairs and maintenance projects in 2016, partially offset by an increase in collections services of $11,900 to $104,600 to better reflect referral levels, and an increase of $14,900 to $263,100 in overall technology replacement and maintenance fees.

Fixed Assets are budgeted to increase to $15,000 for the purchase of building improvements for soft coating for the seclusion rooms and is offset by the use of fund balance.

Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Target	Budget Change
Days of Care	6,000	6,500	6,200	6,500	0
Admissions	753	800	720	850	50
Discharges	753	800	700	850	50
Average Length of Stay (Days)	7.6	8.6	8.6	7.6	(1.0)

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.

Strategic Outcome: A County that Provides Customers with Quality Programs and Services

Objective 6.2 Create a Framework for Collaboration with Local Criminal Justice System

Create a framework for the local criminal justice system that will result in improved system outcomes through collaborative partnerships, systematic use of research, and a shared vision of desired outcomes.

Objective Owner: Clinical Services – Criminal Justice Collaborating Council

Initiative/Action:

1. Through a partnership with the state, participate in the National Institute of Corrections (NIC) Evidence-Based Decision Making (EBDM) Initiative.
2. Create a Policy Team made up of criminal justice system stakeholders to meet monthly with the NIC consultant.
3. Develop system wide change strategies that will align local and state jurisdictions with one another and with the principles of EBDM.
4. Prepare to implement identified change strategies.

Performance Measure:

1. At least 80% of members attend Policy Team meetings.
2. Number of system wide change strategies identified.

Measure	2015 Estimate	2016 Goal
Members Attending Policy Team Meetings	89%	90%
System-wide Change Strategies Identified	2	5

CJCC (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$368,536	$231,645	$281,645	$263,033	$31,388
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$61,164	$49,655	$49,655	$50,648	$993
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$28,897	$28,897	$28,897	$0	($28,897)
County Tax Levy (Credit)	**$1,022,946**	**$1,025,862**	**$1,025,862**	**$1,055,158**	**$29,296**
Total Revenues	**$1,481,543**	**$1,336,059**	**$1,386,059**	**$1,368,839**	**$32,780**
Personnel Costs	$106,187	$109,887	$108,953	$112,887	$3,000
Operating Expenses	$1,325,272	$1,206,044	$1,256,038	$1,237,465	$31,421
Interdept. Charges	$19,020	$20,128	$19,803	$18,487	($1,641)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,450,479**	**$1,336,059**	**$1,384,794**	**$1,368,839**	**$32,780**
Rev. Over (Under) Exp.	$31,064	$0	$1,265	$0	$0

Program Highlights

General Government Revenue is budgeted to increase by about $31,400 to $263,000, mainly due to the department receiving a federal enhancement grant of $96,600, maintaining the capacity of the drug court program at 50 clients. This is a 2-year grant, effective from 10/1/15-9/30/17. This offsets the loss of the previous federally-funded drug court grant that ended on June 30, 2015. The budget also includes $142,900 related to the state Treatment Alternatives and Diversion (TAD) grant to maintain capacity of the drug court program in 2016. General Government revenues also include, state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program, which increases slightly by about $350 to $23,600.

Charges for Services are budgeted with an increase of nearly $1,000 to about $50,600 in anticipated revenue from client fees from the Alcohol Treatment Court and Day Report Center Programs. 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, which was implemented in October 2010 and is mandatory for all program participants based upon length of stay in the program.

Fund Balance is budgeted to decrease by about $28,900, as this was one-time tax levy built into the 2014 budget and carried over into 2015 to maintain the capacity of the drug court program for the 3rd quarter of 2015.

Personnel costs are budgeted to increase $3,000 to about $112,800, reflecting the cost to continue for the full-time Coordinator position.

Operating Expenses are budgeted to increase by about $31,400 to $1,237,500, mainly due to an increase of $91,800 related to the federal drug court enhancement grant received in 2015, largely offset by a decrease of $89,100 in operating expenditures for the Drug Treatment Court (DTC) implementation grant, which ended 6/30/15. Operating expenses also include $142,900 related to the state Treatment Alternatives and Diversion (TAD) grant in 2016. In addition, the budget includes an increase to contracted services of about $25,500 to $1,117,400, allowing for a 1.5% increase to most contracted client services, except for the Correct Care Solutions contracts which will increase by approximately 3%, per the Sheriff's Department Medical Services contract agreement.

Interdepartmental Charges are budgeted to decrease by approximately $1,600 to $18,500, mainly due to reduced indirect cost recovery as a result of the federal drug court grant ending, mentioned previously.

Program Activities

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:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI) Program)	14,732	15,000	18,885	12,000
Number of Jail Days Saved – Pretrial Supervision Program	7,694	5,500	6,288	6,000
Number of Jail Days Saved – Alcohol Treatment Court Program	3,966	2,000	2,758	2,500
Number of Jail Days Saved – Day Report Center Program	9,079	10,000	10,043	9,500
Number of Jail Days Saved – Community Service Options Program	2,655	2,900	3,071	2,900
Total Number of Jail Days Saved for all programming*	38,126	35,400	41,045	32,900

*Reflects potential good time earned by inmates.

Alcohol Treatment Court Program

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

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Participants Served*	91	70	85	75
Number of Program Graduates	48	45	36	35

** The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program for a fourth OWI offense, ended 9/30/2014. The program reduced capacity in January 2015 to pre-grant levels.*

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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Community Service Hours Completed	32,468	35,500	35,148	35,000
Total Clients Served	507	500	528	500

CJCC (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. The average program length is 18 months.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Participants Served	69	55	70	50
Number of Program Graduates	7	10	12	15

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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total New Clients Admitted (unduplicated)	265	275	209	200
Total Clients Supervised (unduplicated)	346	375	396	274

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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target*
Total New Clients Admitted	550	530	482	318
Total Clients Supervised (unduplicated)	870	875	796	525
OWI Re-Arrests During Program Supervision	2%	1.5%	1%	1.5%

**State funding for the program is proposed to end 6/30/16. Program capacity will be maintained through an increase in program fees and the use of alcohol monitoring and supervision technology.*

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 4th year through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2015-2016 federal fiscal year to offset $10,000 in County levy for the program.

	2013/2014 Actual	2014/2015 Actual	2014/2015 Target	2015/2016 Target
Number of Inmates Served	239	237	150	150
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	16	1*	18	3
Partial GED Completions**	8	4	N/A	5
% Improving Academic Literacy Skills	86%	86%	85%	85%

*Significant decrease is reflective of the new, more difficult GED test, which was implemented in January 2014.
**New outcome reflective of students completing at least 1 of the 4 required GED tests while in jail.

CJCC (cont.)

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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Clients Admitted	283	325	269	275
Successful Discharge	65%	73%	69%	70%

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.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Inmates Interviewed	2,349	2,100	2,378	2,254
Declined Interviews	57 (2%)	48 (2%)	29 (1%)	46 (2%)
Reports Completed	2,406	2,148	2,407	2,300
Interviews/Reports Verified	602 (25%)	752 (35%)	665 (28%)	676 (30%)

Reentry Employment Program

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

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Clients Served	248	250	281	260
Full-Time Placements	26	25	22	25
Part-Time Placements	14	20	10	15

Public Health

Program Description

Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring corporate compliance. The implementation of Insight, public health's electronic medical record, will be overseen by this section.

Family and Community Health Section

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

Women, Infants and Children (WIC)

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

Communicable Disease Control and Public Health Preparedness Section

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

Strategic Outcome: An Economically Vibrant County

Objective 2.1: Reducing Employee Absences in Hospital Health Systems

Assist five Waukesha County hospital health systems: Froedtert & the Medical College of Wisconsin, Inc.; ProHealth Care, Inc.; Aurora Health Care, Inc.; Wheaton Franciscan Healthcare, Inc.; and Waukesha County Mental Health Center to remain economically viable in reducing employee absences due to preventable communicable diseases among hospital and clinic based employees.

Objective Owner: Public Health Communicable Disease Control Services

Public Health (cont.)

Initiative Action:

1. Establish a local public health and health care systems committee to address employee preventable occupationally acquired communicable diseases.
2. Provide public health consultation on employee occupational communicable disease prevention recommended standards.
3. Provide public health consultation on employee occupational communicable disease control prevention and inpatient communicable disease control according to the CDC recommended communicable disease control standards for new emerging communicable diseases such as: Ebola, MERS-CoV, etc.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Healthcare Systems Participation	4	5
Healthcare Systems Communicable Disease Training provided by Public Health	3	4

Strategic Outcome: A well-planned county

Objective 4.1

Every five years, the Waukesha County Community Health Improvement Plan and Process (CHIPP) steering committee will make available information on the health status of the community, along with the identification of Waukesha County's leading health problems and health needs of the community, through a systematic collection, assembly and analysis of community health statistics. Key CHIPP steering committee stake holders of policy makers, community professionals and the general public will develop a community health improvement plan.

Objective Owner: Health and Human Services Board, CHIPP Community Steering Committee, Public Health Division

Initiative/Action:

1. The CHIPP co-chairs will establish a 2016-2020 Community Health Improvement Plan and Process steering committee membership and convene a CHIPP steering committee meeting to launch a new county 2016-2020 CHIPP by December 31, 2016.

2. The CHIPP steering committee will have a completed Community Health Assessment with identified leading health problems in Waukesha County by December 21, 2017.

3. The CHIPP steering committee will identify Waukesha County providers who will voluntarily take on a CHIPP initiative that will remediate one of the leading health issues in Waukesha County, by December 31, 2017.

4. The CHIPP steering committee will have completed a final 2016-2020 report informing the community on health improvements related to the CHIPP initiatives by December 31, 2020.

Performance Measure:

Measure	2015 Estimate	2016 Goal
CHIPP Plan and Response Team Outcomes	Final Report: 100% Completion	Launch 2016-2020 Community Health Improvement Plan and Process

Public Health (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**39.16**	**37.32**	**37.32**	**37.73**	**0.41**
General Government	$742,878	$877,684	$823,752	$839,613	($38,071)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$320,316	$351,120	$337,593	$322,900	($28,220)
Interdepartmental	$9,933	$3,565	$3,425	$3,415	($150)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,415,646**	**$2,420,013**	**$2,420,013**	**$2,460,042**	**$40,029**
Total Revenues	**$3,488,773**	**$3,652,382**	**$3,584,783**	**$3,625,970**	**($26,412)**
Personnel Costs	$2,895,665	$3,083,167	$2,894,780	$3,100,736	$17,569
Operating Expenses	$255,507	$343,028	$286,158	$285,349	($57,679)
Interdept. Charges	$222,722	$226,187	$227,014	$239,885	$13,698
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,373,894**	**$3,652,382**	**$3,407,952**	**$3,625,970**	**($26,412)**
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	$0

Program Highlights

General Government revenues are decreased by $38,100 primarily due to changes in the allocation of grant indirect costs to the HHS Administration Services program primarily related to the preparedness grant which is reduced $42,700 in this budget to reflect the work done by the Human Services Emergency Government Programs & Projects Analyst.

Charges for Services revenues decrease by $28,220 due to a Travel Clinic reduction of $15,000 reflecting the decline of global travel and a Healthcheck reduction of $10,000, similar to the national trend of declining Healthcheck enrollments.

Interdepartmental revenues of $3,400 remain mostly at the 2015 level, reflecting a minor decrease of $150.

Personnel costs are increased by nearly $17,600 which is attributable to cost to continue 37.32 FTE with a 0.41 FTE extra help increase primarily due to work in the preparedness grant.

Operating expenses decrease by $57,700 primarily due to a $73,800 decrease in clinic medical supplies as a result of fewer enrollments in the Travel and Childhood Immunization Clinics offset by an $8,400 increase in mileage reimbursements related to increased Tuberculosis monitoring visits and an $8,300 increase in printing costs mostly related to the Community Health Assessment and Improvement Plan and Process (CHIPP) reporting.

Interdepartmental charges are higher by $13,698 mainly due to computer maintenance and replacement costs.

PUBLIC HEALTH: PROGRAM UNITS

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Public Health Administration						
Staffing (FTE)	**3.00**	**2.47**	**2.47**	**9.00**	**6.53**	
Revenues	$5,101	$6,824	$16,680	$44,101	$37,277	546.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$363,916**	**$338,581**	**$338,581**	**$794,987**	**$456,406**	**134.8%**
Expenditures	$336,766	$345,405	$349,461	$839,088	$493,683	142.9%
Rev. Over (Under) Exp.	$32,251	$0	$5,800	$0	-	N/A
Family & Community Health						
Staffing (FTE)	**8.26**	**8.11**	**8.11**	**9.92**	**1.81**	22.4%
Revenues	$237,091	$279,261	$269,785	$282,030	$2,769	1.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$423,803**	**$480,990**	**$480,990**	**$684,349**	**$203,359**	**42.3%**
Expenditures	$762,213	$760,251	$701,602	$966,379	$206,128	27.1%
Rev. Over (Under) Exp.	($101,319)	$0	$49,173	$0	-	N/A
Women, Infants, Children Nutrition Program (WIC)						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**	0.0%
Revenues	$446,997	$467,649	$463,198	$460,608	($7,041)	-1.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$5**	**$5**	**N/A**
Expenditures	$446,997	$467,649	$462,448	$460,613	($7,036)	-1.5%
Rev. Over (Under) Exp.	$0	$0	$750	$0	-	N/A
Communicable Disease Control & Preparedness						
Staffing (FTE)	**22.01**	**20.85**	**20.85**	**12.92**	**-7.93**	-38.0%
Revenues	$383,938	$478,635	$415,107	$379,189	($99,446)	-20.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$1,627,927**	**$1,600,442**	**$1,600,442**	**$980,701**	**($619,741)**	**-38.7%**
Expenditures	$1,827,918	$2,079,077	$1,894,441	$1,359,890	($719,187)	-34.6%
Rev. Over (Under) Exp.	$183,947	$0	$121,108	$0	-	N/A
Total Public Health Division						
Revenues	$1,073,127	$1,232,369	$1,164,770	$1,165,928	($66,441)	-5.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$2,415,646	$2,420,013	$2,420,013	$2,460,042	**$40,029**	**1.7%**
Expenditures	$3,373,894	$3,652,382	$3,407,952	$3,625,970	($26,412)	-0.7%
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	-	N/A

Position Summary (FTE)					
Regular Positions	36.84	34.84	34.84	34.84	0.00
Extra Help	2.32	2.48	2.48	2.89	0.41
Overtime	0.00	0.00	0.00	0.00	0.00
Total	39.16	37.32	37.32	37.73	0.41

Program Activities: Public Health Administration

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of telephone calls to the Division for information/triage	8,635	*	8,500	8,400	*
Number of referrals to the Division	1,239	*	1,150	1,200	*
Number of walk-in clients at the Division	4,229	*	4,100	4,000	*

*New activity tracking category

Program Activities: Family and Community Health

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of children tested for lead poisoning	1,594	**1,550**	1,525	1,525	-25
Number of Healthcheck examinations	2,279	**2,050**	2,050	2,050	0
Number of pregnant women PNCC screened	345	**385**	390	380	-5
• Number of women enrolled	176	**195**	180	185	-10
• Number of women who delivered full term infants of average birth weight	169	**180**	172	175	-5
Number of children at-risk (medical/physical neglect) case managed	128	*	146	150	*
Number of children receiving fluoride varnishing	856	*	800	825	*
Number of chronic disease screenings	531	**590**	721	750	+160
Number of urine drug screening for HHS clients	305	*	475	500	*
• Number of positive urine drug screening clients	102	*	225	250	*

*New activity tracking category

Program Activities: (WIC)

	2014 Actual (b)	2015 Budget	2015 Estimate	2016 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,562	**4,700**	4,450	4,450	-250
Total number of mothers, infants/children served per year in the WIC Program	3,514	**3,600**	3,375	3,375	-225
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,525	**2,700**	2,425	2,425	-275
The annual number of children with improved nutritional status after WIC program intervention	2,525	**2,700**	2,425	2,425	-275
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,188	**2,170**	2,100	2,100	-70

(a) Based on the 2012 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2014 through December 31, 2014 WIC food vouchers supplemented Waukesha County retail food vendors by $2,027,273 and local Waukesha County produce farmers by $9,783.

Program Activities: Communicable Disease and Preparedness

Communicable Disease Control: Level I	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of communicable disease referrals investigated	2,462	*	2,450	2,500	*
Number of communicable disease cases identified	1,691	*	1,650	1,700	*
Number of outbreaks investigated	102	**100**	115	110	+10
Number of TB skin tests	933	**1,100**	950	1,000	-100
Number of vaccines administered	3,868	**3,655**	3,500	3,400	-255
Number screened in STD clinic	136	**186**	190	190	+4
Number of preparedness trainings conducted	10	*	12	12	*
Percentage of staff meeting 23 preparedness competencies	95%	**92%**	95%	95%	+3%
Number of staff meeting ICS requirements	48	**50**	44	50	0

*New activity tracking category

Program Descriptions

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.

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.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action (Veterans Affairs):

1. Immediately notify the VA Regional Office.
2. Within 2 work days send a letter of sympathy and assistance to the surviving family member or the descendant's estate.
3. Upon request for assistance we will assist survivors with obtaining any eligible veteran's benefits from the state or federal veteran programs.
4. Immediately refer survivors to HHS Divisions and other agencies that can assist them with non-VA issues.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following Notification of Death	5 business days	2 business days

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Veterans Affairs):

1. Contact the Waukesha County HHS crisis worker for assessment, and Sherriff's Office if suicide risk is high.
2. Provide Veterans Crisis Line information to local agencies, posts and veterans.
3. Make referrals to the VA Medical Center or the Milwaukee Vet Center after consulting with the veteran.
4. When notified by representatives from NAMI, the Veterans Service Office will provide benefit or referral services to the affected client.
5. When notified of a homeless veteran, the department will contact the Supportive Services for Veterans Families or the Center for Veterans Issues to screen for placement.
6. When necessary, the Veteran's Office will contact local veterans and civic organizations to provide material assistance to homeless and low income veterans.
7. The Service Officer or Aide will request that the Veterans Service Commission will convene to provide assistance when all other options have been exhausted.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following request for assistance	4 business days	3 business days

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**
General Government	$13,000	$13,000	$13,000	$13,000	$0
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	$598	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$274,074**	**$284,085**	**$284,085**	**$304,626**	**$20,541**
Total Revenues	**$287,074**	**$297,085**	**$297,683**	**$317,626**	**$20,541**
Personnel Costs	$226,788	$233,481	$231,685	$257,038	$23,557
Operating Expenses	$27,290	$42,905	$39,711	$40,939	($1,966)
Interdept. Charges	$17,317	$20,699	$21,093	$19,649	($1,050)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$271,395**	**$297,085**	**$292,489**	**$317,626**	**$20,541**
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	$0

Program Highlights

General Government revenues of $13,000 consist of a grant from the State and remains unchanged from 2015 budget levels. Personnel Costs increase nearly $23,600 due to the addition of health insurance for one position and to the cost to continue of 3.70 FTE positions. Interdepartmental charges decrease about $1,000 mainly due to a reduction in technology maintenance and replacement rates. Operating Expenses decrease about $2,000, due to reductions of $4,600 for Mileage Reimbursement and Travel that are based on a 3-year average, and an increase in Outside Printing of $2,500 for color prints. Veterans' Services costs related to grave flags and markers remain unchanged at nearly $13,400, and relief expended by the Veterans' Service Commission remains unchanged at $10,000.

The Veterans' Service Commission met five times in 2014. Funding procured from other Veterans Service Organizations provided $3,490 in financial assistance. Total direct assistance provided to veterans was $9,398 of which 37% was funded by Veteran Service Organizations i.e. American Legion, Veterans of Foreign Wars, Military Order of the Purple Heart, Vietnam Veterans of America, Waukesha Kiwanis Club and private individuals.

The Veteran Service Office seeks to ensure that clients obtain all available and appropriate state and federal benefits for which they are entitled. The 2014 Budget of $287,074, of which $274,074 was county tax levy, resulted in a return of $215,930,773 in state and federal dollars to Waukesha County veterans and their dependents. This equates to a nearly $788 return for every county levy dollar invested.

Veterans' Services Program Units

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Information Assistance						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$262,681**	**$272,692**	**$272,692**	**$293,512**	**$20,820**	**7.6%**
Expenditures	$264,597	$285,692	$281,775	$306,512	$20,820	7.3%
Rev. Over (Under) Exp.	$11,084	$0	$4,515	$0	-	N/A
Veterans' Service Commission						
Revenues	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$11,393**	**$11,393**	**$11,393**	**$11,114**	**($279)**	**-2.4%**
Expenditures	$6,798	$11,393	$10,714	$11,114	($279)	-2.4%
Rev. Over (Under) Exp.	$4,595	$0	$679	$0	-	N/A
Veterans' Services Division Total						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$274,074**	**$284,085**	**$284,085**	**$304,626**	**$20,541**	**7.2%**
Expenditures	$271,395	$297,085	$292,489	$317,626	$20,541	6.9%
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	-	N/A

Program Activities

Activity - Output Indicators	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	$216 mil	$241 mil	$225 mil	$230 mil	($11 mil)
Clients interviewed and counseled (In Office)	4,116	3,600	3,600	3,700	100
Number of appearances on behalf of veterans	60	50	50	55	5
Miles traveled on veterans' affairs	3,326	3,300	3,300	3,400	100
Incoming phone calls answered	8,695	8,000	8,000	8,000	0
Contacts by E-Mail (requiring a response)	9,037	7,000	9,000	9,000	2,000

(a) This figure reflects the value of all Federal and State benefits awarded to county veterans. Based on the 2014 data this would equate to $788 of benefit returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

Adult Protective Services (APS) is the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County.

APS Provides cost effective service intervention for vulnerable adults who are not eligible for the State's Family Care Benefit to ensure their safety and well-being, protect them from exploitation and harm, and preserve their maximum level of personal independence.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$90,864	$101,000	$101,000	$101,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$41,238	$12,420	$32,418	$12,420	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,845,475**	**$1,642,023**	**$1,642,023**	**$1,491,883**	**($150,140)**
Total Revenues	**$2,464,284**	**$2,242,149**	**$2,262,147**	**$2,092,009**	**($150,140)**
Personnel Costs	$898,430	$938,115	$918,390	$918,544	($19,571)
Operating Expenses	$1,305,915	$1,146,629	$1,217,052	$1,014,352	($132,277)
Interdept. Charges	$141,250	$157,405	$140,178	$159,113	$1,708
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,345,595**	**$2,242,149**	**$2,275,620**	**$2,092,009**	**($150,140)**
Rev. Over (Under) Exp.	$118,689	$0	($13,473)	$0	$0

Program Highlights

General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged from the 2015 budget.

Charges for Services for guardians are budgeted to remain at $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.

Net personnel costs are budgeted to decrease by $19,600 to $918,500, primarily due to staff vacancy and turnover.

Net operating expenditures are budgeted to decrease by about $132,300 to $1,014,400 mainly due to a decrease in payment of about $132,300 for Marsh Country Health Alliance for Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. The decrease is based on Waukesha County's Assessment Rate decrease due to the Alliance "certified loss" related to the 2015 filed Clearview Medicaid nursing home cost report for the 24 Waukesha County residents who reside at the facility.

Interdepartmental charges are budgeted to increase about $1,700 mostly due to budgeted increase in Corporation Counsel legal fees budgeted at $99,800.

Activity

	2014 Act.	2015 Bud.	2015 Est.	2016 Bud.	Change
Average Caseload for eight Dispositional Workers	40	46	42	74	28
Number of Watts Court Ordered Assessment	312	375	375	375	0
Emergency Protective Placements	65	52	65	65	13
Chapter 51.67	33	35	35	100	65
Comprehensive Evals	74	70	75	75	5
At Risk Cases Reported in WITS*	237	90	250	250	160

*Wisconsin Incident Tracking System

ADRC - Community Services

Program Description

Community Services program includes contracted transportation services which provides elderly and adults with disabilities accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine).

The Community Services (CS) program also provides information and assistance/case management, community support and ADRC administration. These programs encourage collaboration and coordination of resources, activities, and services. It is an 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.

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

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action:
1. Share referral policies and forms with MEs Office.
2. Upon receipt of referral, ADRC Services Supervisor will assign ADRC Specialist to follow-up within 2 business days.
3. Meet bi-monthly to assess response and identify opportunities for quality improvement.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following Notification of Death	5 business days	2 business days

ADRC – Community Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**16.45**	**15.79**	**15.79**	**18.45**	**2.66**
General Government	$2,125,237	$2,053,797	$2,115,095	$2,445,540	$391,743
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$475	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$412,423	$446,840	$412,497	$410,291	($36,549)
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)
County Tax Levy (Credit)	**$966,844**	**$914,765**	**$914,765**	**$992,101**	**$77,336**
Total Revenues	**$3,511,639**	**$3,423,602**	**$3,450,557**	**$3,855,587**	**$431,985**
Personnel Costs	$956,446	$924,611	$981,682	$1,248,574	$323,963
Operating Expenses	$2,284,654	$2,405,670	$2,389,848	$2,507,344	$101,674
Interdept. Charges	$93,625	$93,321	$90,987	$99,669	$6,348
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,334,724**	**$3,423,602**	**$3,462,517**	**$3,855,587**	**$431,985**
Rev. Over (Under) Exp.	$176,914	$0	($11,960)	$0	$0

Program Highlights

General Government revenues are budgeted to increase $391,700 primarily due to $335,600 reallocation of Other State revenue from ADRC Contract Fund to assist with reallocated ADRC administrative staff costs to Community Services. In addition, Older Americans Act grant funding increases about $46,000 (including increases of Home Delivered Meals, $21,400; Supportive Services, $14,200; Congregate Meals, $4,800; and Family Caregiver Support, $5,600). Also, the State of Wisconsin Specialized Transportation Grant increases $19,900 in the 2016 budget. These increases are offset by a $9,800 reduction in the Nutrition Services Incentive Program (NSIP).

Other revenue is budgeted to decrease about $36,500 primarily due to reduced client donations in the nutrition program of $25,200 to $294,000 and a $3,000 reduction in managed care organization purchased meals to $100,200. In addition, a $7,500 reduction is attributable to the sunset of the five year Active Aging Grant.

Net personnel cost increase of approximately $324,000 to $1,248,600 is primarily due to the reallocation of 2.66 FTE administrative staff from ADRC Contract Fund to the ADRC General fund - Community Services program to allow for allocation of indirect cost between programs. In addition, temporary extra-help for nutrition site managers increase $5,400 for continuation of existing service to $88,200.

Operating expenses are budgeted to increase about $101,700 primarily due to anticipated increase in nutrition program food costs; $70,300 to $851,300 to serve a combined nutrition program; 159,518 meals, an increase of about 400 meals from previous year's budget. Transportation services increase about $28,500 to $897,100 primarily due to a Rideline contract vendor rate increase and about 650 additional one-way trips. Community based bath service and telephone equipment are anticipated to increase $9,800 and $1,800, respectively. These increases are partially offset by decreases in database software annual license renewal cost of $7,000, and nutrition program related small equipment totaling $2,300.

Interdepartmental charges increase by about $6,300 mostly due to an increase in computer maintenance costs.

ADRC – Community Services (cont.)

ADRC-GENERAL FUND: PROGRAM UNITS

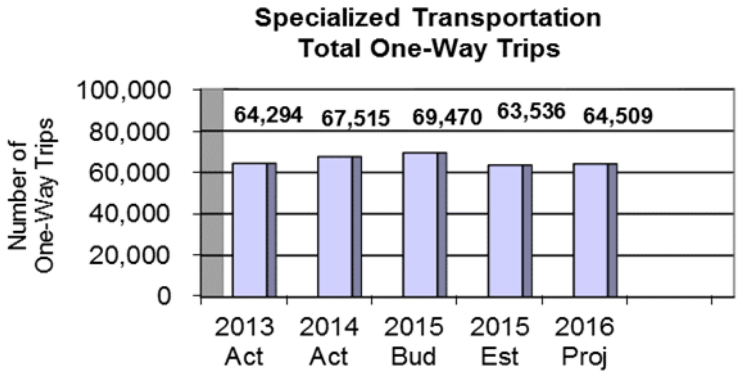
Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Adult Protective Services						
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**	
Revenues	$618,809	$600,126	$620,124	$600,126	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$1,845,475**	**$1,642,023**	**$1,642,023**	**$1,491,883**	**($150,140)**	**-9.1%**
Expenditures	$2,345,595	$2,242,149	$2,275,620	$2,092,009	($150,140)	-6.7%
Rev. Over (Under) Exp.	$118,689	$0	($13,473)	$0	-	N/A
Community Services						
Staffing (FTE)	**16.45**	**15.79**	**15.79**	**18.45**	**2.66**	16.8%
Revenues	$2,538,135	$2,500,637	$2,527,592	$2,855,831	$355,194	14.2%
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)	-6.6%
County Tax Levy	**$966,844**	**$914,765**	**$914,765**	**$992,101**	**$77,336**	**8.5%**
Expenditures	$3,334,724	$3,423,602	$3,462,517	$3,855,587	$431,985	12.6%
Rev. Over (Under) Exp.	$176,914	$0	($11,960)	$0	-	N/A
Total ADRC General						
Revenues	$3,156,943	$3,100,763	$3,147,716	$3,455,957	$355,194	11.5%
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)	-6.6%
County Tax Levy	$2,812,319	$2,556,788	$2,556,788	$2,483,984	**($72,804)**	**-2.8%**
Expenditures	$5,680,319	$5,665,751	$5,738,137	$5,947,596	$281,845	5.0%
Rev. Over (Under) Exp.	$295,603	$0	($25,433)	$0	-	N/A

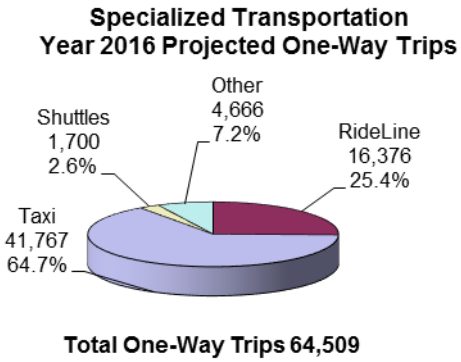
Position Summary (FTE)					
Regular Positions	24.64	23.98	23.98	26.64	2.66
Extra Help	2.81	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	27.45	26.79	26.79	29.45	2.66

ADRC – Community Services (cont.)

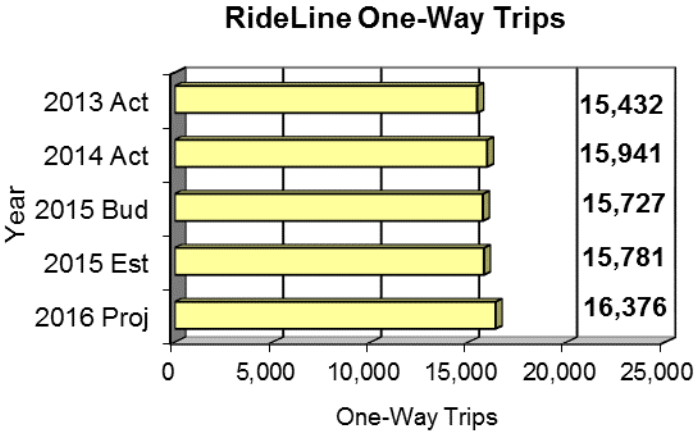
Program Activities

Net Average Cost Per One-Way Trip						
	2012 Act.	**2013 Act.**	**2014 Act**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Shared-Fare Taxi	$5.51	$5.56	$5.70	$5.67	$5.92	$6.02
RideLine	$31.40	$32.64	$33.84	$35.37	$35.09	$36.64



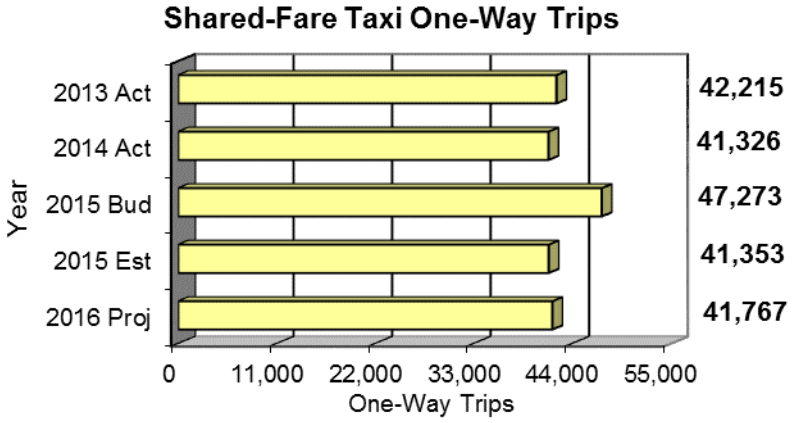


Overall, the 2016 Specialized Transportation Program budget includes a decrease of 4,961 one-way trips from the 2015 Budget, but a 1.5% increase of 973 one-way trips from the 2015 Estimate, for a total of 64,509.



The number of one-way RideLine trips is expected to increase from the 2015 Budget level, by 649 rides.

ADRC – Community Services (cont.)



Shared-fare taxi service is expected to decrease by 5,506 one-way trips from the 2015 Budget level, and increase by 414 one-way trips or 1.0% from the 2015 Estimate.

Program Activities

Clients Receiving Community Services				
2014 Act.	**2015 Bud.**	**2015 Est.**	**2016 Budget**	**Change from 2015 Budget**
1,312	1,235	1,350	1,350	115

Volunteer Activities					
	2014 Act	**2015 Bud.**	**2015 Est.**	**2016 Bud.**	**Change from 2015 Budget**
Number of Volunteers	805	800	800	800	0
Valuation	$773,329	$715,772	$715,772	$717,107	$1,335
Number of Hours	34,772	32,184	32,184	32,244	60

The hourly valuation for all Waukesha County volunteers was established at $22.24 per hour as determined by The Independent Sector.

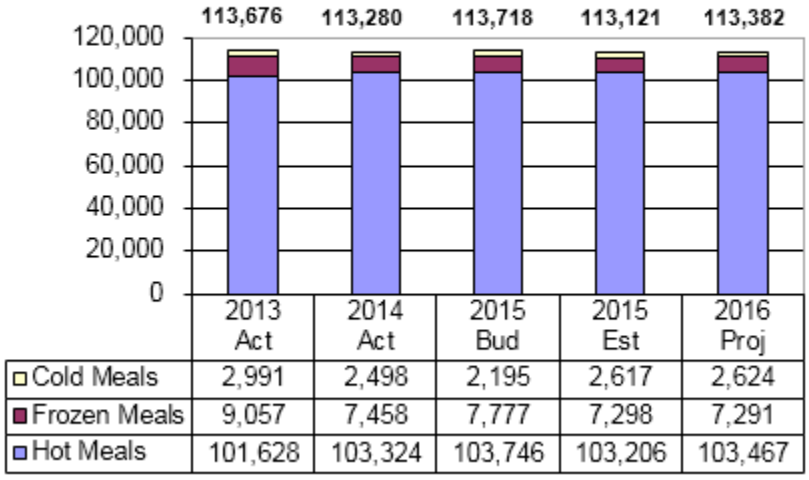
Home Delivered Meal (HDM) Participant Responses to Survey Questions				
	2014 Act.	**2015 Act.**	**2015 Bud.**	**2016 Bud.**
HDMs help to live independently in home (98 responses)	89%	85.7%	89%	85%
Feel HDMs have improved quality of life (90 responses)	91.7%	93.3%	90%	90%
Half or more daily food intake provided by meal (98 responses)	66.3%	67.3%	65%	65%

ADRC – Community Services (cont.)

Home Delivered Meal Cost Summary					
	2013 Act.	**2014 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Gross Cost Per Meal	$8.26	$7.95	$8.07	$8.25	$8.30
Average Client Donation Per Meal	$2.19	$2.05	$2.17	$1.98	$1.98
Net cost Per Meal	$6.07	$5.90	$5.90	$6.27	$6.32

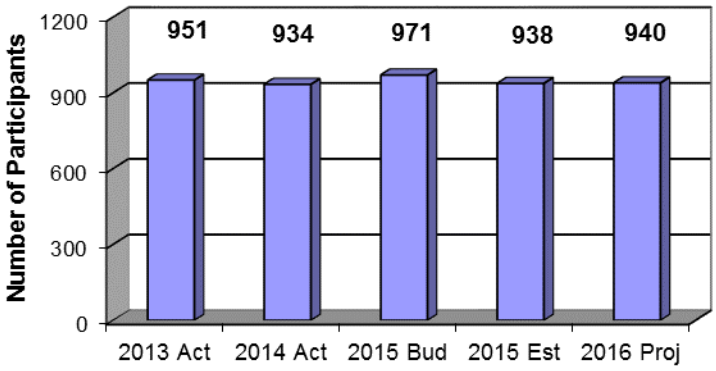
Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

Total Home Delivered Meals Served



Projected number of home delivered meals for 2016 anticipates a decrease of 336 meals from the 2015 budgeted number of meals to be served. This projected decrease in number of meals is based on actual experience for the first half of 2015.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2014 and during the first half of 2015, the number of projected home delivered meal recipients in 2016 is expected to be at 940. This is a decrease of 31 from the 2015 budgeted level.

ADRC – Community Services (cont.)

Program Activities

Senior Dining Center Meal Cost Summary					
	2013 Act.	**2014 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Gross Cost Per Meal	$10.37	$10.38	$11.21	$11.26	$11.05
Average Donation Per Meal	$2.23	$2.08	$2.25	$2.00	$2.00
Net Cost Per Meal	$8.14	$8.30	$8.96	$9.26	$9.05

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

Percent of Senior Dining Participants Responding to Survey					
	2014 Act.	**2015 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Half or more daily food intake provided by meal (195 responses)	70.7%	64.1%	70.%	70%	60%
Improved quality of life (189 responses)	87.6%	86.8%	85.%	85%	85%

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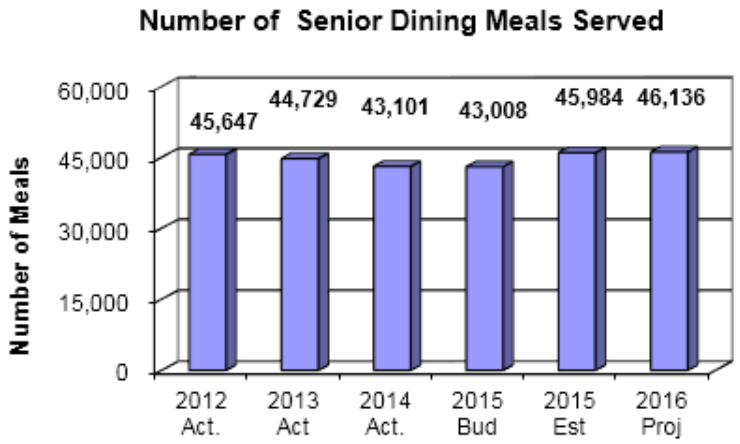
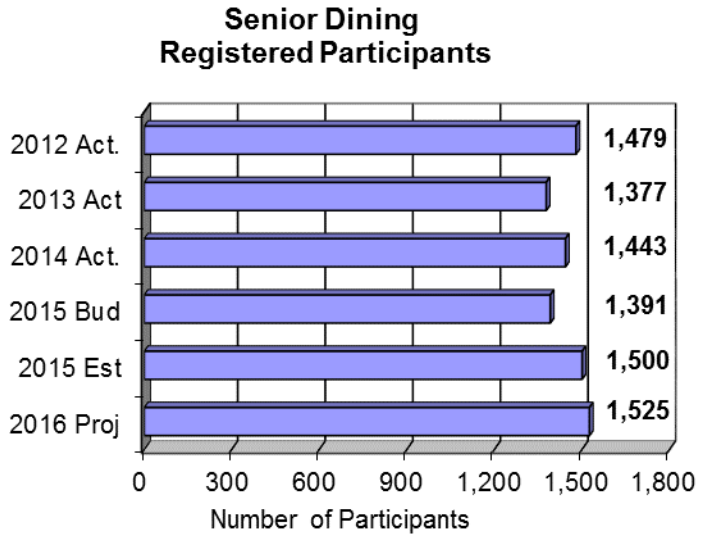


The 2016 Senior Dining Program is expected to increase by 3,128 meals from 2015 budget, and increase 152 meals from 2015 estimate.



Based on actual experience during 2014 and during the first half of 2015, the number of Senior Dining participants is projected at 1,525 in 2016. This is a 134 participant increase from the 2015 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.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.3: Train Businesses on Strategies to Improve Customer Service for Individuals with Dementia
In order to address the need for services for individuals and families impacted by dementia, the ADRC will launch a "Dementia Friendly Community" initiative to train businesses and their employees on strategies to improve customer experience for individuals with dementia.

Objective Owner: Aging and Disability Resource Center

Initiative/Action:

1. Engage community and statewide partners to assist with initiative expansion throughout Waukesha County.
2. Create business toolkit based on dementia care best practices.
3. Develop community relations plan to identify and connect with businesses to participate in program.
4. Train business owners and employees on becoming dementia friendly based on best practice curriculum identified by the state.
5. Market to the community "Dementia Friendly Businesses" through universal emblem, ADRC newsletter, traditional media and other mediums to be identified.
6. Develop plan to collaborate with Public Health on this initiative.
7. Review annual follow-up survey to business.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Businesses trained and participating	5	10

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$3,006,497	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,006,497**	**$3,485,185**	**$3,372,518**	**$3,166,363**	**($318,822)**	**-9.1%**
Expenditures						
Personnel Costs	$2,064,593	$2,160,127	$2,204,997	$1,849,899	($310,228)	-14.4%
Operating Expenses	$571,713	$936,870	$777,507	$924,049	($12,821)	-1.4%
Interdept. Charges	$370,190	$388,188	$390,014	$392,415	$4,227	1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,006,496**	**$3,485,185**	**$3,372,518**	**$3,166,363**	**($318,822)**	**-9.1%**
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	24.40	25.06	25.06	22.40	(2.66)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	24.40	25.06	25.06	22.40	(2.66)	

Program Highlights

General Government revenue for the ADRC Contract fund is budgeted to decrease $318,800 to $3,166,400 primarily due to the transfer of 2.66 FTE administrative staff to ADRC Fund 150 Community Services.

Personnel costs are budgeted to decrease $310,200 for 22.40 FTE. This decrease is due to reallocation of 2.66 FTE administration related staff to ADRC's General Fund Community Services Program. Due to this reallocation of staff, retirement and social security budgeted amounts decrease $23,500 and $21,400, respectively. Also, due to staff retirements, there were several positions filled at lower levels resulting in reduced salary costs.

Operating expenses decrease $12,800 due to reduced data processing costs for state required database software. For 2016 only, State of Wisconsin is paying approximately $23,000 annual license renewal cost. Next year this cost is anticipated to return to local budgets. This cost reduction is partially offset by increases in contracted services of $3,100; interpreter services of $2,900; mileage reimbursement of $1,400; telecommunication equipment of $960; travel costs of $950; and printing costs of $260.

Interdepartmental charges increase $4,200 as a result of higher end-user technology charges for computer maintenance and replacement of $2,800, increased insurance costs of $900; and increased cell phone charges of $600.

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.

	2014 Act	2015 Bud	2015 Est.	2016 Proj.
Information & Assistance Contacts	19,664	19,000	20,000	20,000
Long-Term Care Options Counseling Contacts	7,940	8,000	8,000	8,000
Functional Screen Contacts	654	675	660	660
Elder Benefits Counseling Contacts (a) (c)	2,422	3,000	2,800	2,800
Disability Benefits Counseling Cases (b) (c)	451	New measure	490	500

(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 $2,520,820 in benefits and the Disability Benefit Specialist helped County residents receive $1,384,028 in benefits.

Outreach and Marketing Activities					
	2014 Act	2015 Bud.	2015 Est.	2016 Bud.	Change from 2016 Budget
Annual Newsletter Distribution (a)	18,000	24,000	24,000	24,000	0
ADRC Resource Guide	10,000	8,000	10,000	10,000	2,000
Presentation/Display Audience	1,850	2,500	2,500	2,500	0

(a) Monthly ADRC newsletter published beginning in April, 2014.

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