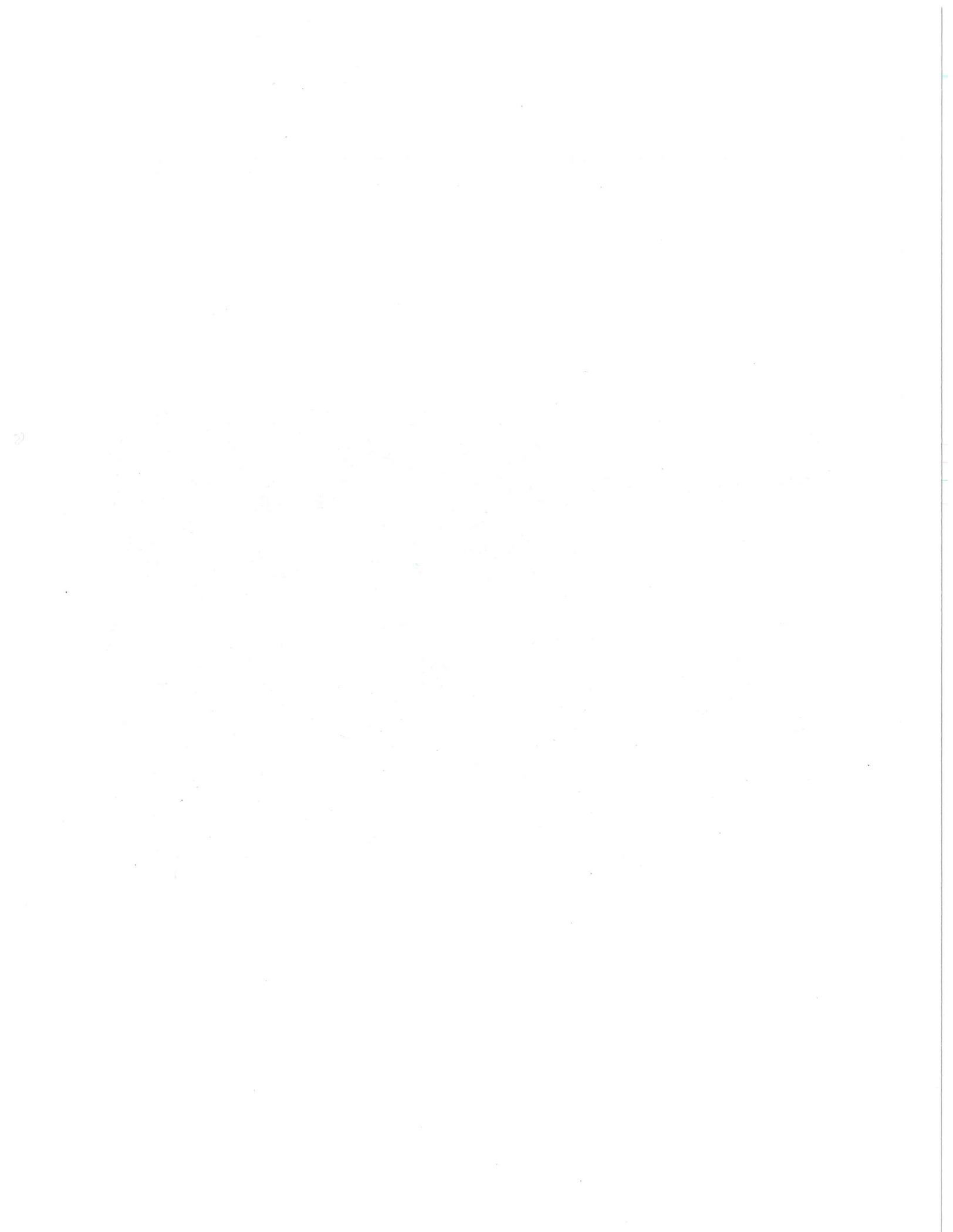


2016 ANNUAL REPORT ON THE CONDITION OF POLK COUNTY AND COUNTY DEPARTMENTS



DANA FREY, COUNTY ADMINISTRATOR
AUGUST 2016



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LETTER OF TRANSMITTAL

August 16, 2016

Polk County Board of Supervisors
100 Polk County Plaza
Balsam Lake, Wisconsin, 54810

Honorable Chair Johansen and Supervisors:

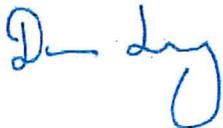
Pursuant to Wisconsin Statutes Section 59.18, I have the honor of presenting you my sixth annual report on the condition of Polk County as follows in this document.

In this report, as in the past, I measured the condition of the County using three dimensions: external economic and demographic conditions, internal fiscal conditions, and management conditions. I am pleased to report that all three are continuing in a positive direction and once again show improvement over the prior year.

With respect to the economy, the County has fully recovered from the 2007-09 recession. Employment is now well above the pre-recession peak (quantitatively, if not qualitatively). In part as a consequence, it is likely that overall population growth is resuming and returning to the pre-recession trend, i.e. one to two percent per year. The County's fiscal position has greatly improved, with an excellent fund balance and debt service approaching the lowest level in over a decade.

The management conditions of the County continue to improve as well. Succession planning remains a priority due to pending retirements, and a strategy has been developed to accelerate internal leadership development through training and support. A first draft of all of the core sections of a comprehensive General Code has been completed, and it is anticipated it will be ready for adoption later this year. Finally, initial work has been completed on service redesign that may be incorporated in the 2017 budget recommendation.

Respectfully submitted,



Dana W. Frey
County Administrator

EXECUTIVE SUMMARY

Wisconsin Statutes section 59.18 requires a county administrator to annually communicate to the county board the condition of the county. As the administrator is the chief administrative officer of the county and the county board the policy setting body, this would imply that the administrator communicate matters of relevance in policy making, specifically in setting the annual budget and responding to strategic issues such as workforce development and succession, infrastructure improvements, and changing service needs and issues.

The condition of Polk County (“the County”) is measured on three dimensions: the economic and demographic condition, or the context within which the Polk County Board of Supervisors (“the County Board”) must make its decisions and the administrator his recommendations; the fiscal condition, or the current financial status and financial trends affecting the County; and the management condition, or the ability of the administration to effectively implement policy as set by the County Board.

The last recession hit Polk County very hard and may have reshaped the County’s economy permanently. Although unemployment has improved greatly and the number of people employed has passed the pre-recession peak, signs of a weak economy such as number of food share recipients remain. County employers have not recovered as fully as well: place-of-employment data show that employers located in Polk County employed over 1,000 fewer people in 2014 than in 2007, before the recession, with the bulk of those losses coming in manufacturing, retail trade and construction, although manufacturing continues to post gains. Sales tax collections continue at record levels, indicating the rebound of the retail industry, and it does appear that the real estate market recovery is sustained and the County’s equalized value has begun to increase once again.



The unassigned fund balance remains excellent at about 37 percent of expenditures, increasing by \$1.2 million in 2014.



As noted in past reports, the demographics of the County have also been affected by the recession. Both the U.S. Bureau of the Census and the Wisconsin Department of Administration estimate that the County has lost population since the 2010 census due to outmigration, although the latter believes that is largely offset by natural population growth. The newest data, however, show that outmigration has been reversed and people again are moving to Polk County. This helps confirm the long-term projections from the Wisconsin Department of Administration that show an annual increase in the County’s population of between one and one-half and two percent per year. If true, this means that overall population

could reach 50,000 by the end of this decade.

The financial condition of the County continues to improve as past debt is repaid and fund balances increased. The undesignated General Fund balance remains at about 38 percent of expenditures and the

General Fund ended 2015 \$900,000 below budget. Every major fund ended with a positive balance: Human Services, Golden Age Manor, Highway, and Lime Quarry.

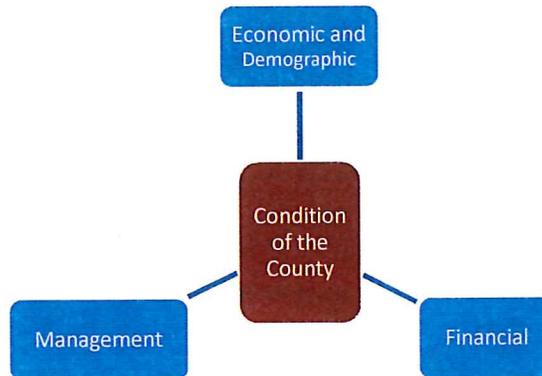
The management condition of the County continues to progress, but issues of organizational fragmentation, succession planning, and policy direction are becoming increasingly important. This past year was the second year of a management training program designed to improve capacity and customer service, and succession planning is ongoing. The County's organizational structure is fragmented, however, with 21 separate departments. This is neither efficient nor conducive to customer service and will need to be addressed.

On balance, it is again fair to say that the condition of Polk County continues to improving in every aspect, but serious challenges loom: severely limited revenues, demands on social services for placements, a rapidly aging population, a wave of employee retirements, a fragmented organizational structure and a yet uncertain future role for local government. The local economy continues to slowly get better and population growth has resumed, the County's financial status has improved again, and the County's management condition is also continuing to improve. Once again, as was written in all previous reports, Polk County is in a position most would envy: solid reserves, a foundation of good fiscal practices, an outstanding work force, and a great place to live.

INTRODUCTION

Wisconsin Statutes section 59.18 governs the position of county administrator and assigns him or her the responsibility of being the chief administrative officer of the county as well as other duties including preparation, submission, and execution of the annual budget, hiring and supervision of department heads, appointment of committee members, and implementation of federal, state and county laws or policies. That same statute provides that “The county administrator shall annually... communicate to the board the condition of the county.” Through this, the statute also assigns every county administrator the responsibility of advising the board on issues of import to them from the perspective of the administrator’s duties and responsibilities. As the county board is the policy setting body, this would imply that the administrator communicate matters of relevance in policy making. This report is written in fulfillment of that requirement and constitutes this annual communication on the condition of Polk County as required by statute.

From the perspective of the county administrator, a condition of a county is measured on three dimensions: the economic and demographic condition, or the context within which the County Board must make its decisions and the administrator his or her budget recommendations; the fiscal condition, or the current finances and financial trends affecting the County; and the management condition, or the ability of the administration to effectively implement policy as set by the County Board.



Reports are of little value without applicability. This report is therefore written in the main to provide background information on the context within which the County Board will need to operate in developing and approving the annual budget, or as the macro-fiscal framework used in determination of the resource envelope and running expenditure costs in other systems. In addition, this report is also intended to help identify some of the more significant strategic issues in management that the County Board will need to face in the coming year and beyond: succession planning and workforce turnover, changing service demand, an aging population, severely constrained resources and other external factors. Finally, as the County now may, and certainly must, focus on a longer-term horizon for financial and operational planning, this report also considers longer-term opportunities and threats, some of which will be addressed in the forthcoming budget. This report is therefore intended to complement the strategic planning activities in individual departments.



Who and what is Polk County?

Scattered throughout this report are text boxes like this containing facts and figures intended to shed light on the condition of Polk County – who we are as residents, as visitors, as businesses, as government – in a way that helps inform the role and challenges of county government.



Please note that this report is not intended to be a substitute for annual reports submitted by individual departments, and care has been taken to not repeat information included therein. For the second year in a row, this report and these annual reports have been combined so as to improve their applicability and value to the County Board and make them a resource for the public. In addition, as the descriptive section that follows this report indicates, the annual department reports have been developed using a consistent format and information, to complement the budget process. As noted in the past, this report is instead intended to provide a view of the County at a more macro, 10,000 foot level; department reports are more detailed – a view from 500 feet. This report does substitute as an annual report for three internal service departments: Administration, Employee Relations, and Information Technology.

THE CONDITION OF THE COUNTY

Despite a slow start, the economic recovery from the 2007-09 recession has shown considerable acceleration in the past year. Employment exceeded pre-recession levels in 2015 and for the past two years (April 2014 to April 2016) has been growing at a seasonally-adjusted rate of nearly three percent per year. Sales tax collections (and of course underlying retail sales) are also at historically-high levels, and the County's population quite likely has stabilized following net outmigration during the recession and immediate recovery. Both the US Census Bureau and the Wisconsin Department of Administration report a slight increase in population over the period 2013 to 2014 (although the Census Bureau estimates that the County had lost population overall since 2010¹).

As noted in previous reports, population forecasts now call for reasonable growth through the next two decades, including growth in younger population groups. The two other dimensions – the County's internal fiscal condition and the County's management or operational condition – also show improvement. Financially, the County remains stable, with reasonable budget reserves at about 39% of General Fund expenditures, debt service costs returning to a sustainable level and no substantial fiscal issues on the near horizon. Finally, the last pieces of major management reform in budgeting, reporting, succession planning and policy codification are also being implemented.



Polk County has now passed its pre-recession employment peak and continues to grow according to data from the state



Challenges do remain. The current economic expansion is now over six years old, and there are a few storm clouds now on the horizon. Although employment is growing, income issues from the past recession continue to put pressure on County services. The proportion of County residents receiving FoodShare benefits remains at a historically high level. There has been no change in state policy towards local government, meaning a frozen property tax levy for the fifth year in a row and limited state aid. The County's organizational structure remains fragmented and not well aligned to an administrator form of government. Lines of accountability are also unclear with the role of the committee structure still evolving, and there are challenges in policy direction and in planning. Finally, although the County's infrastructure is in generally good to excellent condition, the Highway Department facility is functionally obsolete and requires, at a minimum, a complete and total remodel.²

¹ The relative unreliability of population estimates is illustrated by the difference between the two estimates, both in level and composition of change.

² That option requires further study, as it likely not cost-effective to rebuild/remodel on the current site.

ECONOMIC CONDITIONS

With the recovery from the Great Recession entering its seventh year, Polk County's economy is returning more to "normal" with stable or increasing housing prices, employment now well past the pre-recession peak and sales tax collections at record levels. Although troubling signs do remain, the overall picture is now closer to "normal" economic growth, one of improvement and reversion to overall trends apparent before that recession.

EMPLOYMENT

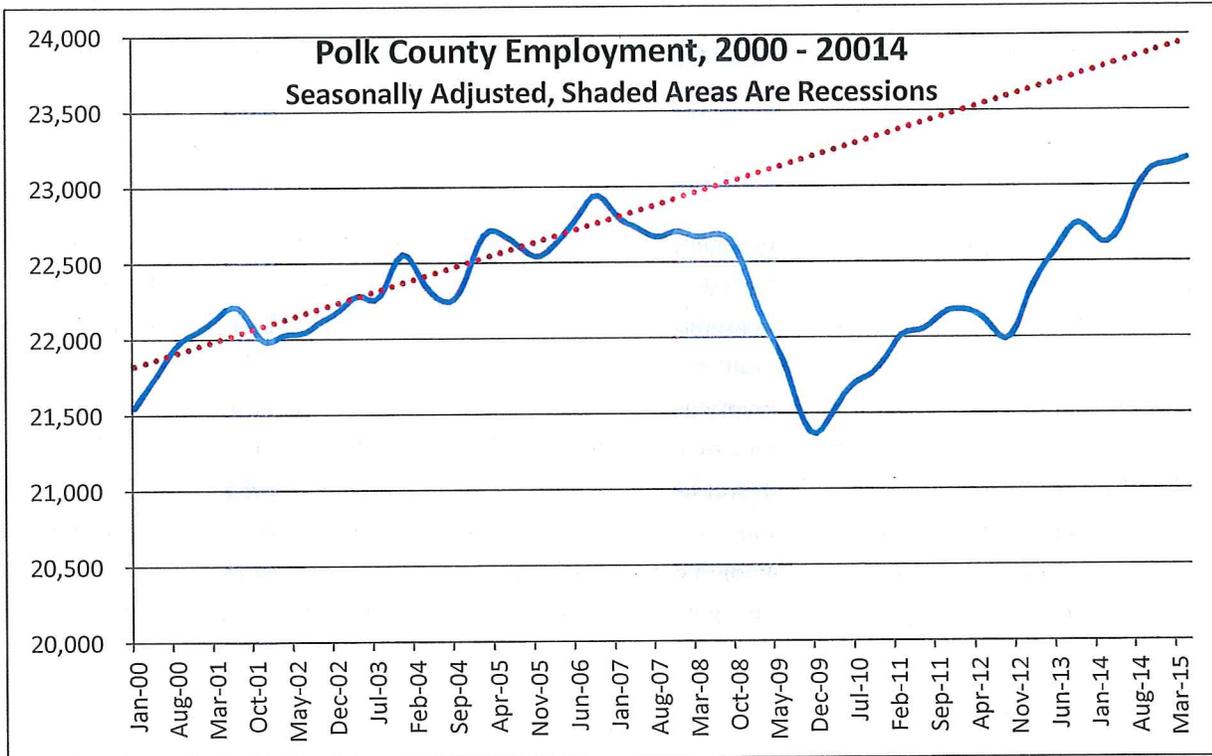
As noted in past reports, measuring employment and unemployment is problematic even at a national level; problems increase exponentially in attempting such measurements at a local level. Nonetheless, and all methodological issues aside, the employment picture continues to improve in Polk County, with the number of people employed now well above the pre-recession peak. However, the last recession may well have permanently cost the County as many as 1,000 jobs: as Figure 1 shows, the current level of employment is about 1,000 people fewer than what it would have been had the last recession not occurred, although the post-recession trend would seem to indicate some of this might be recoverable. (Note that these are employment data for County residents; other data discussed below are for County employers.) Part of this drop can probably be accounted for by the same factors reducing labor force participation nationally, e.g. retirements, and part is likely due to a net out-migration of working age adults.³

In May 2016, the County's unemployment rate was 3.9%, down from 4.5% in May 2015 and just above the State average of 3.8% (not seasonally adjusted). This is in keeping with unemployment in the region: the U.S. Bureau of Labor Statistics estimates that the unemployment rate for the Minneapolis-St. Paul Metropolitan Area was 3.7% in June 2016, the second-lowest in the nation among large metropolitan areas. Continued growth in employment in this metropolitan area will therefore require both in-migration and tapping into labor markets from a longer distance away, like Polk County.

As noted in past reports, employment and unemployment rates are quantitative, not qualitative statistics. This so-called "underemployment rate" measures those who indicate they would like a full time job, but have ceased actively attempting to gain employment. This rate is much slower to recover after a recession, and currently more than doubles the national unemployment rate, standing at 9.6 percent in June. That helps explain why poverty, although declining, is still high by historical standards.

³ The US Census Bureau estimates that Polk County lost 803 residents to outmigration during the period 2010 to 2014; the State of Wisconsin Department of Administration estimates a loss of only 272 people. See the section on Demographic Conditions following.

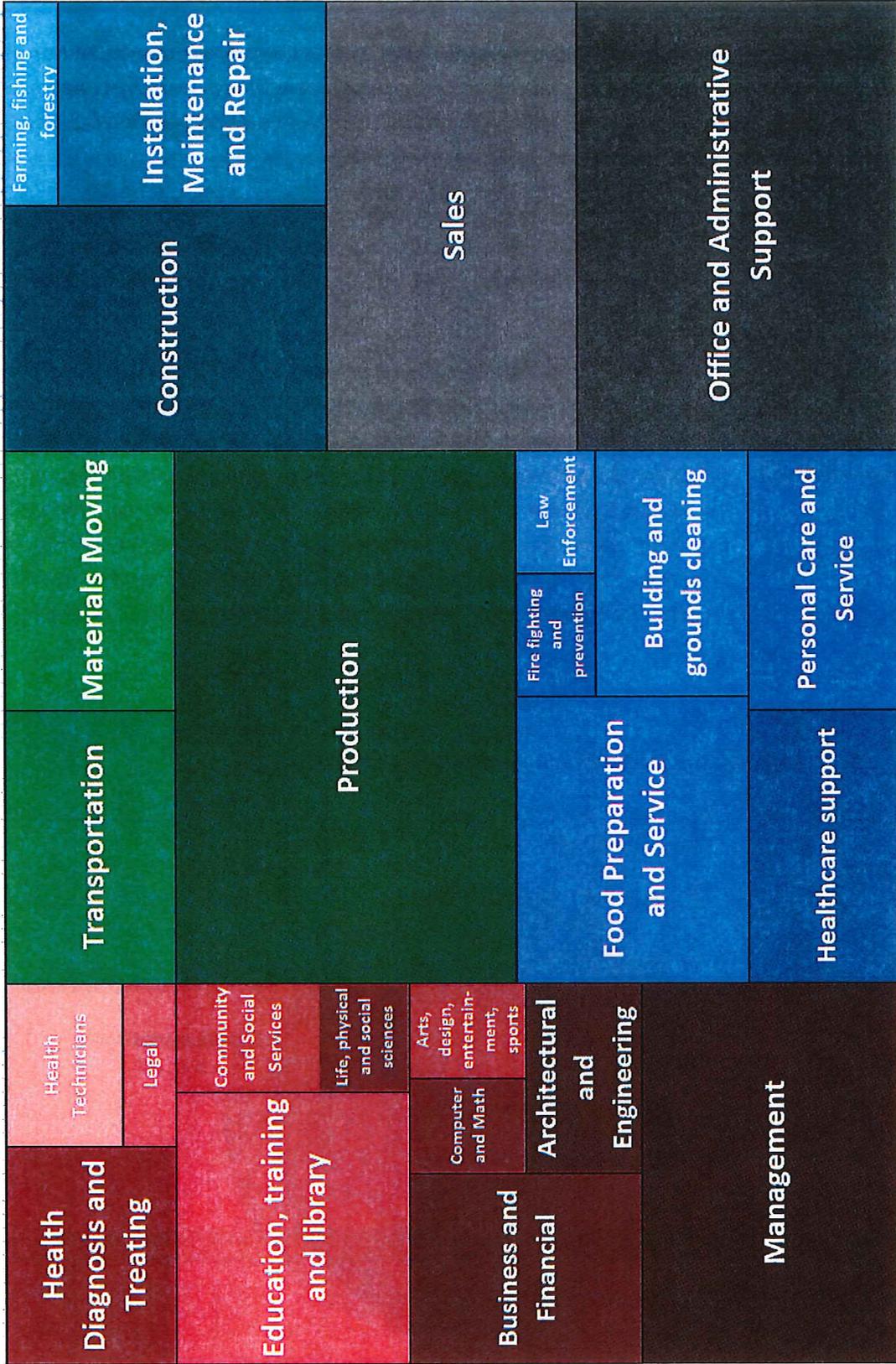
Figure 1



Trend line is from the 2001 – 2007 economic recovery

Source: Department of Administration calculations from Wisconsin Department of Workforce Development data

Data are also available on where people work and the categories of employees. Figure 2 is a look at these data for Polk County: the importance of manufacturing becomes readily apparent, with the single largest category of employees in the County being production workers, accounting for 14.6% of the total (note that this includes public sector employees); all told, prosecution-related occupations including transportation and materials handling account for almost 22% of total jobs in Polk County. Office workers, which would include many public employees, are the next largest group, and healthcare-related employment also shows as significant, although spread across a number of occupational categories.



US Department of Commerce, Bureau of the Census, County Business Patterns 2012

BUSINESS

Like all but a few Wisconsin counties, Polk County imposes a one-half cent sales tax piggybacked on the State sales tax and collected by the State Department of Revenue. In addition to providing revenue to reduce reliance on the property tax, these collection data also allow the County to track local economic activity.

The Department of Revenue has recently made available a breakdown of sales tax payments by type of business (Figure 4). Although the categories are extremely broad, it is of interest that only about half of total collection comes from retail sales.



Tourism: in 2015, visitors to Polk County spent \$82 million and the tourism industry employed 1,062 people with a payroll of \$21.4 million



Figure 5 shows sales tax collections by year, and the explosive growth in these collections since the end of the recession is readily apparent. 2014, especially, was a banner year, with collections increasing. This indicates a number of areas where economic improvement is occurring: vehicle sales, which are at record levels nationally, improved retail sales, and for Polk County especially, higher tourism revenues. The Wisconsin Department of Tourism estimates that total direct visitor spending in Polk County was \$82 million in 2015, up 3.1% from 2014.

Figure 4

Polk County Sales Tax Collections by Source (2015)

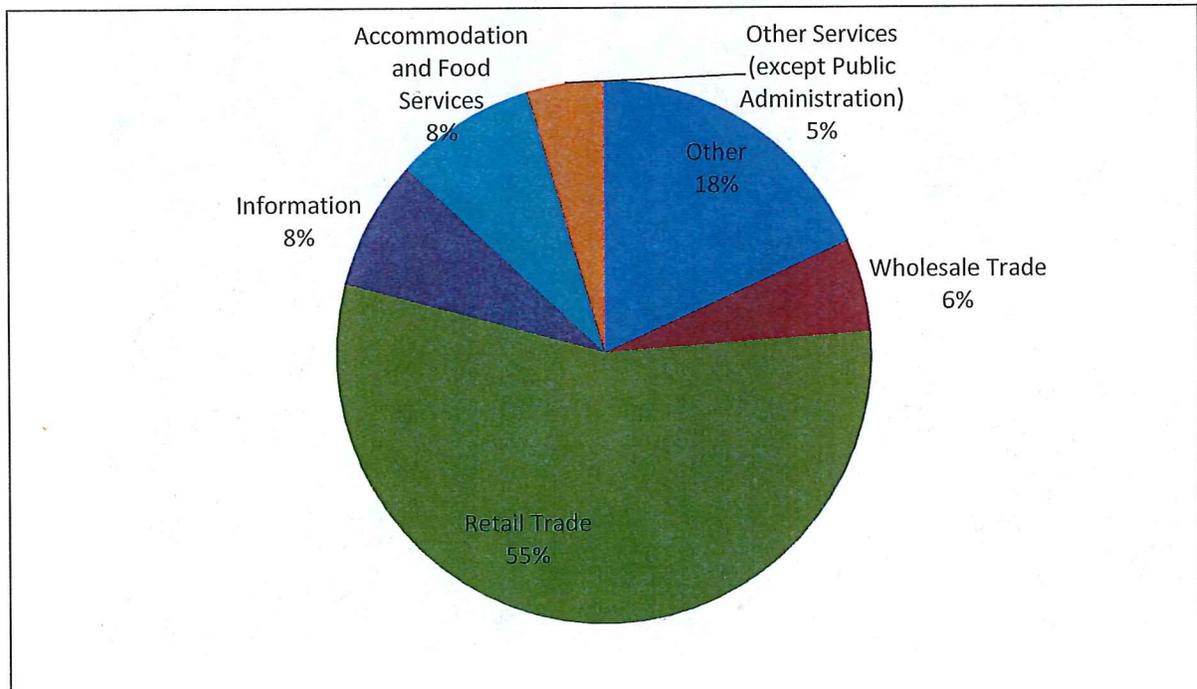
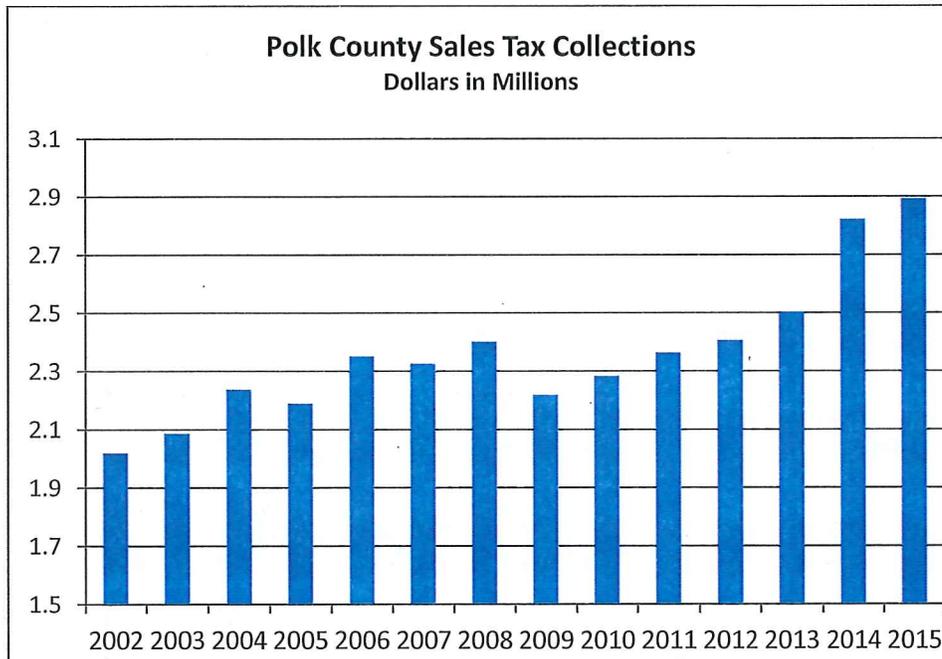


Figure 5



Source: Wisconsin Department of Revenue

The above discussion on employment has focused on Polk County residents who are employed; data are also available (albeit lagged one year) on Polk County employers, including self-employed individuals. Table 1, following, gives an overview of the County's business patterns for 2013 including number of establishments, employees, and payroll. Table 2 shows number of employees by sector for 2007, 2012 and 2013 to show the impact of the recession and recovery on employment, and Table 3 provides data on self-employed individuals in Polk County by sector.

Note the slow pace of recovery, overall, for County employers. The low point in employment was not reached until 2012 (note that these data are for the first quarter of each year only), and the recovery has overall been slight. This does conceal an underlying shift, however, away from retail employment towards manufacturing and health care. This recent trend is confirmed by the data in Table 2.

The most striking feature of these tables is the recent rebound in manufacturing and its importance to the County's economy. Manufacturing accounts for 36 percent of total payrolls, and employment was reported to grow by seven percent between 2012 and 2013. Health care is the second-largest sector, and this area does continue to grow as it did throughout the past recession. There is no reason to not expect this growth to continue.

Table 1

Distribution of Polk County Businesses, 2014

Sector	Establishments		Employees		Annual Payroll	
	Number	Percent of Total	Number	Percent of Total	Amount (\$'000)	Percent of Total
Agriculture, forestry, fishing and hunting	4	0.4%	13	0.1%	149	0.0%
Mining, quarrying, and oil and gas extraction	2	0.2%	N/A	N/A	N/A	N/A
Utilities	10	0.9%	94	0.8%	6,538	1.6%
Construction	130	11.7%	388	3.2%	14,351	3.6%
Manufacturing	100	9.0%	3,621	30.1%	155,023	38.9%
Wholesale trade	40	3.6%	413	3.4%	15,913	4.0%
Retail trade	156	14.0%	1,865	15.5%	42,690	10.7%
Transportation and warehousing	35	3.1%	127	1.1%	5,014	1.3%
Information	20	1.8%	N/A	N/A	N/A	N/A
Finance and insurance	47	4.2%	264	N/A	12,625	3.2%
Real estate and rental and leasing	31	2.8%	N/A	N/A	1,235	0.3%
Professional, scientific, and technical services	86	7.7%	355	2.9%	11,170	2.8%
Management of companies and enterprises	2	0.2%	N/A	N/A	N/A	N/A
Administrative and support and waste management and remediation services	51	4.6%	361	3.0%	10,948	2.7%
Educational services	6	0.5%	N/A	N/A	200	0.1%
Health care and social assistance	104	9.3%	2,342	21.6%	89,917	22.5%
Arts, entertainment, and recreation	27	2.4%	292	2.3%	2,378	0.6%
Accommodation and food services	126	11.3%	1,158	9.4%	12,480	3.1%
Other services (except public administration)	134	12.0%	487	4.0%	9,514	2.4%
Industries not classified	2	0.2%	N/A	N/A	N/A	N/A
Total for all sectors	1,113		12,048		398,788	

N/A means that data were not released to avoid disclosing confidential information. For those businesses for which an employment range was given, the percentage of total employees was estimated based on range midpoint(s)

Source: U.S. Department of Commerce, Bureau of the Census, County Business Patterns 2014

Table 2

Number of Employees by Sector: 2007, 2012, and 2014, Polk County

Sector	Number of Employees		
	2007	2013	2014
<i>Agriculture, forestry, fishing and hunting</i>	N/A	N/A	13
<i>Mining, quarrying, and oil and gas extraction</i>	N/A	N/A	N/A
<i>Utilities</i>	99	89	94
<i>Construction</i>	556	324	388
<i>Manufacturing</i>	4,155	3,311	3,621
<i>Wholesale trade</i>	354	423	413
<i>Retail trade</i>	2,200	1,820	1,865
<i>Transportation and warehousing</i>	159	119	127
<i>Information</i>	261	N/A	N/A
<i>Finance and insurance</i>	349	263	264
<i>Real estate and rental and leasing</i>	86	73	N/A
<i>Professional, scientific, and technical services</i>	316	349	355
<i>Management of companies and enterprises</i>	22	N/A	N/A
<i>Administrative and support and waste management and remediation services</i>	419	216	361
<i>Educational services</i>	N/A	b	N/A
<i>Health care and social assistance</i>	2,175	2,506	2,342
<i>Arts, entertainment, and recreation</i>	257	196	292
<i>Accommodation and food services</i>	1,376	1,103	1,158
<i>Other services (except public administration)</i>	527	462	487
<i>Industries not classified</i>	N/A	N/A	N/A
Total for all sectors	13,369	11,464	12,048

Source: U.S. Department of Commerce, Bureau of the Census, County Business Patterns 2013, 2012 and 2007

Finally, and as noted in the past, it is readily apparent that a large part of the County's economy consists of self-employed individuals. The latest data are for 2013 are contained in Table 3.

Table 3

Self-employed Individuals by Sector, 2013, Polk County

Sector	Firms		Gross Receipts	
	Number	Percent of Total	Amount (\$1,000)	Percent of Total
<i>Agriculture, forestry, fishing and hunting</i>	82	2.5%	3,277	2.5%
Construction	592	17.9%	30,270	23.1%
<i>Manufacturing</i>	86	2.6%	2,059	1.6%
<i>Wholesale trade</i>	57	1.7%	2,700	2.1%
<i>Retail trade</i>	408	12.4%	12,562	9.6%
<i>Transportation and warehousing</i>	180	5.5%	23,505	17.9%
<i>Information</i>	29	0.9%	367	0.3%
<i>Finance and insurance</i>	68	2.1%	4,145	3.2%
<i>Real estate and rental and leasing</i>	292	8.9%	16,411	12.5%
<i>Professional, scientific, and technical services</i>	292	8.9%	9,112	6.9%
<i>Administrative and support and waste management and remediation services</i>	214	6.5%	4,843	3.7%
<i>Educational services</i>	54	1.6%	522	0.4%
<i>Health care and social assistance</i>	236	7.2%	4,386	3.3%
<i>Arts, entertainment, and recreation</i>	153	4.6%	2,179	1.7%
<i>Accommodation and food services</i>	53	1.6%	1,635	1.2%
<i>Other services (except public administration)</i>	489	14.8%	13,295	10.1%
Total for all sectors	3,299		131,268	

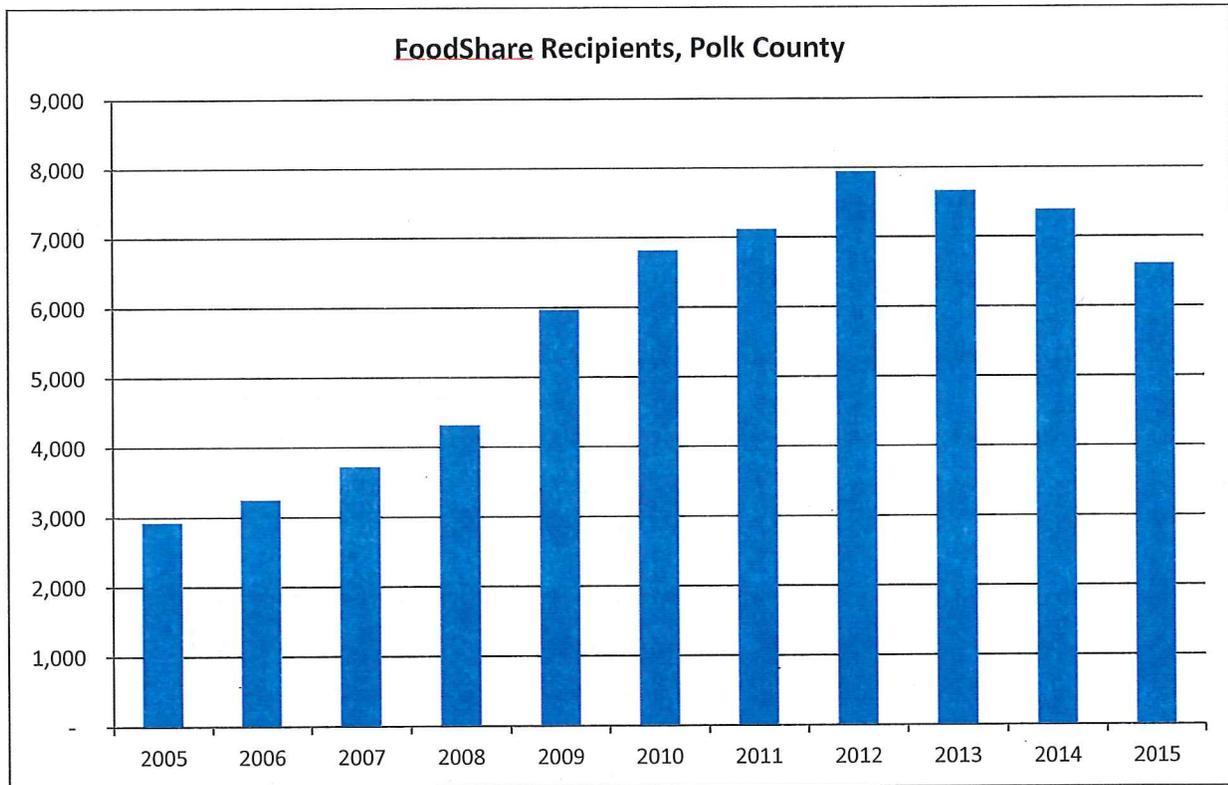
Source: U.S. Department of Commerce, Bureau of the Census, Non-employer Statistics, 2013

INCOME AND POVERTY

The severity of the past recession continues to be seen in measures of income and poverty. Although Polk County employment has largely recovered from the past recession, the median household income in 2014 is now above that in 2008, at \$52,411 and \$50,520, respectively, and almost identical to the state average. The poverty rate remains at 11.1 percent, down from a peak of over 12 percent at the bottom of the recession in 2010 but still well above the pre-recession level of about eight percent. The poverty level for 2014 is defined as \$11,490 for one person and \$23,550 for a family of four.

Another, more current, method of looking at poverty is the number of people receiving food assistance – FoodShare – in a county. Figure 6 shows this total for Polk County from 2009 through 2015 based on State of Wisconsin data.

Figure 6

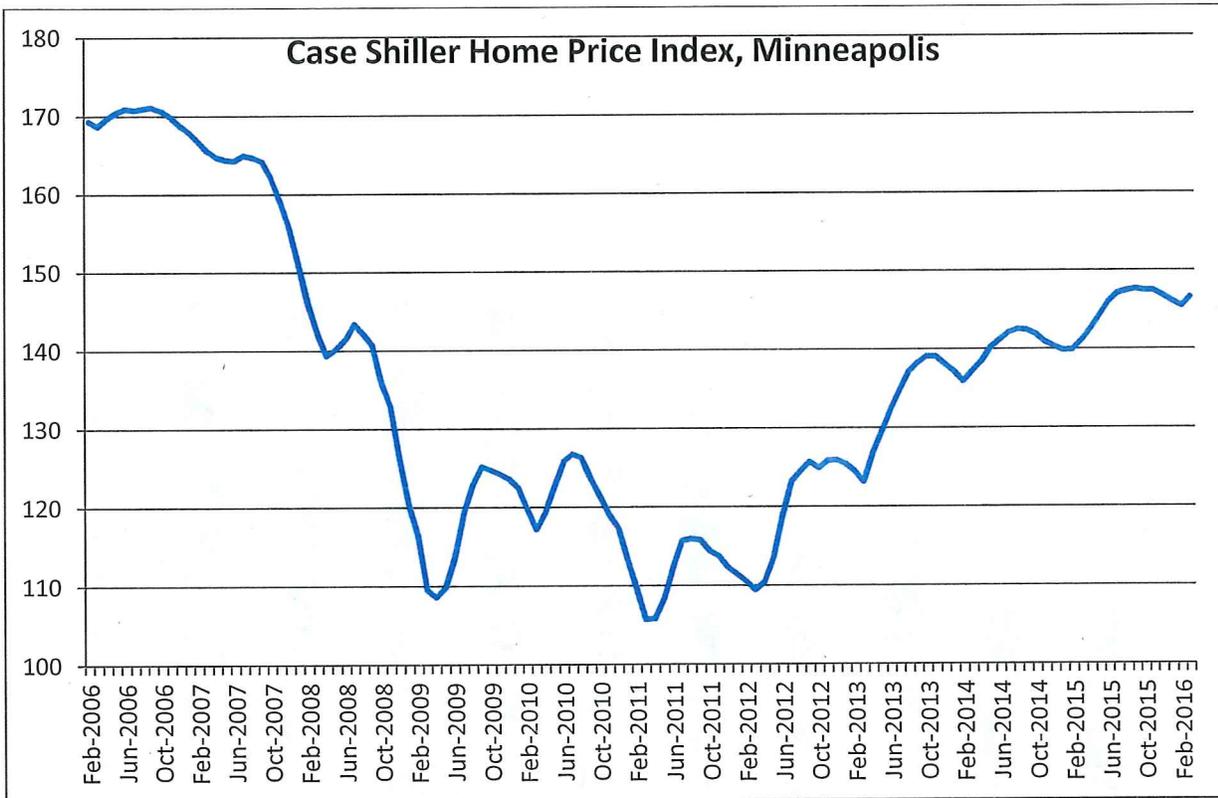


Source: Department of Health Services

HOUSING

The somewhat bumpy improvement in housing prices continues and now appears to be sustained. Note that the median home price in the Minneapolis-St. Paul metropolitan area is still at a level equal to that last reached in early 2003. Further, as Figure 7 shows, this has also not been a V shaped recovery, but rather a series of improvements and setbacks since the (first) bottom was reached in early 2009. Nonetheless, this recovery has been sustained longer than the previous three upturns and most analysts do believe that the median price will continue to rise for the foreseeable future despite inevitable increases in mortgage rates.

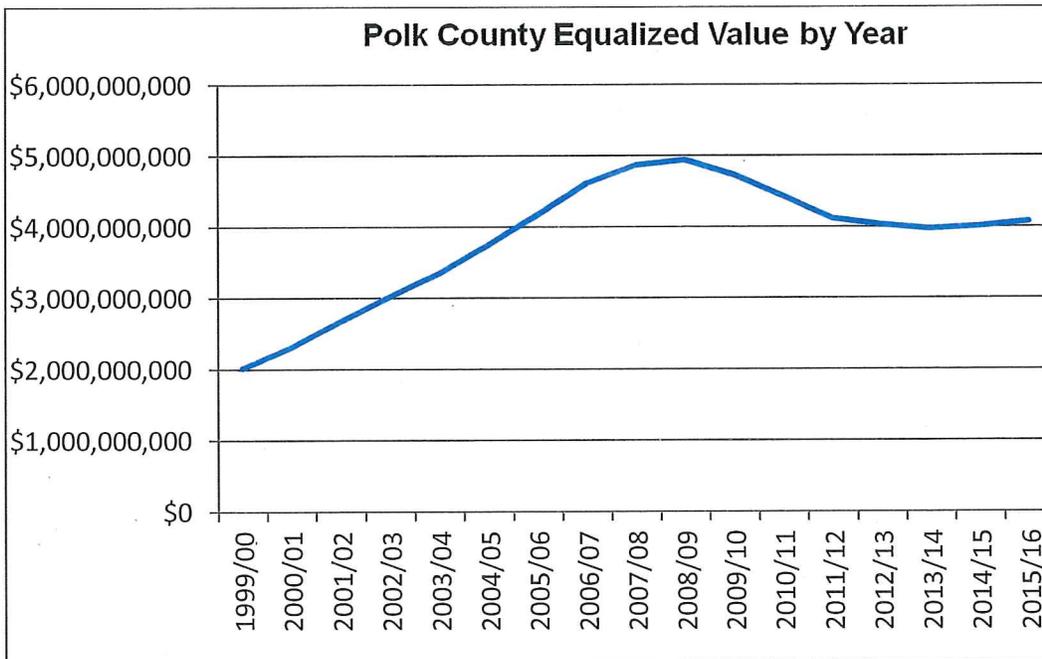
Figure 7



Source: Standard and Poor Case-Shiller Home Price Index, seasonally adjusted

It appears that new construction coupled with flat values on other property has finally reversed the long-term decline in the County's equalized value (property value for tax purposes). Figure 8 shows equalized value for Polk County for the period 1990 – 2015. Note that the drop in value during the past recession was \$1 billion, or nearly 20 percent of the total pre-recession value.

Figure 8



DEMOGRAPHIC CONDITIONS

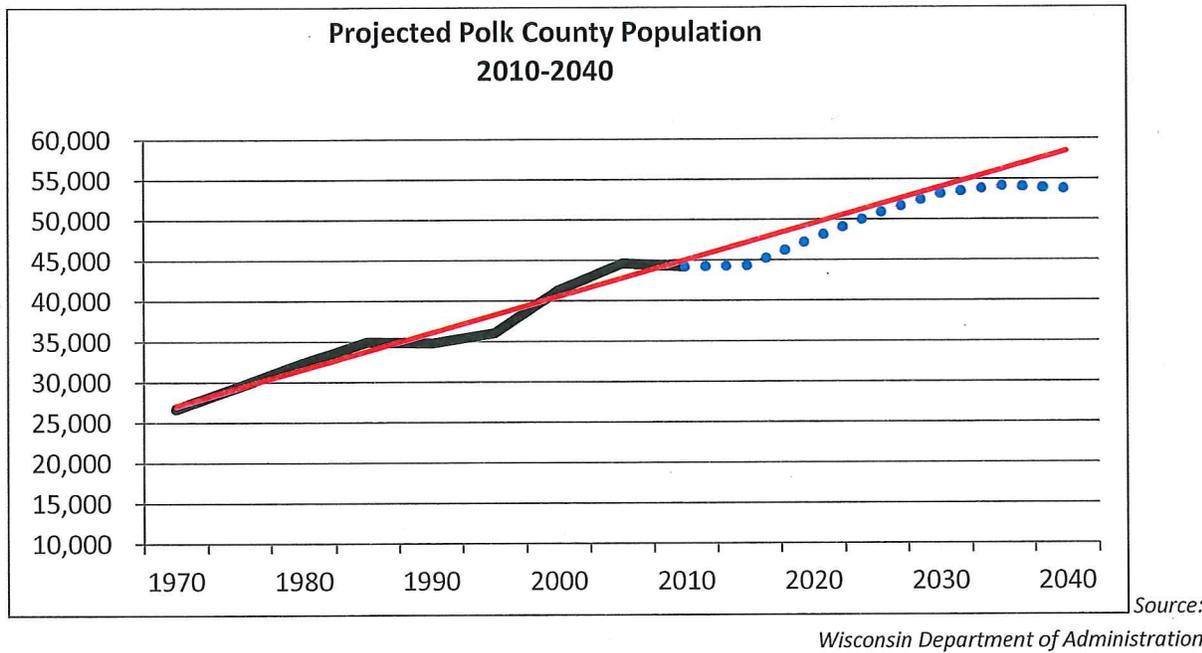
As with values, the U.S. Census Bureau now estimates that population growth has also resumed. The overall positive outlook for the economy is also reflected in the projections of the County’s demographic conditions. Although it is very likely that the County lost population during the past recession (the Wisconsin Department of Administration estimates that the County gained a net of only 22 people since the 2010 Census and the U. S. Census Bureau estimates that the County lost 768 people over that same period), the most recent projections from both sources are for net in-migration to resume; the DoA projects that the County will continue to grow over the next two decades. Figure 9 shows change in the County’s population from 1970 through 2010, projections by the Department of Administration for 2020 through 2040, and a projection using a trendline calculated from actual growth from 1970 to 2010. Note how close the projections are to that trendline, and the effect of past recessions on population growth. It appears that every national recession has been followed by a five year (or so) pause in County population growth.

★★★★★★★★★★

Vietnam Veterans:
According to the USDA Atlas of Rural America, 10.5% of Polk County Residents are veterans, of which 40 percent served in the Vietnam Era.

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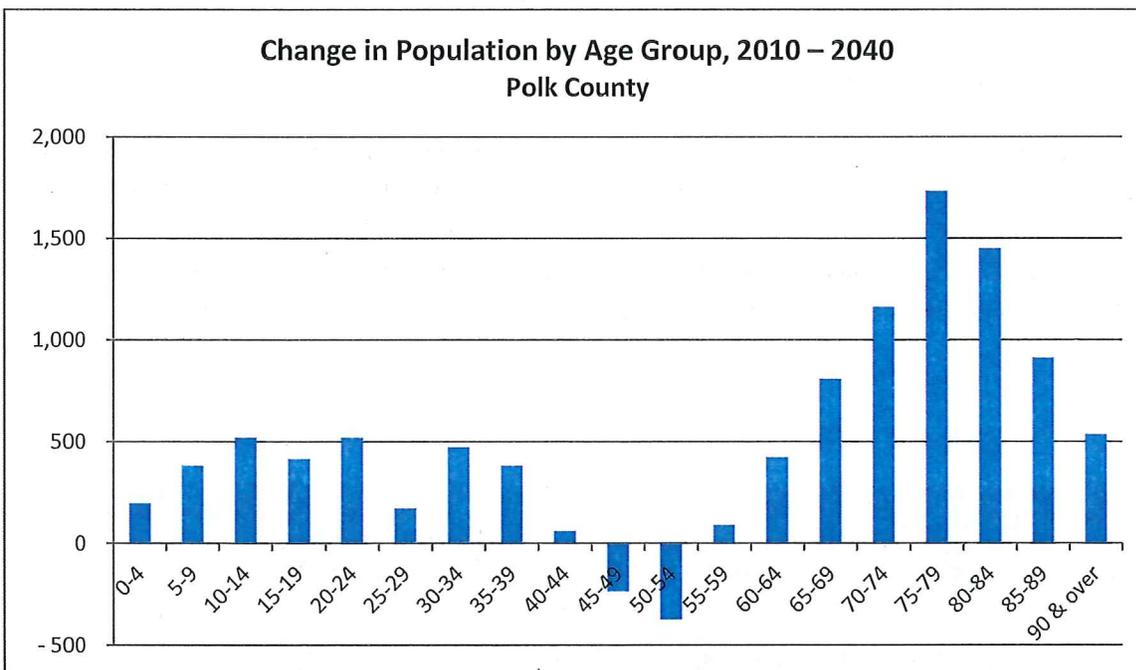
Figure 9



This projection of growth also helps shape the demographic profile of the County. Previously, the most striking features of the County’s demographic profile – like that of most rural counties – was its rapidly aging population and its loss of working-age adults. The former is inevitable, and over the next 20+ years the fastest growing age group in absolute terms will be residents in their 70s, adding another 3,000 people. However, with economic growth comes growth in working age adults and families; it is now projected that the County will gain in every age group except 45-55; Figure 10 shows the change in population by age group from 2010 to 2035; note the dramatic increases in the older groupings.

As noted in past reports, this rapid shift will place strains on government services, especially in rural areas. Many of these individuals will live around the lakes or in the countryside, with vacation properties becoming permanent residences. These properties are not easily accessed, many on narrow, private, dead end gravel roads by a lake. Transportation, public safety, highway maintenance, social services, public health, aging programs – all will require increased resources due to the County’s older, geographically scattered population. However, this economic resurgence will assist in increasing values and revenues, providing some assistance in coping with these increased demands (although of course only within reason). All told, this economic growth and accompanying increase in working age population puts Polk County in a far better position than most truly rural counties in coping with this growth in older population.

Figure 10



Source: Prepared from estimates developed by the Wisconsin Department of Administration

Finally, the character of population growth will also change in the coming years. Much of Polk County’s growth is projected to come from net migration, not natural increase (births minus deaths). This migration will likely increase the diversity of the County’s population: the (Twin Cities) Metropolitan Council estimates that all of the net population growth in the metropolitan area will be in groups traditionally defined as minorities, i.e. no natural increase or net in-migration in populations defined as Caucasian; that same trend will likely occur in Polk County.

FISCAL CONDITION

The economic analysis and outlook is one part of the financial picture for purposes of policy making through the annual budget; the fiscal status or condition of the county is another. Economic data help provide guidance as to demand for services and growth in resources; fiscal conditions provide information on resource availability and internal influences on the County’s budget as well as those externally imposed by other levels of government in the form of financial aid, programs or mandates.

In general, the fiscal condition of the County continues to improve. The County the cumulative gap between revenues and expenditures – an indicator analogous to a deficit at a higher level of government – was reduced again in 2015 and will fall again this year. (Counties of course must have balanced budgets; however, borrowing for capital and, especially, indirectly for current expenditures has a similar effect in that these funds that must be paid back in the future.) County finances as a whole are

now sustainable, albeit challenges are coming in the form of severe revenue restrictions combined with increased costs of operations. At the same time, the County's fund balances continue to improve and it appears that the County's equalized value has begun to increase once again.

PROPERTY TAX CAPACITY AND TAX EFFORT

Despite the huge drop in value due to the past recession, Polk County remains a wealthy county in property terms, with \$ 4.3 billion in equalized value or nearly \$100,000 per capita. The fall in value is equally impressive: a loss of nearly \$1 billion from 2008 to 2013, when values hit bottom. Table 6 shows change in equalized value by class of property from 2015 to 2016. Note that most of the increase in value is due to increased housing value, but manufacturing also shows some solid growth.

Table 6

Change in Equalized Value by Class, 2015 – 2016, Polk County

<i>Class of Property</i>	<i>2015 Value</i>	<i>New Construction</i>	<i>Economic or Other Change</i>	<i>2016 Value</i>	<i>Change in Value</i>	
					<i>Dollar</i>	<i>Pct.</i>
Residential	3,296,441,200	25,510,000	90,713,700	3,412,664,900	116,223,700	3.5%
Commercial	337,355,400	3,840,000	2,200,800	343,396,200	6,040,800	1.8%
Manufacturing	85,016,700	1,165,800	5,452,600	91,635,100	6,618,400	7.8%
Agricultural	34,378,800	0	420,800	34,799,600	420,800	1.2%
Undeveloped	36,797,900	0	-750,900	36,047,000	-750,900	-2.0%
Ag Forest	53,310,300	0	-1,058,500	52,251,800	-1,058,500	-2.0%
Forest	199,010,900	0	-2,951,400	196,059,500	-2,951,400	-1.5%
Other	123,297,000	806,600	-1,075,500	123,028,100	-268,900	-0.2%
Total	4,165,608,200	31,622,400	92,651,600	4,289,882,200	124,274,000	3.0%

Source: Wisconsin Department of Revenue

Despite these falling values and in large part because of fiscal constraint, Polk County's property tax rate – an *indicator* of tax effort – remains near the middle for Wisconsin counties. For 2016, the County's tax rate was \$5.44 per \$1,000 of equalized value (including Act 15 and Town Bridge Aid); this places the County exactly at the median, ranking 36th highest among the 72 counties, the same as the prior year. On a dollar basis, the County levy about the same as it has been for the past five years. (Excluding the State-mandated levies for Act 150 (libraries) and Town Bridge Aid. Although included in some reports of county levies, neither of these levy amounts are controllable by a county government nor do the proceeds go to county government, meaning they are indirect city/village/town levies.)

As noted in past years' condition of the county reports, much as a relatively low tax rate is not prima facie evidence of low tax effort or burden, as higher average values can result in higher average taxes holding rate constant, a relatively high per capita levy is not proof of a high tax effort. Tax shifting and

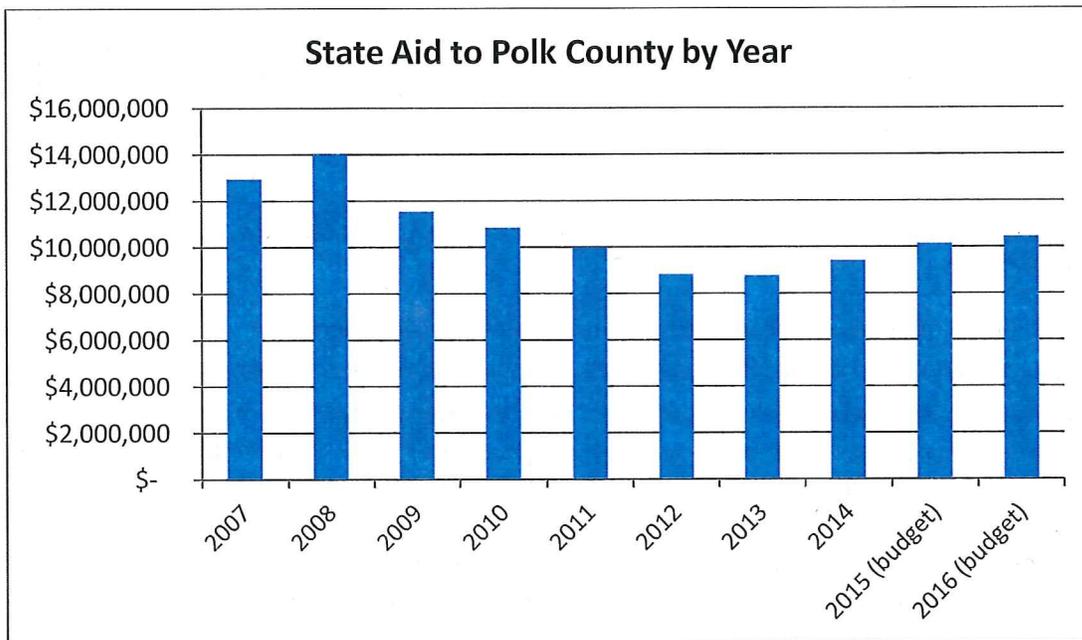
incidence result in a redistribution of taxes to non-residents; this is especially pronounced in those areas with a great deal of seasonal property as per capita measures do not take into account the cost of providing services to seasonal residents or tourists. In an annex to the 2011 report, we calculated that about \$60 of levy per capita can be directly ascribed to the cost of providing services to seasonal residents (of course the added tax base more than compensates for this cost).

INTERGOVERNMENTAL AID AND FINANCES

The long-term decline in State aid does appear to have stabilized and even increased, although only in two areas and at a level far below historical averages. As recently as 2008, state aid exceeded \$14 million annually; we expect it to be just over \$10 million this year (Figure 7). We do not expect any increase in state aid next year.

Beyond next year, the prospects for increased state or federal aid are slight. The Affordable Care Act will absorb much of any new federal revenue and the State of Wisconsin, while improving financially, must still deal with an ongoing structural imbalance. As Polk County is not substantially reliant on state aid, however, this should prove manageable (much of what is described as state aid below is in fact pass-through federal aid such as Medicaid).

Figure 11



Source: Department of Administration

OTHER REVENUES

As discussed in the section on the economy, sales tax collections continue to improve, and are now well above recession-era levels. Collections for 2015 again set a record at \$2.9 million, and 2016 collections to date are three percent above that level. Other revenues remain generally flat, with interest income again miniscule despite the increase in the County’s reserves. It now appears that land-use related fees have begun to increase. Golden Age Manor ended 2015 in the black for the fourth year in a row, and the Lime Quarry ended in the black. The following table compares actual to budgeted revenues for the General Fund for 2015.

Table 7

2015 General Fund Revenues, Budgeted and Actual

Revenue	Budget	Actual	Variance
Taxes	\$14,774,070	\$14,709,641	(\$64,429)
Intergovernmental	3,814,756	4,027,452	\$212,696
License and Permits	300,842	328,542	\$27,700
Fines and forfeits	117,900	94,813	(\$23,087)
Public charges	1,577,684	1,543,789	(\$33,895)
Intergovernmental charges	540,505	550,299	\$9,794
Miscellaneous	518,485	629,239	\$110,754
Total	21,644,242	21,883,775	\$239,533

EXPENDITURES

Overall expenditures have largely flattened at just under \$60 million per year, with a slight uptick in 2015 resulting from the early payoff of a 2007 bond. The combination of State aid reductions (and freezes) and caps on revenues have been met with tight expenditure controls, with substantial savings through attrition and greater efficiency in operating expenditures. This year, Polk County will employ over 30 fewer FTE than in 2010.

As discussed in previous reports, past use of debt and fund balance during the period 2000 – 2009 had the effect of putting increased subsequent stress on budgets. The County’s high debt service shows that effect; for the next several years the County will need to continue to shrink that cumulative deficit which reached a significant \$33.4 million at its peak in 2009. These expenditures were largely used to fund necessary capital improvements, but still must be repaid through higher revenues, lower expenditures, or some combination. For the past four years, revenues have exceeded expenditures. Although this will be increasingly difficult, continued payback of the County’s debt and financial discipline through budgeting and expenditure controls will act together to reduce this gap further.

Table 8

Changes in Fund Balances of Governmental Funds, Polk County

(Modified Accrual Basis of Accounting); Dollars in Millions

Year	Revenues	Expenditures	Difference
2000	\$25.629	\$26.211	(\$0.582)
2001	30.689	39.231	(8.550)
2002	32.179	44.841	(12.663)
2003	34.691	43.753	(9.062)
2004	38.386	38.387	(0.001)
2005	41.053	40.523	0.529
2006	41.748	43.781	(2.034)
2007	41.766	42.214	(0.448)
2008	45.479	45.925	(0.445)
2009	41.820	41.963	(0.143)
2010	42.063	40.335	1.729
2011	40.834	40.244	0.591
2012	40.243	39.632	0.611
2013	40.885	40.788	0.097
2014	41.146	40.055	1.091
2015	41.471	40.140	1.331

Detail may not add to total due to rounding; 2012 adjusted for debt refinancing.

Source: 2009 and 2015 Comprehensive Annual Financial Report, Polk County, with 2015 expenditures reduced to reflect early payment of a 2007 bond issue.

General Fund expenditures for 2015 were a total of \$23,822,242 as compared to a budget of \$24,720,871, a savings of \$898,629 or about four percent. Table 9 compares actual and budgeted expenditures for 2015.

Table 9

Comparison of Budgeted and Actual General Fund Expenditures, 2015

Expenditure Category	Budget	Actual	Difference
General Government	6,937,001	6,233,092	703,909
Public Safety	7,926,891	7,666,115	160,766
Highway	4,811,387	4,811,387	-
Sanitation	638,828	567,845	70,983
Health and Human Services (General Fund Share Only)	1,592,733	1,598,002	(5,269)
Culture, Recreation and Education	1,099,457	1,072,048	27,409
Conservation and Development	1,714,574	1,773,753	(59,179)
Total Expenditures	24,720,871	23,822,242	898,629

Please note that it would be extremely risky to assume that future expenditures will always exceed budgeted amounts. Much of these savings have come from attrition, holding positions open for a portion of the year. However, staffing levels are approaching minimum in most areas, meaning that it will be increasingly difficult to delay filling positions for any length of time. As a consequence, the need for budgetary discipline becomes even greater, as if a department exceeds its budget there may not be savings elsewhere to offset this deficit.

Outside of the General Fund, the condition of other funds has improved as well. The health insurance fund had an actual increase in for the last four years after several years of declines. The Highway Department fund balance also increased, as did Golden Age Manor.

FUND BALANCE

Overall, Polk County's unassigned fund balance increased significantly, by \$797,621 and from 36.5% of total General Fund expenditures to 38.8% (Table 10). Note that the 2015 budget set a minimum fund balance of 33 percent of General Fund expenditures; the end-of-2015 unassigned balance exceeded that amount by \$1.2 million.

Table 10

Polk County Unassigned Fund Balance by Year

	2009 Audited	2010 Audited	2011 Audited	2012 Audited	2013 Audited	2014 Audited	2015 Audited
Beginning Fund Balance	\$2,987,002	\$2,878,036	\$6,635,325	\$7,254,080	\$6,739,432	\$7,304,853	\$8,443,384
Additions (Subtractions)	(108,966)	3,757,289	618,755	(514,648)	565,421	1,138,531	797,621
Ending Fund Balance	2,878,036	6,635,325	7,254,080	6,739,432	7,304,853	8,443,384	9,241,005
Percent of General Fund Expenditures	12.3%	29.4%	31.1%	29.3%	30.3%	36.5%	38.8%

Again, a fund balance of over 33 percent is considered to be a prudent amount at this time due to a high level of uncertainty in State and Federal funding as well as limited growth in revenues. Should a major funding loss or large unanticipated cost occur, a reserve provides the time needed to phase out programs and avoid disruptions and extra costs. In addition, much of this fund balance was comprised of one-time resources such as cancellation of non-lapsing accounts, project funds, and so forth as well as one-time expenditure reductions or savings. The 2016 budget is sustainable, and in fact goes further in reducing future costs; the 2017 budget will need be sustainable as well. For now the safest assumption is that these funds are all one-time resources.

DEBT SERVICE AND BORROWING

As of today, Polk County owes \$9.6 million in principal and, under current schedules (absent refinancing) will pay \$2 million in interest between now and 2021, when all debt is paid. In 2016, the County's debt service is approximately \$3.1 million, or 15 percent of tax levy, a sustainable level for a growing county.

Starting in 2017 debt service will fall off very rapidly, with all of the County's debt repaid by 2021. This provides opportunity to consider new infrastructure investments without a levy increase by simply sustaining debt service at about 15 percent of levy, with of course restraint on other expenditures. Table 11 shows debt service by year from 2015 through 2021 by principal and interest payments for all County obligations. Note that all of the County's debt is retired and there are no scheduled debt service payments after 2021.

Table 11

Polk County Debt Service Payments

2014 – 2021

<i>Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>	<i>Change from prior year</i>
2015	4,842,777	850,210	5,692,987	1,831,682
2016	2,620,000	527,055	3,147,055	-2,545,932
2017	1,860,000	396,055	2,256,055	-891,000
2018	2,010,000	325,375	2,335,375	79,320
2019	2,140,000	229,000	2,369,000	33,625
2020	2,200,000	128,250	2,328,250	-40,750
2021	500,000	23,750	523,750	-1,804,500

Note: 2015 is affected by an early bond payoff; 2016 does not include an early capital lease payoff

CAPITAL IMPROVEMENTS AND INFRASTRUCTURE

With a few notable exceptions, the County’s infrastructure continues to be in excellent condition. As noted in the past, the opposite side of the debt service cost issue is that the County does enjoy the benefits of relatively new, energy efficient, low maintenance facilities. The quality of the highway system is also quite high despite recent funding challenges discussed above; please refer to the excellent reports by the Highway Department for more detail.

A longer-term concern has emerged with respect to specific facilities. The Highway Department facilities are in relatively poor condition, with issues of accessibility, efficiency, and structural and functional obsolescence. These issues must be addressed in the next several years, either through a major remodeling or construction of new facilities or perhaps both. Golden Age Manor has developed a capital improvement plan for the first time that calls for investments in facilities and equipment adequate to improve the overall facility and has recently demonstrated the ability to fund such investments. Finally, the government center itself is perhaps only a decade or less away from requiring a major upgrade.

MANAGEMENT CONDITIONS

The final relevant aspect of the condition of Polk County is administrative. Specifically, this dimension considers implementation of policy as set by the County Board, the “how” Board directives are carried out. State law assigns this responsibility to the county administrator and department heads and by so doing requiring that the county administrator and department heads be accountable to a county board for their implementation. A recent Wisconsin Attorney General’s opinion has reinforced this responsibility and consequent accountability, noting that “In a county with a county administrator ... [committees and boards are] purely advisory bodies to the county administrator and county board and a policy-making body for the ... department as a whole ... [and] cannot exercise supervisory or management authority”

POLICIES

An administrator is responsible for implementing policies set by a county board, a significant part of his or her management assignment. To do so, these policies must be clear, comprehensive, easily referenced, current, and not contradictory or ambiguous. Over the past two years, a number of policies have been redrafted to fit the administrator form of government, to ensure comprehensive coverage or to eliminate inconsistent or obsolete provisions. This activity has been of benefit in improving the quality of policies and assisting in their implementation. Redrafted policies include budget preparation and execution, purchasing, personnel policies, financial policies, debt management, property management, accounts receivable, governing committee roles and responsibilities, investment policy, and the general rules of order.

The massive changes required by the adoption of Acts 10 and 32 in 2011 required a significant redesign of many policies to incorporate factors formerly contained in collective bargaining agreements. The County has been operating under interim personnel policies since January 2012; the first permanent policies have been drafted as part of the General Code and were adopted early this year, as were a full set of fiscal policies.

MANAGEMENT AND SERVICE DELIVERY

Polk County staff continue to work on developing and refining performance measures as ongoing components of the development of a system of performance management. Performance management requires the alignment and clarification of goals and then support towards their achievement and measurement of results; performance budgeting is one component of this general approach, albeit arguably the most important. The general concept is to continually evaluate progress towards objectives set by the County Board through meaningful, timely measures of effectiveness; as the old saying goes, as there is not enough money to do everything, the Board has to somehow decide what to

do. The optimal approach is to shift funding from ineffective, low priority programs to more effective, high priority programs.

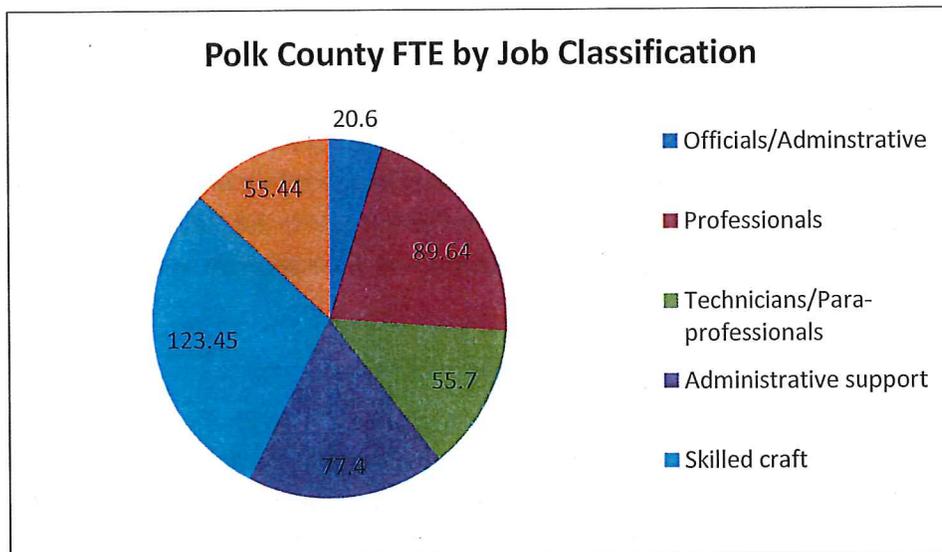
The 2016 budget was the first to be prepared in a complete, multi-year program format linked to overall priorities as set by the County Board capping a multi-year effort to introduce these concepts. The overall goals of this process are increased transparency, better information for decision making, and improvements to long-term financial stability.

STAFFING AND SUCCESSION PLANNING

The ongoing economic recovery has resulted in a tightening of labor markets and that has in turn has increased issues with recruitment and retention, especially for night and weekend shifts where the County provides 24/7 services. Turnover has been both advantageous and disadvantageous for Polk County, in that many who have left a position have taken another within county government. Recruitment and retention issues will continue to be problematic for the county for some time, especially with an aging workforce as discussed below.

By job classification, 20.6 employees are considered officials or administrators, generally department heads. Of the remainder, most are engaged in direct service delivery: nearly 80 percent of County employees are skilled craftspeople, technicians, professionals or protective service workers. Figure 10 shows the distribution of employees by category.

Figure 10



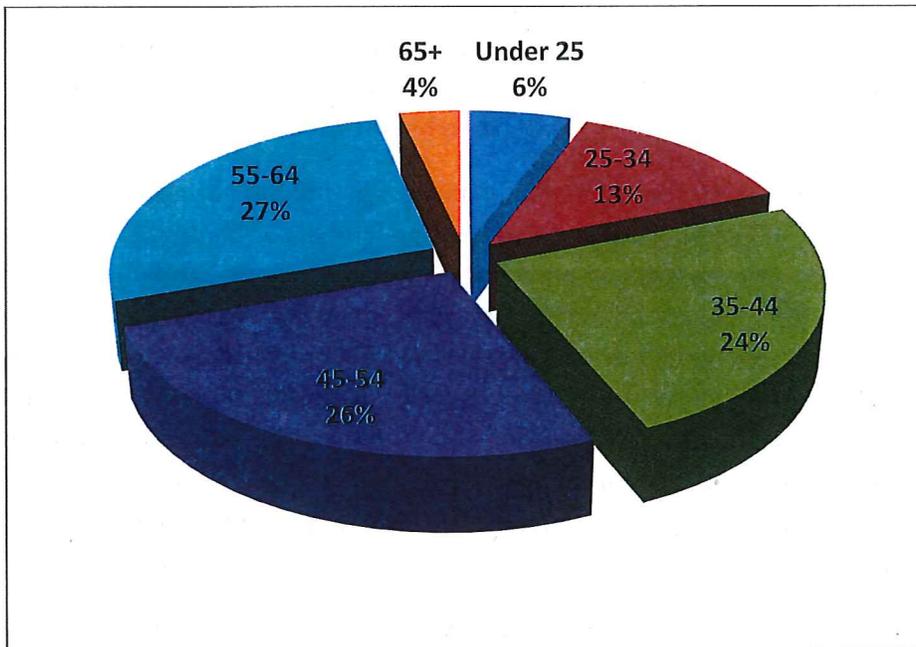
Also as noted last year, the County's work force also growing older: over one-third of County employees are currently eligible for retirement. Naturally, this includes most of the senior staff. There is also a

large group of employees who will be eligible for retirement in the following five years. The average Polk County employee, excluding Golden Age Manor, is 46.5 years old.

Figure 11 shows the frequency distribution of staff by age. A large block is 55 and over, about one-third of the total, with a block of equal size eligible to retire within 10 years. Although unlikely, it is however possible that two-thirds of all County employees could retire within 10 years; it is almost a certainty, however, that one-third will.

Figure 11

Age of Polk County Employees



Excludes Golden Age Manor

STRUCTURE AND ORGANIZATION

Government structure is a balance between two conflicting sets of forces: specialization/division of labor and efficiency/customer service. Division of labor leads to a hierarchical organization, efficiency means optimal distribution of workload and minimization of overhead costs, and customer service means simple access to services, not bouncing from one agency to another. Even within specialized departments there is often further segregation of duties and responsibilities for a number of reasons including specific skill needs, a natural desire to limit the scope of assignment, and to increase responsibility – at least on paper – for promotional purposes. This further specialization causes further complexity for the customer/citizen due to “it’s not my job” type of issues. Finally, a separate

organizational unit imposes additional costs by limiting resource sharing and reducing overall productivity: each unit must staff for peak demand (or nearly so) meaning there will often be unused capacity.

Like many Wisconsin counties, Polk County has a very fragmented, specialized organizational structure. This basic structure developed decades ago, with only modest changes since. Polk County has 23 departments, of which nine have five or fewer employees and another five have between five and ten employees. Some of this of course results from state law which assigns certain positions to elected officials, but the remainder evolved along with the county's responsibility. Departments were created to implement new programs and assigned to a County Board committee for oversight; this structure has never been reviewed in the context of a county administrator form of government. A related issue concerns the lack of clarity in the relationship between standing committees and department heads. Under the old system of government, departments took direction from and were accountable to standing committees; under an administrator form of government departments are directly accountable to the administrator who is directly accountable to the full County Board. However, consequent issues of authority, responsibility and accountability have yet to be sorted out.

It is becoming increasingly clear that the County cannot long afford to have 21 separate departments for reasons of accountability, citizen/customer service, and for efficiency. First, it is a challenge for an administrator to work with this many direct reports – the usual recommendation for span of control is six to eight subordinates. This, along with the historical semi-independence of departments and unclear relationship to committees has served to blur accountability in some cases. Second, as noted such fragmentation results in inefficiency: although comparisons are difficult, as many as one in five county employees (outside of Golden Age Manor) is considered administrative support staff. Each department that interacts with the public must staff for full coverage, limiting the opportunities for resource sharing and for cross training. Finally, again as noted this fragmentation does not make for seamless citizen/customer service.

A related problem is fragmentation in financial systems and operations. Each department has its own budget, financial management and reporting systems and sometimes its own financial information system. Most departments also handle cash payments, which elsewhere has proven problematic. Proper financial management requires uniformity in processes, procedures, controls, reporting and software, and the fewer individuals that are responsible for cash handling and the more the controls the better.

POLICY DIRECTION

The second major issue relating to Polk County government, and one currently being addressed, is the need to improve policy direction to help the government evolve to meet an uncertain future. The fundamental policy challenge is that, as there is not enough money to do everything, you have to decide what to do. The new challenges facing the County – the ones mentioned above such as an aging population, increased diversity, population growth as well as those not yet identified – will require

shifting resources, and doing so requires a plan. Six years ago, I made the distinction between a government in transition – one knowing where it needs to go and taking active steps to get there – and one in transformation – uncertain of path, and letting others set that for them, reactive instead of proactive.

The current strategic planning exercise will provides an opportunity for setting overall priorities from which departments may derive their own strategic plans. A robust methodology has been developed that allows for such derivation and linkage to the annual budget, so that the flow of funds can better follow priorities as set by the County Board.

CONCLUSION

Overall, the condition of the County continues to improve in all three dimensions. The local economy has recovered substantially from the past recession, although there are still challenges, with employment surpassing pre-recession levels. Sales tax collections are at record levels, and the housing market is improving. Newer data are needed to ascertain the impact of the recovery on the County's employers, but given the general economic improvement (and unofficial indicators such as help wanted ads) it is likely that these sectors are improving as well. Finally, the County's equalized value has resume growth this past year.

The County's financial status is also improved, with final expenditures less than the original budget amount for the past five years in a row. This, combined with better than expected revenues and a cancellation of dedicated funds resulted in a substantial increase in the unassigned fund balance and a greatly improved fiscal picture. Note that much of these resources resulted from one-time savings or revenues; to avoid a structural deficit these should not be used to fund ongoing expenditures unless absolutely essential. However, these funds do provide the County the opportunity to manage its way through the coming fiscal challenges, a luxury few other local governments have. Attrition can be used instead of layoffs as needed; a layoff often represents a costly failure to plan.

Financial challenges are substantial as well. Polk County has seen a dramatic drop in equalized value, although it is likely that the bottom has been reached. Even though levies were not increased, the County's tax rate remains high by historical standards and 36th highest among the State's 72 counties. The State has effectively capped levies at zero, meaning that there is likely to be little increase in resources for the near future and therefore increased costs must be covered internally. This will become more and more difficult to do.

The County's management condition is also improving. The first part of the draft of the General Code has been completed, and County employment has been reduced significantly without major service disruption or loss, although most redundancies have been eliminated. Succession planning continues, and there are still three very large challenges, however: the current wave of retirements, to maintain morale in difficult financial times, and to gradually replace a Byzantine position classification system with one that is more fair and linked to the labor market, supporting and reinforcing the County's excellent public employees.

As this report concludes every year, all told Polk County is in a position many other local governments would envy: an improving economy, solid financial reserves and a foundation of good fiscal practices, an outstanding work force – and a great place to live.

ADRC: AGING AND DISABILITY RESOURCE CENTER Laura Neve, Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The ADRC provides information to and oversees the provision of services to seniors, those with disabilities and their families, including nutrition and transportation programs for the elderly.

The mission of the Aging and Disability Resource Center is to empower and support seniors, people with disabilities and their families by providing useful information and finding the help people seek. The ADRC is a central source of information, assistance and access to community resources.

The vision of the aging programs within the ADRC is to provide advocacy, information and services that help older people remain independent in their homes and active in their communities.

Link to County Board Strategic Goals:

To improve the quality of life for all who live in Polk County and to serve and represent the public with integrity.

Strategic Priorities:

To serve the community by meeting their needs of information and assistance (related to aging, disabilities and caregiving) as efficiently as possible with great customer service.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	110,785	110,785		110,785
State Aids	1,477,324	1,297,247		1,345,832
Public Charge for Services	191,143	113,000		113,000
Misc Revenue	455	750		600
Total Revenue	1,779,707	1,521,782	14%	1,570,217
Expense				
Personnel Services	790,844	815,249		808,238
Contractual Services	60,376	57,029		62,026
Supplies & Expenses	219,856	220,499		238,850
Fixed Charges	29,126	34,540		27,720
Grants, Contributions, Indem	521,540	394,465		421,007
Capital Outlay	34,786	-		-
Cost Reallocation	12,471	-		-
Total Expenditures	1,668,998	1,521,782	9%	1,557,841
Net Revenue and Expenditure	110,709	-		12,376

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Some of the revenue is "earned" as we go. We were able to pull more Medical Assistance dollars than expected. When this happens the expenses also increases to meet the needs of the public.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	4.91	5.89
Technicians/Para-Professionals	1	
Administrative Support	3	3
Skilled Craft/Service Maintenance	3.1	3.1
Total	13.01	12.99

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
ADRC Programs Information & Assistance	543,460	623,931	638,715
Disability Benefit Specialist	250,379	228,267	233,676
Elder Benefit Specialist	178,965	106,525	109,049
Community Education	29,874	15,218	15,578
Caregivers Support	35,761	15,218	15,578
Nutrition Program	456,333	380,446	389,460
Transportation Services	174,226	152,178	155,784
Total	1,668,998	1,521,782	1,557,841

SECTION 2: PROGRAM DATA			
Program name:	ADRC Programs Information & Assistance		
Program number:	36-01		
Program objective:	Serve as single entry point for un-biased community resource information. Also to assist with enrollment into publicly funded long term care programs.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACUAL RESULTS FOR 2015	
Listen to customers, evaluate their needs, provide information on public/private resources and assistance as needed to make the necessary connections. Follow up and advocacy are provided where needed to make the outcomes successful.		These ongoing goals have been met.	
KEY PROGRAM STRATEGIES 2016			
Utilize the higher level support staff position (instead of the professional level) to assist with some consumer contact such as collecting data, follow up calling and reporting.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Average number of consumer assistance events per month	220	227	240
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Individuals understand the options	100%	100%	100%
Assumptions and factors affecting program performance:			
In 2015 there have been changes in the states guidelines in reporting calls. We continue to work with the staff in reporting consistency. We receive MA pull down funds based on the spending in the program and which activities. We obtain 100% understanding by providing follow up calls until their issue is taken care of. THERE ARE NO COUNTY LEVY \$ IN THIS PROGRAM.			
If mandated, statutory reference	s. 46.289		
Units of service	227 X 12= 2,724		
Program cost per unit of service	\$200 per event (varies in nature and time it takes to resolve)		
Measure of client satisfaction	Follow up calls until we hear the issue is resolved		
Issues affecting performance	Events vary from short calls with easy answers to counseling that may take weeks to resolve. Hard to get a consistent measurement.		

Program name:	Disability Benefit Specialist		
Program number:	36-02		
Program objective:	To advocate for and assist the disabled adults (17 1/2 - 59 y.o.) of Polk Co. through benefit assessments, applications and appeal processes.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACUAL RESULTS FOR 2015	
Accurate and current info on private and public benefits. Assistance on how to access such benefits, rights, grievance and appeal process help guide through.		We have accomplished these ongoing goals.	
KEY PROGRAM STRATEGIES 2016			
Evaluate the service area of this position along with the Burnett Co. position due to the increase in work load. Potentially may need to increase the amount of hours for this position (currently at .6).			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of opened cases	400	571	425
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Monetary impact (determined value of benefits obtained through involvement of Benefit Spec.)	1,500,000	1,479,856	1,700,000
Assumptions and factors affecting program performance:			
The opened cases for Disability Benefit Specialist tend to be more complicated, taking more time and level of involvement. We receive MA pull down funds based on the spending in the program and which activities. THERE ARE NO COUNTY LEVY \$ IN THIS PROGRAM.			
If mandated, statutory reference	s. 46.283		
Units of service	571 opened (estimation of additional 1150 consumers assisted w/o opening a case)		
Program cost per unit of service	\$438/opened case (est. \$145 per person served)		
Measure of Impact on consumer	Average \$2592/opened case (estimated annual benefit based on involvement)		
Issues affecting performance	Many activities are not captured in reporting, such as information provision without opening cases and outreach/education opportunities.		

Program name:	Elder Benefit Specialist		
Program number:	36-03		
Program objective:	To advocate for and assist the elder residents (60+) of Polk Co. through benefit assessments, applications and appeal processes.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Accurate and current info on private and public benefits, assistance on how to access such rights, grievance and appeal process.		The ongoing goal has been met. The State's reporting requirements have changed which shows as an increase in our numbers reported.	
KEY PROGRAM STRATEGIES 2016			
Continue to utilize support staff for scheduling and reporting when available to maximize time with the customers .			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of opened cases	645	1010	700
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Monetary impact (determined value of benefits obtained through involvement of Benefit Spec.)	2,780,815	2,864,005	2,800,000
Assumptions and factors affecting program performance:			
New staff member in this position very complicated job with many benefit programs to learn.			
If mandated, statutory reference	s. 46.283		
Units of service	1010 opened cases (additional 1517 consumers assisted w/o opening a case)		
Program cost per unit of service	\$177/ opened case (average \$71 per person served)		
Measure of Impact on consumer	Average \$2835/opened case (estimated annual benefit based on involvement)		
Issues affecting performance	Varying levels of involvement needed per case.		

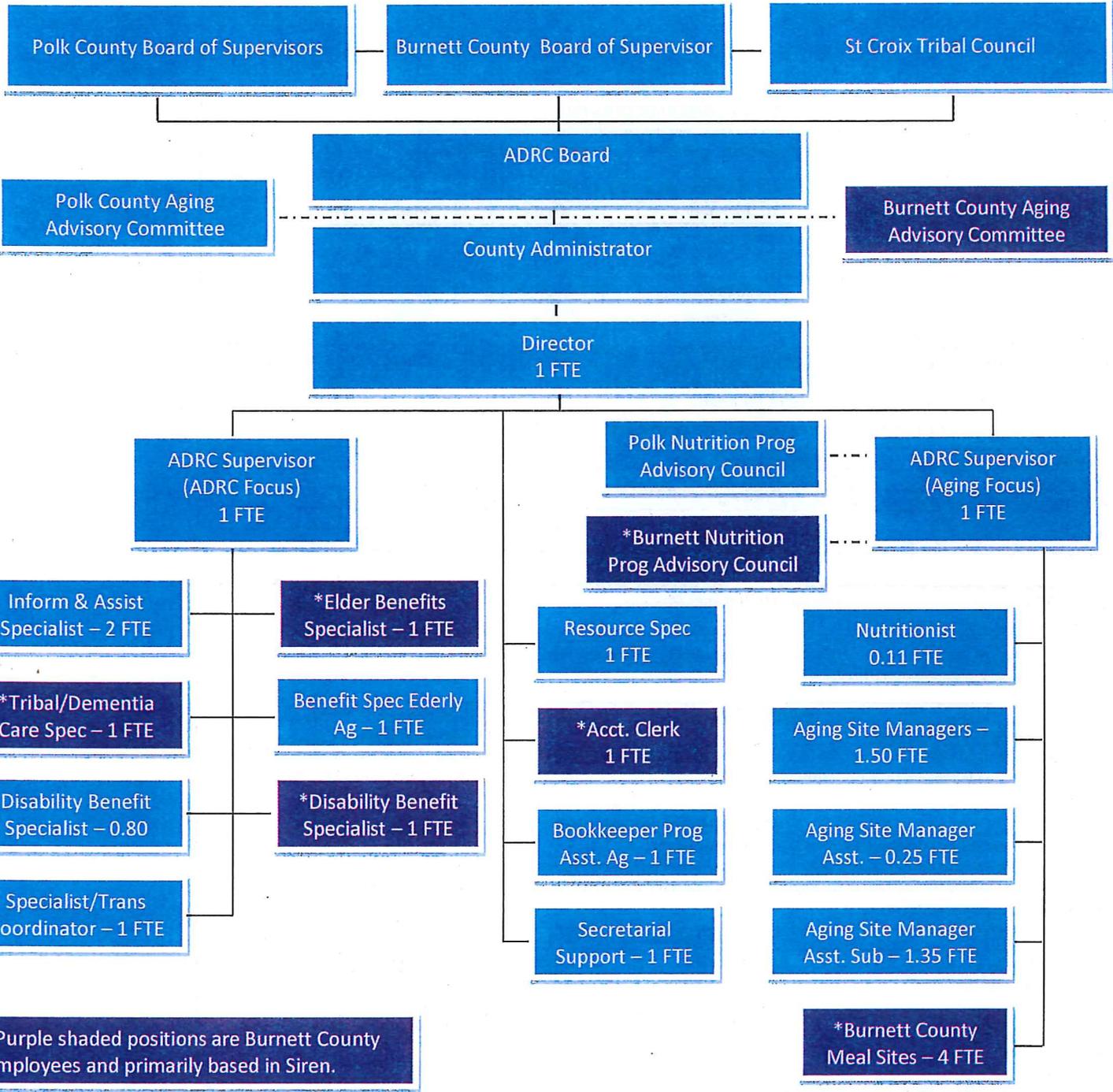
Program name:	Community Education		
Program number:	36-04		
Program objective:	To provide information and programming to enhance the quality of life of our citizens.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Re-introduce the Final Affairs Conference in partnership with UWEX.	Final Affairs was a success with it to continue annually.		
Increase marketing of the prevention programming/health education.	Community education has increased through successful marketing and outreach.		
Increase the number of events our agency's booth appears.	The survey's are all showing above average in responses.		
KEY PROGRAM STRATEGIES 2016			
Increase financial community education events, this appears to create efficiencies for benefit specialist appointments.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of attendees to events we host	95	702	710
Number of attendees to events we participate in (not hosts)		888	
Outcome indicators	2015 Actual	2015 Actual	2016 Planned
Individuals responding to post surveys will indicate information and education provided met or exceeded their expectations.	100%	96%	100%
Assumptions and factors affecting program performance:			
If mandated, statutory reference	ADRC portion, yes: Aging portion, no		
Units of service	1590 individuals interacting at education/outreach events		
Program cost per unit of service	\$19/ attendee		
Measure of client satisfaction	Surveys from events we host		
Issues affecting performance	We cannot control the events hosted by other organizations.		

Program name:	Caregivers Support		
Program number:	36-05		
Program objective:	To provide programs and services to ease the stress for care giving of their loved ones.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Partner with Interfaith Caregivers to provide assistance in the homes.	Expanded the Caregiver program beyond Interfaith Caregivers.		
KEY PROGRAM STRATEGIES 2016			
Develop/implement a more strategic way of providing homemaker/chore/respite services to those in need. Add a second caregiver support group in the Northern part of the service area.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of people directly served	87	458	95
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Positive satisfaction rating	90%	97%	95%
Assumptions and factors affecting program performance:			
We are improving our reporting to capture more of what we do, including equipment loan closet, library usage, education for caregivers, project lifesaver (sheriff dept), etc.			
If mandated, statutory reference	Not mandatory		
Units of service	458 individuals directly served		
Program cost per unit of service	\$78 per person		
Measure of client satisfaction	Surveys from our services		
Issues affecting performance	Not all events/services funds go towards capture the number of people involved.		

Program name:	Nutrition Program		
Program number:	36-06		
Program objective:	To provide a nutritious meal, daily checks, nutrition education and opportunities to volunteer.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Work on ways to improve the quality of the meals for our recipients		Restructured the Meal on Wheels program for more efficient delivery. Any issues due to length of time with delivery has been resolved. Attempted a contract change for congregate to utilizing restaurants in the community was unsuccessful.	
KEY PROGRAM STRATEGIES 2016			
Implement centralized the dispatch of the home delivered meals from the jail site instead of congregate sites. Re-evaluate the location of the meal sites and how to efficiently provide meals for smaller congregate crowds.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of meals served in service area	59,500	63,625	60,000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Percentage of meal requests which are filled within 48 hrs of request	100%	100%	100%
Assumptions and factors affecting program performance:			
History of reports of poor quality of meals. We continue to work with the catering service however we are limited in actions we can take to insure improvements as our employees are not making the meals. Some budgeted funds are a pass through to Burnett County to be combine with their local revenue.			
If mandated, statutory reference	Not mandatory		
Units of service	27,645 served in Polk		
Program cost per unit of service	9.66/meal for Polk		
Measure of client satisfaction	100% able to meet service timely		
Issues affecting performance	Quality of meals remain poor.		

Program name:	Transportation Services		
Program number:	36-07		
Program objective:	To provide rides for elderly and disabled residents who have no other means of transportation.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS 2015	
Utilize the state approved trust acct from carry-over and bus sales to purchase lift van for added service to our transportation services consumers		The van has been purchased. Difficulties in obtaining drivers in the most cost effective manner has been difficult.	
KEY PROGRAM STRATEGIES 2016			
Increase programming to include lift van services for non-medical needs. Develop a paperless dispatch/invoicing system for the volunteer driver program to increase efficiency. These changes will increase the expense of these programs however, the funds are currently being under-utilized to meet the intent of the programming and the state funds.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of passengers served	167	195	222
Number of miles driven	74,165	109,136	95,000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
The number of missed rides (the lower the better)	5 5 rider error	2 both rider error	2 2 rider error
Assumptions and factors affecting program performance:			
Unspent DOT funds go into a trust acct for future capitol purchases, they cannot go towards services, other programs or be returned to general fund. The two county's transportation programs funds are not combined.			
If mandated, statutory reference	Not mandatory		
Units of service	109,136 miles		
Program cost per unit of service	1.22/mile		
Measure of client satisfaction	Able to complete the rides requested		
Issues affecting performance	Riders may schedule a ride then not be there when they are to be picked up. \$41,578 was underspent and added to the trust acct for future programming.		

**ORGANIZATIONAL CHART
ADRC OF NORTHWEST WISCONSIN**



*Purple shaded positions are Burnett County employees and primarily based in Siren.

**Buildings, Parks, Forestry, Solid Waste, Museum, and Fair
Debbie Peterson, Director**

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

This department consists of three divisions: Parks and Forestry, Buildings and Property, and Solid Waste and Recycling. The first division, parks and forestry, is responsible for maintenance and improvement of the County's park system, public forests and recreational trails. The second division, buildings and property, is responsible for maintenance and improvement of county facilities and, beginning in 2013, vehicles other than highway and public safety. The third division, waste and recycling, is responsible for management of solid waste and operation of the County's recycling facility.

Link to County Board Strategic Goals:

To preserve and enhance the environment
To improve the quality of life for those who live, work, and play in Polk County

Strategic Priorities:

To develop, maintain and preserve our parks, lake accesses, and trail systems, that will meet the needs of our citizens and future generations; preserve and protect the county's open space, water, historical, natural and economic resources to provide recreation and tourism opportunities that are designed to enhance Polk County residents quality of life.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	1,501,080	1,501,080		1,635,642
Other Taxes	16,700			
State Aids	435,607	338,494		316,043
Public Charge for Services	373,078	439,529		441,532
Intergovernmental Revenue	172,471	174,012		187,393
Misc Revenue	50,000			10,463
Total Revenue	2,548,936	2,453,114	4%	2,591,073
Expense				
Personnel Services	949,788	1,020,310		995,301
Contractual Services	868,772	902,104		928,702
Supplies & Expenses	179,230	258,259		292,790
Fixed Charges	100,044	98,291		103,266
Grants, Contributions, Indem	108,570	86,000		93,000
Capital Outlay	122,795	126,900		220,550
Cost Reallocation		4,000		10,463
Total Expenditures	2,329,198	2,495,864	-7%	2,644,073
Net Revenue and Expenditures	219,738	(42,750)		(53,000)

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

commodity prices were down.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Professionals	1	1
Officials/Administrators	1	1
Technicians/Para-Professionals	3	3
Administrative Support	1	1
Skilled Craft/Service Maintenance	11.9	11.85
Total	17.9	17.85

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Parks and lake access	302,723	267,366	312,247
Building and Property	1,227,642	1,400,375	1,404,909
Solid Waste and Recycling	598,050	651,601	728,320
Forestry	146,559	123,774	137,716
Museum	30,761	30,000	38,133
Fair	23,463	22,748	22,748
Total	2,329,198	2,495,864	2,644,073

SECTION 2: PROGRAM SUMMARY			
Program name:	Parks and Lake Access		
Program number:	07-1		
Program objective:	Maintain parks and improve lake access		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Maintain parks and improve lake access to keep all trails well maintained and groomed increase participation for residents and tourism preserve and improve public lands through conservation		trade lake access road repaired, re roof at lotus lake pavilion pavilion	
KEY PROGRAM STRATEGIES 2016			
Improve the road for the campsites Plan strategically to sustain and enhance the park, recreation opportunities in Polk county Manage and protect natural resource on a sustainable basis for ecological, economic needs			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Park acreage maintained	440	440	440
Miles of trails maintained	463	463	463
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Revenue from campsite and shelter	2000	3229	2200
Assumptions and factors affecting program performance:			
Meeting the needs of changing population Coping with aging facilities and infrastructure Making use of technology			
If mandated, statutory reference	NA		
Units of service	2,000/est.visitors		
Program cost per unit of service	\$45/visitor (including \$2,081 park shelter & camping revenue)		
Measure of client satisfaction	park reservations		
Issues affecting performance	Coping with aging facilities and infrastructure		

Program name:	Building and Property		
Program number:	07-02		
Program objective:	Increase energy efficiency Maintain current facilities Improve selected facilities Improve utilization of County-owned vehicles		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Energy efficient lighting parking lot at Justice Center		did not receive grant	
KEY PROGRAM STRATEGIES 2016			
Staying current with new technologies allowing us to do our job more efficiently Creation of a business center Organize a buildings committee Providing a quality preventive maintenance program to extend the life of county assets			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Work orders completed	1065	979	1065
Fleet tips managed	2700 trips	2564	2700 trips
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Maintenance cost per sq foot	\$2.09	\$2.00	\$2.05
Avg no of cars available per day	2 of 14	2 of 14	2 of 14
Assumptions and factors affecting program performance:			
evaluate the needs of the government center and determine changes fleet vehicles not coming back on time			
If mandated, statutory reference	NA		
Units of service	551,504/Square Footage		
Program cost per unit of service	\$2.00		
Measure of client satisfaction	feedback from employees		
Issues affecting performance	aging buildings		

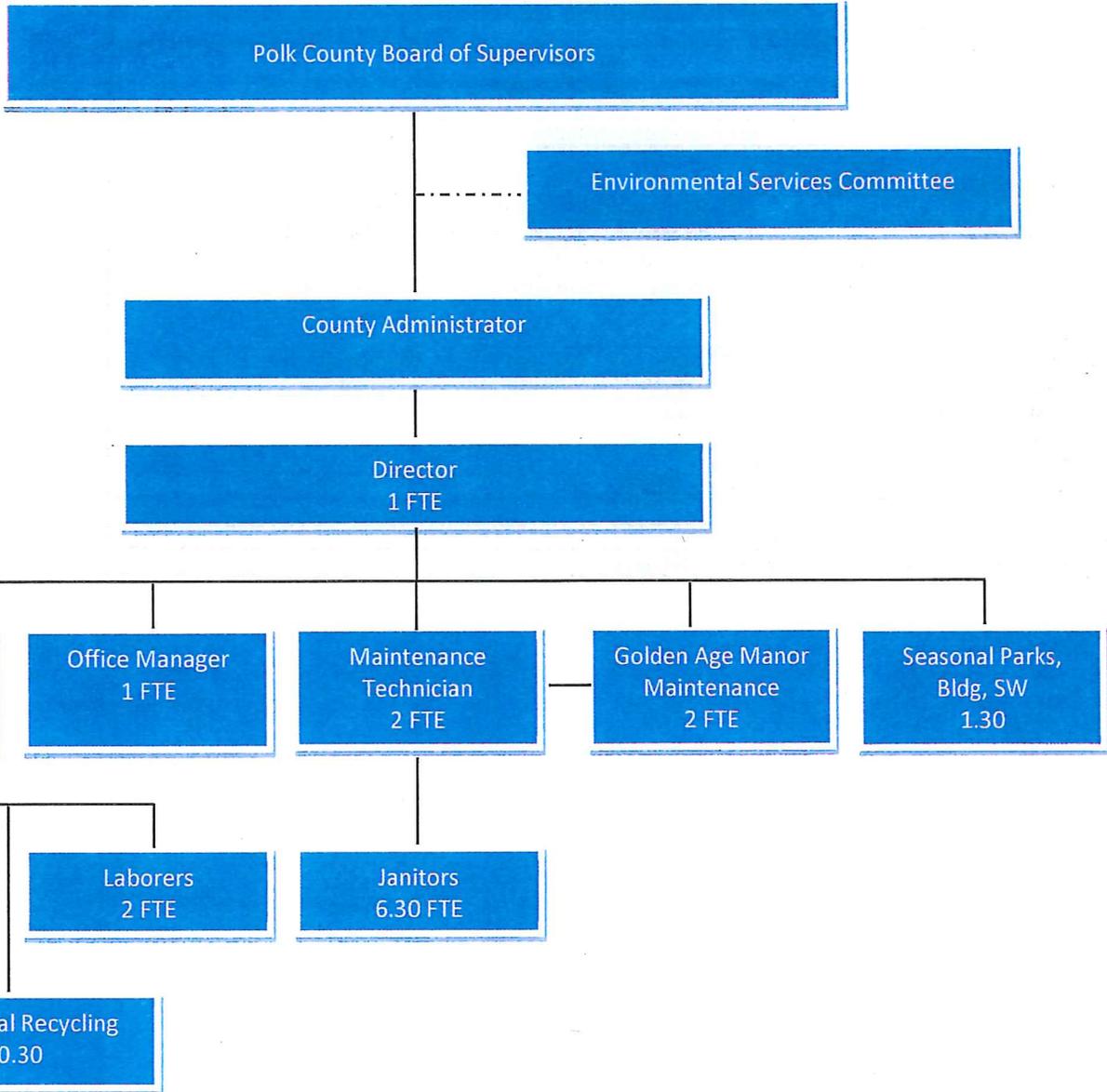
Program name:	Solid Waste and Recycling		
Program number:	07-03		
Program objective:	To reduce landfill utilization Reduce environmental impacts by recycling materials Prevent hazardous materials from affecting the environment		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
reduce landfill utilization reduce environmental impacts by recycling		88,602 lbs of Electronics, 7,972 Bulbs, 7,090 Gal. Oil, 243 Mattresses, & 380 Gal. of Antifreeze recycled.	
KEY PROGRAM STRATEGIES 2016			
help residents discover ways to reduce waste providing a quality preventive maintenance program to extend the life of county assets ensure all staff are customer focused			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Tonnage of recyclables	2770	1841	2800
Solid waste revenue	\$27,000.00	\$52,798.82	\$30,000.00
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
revenues recycling	\$259,000.00	\$182,963.04	\$259,000.00
revenues solid waste	\$38,738.00	\$52,798.82	\$38,738.00
Assumptions and factors affecting program performance:			
soft markets for recycling materials reduction is state grant aging facilities with increasing maintenance costs			
If mandated, statutory reference	WI State Chapter 287		
Units of service	recycling cost per tonnage		
Program cost per unit of service	\$277.74/per ton		
Measure of client satisfaction	positive feedback		
Issues affecting performance	soft markets		

Program name:	Forestry		
Program number:	07-04		
Program objective:	Improve wildlife habitat and public access Maintain 7.61 miles of roads Comply with County Forest Law (state statute S 28.11)		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Special spring deer hunt to help combat deer browse of seedlings	18 deer harvested		
Improve county forest roads	gravel added, grading completed		
Increase public awareness of county forest and forest management	spoke to schools, brochure handouts		
KEY PROGRAM STRATEGIES 2016			
Service efficiency would be improved for the public (acquiring firewood permits, maps, places to hunt, etc...) if there was someone who could always answer the phone. The forestry office is a field office and the caller doesn't get a 'live person' to			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
timber sale revenue	\$143,028	\$123,241	\$145,000
acres established/reviewed	456	454	465
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
timber sales completed	10	8	10-Aug
Assumptions and factors affecting program performance:			
The forestry program is highly dependent on current and future weather patterns, both locally (ie growing trees) and elsewhere (ie hurricanes in the south cause rebuilding efforts and increase demand on forest products). Also, in order to conduct active forest management, we are very reliant on wood markets and the economy. A catastrophic event on our county forest can negatively affect habitat and timber value for years and possibly decades. Forest management planning is			
If mandated, statutory reference	28.11		
Units of service	17,166 acres managed		
Program cost per unit of service	\$2.73/acre (net revenue)		
Measure of client satisfaction	all timber sales sold		
Issues affecting performance	timber markets, weather		

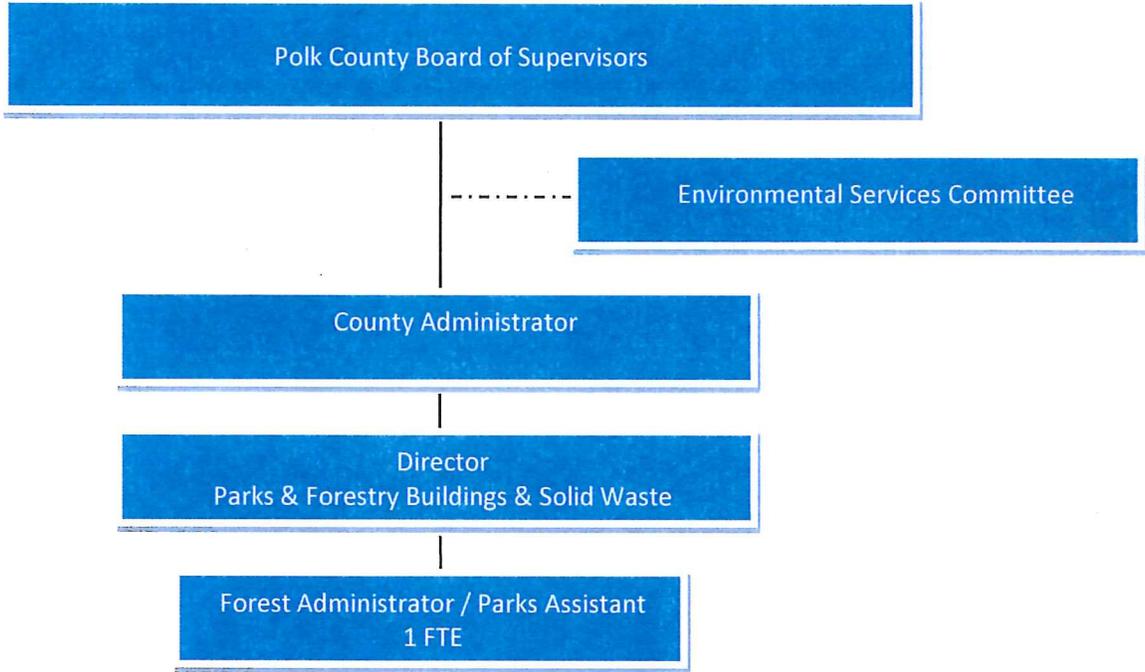
Program name:	Museum		
Program number:	07-05		
Program objective:	MISSION STATEMENT: Preserving the past for future generations by establishing a unique and enduring collection of Polk County history, shared with the public through education programs and exhibits.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
National Scenic Riverway	free will donation resulted in less revenue		
Free will offering to gain more revenue	resulted in \$665.00 donation		
Give Big St. Croix Valley Promotion	event happening in 2016		
Partner with Unity Community Ed with Logging Classes			
KEY PROGRAM STRATEGIES 2016			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
attendance	1,600	3,218	1,700
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Good will donation planned for 2016			
revenue	\$1,840	\$1,661	\$2,000
Assumptions and factors affecting program performance:			
attendance			
If mandated, statutory reference	N/A		
Units of service	3218		
Program cost per unit of service	\$9.33		
Measure of client satisfaction	visitors comments and school students/teachers		
Issues affecting performance	N/A		

Program name:	Fair		
Program number:	07-06		
Program objective:	MISSION STATEMENT: The future enhanced needed educational programs for the benefit of the people of Polk County.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESUTLS FOR 2015	
New bleachers 2017 small animal barn		planning stages planning stages	
KEY PROGRAM STRATEGIES 2016			
Retaining the Historical architecture design and Fair Heritage New bleachers, 2017; small animal barn			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
continue the cement walkway thru the barns for increased ADA attendance	cement 1/2 the tin barn walk way	cement 1/2 the tin barn walk way	cement the other 1/2 the tin barn walk way
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Attendance	35,000	34,856	35,000
Assumptions and factors affecting program performance: weather, attendance			
If mandated, statutory reference	N/A		
Units of service	Attendance/ 34,856		
Program cost per unit of service	7.59		
Measure of client satisfaction	return visitors		
Issues affecting performance	weather, attendance		

**ORGANIZATIONAL CHART
PARKS, BUILDINGS AND SOLID WASTE**



**ORGANIZATION CHART
FORESTRY DEPARTMENT**





COUNTY CLERK Carole Wondra, Polk County Clerk

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The duties of this office include preparing and keeping committees and board proceedings for the County Supervisors. The office is responsible for administering all federal, state, county and local elections and in addition we are licensing agent for marriages, motor vehicle, passports and timber cutting permits.

MISSION: Provide efficient services to the public and perform those duties as assigned by Wisconsin State Statutes and County Policy.

Link to County Board Strategic Goals:

To serve the public with integrity

Strategic Priorities:

Continue support and open communications with 36 municipalities and the residents of Polk County within the guidelines of the state statutes.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	334,388	334,388		363,709
License & Fees	19,232	24,400		24,250
Public Charge for Services	28,006	26,000		26,100
Intergovernmental Revenue	18,844	19,000		34,500
Total Revenue	400,470	403,788	-1%	448,559
Expense				
Personnel Services	262,734	266,704		273,003
Contractual Services	29,783	44,976		75,206
Supplies & Expenses	60,211	72,125		77,750
Fixed Charges	2,081	5,560		2,100
Grants, Contributions, Indem	12,968	21,000		20,500
Total Expenditures	367,777	410,365	-12%	448,559
Net Revenue and Expenditures	32,693	(6,577)		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount.

In 2015 there were fewer elections for the county and that created the savings.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	1.45	1.45
Total	2.45	2.45

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Marriage and domestic partnership licensing	33,100	36,933	40,370
Administration of elections	169,177	188,768	206,337
Support services for the County Board	84,589	94,384	103,169
Dog licensing	14,711	16,415	17,942
Passport agent	33,100	36,933	40,370
Motor vehicle licensing agent	33,100	36,933	40,370
Total	367,777	410,366	448,558

SECTION 2: PROGRAM SUMMARY			
Program name:	Marriage and domestic partnership licensing		
Program number:	06-01		
Program objective:	Rapid, error free issuance of required documents as required by the state statutes		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Issue error free, worry free marriage licenses		218 problem free marriage applications completed	
KEY PROGRAM STRATEGIES 2016			
Continued training of the marriage program and the rules and regulations as they apply to allow for a better application experience			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of marriage applications applied for on a yearly basis. This can vary greatly.	250	218	250
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
As stated above.	250	218	250
Assumptions and factors affecting program performance:			
This program is state mandated. And with the new state run program there are very few risks involved in issuing licenses. It has streamlined the process and improved our ability to work with the Register of Deeds Office			
If mandated, statutory reference	765.05 & 770.01		
Units of service	218 licenses		
Program cost per unit of service	Cost to issue a license		
Measure of client satisfaction	Very few corrections needed		
Issues affecting performance	Errors can occur outside the clerk's office, not something we can control.		

Program name:	Administration of elections		
Program number:	06-02		
Program objective:	To conduct accurate, smooth, and well-run elections		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Slow election year only 1 small spring election and one upcoming special election for Unity school referendum		1 regular election and 1 special election only. Began change over to new statewide voter registration system "WisVote"	
KEY PROGRAM STRATEGIES 2016			
Very busy year in elections. 4 large elections including School board and County Board Supervisors in the Spring and election of several County Constitutional Officers, state legislative offices and Presidential elections			
This will require a team effort to administer those elections. Along with the new state program - could be challenging			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of elections per year (expected)	2	2	4
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Challenges due to errors in tally	0	0	0
Assumptions and factors affecting program performance:			
The state will be implementing an entirely new statewide voter registration system in the fall of 2015 to be fully operational 2016. sure to have an affect on the clerk's office as well as the 36 municipalities.			
In mandated, statutory reference	5.62 (too many to list)		
Units of service	2 elections		
Program cost per unit of service	Average cost per election -		
measure of client satisfaction	Fewer voter complaints and no need for recounts		
Issues affecting performance	Complexity of election administration is ever changing and difficult to stay on top of those changes.		

Program name:	Support services for the County Board		
Program number:	06-03		
Program objective:	To coordinate communications between the county Board, departments and the public		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
To keep up with the ever evolving board and county committee structure		Nothing out of the ordinary to handle	
KEY PROGRAM STRATEGIES 2016			
Continue to improve the working relationships between departments, the board and the residents of Polk County Improved technology and the new website should make that easier			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of regular County Board meetings held	11	11	11
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Failure to give notice	0	0	0
Assumptions and factors affecting program performance:			
A change in Supervisor personnel, and chair persons can certainly affect the office as well as limited staff during really busy times can possibly have a negative affect on our ability to provide our best service			
If mandated, statutory reference	Ch. 59		
Units of service	11 County Board Meetings		
Program cost per unit of service	Cost to service County Board		
Measure of client satisfaction	Successfully meeting the State Statute requirements and County Board policies		
Issues affecting performance	New technologies have changed how the county does business		

Program name:	Dog licensing
Program number:	06-04
Program objective:	Provide funding for state and local animal control efforts

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
work closely with the local treasurers to insure accurate accounting of the sale of dog tags and reporting to the state	Sale of tags increased slightly in 2015

KEY PROGRAM STRATEGIES 2016

Continue to work closely with the local municipalities to hopefully increase the numbers of licensed dogs

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of tags sold	4500	5570	4600
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Revenue from sale of dog tags	18000	19530	18500

Assumptions and factors affecting program performance:

Numbers for dog collections have been somewhat lower in recent years and efforts are being made to bring the numbers back up as the dollars collected serve the county for rabies vaccinations, control of licensed dogs, provide funds for reimbursements for dog damages and provide much needed funds for the humane society.

if mandated, statutory reference	174.07
Units of service	5570 dog tags sold
Program cost per unit of service	Cost per dog tag sold
Measure of client satisfaction	Provide for a greater number of vaccinated dogs
Issues affecting performance	Cooperation to collect and distribute dog tags and kennel licenses

Program name:	Passport agent
Program number:	06-05
Program objective:	Provide rapid and convenient services to citizens

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
maintain the great level of service for those persons wishing to apply for passports	Offered quality, error free assistance to passport customers

KEY PROGRAM STRATEGIES 2016

continue to stay aware of changes and keep up the training necessary to be a qualified passport agent

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
numbers of passport applications processed thru our office	380	403	375
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Revenue collected	\$9,500	\$10,075	\$9,375

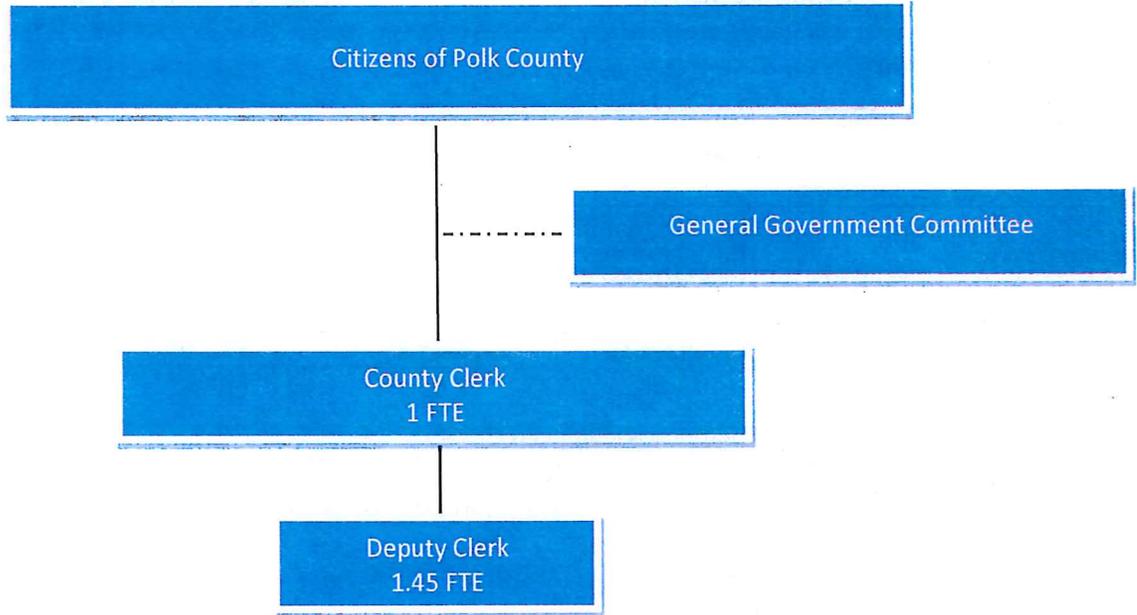
Assumptions and factors affecting program performance:

We have not encountered any risk involved in the issuing of passports. The service proves to be one that is well received and appreciated.

If mandated, statutory reference	Not mandated
Units of service	403 passports applications
Program cost per unit of service	Cost to issue passport applications
Measure of client satisfaction	Few, if any, customer complaints and passports applications completed without delays.
Issues affecting performance	Guidelines provided by the Dept. of State

Program name:	Motor vehicle licensing agent		
Program number:	06-06		
Program objective:	Provide rapid and convenient services to citizens		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
continue efficient accurate service for those persons needing titles & plates for their vehicles		Satisfied customers appreciate the DMV services provided locally	
KEY PROGRAM STRATEGIES 2016			
We have been informed that the DOT will be offering some of the same services that we currently offer at some of their satellite offices, this could affect our numbers.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Numbers of title transfers and plate Temp & TriVin Services combined	690	675	700
Outcome indicators	2015 Actual	2015 Actual	2016 Planned
revenue gained by providing services	\$3,650	\$3,365	\$3,500
Assumptions and factors affecting program performance:			
With on-line services becoming more popular along with the increased services at DOT's, we may see a drop in volume of titles processed. Also, there is a risk of bouncing checks for payments in TriVin related transactions. All checks that originally bounced were collected promptly.			
If mandated, statutory reference	Not mandated		
Units of service	675 registrations		
Program cost per unit of service	Average cost of vehicle registrations -		
Measure of client satisfaction	Customers appreciate the on-line system as quick and easy and virtually error free		
Issues affecting performance	Greater risk for insufficient funds checks		

**ORGANIZATIONAL CHART
COUNTY CLERK**



CIRCUIT COURT Jobie Bainbridge, Clerk of Circuit Court

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

To follow all Guidelines with the Wisconsin statutes; Perform administrative duties for the court, including jury management, Court financial management, Court record management, collections and enforcement of all Court ordered financial obligations. Disseminate information to the public on procedures to file small claims, domestic abuse/harassment/child abuse/restraining orders, civil matters and other related activity.

Record keeping, monitoring and scheduling of Court cases including but not limited to small claims, civil, criminal, traffic, appeals, collections of fines and court fees also recording liens and judgments. A Court Commissioner is appointed in each County by the Judge(s), a Court Commissioner is a judicial officer who has powers similar to a Judge. Those powers, duties and responsibilities are set by State Statute and Wisconsin Supreme Court. The Court Commissioner handles a variety of civil, family, traffic/forfeitures, criminal and probate matters.

MISSION: To assist our Circuit Court and customers in the most efficient and complete manner in accordance with State statute and County policy. As local Court administrative personnel, Clerks of Circuit Court are at the center of a wide variety of activities and work daily with several agencies and customers. Law Enforcement, the legal community, local, State and Federal agencies, businesses and the general public depend upon the Office of the Circuit Court to assist in a wide range of administrative tasks.

Link to County Board Strategic Goals:

To serve the Court and the public with integrity and professionalism.

Strategic Priorities:

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	580,514	580,514		648,680
State Aids	187,967	167,040		174,705
Fine and Forfeitures	161,534	195,000		185,000
Public Charge for Services	189,890	169,000		174,000
Misc Revenue	204			
Total Revenue	1,120,109	1,111,554	1%	1,182,385
Expense				
Personnel Services	731,717	778,879		772,627
Contractual Services	335,212	195,159		246,208
Supplies & Expenses	43,101	32,516		33,550
Fixed Charges	28			
Grants, Contributions, Indem	25,000	25,000		50,000
Cost Reallocation	96,406	105,000		105,000
Total Expenditures	1,231,465	1,136,554	8%	1,207,385
Net Revenue and Expenditures	(111,356)	(25,000)		(25,000)

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Expenditures are increasingly higher than revenue due to the fact that the Clerk of Court Office cannot control the amount of citations written or the amount of cases being filed. The Clerk of Court office also cannot predict how many times an attorney will be needed for services or how many jury trials will take place.

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	1	1
Administrative Support	10	10
Total	12	12

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Case filing and management	923,599	852,416	905,539
Management of Jury	123,147	113,655	120,739
Collections and accounting of fees and fine revenue	123,147	113,655	120,739
Filing of oaths of office	61,573	56,828	60,369
Total	1,231,465	1,136,554	1,207,385

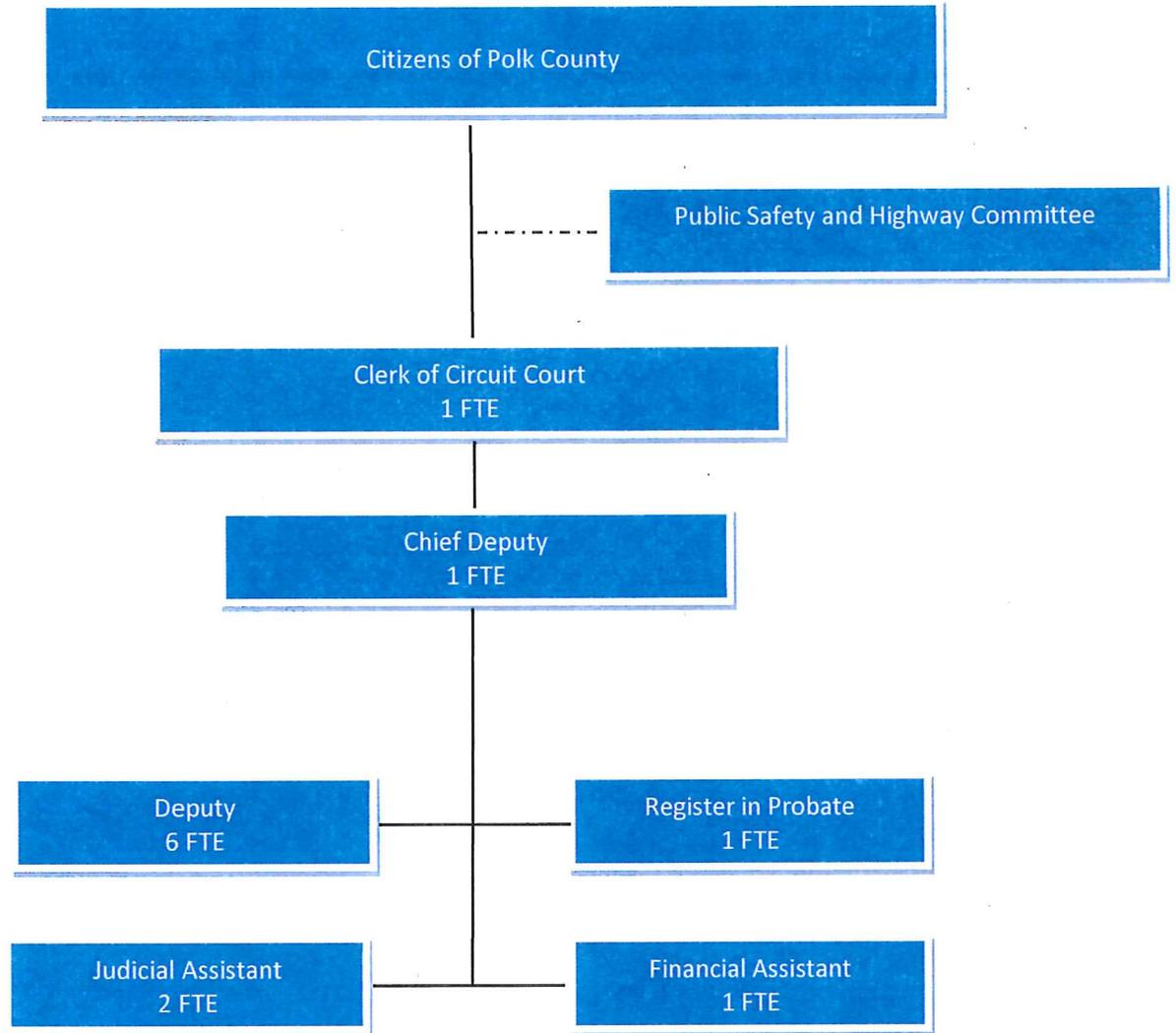
SECTION 2: PROGRAM SUMMARY			
Program name:	Case filing and management		
Program number:	02-01		
Program objective:	Prompt and accurate filing of all information necessary for the functioning of the		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
E-filing of Small Claims		Accepting e-filings since May 2015	
Tax intercept of owed monies		Continual turn over past due monies to tax intercept	
Unclaimed Funds		Completed and gathering for the next cycle	
Desktop scanners for all desks		Scanning all files to prepare for paperless	
Public viewing of documents		Have been able to since August 2015	
KEY PROGRAM STRATEGIES 2016			
E-filing for all types of cases.			
Scanning of old files and purge old files.			
Continue collections on owed monies along with continuation of tax intercept.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of case files	6,203	6,203	5,529
Family	249	249	245
Civil	447	447	426
Criminal (CM, CF, CT)	1,079	1,079	999
Paternity	14	14	11
Juvenile	184	184	135
Small Claims	927	927	889
Traffic	3,303	3,303	2,824
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Number of Re-opened cases due to Clerk error	0	0	0
Number of calls received yearly on case filings	14,700	14,700	14,700
Assumptions and factors affecting program performance:			
The Clerk of Court Office can not control the amount of incoming cases, criminal activity or State mandated costs.			
The Clerk of Court Office can not predict how many Jury Trials are going to happen in a years time.			
If mandated, statutory reference	yes, 59.40(2)(a)-(i)		
Units of service	6,203		
Program cost per unit of service	0		
Measure of client satisfaction	100%		
Issues affecting performance	Need help with scanning files to move forward for mandatory e-filing and paperless		

Program name:	Management of Jury		
Program number:	02-02		
Program objective:	Juries to be appropriately trained and managed thoroughly and professionally.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Improve our contact with potential jurors to simplify the process for them. Courteous and friendly service to actual jurors		Working on procedures how to simplify the process for potential jurors Courteous and friendly service to all jurors	
KEY PROGRAM STRATEGIES 2016			
Maintain accurate records Insure timely juror notification			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of juries empaneled	29	29	27
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Number of Complaints from Jurors	0	0	0
Assumptions and factors affecting program performance:			
There is approximately 1,200 jurors per year that utilize the Juror call in line to report for jury duty.			
If mandated, statutory reference	Yes, 59.40(2)(k)		
Units of service	29		
Program cost per unit of service	1,864.67		
Measure of client satisfaction	100%		
Issues affecting performance	Multiple trips to various places to pick up jury supplies and food. Lack of food choices close to courthouse for jury lunches. Mileage on personal vehicle to pick up and run for supplies.		

Program name:	Collections and accounting of fees and fine revenue		
Program number:	02-03		
Program objective:	Revenues to be promptly collected and appropriately accounted.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Stated to use the Tax Intercept process to recover fines.		Tax intercept used to collect past due fines and costs	
KEY PROGRAM STRATEGIES 2016			
Continue to explore new methods of fine recoveries both with collection and implementing a system that is user friendly.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Amount of fee and fine revenue	\$2,188,874.17	\$2,188,874.17	\$1,872,358.88
Amount Assessed	\$1,641,828.04	\$1,641,828.04	\$1,532,600.00
Amount Collected	\$547,046.13	\$547,046.13	\$339,758.88
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Collections as a percent of total	25.0%	25.0%	18.1%
Assumptions and factors affecting program performance:			
The amount assessed and the amount collected reflect all case types and all statutory fees and fines.			
If mandated, statutory reference	Yes, 59.40(2)(m) and (n);(3)(4), and (5)		
Units of service	None		
Program cost per unit of service	None		
Measure of client satisfaction	None		
Issues affecting performance	Lack of sharing information between departments to help with collection purposes		

Program name:	Filing of oaths of office		
Program number:	02-04		
Program objective:	All records maintained timely and accurately.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Fast and efficient Oaths with accurate maintained of Oath of Office Records		Fast and efficiency of filing and maintaining of Oath of Office Records	
KEY PROGRAM STRATEGIES 2016			
Continue to make Oath of Office a pleasant and efficient event for our newly elected officials.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of oaths	18	30	4
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Inaccurate of filings	0	0	0
Assumptions and factors affecting program performance:			
The filing of oaths in 2015 was high due to the fact that staff had to be re-deputized due to the elected office. Said oaths were successfully filed with 100% accuracy.			
If mandated, statutory reference	59.40(2)(j)		
Units of service	30		
Program cost per unit of service	0		
Measure of client satisfaction	100%		
Issues affecting performance	None		

**ORGANIZATIONAL CHART
CLERK OF CIRCUIT COURT OFFICE**



CORPORATION COUNSEL/CHILD SUPPORT AGENCY
Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The Office of Corporation Counsel provides a full range of legal services to the County Board, County Administrator, County departments, committees, boards, commissions, supervisors, elected and appointed county officials and employees in respect to their official duties including rendering legal opinions and advice, drafting and reviewing contracts, ordinances, resolutions and other legal proceedings. The office prosecutes various civil proceedings including account collections for departments, tax foreclosures, mental commitments, guardianships, protective placements, termination of parental rights, and county ordinance enforcements, especially land use/zoning ordinances. The office administers the Wisconsin Child Support Program on behalf of the County and represents the State of Wisconsin in child support cases.

MISSION: The mission of the Corporation Counsel is to serve and represent the public with integrity by providing professional, responsive and effective legal services to the County, its boards, commissions, committees, departments, officials and employees.

MISSION: The mission of the Polk County Child Support Agency is committed to providing services to families in receiving financial assistance from both parents through establishment and enforcement of child support orders, and the establishment of paternity.

Link to County Board Strategic Goals:

To serve the public with integrity through the provision of legal services to the County and child support services to families of Polk County

Strategic Priorities:

Provide Professional, Responsive and Cost-Effective Legal Services to the County

Provide Child Support Services Through Establishment and Enforcement of Child Support Orders and the Establishment of Paternity

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	233,766	233,766		282,502
State Aids	527,959	522,425		520,170
Public Charge for Services	2,203	3,260		3,710
Total Revenue	763,928	759,451	1%	806,382
Expense				
Personnel Services	703,735	700,755		718,871
Contractual Services	23,670	32,016		33,718
Supplies & Expenses	14,586	26,480		25,093
Fixed Charges	-	200		200
Capital Outlay	0	0		28,500
Total Expenditures	741,991	759,451	-2%	806,382
Net Revenue and Expenditures	21,938	-		0

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Not Applicable

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	2	2
Technicians/Para-Professionals	5	5
Administrative Support	1	1
First/Mid Level Officials and Managers		
Total	9	9

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
Organizational Legal Services	50,364	69,858	74,861
Human Services Cases	43,169	59,879	64,167
Ordinance Enforcement and Administration	28,780	39,919	42,778
Litigation and Collection Services	21,585	29,939	32,083
Delivery of Child Support Services	598,093	559,856	592,493
Total	741,991	759,451	806,382

SECTION 2: PROGRAM SUMMARY			
Program name:	Organizational Legal Services		
Program number:	27-01		
Program objective:	To maintain County Legal Compliance		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Promote County Organizational Compliance, Efficiency and Effectiveness Avoid Litigation Through Professional, Responsive Legal Counsel		<ul style="list-style-type: none"> • 100% of contracts, resolutions and ordinances are reviewed, drafted and returned for review or additional information within 7 working days of request for legal services. • 100% of legal opinions are issued within 7 working days of the request for legal opinion. • 100% of claims against the County on matters that have received legal review and analysis prior to implementation are unsubstantiated and dismissed in litigation. 	
KEY PROGRAM STRATEGIES 2016			
Upgrade Antiquated Computer System and Adapt Case Management from Manual Process to Automated Process To Continue to Provide Legal Services With Professionalism and Responsiveness With Additional Demands for Legal Services			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Units of Legal Services	175	182	175
*Units are contracts, resolutions, ordinances reviewed; legal opinions issued; and consultations provided.			
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Complete and Timely Review	100%	100%	100%
Comprehensive and Timely Issuance of Legal Opinions	99%	100%	100%
Assumptions and factors affecting program performance/inhibit or promote professional, responsive and cost effective legal Untimely Request or Failure to Request Legal Services Inhibits County Compliance and Avoidance of Litigation And Increases Legal Services Costs			
If mandated, statutory reference	59.42		
Units of service	182		
Program cost per unit of service	\$378.00		
Measure of client satisfaction	All legal services provided consistent with standard		
Issues affecting performance	Increased referrals to Corporation Counsel strengthens county organizational cohesion and integrity.		

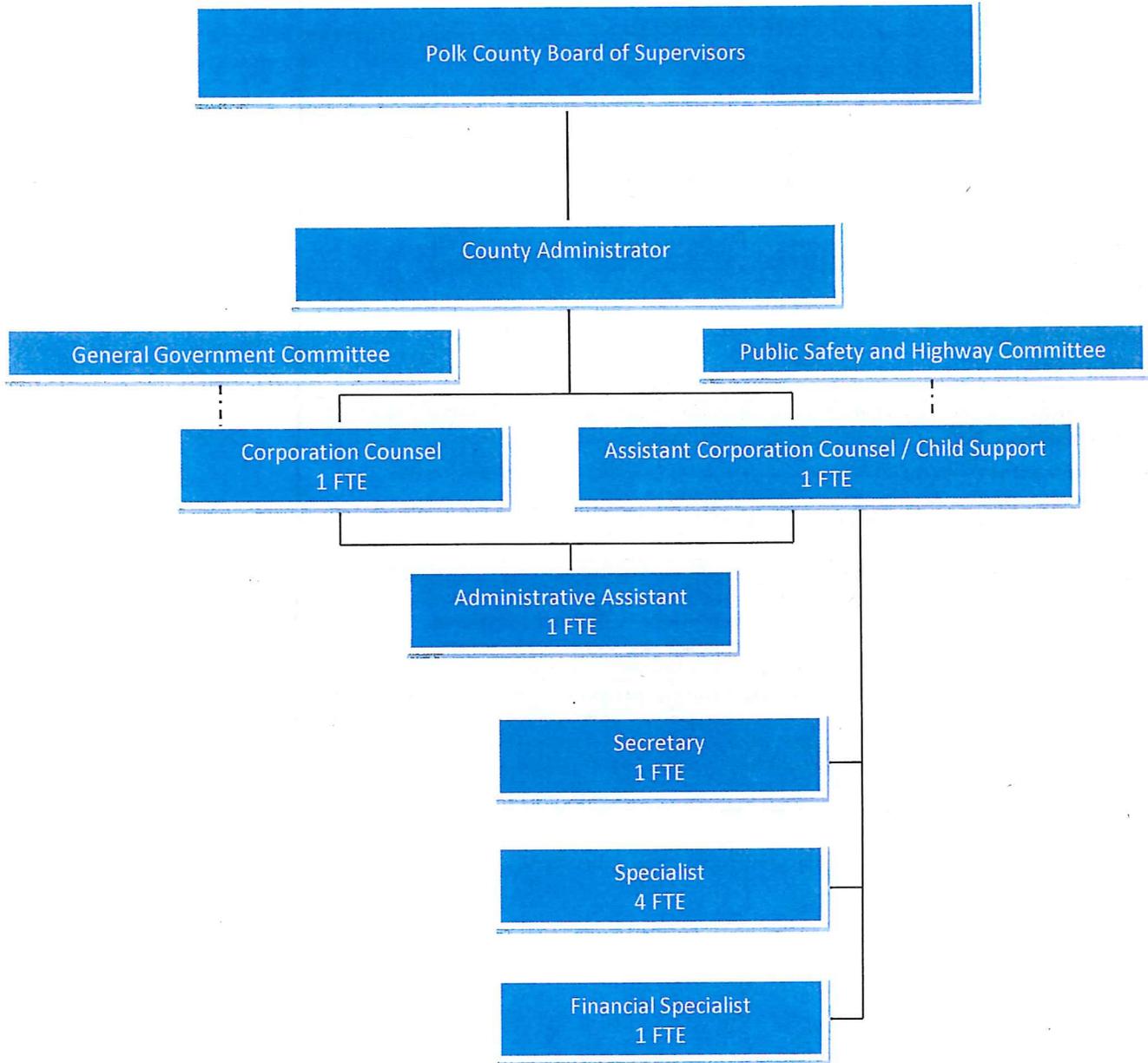
Program name:	Human Services Cases		
Program number:	27-02		
Program objective:	To provide professional and responsive legal support for cases referred by Human Services		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Initiate and Complete Mandated Legal Services within Statutory Time Frames	All legal services provided within statutory timeframes.		
KEY PROGRAM STRATEGIES 2016			
Through coordination and consultation, smoothly transition CHIPS case load, received September 1, 2015 from District Standardize HSD referral of case process to increase level of responsiveness on CHIPS cases equivalent to that of other HSD			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Cases Reaching Disposition	275*	291	275*
* Reflects all cases referred regardless of type			
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Case Initiation and Conclusion are within statutory timeframes	100%	100%	100%
Assumptions and factors affecting program performance/inhibit or promote professional, responsive and cost effective legal services:			
Changes in Human Services Organization Slow to Adapt Human Services Organization Lessens Responsiveness in the Provision of Legal Services on CHIPS type cases.			
If mandated, statutory reference	48.09; 51.20; 54.34; 55.02; 938.09		
Units of service	291		
Program cost per unit of service	\$277.54		
Measure of client satisfaction	All legal services provided consistent with standard.		
Issues affecting performance	Dynamic legislative climate increases demand for legal services with modified state mandates.		

Program name:	Ordinance Enforcement and Administration		
Program number:	27-03		
Program objective:	To provide professional and efficient legal services to County departments and committees that are responsible for designing good land use practices, preserving and enhancing the environment and protecting and improving public health.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Development of Legally Conforming Zoning Ordinance	Land use ordinances updated in accordance with state law.		
KEY PROGRAM STRATEGIES 2016			
Timely Steer Town Approval Process of Comprehensive Revised Ordinance Provide Legal Clarification of Existing Ordinances In application of 2015 State Statute Amendments			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Ordinance Cases Processed	50	18	55
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Monthly Review of Zoning Cases	100%	100%	100%
Timely Initiation of Ordinance Cases	100%	100%	100%
Assumptions and factors affecting program performance//inhibit or promote professional, responsive and cost effective legal services:			
Ever Changing State Legislative Process Presents Uncertainty in Zoning Ordinance Administration and Enforcement Town Autonomy Creates Uncertainty in Need for Legal Services Applicable to Adoption of comprehensive Revised Ordinance Lack of Awareness of Planning Responsibility of Zoning Committee			
If mandated, statutory reference	59.69; 254.59		
Units of service	18		
Program cost per unit of service	\$684.60		
Measure of client satisfaction	All legal services provided consistent with standard for responsiveness.		
Issues affecting performance	Shift in State legislative policy increases demand for legal services in drafting amendments to ordinances. Lack of consistency in development of state policy presents practical difficulty and decreases cost-effectiveness in ordinance enforcement.		

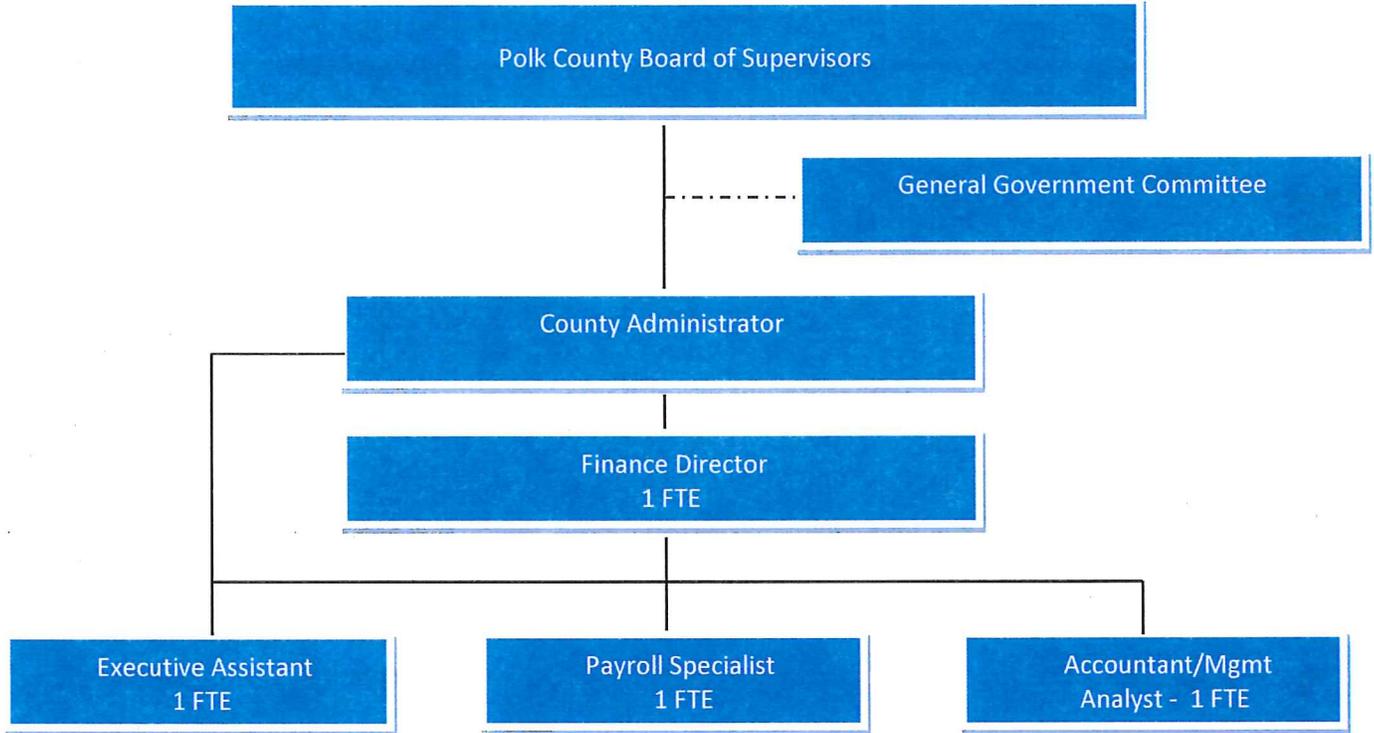
Program name:	Litigation and Collection Services		
Program number:	27-04		
Program objective:	To preserve and to protect the interests of Polk County; to minimize liability against the County; and to timely secure and obtain payment on those accounts that are due to Polk County.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Timely Process and Review Claims and Accounts Receivables		<ul style="list-style-type: none"> • All Claims filed against the County are processed within 2 working days of receipt. • All collection matters initiated within 7 working days of referral. • All collection matters reviewed with appropriate staff on a monthly basis until resolved. 	
Liquidate Judgments In Favor of County		All Collectible Judgments were liquidated.	
KEY PROGRAM STRATEGIES 2016			
Lessen Review Time of Accounts Receivable through Implementation of Accounts Write Off Process			
Encourage Usage of State Tax Certification, Wherever Feasible			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Accounts and Claims Processed	50	45	30
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Timely Initiation and Conclusion	100%	100%	100%
Monthly Review	100%	100%	100%
Assumptions and factors affecting program performance:			
Timely Write-Off of Uncollectible Accounts Expedites Review Process and Increases Cost-Effectiveness			
County will be Engaged in no Unexpected Litigation			
If mandated, statutory reference	59.42; 59.52(12);		
Units of service	45		
Program cost per unit of service	\$684.60		
Measure of client satisfaction	All legal services provided consistent with standard for responsiveness.		
Issues affecting performance	<p>Modification of collections process at nursing home increased collection effectiveness and decreased demand for legal services in this service area. Delayed receptiveness of legal recommendation on management of accounts receivables presents a county organizational issue that requires comprehensive involvement of attorneys in non-legal issues, decreasing the effectiveness of the delivery of legal services. Despite county efforts to avoid litigation, cost-effectiveness minimizes through the filing of non-judiciable claims against the County.</p>		

Program name:	Delivery of Child Support Services		
Program number:	27-05		
Program objective:	To maintain federal and state funding by meeting or exceeding baseline performance measures.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Meet Or Exceed Performance Indicators and Cost Effectiveness		Agency Surpassed Established Performance Benchmarks.	
KEY PROGRAM STRATEGIES 2016			
Maintain and Exceed Performance Measures and Increase Federal and State Allocations to County Program Through Strong Succession Planning Increased Involvement in State Program Policy Development			
Implement Strong Succession Planning of Personnel			
Increase Participation In State Program Policy Development			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Cases Processed	1,650	1,581	1,700
Constituents Served	4,650	4,650	4,670
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Court-Ordered Establishment Rate	90%	91%	90%
Current Support Collection Rate	70%	79%	70%
Paternity Establishment Rate	100%	100%	100%
Arrears Collection Rate	75%	76%	75%
Cost Effectiveness per Program Dollar	5.5	5.69	5.5
Assumptions and factors affecting program performance/inhibit or promote high level and cost efficiency of child support			
Personnel Changes are likely. Strength in selection/succession process minimizes a lag in performance.			
Receptiveness and Investment in State of the Art County Computer System Would Ensure Performance and Cost			
Additional Need For Child Support Services Commensurate with Population Growth Forecasts			
If mandated, statutory reference	49.22; 59.53(5) and (6)		
Units of service	1,581		
Program cost per unit of service	For every \$1 spent, the Agency collects \$5.69 of current Child Support		
Measure of client satisfaction	Court-Ordered Establishment Rate: 4.00% above state average Current Support Collection Rate: 4.68% above state average Paternity Establishment Rate: 25.78% above state average Arrears Collection Rate: 8.52% above state average		
Issues affecting performance	State financial support of program continues to promote cost efficiency in the delivery of child support services through county departments. Turn-over and downsizing at Wisconsin Department of Children and Families is disruptive of state to county coordination necessary to maintain effectiveness.		

**ORGANIZATIONAL CHART
CORPORATION COUNSEL AND CHILD SUPPORT OFFICE**



**ORGANIZATIONAL CHART
DEPARTMENT OF ADMINISTRATION**



DISTRICT ATTORNEY AND VICTIM/WITNESS SERVICES Dan Steffen, District Attorney

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

This department prosecutes criminal, assists in the administration of justice, and delivers victim rights through two divisions: The District Attorney's Office and Victim/Witness Services.

MISSION: To administer justice while delivering high quality public service to all citizens in a ineffective, professional, and efficient manner.

Link to County Board Strategic Goals:

To strengthen law enforcement's relations with the public; enhancing the quality of life for the citizens of Polk County. Ensure crime victims are treated with sensitivity, fairness, compassion, and respect.

Strategic Priorities:

To serve and represent the public with integrity.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	367,897	367,897		394,897
State Aids	65,868	68,343		65,791
Fine and Forfeitures	3,762	2,900		2,050
Public Charge for Services	37,346	31,065		36,455
Other Financing Sources	1,921			
Total Revenue	476,794	470,205	1%	499,193
Expense				
Personnel Services	426,077	412,168		439,411
Contractual Services	25,996	22,468		23,680
Supplies & Expenses	24,145	34,569		35,303
Fixed Charges	576	1,000		800
Total Expenditures	476,794	470,205	1%	499,194
Net Revenue and Expenditures				(0)

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount.

N/A

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators		
Administrative Support	4	4
Professionals	1	1
Technicians/Para-Professionals	2	2
Total	7	7

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
District Attorney Criminal Prosecution	196,956	187,439	207,384
District Attorney Criminal file recording and maintenance	143,240	136,320	150,825
District Attorney - Payment Management	17,905	17,040	18,853
Victim/Witness Services	118,693	129,406	122,132
Total	476,794	470,205	499,194

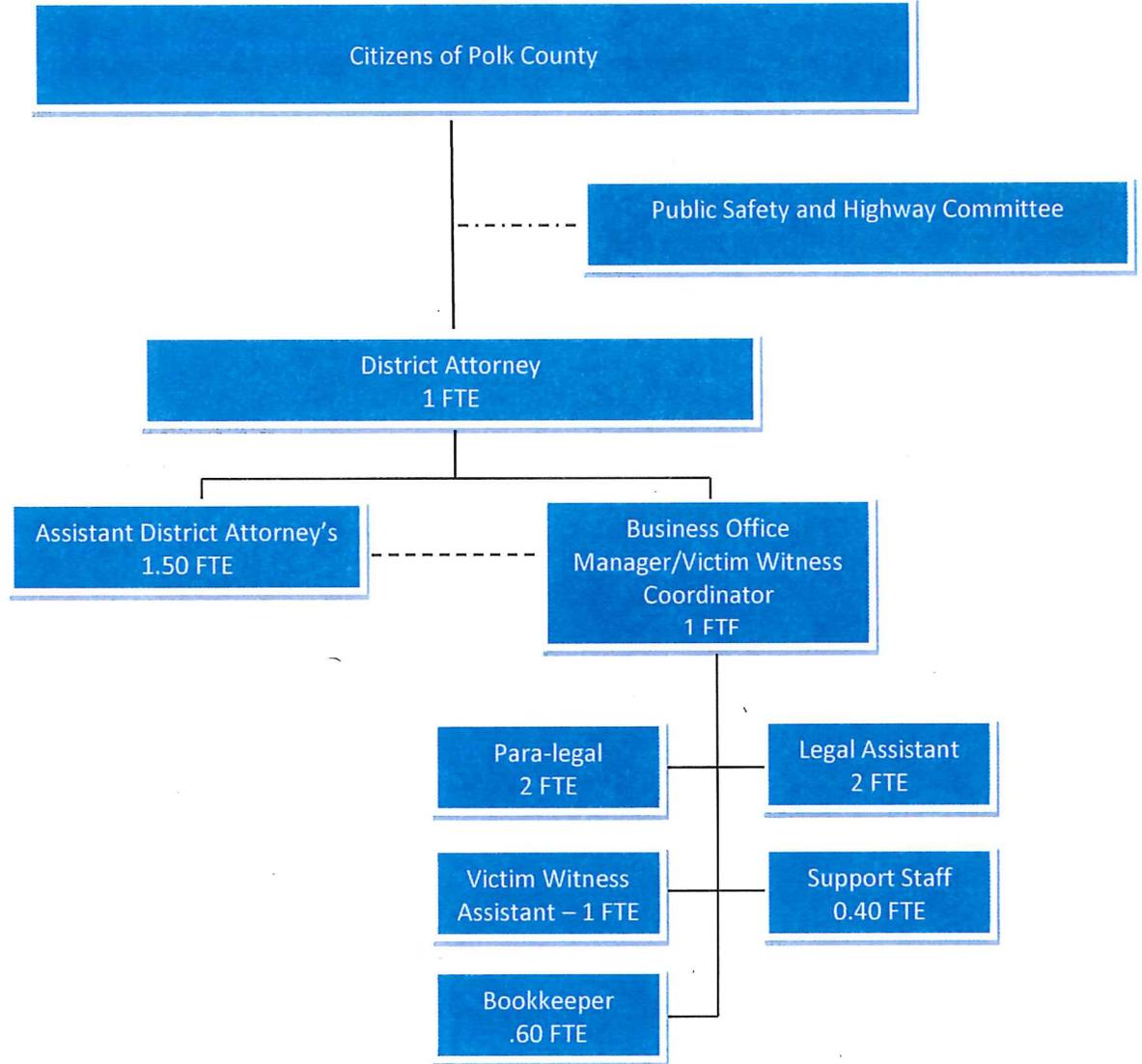
SECTION 2: PROGRAM SUMMARY			
Program name:	District Attorney Criminal Prosecution		
Program number:	05-01		
Program objective:	To work with local law enforcement agencies to ensure uniform enforcement of the criminal laws and the administration of justice throughout the county.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Advocate for Justice Center Security Officer		Security Officer started June 1, 2016	
Establish Drug Endangered Children Program		Certified Polk County DEC Program July 2015	
Implement Diversion Program		Diversion Program started April 2015	
CHIPS cases transfer to Corporate Counsel		CHIPS cases transferred to Coporate Counsel September 2015	
Safe Exchange Program through CCR		Currently implemented, not being utilized	
KEY PROGRAM STRATEGIES 2016			
Establish Mental Heath Court			
Heroin Training			
Lobby legislature for additional ADA position and pay progression for ADA's			
Develop and grow Intoxicated Driver Improvement Program (IDIP)			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of Cases Referred (DA Case List Summary)	1,944	1,946	1,905
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Court Cases Assigned (DA Case List Summary)	1,737	1,760	1,545
Assumptions and factors affecting program performance:			
As caseloads continue to increase, major cases such as homicide make it nearly impossible to stay on top of day to day events. In addition, the legislature continues to create new crimes. Legislature continues to create new laws while refusing to adequately staff our offices or fund pay progression for ADA's.			
If mandated, statutory reference	Statute 978.05		
Units of service	N/A		
Program cost per unit of service	\$0.00		
Meaure of client satisfaction	Timely dispositions		
Issues affecting performance	Loss of ADA Steve Dorrance, hiring of new full-time ADA		

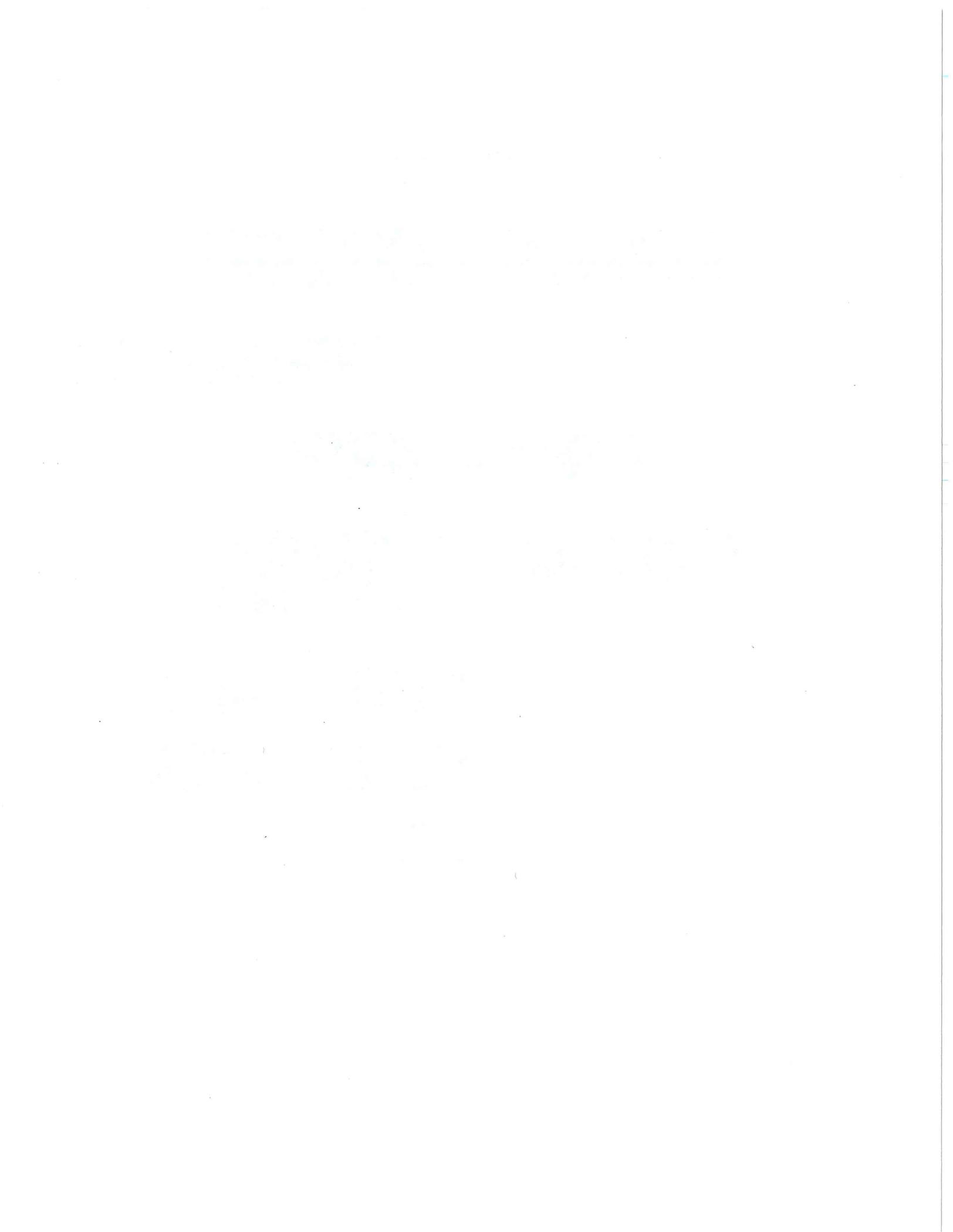
Program name:	District Attorney Criminal file recording and maintenance		
Program number:	05-02		
Program objective:	To deliver high quality service to all local law enforcement agencies, defense attorneys, and public citizens in an effective, professional, and efficient manner.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Paperless Discovery Labeling documents in Protect Procedure for Sentencing printouts	No Standard label menu complete Restitution, DOC-31, and Victim Impact Statements		
KEY PROGRAM STRATEGIES 2016			
More timely E-filing procedures with Sheriff Department. Cross train employees in DA Office. Staff trainings in Protect Webinar. Work with State IT to develop better ways Protect displays information for paperless counties.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Cases Filed and Managed	2,029	1,760	2,069
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Cases Disposed	987	1,141	1,500
Assumptions and factors affecting program performance:			
Response from Sheriff's Department will reflect in the proficiency of the DA Office preparing reports for DA review. We will boost employee moral and emphasize the importance of cross training to make their workday more interesting. Protect trainings will be emphasized more. Oral communication through these training to IT trainer what would benefit paperless Protect.			
If mandated, statutory reference	N/A		
Units of service	8		
Program cost per unit of service	\$0.00		
Measure of client satisfaction	More employee interest in position		
Issues affecting performance	Extra time for training		

Program name:	District Attorney - Payment Management		
Program number:	05-03		
Program objective:	To track fees, restitution, and surcharges and send restitution to victims in a timely manner.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Track 10% surcharge	Bookkeeper created spreadsheet for tracking		
New billing form for discovery fees	Bookkeeper created QuickBooks Company for billing		
Ordering restitution for payout	DOC-31 is brought into sentencing		
KEY PROGRAM STRATEGIES 2016			
Lobby legislature for restitution payable before DOC agent fees.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Fees collected	16,965	12,970	19,596
Surcharges collected	2,900	3,762	2,050
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Restitution Paid through DA Office	\$95,380.18	\$61,677.46	\$92,000.00
Assumptions and factors affecting program performance:			
Restitution will be based on restitution ordered and ability to pay. Surcharges based on restitution ordered. Fees collected are based on case discovery sent to defense attorneys.			
If mandated, statutory reference	950.04		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	\$0.00 balance payable to victim		
Issues affecting performance	Collection of restitution		

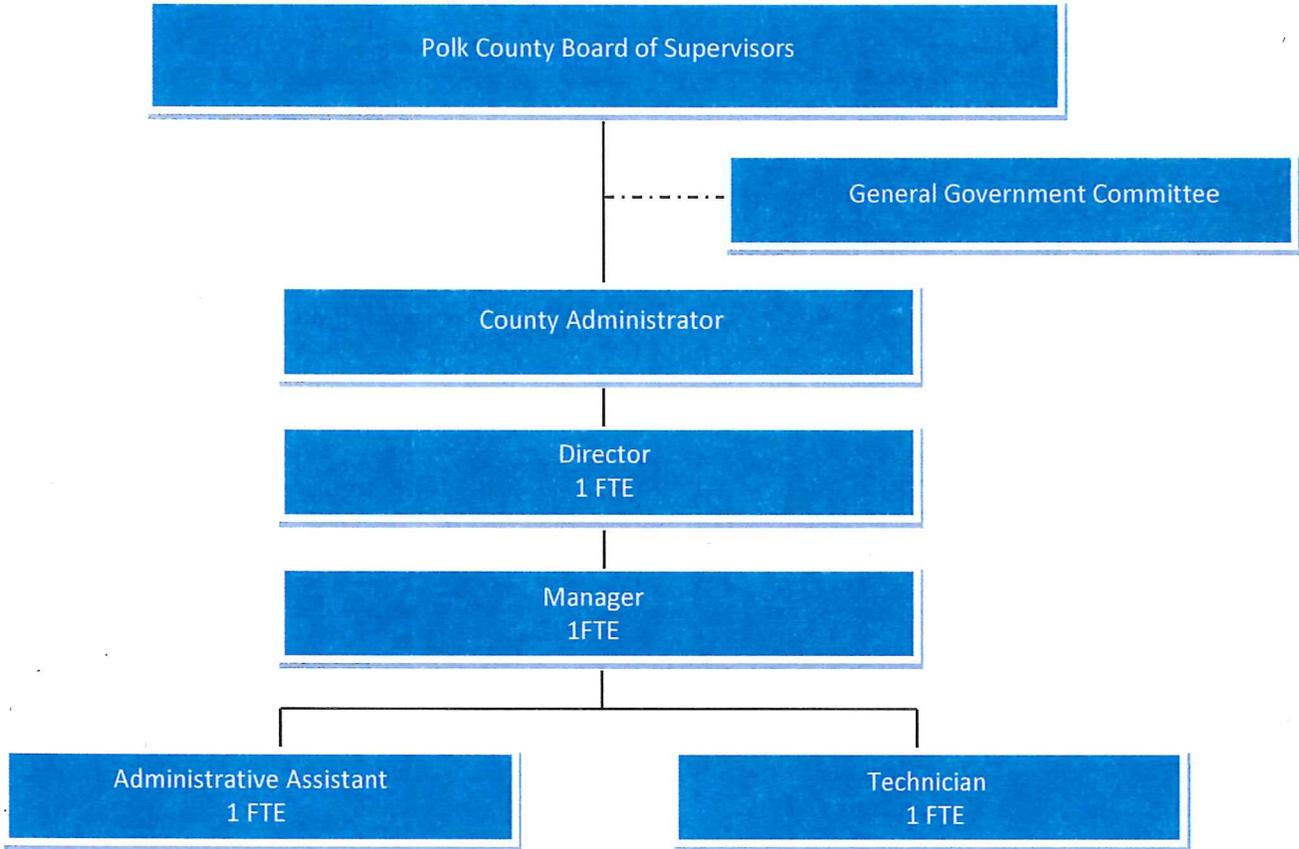
Program name:	Victim/Witness Services		
Program number:	05-04		
Program objective:	Ensure each and every victim has the opportunity to exercise their rights.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Drug Endangered Children Certification	Certified July 2015		
Process to remit restitution more timely	DOC-31 prepared before sentencing		
Partnering with CRA	Applied		
Update forms and brochures	In process		
KEY PROGRAM STRATEGIES 2016			
Do most victim notification via email instead of postal mail; update all forms and brochures; update and better victim witness room for more comfort; training on Polk County programs (visit); train victims on Crime Victim Compensation and VineLink online			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Individuals Assisted	912	1206	958
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Restitution Received through DA Office	\$91,452.17	\$57,546.09	\$93,281.22
Assumptions and factors affecting program performance:			
Notices are emailed upon approval of victim and correct email addresses. Time allowance needed to update victim material.			
If mandated, statutory reference	Chapter 950		
Units of service	1206		
Program cost per unit of service	\$65.50		
Measure of client satisfaction	Satisfaction at disposition		
Issues affecting performance	Shortage of Victim Witness time and overage of judicial cases equally extended dispositions		

**ORGANIZATIONAL CHART
DISTRICT ATTORNEY AND VICTIM WITNESS**





**ORGANIZATIONAL CHART
EMPLOYEE RELATIONS DEPARTMENT**



UW-EXTENSION Charles Prissel and Gail Peavey, Co-department Heads

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

UW-Extension's educators and staff develop and deliver research-based programs based on assessed needs of Polk County's residents, organizations and communities. Programs support agriculture and agri-business, community and economic development, natural resources, family living and youth development.

MISSION: We teach, learn, lead and serve, connecting Polk County residents with the University of Wisconsin and engaging with them in transforming lives and communities.

Link to County Board Strategic Goals:

- To improve the quality of life for all who live, work and play in Polk County
- Quality education for all
- Promote the agricultural industry as a respectable, viable and diverse farm economy
- Foster an entrepreneurial atmosphere
- Minimize potential impacts on natural resources, environmental corridors, water resources and wildlife habitats

Strategic Priorities:

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budgeted Percentage Difference	2016 Budget
Revenue				
General Property Tax	261,249	261,249		266,447
State Aids	6,753	6,753		6,753
License & Fees	15	10		10
Public Charge for Services	5,147	11,050		6,050
Misc Revenue		-		-
Total Revenue	273,164	279,062	-2%	279,260
Expense				
Personnel Services	94,766	94,472		96,994
Contractual Services	140,078	156,137		154,163
Supplies & Expenses	17,662	28,453		28,103
Total Expenditures	252,506	279,062	-11%	279,260
Net Revenue and Expenditures	20,658	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Position vacancies during the calendar year accounted for the deviation of -11%.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees*		
Administrative Support	1.8	1.8
Total	1.8	1.8

* UW Extension professional staff are contractual employees partially funded by the state

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
Family Living Programs	63,127	69,766	69,815
Community, Natural Resource and Economic Development Program	63,127	69,766	69,815
Agriculture and Natural Resources	63,127	69,766	69,815
4-H Youth Development	63,127	69,766	69,815
Total	252,506	279,062	279,260

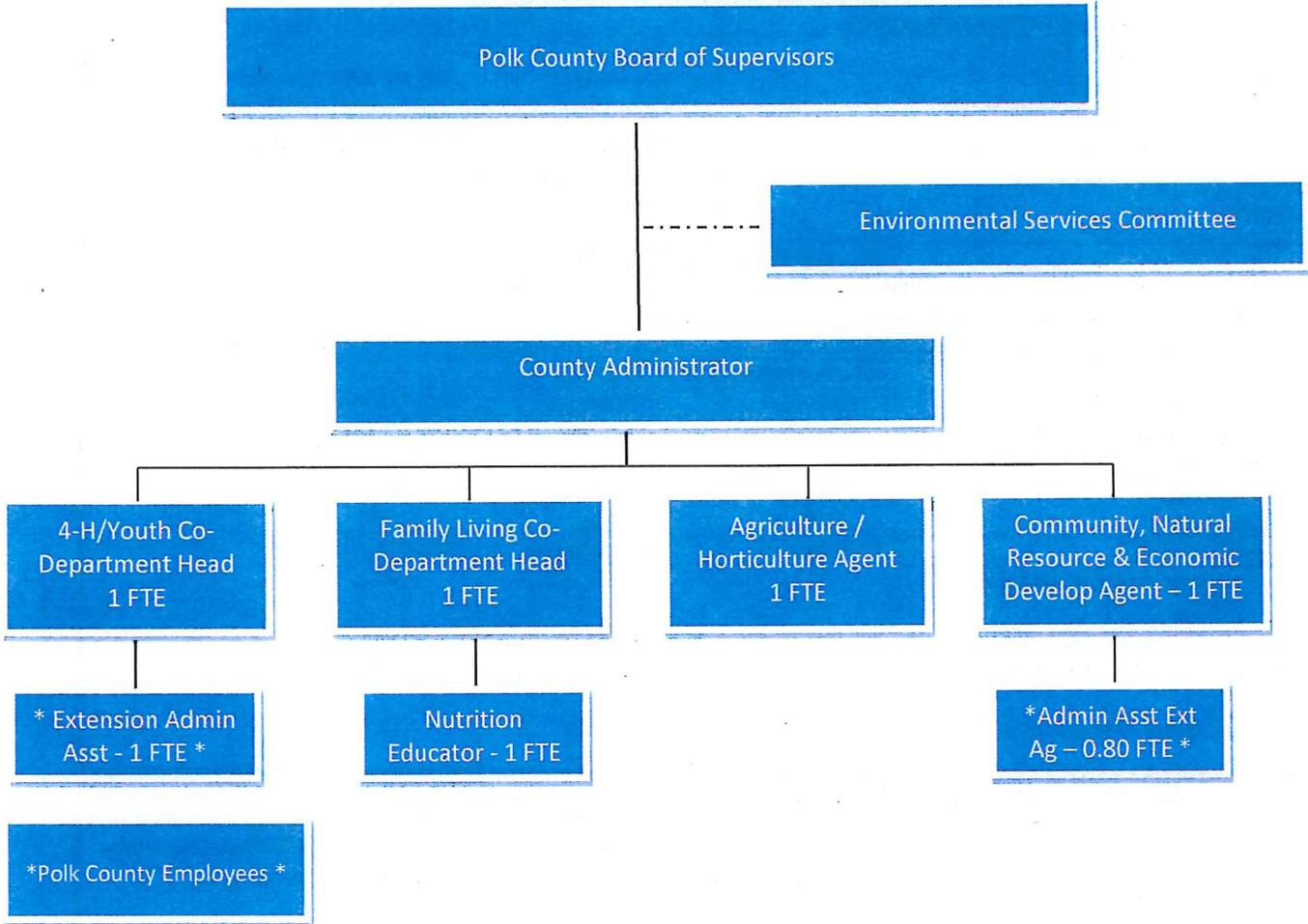
SECTION 2: PROGRAM SUMMARY			
Program name:	Family Living Programs		
Program number:	21-1		
Program objective:	Create strong families that serve as the foundation for community life by enhancing family relationships, parenting, child development and financial management		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015		
Improve co-parenting behaviors	98% will make a stronger effort to work with other parent		
Increase knowledge about end-of-life issues	94% stated Final Affairs workshop extremely valuable		
Promote parenting blogs to adolescent parents through schools	NA		
Provide education, support and networking to child care directors	98% stated information provided has helped improved by sharing with staff in their child care center		
Help caregivers better care for loved one	95% will utilize tools learned in six week program.		
KEY PROGRAM STRATEGIES 2016			
Promote programs to wider audiences and continue to improve quality of programming			
Develop 2 hour modules and facilitate monthly requested topics from Child Protection/Drug court to at-risk audiences			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Measure attendance	140		140
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
# coparents keep child out of middle	125	120	120
Learn about end-of-life issues	100	77	75
Increase # of parents utilizing eparent	500	43	0
Increase networking among directors	150	120	125
Reduce stress among caregivers	95	96	95
Assumptions and factors affecting program performance:			
Program performance dependent upon people in attendance and accessing programs. Evaluations will be conducted and results vary upon attendees.			
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	Under development		
Issues affecting performance	N/A		

Program name:	Community, Natural Resource and Economic Development Program		
Program number:	21-2		
Program objective:	Engage citizens in improving Polk County communities through leadership training, organizational development, and economic and natural resources education.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Economic development education	Education provided via various media for small business.		
Hire and onboard a new CNRED educator	New CNRED educator started Sept. 2015.		
KEY PROGRAM STRATEGIES 2016			
Develop and deliver leadership training opportunities			
Provide economic development education opportunities			
Develop and deliver organizational development education and services			
Develop and deliver environmental education programming			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
# Leadership program participants	N/A	0	50
# Organizations assisted	N/A	0	10
# Business education participants	N/A	5	20
# Workshops/programs provided	N/A	0	24
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
People learn and use leadership skills	N/A	0	50
Organizations equipped for future	N/A	0	10
People increase business knowledge	N/A	0	10
Assumptions and factors affecting	Position vacant to Sept. 1; new agent program planning/attended prof. dev.		
Factor affecting performance:	Position was vacant from Jan. 1 to Sept. 1, 2015		
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	Under development		
Issues affecting performance	N/A		

Program name:	Agriculture and Natural Resources Education		
Program number:	21-03		
Program objective:	Increase the profitability and viability of Polk County farms and agricultural enterprises, while educating consumers and protecting the environment.		
PROGRAM PERFORMANCE			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Hire an Agriculture Educator for Polk County Master Gardener Volunteers will provide education and be a resource for Polk County Residents. Working with area Ag Educators, producers will have access to training and resources DHIA Scholarships will be offered to youth to further Ag education		Interim at 40% was hired in October. Twenty-two Master Gardener Volunteers were a resource to many Polk County permanent and summer residents. Resources were provided to assist Ag Educators as needed. Eleven DHIA Scholarships were awarded to youth in 2015	
KEY PROGRAM STRATEGIES 2016			
Provide resources and educational assistance as requested by Polk County agribusinesses. Provide agriculture education and programming on select topics.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
#Master Gardeners volunteering	27	22	27
#Pesticide Applicators Trained	30	26	25
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Estimated volunteer hours of Master Gardeners	972	657	650
Educational contacts with agribusiness	N/A	23	50
Assumptions and factors affecting program performance:			
From September 2014-October 2015 there has not been an Ag Educator, and minimal services were provided through surrounding county ag educators. An Interim was hired at .4 FTE from October to November 2016. As part of the nEXT Generation Reorganization Polk County will be partnering with St. Croix and Pierce to maximize Ag Services to residents and at a minimum an .8 FTE in Ag and a .2 FTE in Horticulture is being proposed.			
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	Under development		
Issues affecting performance	N/A		

Program name:	4-H Youth Development		
Program number:	21-04		
Program objective:	To teach youth life and work force preparedness skill in a non-formal educational environment working cooperatively with a core of trained adult volunteers.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACUTAL RESULTS FOR 2015	
4-H Community Club will be vehicle for Partner with schools to enhance Volunteers will maximize educational STEM; Science Technology Engineering and applied Math experiences- youth participants		4-H Community Club was the vehicle for educational programs in Partnered with schools to offer MAQA, tractor certification, and 285 Volunteers helped maximize program delivery STEM was infused into the 4-H program in 2015 and many educational oppourtunities focused upon STEM competencies.	
KEY PROGRAM STRATEGIES 2016			
Annual Volunteer Training for continuing volunteers focused on improving 4-H Community Club Service Learning opportunities for 4-H Ambassadors - Teen public relations corp Science Saturday and other youth STEM focused programs including Robotics workshops to train adult and teen volunteers			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
#4-H Community Clubs	24	24	23
#4-H membership	663	639	675
#Adult Volunteers	281	285	285
#Project enrollment	3,185	3,908	3,150
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Increased work force preparedness skills	500	496	500
Increased Leadership and citizenship skills	275	325	275
Participants in educational workshops and trips	350	415	350
Earned post-secondary scholarship awards	15	9	12
Assumptions and factors affecting program performance:			
An additional 441 youth not enrolled in the 4-H Community Clubs participated in UW-Extension sponsored or partnered programs in Polk County. According to the Independent Sector the average volunteer gives two- to four hours of time each week. Using the current minimum wage of \$7.25; Polk County 4-H Volunteers gave an estimated \$429,780.00 worth of time to the youth of Polk County.			
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	Under development		
Issues affecting performance	N/A		

**ORGANIZATIONAL CHART
UW-EXTENSION**



GOLDEN AGE MANOR Dana Reese, Administrator

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

Golden Age Manor is proud to provide long term care and short term rehabilitation to residents of Polk County and surrounding areas. Beyond offering skilled nursing care, in house physical, occupational and speech therapies are also available. Golden Age Manor has 114 beds, 17 of which have been designated to a special secured Alzheimer's care unit known as Judy's cottage. All 114 beds are Medicaid and Medicare certified.

MISSION: Provide high quality long term care and short term rehabilitation services to residents of Polk County and surrounding areas utilizing a team approach. We strive to care for each of our residents in a professional, compassionate and supportive manner while promoting the highest quality of life and individualized personal care.

Link to County Board Strategic Goals:

To improve the quality of life for all who live, work, and play in Polk County

Strategic Priorities:

To provide high quality long term and short term care to residents of Polk County and surrounding areas.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
Public Charge for Services	8,047,169	8,164,924		8,236,720
Total Revenue	8,047,169	8,164,924	-1%	8,236,720
Expense				
Operating Expenses	1,854,851	1,844,631		1,751,571
Personnel Services	5,939,962	5,974,407		6,054,977
Contractual Services	44,240	57,240		44,240
Supplies & Expenses	2,443	4,500		2,823
Fixed Charges	39,484	40,608		43,117
Capital Outlay	-	200,000		200,000
Cost Reallocation	96,889	21,677		130,682
Total Expenditures	7,977,869	8,143,063	-2%	8,227,410
Net Revenue and Expenditures	69,300	21,861		9,310

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

NA

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	9	9
Technicians/Para-Professionals	21.6	21.6
Administrative Support	4.2	4.2
Skilled Craft/Service Maintenance	74.05	74.05
Total	109.85	109.85

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
Long term care	5,185,615	5,292,991	5,347,817
Short term rehabilitation-Medicare Part A	1,595,574	1,628,613	1,645,482
Dementia care	1,196,680	1,221,459	1,234,112
Total	7,977,869	8,143,063	8,227,410

SECTION 2: PROGRAM SUMMARY			
Program name:	Long term care		
Program number:	15-01		
Program objective:	To provide high quality care to persons needing long term skilled nursing care.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
To achieve census above 92%		91.20%	
KEY PROGRAM STRATEGIES 2016			
Continue to improve by utilizing our quality assurance committee and tools that are available through the state of			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Census	92%	91%	92%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Census	92%	91%	92%
Assumptions and factors affecting program performance:			
State and Federal Regulation, Decreased Medicaid Funding			
If mandated, statutory reference	NA		
Units of service	114		
Program cost per unit of service	191.73 average		
Measure of client satisfaction	Occupancy		
Issues affecting performance	Sufficient staffing levels		

Program name:	Short term rehabilitation-Medicare Part A		
Program number:	15-02		
Program objective:	To provide high quality comprehensive care to persons recovering from the effects of injury and illness.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
To achieve Medicare utilization over 5%		5.30%	
KEY PROGRAM STRATEGIES 2016			
Continue to improve by utilizing our quality assurance committee and tools that are available through the state of			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Utilization	5%	5%	5%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Utilization	5%	5%	5%
Assumptions and factors affecting program performance:			
If hospitals increase the use of swing-bed patient days this will directly affect our Medicare Part A census as these patients will be able to stay at the hospital longer to recover.			
If mandated, statutory reference	NA		
Units of service	114		
Program cost per unit of service	\$191.73 average		
Measure of client satisfaction	occupancy		
Issues affecting performance	Hospital Swing Bed usage		

Program name:	Dementia care		
Program number:	15-03		
Program objective:	To provide safe and secure quality care to persons needing memory care and nursing care.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
To achieve census above 92%		93.90%	
KEY PROGRAM STRATEGIES 2016			
Continue to improve by utilizing our quality assurance committee and tools that are available through the state of			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Census	92%	94%	92%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
census	92%	94%	92%
Assumptions and factors affecting program performance:			
State and Federal Regulations, reimbursement			
If mandated, statutory reference	NA		
Units of service	17		
Program cost per unit of service	\$191.73 average		
Measure of client satisfaction	occupancy		
Issues affecting performance	none currently		

County Board of Supervisors

Health and Human Services Committee

County Administrator
Dana Frey

Medical Director
Dr. Michelle Williamson

Administrator
* Dana Reese

GAM Board

Office Manager
Amy Friederichs

Activities Director
*Rhonda Paulson

Maintenance Engineer
Mike Schleusner

Social Worker
* Christi Hendricks

Medical Records Director
*Nancy LaBlanc

Conf Secretary
Wendy Johnson

Activity Aides

Maintenance Asst.
Travis Beauvais

SS Aide
Jessica Tieg

Medical Record Clerk / Nursing Scheduler
LeAnn Jensen

Bookkeeper/AR
Linda Framsted

Payroll Clerk
Dana Powell

Dietician
*Michelle Gunn

Housekeeping/Laundry
Supervisor
Julie Johnson

Director of Nursing
*Jeane Poppe

Contracted Direct Source
Therapy
Michelle Gooder

Cooks

Housekeepers

Laundry Assistants

Asst. Director of Nursing
*Mary Frank

Physical Therapists
Occupational Therapists
Speech Therapists
& Assistants

Dietary Aides

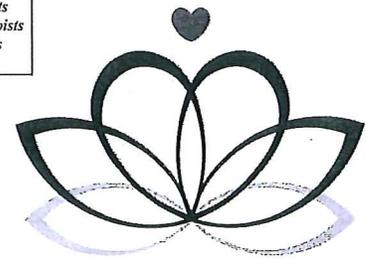
MDS Coordinator
*Becky Bohn

Infection Control Nurse
*Kari Vadner

RNs

LPNs

Nursing Assistants



GOLDEN AGE MANOR

* Indicates employee picture attached on next page

HUMAN SERVICES Gretchen Sampson, Community Services Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

Polk County Department of Human Services provides the following summary of services for the County. Economic Support (eligibility for state and federal benefits; Behavioral Health (Mental Health/Substance Abuse Clinic, residential/institutional services; community support for vulnerable adults, adult protections abuse/neglect investigations, 24 hour emergency/crisis response); Children and Family Services (abuse/neglect investigations, in-home and out-of-home support services, foster care, children's waiver programs, adjudicated and at-risk juvenile services, residential and treatment care, 24 hour emergency/crisis response).

MISSION: To assist, empower, and build upon the strengths of the children, youth, and adults in Polk County to achieve positive outcomes.

Link to County Board Strategic Goals:

Improve the quality of life for all who live, work and play in Polk County

Strategic Priorities:

NOTE: The Human Services Department is undergoing a significant reorganization and restructuring as part of the creation of a new Community Services Division, consolidating this department, the Public Health Department, and the Medical Examiner. Budget data for 2016 and forward years are indicative only and will be reallocated early in 2016. Please review the Polk County website for the latest financial information.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	3,611,103	3,611,103		3,885,545
State Aids	4,501,702	4,159,942		4,159,942
Public Charge for Services	919,807	1,126,422		1,126,422
Other Financing Sources	31,406	40,000		40,000
Total Revenue	9,064,019	8,937,467	1%	9,211,909
Expense				
Personnel Services	4,889,333	5,040,820		5,121,530
Contractual Services	3,327,326	3,377,186		3,618,918
Supplies & Expenses	147,551	177,336		177,336
Fixed Charges	231,279	294,125		294,125
Grants, Contributions, Indem	416,412			
Cost Reallocation	38,000	48,000		-
Total Expenditures	9,049,901	8,937,467	1%	9,211,909
Net Revenue and Expenditures	14,118	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

State aids increased which resulted in ability of the department to stay under budget.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	37	37
Technicians/Para-Professionals	14	1
Administrative Support	15.2	25
Skilled Craft/Service Maintenance		2
Total	67.2	66

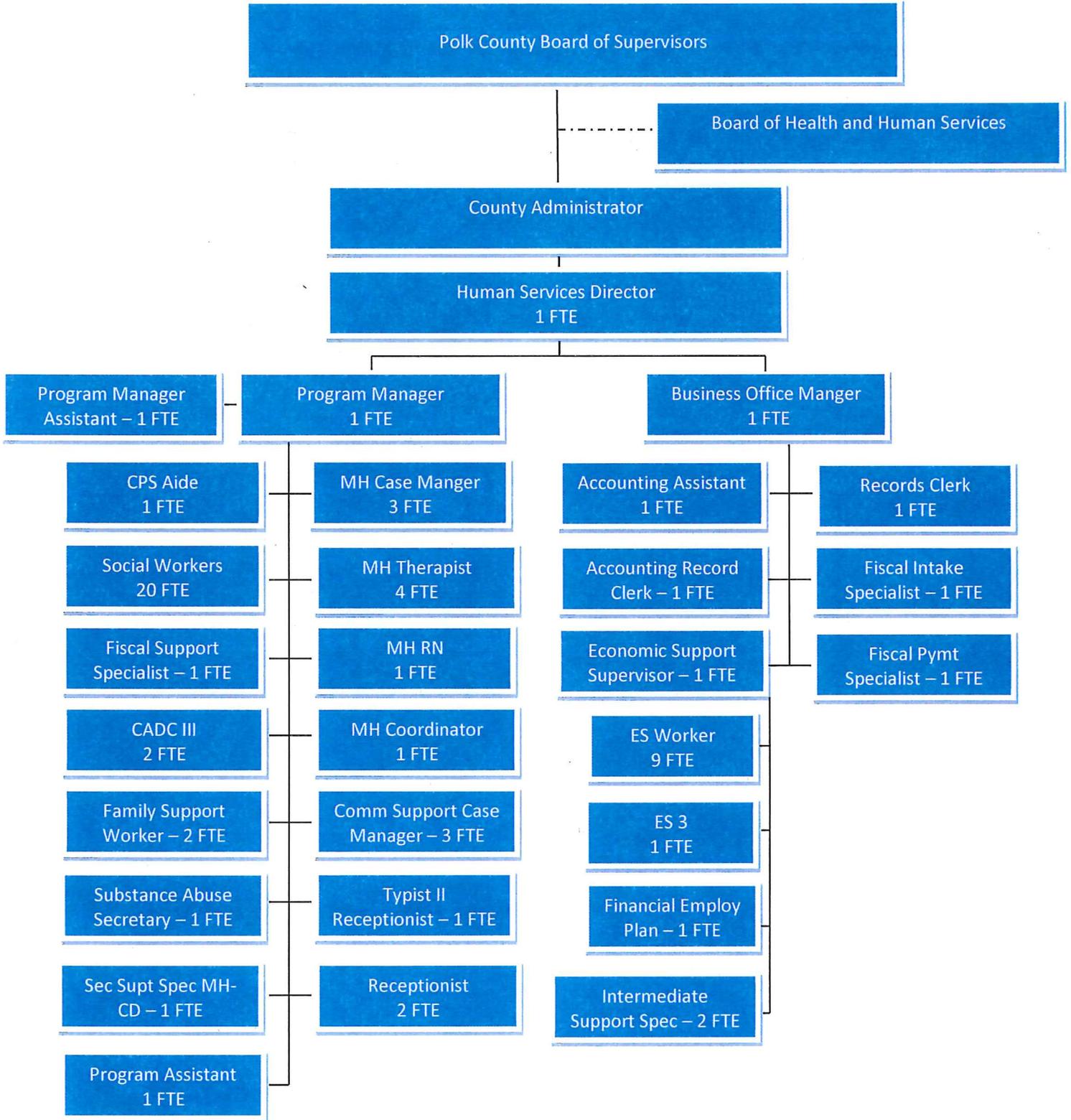
PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
Economic Support	1,357,485	1,340,620	1,381,786
Behavioral Health	4,343,953	4,289,984	4,421,716
Children and Family	3,348,463	3,306,863	3,408,406
Total	9,049,901	8,937,467	9,211,909

SECTION 2: PROGRAM SUMMARY			
Program name:	Economic Support		
Program number:	16-01		
Program objective:	Participate in the restructure the Great Rivers Consortium model to meet recommendations from the state's 2015 Income Maintenance Operational Analysis. Create a consortium child care team to more effectively serve customer's child care needs in a more efficient manner and work towards meeting DCF performance standards for 2016.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Participated in regional Consortium meetings		100% participation in regional Consortium meetings	
Presented Update on Great Rivers Consortium activities to Board of Health/Human Svcs		Board presentation in December, 2015	
Staffed GRC call center as required		Staffed call center per GRC contractual agreement	
Implemented Time Study for IM staff		Process developed for implementation January 2016	
KEY PROGRAM STRATEGIES 2016			
Adapt program policies and procedures based on results of pilot project on Great Rivers Consortium restructure			
Implement lobby services for income maintenance services			
Implement childcare team concept to meet DCF performance standards			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Applications Processed Timely	98%	98%	98%
Fraud Investigation Success Rate	47.65%	53.25%	60%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Childcare applications processed w/in 30 days		90%	75%
Assumptions and factors affecting program performance:			
Call center work is very stressful for staff			
Response time is limited by customer information provided			
If mandated, statutory reference	Wisconsin State/County Contract		
Units of service	Food Share Recipients: 4,447; Medical Assistance Recipients: 7,891; Child Care Recipients: 98 average per month; Energy Assistance: 1,558 average per month; Other measures on GRC monthly reports		
Program cost per unit of service	Not Available		
Measure of client satisfaction	Not Available		
Issues affecting performance	Staff turnover		

Program name:	Behavioral Health		
Program number:	16-02		
Program objective:	Assure Quality Service to Polk County residents in need of Mental Health, Chemical		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Participated in Behavioral Health program organizational assessment		Diamond Corporation organizational assessment completed in collaboration with staff	
Participated in Valley Coop meetings		Crisis Coordinator attended monthly meetings of the Valley Coop. Continued discussion about moving forward with an inpatient facility as well as strategies to improve community services including referrals. Currently the hospitals have decided NOT to move forward with a local inpatient facility.	
KEY PROGRAM STRATEGIES 2016			
1) Implement an Electronic Health Records System			
2) 95% of clients seen in the clinic will indicate they are very or mostly satisfied with the services they received, per customer			
3) Expand CCS services			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Client satisfaction surveys completed		Complete monthly	90%
Electronic Health Record implemented		Delayed to 2016	100%
CCS program expansion - numbers served increases		15 enrolled clients (new program)	10%
All Billable activity captured		In Progress	90%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
% of people who attended intake assessments in 2016 who were not placed on an Emergency Detention		94%	90%
Assumptions and factors affecting program performance:			
1) The current intake process does not meet clinical needs.			
2) Extensive wait times for outpatient therapy intake appointments due to current staffing pattern.			
3) Extensive wait times for psychiatry due to lack of access to psychiatric services in Northwestern Wisconsin.			
4) The lack of an Electronic Health Records System is a barrier in that current systems are inefficient and do not provide usable data for			
If mandated, statutory reference	Mental Health Statutes of Wisconsin, primarily Chapters 51 and 55; Chapter 63(CSP); Chapter 75 (AODA); Chapters 92 and 94 (Privacy, Grievance, Client Rights)		
Units of service	246 clients/month - average number seen for med management/psychiatry; 129 clients/month - average number seen in mental health outpatient clinic; 140 clients/month - average number served by outpatient AODA program; 150 emergency services contacts - average; 13 clients/month - average number of clients in drug court; 22 clients/month - average number of clients served in community support program		
Program cost per unit of service	Not available		
Measure of client satisfaction	Monthly client survey		
Issues affecting performance	Lack of an electronic medical record system		

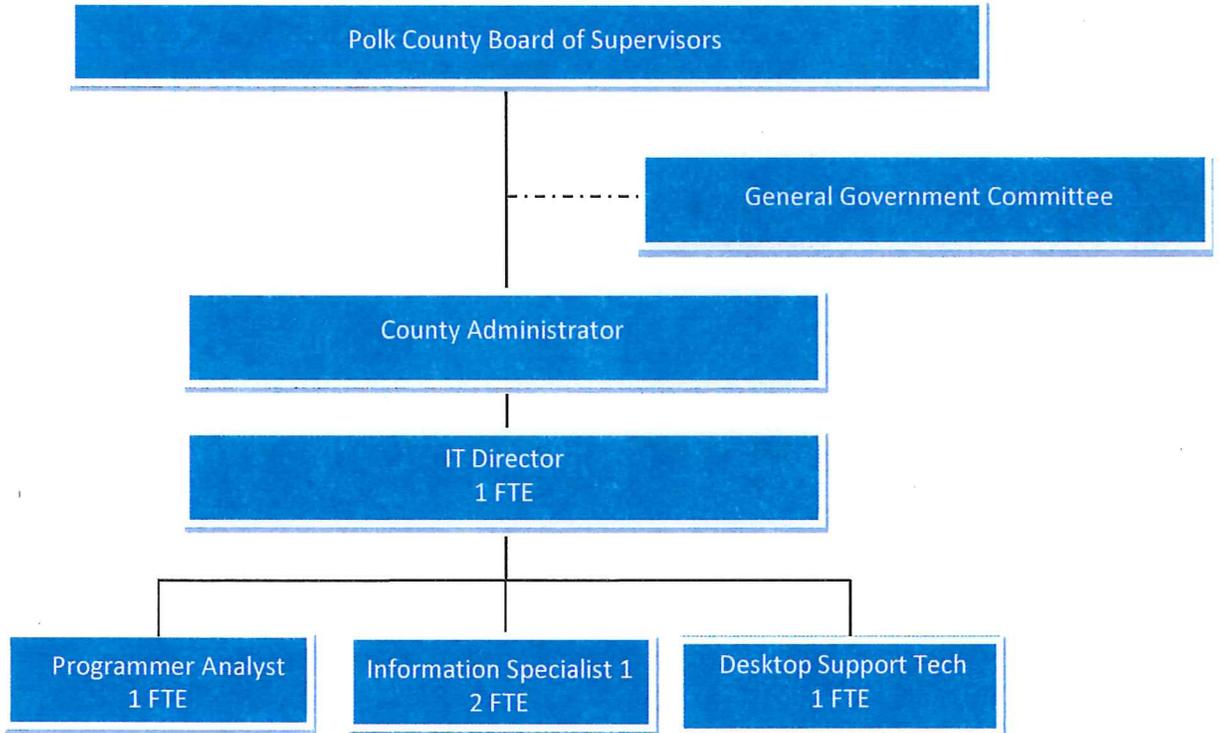
Program name:	Children and Family		
Program number:	16-03		
Program objective:	Provide protection and resources to the children and families in Polk County		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Participated in organizational assessment	Staff participated in assessment by consultant organization		
KEY PROGRAM STRATEGIES 2016			
Strengthen Department infrastructure Implement performance management system			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Establishment of outputs for every DCF program		In progress	100%
Program managers have understanding of their budgets		In progress	100%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Percent of programs with data system for measurement of performance		50%	75%
Supervisor to staff ratio meets statewide average		Did not meet	Aligned
Children in placement with timely face to face caseworker contacts	99.47%	99.47%	100%
Assumptions and factors affecting program performance:			
New management team agency wide Inefficient data systems need replacement			
If mandated, statutory reference	Chapter 42 (social services); Chapter 48 (Children's Code); Chapter 54 (guardianships and conservators) Chapter 55 (APS/vulnerable adults); 938 Juvenile Justice		
Units of service	80 Child Protection Intake calls/average per month; 37 foster care placements/average per month; 8 juvenile residential care placements/average per month; 4 juveniles intensive supervision/average per month; 5 adult protective service investigations/average per month; 19 adult protective ongoing services/average per month; 17 child protection investigations/average per month; 68 child protection ongoing services/average per month; 48 children's wavier ongoing services/average per month		
Program cost per unit of service	Not available		
Measure of client satisfaction	Not done		
Issues affecting performance	Staff turnover; Staff to supervisor ratio; High number of unfunded state mandates; lack of technology		

**ORGANIZATIONAL CHART
HUMAN SERVICES**





**ORGANIZATIONAL CHART
INFORMATION TECHNOLOGY**



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SECTION 2: PROGRAM SUMMARY

Program name:	Construction and reconstruction of county roads
Program number:	29-01
Program objective:	Decrease the volume of deficient roads proportionate to available funding; To maintain the integrity of the highway infrastructure and to enhance safety by maintaining pavement quality.

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	2015 ACTUAL RESULTS
Paser rating for road quality (from 1 for failed to 10 for excellent) - 7 is considered good, requiring only crack sealing	Maintained an average Paser rating of 7.0 on all county roads

KEY PROGRAM STRATEGIES 2016

Continue to effectively use improved processes and technology to improve the transportation system with the available budget funding

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
Miles overlaid, reclaimed , chipsealed and prep for construction	29.21	29.21	33.64

Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Paser rating	7.0	7.0	7.0

Assumptions and factors affecting program

With current funding levels and anticipated minor increases in budgets, current maintenance levels cannot be maintained, affecting Highway's goal of a 7 Paser rating.

If mandated, statutory reference Statute 83

Units of service 29.21 miles (12.48 miles of chip seals, 11.73 miles of overlays/shouldering and 5 miles of prep work for 2016)

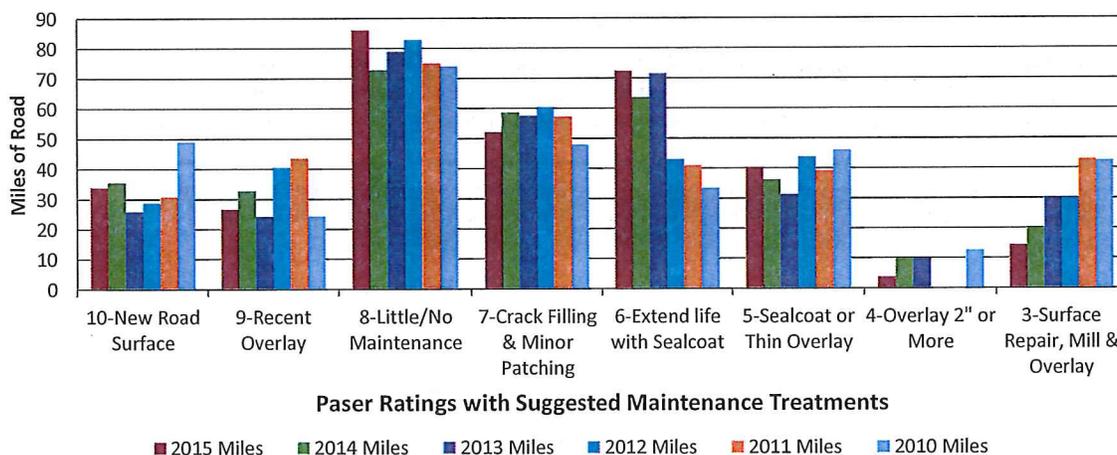
Program cost per unit of service \$64,901 (Average costs were \$129,668 per mile of overlay and \$25,649 per mile of chip seal.

Measure of client satisfaction Keep road surface/shoulders concerns voiced by road users to a minimum

Issues affecting performance Trying a new method, such as the double chip seal on CTH I, cost more initially but may be a cost savings during the life of the chip seal. It will be several years before Highway can gauge the outcome.

6-Year County Road Paser Rating Comparison

Polk County Highway Department



HIGHWAY DEPARTMENT Emil Norby, Highway Commissioner

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The department provides all highway services for 662 lane miles of county roads and 364 lane miles of state highway. These services include; construction, winter/ice/snow activities, surface maintenance, drainage, signs, woody vegetation, material inventory, equipment maintenance, and record keeping.

MISSION: To support, sustain and enhance the economic vitality and quality of life within Polk County by developing and maintaining a safe, efficient, balanced and environmentally sound county and state road system.

Link to County Board Strategic Goals:

Responsive transportation system
Upgraded road network

Strategic Priorities:

Decrease the volume of deficient roads proportionate to available funding. Extend the life, maintain the integrity and enhance the safety of all county roads.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	3,086,675	3,086,675		3,147,027
State Aids	1,724,712	1,648,654		1,698,913
Intergovernmental Revenue	2,619,623	2,226,200		2,421,676
Misc Revenue	53,096	45,190		49,200
Other Financing Sources	100,000			
Total Revenue	7,584,106	7,006,719	8%	7,316,816
Expense				
Operating Expense	0	10000		10000
Personnel Services	2,552,645	2,628,953		2,819,353
Contractual Services	1,186,379	1,033,375		1,260,785
Supplies & Expenses	2,369,290	2,226,391		2,330,709
Fixed Charges	743,664	719,685		708,590
Capital Outlay	192	-		2,159
Cost Reallocation	50,650	330,941		176,370
Total Expenditures	6,902,822	6,949,345	-1%	7,307,966
Net Revenue and Expenditures	681,284	57,374		8,850

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and the 2015 budgeted amount:

Revenues were greater than projected: \$80,000 in state flood damage aid, \$100,000 transferred in for purchase of gravel pit, \$100,000 in additional work/services for municipalities, \$150,000 in discretionary maintenance for WisDOT and \$165,000 in performance-based maintenance on state roads.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget	2017 Budget
FTE Employees			
Officials/Administrators	1	1	1
Professionals	3	3	3
Technicians/Para-Professionals	3	3	3
Administrative Support	1	1	1
Skilled Craft/Service Maintenance	29.45	29.45	29.45
Total	37.45	37.45	37.45

PROGRAM SUMMARY

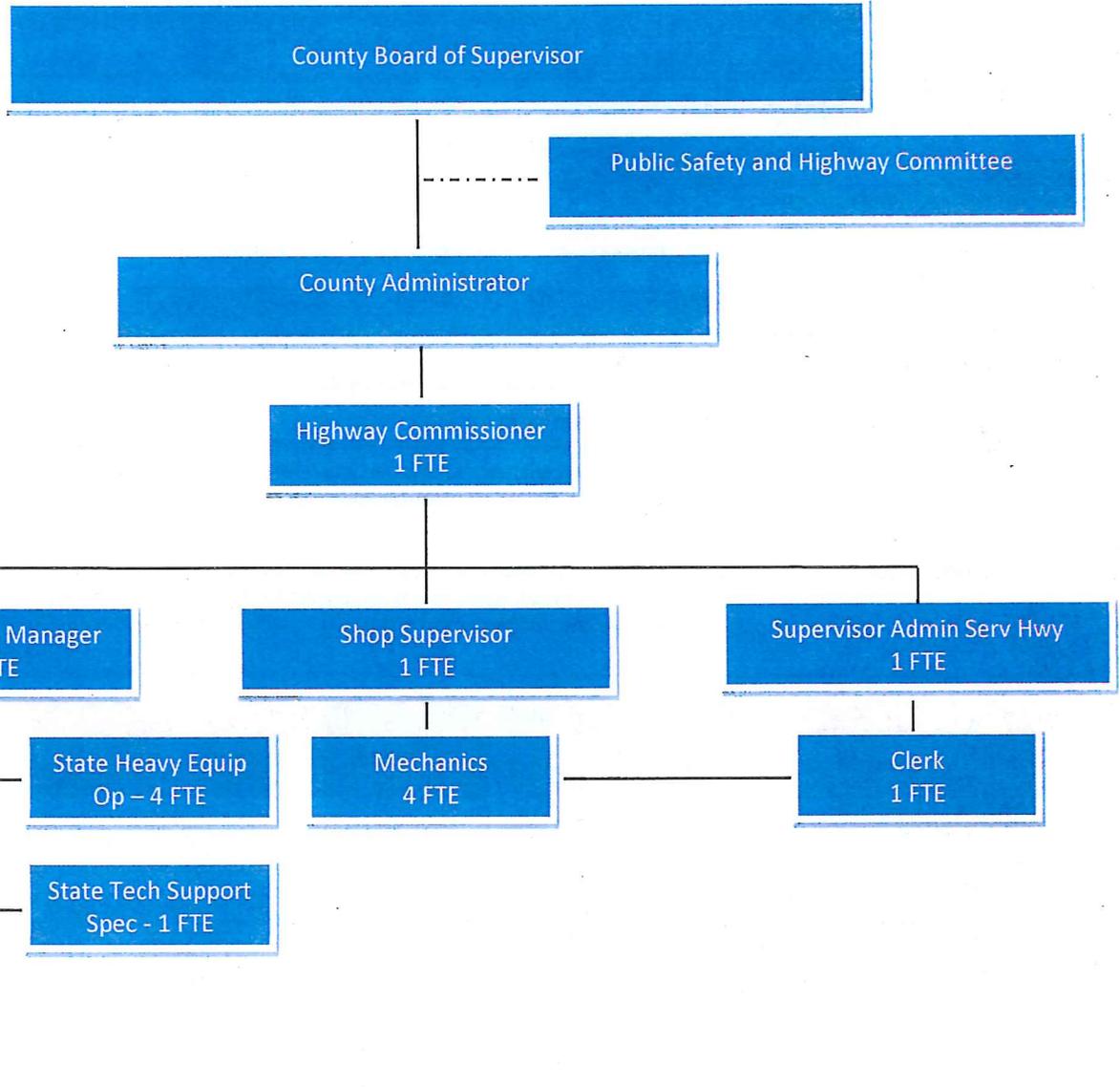
PROGRAM EXPENDITURES

	2015 Actual	2015 Budget	2016 Budget
Construction and reconstruction of county roads	1,990,061	2,015,310	2,119,310
Road maintenance and repair	4,912,761	4,934,035	5,188,656
Total	6,902,822	6,949,345	7,307,966

Program name:	Road maintenance and repair		
Program number:	29-02		
Program objective:	Extend the life, maintain the integrity, and enhance the safety of all county roads; To provide a safe and responsive road system		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		2015 ACTUAL RESULTS	
Roads are not icy in winter and are well maintained in summer.		Averaged 20.5 miles per hour during snow and ice control and completed two full mowings on all county roads	
KEY PROGRAM STRATEGIES 2016			
Expand on our crack seal and chip seal			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Average miles of County Highways Plowed Syr ave. 88,416 miles	88,416	63,663	88,416
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Average cycle time per route-hours	3	3	3
Assumptions and factors affecting program performance:			
If funding levels for maintenance remain the same, with only minor future increases, maintenance goals will not be achieved.			
If mandated, statutory reference	Statute 83		
Units of service	330 miles of county road plus state and municipal roads		
Program cost per unit of service	\$6517 per mile of county roads		
Measure of client satisfaction	Increasing customer satisfaction by returning all citizen concern phone calls, explaining how the situation was resolved and indicating what will be done and/or changed in the future to reduce or eliminate this type of problem.		
Issues affecting performance	Weather affects when maintenance is performed and funding affects how much maintenance is performed. A light winter leaves more funding for brushing, pothole repair, paver patches, shouldering and other types of routine maintenance.		

SNOW & ICE CONTROL COMPARISON				
STORM STATS & USAGE	January - December			
	2015	2014	2013	2012
Number of Storms	35	44	58	27
Number of Incidents	29	54	44	36
Miles Plowed	63,663	124,369	121,802	51,854
Labor Hours - Regular	2,722	5,343	4,371	1,753
Labor Hours - Overtime	587	2,293	1,774	851
Total Labor Hours	3,309	7,636	6,145	2,604
Truck Hours	2,908	6,698	5,480	2,339
Salt Used	449	768	608	742
Salt Sand Blends Used	6,089	14,715	14,312	7,054
Magnesium Chloride Used	13	595	41	69
Salt Brine Used	45,276	71,929	64,731	28,080
Cheese Brine Used	10,631	15,605	17,687	12,875

**ORGANIZATIONAL CHART
HIGHWAY DEPARTMENT**



LAND AND WATER DEPARTMENT Tim Ritten, Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

Environmental protection. Local administration of state programs.

MISSIONS: To preserve, protect and enhance the natural resources of Polk County

Link to County Board Strategic Goals:

Recognize the environment as an integrated system of land, water and air resources

Minimize potential impacts on natural resources, environmental corridors, water resources and wildlife habitats

Improve the quality of life for all who live, work and play in Polk County

Strategic Priorities:

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	340,306	340,306		352,325
State Aids	366,019	264,000		248,534
License & Fees	20,807	20,600		21,600
Fine and Forfeitures				
Public Charge for Services	45,307	33,200		41,300
Intergovernmental Revenue	3,463	15,500		16,500
Misc Revenue	2,095	2,000		2,500
Total Revenue	777,996	675,606	13%	682,759
Expense				
Personnel Services	543,334	555,245		553,791
Contractual Services	154,626	56,787		53,268
Supplies & Expenses	49,903	63,474		60,600
Grants, Contributions, Indem	140	100		100
Capital Outlay	-	-		15,000
Total Expenditures	748,003	675,606	10%	682,759
Net Revenue and Expenditures	29,993	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

The majority of our budget deviation is due to cost sharing program monies which are hard to predict actual costs, and one large cost share grant was awarded that we did not expect to receive.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Budget	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	5	3
Technicians/Para-Professionals	0	2
Administrative Support	1	1
Total	7	7

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
NR151 Runoff Management, ATCP50 Soil & Water Resource Management	163,205	139,250	142,790
Ch. 92 Soil & Water Conservation and Animal Waste Management, Administration	287,552	245,346	251,583
NR190 Lake Management/Protection & NR40 Invasive Species Prevention/Control	178,749	152,512	156,390
NR115 Shoreland Protection			
NR135 Nonmetallic Mine Reclamation	23,315	19,893	20,399
Contracted Services Work for Lake Districts, Municipalities, etc.	38,859	33,155	33,998
Tree program and conservation materials	17,667	15,450	17,400
Wildlife Damage Abatement Claims	38,657	70,000	60,200
Program Total	748,003	675,606	682,759

SECTION 2: PROGRAM SUMMARY			
Program name:	NR151 Runoff Management, ATCP50 Soil & Water Resource Management		
Program number:	22-01		
Program objective:	Reduce runoff from farm fields through erosion control and nutrient management, reduce runoff from feedlots, mitigate runoff from urban development and construction sites.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Reduce runoff from cropland		cover crops on 1600 acres	
Reduce runoff from feedlots		grant money obtained 1 feedlot runoff control system	
Close idle manure storage facilities		closed 3 manure storage facilities	
Mitigate urban runoff		issued 6 stormwater permits	
KEY PROGRAM STRATEGIES 2016			
Plan to increase cropland and feedlot runoff reduction by restructuring off staff duties and 2nd CCA certified staff member			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Write/review nutrient mgmt plans	10 plans	10 plans	10 plans
Close idle/failing manure pits	2 pits	3 pits	2 pits
FPP reviews/certifications	10, 15	8, 19	10, 15
Stormwater/erosion control	6 permits	6 permits	7 permits
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Estimated lbs Phosphorus reduction	420	1,420	500
Assumptions and factors affecting program performance:			
Landowner/operator participation and cooperation			
Cost share money availability			
A useful GIS based P reduction tracking tool is needed to adequately track progress			
If mandated, statutory reference	Yes, ss 281.16; ad ss. 92.14		
Units of service	10 nutrient mgmt plans, 3 manure storage closures, 4 manure complaints		
Program cost per unit of service	varies substantially by item		
Measure of client satisfaction	all cost share money allocated, watershed council received NWF grant, all FPP		
Issues affecting performance	commodity prices, fuel prices, cost share funding, economy		

Program name:	Ch. 92 Soil & Water Conservation & Animal Waste Management, Administration		
Program number:	22-02		
Program objective:	Administer conservation programs, ordinances, budgets, staffing plans, reports and records.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Improve dept ability to develop conservation and nutrient mgmt		2nd conservation planner nearly CCA accredited	
Continue strong administration/advancement of DNR lake grants		5 lake grants admin by LWRD, 2 by lake districts	
KEY PROGRAM STRATEGIES 2016			
Employ LIDAR for watershed analysis, structural conservation practice design			
Codification of Polk County Manure and Water Quality Management Ordinance			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Admin cost share programs	1	1	2
Admin 4 ordinances	4	4	4
Address manure complaints	4	7	4
Inventory/certify livestock ops	0	0	1
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Cost share dollars obtained	53,000	112,000	53,000
Ordinances administered	4	4	4
Assumptions and factors affecting program performance:			
State funding for cost share and grant \$ always somewhat uncertain			
Degree of landowner cooperation			
If mandated, statutory reference	Yes, ss. 92.14		
Units of service	\$112,000 cost sharing, \$102,000 program payments to landowners, administered 4		
Program cost per unit of service	Varies substantially by item		
Measure of client satisfaction	Client feedback, communications		
Issues affecting performance	Cost share money availability, landowner acceptance, weather, commodity prices, local economy		

Program name:	NR190 Lake Management/Protection & NR40 Invasive Species Prevention/Control NR115 Shoreland Protection		
Program number:	22-03		
Program objective:	Inlake, near shore, and watershed management for water quality improvement, prevent or control aquatic invasive species (AIS)		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Prevent or control AIS		Completed AIS3 grant work, no new AIS infestations detected	
Watershed management for water quality improvement		Continued work on deliverables for 4 lake grants	
Shoreland runoff mitigation		20 shoreland runoff control plan reviews	
KEY PROGRAM STRATEGIES 2016			
Strengthen partnerships with local lake and river protection groups			
Attempt to obtain georeferenced software for watershed and lakeshore inventories			
Employ LIDAR data for watershed delineation and runoff analysis			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Assist with lake mgmt plans	4 plans	4 plans	5 plans
County AIS strategic plan	1 plan	1 plan	plan review
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Lake mgmt plans approved by DNR	0 plans	0 plans	2 plans
County AIS strategic plan review	1	1	1
Assumptions and factors affecting program performance:			
DNR grants dependent on funding, scoring, and level of competition; Participation by lake groups voluntary; AIS problems			
If mandated, statutory reference	Partially yes, ss. 23.09. ss. 281.31 and ss. 59.69		
Units of service	Completed 2 aquatic plant mgmt surveys, assisted with 1 plant mgmt plan,		
Program cost per unit of service	Varies substantially by item		
Measure of client satisfaction	client communications		
Issues affecting performance	Lake district interest in programs, public acceptance, weather, economy, water quality test results		

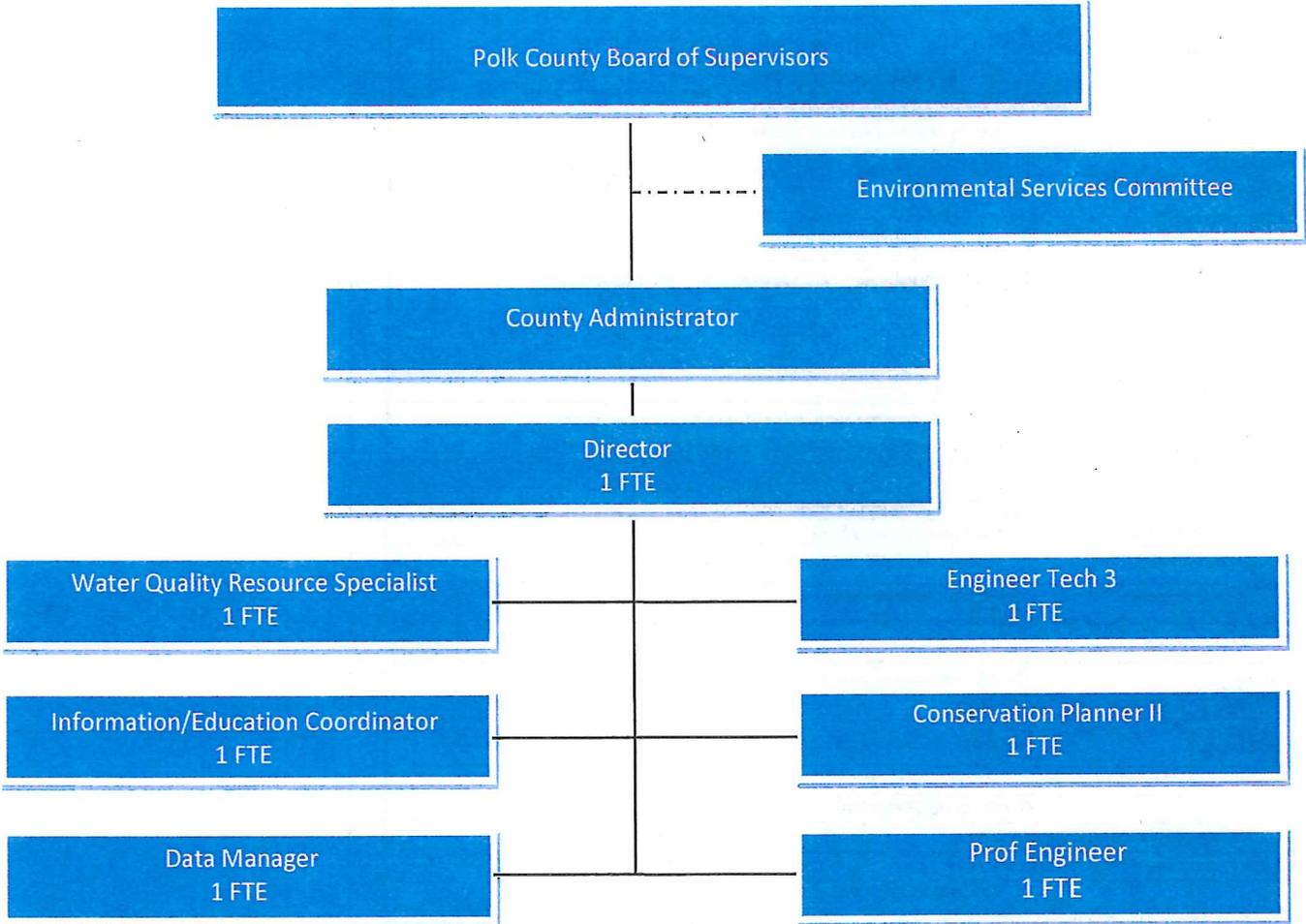
Program name:	NR135 Nonmetallic Mine Reclamation		
Program number:	22-04		
Program objective:	Reclaim mine sites		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Restructure staff workload and maintain compliance with NR135		All active mines maintained compliance	
KEY PROGRAM STRATEGIES 2016			
Administer program using GPS technology to measure active acres in mines			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Mines in compliance with permits	64 mines	64 mines	65 mines
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Reclaimed mine areas	1 area	1 mine	1 mine
Assumptions and factors affecting program performance:			
New employee continues to administer program in compliance with NR135			
If mandated, statutory reference	Yes, ss. 295.13 and ss. 59.51		
Units of service	Mines with active acres measured and permitted		
Program cost per unit of service	\$282 per mine		
Measure of client satisfaction	Client complaints		
Issues affecting performance	Assigned staff person understands and administers program effectively		

Program name:	Contracted Services Work for Lake Districts, Municipalities, etc.		
Program number:	22-05		
Program objective:	Water quality improvement, wildlife habitat, revenue for staff support		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Maintain revenues while pursuing goal of Land & Water Res		Revenues exceeded budget	
KEY PROGRAM STRATEGIES 2016			
Maintain revenues while increasing coordination with Land & Water Resource Management Plan goals			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Revenue from other counties	5,000	3,463	5,000
Rev from lake districts, muni's	22,500	21,803	23,000
Assumptions and factors affecting program performance:			
Demand for contracted services is difficult to predict from year to year, and is dependent on economic conditions.			
Revenues derived from contracted services is dependent on staff time availability, as dictated by other program needs.			
If mandated, statutory reference	N/A		
Units of service	1 village park boat landing, 1 ditch reconstruction, 1 culvert redesign, 1 dam failure analysis		
Program cost per unit of service	Variable by wages, fringes, associated costs		
Measure of client satisfaction	client feedback		
Issues affecting performance	staff time availability		

Program name:	Tree program and conservation materials		
Program number:	22-06		
Program objective:	Promote conservation education and installation of conservation practices		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Maintain tree sales to generate adequate revenue	revenues covered expenses		
Promote student poster contest	3 schools participated		
Promote student soil judging contest	2 schools participated		
KEY PROGRAM STRATEGIES 2016			
We will be the host county and hope to get the food donated to hold costs down.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of trees sold	12,600	13,150	12,500
Tree sale gross revenue	17,000	21,170	17,250
Tree sales net revenue	400	150	600
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Trees sold	12,600	13,150	12,500
Posters received	60	55	65
Teams participating	4	2	4
Assumptions and factors affecting program performance:			
We use surveys to gauge customer satisfaction and future species to sell, but sales revenues are not certain			
Teacher class schedules are also not certain and could change student participation numbers in both contests			
If mandated, statutory reference	N/A		
Units of service	13,150 trees sold, 2 educational events		
Program cost per unit of service	Varies substantially by item		
Measure of client satisfaction	Tree sale email customer surveys, client communication		
Issues affecting performance	Economy, public participation		

Program name:	Wildlife Damage Abatement Claims Program		
Program number:	22-07		
Program objective:	Provide farmers help with wildlife damage losses and abatement measures		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Reduce program costs through new technical service provider	Costs reduced substantially from pervious years		
KEY PROGRAM STRATEGIES 2016			
Continue program cost reductions through stronger abatement initiatives, also resulting in less damage losses for farmers			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of claims	28	20	28
Program admin cost	48,000	38,642	49,000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Value of claims after deductible	62,000	65,282	60,000
Assumptions and factors affecting program performance:			
Wildlife population levels, impacted by DNR estimates, management and weather factors			
Hunter participation and success rate			
If mandated, statutory reference	Not a state mandate. Polk County chose to participate in this program with Resolution 2-84. Program is administered following ss. 29.88 and NR. 12 Administrative Code.		
Units of service	20 claimants received \$65,200 in claims, 24 farms received deer shooting permits, 4		
Program cost per unit of service	Varies substantially by item		
Measure of client satisfaction	Client feedback, communications		
Issues affecting performance	Highly variable environmental factors, wildlife populations		

**ORGANIZATIONAL CHART
DEPARTMENT OF LAND AND WATER RESOURCES**



LAND INFORMATION Sara M. McCurdy, Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

Provides services to the public, businesses, and other government agencies in zoning, planning, survey, real property listing, and geographic information systems.

MISSION: To provide high quality, efficient service to the general public as well as other county departments and agencies in the areas of zoning, planning, survey, real property listing, and land information, maintaining and enhancing the countywide geographic information system.

Link to County Board Strategic Goals:

- To serve the public with integrity
- To support growth and policies that preserve the natural resources of Polk County
- To maintain rural character of Polk County
- To regulate land use balancing individual property rights with community interests
- To provide adequate infrastructure to support desired types of economic development

Strategic Priorities:

Implement goals set by County Board with solid internal and external services.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	350,027	350,027		380,646
Other Taxes				
State Aids	33,077	35,000		35,000
License & Fees	259,900	241,500		231,749
Fine and Forfeitures				
Public Charge for Services	89,002	125,000		125,000
Intergovernmental Revenue	15,210	10,000		5,000
Misc Revenue	-	5,000		5,000
Other Financing Sources		20,000		20,000
Total Revenue	747,216	786,527	-5%	802,395
Expense				
Personnel Services	713,575	716,103		731,144
Contractual Services	46,203	36,654		31,831
Supplies & Expenses	35,955	20,550		26,600
Fixed Charges	238	720		320
Debt Service				
Grants, Contributions, Indem		12,500		12,500
Capital Outlay				
Cost Reallocation	-			
Total Expenditures	795,972	786,527	1%	802,395
Net Revenue and Expenditures	(48,755)	-	(0)	0

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Revenues were down 5% due to Other Financing Sources. The Land Information did utilize \$20,000 of non-lapsing other sources, but because it is not "actual" revenue, it could not be listed. Unfortunately, Land Information revenues will always fall short due to this category.

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	4	4
Technicians/Para-Professionals	3	3
Administrative Support	1	1
Total	9	9

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
Program	2015 Actual	2015 Budget	2016 Budget
Zoning	318,389	314,611	320,958
Survey	238,792	235,958	240,718
Planning	119,396	117,979	120,359
Geographic Information Systems	119,396	117,979	120,359
Total	795,972	786,527	802,395

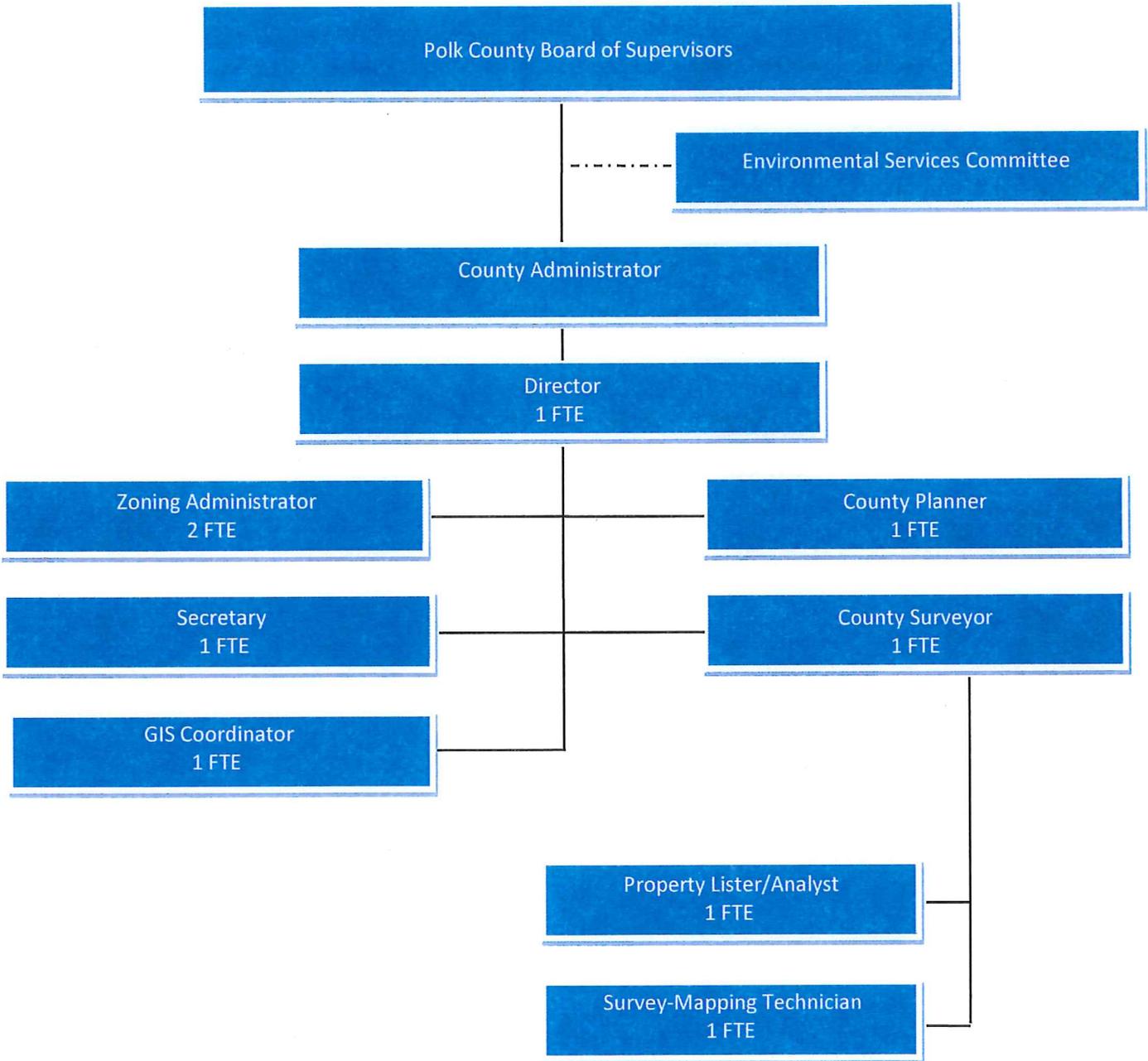
SECTION 2: PROGRAM SUMMARY			
Program name:	Zoning		
Program number:	24-01		
Program objective:	Assure compliance with ordinances through fair and sound administration. Create fair land use policy to include local input. Preserve and enhance environment.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Administer rural address numbering system, and the following ordinances: Comprehensive Land Use, Shoreland Protection, Floodplain, Lower St Croix Riverway, Sanitary, Subdivision, Telecommunications Towers, Small Wind Energy Systems, and Uniform Citation.		Administered all ordinances.	
KEY PROGRAM STRATEGIES 2016			
Continue to Administer programs and policies set forth by the Polk County Board of Supervisors			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Permit Data:			
Sanitary Permits	222	222	250
Land Use Permits	739	739	800
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Self Reported Dollars of New Construction:	\$20,179,000	\$20,179,000	\$ 21,000,000
Assumptions and factors affecting program performance:			
Economy sustains continued growth in housing market.			
If mandates, statutory reference	Wisconsin Statutes 59.69 & 281		
Units of service	Permits / sanitary inspections / rural addresses		
Program cost per unit of service	varies substantially by item		
Measure of client satisfaction	Formal complaints filed with Director or Administration		
Issues affecting performance	Local Ordinance changes as we transition to new county land use law; as well as		

Program name:	Survey		
Program number:	24-02		
Program objective:	Complete the remonumentation of the Public Land Survey System infrastructure. Complete base parcel mapping and maintain existing maps and digital land records file. Maintain all real estate property tax assessment records for the County and ensure quality.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Carry out the requirements of the Surveyor's Wisconsin Statutes; Division is responsible for maintenance; Division is responsible for the Section 70.09 of the Wisconsin Statutes.		Carried out the requirements of the Surveyor's office as specified in Wisconsin Statutes; Division is responsible for parcel mapping maintenance; Division is responsible for the Real Property listing Section 70.09 of the Wisconsin Statutes.	
KEY PROGRAM STRATEGIES 2016			
Continue to carry out the requirements specified by statute and the policies set forth by the Polk County Board of Supervisors			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of Surveys Reviewed:	68	68	80
Number of PLSS remonumented:	50	50	the 8 remaining
Parcels Completed:	2,500	2,500	Complete
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Percentage (%) of County PLSS	98%	98%	100%
Percentage (%) of County Parcels complete	97%	97%	100%
Assessors obtain Tax Roll Digitally	90%	90%	100%
Assumptions and factors affecting program performance:			
If mandates, statutory reference	Wisconsin Statues 59.45, & 59.72, & 70.09		
Units of service	PLSS corner / parcel map / accurate assessment values / current ownership data for real		
Program cost per unit of service	varies substantially by item		
Measure of client satisfaction	Formal complaints filed with Director or Administration		
Issues affecting performance	Current GPS Technology and proper Assessment software for property listing		

Program name:	Planning		
Program number:	24-03		
Program objective:	Design good land use practice, foster a diverse economic base, while preserving and enhancing the environment.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Promote and encourage orderly land use use ordinance, and assist in the many planning		Facilitated the adoption of County Land Use Ordinance with Towns, and assisted in the many planning activities in Polk County.	
KEY PROGRAM STRATEGIES 2016			
Implement the new County Land Use Ordinances with coordinated efforts through the Towns.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Completed Plans	Comp. Land Use	Comp. Land Use	Subdivision
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Number of Towns participating in County Zoning:	17	16	17
Assumptions and factors affecting program performance:			
Presumes no policy disagreements between the Town and The County Plan / Ordinance; may be other factors causing a Town to opt out.			
If mandates, statutory reference	Guided by Wisconsin Statute 59.69 & 66.1001		
Units of service	Comprehensive Plan, Farmland preservation plan, County strategic plan, Comprehensive		
Program cost per unit of service	Varies substantially by unit of service (costed out at \$50 per hour)		
Measure of client satisfaction	Documented usage - % of Towns participating in new Land Use Law		
Issues affecting performance			

Program name:	Geographic Information Systems		
Program number:	24-04		
Program objective:	Maintain and enhance the County GIS Enterprise along with providing high quality data support to other departments.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Geographic data sets loaded into the County Enterprise GIS: http://polkcowi.wgxtreme.com/		Loaded updated data and maintained County Enterprise GIS	
KEY PROGRAM STRATEGIES 2016			
Continue to coordinate Geographic Information programs and policies set forth by the Polk County Board of Supervisors, including the use of			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
GIS datasets maintained and enhanced	Zoning datasets	Zoning datasets	Hydro Layer using LiDAR tech.
	Emergency Atlas	Emergency Atlas	
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
GIS website sessions (month of October)	11,810	11,810	12,000
Assumptions and factors affecting program performance:			
Technical infrastructure is maintained.			
If mandated, statutory reference	Wisconsin Statute 59.72(5)-placement of real estate documents on the internet via GIS		
Units of service	Geographic data sets loaded into the dispatch emergency program, the County		
Program cost per unit of service	Varies substantially by unit and data layer		
Measure of client satisfaction	Documented usage of data and usage of the Enterprise GIS online		
Issues affecting performance	Technical infrastructure maintained.		

**ORGANIZATIONAL CHART
LAND INFORMATION DEPARTMENT**



LAW ENFORCEMENT: Peter M. Johnson, Sheriff

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

To provide law enforcement services, emergency 911 communication services, jail facilities and emergency management services to the entire county population.

MISSION:

To provide professional, ethical and respectful law enforcement services to the citizens and visitors of Polk County. We believe that the best way to achieve a safe environment is through a cooperative partnership with our community. We, the men and women of the Polk County Sheriff's Department, pledge to serve our community with integrity, honor and courage.

Link to County Board Strategic Goals:

Promoting safe communities provides an attractive enforcement for economic development and business growth
 Law enforcement presence in primary schools promotes higher quality educational environment
 Strong law enforcement presence promotes voluntary compliance with traffic laws resulting in safer communities

Strategic Priorities:

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	7,401,059	7,401,059		7,360,094
State Aids	158,320	98,897		132,235
Public Charge for Services	355,705	322,040		273,850
Intergovernmental Revenue	74,418	57,100		57,100
Misc Revenue	89,554	35,450		39,500
Other Financing Sources	25,000	55,000		25,000
Total Revenue	8,104,056	7,969,546	2%	7,887,779
Expense				
Personnel Services	6,403,914	6,363,401		6,477,712
Contractual Services	630,003	681,588		711,013
Supplies & Expenses	320,622	402,798		434,216
Fixed Charges	819	3,844		4,060
Grants, Contributions, Indem	175	3,500		2,750
Capital Outlay	410,582	443,087		186,000
Cost Reallocation	71,328	71,328		72,028
Total Expenditures	7,837,443	7,969,546	-2%	7,887,779
Net Revenue and Expenditures	266,612	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Revenue - Increased revenue as a result of housing inmates for other Counties. Increase in State aid and Miscellaneous revenue. Expenditures - Major cases investigation and employee turnover increased overtime allocation.

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	3	2
Professionals	3	4
Technicians/Para-Professionals	11.65	11.65
First/Mid Level Officials and Managers		
Administrative Support	5	5
Skilled Craft/Service Maintenance	0.5	
Protective Service Workers	54.94	55.44
Total	78.09	78.09

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Law Enforcement and public safety, Field Services Division	4,212,150	4,195,731	4,058,812
Emergency Communication Division	925,217	1,012,425	1,004,610
Emergency Management Division	110,960	105,975	131,254
Jail Division	2,589,116	2,655,415	2,693,104
Total	7,837,443	7,969,546	7,887,779

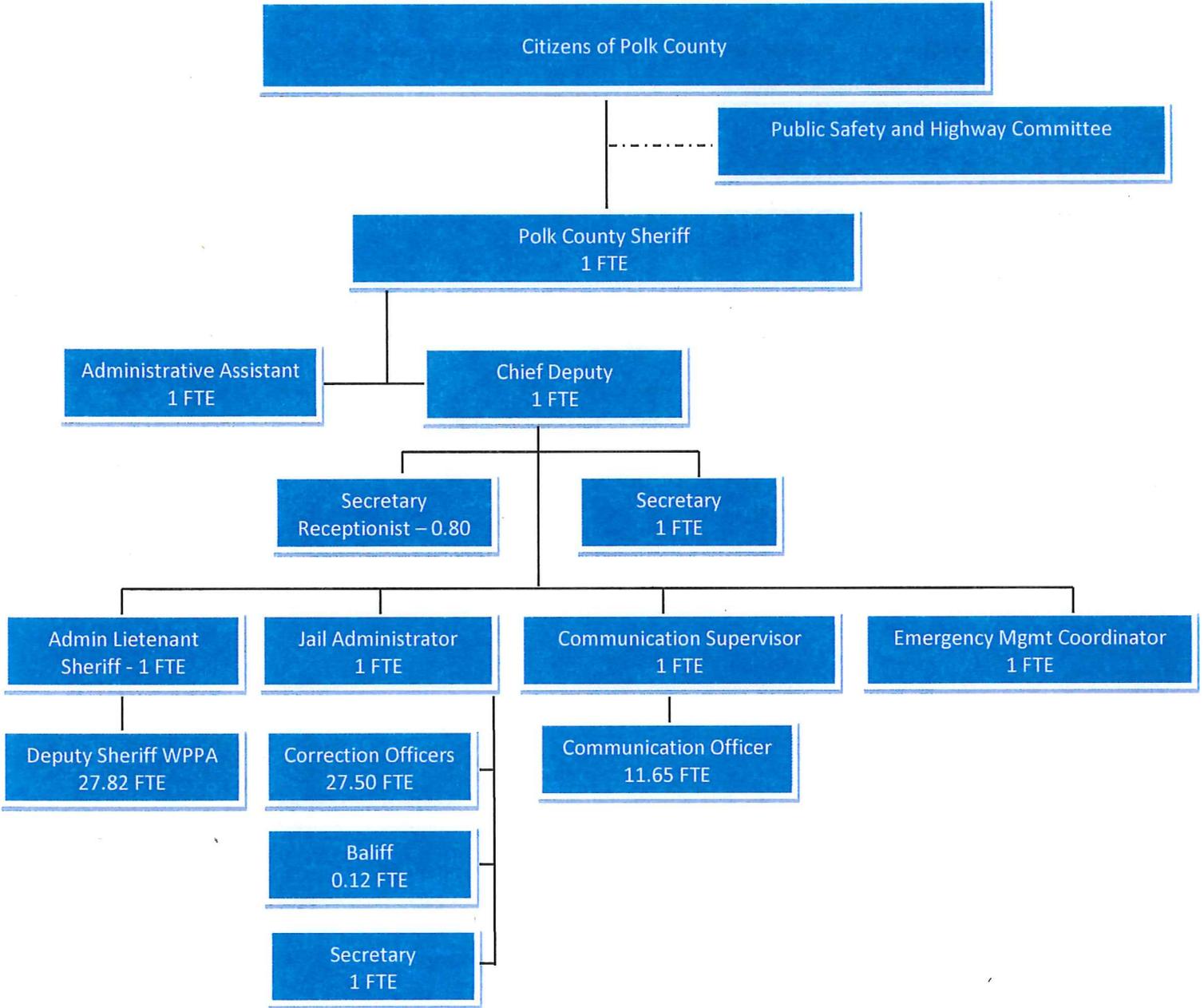
SECTION 2: PROGRAM SUMMARY			
Program name:	Law Enforcement and public safety, Field Services Division		
Program number:	11-01		
Program objective:	To provide the safest enforcement possible by providing professional, respectful law enforcement services		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Participate in alcohol/impaired driver enforcement program		Participated in Safe and Sober and Operation Dry Water	
Update recreational safety programs		Purchased Personal Watercraft (PWC)	
Replace K-9 unit		Put in place a new Canine Handler and K9	
KEY PROGRAM STRATEGIES 2016			
Develop firearms and use of force training facility in response to loss of borrowed facility.			
Develop and coordinate mental health critical incident training to staff of all divisions			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Case files (investigatory files)	2,950	2,734	2,979
Emergency response safety	100%	100%	100%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Unresolved performance complaints	0	0	0
Violent crime arrest per occurrence	New indicator	47.00%	55%
Assumptions and factors affecting program performance:			
Generally, the department can call in off duty deputies sufficient to handle most high-risk, low-frequency situations. The possibility However, a major incident or natural disaster would exhaust local resources.			
Not all violent crime clearance are a result of an arrest and conviction. Most clearances are largely dependent on solvability factors.			
If mandated, statutory reference	WI Stats 59.27 Sheriff, Duties		
Units of service	Total number of Incidents and Reports 16,162		
Program cost per unit of service	Budget \$4,212, 150 divided by Incidents and Reports 16,162 = \$260.62		
Measure of client satisfaction	Cases cleared, external personnel complaints		
Issues affecting performance	Staffing shortages, financial resources, number of Calls For Service		

Program name:	Emergency Communication Division		
Program number:	11-02		
Program objective:	To provide emergency call taking and dispatching for all emergency service providers in Polk County including law enforcement, fire and medical agencies. To update and maintain the 911 database for all properties in Polk County. To provide pre-arrival medical instruction to those in medical distress.		
This program is the life-line to all public safety related matters.			
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Coordinate emergency response for all public safety entities		The Communication Division met the needs of all of the public safety entities that they provide service.	
KEY PROGRAM STRATEGIES 2016			
Strive to recruit and retain the very best possible employees thereby minimizing staff shortages and fatigue			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Reactive in nature, readiness	34500	34654	34845
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Average time to answer 911 calls	2 sec	2 sec	2 sec
Assumptions and factors affecting program performance:			
Failure to complete extensive on-the-job training program.			
Work flow is dependent upon highly technical equipment. Although some redundancy is planned, natural or man-made disasters potentially disable infrastructure.			
If mandated, statutory reference	WI Stats 59.27		
Units of service	Calls For Service 34654		
Program cost per unit of service	Budget \$925,217 divided by Calls For Service 34654 = 26.70		
Measure of client satisfaction	Average time to answer a 911 call remains constant (2 sec)		
Issues affecting performance	Nothing noted at this time		

Program name:	Emergency Management Division		
Program number:	11-03		
Program objective:	To utilize planning, training and coordination to continually develop the mitigation, preparedness, response and recovery capabilities of the County's municipal entities.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Qualify for EMPG and EPCRA funding		EMPG - approx. \$44,700 EPCRA - approx. \$9,330	
Disaster preparedness outreach		Emergency Responders, Senior Citizens, presentations	
KEY PROGRAM STRATEGIES 2016			
Complete and submit EMPG and EPCRA applications and plan of work			
Implement disaster preparedness outreach program			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Volunteer recruitment	0	0	30
Community presentations	4	6	12
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
EPCRA Compliance	100%	100%	100%
Assumptions and factors affecting program performance:			
Possible funding interruptions from state and federal sources			
Natural disaster on mass scale			
If mandated, statutory reference	WI Stats 323.14 Local Government Duties and Powers		
Units of service	Population of Polk County = 44,205		
Program cost per unit of service	Budget \$110,960 divided by population of County 44,205 = \$2.51 per resident		
Measure of client satisfaction	Address all concerns from Emergency Responders, no external complaints		
Issues affecting performance	Nothing noted at this time		

Program name:	Jail Division		
Program number:	11-04		
Program objective:	To provide a secure and safe environment for pre-trial and convicted inmate under the direction of the courts.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Develop and implement educational programs for inmates		No progress to report on this strategy	
KEY PROGRAM STRATEGIES 2016			
Expand self help video library programming			
Community Service program			
Huber compliance monitor program			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Cost per inmate day	\$81.57	\$79.96	\$82.39
Intra-department training hours	24	44	24
Mental Health critical incident train	0	0	8 hrs
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Annual state inspection compliance	Full compliance	Full compliance	Full compliance
Assumptions and factors affecting program performance:			
Dependent upon ability to recruit and retain qualified staff			
Trends and programs seeking alternatives to incarceration			
Cost per inmate day can fluctuate greatly depending upon sentencing and criminal trends			
If mandated, statutory reference	WI Admin DOC Code 302/303/348/350		
Units of service	Total Jail Bed Days = 32,380		
Program cost per unit of service	Budget \$2,589,116 divided by Total Jail Bed Days 32,380 = \$79.96		
Measure of client satisfaction	Complaints per Jail Bed Day		
Issues affecting performance	Employee turnover/staffing level, Equipment (Lapel microphones)		

**ORGANIZATIONAL CHART
LAW ENFORCEMENT**



LIME QUARRY Dave Peterson, Director

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

Limestone aggregate and agricultural lime mining, production and sales

To serve the farmers, contractors, municipalities, county departments and public by selling lime and limestone

Link to County Board Strategic Goals:

Promote the agricultural industry through a respectable, viable and diverse farm economy

Design good land use practices that recognize distinctions

Preserve and enhance the environment

Strategic Priorities:

To continue to assist the agricultural industry through the provision of high-quality, affordable lime products

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	-	-		-
Public Charge for Services	579,763	651,000		664,100
Other Financing Sources	132,200			
Total Revenue	711,963	651,000	9%	664,100
Expense				
Operating Expense		-		-
Personnel Services	271,800	269,395		277,309
Contractual Services	162,956	125,782		125,103
Supplies & Expenses	56,480	80,470		80,524
Fixed Charges	4,918	6,500		6,600
Capital Outlay	232,200	100,000		40,000
Cost Reallocation	63,000	113,000		100,000
Total Expenditures	791,354	695,147	12%	629,536
Net Revenue and Expenditures	(79,391)	(44,147)		34,564

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount.

Revenues and Expenses are 9% higher and 12% higher respectively due to the purchase of a loader in 2015. Money was borrowed from the asset fund which raised the revenues 9% (\$132,200) and the total expenses were higher by 12% because the total cost of the loader was an expense (\$ 232,200). These were not budget in this manner.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Technicians/Para-Professionals	1	
Skilled Craft/Service Maintenance	1.99	3
Total	3.99	4

SECTION 2: PROGRAM SUMMARY

Program name:	Lime production and sales
Program number:	23-01
Program objective:	To continue to increase the sale of quality lime products

PROGRAM REVENUES AND EXPENDITURES

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	2015 ACTUAL RESULTS
1. Purchase a replacement loader before trade in values drop off. 2. Improvements to increase ag-lime productivity. 3. Logged off forested area to receive a value for the wood.	1. New loader was purchased in July of 2015 2. Additional revenue of \$4,000 was received for standing stumpage. Although it was not a great value, lumber and firewood were produced.

KEY PROGRAM STRATEGIES 2016

- Purchase a hammer impact for our track hoe which will allow us to reduce rocks that are too big to be used in crushing operation. This will also allow leveling outcropping before the drilling process. Saving added expenses for drilling on even ground.
- Reclaim area in south pit that must be deeded back

KEY PERFORMANCE INDICATORS

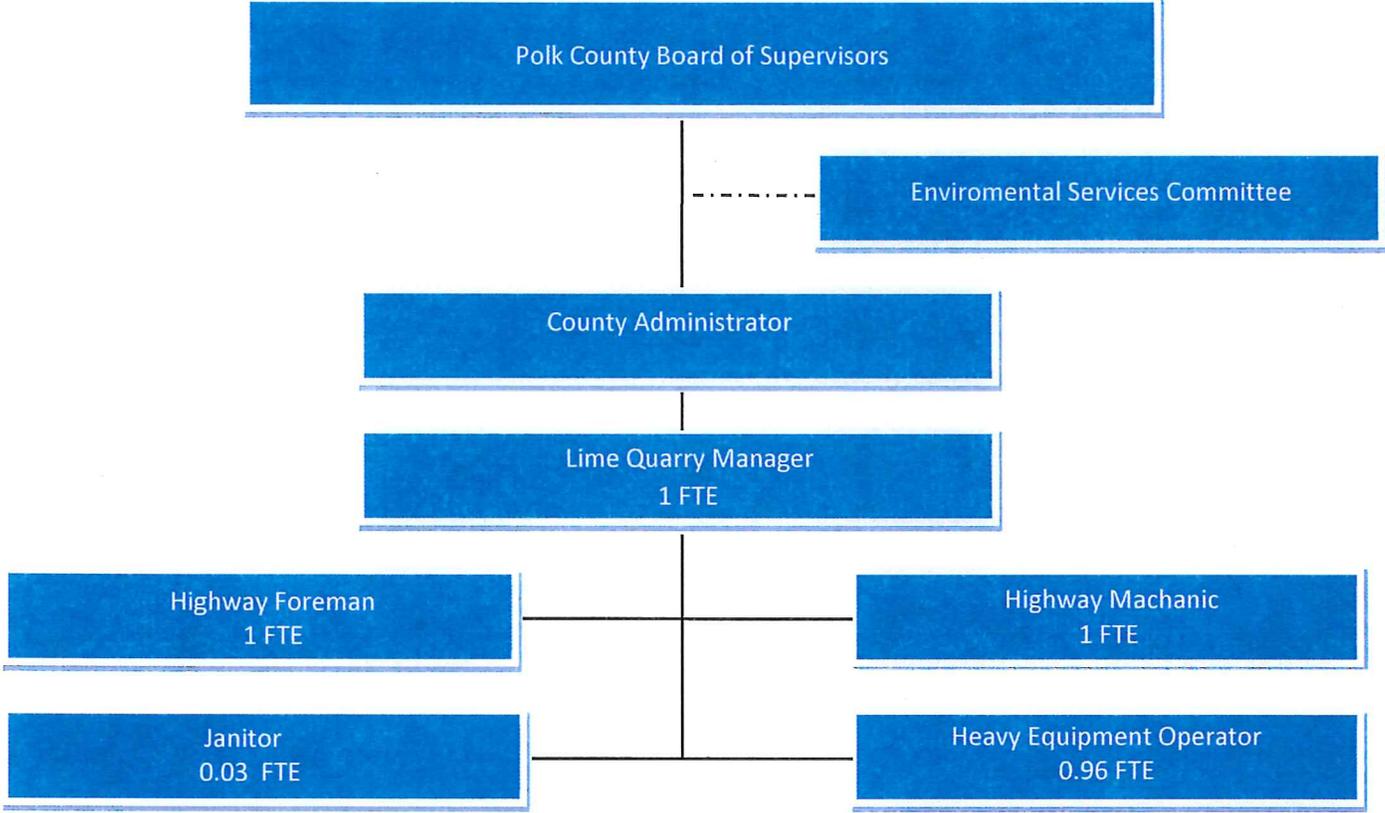
Output indicators	2015 Planned	2015 Actual	2016 Planned
Tonnage sales	64,000	66,093	66,000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Revenue	\$651,000	\$711,962	\$664,100
Expenses	\$695,147	\$791,353	\$629,536

Assumptions and factors affecting program performance:

- Sales of ag lime are very dependent on the farming economy. When crop prices are good, more ag lime will be applied to the rented ground. When commodity prices are low, only maintenance lime is added to producer owned land.
- Sale of all other products are dependent on construction. More gravel and landscape rock will be used when construction is high.

If mandated, statutory reference	Our department's only mandate is Wis. Stats. 59.70 (24). LIME TO FARMERS. The board may manufacture agricultural lime and sell and distribute it at cost to farmers and may acquire lands for such purposes.
Units of service	All limestone products are sold by certified scale by the ton.
Program cost per unit of service	Current cost of producing Ag lime and Class 5 are determined by a spreadsheet developed by the auditors. In 2016 we are looking at updating this because it does not account for sales and costs of the other products. Which has a big effect on the cost of these two products.
Measure of client satisfaction	Lab test results, compliments or complains we receive about the products or services.
Issues affecting performance	Limestone sales and production are very dependent on the weather and economy of farming and construction.

**ORGANIZATIONAL CHART
LIME QUARRY**



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

MEDICAL EXAMINER John B Dinnies, Chief Medical Examiner

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The department undertakes death investigations in unexplained circumstances, homicide, suicide, poisoning or accidents as well as when cremation has been requested.

MISSION: To provide death investigation services that honor those who have died by providing scientific, consistent and compassionate investigation into the circumstances of death.

Link to County Board Strategic Goals:

To serve the Court and the public with integrity.

Strategic Priorities:

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	101,538	101,538		103,128
License & Fees	47,420	38,332		38,332
Total Revenue	148,958	139,870	6%	141,460
Expense				
Personnel Services	87,260	88,626		90,854
Contractual Services	44,092	42,444		42,306
Supplies & Expenses	6,400	8,800		8,300
Total Expenditures	137,752	139,870	-2%	141,460
Net Revenue and Expenditures	11,206	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

2015 was a busy year for the ME Office. We had more cases and more requests for cremation permits which drives up our revenue

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	0.6	0.6
Professionals	0.11	0.11
Technicians/Para-Professionals		
Total	0.71	0.71

SECTION 2: PROGRAM SUMMARY

Program name:	Medical Examiner
Program number:	04-01
Program objective:	To provide scientific, consistent and compassionate investigations

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
Collection of fees related to the office	47420
Electronic death certification .	included in above number

KEY PROGRAM STRATEGIES 2016

I'd like to get even more high tech with the ability to accept credit card payment for cremation permits that we issue. I'd like to be able to purchase portable scanners for myself and my deputies to document personal items and property. I'd love to see dispatch get the technology to send texts to me and my deputies instead of calling on the phone.

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of cases investigated	345	350	350
Outcome indicators	2015 Planned		2016 Planned
Revenue from services	38,332	47,420	38,332

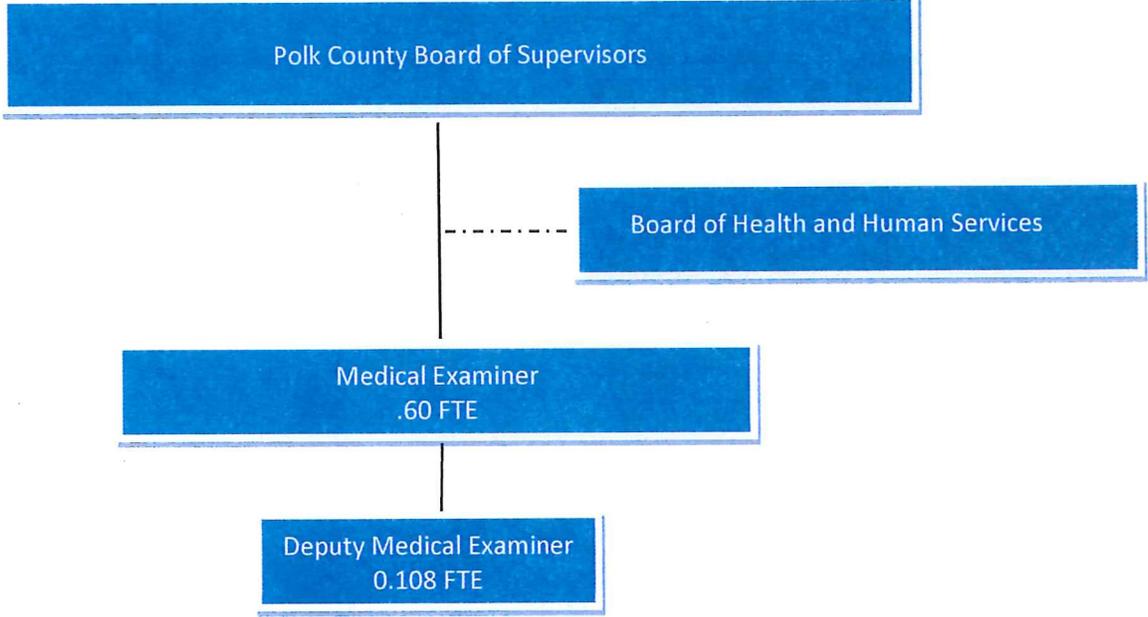
Assumptions and factors affecting program performance:
 Deputy Medical Examiners compensation remains adequate. Note that the Wisconsin Legislature froze fees for 2015 and 2016, allowing an increase only for inflation.

If mandated, statutory reference	WI 979.01
Units of service	1
Program cost per unit of service	135.48
Measure of client satisfaction	n/a

Issues affecting performance

We are hoping for a change in the reimbursement of the deputy medical examiners for 2017. I will be asking for an additional amount of dollars so that I can pay the deputies a "per hour" rate for a death investigation on top of the "on call" base amount they are paid. My deputies have received the same pay for over five years and I'm afraid if I don't increase the pay for them I will not be able to keep them working for this office

**ORGANIZATIONAL CHART
MEDICAL EXAMINER**



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

POLK COUNTY HEALTH DEPARTMENT Wendy Bauman, Director/Health Officer

SECTION 1: DEPARTMENT SUMMARY

Department Mission:

Promoting, Protecting, and Improving Health for All People

Link to County Board Strategic Goals:

To Serve the public with integrity; To preserve and enhance the environment

Strategic Priorities:

- To track and investigate health problems and hazard in the community
- To prepare for and respond to public health emergencies
- To lead efforts to mobilize communities around important health issues
- To link people to needed health services
- To achieve excellence in public health practice through a trained workforce, evaluation , and evidenced based programs
- To develop, apply and enforce policies, laws and regulations that improve health and ensure safety

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	828,108	828,108		858,010
State Aids	929,110	786,018		980,884
Public Charge for Services	575,467	623,828		627,874
Intergovernmental Revenue	6,221	20,127		12,385
Other Financing Sources	-	1,855		-
Total Revenue	2,338,906	2,259,936	3%	2,479,153
Expense				
Operating Expense	8,336	8,336		7,740
Personnel Services	1,837,260	1,833,280		1,907,869
Contractual Services	293,763	261,382		311,261
Supplies & Expenses	200,018	129,604		226,170
Fixed Charges	15,039	22,591		22,813
Grants, Contributions, Indem	2,897	3,042		3,300
Capital Outlay	-	1,700		-
Total Expenditures	2,357,314	2,259,936	4%	2,479,153
Net Revenue and Expenditures	(18,408)	(0)		-

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Revenues exceeded original projections due to increases in the Hospital Preparedness and Well Woman grants. Expenses were adjusted accordingly to accommodate requirements associated with the increased grant funding. The overall net revenue and expense of (\$18,408) is due to several grants being on different fiscal years than the county calendar fiscal year.

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	15.39	15.1
Technicians/Para-Professionals	0.4	0.45
Administrative Support	6.93	6.95
Skilled Craft/Service Maintenance	0	0
Total	23.72	23.5

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Public Health	855,981	852,072	879,089
WHEPP (WI Hospital Emergency Preparedness Program)	133,881	102,145	157,500
Western Wisconsin Public Health Readiness Consortium	166,245	152,556	166,369
Birth to 3	265,775	246,846	265,454
Suicide Prevention	26,407	-	-
WIC (Women, Infant and Children Nutrition Prenatal Care Coordination (PNCC)	213,257	203,441	213,494
MJC Tobacco	57,540	66,058	64,834
Reproductive Health (RHS)	143,079	149,623	158,566
MCH Car Seat	162,435	177,560	168,036
Immunization	0	-	-
Consolidated Contract	45,513	60,322	51,900
Environmental Health	75,552	51,389	108,311
Radon Information Center	204,013	188,989	194,626
RTAC	7,635	8,935	9,135
	-	-	41,838
Total	2,357,314	2,259,936	2,437,315

SECTION 2: PROGRAM DATA

Program name:	Public Health
Program number:	14-01
Program objective:	To improve the health of the community, assure access to care for Polk County inmates, assure access to healthcare financing for Polk County residents, maintain standards for ongoing national accreditation by Public Health Accreditation Board.

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
Work with partners to conduct an updated community health needs	CHA process completed by end of year
Assess progress of Community Health Improvement Plan (CHIP) and update	CHIP update completed August, 2015
Update staff public health core competency assessments and training plans	Staff competency assessments and training plans completed
Maintain standards for ongoing national accreditation	Annual accreditation report to PHAB approved

KEY PROGRAM STRATEGIES 2016

Update 2014 CHIP based on results of 2015 CHA
Assure smooth leadership transition for Health Officer position
Maintain standards for ongoing national accreditation
Continue to facilitate CHIP workgroups addressing CHIP implementation
Explore electronic application (app) for health department services

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of Communicable Disease Investigations	215	215	200
Number of Marketplace/Badgercare enrollments	367	367	370
Number of Human Health Hazard Investigations	77	77	75
Jail Nursing Services - inmates served	1729	1729	1725

Outcome indicators	2015 Planned	2015 Actual	2016 Planned
CHA/CHIP community updates will be generated quarterly	1	1	Abandon
Update community and key stakeholders quarterly on CHA/CHIP workgroups progress and activities on implementation	NEW	NEW	4
80% of inmate health histories will be collected within 14 days of incarceration	61%	61%	80%
Increase by 5% the number of citizens requesting assistance with their applications for public healthcare financing programs..	492 (8.8%)	492 (8.8%)	Goal met
90% of citizens requesting assistance with their applications for public healthcare financing programs will receive an appointment within one week.	N/A	N/A	NEW

Program 14-01 is continued on next page

Continuation of Program 14-01 Public Health

Assumptions and factors affecting program performance:

2017-18 performance indicators have not yet been formulated

If mandated, statutory reference

1. Communicable Disease Surveillance and Control (Ch. 252)
2. Maternal and Child Health (Ch. 253)
3. Chronic Disease (Ch. 255) Home visits to persons not eligible for home care services but who have chronic illness requiring health supervision.
4. Community health needs assessment (Ch. 251.05)
5. Policy Development (Ch. 251) – respond to health needs of the community with health policies
6. Promote access to primary and preventive health and dental services (HFS 144.08)
7. Link people to need health care services (Ch. 251, HFS 144)
8. Evaluate effectiveness, accessibility and quality of personal and population based health services (HFS 140)
9. Community Health Education (Ch. 251.06(3))
10. Enforce laws and regulations that protect health and ensure safety (HFS 140, 144.03, 145, Ch. 252, 254)

Units of service

See below

Program cost per unit of service

Program	Number Served (2015)	Cost Per Unit of Service*
Communicable Disease Investigations	251	\$176.30/investigation
Family Health Benefit Counseling	1,736	\$37.93/client served
Human Health Hazard Investigations	77	\$220.90/investigation
Immunizations	2,459	\$13.62/immunization
Jail Nursing Services	1,729	\$54.47/inmate served
General PHN (well baby, MCH, TB meds clients, fluoride supplements, walk- in visits)	386	\$81.92/PHN visit
School Nursing Services	Not applicable	\$65.12/hour consultation

Measure of client satisfaction

Annual customer satisfaction survey

Issues affecting performance

None

Program name:	WHEPP (WI Hospital Emergency Preparedness Program)		
Program number:	14-02		
Program objective:	To act as fiscal agent for Northwestern WI Health Care Coalition		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Maintain fiscal agent status for the NWWIHCC		WHEPP has successfully transitioned to a regional healthcare coalition model. Staff are now DHS employees; new bylaws and a board of directors has been established. PCHD is fiscal agent for staff and coalition member expenses and special projects.	
KEY PROGRAM STRATEGIES 2016			
Continue as Fiscal Agent.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Percent of WWIHCC expense claims successfully	100%	100%	100%
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Budget developed in concert with NWWIHCC Coordinator and Board	Completed	Completed	Goal Met
Fiscal reporting conducted according to DHS guidance	Completed	Completed	Goal Met
Assumptions and factors affecting program performance:			
The transition from WHEPP to the healthcare coalitions has gone smoothly. DHS has hired staff on a contractual basis. Staff are working well with The Public Health Preparedness Director has been elected to the NWWIHCC Board.			
If mandated, statutory reference	Federal Grant Program		
Units of service	Not applicable		
Program cost per unit of service	Not applicable		
Measure of client satisfaction	Not applicable		
Issues affecting performance	None		

Program name:	Western Wisconsin Public Health Readiness Consortium & Local Preparedness Planning		
Program number:	14-03		
Program objective:	To prepare Consortium local health departments to plan for and respond to public health emergencies. To prepare PCHD to plan for and respond to public health emergencies.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Complete online CPG assessments/surveys and identify/address gaps in top 3 of 3 CPG areas Assure staff trained in PPE, NIMS and ICS Participate in a regional exercise Complete a local or regional mass fatality plan Complete administrative requirements (budget, PCA portal contacts, PODs update, technology update)		All deliverables met; Fatality management work extended to 2015-16 grant year extended to 2015-16 grant year.	
KEY PROGRAM STRATEGIES 2016			
Participate in a regional exercise and post AAR to PCA portal Complete a local mass fatality plan; address capability gaps and target improvements Participate in regional WI-Trac training Update the local Hazard Vulnerability Assessment			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Consortium sponsored trainings attended by Department Staff	100%	100%	
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Percent of WWPHRC member agencies will have a completed Fatality Management Plan	90%	90%	Goal met
Primary community services division emergency staff will annually participate in at least 4 preparedness capability or PHEP related trainings per year	3	3	4
Assumptions and factors affecting program performance:			
Activities are prescribed by DHS according to grant guidance			
If mandated, statutory reference	Federal Grant Program		
Units of service	Not Applicable		
Program cost per unit of service	Not Applicable		
Measure of client satisfaction	Not Applicable		
Issues affecting performance	Declining grant revenues		

Program name:	Birth to 3		
Program number:	14-04		
Program objective:	To provide early intervention services to families with children with disabilities or developmental delays.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Continuation of coaching model of service provision with one team serving all of Polk County		New model of service implemented and functioning well	
KEY PROGRAM STRATEGIES 2016			
Continue to strengthen coaching model of service provision with one team serving all of Polk County			
Continue to outreach families to assure eligible children receive services			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of children served	96	96	90
Number of children transitioned to other services at age 3	39	39	35
Number of Therapy visits	1178	1178	1175
Number of Service Coordination visits	386	386	350
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
	COMPLETE	COMPLETE	
The program will continue the transition to the primary coaching model of service by completing a Self-Assessment of the Implementation Process			
100% of children exiting the Birth to 3 Program at age 3 will receive timely transition to the Local Education Agency (LEA)	N/A	N/A	NEW
Assumptions and factors affecting program performance:			
2017 -18 performance indicators not yet established			
Families are very complex with many social and behavioral health related problems. Many are dually served by Behavioral Health & Dept. of			
If mandated, statutory reference	Federally Mandated (Part C of the Individuals with Disabilities Education Act-IDEA) State DHS Chapter 90		
Units of service	IFSP(individual family service plan), FSC Home Visit, Therapy Visit, Intake Visit		
Program cost per unit of service	IFSP - 212.90 per IFSP; FSC Home Visit; Family service Coordinator (FSC) Home Visit - \$110.50/visit; Therapy Visit (Speech Therapy, Occupational Therapy, Physical Therapy) - \$134.80/visit; Intake Visit - \$125.90/visit		
Measure of client satisfaction	Annual Family Early Childhood Outcomes (ECO) Survey		
Issues affecting performance	Increased complexity of children's needs/family situations; consequent increased workload for the same number of staff		

Program name:	Suicide Prevention		
Program number:	14-05		
Program objective:			
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
PCHD was fiscal agent only. This grant is now ended.		Successful fiscal management of the Suicide Prevention Grant.	
KEY PROGRAM STRATEGIES 2016			
Grant over.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
	N/A	N/A	N/A
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
	N/A	N/A	N/A
Assumptions and factors affecting program performance:			
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	N/A		
Issues affecting performance	N/A		

Program name:	WIC (Women, Infant and Children Nutrition Program)		
Program number:	14-06		
Program objective:	To promote and maintain the health and well-being of nutritionally at-risk pregnant, breastfeeding and postpartum women, infants and children.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Implement eWIC	Successful implementation of eWIC		
Continue to strengthen Fit Families Program based on program evaluation	Fit Families Program has strong participation Breastfeeding rates are exceeding statewide comparison but still less than that state WIC program goals		
KEY PROGRAM STRATEGIES 2016			
Expand outreach to increase program participation			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of unduplicated WIC participants	Not available	Not available	1240
Average Monthly caseload	718	718	730
Support calls made to breastfeeding moms	48	48	50
Number of families enrolled in Fit Families Program	57	57	50
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Increase exclusive breastfeeding for 1 month rate to 44%	44%	44%	44%
Baby Behaviors education will be provided to 80% of pregnant and postpartum WIC participants	Abandon due to data collection Issues	Abandon due to data collection Issues	N/A
Increase the percent of participants receiving recommended number of secondary education contacts to 50%	NEW	NEW	50%
WIC Dollars spent in Polk County	\$494,057	\$494,057	\$500,000
Fruit/veggie consumption of Fit Families participants (≥ 4 servings/day)	32%	32%	35%
Assumptions and factors affecting program performance:			
Economy affects WIC participation - Polk's caseload has dropped as is the trend statewide.			
WIC performance measures have not yet been set for 2017-18			
If mandated, statutory reference	Department of Agriculture Grant Program		
Units of service	Enrollment and allied services per WIC program guidance		
Program cost per unit of service	\$158.35 cost per unduplicated client enrolled/served		
Measure of client satisfaction	Annual customer satisfaction survey		
Issues affecting performance	Several Staff Vacancies in 2015; All positions currently filled		

Program name:	Prenatal Care Coordination (PNCC)		
Program number:	14-07		
Program objective:	To promote optimal birth outcomes for low income women participating in PNCC. To create custom data collection tool in EHR to assess PNCC outcome measures. To promote optimal birth outcomes for low income women participating PNCC.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Participate in Medicaid audit of PNCC program		Audit findings indicated need for improvement in care plan documentation.	
Measure outcomes of PHN services to program participants		Report created in EMR software	
KEY PROGRAM STRATEGIES 2016			
Tweaks in program service delivery will be made based on Medicaid audit results.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of women enrolled	167	167	
Number of Nursing/RD visits	1735	1735	
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Quarterly reports on PNCC outcome measures will be created, analyzed and shared	2	2	Complete
Increase by 10 percent the number of eligible PNCC women enrolling in the First Breath Program.	29	29	Abandon
Of the PNCC women enrolled in First Breaths 60% will quit and remain smoke-free postpartum	NEW	NEW	60%
Assumptions and factors affecting program performance:			
Program participation influenced by WIC enrollment of pregnant women as this program interfaces with WIC 2017-18 performance measures not yet identified			
If mandated, statutory reference	Medicaid Benefit for Pregnant Women		
Units of service	Risk Assessment (RA); Care Plan Development (CPD); Nutrition Education (NE); Ongoing Care Coordination (CC)		
Program cost per unit of service	RA=\$68.70; CPD = \$56.79; NE= \$61.37; CC = \$22.90 per 15 minutes		
Measure of client satisfaction	Annual Customer Satisfaction Survey		
Issues affecting performance	This is a voluntary program; revenue generation is impacted when fewer clients enroll in the program		

Program name:	MJC Tobacco		
Program number:	14-08		
Program objective:	To provide tobacco prevention and control activities in a 5 county jurisdiction		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Smoke free multi-unit housing Presentations on e-cigarettes Local policy work on e-cigarettes and key stakeholder education Wisconsin WINS tobacco compliance investigations Youth tobacco prevention and advocacy		All contract deliverables were met	
KEY PROGRAM STRATEGIES 2016			
Sustainability of tobacco prevention and control programmatic work Smoke free multi-unit housing Electronic cigarette related policy work Wisconsin WINS tobacco compliance investigations Youth tobacco prevention and advocacy			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of other tobacco product presentations in MJC area	7	7	6
Number of environmental scan for tobacco products in MJC area	15	15	15
Number of press releases about tobacco products in MJC area	12	12	12
Number of meetings with state leaders on tobacco issues	5	5	8
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Decrease rate of tobacco use for adults to 15%	19%	19%	Abandon
	12%	12%	Complete
Decrease rate of high school students who have smoked cigarettes in the past 30 days to 13%			
Reduce the percent of retailers selling tobacco products to minors during WINS compliance investigations to 10%	9%	9%	10%
5% of students in 7th and 8th grade in the Amery School District will participate in FACT.	NEW	NEW	5%
Assumptions and factors affecting program performance:			
This is a state grant funded program with prescriptive contract deliverables from DHS. 2017-18 outcome indicators not yet selected.			
If mandated, statutory reference	State funded grant program		
Units of service	Not applicable		
Program cost per unit of service	Not applicable		
Measure of client satisfaction	Not applicable		
Issues affecting performance	None		

Program name:	Reproductive Health (RHS)		
Program number:	14-09		
Program objective:	To increase the proportion of women at risk of unintended pregnancy who use contraception		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Educate legislators about 340B drug pricing program and advocate for appropriate reimbursement. Conduct client satisfaction survey. Complete cost report as required by DHS.		340 B issue was addressed by legislature with Health Department current billing unchanged. A client satisfaction survey was completed and results indicate a high level of satisfaction with program services. The annual cost report was completed and sent to DHS.	
KEY PROGRAM STRATEGIES 2016			
Increase outreach to women in child bearing years for women's health services.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of unduplicated clients	481	481	500
Number of women enrolled in Badger Care Family Planning Only Services	312	312	350
Doses of emergency contraception provided in advance of actual need	408	408	350
Number of cases of Chlamydia identified	16	16	15
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
90% of all negative pregnancy test clients not intending pregnancy will receive a prescription method and supplies the same day	81%	81%	90%
50% of contraceptive supply visit clients will be screened for STI risk factors	100%	100%	Goal Met
80% of new clients will receive a standard Dual Protection Kit	75%	75%	80%
Assumptions and factors affecting program performance:			
If mandated, statutory reference	State grant funded program		
Units of service	Available on program cost report 2015 (over 30 different units of service)		
Program cost per unit of service	See program 2015 cost report		
Measure of client satisfaction	Annual customer satisfaction assessment		
Issues affecting performance	Current efforts in WI Legislature to change Medicaid reimbursement for 340B drugs which garner significant revenue in the Reproductive Health Program.		

Program name:	MCH Car Seat		
Program number:	14-10		
Program objective:	Assure safe installation of car seats; provide education on the safe use of car seats		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
This is account used only for donations and not utilized for specific program work.		N/A	
KEY PROGRAM STRATEGIES 2016			
N/A			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
N/A	N/A	N/A	N/A
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
N/A			
Assumptions and factors affecting program performance:			
If mandated, statutory reference	N/A		
Units of service	N/A		
Program cost per unit of service	N/A		
Measure of client satisfaction	N/A		
Issues affecting performance	N/A		

Program name:	Immunization		
Program number:	14-11		
Program objective:	To prevent vaccine preventable disease. To improve compliance of Polk's preschoolers to benchmark immunizations recommended by the Advisory Committee on Immunization Practices.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Influenza Clinics in all 8 Polk County School Districts		Vaccine supply not as problematic in 2015 so school clinics were implemented without difficulty.	
KEY PROGRAM STRATEGIES 2016			
Continue to offer influenza vaccine in the school setting.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of vaccines to prevent infectious diseases given	274	274	200
TB skin tests administered	135	135	110
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Increase influenza vaccine given in Polk County schools by 5% from the 2013 level	1653	1653	Goal met
Increase the percent of 11 to 18 year olds that complete the HPV vaccine series to 23%	19%	19%	23%
75% of school newsletters will publish articles on the importance of influenza vaccination and the schedule school influenza vaccination clinics	N/A	N/A	NEW
Assumptions and factors affecting program performance:			
Flu vaccine production and distribution is a recurring problem. In 2015, flu vaccine was ordered from several suppliers to address this problem. Performance measures for 2017-18 have not yet been identified.			
If mandated, statutory reference	Communicable Disease Surveillance and Control (Ch 252)		
Units of service	Immunizations for vaccine preventable diseases		
Program cost per unit of service	\$13.62/immunization		
Measure of client satisfaction	N/A		
Issues affecting performance	Production and timely distribution of annual influenza vaccine		

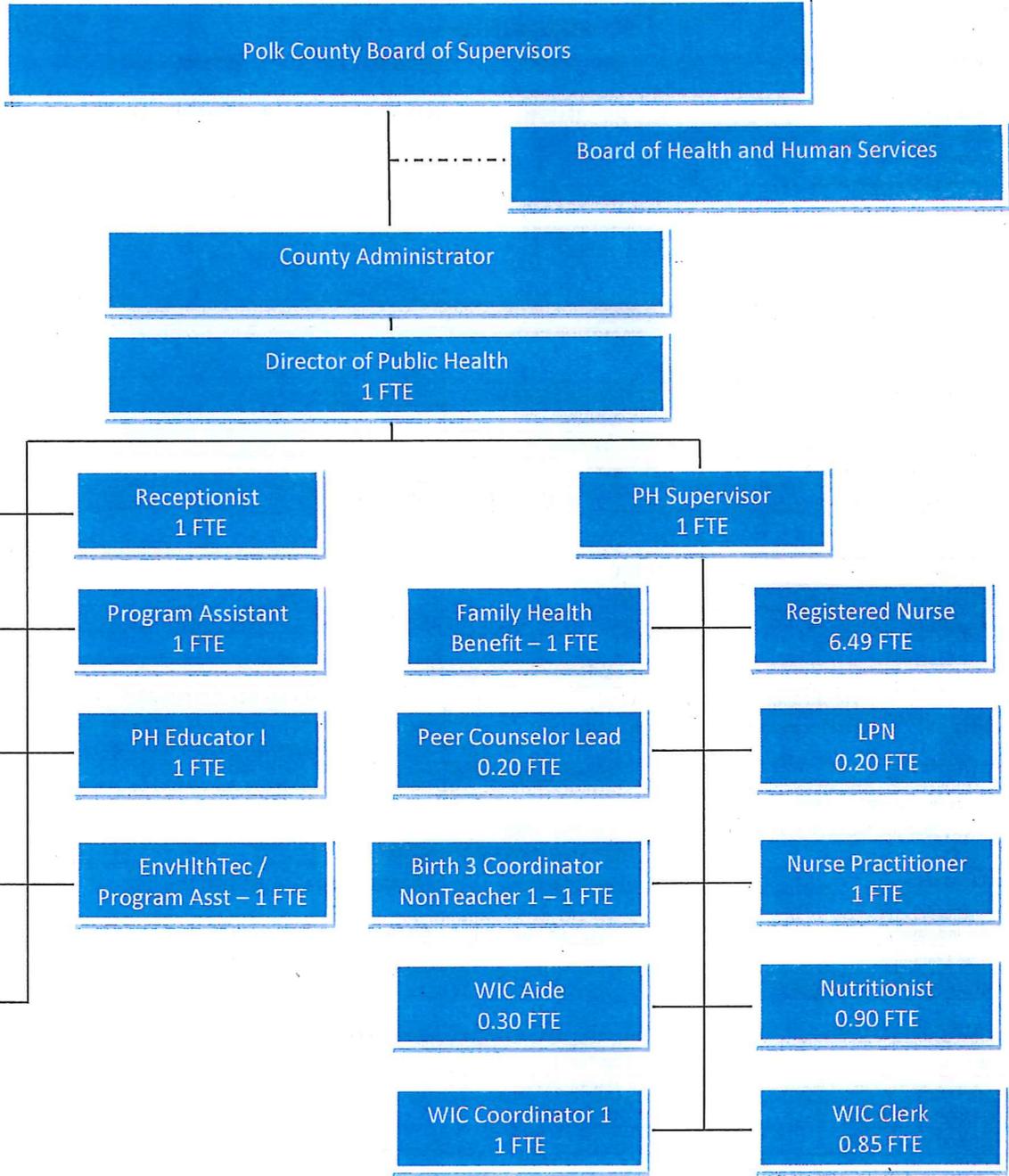
Program name:	Consolidated Contract		
Program number:	14-12		
Program objective:	<p>To decrease rates of children exposed to smoking in the household.</p> <p>To prevent lead poisoning among preschool children.</p> <p>To assure access to breast and cervical cancer screening and treatment for low income women aged 35-64 years.</p> <p>To improve compliance of Polk's preschoolers to benchmark immunizations recommended by the Advisory Committee on Immunization Practices.</p>		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
<p>Build a strong network of allied health and human services partners to improve the health of families throughout the life course</p> <p>Prevent lead poisoning of children</p> <p>Promote early identification and treatment of breast and cervical cancer; Transition to regional model of service</p> <p>Promote optimal vaccination rates of 2 year olds</p> <p>Collaborate with community partners to implement the CHIP relating to unhealthy alcohol use.</p>		All DHS consolidated contract deliverables have been met.	
KEY PROGRAM STRATEGIES 2016			
All programs excluding MCH have the same objectives for 2016. MCH will focus reduction of childhood exposure to household smoke.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of children tested for lead in Polk County	361	361	360
Number of women enrolled in Well Woman Program (2015 is 07/01-12/31/15 data)	43	43	60
Quarterly meetings of the CHIP Alcohol group	9	9	4
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Percent of WIC 2 year olds meeting immunization benchmarks	58%	58%	65%
Well Woman Program will be transitioned to regional model by year end	Complete	Complete	
Increase the number of lead tests done for WIC eligible 2-4 year olds by 5% from 2014 levels	109	109	115
Assumptions and factors affecting program performance:			
If mandated, statutory reference	State Grant program		
Units of service	Not available		
Program cost per unit of service	Lead tests, Well Woman enrollments		
Measure of client satisfaction	Not available		
Issues affecting performance	Static grant revenues; Affordable Care Act may impact Well Woman grant funds		

Program name:	Environmental Health		
Program number:	14-13		
Program objective:	To assure food, lodging, campground, and body art facilities are safe and in compliance with state regulations. To assure safe drinking water in facilities serving water to the public. To implement electronic documentation of all inspections in Health space software.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Implement Healthspace electronic record keeping system Continue to offer ServSafe Certified Food Manager training Continue to provide AGENT services for DHS and DNR		Both DHS and DNR Agent programs implemented without problems. No food borne outbreaks in Polk County in 2015.	
KEY PROGRAM STRATEGIES 2016			
Work with DHS for smooth transition of food safety program to DATCAP and Agent for Ag status for PCHD.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of establishments licensed	370	370	370
Number of inspections	427	427	425
Number of persons receiving Certified Food Manager Training	78	78	75
Number of establishments with water tested Polk county	166	166	160
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
95% of all restaurant inspections will be documented in Healthspace	100%	100%	Goal met
Reduce the number of wells with uncorrected deficiencies by 50%	9	9	50%
Assumptions and factors affecting program performance: Performance measures not identified for 2017-18 at this time.			
If mandated, statutory reference	State contracts for all agent activities for DHS and DNR. Ch. 252 and Ch. 141 – Report and investigate occurrences of occupational disease, environmental disease or exposure to a human health hazard.		
Units of service	Facility inspections		
Program cost per unit of service	Not available		
Measure of client satisfaction	Customer survey planned for 2016		
Issues affecting performance	Transfer of DPH agent program to DATCAP in progress at state level		

Program name:	Radon Information Center		
Program number:	14-14		
Program objective:	To reduce exposure of homeowners to indoor radon in 4 counties		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Maintain Radon Information Center for Douglas, Burnett, Washburn and Polk Counties	Program implemented as required by DHS.		
KEY PROGRAM STRATEGIES 2016			
Continue outreach about the importance of radon testing.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of test kits sold	229	229	225
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Increase the percentage of sold radon test kits that were activated to 60%	73%	73%	70%
Percent of elevated test results:			
Burnett	14%	14%	14%
Polk	39%	39%	39%
Washburn	42%	42%	42%
Douglas	11%	11%	11%
Assumptions and factors affecting program performance:			
Grant funding is stable for 2016.			
Performance measure for 2017-18 not yet identified.			
If mandated, statutory reference	State grant program		
Units of service	Not applicable		
Program cost per unit of service	Not applicable		
Measure of client satisfaction	Not applicable		
Issues affecting performance	This grant funding may be discontinued in 2017.		

Program name:	RTAC		
Program number:	14-15		
Program objective:	To carry out fiscal agent responsibilities for the Regional Trauma Advisory Council		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Restructure RTAC to mirror the new Healthcare Coalition regions.	RTAC has been successfully restructured and aligns with the Healthcare Coalition region in northwestern Wisconsin		
KEY PROGRAM STRATEGIES 2016			
Continue as Fiscal Agent for RTAC.			
Develop guidance document for RTAC related expenses and reimbursements.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Fiscal Agent only			
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Fiscal Agent only			
Assumptions and factors affecting program performance:			
If mandated, statutory reference	State grant program for preparedness of EMS providers		
Units of service	Not applicable		
Program cost per unit of service	Not applicable		
Measure of client satisfaction	Not applicable		
Issues affecting performance	None		

**ORGANIZATIONAL CHART
DEPARTMENT OF PUBLIC HEALTH**



Polk County Board of Supervisors

Board of Health and Human Services

County Administrator

Director of Public Health
1 FTE

Consortium Director
MS – 1 FTE

Bookkeeper Nursing
1 FTE

Secretary RH
0.80 FTE

MJT TC -Coordinator
1 FTE

Environment Health
Specialist – 1 FTE

Receptionist
1 FTE

Program Assistant
1 FTE

PH Educator I
1 FTE

EnvHlthTec /
Program Asst – 1 FTE

PH Supervisor
1 FTE

Family Health
Benefit – 1 FTE

Peer Counselor Lead
0.20 FTE

Birth 3 Coordinator
NonTeacher 1 – 1 FTE

WIC Aide
0.30 FTE

WIC Coordinator 1
1 FTE

Registered Nurse
6.49 FTE

LPN
0.20 FTE

Nurse Practitioner
1 FTE

Nutritionist
0.90 FTE

WIC Clerk
0.85 FTE

REGISTER OR DEEDS Laurie Anderson, Register of Deeds

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The Register of Deeds is an elective office that is responsible for a number of public records retained at the county level

MISSION:

To provide and protect the official county repository for:

Real Estate records; real property related Financing Statements; Vital Records.

To provide safe archival storage and convenient access to these public records.

To implement statutory changes, system modernization, program and procedure evaluation, and staff development to assure a high level timely service for our citizens/customers.

Link to County Board Strategic Goals:

Preservation of the public record through technology; commitment to service.

Strategic Priorities:

Provide access of real estate and vital records.

Maintain and preserve the records as required statutorily.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	(30,626)	(30,626)		(33,466)
Other Taxes	121,351	70,000		80,000
Public Charge for Services	253,762	240,000		240,000
Other Financing Sources	-	40,000		70,000
Total Revenue	344,487	319,374	7%	356,534
Expense				
Personnel Services	268,242	269,280		276,238
Contractual Services	49,059	42,494		81,946
Supplies & Expenses	6,196	7,600		8,350
Cost Reallocation	-	-		10,000
Total Expenditures	323,497	319,374	1%	376,534
Net Revenue and Expenditure	20,990	-		(20,000)

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Fees are collected for services provided by the Register of Deeds Office. It is impossible to accurately predict the increase or decrease of sales for real estate; vital records, and real estate copies. Increase in expenses due to unforeseen costs.

EMPLOYMENT BY JOB CLASSIFICATION		
	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	3	3
Total	4	4

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Recording and filling documents	258,797	255,499	301,227
Vital Records	64,699	63,875	75,307
Total	323,497	319,374	376,534

SECTION 2: PROGRAM SUMMARY	
Program name:	Recording and filling documents
Program number:	08-01
Program objective:	Maintain a grantor/grantee index and tract index by recording all real estate documents that meet statutory recording requirements. To provide Polk County with quality service, and to serve and represent the public with integrity. Digitize real estate records currently in the format of micro-fiche, and aperture cards. Incorporate digitized documents into the computerized index and imaging system. Redaction of social security numbers prior to placing on-line.

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
Digitize paper real estate records, redact all social security numbers. Index all documents into the computerized real estate system, and then transfer to our on-line system.	Paper Real Estate records were digitized, social security numbers redacted, and downloaded into the computer

KEY PROGRAM STRATEGIES 2016
 Obtain a new on-line system for real estate records, due to unforeseen changes in the current system.
 Continue to index digitized documents and populate the on-line system with those documents.

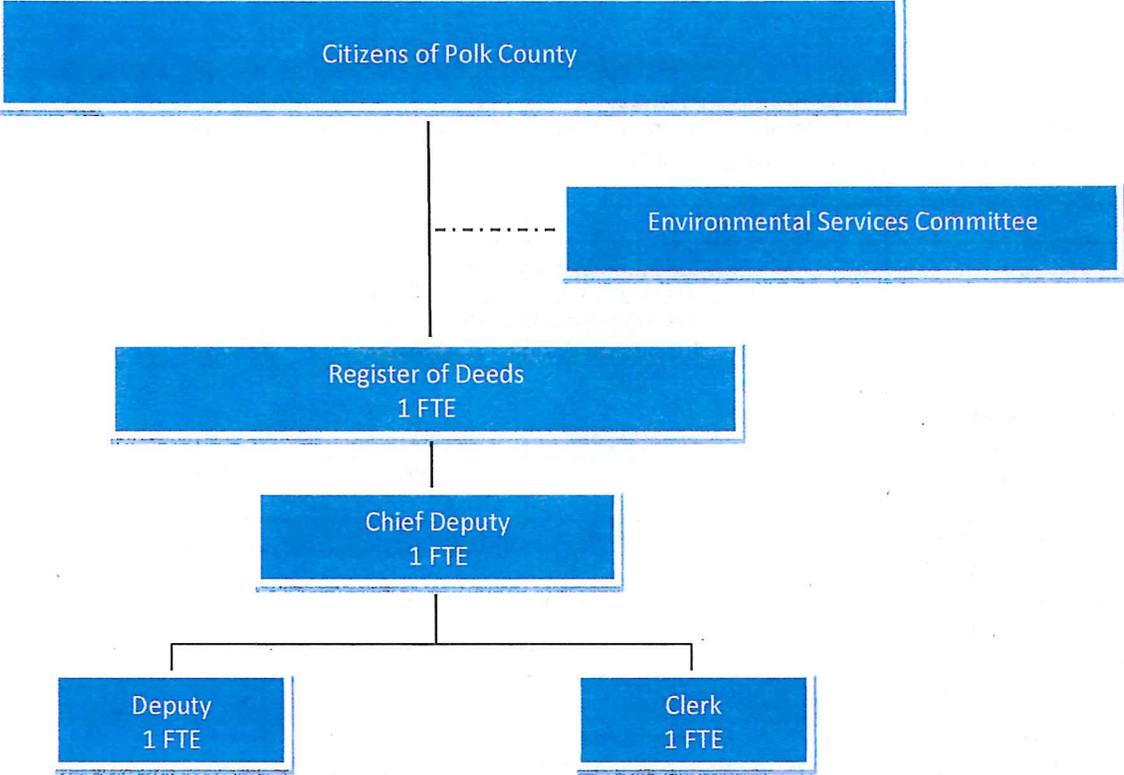
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Number of R. E. documents recorded	10,000	10,214	10,000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Number of R.E. documents completed per WI statutory requirements.	100%	100%	100%

Assumptions and factors affecting
 Cannot accurately project the number of documents to be presented for recording.
 Staying current with statutory changes that affect the ROD office.
 Staying current with technology.

If mandated, statutory reference	59.43
Units of service	Documents presented for recording.
Program cost per unit of service	Number of documents presented for recording
Measure of client satisfaction	Timely service regarding the recording and return of real estate documents.
Issues affecting performance	Increased workload, unforeseen changes in software programs

Program name:	Vital Records		
Program number:	08-02		
Program objective:	Maintain all birth, and death records. File Marriage, Domestic Partnership and Termination of Domestic Partnership records. Issue upon request by qualified applicants, certified copies of those records.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Implementation of the State Vital Record Information System (SIVRIS) to include birth, death and marriage records. include birth, death and marriage records.	Marriage application was implemented, training of office staff was completed.		
KEY PROGRAM STRATEGIES 2016			
Continued training of staff to reflect changes and updates in the SIVRIS system.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Vital Records issued/processed in a timely manner.	1000	1929	1000
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Applications processed without error	100%	100%	100%
Assumptions and factors affecting program performance:			
Increasing changes in the SIVRIS system. Inability to know what those changes might be for the Local Vital Record Office (LVRO). Increased demand on staff due to changes. Staying current with technology.			
If mandated, statutory reference	69.07		
Units of service	Number of vital records issued.		
Program cost per unit of service	Number of vital records , accepted & issued.		
Measure of client satisfaction	Vital records processed in a timely manner.		
Issues affecting performance	Continued changes, and increased services mandated by State Vital Record Office.		

**ORGANIZATIONAL CHART
REGISTER OF DEEDS OFFICE**



COUNTY TREASURER Amanda Nissen, Polk County Treasurer

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

The department calculates taxes, determine and distributes funds to the various taxing districts, receipts in all County funds from other departments, oversees all bank accounts and balances main bank accounts for the County. The Department also assists internal and external customers with tax questions and requests.

MISSION: To assist our customers in the most efficient and complete manner in accordance with State statute and county policy.

Link to County Board Strategic Goals:

To serve the public with integrity

Strategic Priorities:

Continue to work with our customers, both external and internal, to provide them with the information they request in a timely manner

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	36,206	36,206		37,352
Other Taxes	-	50		25
State Aids	112,232	97,000		103,000
Fine and Forfeitures	-	38,000		32,000
Public Charge for Services	701	150		175
Misc Revenue	58,124	100,000		100,000
Total Revenue	207,262	271,406	-31%	272,552
Expense				
Operating Expenses	253	100		
Personnel Services	203,965	202,608		209,060
Contractual Services	11,096	16,308		16,752
Supplies & Expenses	31,419	48,460		43,460
Fixed Charges	2,579	2,880		2,880
Grants, Contributions, Indem	125	1,050		400
Total Expenditures	249,436	271,406	-9%	272,552
Net Revenue and Expenditures	(42,174)	-		-

In the box below explain any deviation over 2 % (greater or less than) between the 2015 actual and 2015 budgeted amount:

Revenues came in under estimates, based partially on the lower amount of tax delinquent land that was sold. Expenses were also under budget by costs for service were lower than anticipated.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	2	2
Total	3	3

PROGRAM SUMMARY			
PROGRAM EXPENDITURES			
	2015 Actual	2015 Budget	2016 Budget
Tax calculation, billing, settlement and fund distribution	99,774	108,562	109,021
Cash Management	74,831	81,422	81,766
Tax deed process	37,415	40,711	40,883
Other financial services	37,415	40,711	40,883
Total	249,435	271,406	272,553

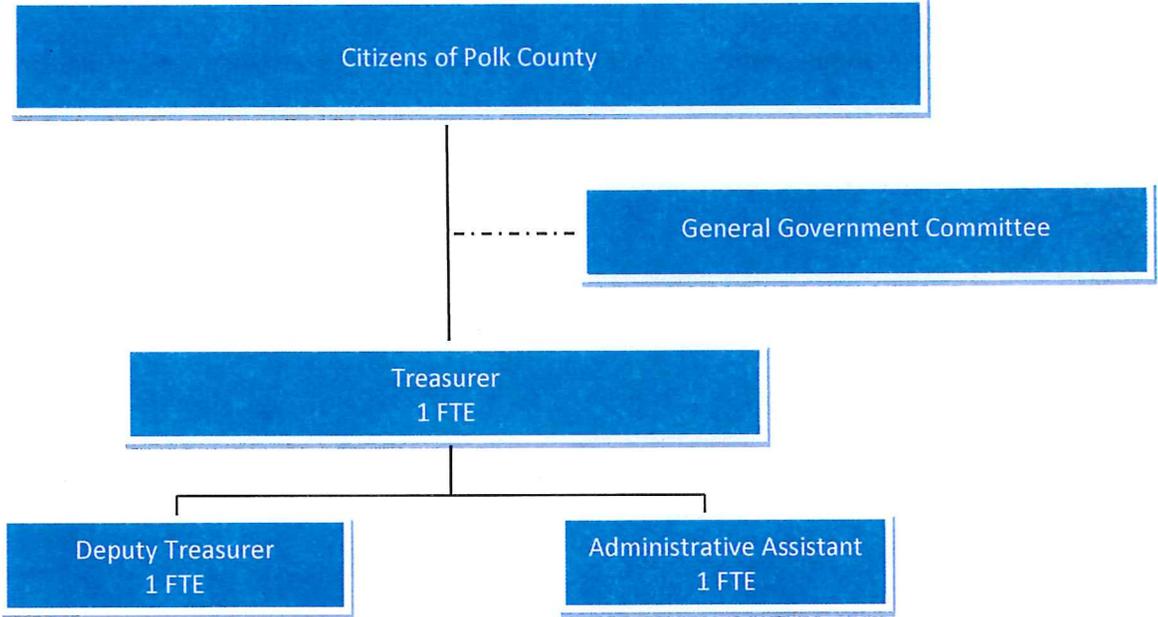
SECTION 2: PROGRAM SUMMARY			
Program name:	Tax calculation, billing, settlement and fund distribution		
Program number:	09-01		
Program objective:	Accurate calculation of taxes, collections received in a timely manner, disbursement of taxes by statutory deadlines.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Encourage municipalities to choose off site tax bill printing	Approximately half of the municipalities use the off site tax bill printing option		
Error free settlements	Settlement were error free		
Error free tax calculation	Calculation was error free		
KEY PROGRAM STRATEGIES 2016			
Move all municipalities to off site tax bill printing. Saves County resources as outsource more cost efficient and time efficient			
Transition to ACH payment of municipal settlement in April and August			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Settlement Errors	0	0	0
Tax Calc Errors	0	0	0
Outcome indicators	2015 Planned/Actual	2015 Actual	2016 Planned
Settlement Errors	1	0	0
Tax Calc Errors	0	0	0
Assumptions and factors affecting program performance:			
Tax calculation errors is limited to errors made by this office based on the information received from the various taxing districts in Polk County.			
If mandated, statutory reference	59.25; Chapter 74		
Units of service	1		
Program cost per unit of service	\$99,774		
Measure of client satisfaction	N/A		
Issues affecting performance	N/A		

Program name:	Cash Management		
Program number:	09-02		
Program objective:	Accurate disbursement and receipt of all funds going in and out of the county; maintaining current investments in conjunction with other county staff.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Update Reconciliation Process		Automated monthly reconciliation process	
Update Front Counter Processes		Updated and streamlined front counter process	
KEY PROGRAM STRATEGIES 2016			
Continue to update the Reconciliation and front counter processes. Discuss with Department of Admin and other Counties new methods of using the existing software and staff to continue to improve processes.			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Amount of disbursements	8977	8705	8900
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Errors in disbursements	0	0	0
Assumptions and factors affecting program performance:			
Limited staffing levels hampers what we can do to change some of the processes, especially from the front counter perspective. looking "outside the box" to see how we can assist our customers, but intern and external, in a fast and efficient manner while still our processes and evolving with the new technological options available.			
If mandated, statutory reference	59.25		
Units of service	1		
Program cost per unit of service	\$74,831		
Measure of client satisfaction	N/A		
Issues affecting performance	N/A		

Program name:	Tax deed process		
Program number:	09-03		
Program objective:	To collect delinquent taxes or foreclose on the property per statutes if collection		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
To try to do early intervention to help taxpayers avoid tax foreclosure		Continue to work with taxpayers in danger of foreclosure to establish payment plans and to help avoid foreclosure	
Contact taxpayers in July and September to work out payment plans and options Different options to avoid taxpayers losing their property while also assisting them to work out a plan to catch up on taxes			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
How many properties go into tax foreclosure in October	150	121	150
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
How many properties are takes after process is completed.	10	20	10
Assumptions and factors affecting program performance:			
The amount we take is ultimately dependent on the owner of record. Many factors exert outside influences on payment of property tax that our office cannot work around. Recession, job loss, ect all exert influence over what people can pay.			
If mandated, statutory reference	Chapters 74 and 75		
Units of service	1		
Program cost per unit of service	\$37,415		
Measure of client satisfaction	N/A		
Issues affecting performance	Economy affects rate of tax foreclosures		

Program name:	Other financial services		
Program number:	09-04		
Program objective:	To assist internal and external customers by publication of unclaimed funds, providing tax information, and assisting municipalities with taxes and settlements		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Current list of unclaimed funds from WI DOA available in office	Available in office and online at the WI DOA		
Mill Rate available on our web site for outside customers	Available online on our web site and in office if requested		
KEY PROGRAM STRATEGIES 2016			
Continue to remain current in all information provision			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Years of property tax information available in digital format	15	15	16
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
Compliance with statutory guidelines	100%	100%	100%
Assumptions and factors affecting program performance:			
As information becomes available in other formats, we work to get a link to that information on our web site. More people are expecting and looking for information available online and available 24 hours, even if it is not something our office produces they want a link. We are working to ensure that information that may be useful is available to our customers.			
If mandated, statutory reference	N/A		
Units of service	1		
Program cost per unit of service	\$37,415		
Measure of client satisfaction	N/A		
Issues affecting performance	Availability of information requested		

**ORGANIZATIONAL CHART
TREASURER DEPARTMENT**



1. The first part of the report discusses the current state of the economy and the impact of the recession on the labor market.

2. The second part of the report discusses the impact of the recession on the labor market.

3. The third part of the report discusses the impact of the recession on the labor market.

4. The fourth part of the report discusses the impact of the recession on the labor market.

5. The fifth part of the report discusses the impact of the recession on the labor market.

VETERANS SERVICE OFFICE Rick Gates, Polk County Veteran Officer

SECTION 1: DEPARTMENT SUMMARY

Department Description and Mission:

To assist veterans, dependents and survivors in obtaining all available federal, state and local veteran benefits. Serve as the veteran's advocate in all matters in accordance with State statute and county policy.

Link to County Board Strategic Goals:

To serve the public with integrity
Improved quality of life

Strategic Priorities:

Maintain highest level of office efficiency and effectiveness, complete conversion of department to "paperless work environment," maintain professional accreditation of DH and staff, and continue to provide strong community presence. Position department for best practices in future Veteran Affairs claims/benefits process.

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2015 Actual	2015 Budget	Actual vs. Budget Percentage Difference	2016 Budget
Revenue				
General Property Tax	147,794	147,794		159,294
State Aids	10,000	13,500		14,000
Other Financing Sources				
Total Revenue	157,794	161,294	-2%	173,294
Expense				
Personnel Services	134,083	133,027		136,361
Contractual Services	3,103	3,175		3,131
Supplies & Expenses	5,008	8,742		16,802
Grants, Contributions, Indem	8,906	16,350		17,000
Cost Reallocation				
Total Expenditures	151,100	161,294	-7%	173,294
Net Revenue and Expenditures	6,694	-		(0)

In the box below explain any deviation over 2% (greater or less than) between the 2015 actual and 2015 budgeted amount:

Reason for - 7% actual expenditures due to CVSO Grant reimbursements by WDVA, as well as contributions from public (i.e. Am. Legion, VFW, St Croix Falls High School, etc.) which offset or reduced expenditures.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Actual	2016 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	1	1
Total	2	2

PROGRAM SUMMARY

PROGRAM EXPENDITURES

	2015 Actual	2015 Budget	2016 Budget
Federal Veteran Benefits	128,435	137,100	147,300
State Veteran Benefits	15,110	16,129	17,329
County Veteran Benefits	7,555	8,065	8,665
Total	151,100	161,294	173,294

SECTION 2: PROGRAM DATA

Program name:	Federal Veteran Benefits
Program number:	18-01
Program objective:	Purpose of this program is to provide assistance to veterans, their families and survivors in obtaining Federal benefits to which they are entitled.

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2015	ACTUAL RESULTS FOR 2015
Maintain positive community presence	Participated in public ceremonies (i.e. Memorial Day, Veterans Day, etc.), spoke at numerous VSWO functions (i.e. VFW, AL, Honorflight, etc.), participated in Polk County Fair with booth, spoke on 2 radio stations on monthly basis.
Transform office to "Paperless"	Reduced hard copy files by 50%; down to 2 cabinets.
Improve training	CVSO attended two (2) CVSO Training conferences. Assistant attended NWCVSO Association training session.

KEY PROGRAM STRATEGIES 2016

Conduct more public outreach
Generate more Public Service Announcements (PSA's)
Possible rental of HWY 8 roadside Sign with WDVA grant funds.

KEY PERFORMANCE INDICATORS

Output indicators	2015 Planned	2015 Actual	2016 Planned
Maintain level of claims at or above 200 per annum.	200	204	200
Work actions re claims handling	90	55	90
Miscellaneous actions (letters/apps)	160	172	160
VA Medical Enrollments	110	72	110
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
VA Comp/Pension/DIC to County	\$11,000,000	\$11,075,000	\$11,000,000
VA Medical Care for County Vets	\$11,200,000	\$12,348,000	\$11,200,000

Assumptions and factors affecting program performance:
 VA changed to Fully Developed Claims process whereby number of support letters reduced dramatically in regular claims handling.

If mandated, statutory reference	State Statutes; Ch 45 Code of Federal Regulations (CFR) 38
Units of service	3709 Veterans in County; also serve surviving spouses and dependents...
Program cost per unit of service	N/A
Measure of client satisfaction	N/A (No formal complaints received during CY)
Issues affecting performance	N/A

Program name:	State Veteran Benefits		
Program number:	18-02		
Program objective:	Purpose of this program is to provide assistance to veterans, their families and survivors in obtaining State benefits to which they are entitled.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Promote WDVA ANV Grants Sign up veterans for state eligibility Apply for State funding Grants (Transportation and annual CVSO Grants)	Periodic press releases and radio PSA's... No longer done as application; procedure cancelled by WDVA. Applied for and received both CVSO Grant and Transportation Grant.		
KEY PROGRAM STRATEGIES 2016			
Continue pushing State benefits, despite reduction in same... Develop procedures regarding new Annual CVSO Grant procedures			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Aid to Needy Vet Grants (ANV)	10	9	10
State Cemetery Applications	5	6	5
Homeless Shelter referrals	5	7	5
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
ANV Financial Support	\$6,000	\$18,761	\$6,000
CVSO Grant	\$10,000	\$10,373	\$5,000
Assumptions and factors affecting program performance:			
Unsure as to status of CVSO Grant in 2016 forward; grant changed from regular to reimbursement. Limited uses per WDVA.			
If mandated, statutory reference	State Statutes; Ch 45		
Units of service	3709 Veterans in County; also serve surviving spouses and dependents...		
Program cost per unit of service	N/A		
Measure of client satisfaction	N/A (No formal complaints received during CY)		
Issues affecting performance	Some WDVA (State) benefits no longer available (i.e. home loans, Personal Loans)		

Program name:	County Veteran Benefits		
Program number:	18-03		
Program objective:	Purpose of this program is to provide assistance to veterans, their families and survivors in obtaining County benefits to which they are entitled.		
PROGRAM PERFORMANCE INFORMATION			
KEY PROGRAM STRATEGIES FOR 2015		ACTUAL RESULTS FOR 2015	
Proactive approach to emergency assistance (VSC Funds) Publicizing local assistance available to vets and their families Providing veteran transportation to and from VA medical care Providing care of veteran graves.	Actively promoted at public events Purchased Hwy 8 Billboard, radio spots, public speaking Program with ADRC support working well! Continue to provide state-mandated aid to cemeteries; also provide flags and flag holders to cemetery associations.		
KEY PROGRAM STRATEGIES 2016			
Continue as above, with greater reliance on new State funding for emergency relief (i.e. VORP, SSVF, Bremer Grant, etc.) Publicize eligibility for grave support among cemetery associations. Work closely with ADRC regarding new funding requirements (i.e. WDVA CVSO Grant)			
KEY PERFORMANCE INDICATORS			
Output indicators	2015 Planned	2015 Actual	2016 Planned
Veteran Transportation Miles	75,000	75,848	73,000
VSC Grants Applied for	10	7	10
Cemetery Aid Applications	16	12	18
Outcome indicators	2015 Planned	2015 Actual	2016 Planned
WDVA Transportation Grant Amt. \$	\$4,700	\$5,074	\$4,500
Cemetery aid Applications for Assist	\$2,000	\$1,704	\$2,000
Amount of Emergency aid provided	\$1,800	\$1,053	\$1,800
Assumptions and factors affecting program performance:			
We assume a static \$1800.00 per annum by County for Emergency Relief (VSC) use. All donations to VSO are also placed into this non-lapsing account. Something new and in process at this time is change in WDVA grant procedures whereby annual CVSO Grant now a reimbursement grant. As such, some of "typical" VSC grants will be reimbursed by State of WI. This will mean more funds available.			
If mandated, statutory reference	State Statutes; Ch 45		
Units of service	3709 Veterans in County; also serve surviving spouses and dependents...		
Program cost per unit of service	N/A		
Measure of client satisfaction	N/A (No formal complaints received during CY)		
Issues affecting performance	VSC grants dependent on veteran need; not all cemeteries submit reimbursement requests; program not mandatory on their part.		

2015 Benefits to Polk County Veterans

The following figures represent some of the monetary benefit realized by Polk County veterans during the past year. Figures are from federal and state published sources.

Home Loans: 57 VA Loans for a total of \$ 9,039,384 in sales. (176 active loans during 2015

WI Property Tax Refunds: 108 returns refunded \$ 284,951.00 to eligible recipients

\$ 11,075,000.00 in VA compensation and pension to Polk beneficiaries

\$ 861,000.00 in VA vocational rehabilitation to Polk beneficiaries

\$ 275,000.00 in VA insurance and indemnities to Polk beneficiaries

\$ 12,348,000.00 in VA medical care provided to Polk beneficiaries (1219 veterans)

(The above figures are only a portion of the annual benefit realized by Polk County veterans, their dependents and survivors. They are reflected here because they are easy to obtain, and they are indisputable. They do not include burial benefits, emergency grants, County assistance and transportation, Nursing Homes, G.I. Bill education, cemetery grants, flags, markers, State aids and grants, etc.)

In terms of "value" and to provide perspective, the above figures totaled equal \$33,883,335.00; if you divide them by the VSO annual (actual) budget of \$157,794.00, this means the return on investment is:

**\$214.73 in veteran benefit for each \$ 1 of Polk County VSO
Budget.**

**ORGANIZATIONAL CHART
VETERAN'S SERVICE OFFICE**

