

Polk County

"GIFT OF THE GLACIERS"

Wisconsin



2018 ANNUAL REPORT

AUDITED 2018 RESULTS, REPORTED IN 2019

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July 16, 2019

Dean Johansen, County Board Chairperson
Sharon Jorgenson, County Clerk

Re: Filing of Annual Report for Calendar Year 2018

Chair Johansen and Ms. Jorgenson:

Pursuant to Wisconsin Statute Section 59.18(5), I submit the composite annual report of the County departments for the year ending December 31, 2018. I ask that the Clerk make this available to Supervisors and all other persons interested in the report.

The annual report is organized by service area and easily tracks information contained in the County's budget documents. It includes both quantitative data and narratives that detail how services are delivered. The information in this report will be taken into account when developing the Administrator's Recommendation on the 2020 Operating and Capital Improvement Budget presented at the September, 2019 meeting of the County Board- Committee of the Whole.

This compilation is a considerable undertaking that could not be accomplished without the tremendous effort of department heads and their staff to capture important data concerning the delivery of programs and services to their respective clients. I appreciate the time spent addressing the 2018's accomplishments, strategic objectives, and challenges. The annual report is significant because it provides transparency and a review of the return on investment made possible through the budget process and ultimately, its execution. I anticipate that such information, when combined with financial data supplied through the audit of the financial statements, will inform the County Board in making policy decisions that shape Polk County's future.

Finally, I salute the staff of Administration who continue to improve the annual report each year. Their painstaking effort produced a professional product that will be useful for years to come.

Respectfully,

Nick Osborne
County Administrator

2018 ANNUAL REPORT OVERVIEW

PURPOSE

The 2018 Annual Report has been prepared for the County Board and Committees. The purpose of the 2018 Annual Report is to aid residents, taxpayers, and state and local elected officials in determining the efficacy in providing services of the Polk County government. This document provides summary information on performance measures.

POLK COUNTY'S COMMITMENT TO HIGH QUALITY SERVICES

The annual report reflects Polk County's continued commitment to high-quality services that meets and exceeds the needs and expectation of Polk County residents. The goals of the departments are directly linked to County Board priorities.

In the following document, information on each department is provided in a standardized format, beginning with the department narrative and followed by the financial data for each department. Some departments have several pages of financial data, either because they have several funds (e.g. Public Health) or because of the policy that every fund be assigned to a specific department head and committee for oversight purposes (e.g. Land Information).

The department narrative provides the name of the department head, a brief description of the department, followed by the mission statement, link to the County's mission statement, vision statement, strategic goals and/or comprehensive plan, a program listing, and a statement of any significant factors affecting the department budget for 2018. The organizing principles for each narrative are to provide answers to the following four key questions:

1. Why does a department exist?
2. What does a department do? What goods or services does it produce?
3. What does it cost to produce those goods or services?
4. How can you tell if a program is succeeding?

The first question, the reason for a department's existence, is addressed in its mission statement. The second, what it does, is addressed in its program listing. The third question, cost, is now calculated directly in the program budgets. The final question, measuring success, is addressed through the performance measure assigned each program.

The individual budget pages provide information on revenues and expenditures by category for a five year period: actual data for the three years preceding the year in which the budget was adopted, the current budget for the year in which the budget was adopted, as actual results are not available until the following year, and the budget year itself, in this case 2018. Information is also provided for employment for each department by type of employee.

GENERAL FUND BALANCE

The General Fund Balance serves as a financial resource for future fiscal years, mitigating volatility in revenues and unforeseen expenditures. Fund Balance is formed and accumulated when revenues exceed expenditures in a given fiscal year. The annual level and trend over time is a key financial health indicator. This indicator is most often measured as the fund balance as a percent of annual expenditures and/or revenues.

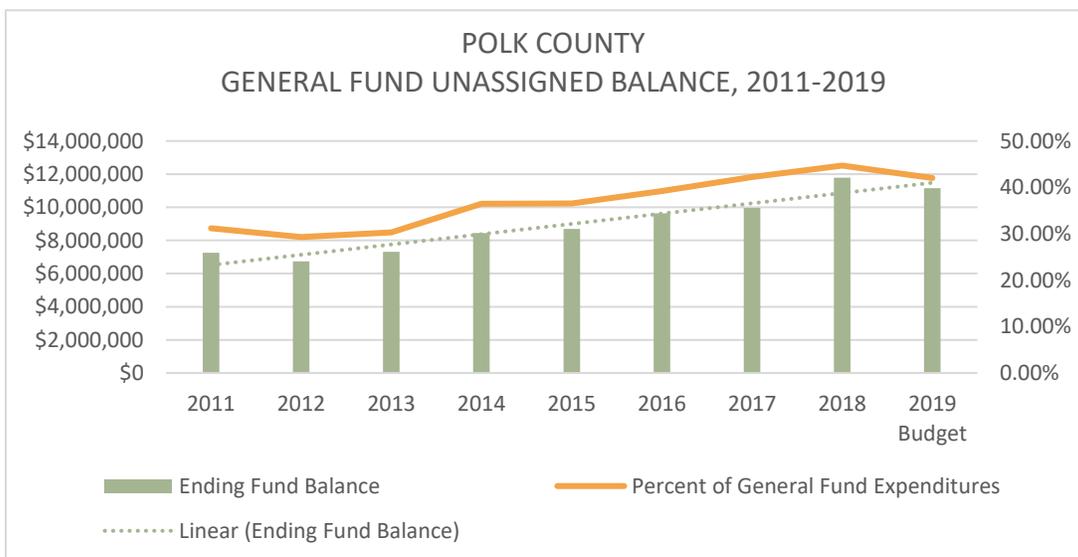
Fund balance is important for several reasons; first, the absolute level in dollars, as a percentage of expenditures and the historical trend helps gauge the financial health of the jurisdiction. Second, the lack of fund balance may signal a lack of conviction by the decision makers to provide proper financial stewardship. Fund balance levels are a determinant in a jurisdiction’s credit rating. Increases in credit ratings yield lower borrowing costs; decreases in credit ratings yield higher borrowing costs.

The Polk County General Fund Unassigned Balance table below summarizes unassigned fund balance by year, with 2011 – 2017 amounts actual audited balance and 2018 - 2019 projections. Also note that the County does not explicitly budget for savings from attrition or other savings due to lapses, or savings in expenditures from budgeted amounts. As a result, the expected gap between revenues and expenditures in a budget is greater than the actual gap expected after the annual audit.

POLK COUNTY GENERAL FUND UNASSIGNED BALANCE PER YEAR

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 Budget |
|---------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Beginning Fund Balance | \$6,637,151 | \$7,254,080 | \$6,739,432 | \$7,304,853 | \$8,443,384 | \$8,698,838 | \$9,634,583 | \$9,962,047 | 11,786,974 |
| Additions (Subtractions) | 616,929 | 514,648* | 565,421 | 1,138,531 | 255,454 | 935,745 | 327,464 | 1,824,927 | -633,000 |
| Ending Fund Balance | 7,254,080 | 6,739,432 | 7,304,853 | 8,443,384 | 8,698,838 | 9,634,583 | 9,962,047 | 11,786,974 | 9,354,034 |
| Percent of General Fund Expenditures | 31.2% | 29.3% | 30.3% | 36.5% | 36.52% | 39.22% | 40.47% | 44.7% | 42% |

* Reflects transfer to asset, retirement and contingency funds



ANNUAL REPORT OUTLINE

- I. Program Objectives and Accomplishments
- II. Key Strategies
- III. Link to County Board Priorities
- IV. Program Evaluation
 - Performance Indicators
 - Output/output Indicators
- V. Risks and Assumptions

I PROGRAM OBJECTIVES AND ACCOMPLISHMENTS

WHAT IS A PROGRAM?

- A collection of related government operations that seek to achieve common objectives of government policy.
- Program objectives: service to citizens.

WHY DOES THE PROGRAM EXIST, WHAT IT IS TRYING TO ACHIEVE?

- Key Strategies: Linking policy, planning and budgeting to County Board priorities.
- Goals and outcome – enough detail so public can understand what it does and how much it costs.

WHAT DID THE PROGRAM DO IN 2018 TO ACCOMPLISH THESE ACHIEVEMENTS?

- What did it do?
- Did it serve the public?
- How much does it cost?
- Outcome?
- People affected?
- Measurement of success?

II KEY STRATEGIES & PERFORMANCE INDICATORS

The role of key strategies and performance indicators in planning and the budgeting cycle are:

- Strategic Plan: Key strategies and indicators illustrate your goals for the future.
- Budget estimates: Show what you have funding to accomplish in the future.
- Annual reports: Show what you accomplished in 2018 comparing the anticipated 2018 budget to the actual 2018 numbers.

Guiding Questions and Comments:

- What new or important actions will they take in the coming year?
- How will this further County Board priorities?
- What will be done differently or better, key actions to be taken with existing resources?
- Describes why important, and how it contributes to government or program goals.
- Convey how the results or outcomes is to be achieved.
- **Key Strategies should be motivational!**

KEY STRATEGY CHECKLIST:

| | |
|----------------|-------------------------------------------------------------------------------------------------------------------------------|
| Clear | • Does the statement clearly describe what is to be done, how it is to be done, and when it is to be achieved? |
| Strategic | • Does the statement describe something significant and new? Are the results expected clearly stated? |
| Appropriate | • Does the strategy address the policy priority and program objective? |
| Effective | • Will the strategy produce the expected results? Is there evidence to support this? |
| Cost-Effective | • Does the strategy have a budgetary cost? Is it the most cost-effective approach to yield results? Can that be demonstrated? |

III LINK TO COUNTY BOARD PRIORITIES

The budget process is designed to provide the maximum opportunity possible for County Board input. A strength of county government in Wisconsin is its committee system, a system that can allow for greater review of the policy aspects of budgets than would be possible in full County Board meetings. To facilitate this review, prior to the issuance of the final budget instructions, governing committees were asked to develop strategic priorities in their issue areas. The needs of the citizens were the committees' top priority for the county to address. The committee priorities were transmitted and prioritized to the full County Board; those priorities are listed in the table below.

Departments were asked to consider those priorities that were relevant to their mission and determine key strategies towards their achievement. These key strategies are listed in the budget documentation; those that required additional resources were submitted as a new spending request. Administration discussed broad budgetary issues with committees in the preceding year's July or August and, in September and early October, presented the final budget recommendation to each committee and the entire County Board. Governing committees either recommended that the relevant department budgets be approved as submitted or recommended amendments to these budgets for consideration by the full County Board at its October or November meetings; these amendments were also reviewed by the general government committee acting as a finance committee.

**COUNTY BOARD PRIORITIES AND RESULTANT KEY STRATEGIES
WITH BUDGET ALLOCATIONS**

| Rank | Area | Budget Allocation or Key Strategies |
|-------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Transportation/Road Conditions/Infrastructure | Highway building included in capital budget recommendation |
| | Recreation/Tourism/Parks | Additional funding approved for ATV road usage; Additional funding for tourism promotion; Funding for electrical systems upgrade for County Fair |
| | Substance abuse problems/issues | Restructuring and improvements to Behavioral Health department (includes AODA services) |
| | Communications and services/Rural Broadband | Funding for 911 system upgrades and reverse 911 system |
| | New Highway Shop | Included in capital budget recommendations |
| 2 | Economic Development | Additional funding for Polk County Economic Development Corporation |
| 3 | Senior Citizens and Veterans | Increase information and assistance through ADRC Offer new cooking and nutrition classes at meal sites Expand outreach for veterans |
| 4 | Educational Opportunities | Lease of County space by Unity School District for non-traditional education program Administration initiative to improve Coordination with Indianhead Technical College to provide services to residents |
| | Updating county services for the future and improving services | Funding for 911 system upgrades |
| 5 | Mental Health | Restructuring and improvements to Behavioral Health department |
| | Maintain and Improve Water Quality | Explore new watershed councils and recruit potential council members |
| | Land use balance | Promote and encourage orderly land use development by guiding a strategic planning process |
| 6 | Public Protection | Funding for 911 system upgrades and reverse 911 system |
| | Relationship of county with municipalities-both positive & negative | Administration initiative to improve communication with cities, villages, towns and school districts within Polk County |
| 7 | Marketing and promotion of the county | Additional funding for Polk County Economic Development Corporation |
| | Impact of Stillwater Bridge | Maintain and enhance County GIS Enterprise by using LiDAR datasets with increased accuracy to improve land use |
| | Youth leaving the county | Administration initiative to improve Coordination with Indianhead Technical College to provide services to residents Additional funding for Polk County Economic Development Corporation |
| 8 | Public health concerns | Release new Community Health Improvement Plan and continue to facilitate workgroups that address implementation |

IV PROGRAM EVALUATION

PERFORMANCE INDICATORS: DEMONSTRATING ACCOUNTABILITY

The results of your program evaluation will justify continued funding from your funding sources.

OUTCOMES

Evaluates overall program effects. This type of evaluation focuses on objectives and provides useful information about program results.

- Measures of results attributable to program activities and outputs
- Outcome indicators measure the effects, consequences, impact of the services and their outputs.
- How much did we produce? Quantity?
- How well did we produce it? Errors? Time?
- Is anyone better off because of our work, (including another department)?
- Are program activities achieving the desired objectives?
- What long-term effects are these efforts having in achieving our goals?

OUTPUT

- The direct, immediate results of an activity. Products and services that results from an activity.
- Input: Resources used to produce outputs and outcomes
- What services are we providing? Are we reaching out target audience?
- Impact on citizens?

V RISKS AND ASSUMPTIONS

Determine outside factors that affect performance results.

Risks or assumptions should be documented if:

- There is a reasonable likelihood of occurrence
- The Impact on performance would be significant
- The indicator (or strategy) is a key indicator
- Explain major (or no) change in outcomes

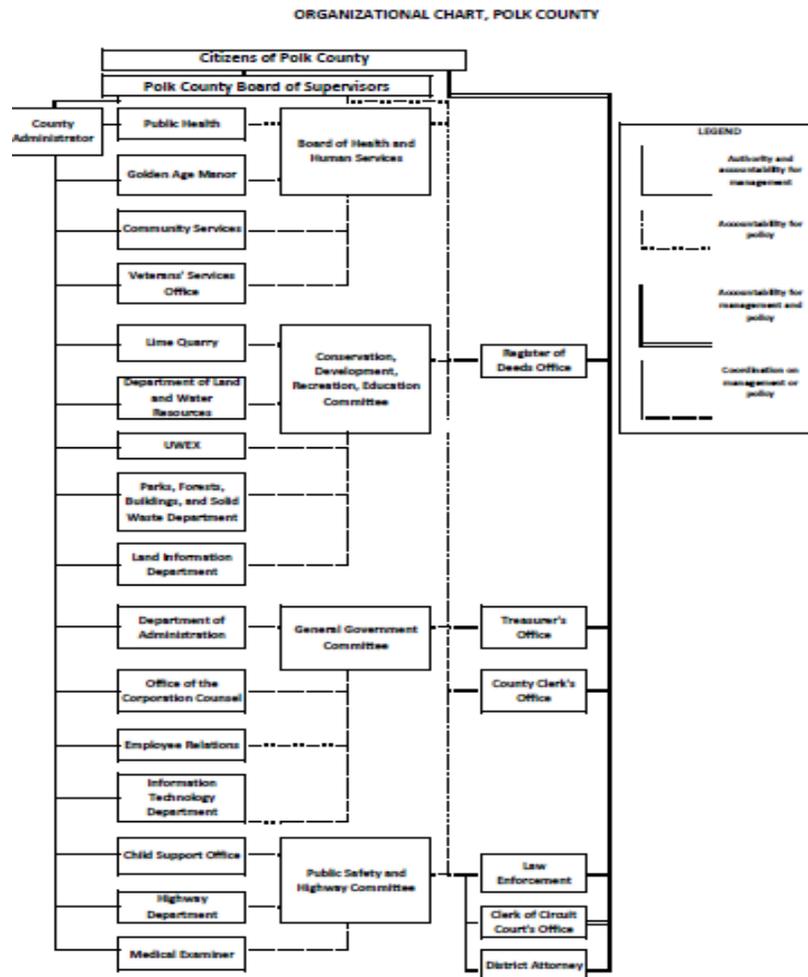
POLK COUNTY CURRENT & PROPOSED FUTURE ORGANIZATIONAL MODEL

Effective governing was addressed with a recent resolution that was passed by the County Board to begin the process of creating five divisions in the County rather than having 23 separate departments. This effort is meant to streamline efficiencies in Polk County and remodel our department structure into a more manageable model. Developing improved services to the public will happen with this new design of government as the concentration of services will be in only five categories, not twenty-three:

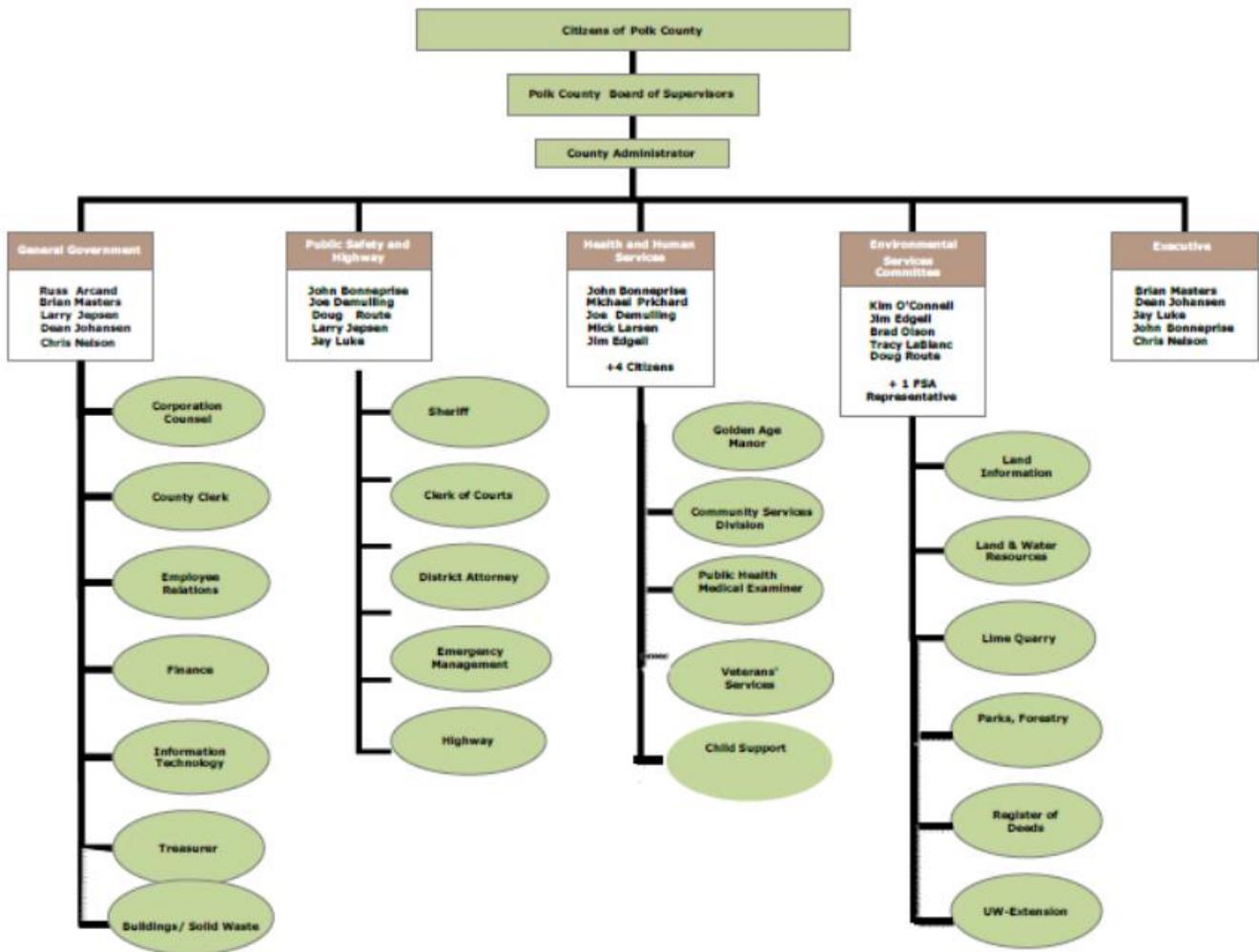
- I. General Government
- II. Public Safety and Highway
- III. Health and Human Services
- IV. Environmental Services
- V. County Board

Although in this publication, the 2019 budget and general ledger are based on the previous structure of government, the 2019 budget year will be a trial period to develop the new model of government with a new budgeting format developed in the future. This model will better access and improve the service needs of Polk County.

CURRENT 2018 ORGANIZATIONAL MODEL:



2019 PROPOSED DIVISIONAL MODEL:



Environmental Services



POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Register of Deeds

Sally Spanel, Register of Deeds

DEPARTMENT DESCRIPTION:

The Register of Deeds is an elective office that is responsible for 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:

1. Provide access of real estate and vital records.
2. Maintain and preserve the records as required statutorily.

PROGRAM OVERVIEW:

Provide citizens with access to recorded documentation, statewide issuance of vital records, and genealogy information.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Recording and maintenance of legal documentation, coordination with State of Wisconsin Department of Revenue, issuance of vital records (birth, death, marriage), genealogy access.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Register of Deeds

Sally Spanel, Register of Deeds

PROGRAM NAME:

Recording/Vital Records

PROGRAM OBJECTIVE:

To provide Polk County citizens with quality service.

LINK TO BOARD PRIORITY:

Updating county services for the future and improving services.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Estimate |
|---------------------|-------------|-------------|--------------|---------------|
| R.E. Doc's recorded | 11,003 | 10,500 | 10,341 | 10,500 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2019 Estimate | 2019 Estimate |
|-------------------------|-------------|---------------|---------------|---------------|
| Timeliness of recording | 100% | 100% | 100% | 100% |
| Customer Service | | | | |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Implement new online vital records request program. Paperless daily deposits. Eliminate duplicate receipting. Continue to enter back file images to make searchable by name and legal description.

COMPLETION OF PROGRAM KEY STRATEGIES IN 2018:

Tract books scanned in 2018 (year earlier than anticipated) and are all available on-line. "Official Records Online" a new on-line vital records program has been implemented. Daily ACH deposits are now paperless. Back indexing is an ongoing project.

KEY PROGRAM STRATEGIES 2019

Scan all tract books and make available on-line.

KEY PROGRAM STRATEGIES 2020

Increase e-recording percentages and bring on any new e-recording companies supported by WRDA.

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

The real estate market and mortgage interest rates have a direct impact on our number of document recordings.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Register of Deeds

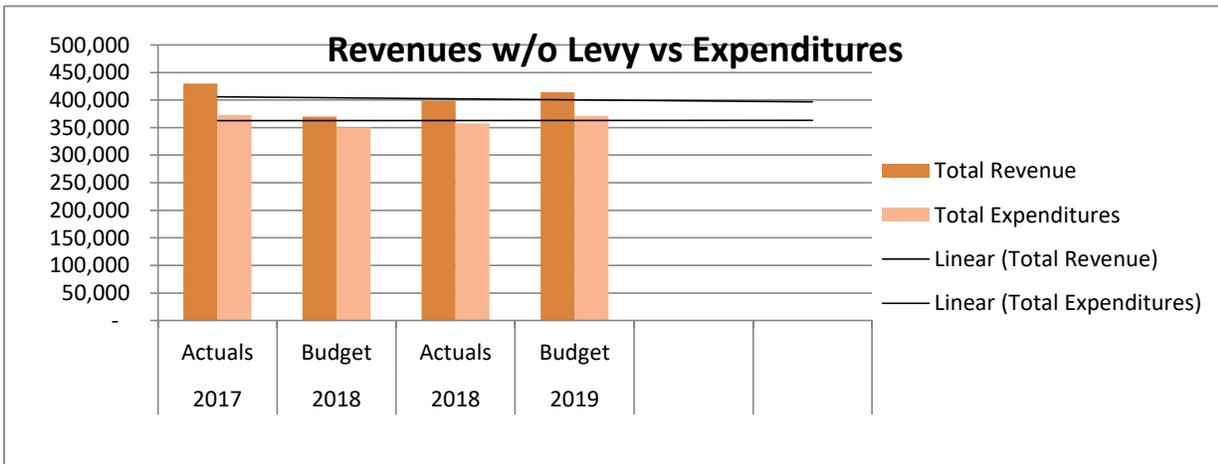
Sally Spanel, Register of Deeds

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 |
|----------------------------|-------------|-------------|--------------|----------|
| Revenue | | | | |
| General Property Tax | (64,638) | (20,025) | (20,025) | (43,405) |
| Other Taxes | 164,852 | 120,000 | 150,704 | 135,000 |
| Public Charge for Services | 265,039 | 250,000 | 248,056 | 279,125 |
| Other Financing Sources | | - | | |
| Total Revenue | 365,253 | 349,975 | 378,735 | 370,720 |
| Expense | | | | |
| Personnel Services | 286,659 | 293,884 | 295,110 | 297,834 |
| Contractual Services | 72,543 | 47,489 | 56,708 | 63,366 |
| Supplies & Expenses | 13,601 | 8,602 | 5,773 | 9,520 |
| Cost Reallocation | | | | |
| Total Expenditures | 372,802 | 349,975 | 357,591 | 370,720 |
| Net Revenue and | (7,549) | - | 21,144 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actuals | 2019 |
|--------------------------|-------------|-------------|--------------|------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Administrative Support | 3 | 3 | 3 | 3 |
| Total | 4 | 4 | 4 | 4 |



POLK COUNTY WISCONSIN
Environmental Services Committee

Department of UW-Extension

Kristen Bruder, Area Extension Director

DEPARTMENT DESCRIPTION:

Extensions educators and staff develop and deliver research-based programs based on assessed needs of Polk County's residents, organizations and communities. Programs support agriculture, community development, human development and relationships, healthy foods and food safety, and 4-H 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 of education for all

Promote the agricultural industry as 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:

UW-Madison Division of Extension, we epitomize the Wisconsin Idea by developing and maintaining strong, relevant local and statewide programming, presence and relationships.

PROGRAM OVERVIEW:

At Extension, we epitomize the Wisconsin Idea by developing and maintaining strong, relevant local and statewide programming, presence and relationships.

LIST OF PROGRAMS PROVIDED BY YOUR DEPARTMENT:

4-H Youth Development, Human Development and Relationships, Agriculture, Community Development, FoodWise

POLK COUNTY WISCONSIN
Environmental Services Committee

UW Madison Division of Extension

Kristen Bruder, Area Extension Director

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimates |
|---------------------------------------------|-----------------------|-----------------------|---------------------|-----------------------|
| Measure attendance | 145 (Parents Forever) | 145 (Parents Forever) | 232 - all programs | 350 |
| Increase knowledge | not measured | not measured | not measured | not measured |
| Utilize tools | not measured | not measured | Not measured | not measured |
| # orgs assisted | not measured | 11 | 25- all program | 30 |
| # business partic. | not measured | 40 | 5 | 5 |
| # workshops/prog. | not measured | 24 | 110 - all programs | 130 |
| # Master Gardeners volunteering | not measured | 35 | 35 | 35 |
| # Pesticide Applicators trained | not measured | 30 | 30 | 30 |
| Estimated volunteer hours of Master | not measured | 1,080 | 1080 | 1080 |
| Educational contacts with agribusiness | not measured | 300 | no longer provided | 0 |
| # 4-H Community Clubs | 23 | 23 | 23 | 23 |
| # 4-H membership | | 705 | 669 | 710 |
| # Adult Volunteers | 275 | 290 | 288 | 290 |
| # Project enrollment | 3,953 | 3,150 | 3,813 | 3,150 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimates |
| # co-parents keep child out of middle | | 125 | No longer provided | |
| Learn about end-of-life issues | | 100 | No longer provided | |
| Increase knowledge about budgeting and | | 30 | no longer provided | |
| Increase networking among directors | | 150 | No longer provided | |
| Reduce stress among caregivers | | 95 | no longer provided | |
| People learn/use leadership skills | | 50 | 50 | 75 |
| Organizations equipped for future | | 10 | 3 | 10 |
| People plan for business dev. | | 20 | no longer provided | |
| People engaged in citizen science | | 20 | no longer provided | |
| Increased work force preparedness skills | | 520 | 525 | 500 |
| Increased Leadership and citizenship skills | | 300 | 324 | 300 |
| Participants in educational workshops and | | 370 | 363 | 370 |
| Earned post-secondary scholarship awards | | 15 | 15 | 15 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Increase knowledge of end-of-life innues.
2. Help family caregivers better care for aging loved ones or children.
3. Improve Co-parenting behaviors.
4. Engage citizens in leadership trainings and increase leadership abilities and skills.
5. Provide economic development education and resources.
6. Provide education regarding surface ground water quality.
7. Non-profit organization development.
8. Partner with area Ag Educators to provide services needed to Polk County Residents.
9. Train, support, and partner with Master Gardeners to meet the horticulture needs of Polk County Residents.
10. Utilize the 4H Community Club model and the 4-H projects as the vehicles to teach youth development and life skills development for Polk County youth.
11. Utilize trained, back-ground checked, and supported volunteers to maximize outreach and skill development in youth.
12. Provide service learning opportunities for teens.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

2018 was a transitional year for Extension. We brought on 6 new educators and one new support staff (one additional in 2019). The year for our new staff consisted of relationship building, assessing needs, understanding systems, and re-organizing. New staff and new programming is an opportunity to take a fresh look at needs and partnerships. Most of the performance indicators and strategies in 2018 are no longer relevant as new programs are being developed. The program strategies for 2019 are better indicators of Extension work moving forward. In 2018 Extension's . Extension's role and programming in 4-H Youth development is up to date with key strategies being implemented and realized.

KEY PROGRAM STRATEGIES 2019

1. Train Master Gardeners to meet the Horticulture needs of Polk County residents.
2. 4-H Community Club Program will provide youth leadership experiences and opportunities for youth to learn work predatory skills.
3. 4-H Clubs will contribute to their communities through community service experiences.
4. Provide Youth STEM Science Technology Engineering and Math educational learning opportunities.
5. Continued outreach efforts to reach underserved youth populations.
6. Pesticide Application Training- Increase knowledge of how to use biological resources to control pests before using chemical control. Educate producers on how to safely mix, handle, and apply restricted use pesticides.
7. Beef Quality Assurance Training- Educate producers on Best Management Practices to ensure proper animal handling, feeding, and overall care of market cattle.
8. Indianhead Sheep and Goat Breeders Association Parasite workshop(cooperating with UWRF Professor and IHSGB)- How to identify if your animals have a parasites and methods to reduce the numbers of parasite.
9. Youth Quality Assurance Training(cooperating with Barron High School Ag Teacher)- Educate youth about Best Management Practices to ensure proper animal handling, feeding, and overall care of their fair animals. This program is being offered to Polk County 4-H Youth that would prefer to do in person training instead of web-based.
10. Tractor Safety Training- I still need to visit with more of the Polk County Ag teachers to determine the role that UW Extension will have in this training.
11. Strategic Planning and Organizational Development for non-profits and local governments, Economic development, workforce development, business retention, small business assistance.

KEY PROGRAM STRATEGIES 2020

1. Relaunch healthcare coalition (Polk United) through development of membership model, revised mission/vision, strategic planning, support for CHA/CHIP cycle; project planning and management of workgroups
2. Assist Community Services Division (CSD) with operational planning and implementation of plans, including Becoming a Trauma-Informed Agency" (CSD still hasn't hired a DCF director so no activity around the Family Strengths Initiative
3. Start workgroup/coalition committed to increasing resilience of Polk County individuals, families, and communities. Possible partners: Mental Health Task Force, United Way, Farm Table.
4. Build resilience of Polk County individuals, families, and communities through Community Cafes and other forms of educational outreach. Partners include Amery Hospitals & Clinics, Mental Health Task Force, United Way, and Farm Table Foundation
5. Develop and implement peer-mentor model for providing support to parents/caregivers.
6. Provide small group/individual training and mentoring to parents/caregivers.
7. Assist the Criminal Justice Collaborative Council with operational planning and implementation of plans, including jail programming, Aftercare, and Parents in Recovery.
8. Act as trainer for Stepping On program; may co-offer or follow with Strong Bodies.
9. Train Master Gardeners to meet the Horticulture needs of Polk County residents.
10. 4-H Community Club Program will provide youth leadership experiences and opportunities for youth to learn work predatory skills.
11. 4-H Clubs will contribute to their communities through community service experiences.
12. Provide Youth STEM Science Technology Engineering and Math educational learning opportunities.
13. Continued outreach efforts to reach underserved youth populations.
14. Pesticide Application Training- Increase knowledge of how to use biological resources to control pests before using chemical control. Educate producers on how to safely mix, handle, and apply restricted use pesticides.
15. Beef Quality Assurance Training- Educate producers on Best Management Practices to ensure proper animal handling, feeding, and overall care of market cattle.
16. Indianhead Sheep and Goat Breeders Association Parasite workshop(cooperating with UWRF Professor and IHSGB)- How to identify if your animals have a parasites and methods to reduce the numbers of parasite.
17. Youth Quality Assurance Training(cooperating with Barron High School Ag Teacher)- Educate youth about Best Management Practices to ensure proper animal handling, feeding, and overall care of their fair animals. This program is being offered to Polk County 4-H Youth that would prefer to do in person training instead of web-based.
18. Tractor Safety Training in collaboration with Barron County
19. Strategic Planning and Organizational Development for non-profits and local governments
20. Increase horticulture knowledge through Master Gardener support and community gardens
21. Increase youths understanding of healthy foods and food safety practices
22. Assist Polk United and United Way to bring programming to Polk County food pantries

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of UW-Extension

Kristen Bruder, Area Extension Director

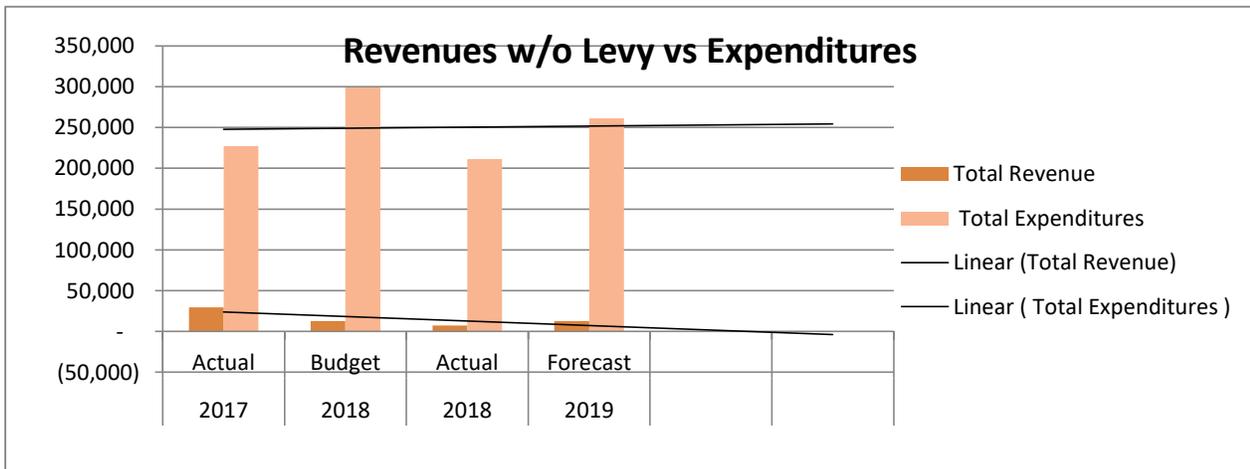
DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Forecasted |
|-------------------------------------|----------------|----------------|----------------|-----------------|
| Revenue | | | | |
| General Property Tax | 278,253 | 286,298 | 286,298 | 248,109 |
| State Aids | - | 6,753 | - | |
| License & Fees | 6 | 10 | 3 | 10 |
| Public Charge for Services | 5,222 | 6,050 | 412 | 6,171 |
| Intergovernmental Revenue | 6,753 | | 6,753 | 6,753 |
| Misc. Revenue | 17,563 | | | |
| Total Revenue | 307,797 | 299,111 | 293,466 | 261,043 |
| Expense | | | | |
| Personnel Services | 105,723 | 108,673 | 108,141 | 55,550 |
| Contractual Services | 105,653 | 161,486 | 79,623 | 174,314 |
| Supplies & Expenses | 15,973 | 28,952 | 13,592 | 31,179 |
| Capital | | | 10,017 | |
| Total Expenditures | 227,349 | 299,111 | 211,373 | 261,043 |
| Net Revenue and Expenditures | 80,448 | - | 82,093 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Forecasted |
|------------------------|-------------|-------------|-------------|-----------------|
| FTE Employees* | | | | |
| Administrative Support | 1.8 | 1.8 | 1.8 | 1 |
| Total | 1.8 | 1.8 | 1.8 | 1 |

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



POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land and Water

Tim Ritten, Director

DEPARTMENT DESCRIPTION:

The Land & Water Resources Department (LWRD) consists of three areas of emphasis: Agriculture, Engineering, and Water Quality. Agriculture includes 2 certified crop advisors (CCA) who work with ag producers to reduce soil and nutrient runoff from farms. Engineering staff works with storm water and construction site erosion control as well as design and construction of conservation structures. Water Quality personnel work with lake associations to write lake management plans, collect water quality data, develop lakeshore property runoff controls, and prevent aquatic invasive species (AIS).

MISSION:

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

LINK TO COUNTY BOARD STRATEGIC GOALS:

Priority #1 Tourism and recreation, #5 Water quality. Polk County would not have increased tourism and recreation revenues without clean lakes and rivers. The LWRD works to minimize runoff impacts to surface waters and groundwater through many different programs and also to prevent AIS.

STRATEGIC PRIORITIES:

* Continue Horse Creek Farmer Led Watershed Council efforts to reduce runoff impacts to Horse Creek and Cedar Lake. * Work with lake groups to manage lakes for water quality including nutrient runoff, algae, and AIS. * Use cost sharing and other resources to reduce ag and urban runoff impacts to surface waters. * Implement the Polk County Land and Water Resource Management Plan.

PROGRAM OVERVIEW:

Overview: The Polk County LWRD enforces several county ordinances aimed at natural resource protection and administers various Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP) and Department of Natural Resources (DNR) programs at the local level. Works with lake associations, landowners, farmers, and contractors to install conservation practices, and provide environmental and conservation education programs to schools and the general public, and also provide technical assistance to landowners and other county departments.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land and Water

Tim Ritten, Director

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

State Programs Administered by LWRD:

- * State Statute 92 Soil & Water Conservation and Animal Waste
- * State Statute 91 Farmland Preservation
- * NR 151 Agricultural Standards and Prohibitions and Non-Agricultural Standards
- * NR 120 Priority Watershed Program
- * NR 135 Nonmetallic Mining Reclamation Program
- * ATCP50 Soil and Water Resource Management Program
- * ATCP50 Farmland Preservation Program/Working Lands Imitative
- * DNR Wildlife Damage Abatement Claims Program

Polk Co. Ordinances Administered by LWRD:

- * Storm Water Mgmt. & Erosion Control Ord.
- * Manure & Water Quality Mgmt. Ordinance
- * Nonmetallic Mining Reclamation Ordinance

State Programs & Co. Ordinances Assisted by the LWRD:

- * NR 243 Animal Feeding Operations
- * Polk Co. Shore land Protection Zoning Ordinance
- * Polk County Subdivision Ordinance

Other Programs and Conservation Efforts Conducted by LWRD:

- * Apply for grants & technical assistance to landowners & various entities for conservation projects.
- * Assist lake associations & lake districts with lake mgmt. plans, lake protection grants, AIS control programs, etc.
- * Farm conservation and nutrient management plans
- * Engineering: construction survey, design, layouts, bids, cost estimates, checks and certification
- * Horse Creek Farmer Led Watershed Council
- * Squaw Lake Ag Enterprise Area
- * Review, approve designs and supervise habitat/shoreline restoration projects
- * Groundwater and beach sampling and monitoring programs
- * Annual Transect Survey to monitor cropland soil erosion trends
- * County tree sales program, own and rent county tree planters
- * Wetland delineation and inventory for the county and ag related reviews
- * Coordinate and develop GIS county coverage maps for specific data needed
- * Education display at the Polk County Fair
- * Education/Workshops for: Landscapers, ag operators, lake associations and students
- * Work with school districts to provide conservation education: outdoor classrooms, field trips, poster contest, tri-county soil judging contest, etc.
- * Easements
- * Citizen Advisory Committees
- * General public requests for information

POLK COUNTY WISCONSIN
Environmental Services Committee
Department of Land and Water
Tim Ritten, Director

PROGRAM NAME:

Land and Water

PROGRAM OBJECTIVE:

Reduce runoff from farm fields, feedlots, construction sites, and developed lakeshore.

LINK TO BOARD PRIORITY:

1. Tourism and Recreation, 5. Water Quality

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|----------------------------------------|--------------------|----------------------|---------------------|----------------------|
| # of watershed councils | 1 | 2 | 2 | 2 |
| Acres of cover crops | 1,495 | 1,000 | 756 | 1,000 |
| Acres nutrient management plans | 2,435 | 1,000 | 385 | 500 |
| Lake mgmt. plans (completed, assisted) | 1,3 | 1,2 | 2,4 | 2,2 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
| Estimated phosphorus reduction (lbs.) | 2400 | 1200 | 1833 | 1200 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Full social media site for this department with daily updates, pictures, respond to comments, etc.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

We have created presentations and press releases that have been cross-posted onto partner Facebook pages, and shared them with various lake associations, districts, and PCALR. We have also uploaded many videos to the county website and YouTube. We did not develop our own Facebook page yet, due to insufficient time available for one staff person to handle it. More tablets have been ordered to track run-off and phosphorus reductions and distribute the page maintenance workload. Also, social media seems to have become more negative and very political regarding environmental protection issues, so we are rethinking what policies to have in place before we start our own page.

KEY PROGRAM STRATEGIES 2019

1. Continue to provide technical support to the Horse Creek Watershed Council and attempt to initiate another watershed council in the priority watershed identified in the new Land & Water Resource Management Plan, once the plan is adopted. Increased adoption of conservation practices incentivized by watershed councils helps reduce nutrient runoff into surface and ground water.
2. Increase cropland acres of nutrient management, no-till and cover crops, reduce nutrient runoff from ag, urban, and lakeshore. Reducing the amount of nutrient runoff into surface and ground water reduces algae blooms in surface water and improves water quality in surface and ground water.
3. Complete lake management plan for Long Trade Lake.
4. Develop and adopt the Polk County Land & Water Resource Management Plan 2019 - 2029

KEY PROGRAM STRATEGIES 2020

1. Implement action items to improve surface and ground water quality, on a watershed basis, as outlined in the Polk County Land and Water Resource Management Plan 2019-2029. It includes a 2 year work plan with numbers of practices to be installed, nutrient runoff reductions to be achieved, and water quality monitoring of the receiving waterbody.

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Factors affecting development of additional watershed councils include landowner interest in forming another watershed council. Factors affecting adoption of nutrient management plans, cover crops, and nutrient runoff reductions include the farm economy, crop commodity prices, availability of cost share money, and spring and fall weather. An approved Land & Water Resource Management Plan is required by the State and it makes Polk County eligible for continued and additional funding to protect and improve water quality. Water quality impacts tourism, recreation, and public health.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land and Water

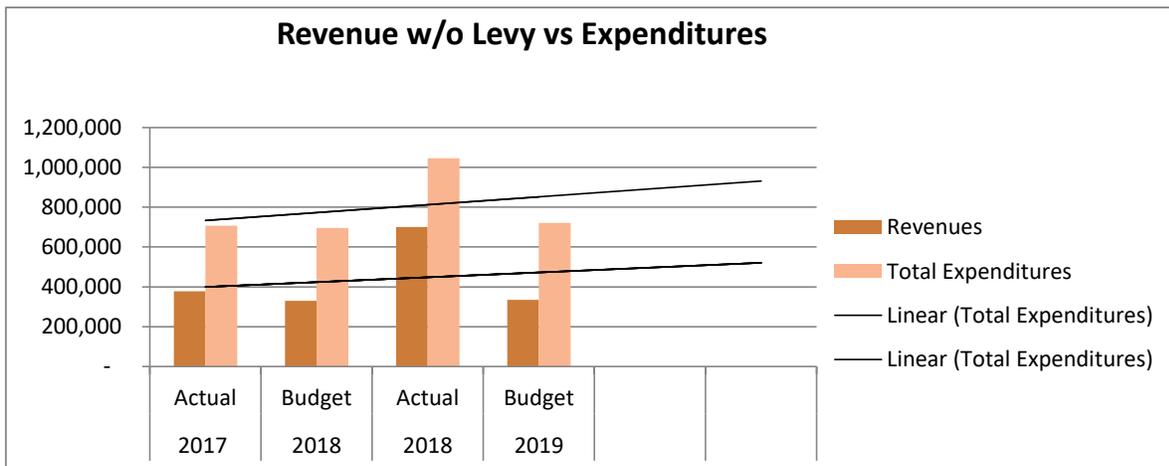
Tim Ritten, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------|----------------|------------------|----------------|
| Revenue | | | | |
| General Property Tax | 357,454 | 366,067 | 366,067 | 387,079 |
| State Aids | 270,737 | 248,534 | 625,614 | 245,200 |
| License & Fees | 21,146 | 21,600 | 23,856 | 22,695 |
| Public Charge for Services | 80,969 | 52,800 | 49,547 | 63,649 |
| Intergovernmental Revenue | 1,310 | 5,000 | | |
| Misc. Revenue | 3,168 | 2,500 | 1,638 | 3,500 |
| Total Revenue | 734,784 | 696,501 | 1,066,722 | 722,123 |
| Expense | | | | |
| Personnel Services | 569,312 | 574,604 | 576,651 | 591,295 |
| Contractual Services | 59,227 | 59,366 | 187,364 | 57,361 |
| Supplies & Expenses | 78,972 | 62,431 | 282,234 | 63,367 |
| Grants, Contributions, Indem | 90 | 100 | 15 | 100 |
| Capital Outlay | | - | | 10,000 |
| Total Expenditures | 707,601 | 696,501 | 1,046,264 | 722,123 |
| Net Revenue and Expenditures | 27,184 | (0) | 20,458 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|--------------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | | 5 | 5 | 5 |
| Technicians/Para-Professionals | 5 | | | |
| Administrative Support | 1 | 1 | 1 | 1 |
| Total | 7 | 7 | 7 | 7 |



POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Lime Quarry

Emil Norby, Director

DEPARTMENT DESCRIPTION:

Limestone aggregate and agricultural lime mining, production and sales.

MISSION:

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

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

PROGRAM OVERVIEW:

The Polk County Lime Quarry is a source of Limestone within the county. We provide a source of Agricultural Lime to farmers and crushed limestone products. Customers include farmers, contractors, landscapers, townships, villages, and residents of western Wisconsin.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

The sale of crushed and broken limestone products such as Ag Lime, landscaping rock and limestone gravel.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Lime Quarry

Emil Norby, Director

PROGRAM NAME:

Lime Quarry

PROGRAM OBJECTIVE:

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

LINK TO BOARD PRIORITY:

Transportation/Road Condition/Infrastructure, Recreation/Tourism/Parks, and Impact of Stillwater Bridge

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|--------------------------|-------------|---------------|-------------|---------------|
| 1. Total Tons Sold | 82,745 | 75,000 | 63,088 | 80,000 |
| 2. Inventory at year end | 17,550 | 25,000 | 23,875 | 2,500 |
| 3. Total Revenue | 717,028 | 730,000 | 574,526 | 711,834 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|--------------------|-------------|---------------|-------------|---------------|
| Revenue | \$699,949 | \$664,100 | \$588,268 | \$711,834 |
| Expense | \$740,279 | \$651,374 | \$706,016 | \$716,000 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Implement a system for a complete inventory of products that can be used in the 2018 audit review. This will give a better understanding of detail product cost of production.
2. Upgrade our obsolete hardware technology, to achieve and maintain outstanding customer service in 2018. Replacement parts are no longer available. Budgetary cost of \$35,000.
3. Secure contracted labor to replace the office roof with steel to protect the building structure in 2018.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

1. Currently the Quarry is using the same calculations of establishing inventory and Production. 2. Technology has not been updated in 2018 for scale and ticket software this will be looked at in 2019 as system is failing.
3. Roof has not been replaced and will be moved for replacement in 2020

KEY PROGRAM STRATEGIES 2019

1. Continue to increase efficiency of crushing operation
2. Provide cross training on office accounting procedure

KEY PROGRAM STRATEGIES 2020

1. Develop a plan of cash flow for future capital purchases
2. Develop greater efficiencies in crushing operations

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Aging equipment and infrastructure at Lime quarry and unsure long term plan causing a reactive approach to replacement of equipment and infrastructure. Low sales years on product reducing revenues.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Lime Quarry

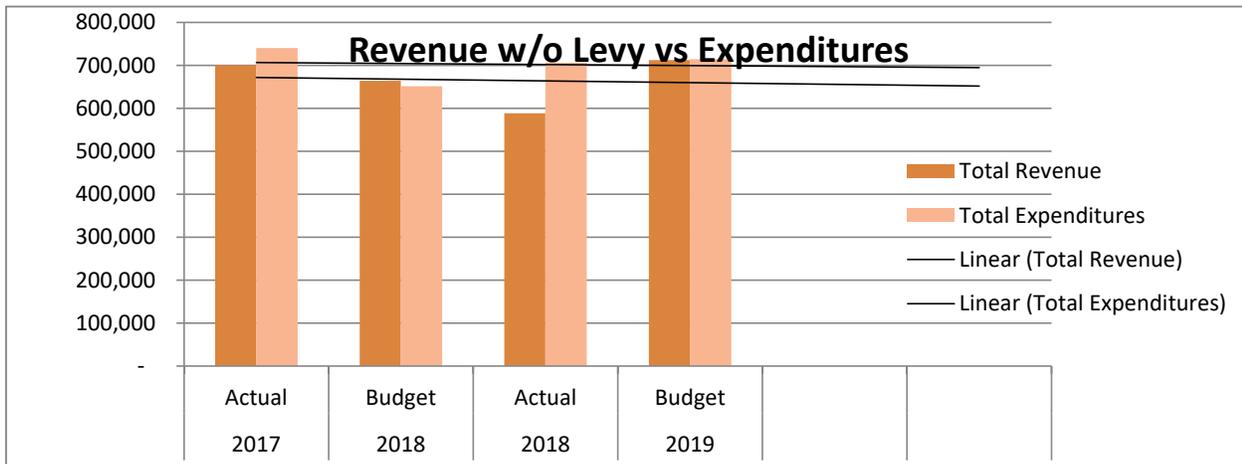
Emil Norby, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| Public Charge for Services | 699,949 | 664,100 | 588,268 | 711,834 |
| Other Financing Sources | - | | | |
| Total Revenue | 699,949 | 664,100 | 588,268 | 711,834 |
| Expense | | | | |
| Audit Closing | 39,810 | | 125,231 | |
| Personnel Services | 317,116 | 322,572 | 242,531 | 311,873 |
| Contractual Services | 144,982 | 134,244 | 133,188 | 131,216 |
| Supplies & Expenses | 89,444 | 82,958 | 73,940 | 84,555 |
| Fixed Charges | 107,063 | 6,600 | 122,330 | 101,600 |
| Other Grants & Contributions | 9,665 | | 8,796 | |
| Capital Outlay | - | 35,000 | | 15,000 |
| Cost Reallocation | 32,200 | 70,000 | | 70,000 |
| Total Expenditures | 740,279 | 651,374 | 706,016 | 714,244 |
| Net Revenue and Expenditures | (40,330) | 12,726 | (117,748) | (2,410) |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|-----------------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Technicians/Para-Professionals | | | | |
| Skilled Craft/Service Maintenance | 3.1 | 3.1 | 3 | 3.1 |
| Total | 4.1 | 4.1 | 4 | 4.1 |



POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land Information

Steve Geiger, Interim Director/Surveyor

DEPARTMENT DESCRIPTION:

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 county-wide 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

PROGRAM OVERVIEW:

Zoning: The Zoning division is responsible for administering the Comprehensive Land Use Ordinance, the Shore land-Wetland Ordinance, the Floodplain Ordinance, the Lower St Croix River way Ordinance, the Sanitary Ordinance, the Subdivision Ordinance and maintaining the rural address numbering system.

Survey / Property Listing: The main focus of previous County Surveyors was to finish the remonumentation of the County that began in 1974. From that time until today, over 99% of the 3,100 corners in the County have been remonumented. Currently, much of the Survey/Property Listing Division's time is devoted to updating the county parcel map, property transfers, customer support, survey support for other county departments and maintenance of the Public Land Survey System infrastructure in Polk County using survey grade GPS equipment.

Planning: The Planning Division of Polk County continued its work with the County Board to establish their priorities to assist in developing budgets and allocating county resources. Incorporated ECCO training to improve management skills personally and assisted in developing methods for incorporating these techniques into the culture of Polk County management. Preparation continued for the upcoming Comprehensive Plan updating process with data research and process formulation. Development of the trail planning process for the Stower Seven Lakes and Cattail Trails in coordination with Polk County Parks Department.

Geographic Information System: Ongoing creation and maintenance of digital data available on the Polk County website. The GIS enterprise enhances the service to the public along with operations of County Forestry, Highway, Land and Water Resources, Parks and Trails, Public Health and Sheriff's Departments. This Division now manages the 911 Data Base Management System used for routing 911 calls to the correct Public Safety Answering Point (PSAP) and dispatching service providers. GIS will be a core asset management tool in Next Generation 911

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

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.

**POLK COUNTY WISCONSIN
Environmental Services Committee**

Department of Land Information

Steve Geiger, Interim Director/Surveyor

PROGRAM NAME:

Land Information-Zoning, Survey, GIS, and Planning

PROGRAM OBJECTIVE:

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

LINK TO BOARD PRIORITY:

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

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|--------------------------------------------|--------------------|----------------------|---------------------|-----------------------|
| Sanitary Permits | 265 | 269 | 269 | 270 |
| Land Use Permits | 926 | 838 | 838 | 840 |
| Number of PLSS remonumented/maintenance | 100% Maintenance | 100% Maintenance | 100% 10 Maintenance | 100% 10 Maintenance |
| Parcels Mapped | Maintenance | Maintenance | 100% Maintenance | 100% Maintenance |
| GIS Datasets Maintained and enhanced files | | 104,000 | 105,500 | 107,000 |
| Subdivision Reviews | | | 93 | 90 |
| Land Transfer Documents Processed | | | 3,747 | 3,700 |
| Survey Maps Filed | 126 | 100 | 60 | 100 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
| Self Reported Dollars of New Construction | \$18,965,732 | \$28,660,328 | \$28,660,328 | \$22,000,000 |
| Percentage (%) of County PLSS | 100 | 100 | 100 | 100 |
| Percentage (%) of County Parcels mapped | 100 | 100 | 100 | 100 |
| GIS Website sessions (measured in October) | 12,919 | 12,131 | 11,358 | 12,400 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Assure compliance with ordinances and issue permits within 10 days of completed application
2. Upgrade survey GPS equipment as to carry out requirements of Surveyor's Offices and to maintain the PLSS corners that have been restored.
3. Maintain and enhance County GIS Enterprise by using LIDAR technology to create a new data set with increased accuracy.
4. Promote and encourage orderly development by working with Polk County constituents to identify portions of the Comprehensive Plan that may not meet the strategies put in place by the County Board.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

1. In 2018, all of Polk County's land use ordinances were amended to remain in compliance with recent state legislative changes. Nearly all land use permits were issued within 10 business days of receiving the application unless the application was determined to be incomplete. Sanitary permit applications were issued typically within the same day or a couple days of receipt. Started the implementation of new permitting software which will make permit information available to the public in a faster and easier format. This software will also allow sanitary maintainers to report maintenance from the field. The first ever Polk County addressing ordinance was drafted and brought before the Public Safety and Highway Committee for recommendation. 2. In 2018, the Comprehensive Plan update process was discussed with the Environmental Services Committee and planned to begin and end in 2019. This will be a small-scale update that is mostly demographics, removing completed tasks and changing what the County Board feels must change in the current plan. A full-scale update is planned for shortly after the 2020 census information is released. 3. Efforts were ongoing in the development, enhancement, and maintenance of the GIS Enterprise in 2018. Key datasets were being developed and enhanced by LiDAR technologies that are used by internal and external stakeholders. Approximately, 25% of the countywide hydrography project was completed through 2018. Future GIS needs for Next Generation 911 assets will likely impede the advancement of the hydrography project. 4. In 2018 the county's survey grade GPS equipment was upgraded and modernized and has been used to support maintenance of the PLSS and provide multi department survey support.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land Information

Steve Geiger, Interim Director/Surveyor

PROGRAM PERFORMANCE INFORMATION CONTINUED:

KEY PROGRAM STRATEGIES 2019 GIS

1. Analyze, coordinates, design, guide, and implement county GIS enterprise asset management system to support stakeholders throughout the county.
2. Identifies, analyzes, and evaluates trends in the GIS industry to develop appropriate recommendations to key County stakeholders; stays up to date on new technology opportunities relevant to County operations.
3. Coordinate GIS data; load, update and maintain data that is published on the County online interactive GIS application (<http://polkcowi.wgxtreme.com/>)
4. Administration of the ArcGIS Server infrastructure, including authorizing/optimizing map services and managing ARCGIS Server security.
5. Administration of Polk County's ArcGIS Online Organization, including content and group creation, security, and organization.
6. Manages all GIS technology licensing and authorization requirements throughout the County.
7. Coordinates with the County Information Technology Department to determine and insure GIS Enterprise compatibility.

KEY PROGRAM STRATEGIES 2019 Zoning

1. Facilitate and implement Transcendent Technologies software for sanitary and land use permits.
2. Convert paper septic maintenance reports to online reporting through Transcendent software.
3. Implement and develop a document indexing program for new and historic permits.
4. Facilitate and assist in the implementation of a codification service to codify all County ordinances.
5. Attend necessary training to obtain statutorily required licenses/certifications and continuing education.
6. Follow up on all complaints to assure compliance with County's land use ordinances.
7. Issue determinations on land use and sanitary permits within ten days of receiving a completed application.
8. Inspect all private onsite wastewater treatment systems upon installation within one day of requested inspection.

KEY PROGRAM STRATEGIES 2020 GIS

1. Analyze, coordinates, design, guide, and implement County GIS enterprise asset management system to support stakeholders throughout the County.
2. Identifies, analyzes, and evaluates trends in the GIS industry to develop appropriate recommendation to key County stakeholders; stays up to date on new technology opportunities relevant to County operations.
3. Coordinate GIS data; load, update and maintain data that is published on the County Online interactive GID application (<http://polkcowi.wgxtreme.com/>)
4. Administration of the ArcGIS Server infrastructure, including authorizing/optimizing map services and managing ArcGIS Server security.
5. Administration of Polk County's ArcGIS Online organization, including content and group creation, security, and organization.
6. Manages all GIS technology licensing and authorization requirements throughout the County.
7. Coordinates with the County Information Technology Department to determine and insure GIS Enterprise compatibility.
8. Spring 2020 Orthoimagery/Aerial Imagery collection as part of WROC.
9. Review and begin to implement Next Generation 911 GIS Data Model.

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Assumptions and factors affecting program performance are the local economy, land values, population growth and employee retention.

POLK COUNTY WISCONSIN
Environmental Services Committee

Department of Land Information

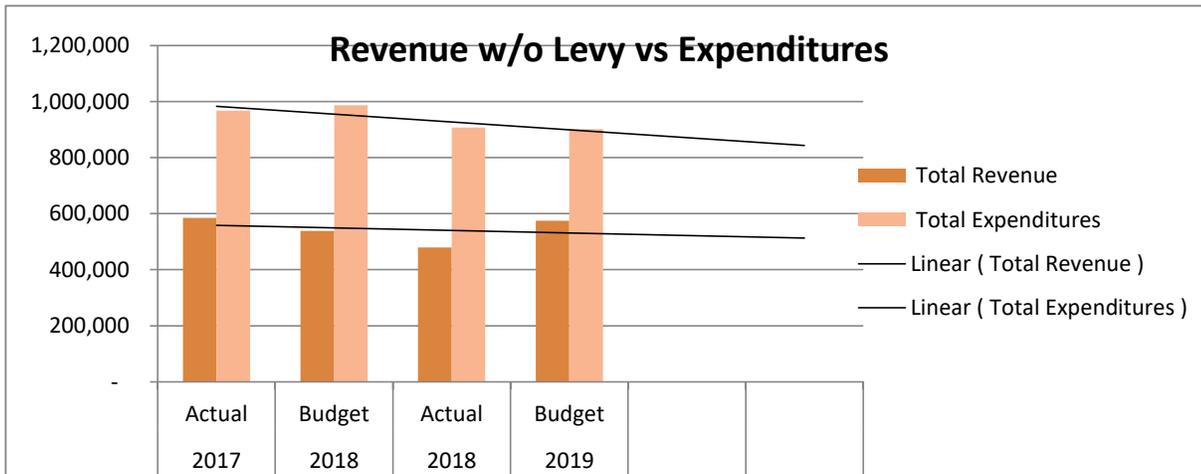
Steve Geiger, Interim Director/Surveyor

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|------------------|----------------|----------------|----------------|
| Revenue | | | | |
| General Property Tax | 416,662 | 448,034 | 448,034 | 326,914 |
| State Aids | 95,865 | 61,000 | 68,038 | 80,500 |
| License & Fees | 314,520 | 347,719 | 301,475 | 361,627 |
| Public Charge for Services | 111,664 | 125,000 | 97,706 | 127,500 |
| Misc. Revenue | 63,410 | 5,076 | 12,653 | 5,115 |
| Total Revenue | 1,002,121 | 986,829 | 927,906 | 901,656 |
| Expense | | | | |
| Personnel Services | 779,714 | 818,513 | 723,575 | 791,992 |
| Contractual Services | 117,353 | 43,093 | 56,244 | 69,029 |
| Supplies & Expenses | 32,012 | 27,404 | 27,419 | 27,815 |
| Fixed Charges | 374 | 320 | 698 | 320 |
| Grants, Contributions, Indem | 38,346 | 12,500 | 12,937 | 12,500 |
| Capital Outlay | | 85,000 | 86,042 | |
| Total Expenditures | 967,799 | 986,829 | 906,915 | 901,656 |
| Net Revenue and Expenditures | 34,322 | (0) | 20,991 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|----------------------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | 5 | 5 | 5 | 3 |
| First/Mid Level Officials and Managers | 2 | 2 | 2 | 1 |
| Technicians/Para-Professionals | | | | 3 |
| Administrative Support | 1 | 1 | 1 | 1 |
| Total | 9 | 9 | 9 | 9 |



General Government



**POLK COUNTY WISCONSIN
General Government Committee**

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

DEPARTMENT DESCRIPTION:

The duties of this office include preparing and keeping committee minutes and board proceedings for the County Board of Supervisors. The office is responsible for administering all federal, state, county and local elections. Other services include: administering marriage licenses, dog license program, passports, large assembly permits, and timber cutting permits. Maintain website pages and safekeeping of documents. "Information Center" of the Government Center

MISSION:

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

LINK TO COUNTY BOARDS STRATEGIC GOALS:

To serve the public with integrity.

2018 PROGRAM OBJECTIVES AND ACCOMPLISHMENTS:

Served the public in various capacities, providing error free issuance of documents as required by state statutes. Coordinated communications between the County Board, County departments, and the public. Provided funding for state and local animal control efforts.

STRATEGIC PRIORITIES:

Provide support and open communication to the County Board, 36 municipalities and the residents of Polk County within the guidelines of the state statutes.

**POLK COUNTY WISCONSIN
General Government Committee**

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Continue to learn updates to statewide voter registration system "WisVote"

KEY PROGRAM STRATEGIES 2019

Keep up on training for WisVote upgrades. Research voting equipment for future purchase. Continue high accuracy with elections.

KEY PROGRAM STRATEGIES 2020

Keep up on training for WisVote upgrades. Research voting equipment for future purchase. Continue high accuracy with elections.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Estimate |
|-------------------------------------------------------|-------------|-------------|--------------|---------------|
| Number of marriage license applications | 276 | 250 | 279 | 250 |
| Failure to give notice of meetings | 0 | 0 | 0 | 0 |
| Revenue from sale of dog tags | \$18,351 | \$10,000 | \$18,048 | \$15,000 |
| Passport Revenue collected -agent fees and photo fees | \$11,050 | \$8,500 | \$17,072 | \$12,238 |
| Number of elections per year (expected) | 3 | 5 | 5 | 1 |
| Motor Vehicle Agent revenue from services | \$3,931 | \$3,700 | \$3,302 | \$0 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|-----------------------------------|-------------|---------------|--------------|---------------|
| Challenges due to errors in tally | 0 | 0 | 0 | 0 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Number of marriage license applications fluctuate from year to year. Dog license sales vary and all monies after expenses go to humane society. Passport applications vary, but remain steady.

POLK COUNTY WISCONSIN
General Government Committee

Department of County Clerk

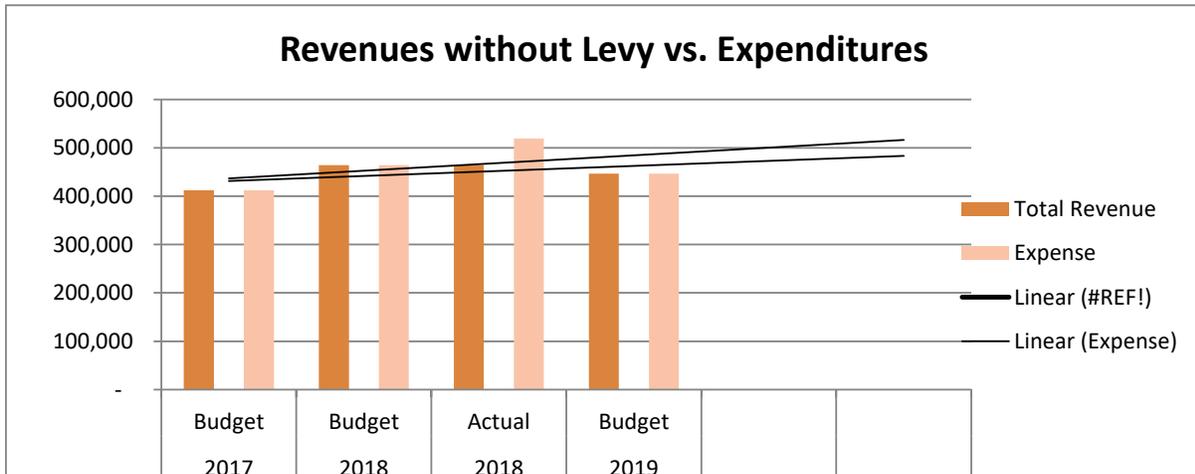
Sharon Jorgenson, Polk County Clerk

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| Revenue | | | | |
| General Property Tax | 339,822 | 376,130 | 376,130 | 357,230 |
| License & Fees | 18,751 | 24,294 | 18,448 | 24,355 |
| Public Charge for Services | 30,704 | 26,100 | 32,333 | 26,622 |
| Intergovernmental Revenue | 23,067 | 38,000 | 31,705 | 38,760 |
| Total Revenue | 412,344 | 464,524 | 458,616 | 446,967 |
| Expense | | | | |
| Personnel Services | 275,795 | 285,226 | 279,225 | 283,233 |
| Contractual Services | 43,208 | 51,644 | 132,397 | 54,880 |
| Supplies & Expenses | 74,809 | 80,054 | 71,604 | 81,254 |
| Fixed Charges | 1,965 | 2,100 | 2,370 | 2,100 |
| Grants, Contributions, Indem | 16,358 | 20,500 | 17,028 | 20,500 |
| Capital Outlay | | 25,000 | 16,498 | 5,000 |
| Total Expenditures | 412,135 | 464,524 | 519,122 | 446,967 |
| Net Revenue and Expenditures | 209 | - | (60,506) | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| FTE Employees | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|--------------------------|-------------|-------------|-------------|-------------|
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Administrative Support | 1.45 | 1.45 | 1.45 | 1.45 |
| Total | 2.45 | 2.45 | 2.45 | 2.45 |



POLK COUNTY WISCONSIN
General Government and Environmental Services Committees

Department of Buildings, Parks, Solid Waste, Forestry

Emil Norby, Director

DEPARTMENT DESCRIPTION:

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.

MISSION:

Parks: 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 and natural and economic resources to provide recreational and tourism opportunities.

Buildings: To preserve and to extend the useful life to the existing facilities, as well as keep environmental safe for the public, updated technology maintaining cost conscious, and assist in planning and design for additional county buildings as required.

Solid Waste: To meet the Solid waste needs of Polk County residents that incorporate waste reduction and material reuse which is technically and economically feasible.

LINK TO COUNTY BOARD STRATEGIC GOALS:

1. To preserve and enhance the environment.
2. 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.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

| | |
|-------------------------------------------------------------|------------------------------------------------------|
| Billing and invoicing | Maintain records of sales of recyclables/solid waste |
| Compile maint/grooming sheets from snow/atv work with clubs | Maintain tiem/quipment recoding sheets |
| Annual grants | Request/report grants as needed |
| Sell bike/ski trail passes | Update signage |
| Update website | DNR meetins |
| Overview budget | Hire/supervise staff |
| Advertising | Trail inspection |
| Liaison trail/fair/museum Rfp's | Park maintenance/camp ground inspections |
| Recy Alum Checking Account | Trail/promotional collaboration mtgs |
| Organize clean sweep event | Park bldg updates |
| Selling tax deed properties | Order/mng supplies |
| Mgn fleet vehicle-ordering, selling, maint. | Heating and cooling equipment |
| Wkly deposits | Janitorial work |
| Enter Hauler reports | Give out firewood permits |
| | Metsys |
| | Facility security |
| | Phone system |

POLK COUNTY WISCONSIN
General Government and Environmental Services Committees

Department of Buildings, Parks, Solid Waste, Forestry

Emil Norby, Director

PROGRAM NAME:

Parks, Trails and Lake Access

PROGRAM OBJECTIVE:

Maintain parks and improve lake access.

LINK TO BOARD PRIORITY:

7. Parks/tourism/recreation

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Revenue | | | | |
| General Property Tax | 187,627 | 139,190 | 139,190 | 132,768 |
| Other Revenues | 159,545 | 132,740 | 182,957 | 122,395 |
| Total Revenue | 347,173 | 271,930 | 322,147 | 255,163 |
| Expenditure | | | | |
| Recurrent Expenditure | 387,446 | 295,267 | 336,038 | 252,217 |
| Capital/One-time Expenditure | 12,726 | 18,663 | 37,049 | 38,591 |
| Total Expenditure | 400,172 | 313,930 | 373,087 | 290,808 |
| Net Revenue and Expenditures | (52,999) | (42,000) | (50,940) | (35,645) |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Missing information

KEY PROGRAM STRATEGIES 2019

1. Follow through with the Ahlgren reserve.
2. Continue to enhance park and recreation opportunity

KEY PROGRAM STRATEGIES 2020

1. Trade Lake Boat Landing Project
2. Campground improvement

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|----------------------------|-------------|---------------|-------------|---------------|
| Park acreage maintained | 440 | 440 | 440 | 440 |
| Miles of trails maintained | 463 | 463 | 463 | 463 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-----------------------------------|-------------|---------------|-------------|---------------|
| Revenue from campsite and shelter | 3305 | 2500 | 3975 | 2500 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Aging parks and lack of facilities at Polk County Parks effects park usage.

POLK COUNTY WISCONSIN
General Government and Environmental Services Committees

Department of Buildings, Parks, Solid Waste, Forestry

Emil Norby, Director

PROGRAM NAME:

Building and Property

PROGRAM OBJECTIVE:

Providing a quality preventive maintenance program to extend the life of county assets.

LINK TO BOARD PRIORITY:

Updating county services for future and improving services.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| General Property Tax | 1,359,365 | 1,763,174 | 1,739,240 | 1,523,974 |
| Other Revenues | 448,058 | 559,702 | 574,784 | 481,900 |
| Total Revenue | 1,807,423 | 2,322,876 | 2,314,024 | 2,005,874 |
| Expenditure | | | | |
| Recurrent Expenditure | 1,219,042 | 1,477,130 | 1,249,763 | 1,532,064 |
| Capital/One-time Expenditure | 81,568 | 484,000 | 268,013 | 170,300 |
| Total Expenditure | 1,300,610 | 1,961,130 | 1,517,776 | 1,702,364 |
| Net Revenue and Expenditures | 506,813 | 361,746 | 796,248 | 303,510 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Missing information

KEY PROGRAM STRATEGIES 2019

Jail Controller Project
 Facility security, equipment upgrade

KEY PROGRAM STRATEGIES 2020

Heat Exchanger for Pool
 Asset project for Human Services Building

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-----------------------|-------------|---------------|-------------|---------------|
| Work orders completed | 1039 | 1065 | 1062 | 1065 |
| Fleet trips managed | 2351 | 2700 trips | 2483 | 2700 trips |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|----------------------------------|-------------|---------------|-------------|---------------|
| Maintenance cost per sq. foot | \$4.12 | \$4.15 | \$4.15 | 1065 |
| Avg no of cars available per day | 1 of 14 | 1 of 14 | 1 of 14 | 2700 trips |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Aging infrastructure increases maintenance costs.

POLK COUNTY WISCONSIN
 General Government and Environmental Services Committees
Department of Buildings, Parks, Solid Waste, Forestry
 Emil Norby, Director

PROGRAM NAME:

Solid Waste and Recycling

PROGRAM OBJECTIVE:

To reduce landfill utilization.

LINK TO BOARD PRIORITY:

Updating county services for future and improving services.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------------------------------|----------------|----------------------------------------|----------------|
| Revenue | | | | |
| General Property Tax | *79,582 | 233,018 | *227,744 | 170,742 |
| Other Revenues | 506,285 | 468,174 | 431,675 | 504,064 |
| Total Revenue | 585,867 | 701,192 | 659,449 | 674,806 |
| Expenditure | | | | |
| Recurrent Expenditure | 563,961 | 669,192 | 650,136 | 674,806 |
| Capital/One-time Expenditure | 21,906 | 32,000 | 9,283 | - |
| Total Expenditure | 585,867 | 701,192 | 659,419 | 674,806 |
| Net Revenue and Expenditures | | | | - |
| | *Levy here is adjusted for amount used | | *Levy here is adjusted for amount used | |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Missing information

KEY PROGRAM STRATEGIES 2019

Update Recycling Brochure
 Design new entry way for public

KEY PROGRAM STRATEGIES 2020

Implement new entry way for public

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|--------------------------|-------------|---------------|-------------|---------------|
| Tonnage of recyclables | 1848 | 2200 | 2311 | 2200 |
| Solid waste revenue | \$67,179.00 | \$30,000.00 | \$69,956.00 | \$30,000.00 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|---------------------------|--------------|---------------|--------------|---------------|
| revenues recycling | \$439,105.90 | \$429,436.00 | \$361,719.35 | \$465,326.00 |
| revenues solid waste | \$67,179.00 | \$38,738.00 | \$69,956.00 | \$38,738.00 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Aging infrastructure, increased volume, and declining market for recyclables if a concern for this industry.

POLK COUNTY WISCONSIN

General Government and Environmental Services Committees

Department of Buildings, Parks, Solid Waste, Forestry

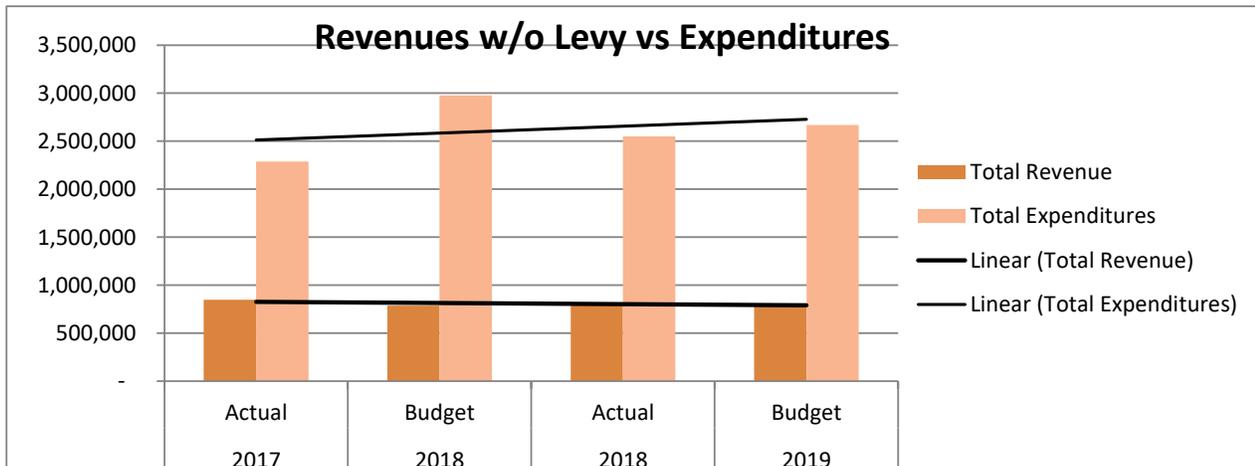
Emil Norby, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 1,626,575 | 2,135,382 | 2,135,382 | 1,827,483 |
| Other Taxes | - | - | - | - |
| State Aids | 320,833 | 287,414 | 344,834 | 284,964 |
| Public Charge for Services | 344,997 | 302,500 | 269,799 | 338,550 |
| Intergovernmental Revenue | 180,849 | 187,494 | 178,642 | 178,391 |
| Misc. Revenue | - | 10,463 | - | 2,945 |
| Total Revenue | 2,473,254 | 2,923,253 | 2,928,657 | 2,632,333 |
| Expense | | | | |
| Personnel Services | 893,214 | 943,377 | 927,139 | 956,865 |
| Contractual Services | 913,465 | 1,048,544 | 922,723 | 1,056,677 |
| Supplies & Expenses | 145,890 | 264,402 | 173,722 | 252,980 |
| Fixed Charges | 133,094 | 103,266 | 127,817 | 110,566 |
| Grants, Contributions, Indem | 84,788 | 82,000 | 84,536 | 82,000 |
| Capital Outlay | 106,200 | 504,200 | 262,345 | 146,446 |
| Cost Reallocation | 10,000 | 30,463 | 52,000 | 62,445 |
| Total Expenditures | 2,286,650 | 2,976,253 | 2,550,283 | 2,667,979 |
| Net Revenue and Expenditures | 186,603 | (53,000) | 378,374 | (35,646) |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-----------------------------------|--------------|--------------|--------------|--------------|
| FTE Employees | | | | |
| Professionals | 0 | 0 | 0 | 0 |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Technicians/Para-Professionals | 3 | 2.84 | 2.84 | 2.84 |
| Administrative Support | 1 | 1 | 1 | 1 |
| Skilled Craft/Service Maintenance | 11.85 | 12.01 | 12.01 | 12.01 |
| Total | 16.85 | 16.85 | 16.85 | 16.85 |



**POLK COUNTY WISCONSIN
General Government Committee**

Department of County Treasurer

Amanda Nissen, Polk County Treasurer

DEPARTMENT DESCRIPTION:

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.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Calculate, print, settle property taxes. Process tax delinquent properties. Manage County banking activity. Reconcile monthly general County bank accounts.

POLK COUNTY WISCONSIN
General Government Committee

Department of County Treasurer

Amanda Nissen, Polk County Treasurer

PROGRAM NAME:

Tax calculation, billing, settlement and fund distribution

PROGRAM OBJECTIVE:

Accurate calculation of taxes, collections received in a timely manner, disbursement of taxes by statutory deadlines.

LINK TO BOARD PRIORITY:

Updating County Services for the future and improving services & Relationship of County with Municipalities-both positive and negative.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|---------------------------------|--------------------|---------------|-------------|---------------|
| One page tax bills | Yes | Yes | Yes | Yes |
| All required levy info on bills | Yes, 100% Accurate | 100% accurate | 100% | 100% accurate |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-------------------------------|-------------|---------------|-------------|---------------|
| Bills printed timely | 100% | 100% | 100% | 100% |
| Tax bill information accurate | 100% | 100% | 100% | 100% |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Improve customer service between County, local Municipalities, and taxpayers by improving the communication between the County Treasurer's Office and the Municipalities regarding Dec/Jan tax calculation collections dates, times, locations, and type of funds accepted (cash, check, credit card).

2. Work with printer to ensure one page tax bills as more school levies.

3. Work with printer to ensure one page tax bills as more school levies are added to the bills per state statute requirements.

COMPLETION OF KEY STRATEGIES 2018:

The goals of completing the tax bills timely with zero errors, while still keeping the tax bills to one page was completed successfully. The office is also continuing to work with the local municipalities to ensure all information is exchanged timely.

KEY PROGRAM STRATEGIES 2019

1. As more information is added to the tax bills, to continue to work with the municipalities and the printer to insure that we are to keep our format and still provide the required data.

KEY PROGRAM STRATEGIES 2020

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

The state budget that was passed did not add any additional information to the tax bills, so we will be able to move forward with one page bills at this time. As the state updates information required we will have to adjust our services to accommodate their requirements.

POLK COUNTY WISCONSIN
General Government Committee

Department of County Treasurer

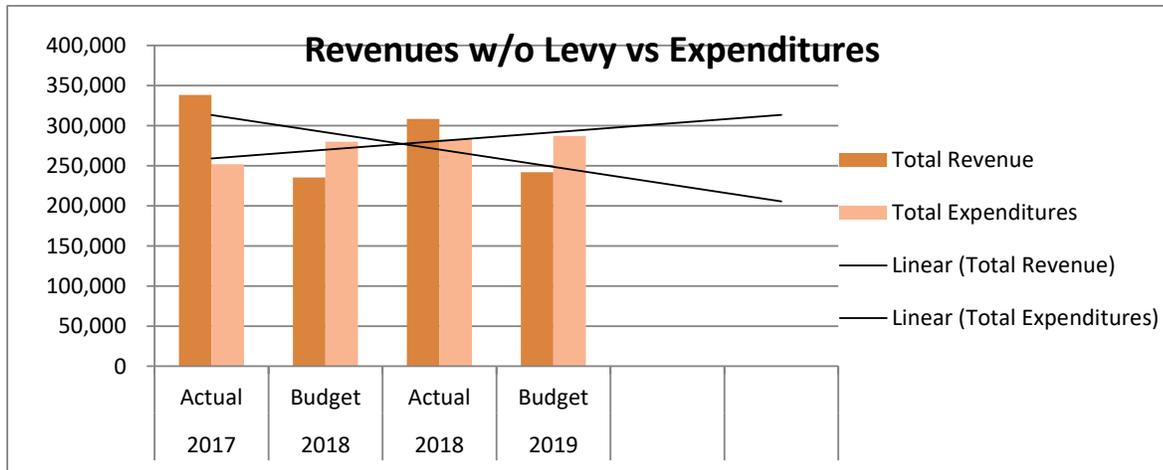
Amanda Nissen, Polk County Treasurer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimate |
|-------------------------------------|----------------|----------------|----------------|----------------|
| Revenue | | | | |
| General Property Tax | 50,831 | 44,587 | 44,587 | 45,229 |
| Other Taxes | 0 | 25 | | 25 |
| State Aids | 108,604 | 103,000 | 107,577 | 109,000 |
| Fine and Forfeitures | 15,510 | 32,000 | 21,945 | 32,640 |
| Public Charge for Services | (4,021) | 175 | 7,655 | 179 |
| Intergovernmental Revenues | 204 | | | |
| Misc. Revenue | 217,829 | 100,000 | 171,338 | 100,000 |
| Total Revenue | 388,957 | 279,787 | 353,102 | 287,073 |
| Expense | | | | |
| Operating Expense | | | 7702 | |
| Personnel Services | 203,270 | 210,697 | 212,531 | 211,614 |
| Contractual Services | 18,153 | 21,037 | 21,152 | 26,734 |
| Supplies & Expenses | 29,256 | 44,773 | 37,053 | 45,444 |
| Fixed Charges | 1,314 | 2,880 | 1,314 | 2,880 |
| Grants, Contributions, Indem | (170) | 400 | 3,003 | 400 |
| Total Expenditures | 251,824 | 279,787 | 282,755 | 287,072 |
| Net Revenue and Expenditures | 137,133 | - | 70,347 | 0 |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Estimate |
|--------------------------|-------------|-------------|-------------|---------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Administrative Support | 2 | 2 | 2 | 2 |
| Total | 3 | 3 | 3 | 3 |



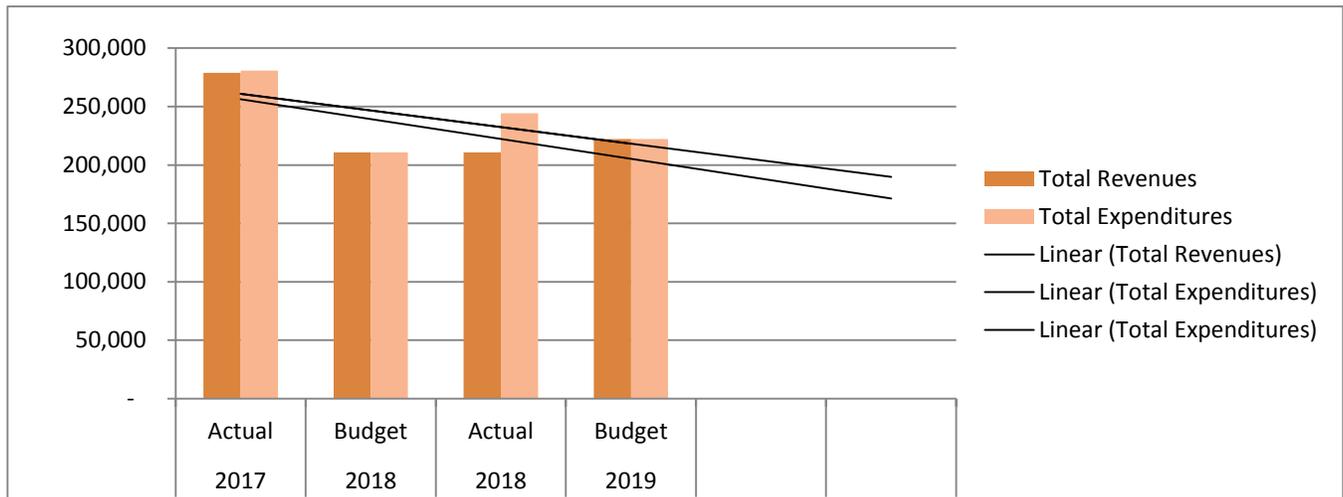
POLK COUNTY WISCONSIN
General Government Committee
 Fair, Museum, West Central Regional Planning, Tourism, West Cap, Economic Development

Outside Agencies

Deb Peterson, Steve Geiger

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| General Property Tax | 278,994 | 210,840 | 210,840 | 222,313 |
| Total Revenue | 278,994 | 210,840 | 210,840 | 222,313 |
| Expense | | | | |
| Fair | 101,177 | 38,103 | 71,334 | 39,260 |
| Museum | 28,821 | 21,063 | 21,328 | 21,379 |
| West Central Regional Planning | 31,878 | 32,674 | 32,674 | 32,674 |
| Tourism | 70,000 | 70,000 | 70,000 | 70,000 |
| West Cap | 4,000 | 4,000 | 4,000 | 4,000 |
| Economic Development | 45,000 | 45,000 | 45,000 | 55,000 |
| Total Expenditures | 280,876 | 210,840 | 244,336 | 222,313 |
| Net Revenue and Expenditures | (1,882) | - | (33,496) | - |



POLK COUNTY WISCONSIN
General Government Committee
 Fair, Museum, West Central Regional Planning, Tourism, West Cap, Economic Development

Outside Agencies

Deb Peterson, Steve Geiger

PROGRAM NAME:

Museum

PROGRAM OBJECTIVE:

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.

LINK TO BOARD PRIORITY:

Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| General Property Tax | 30,796 | 21,063 | 21,063 | 21,379 |
| Other Revenues | | | | |
| Total Revenue | 30,796 | 21,063 | 21,063 | 21,379 |
| Recurrent Expenditure | 20,371 | 21,063 | 21,328 | 21,379 |
| Capital/One-time Expenditure | 8,450 | - | | |
| Total Expenditure | 28,821 | 21,063 | 21,328 | 21,379 |
| Net Revenue and Expenditures | 1,975 | - | (265) | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Develop a business plan to include a fiscal plan for subsidizing museum finances

COMPLETION OF KEY STRATEGIES 2018

KEY PROGRAM STRATEGIES 2019

1. Utilizing the public experience model to develop a plan of publicizing and conveying information.

KEY PROGRAM STRATEGIES 2020

1. Reach out to key stakeholders for strategic plan.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|-------------------|-------------|---------------|-------------|-------------|
| Attendance | 1,765 | 1,800 | >2,000 | 2,000 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|------------------------|-------------|---------------|-------------|-------------|
| Grants and fundraising | \$5,757 | \$25,000 | \$25,564 | \$25,000 |

Assumptions and factors affecting program performance

POLK COUNTY WISCONSIN
General Government Committee
Fair, Museum, West Central Regional Planning, Tourism, West Cap, Economic Development

Outside Agencies

Deb Peterson, Steve Geiger

PROGRAM NAME:

Fair

PROGRAM OBJECTIVE:

The future enhanced needed educational programs for the benefit of the people of Polk County.

LINK TO BOARD PRIORITY:

Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| General Property Tax | 97,924 | 38,103 | 38,103 | 39,260 |
| Other Revenues | | | | |
| Total Revenue | 97,924 | 38,103 | 38,103 | 39,260 |
| Recurrent Expenditure | 101,177 | 38,103 | 37,832 | 39,260 |
| Capital/One-time Expenditure | | | 33,502 | |
| Total Expenditure | 101,177 | 38,103 | 71,334 | 39,260 |
| Net Revenue and Expenditures | (3,253) | - | (33,231) | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Address critical infrastructure need: grandstand demolition and replacement

COMPLETION OF KEY STRATEGIES 2018

KEY PROGRAM STRATEGIES 2019

Evaluate and access buildings and grounds

KEY PROGRAM STRATEGIES 2020

Construct new grandstand

KEY PERFORMANCE INDICATORS

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|-----------------------------|--------------------|----------------------|--------------------|--------------------|
| Improvements to fairgrounds | | | 33,502 | 10,000 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|---------------------------|--------------------|----------------------|--------------------|--------------------|
| Attendance | 37,178 | 37,000 | 38,000 | 37,000 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

POLK COUNTY WISCONSIN
General Governments/Health and Human Services Committee

Department of Corporation Counsel and Child Support

Malia Malone, Corporation Counsel
Chad Hoag, Child Support Agency

DEPARTMENT DESCRIPTION:

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 and to provide stability and permanency to adults and children by providing legal counsel on cases involving the delivery of human services programs and services. The mission of the Child Support Agency is to provide economic stability to children and families by establishing and enforcing reasonable child support orders.

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.

PROGRAM OVERVIEW:

The Office of Corporation Counsel serves as the general counsel of the County and prosecutes human services cases in representation of the interest of the public. The Child Support Agency administers the state of Wisconsin Child Support program for adults and children living or having cases in the Polk County Circuit Court. The Child Support Agency establishes child support orders and paternity and actively pursues collection of current and past child support.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

General Legal Counsel; Organizational and Regulatory Compliance; Contract Development and Negotiation; Ordinance, Resolution and Policy Development; Legal Opinions; Litigation of Judicial and Administrative Matters; Litigation Management; Prosecute in representing the interest of the public human services cases:
Mental commitments; guardianships and protective placements; Children in need of protection and services; termination of parental rights; truancy. Child Support and Paternity Establishment; Collection of Child Support; Enforcement and Collection of Interstate Cases.

POLK COUNTY WISCONSIN
General Governments/Health and Human Services Committee

Department of Corporation Counsel and Child Support

Malia Malone, Corporation Counsel
Chad Hoag, Child Support Agency

PROGRAM NAME:
Corporation Counsel

PROGRAM OBJECTIVE:
 Organizational Legal Services, Human Service Cases, Ordinance Enforcement and Administration, and Litigation and Collection Services.

LINK TO BOARD PRIORITY:
 Provide legal services in professional and responsive manner to advance organizational priorities identified by the County Board.

PROGRAM REVENUE AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|---------------|-------------|
| Revenue | | | | |
| General Property Tax | 191,499 | 227,624 | 227,624 | 252,642 |
| Other Revenues | | | | |
| Total Revenue | 191,499 | 227,624 | 227,624 | 252,642 |
| Expenses | | | | |
| Recurrent Expenditure | 183,370 | 227,624 | 192,858 | 252,642 |
| Capital/One-time Expenditure | 8,129 | - | | |
| Total Expenditures | 191,499 | 227,624 | 192,858 | 252,642 |
| Net Revenue and Expenditures | - | - | 34,766 | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Increase responsiveness in relation to needs for legal services as shaped by stakeholders.
2. In coordination with Administration, solidify contractual documents.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

2018 showed a gap and slowdown in responsiveness due to continued staffing deficiency. So this program strategy will continue into 2019 and it is expected that there will be a significant increase in overall responsiveness over 2018.

KEY PROGRAM STRATEGIES 2019

1. Continue to develop and provide educational opportunities to staff to maintain professionalism and enhance proficiencies and responsiveness consistent with changes in the need for legal services. This will include utilizing technology to be more responsive to internal and external customers.
2. Mentor new support staff and utilize expertise to discover administrative efficiencies.

POLK COUNTY WISCONSIN

General Governments/Health and Human Services Committee

Department of Corporation Counsel and Child Support

Malia Malone, Corporation Counsel
Chad Hoag, Child Support Agency

Corporation Counsel Continued

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|-----------------------------------------------------------|-------------|---------------|-------------|----------------|
| Contracts, Resolutions, Ordinances, Leases and Opinions | 205 | 175 | 164 | 175 |
| CHIPS/TPR/Juvenile Guardianship Cases Opened | n/a | n/a | 102 | 120 |
| Ordinance Enforcement Cases Opened | 47 | 55 | 43 | 50 |
| Collections Cases Opened | 17 | 20 | 4 | 20 |
| Mental Commitment Court Cases Opened | n/a | n/a | 84 | 85 |
| New Guardianship and/or Protective Placement Cases Opened | n/a | n/a | 39 | 45 |
| Zoning Cases Opened (non-citation) | n/a | n/a | 9 | 5 |
| % of Court Cases Dispositioned timely | 85 | 100 | 100 | 100 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

2018 showed significant challenges for the Office of Corporation Counsel, marked by significant staffing shortages. A long-term employee retired and the Corporation Counsel took on the duties of acting Interim County Administrator. In addition, the increase in Child Welfare cases related to the methamphetamine epidemic strained already limited legal resources. In order to compensate for the limitations, the Office was able to contract with private attorneys to serve as back-up. It is anticipated that 2019 will be a year of transition and that 2020 will show significant improvements in this Office's responsiveness to the legal needs of the County.

POLK COUNTY WISCONSIN

General Governments/Health and Human Services Committee

Department of Corporation Counsel and Child Support

Malia Malone, Corporation Counsel

Chad Hoag, Child Support Agency

PROGRAM NAME:

Child Support

PROGRAM OBJECTIVE:

To improve the quality of life of families and children by assisting with appropriate financing through court orders.

LINK TO BOARD PRIORITY:

Provision of Human Services and Public Safety.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|-------------------------------------|--------------------|----------------------|--------------------|-----------------------|
| Revenue | | | | |
| General Property Tax | 112,166 | 81,623 | 81,623 | 51,445 |
| Other Revenues | 521,942 | 523,221 | 489,357 | 553,524 |
| Total Revenue | 634,108 | 604,844 | 570,980 | 604,969 |
| Expenses | | | | |
| Recurrent Expenditure | 612,287 | 604,844 | 547,927 | 604,969 |
| Capital/One-time Expenditure | | | | |
| Total Expenditures | 612,287 | 604,844 | 547,927 | 604,969 |
| Net Revenue and Expenditures | 21,821 | - | 23,053 | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Maintain and exceed performance measures and increase federal and state allocations to county programs through strong succession planning and increased involvement in state program policy development

COMPLETION OF KEY PROGRAM STRATEGIES FOR 2018:

Increase in monies collected for families from \$5.70 per \$1.00 spent on program to \$5.94 per \$1.00 spent for 2018. Court Order Establishment Rate increase of 6.74% from 2017 to 2018. Departmental reorganization planning during 2018 resulted in changes in staffing structure for 2019 and future years to better manage department performance, and compliance with federal, state, and county policies.

KEY PROGRAM STRATEGIES 2019

Maintain and Increase Performance on Federal and State Performance Measures; Analyze and Restructure Caseload Management due to Changing Workforce and New Employees; Develop Internal Office Policies and Procedures to Reflect Best Practices for Case Initiation and Enforcement; Explore use of Technology to Allow Working Remotely for Caseworkers.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|----------------------------------------|--------------------|----------------------|--------------------|-----------------------|
| Child Support Cases Processed | 1640 | 1775 | 1674 | 1800 |
| Performance Rate - Establishment | 77 | 85 | 83 | 90 |
| Performance Rate - Establish Paternity | 100 | 100 | 100 | 100 |
| Performance Rate - Collections | 76 | 78 | 76 | 80 |
| Performance Rate - Collection Arrears | 71 | 80 | 70 | 80 |
| Effectiveness/Program Dollar | 5.7 | 5 | 5.94 | 5 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Factors unforeseen when planning for 2019 include turnover within our department due to career advancement for employees. 60% of CSA Staff are new to their positions, creating a risk of downturn in performance. Workload of current, experienced employees will increase to help try to maintain and support program effectiveness and performance during the training period of the new staff. Potential of additional turnover within the agency due to employee retirement presents the likelihood that only 25% of CSA staff will have more than 2 years experience of the child support program by end of 2019.

| | |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| If mandated, statutory reference | 49.22; 59.53 |
| Units of service | Work Tasks Completed |
| Program cost per unit of service | \$5.94 collected for \$1.00 of program expenditure |
| Measure of client satisfaction | Cases administered consistent with federal and state standards |
| Issues affecting performance | Employee Turnover and Succession; Changing Legislation; Organizational Indifference; and Marketable Compensation to Hire New and Keep Current Employees. |

POLK COUNTY WISCONSIN

General Governments/Health and Human Services Committee

Department of Corporation Counsel and Child Support

Malia Malone, Corporation Counsel

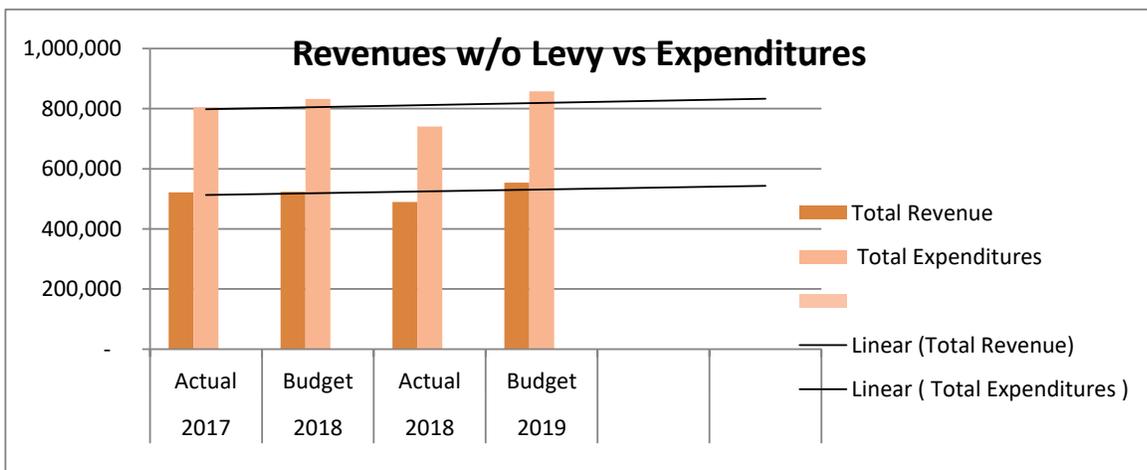
Chad Hoag, Child Support Agency

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimates |
|-------------------------------------|----------------|----------------|----------------|----------------|
| Revenue | | | | |
| General Property Tax | 303,665 | 309,247 | 309,247 | 304,087 |
| State Aids | 521,554 | 519,511 | 488,457 | 549,783 |
| Public Charge for Services | 388 | 3,710 | 900 | 3,741 |
| Total Revenue | 825,607 | 832,468 | 798,604 | 857,611 |
| Expense | | | | |
| Personnel Services | 750,746 | 758,276 | 661,748 | 793,561 |
| Contractual Services | 27,819 | 48,140 | 58,159 | 33,739 |
| Supplies & Expenses | 17,092 | 25,852 | 20,685 | 30,111 |
| Fixed Charges | - | 200 | 193 | 200 |
| Capital Outlay | 8,129 | | | |
| Total Expenditures | 803,787 | 832,468 | 740,785 | 857,611 |
| Net Revenue and Expenditures | 21,821 | - | 57,819 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Estimates |
|----------------------------------------|-------------|-------------|-------------|----------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 2 |
| Professionals | 2 | 2 | 0 | 1 |
| Technicians/Para-Professionals | | | | |
| Administrative Support | 6 | 6 | 5.3 | 6.5 |
| First/Mid Level Officials and Managers | | | 1 | |
| Total | 9 | 9 | 7.3 | 9.5 |



POLK COUNTY WISCONSIN
General Government Committee

Department of Administration

Maggie Wickre, Finance Director

DEPARTMENT DESCRIPTION:

The Department of Administration provides financial, operational, and policy support to all county agencies under the direction of the Board of Supervisors.

MISSION:

To ensure that the policies established by the Board of Supervisors are efficiently and effectively implemented and that the financial health of Polk County is maintained.

LINK TO COUNTY BOARD STRATEGIC GOALS:

To serve and represent the public with integrity.

STRATEGIC PRIORITIES:

1. To significantly improve the efficiency and effectiveness of programs administered by Polk County.
2. To restructure the County's long term debt obligations in a sustainable and transparent manner in preparation for future capital investment.
3. To provide the County Board greater opportunity for policy making through the budget process.

PROGRAM OVERVIEW:

The Polk County Department of Administration is the liaison between the Departments and the County Board, between County operations and the Citizens of Polk County, and provides comprehensive transparent accountability to local, state, and federal agencies as well as the general public. Polk County financial and budgetary policies are governed by this office per instructions of the County Board as well as prudent risk management protecting the County while our Departments provide services to our Citizens.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

- | | |
|----------------------------------------------------------|------------------------------|
| *Audits | *Maintain insurance Policies |
| *Budgets-Develop and Maintain | *Assets Risk Management |
| *Implement Policies and Maintain Standards Set By Policy | *Review Contracts |
| *Executive Assistant to County Administrator | *File Insurance Claims |
| *Accounts Receivable and Debt Collection Submittal | *Manage Procurement Cards |
| *Levy Calculation | *Accounts Payable |
| *Payroll Processing | *Sales Tax |
| *Maintain General Ledger | *Fixed Asset Tracking |
| *Analyze and Report on Financials | *Monthly/Quarterly Reporting |
| | *Grant Management |
| | *Employee Reimbursement |

**POLK COUNTY WISCONSIN
General Government Committee**

Department of Administration

Maggie Wickre, Finance Director

PROGRAM NAME:

Administration-Public Financial Management

PROGRAM OBJECTIVE:

The Department of Administration provides financial, operational, and policy support to all county agencies under the direction of the Board of Supervisors.

LINK TO BOARD PRIORITY:

To serve and represent the public with integrity.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-----------------|--------------|-------------|---------------|
| Revenue | | | | |
| General Property Tax | (933,349) | (1,143,939) | | (1,151,413) |
| Other Revenues | 2,268,133 | 1,694,270 | | 1,768,649 |
| Total Revenue | 1,334,784 | 550,332 | - | 617,235 |
| Expenses | | | | |
| Recurrent Expenditure | 1,335,957 | 460,335 | | 525,280 |
| Capital/One-time Expenditure | 48,789 | 86,360 | | 51,000 |
| Total Expenditures | 1,384,746 | 546,695 | - | 576,280 |
| Net Revenue and Expenditures | (49,961) | 3,637 | 0 | 40,955 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Cross-train staff, in-office and with other departments, for better knowledge of programs and responsibilities; thus delivering outstanding customer service.
2. Review and update all technology, when cost effective, to enhance services to the public.
3. Create a trusted and secure environment in the work place with emphasis on providing our employees the tools needed for efficient delivery of Polk County services.

COMPLETION OF KEY STRATEGIES 2018:

Cross training has recently begun as vacant positions have been filled and we are operating with a full staff. However, in 2018 processes were reviewed and confirmed with the current Administrator. For instance contract review, vendor responsibilities, liability, etc. The use of our accounting software has become a perfect database for leases, contract, certificates, etc. It was a change in emphasis for our office from the key strategies, but since we had an attorney for our administrator with this knowledge, we shifted this priority.

KEY PROGRAM STRATEGIES 2019

1. Advance towards less dependency on our auditors to do the year end closing and financial statements
2. Design outstanding reports

KEY PROGRAM STRATEGIES 2020

1. Continue to update fiscal information to citizens

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2019 Estimate | 2020 Estimate |
|-------------------------------------------|-------------|---------------|---------------|---------------|
| Comprehensive Annual Financial Report | 2 | 2 | 2 | 2 |
| Documents submitted for national | 2 | 3 | 3 | 3 |
| Chapters of administrative code finalized | 2 | 2 | 2 | 2 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2019 Estimate | 2020 Estimate |
|---------------------------|-------------|---------------|---------------|---------------|
| Number of National Awards | 2 | 3 | 3 | 3 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

The change in personnel in our office changes the strategy for this year. Processes and policy was reviewed and changed to the new environment.

POLK COUNTY WISCONSIN
General Government Committee

Department of Administration

Maggie Wickre, Finance Director

PROGRAM NAME:

Administration

PROGRAM OBJECTIVE:

The Department of Administration provides financial, operational, and policy support to all county agencies under the direction of the Board of Supervisors.

LINK TO BOARD PRIORITY:

To serve and represent the public with integrity.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-----------------|--------------|-------------|---------------|
| Revenue | | | | |
| General Property Tax | (988,252) | (1,211,229) | | (1,219,144) |
| Other Revenues | 2,401,553 | 1,793,933 | | 1,872,687 |
| Total Revenue | 1,413,301 | 582,704 | - | 653,543 |
| Expenses | | | | |
| Recurrent Expenditure | 1,414,543 | 487,414 | | 556,179 |
| Capital/One-time Expenditure | 51,659 | 91,440 | | 54,000 |
| Total Expenditures | 1,466,201 | 578,854 | - | 610,179 |
| Net Revenue and Expenditures | (52,900) | 3,851 | - | 43,365 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Review and implement government facility security
2. Review contractual and risk management relationship with vendors and organization who do business with Polk County
3. Provide the Board with information needed to future policy decisions

COMPLETION OF KEY STRATEGIES 2018:

Again, with the new Administrator being an attorney, it was a choice we made to review our policies and contract process with his advice. With upcoming capital investment concerns to our enterprise fund, we enlisted our auditors to provide a study of efficiency of these enterprises.

KEY PROGRAM STRATEGIES 2019

Continue to streamline processes through the County Departments in the area of financial management.

KEY PROGRAM STRATEGIES 2020

Segregation of duties across the County is the request of our granting agencies. This can be done through education and reorganization. Reimbursements into a web based program will save time and paper all in an effort to get our last process in paper to paperless.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|----------------------------------------|---------------------|----------------------|---------------------|--------------------|
| Number of invoices processed paperless | 10,059 web invoices | 10,000 web invoices | 15,000 web invoices | 16,000 |
| Accounts payable checks | 8,577 | 8,500 | 7,500 | 6,000 |
| Electronic Funds Transfer | 313 | 1,156 | 2,156 | 2,156 |
| Payroll Deposits | 12,329 | 11,500 | 11,500 | 11,500 |
| Number of Committee/Board meetings | 30 | 72 | 72 | 72 |
| Number of vendor contracts reviewed | | 85 | 95 | 95 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
| Unassigned General Fund Balance | 33% | 33% | 37% | 38% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

With the changes in personnel in 2018, the direction also changed which proved to be beneficial to our policies and procedures.

POLK COUNTY WISCONSIN
General Government Committee

Department of Administration

Maggie Wickre, Finance Director

PROGRAM NAME:

Administration - Insurance

PROGRAM OBJECTIVE:

The Department of Administration provides financial, operational, and policy support to all county agencies under the direction of the Board of Supervisors.

LINK TO BOARD PRIORITY:

To serve and represent the public with integrity.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-----------------|--------------|-------------|---------------|
| Revenue | | | | |
| General Property Tax | (823,543) | (1,009,358) | | (1,015,953) |
| Other Revenues | 2,001,294 | 1,494,944 | | 1,560,572 |
| Total Revenue | 1,177,751 | 485,587 | - | 544,619 |
| Expenses | | | | |
| Recurrent Expenditure | 1,178,786 | 406,178 | | 463,482 |
| Capital/One-time Expenditure | 43,049 | 76,200 | | 45,000 |
| Total Expenditures | 1,221,834 | 482,378 | - | 508,482 |
| Net Revenue and Expenditures | (44,084) | 3,209 | - | 36,137 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Increased department employee participation in our current risk assessment program has lead to a greater understanding of what requirements Polk county needs to address in the risk management area.
2. Beyond protecting the County from any major liability or property damage exposure, insurance policies are being looked over for appropriate levels of coverage and any possible savings in premiums.
3. All service vendors and component non-profit entities are required to provide us with certificates of insurance and a procedure is in place to ensure that all contracts and certificates remain current.

COMPLETION OF KEY STRATEGIES 2018:

This is the area that this office was able to advance in 2018. We created and are maintaining a comprehensive list of outside agencies and leases with as many outside agency's financials as possible. The data base is in our financial software with the ability to set up an "action reminder" which emails reminders to staff when any document expires. Some training was provided from a Wisconsin County Mutual representative was provided to staff as well as safety training from our property insurance company.

KEY PROGRAM STRATEGIES 2019

Research premium reduction and the benefits of consolidating policies.

KEY PROGRAM STRATEGIES 2020

Stabilize Insurance Premiums by enhanced education on claims and accurate calculations distributing these costs.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2019 Estimate | 2020 Estimate |
|------------------------|-------------|---------------|---------------|---------------|
| Claims Processes | 69 | 72 | 85 | 80 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2019 Estimate | 2020 Estimate |
| Worker's Comp MOD rate | 0.71 | 0.71 | 0.70 | 0.68 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Availability of agents to offer services from our insurance company.

POLK COUNTY WISCONSIN
General Government Committee

Department of Administration

Maggie Wickre, Finance Director

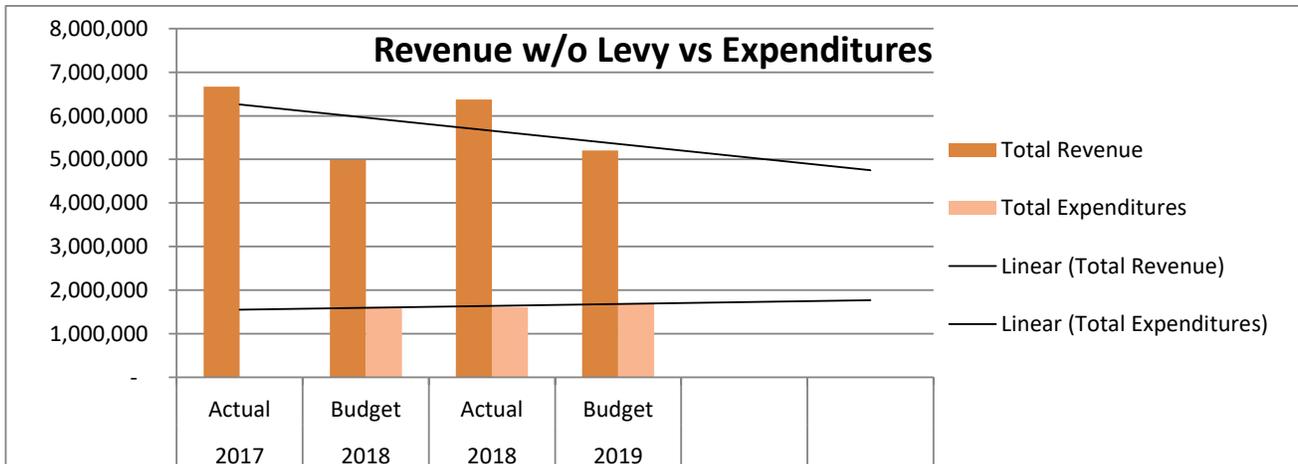
Funds 101.102.110.120

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|
| General Property Tax | (2,745,144) | (3,364,525) | (3,364,525) | (3,386,510) |
| Other Taxes | 488,451 | 466,120 | 481,773 | 556,575 |
| State Aids | 616,746 | 603,943 | 606,227 | 602,656 |
| License & Fees | | | | |
| Fines and Forfeitures | | | | |
| Public Charge for Services | 4,700 | 24,000 | 99,655 | 24,480 |
| Intergovernmental Revenues | | | | |
| Misc. Revenue | 469,520 | 481,885 | 812,386 | 480,997 |
| Other Financing Sources | 5,091,563 | 3,407,200 | 4,373,402 | 3,537,200 |
| Total Revenue | 3,925,836 | 1,618,623 | 3,008,918 | 1,815,398 |
| Personnel Services | 566,862 | 704,029 | 545,691 | 841,464 |
| Contractual Services | 128,864 | 264,616 | 133,696 | 319,261 |
| Supplies & Expenses | 9,210 | 14,682 | 9,473 | 13,616 |
| Fixed Charges | 177,153 | 366,600 | 230,625 | 366,600 |
| Debt Service | | | | |
| Grants, Contributions, Indem | 4,294 | 4,000 | 4,660 | 4,000 |
| Capital Outlay | 143,496 | 254,000 | | 150,000 |
| Cost Reallocation | 3,042,902 | | 688,337 | |
| Total Expenditures | 4,072,781 | 1,607,927 | 1,612,482 | 1,694,941 |
| Net Revenue and Expenditures | (146,945) | 10,696 | 1,396,436 | 120,457 |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|----------------------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1.05 | 1.05 |
| Professionals | | | | |
| Administrative Support | 3.5 | 3.5 | 4.3 | 4.3 |
| First/Mid Level Officials and Managers | 1.05 | 1.05 | 1 | 1 |
| Total | 5.55 | 5.55 | 6.35 | 6.35 |



POLK COUNTY WISCONSIN
General Government Committee

Department of Administration

Maggie Wickre, Finance Director

Debt Service Fund 301

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual Debt/Building Adjusted out | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------------------------------------|------------------|------------------|------------------|
| General Property Tax | 3,160,000 | 2,808,126 | 2,808,126 | 2,808,414 |
| Other Financing Sources | 6,815,000 | 15,000 | 15,000 | 15,000 |
| Total Revenue | 9,975,000 | 2,823,126 | 2,823,126 | 2,823,414 |
| Misc. Expenses | 2,881 | | 2,881 | |
| Debt Service | 9,135,419 | 2,823,126 | 2,823,976 | 2,823,414 |
| Cost Reallocation | 916,745 | | | |
| Total Expenditures | 10,055,045 | 2,823,126 | 2,826,857 | 2,823,414 |
| Net Revenue and Expenditures | (80,045) | - | (3,731) | - |

POLK COUNTY WISCONSIN
 General Government Committee

Department of Administration

Maggie Wickre, Finance Director

Project Funds 458. 459

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------------|-------------|--------------------|-------------|
| General Property Tax | 183,255 | | | |
| Other Financing Sources | 13,513,464 | | | |
| Total Revenue | 13,696,719 | - | - | - |
| Operating Expenses | | | 907,527 | |
| Personnel Services | 462,991 | | 10,956 | |
| Fixed Charges | 104,895 | | 5,141 | |
| Debt Service | 22,475 | | | |
| Cost Reallocation | 5,267,607 | | 6,915,127 | |
| Total Expenditures | 5,857,968 | - | 7,838,751 | - |
| Net Revenue and Expenditures | 7,838,751 | - | (7,838,751) | - |

POLK COUNTY WISCONSIN
General Government Committee

Department of Information Technology

David Vollendorf, Interim Director

DEPARTMENT DESCRIPTION:

Provides technology support and management for all departments of Polk County government.

MISSION:

To serve the public with integrity

LINK TO COUNTY BOARD STRATEGIC GOALS:

Technology/Communication services

- Need for high-speed internet more universally
- Phone connectivity (physical and wireless technology)
- Improve communication of what the county does for citizens

STRATEGIC PRIORITIES:

First and foremost is the security of the county's information system and citizen data, specifically the confidentiality, integrity and availability; then, it is vitally important to offer stellar technical support with balancing advanced technologies with network performance and working collaboratively with all departments to supply and support citizen services.

PROGRAM OVERVIEW:

The I.T. Department is an internal support system for county employees. We have indirect contact with the general public as we service the technology needs of all department inside the county campus - Government Center, Justice Center, Adult Development Center, Highway Building, Library, old Law Center, Golden Age Manor, Lime Quarry and Recycling Center. We define, design and deploy network operations, administration, security and interconnectivity between all employees and their technology equipment.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Network Administration and Security -- Management, monitoring and controls over technology inventory and purchasing -- User Desktop Support over all global technology and assisted support on proprietary technology -- Programming of applications and interfaces between disparate technologies.

POLK COUNTY WISCONSIN
General Government Committee

Department of Information Technology

David Vollendorf, Interim Director

PROGRAM NAME:

Information Technology

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Replace end-of-life/end-of-support VMWARE ESX server (quantity = 2)
2. Replace end-of-life/end-of-support Cisco Layer 2/Layer 3 switches and routers (quantity = 35)
3. Increase internet bandwidth from 70MB to 120MB
4. Stabilize VMWARE ESC Server and Network switches/routers

COMPLETION OF KEY STRATEGIES 2018:

In 2018, the IT Department spent a considerable amount of resources and money on updating our network environment in the Government Center, Justice Center and new Highway facility. We also made some network improvements in the network at Golden Age Manor. This included replacing some end of life switches, routers, and some VMWare servers. We also increased our internet bandwidth within these three facilities as well as the Lime Quarry and Recycling . These infrastructure improvements allows for a more stable environment and greater work efficiencies for employees and the public. More county employees were able to work from home through expansion of our VPN. The IT Department came in under budget in 2018.

KEY PROGRAM STRATEGIES 2019

1. Because the industry is moving more to cloud-based solutions, Polk County will be moving more in that direction. The I.T. department paradigm will change to more of facilitation and interconnectivity.
2. Continue the move towards the Windows 10 operating system. Determine strategy for getting all employees on the same version of Microsoft Office.
3. Implement a new data backup and recovery solution.
4. Prioritize and apply necessary network changes identified in security audit.
5. Continue to look at technologies to make our level of support more responsive and less costly.
6. The implementation of a Technology workgroup in 2018 will assist in setting strategies for the IT Department.
7. Review policies and procedures relating to the internet, e-mail, cell phones, and other related technology. Implement a policy for social media.

Key Program Strategies 2020

1. Investigate and implement solution for archiving text messages and social media postings.
2. Create a disaster recovery plan to mitigate disruption of vital services during a disaster.
3. Implement strategy to have all employees on the same Microsoft Office version.
4. Look into software that can assist in monitoring our network architecture.
5. Continue to develop solutions to allow more employees to work from home.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
|----------------------------------------------------------------------------------------------------------------|--------------------|----------------------|--------------------|--------------------|
| Increase the number of Polk County employees able to work from home | 67 | 90 | 85 | 110 |
| Update oldest computers each year - Number of Computers | 80 | 80 | 64 | 80 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Budget |
| Increase number of computers with solid state drives allowing employees to be more efficient – Total Computers | 30 | 80 | 63 | 160 |
| Number of county cell phones distributed allowing employees to be more efficient – Total Cell Phones | | 167 | 181 | 192 |
| Decrease the amount of time to replace or install new smart phone – Per Phone | 1 hour | 1 hour | 30 minutes | 10 minutes |
| Decrease amount of time it takes to perform nightly backups and perform recoveries. | | | 0% | -40% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

The IT Director left Polk County early in October 2018 which created a heavier burden on the IT staff. The staff shortage will have an impact on the number of projects that can be accomplished in 2019, since the IT staff has been spending higher than expected time on operations. In early 2019, Microsoft will no longer be supporting Windows 7, so plans are to move all computers to Windows 10 by end of January 2019. At the same time, we will be moving to solid state drives in county computers to allow for better efficiency by county staff. Early in 2019 we will be moving to an updated server data backup solution to allow for faster and more reliable backups of our server data. The IT staff are looking for better ways to deploy new and re-purposed computers in the county and to standardize more on software versions such as Microsoft Office. IT policies will be reviewed this year to accommodate changes in technology that have occurred over the years.

POLK COUNTY WISCONSIN
General Government Committee

Department of Information Technology

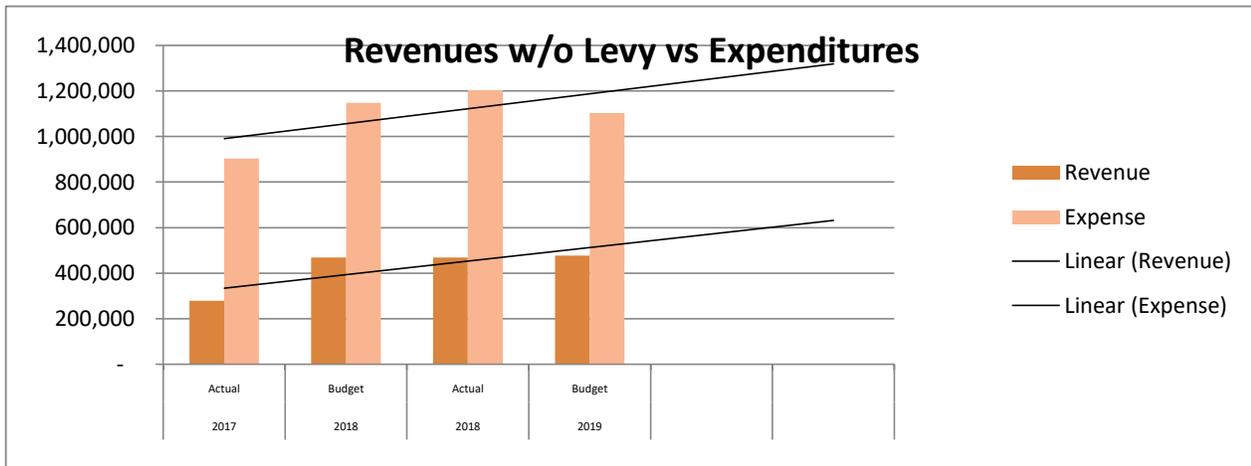
David Vollendorf, Interim Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 675,744 | 678,914 | 678,914 | 625,681 |
| Intergovernmental Revenue | 279,227 | 468,245 | 468,245 | 477,609 |
| Total Revenue | 954,971 | 1,147,159 | 1,147,159 | 1,103,290 |
| Expense | | | | |
| Personnel Services | 484,182 | 503,479 | 524,329 | 503,604 |
| Contractual Services | 293,968 | 492,226 | 529,882 | 560,310 |
| Supplies & Expenses | 18,161 | 14,164 | 14,038 | 14,376 |
| Cost Reallocation | | | | |
| Capital Outlay | 106,392 | 137,290 | 135,051 | 25,000 |
| Total Expenditures | 902,703 | 1,147,159 | 1,203,300 | 1,103,290 |
| Net Revenue and Expenditures | 52,268 | (0) | (56,141) | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|--------------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | | | | |
| Technicians/Para-Professionals | 4 | 4 | 4 | 4 |
| Total | 5 | 5 | 5 | 5 |



**POLK COUNTY WISCONSIN
General Government Committee**

Department of Employee Relations

Andrea Jerrick, Director of Employee Relations/Deputy County Administrator

DEPARTMENT DESCRIPTION:

The Employee Relations Department performs the personnel administrative functions for the County in the areas of employment, recruitment, and position development, labor relations, employee safety and wellness, compensation and benefit program administration, employee performance program administration, training and development, and assistance in policy development and implementation.

MISSION:

Through strategic partnerships and collaboration, the Employee Relations Department seeks to recruit and support the development and retention of the best possible workforce for Polk County.

LINK TO COUNTY BOARD STRATEGIC GOALS:

To serve the public with integrity.

STRATEGIC PRIORITIES:

1. Align the County's position and compensation structure to provide for clear career progression opportunities and fair and equitable compensation.
2. Expansion of Wellness Program to promote enhanced wellness options and improve the overall health of County employees.
3. Promote personal development through provision of continuing education to employees and management in performance, technical skills and other related areas.

PROGRAM OVERVIEW:

The programs implemented through the Employee Relations Department are anchored in the concept of attracting, retaining, and motivating employees with the goal of having the best possible workforce for Polk County.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Employment law compliance, recruitment, position development, labor relations, employee safety, employee wellness and wellbeing, total rewards system administration, employee performance program administration, and training and development.

Department of Employee Relations

Andrea Jerrick, Director of Employee Relations/Deputy County Administrator

PROGRAM NAME:

Employee Relations

PROGRAM OBJECTIVE:

The programs implemented through the Employee Relations Department are anchored in the concept of attracting, retaining, and motivating employees with the goal of having the best possible workforce for Polk County.

LINK TO BOARD PRIORITY:

To serve and represent the public with integrity.

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Update electronic HRIS, Timekeeping and Payroll systems and move onboarding and orientation process online
2. Implement revised position organizational structure (career path matrix)
3. Implement revised compensation structure
4. Develop and launch phase 2 of management leadership development program
5. Revise safety policies
6. Conduct human resources systems compliance audit
7. Revise performance management system to incorporate modified leadership approach
8. Revise all position descriptions to fit within revised position organizational matrix

COMPLETION OF KEY STRATEGIES 2018

HRIS, Timekeeping, Payroll project transferred to Q1 & 2 of 2019; revised position matrix and compensation structure deployed December 2018; Phase 2 of management leadership development and performance management system revision on hold with new Administrator transition; safety policies moved to 2019; HR Systems compliance audit completed Q1 2019; position description revision 90% completed.

KEY PROGRAM STRATEGIES 2019

1. Vary type and number of wellness activity options provided to employees.
2. Increase engagement and participation in formal online wellness tracking system.
3. Educate employees and managers on total rewards program options and the relation of program to their daily work.
4. Expanded training opportunities for management and staff.
5. Develop clear career path opportunities through identification and alignment of like jobs and job characteristics throughout the organization.
6. Update handbook.
7. Provide training on changes and refresher for all employees.
8. Maintain participation in wellness at higher requirement level.

KEY PROGRAM STRATEGIES 2020

1. Vary type and number of wellness activity options provided to employees.
2. Increase engagement and participation in wellness program through modification of wellness strategy (new wellness vendor, onsite wellness options).
3. Update Total Rewards program to increase variety of rewards options for diverse workforce.
4. Expanded training opportunities for management and staff through online training opportunities.
5. Finalize compensation and position system structure.
6. Implement single access platform HRIS/Payroll/Timekeeping system.

POLK COUNTY WISCONSIN
General Government Committee

Department of Employee Relations

Andrea Jerrick, Director of Employee Relations/Deputy County Administrator

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-----------------------------------------------------------------------------------------------------------|--------------------|----------------------|--------------------|----------------------|
| Number of wellness engagement options offered | 20 | 20 | 18 | 20 |
| Percent participation in online wellness tracking system | 55% | 60% | 57% | 65% |
| Number of reportable work comp | 14 | 10 | 5 | 10 |
| Total rewards visible to all current employees | 100% | 100% | 100% | 100% |
| Total rewards promoted and visible to all potential employment candidates | 100% | 100% | 100% | 100% |
| Number of disputes requiring ER intervention | 0 | 2 | 0 | 2 |
| Number of conflict-related trainings provided to employees and | 2 | 4 | 2 | 4 |
| Positions filled utilizing behavioral interviewing format | 100% | 100% | 100% | 100% |
| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
| Position descriptions revised to align with career progression structure and reflecting competency format | 75% | 100% | 90% | 100% |
| Completion of updates | 100% | 100% | 90% | 100% |
| Trainings conducted for employees on policy-specific issues | 6 | 4 | 2 | 4 |
| Number of enrollees | 339 | 343 | 317 | 343 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
| Reduced absenteeism (year/year) | -0.05% | -1% | 0% | -1% |
| Health insurance cost increasing less than industry standard | -2% | -1% | -2% | -1% |
| Works Comp Mod Factor Rating | 0.75 | 0.67 | 0.71 | 0.67 |
| Employee satisfaction with compensation and benefits package | 90% | 90% | 87% | 90% |
| Conflict resulting in employment hearing under the County's workplace safety and discipline appeals | 0% | 0% | 0% | 0% |
| Employees terminated for disciplinary reasons | 1 | 0 | 1 | 0 |
| New hire retention rate (New hires still employed after 1 year of service) | 90% | 90% | 88% | 90% |
| Percentage of employees classified as "high risk" through wellness program metrics | <10% | <10% | <10% | <10% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Fluctuations in labor market can affect recruitment/retention; stability and capabilities of management staff to address coaching and employee performance issues; safety risk factors due to environmental situations outside of County's control can affect workers compensation; dependent risk factors and large claim risk factors outside of County's influence can skew health insurance plan performance; staffing limitations (transition of Administration) shift workload within division and department.

POLK COUNTY WISCONSIN
General Government Committee

Department of Employee Relations
Andrea Jerrick, Director of Employee Relations/Deputy County Administrator

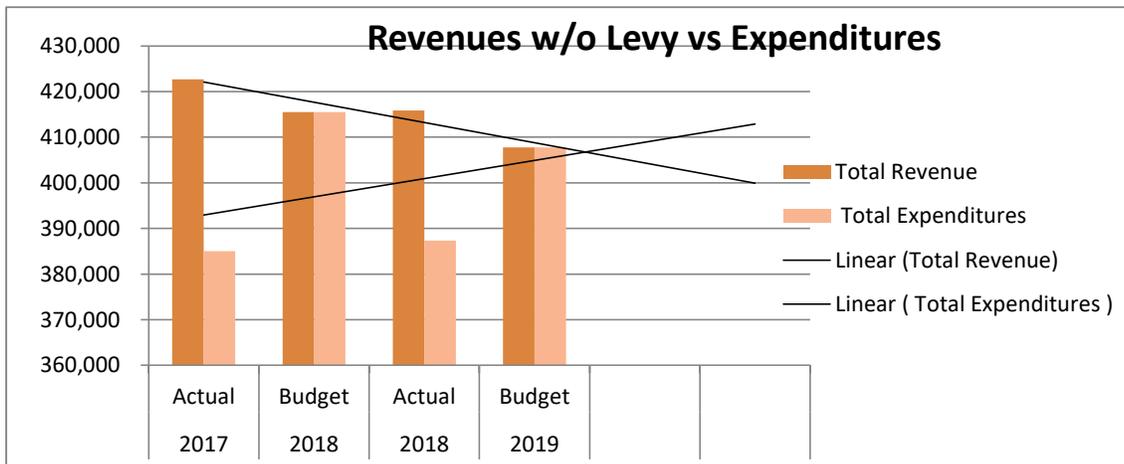
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DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|----------------|----------------|----------------|----------------|
| Revenue | | | | |
| General Property Tax | 400,683 | 393,808 | 393,808 | 386,085 |
| Public Charge for Services | 315 | | 369 | |
| Other Financing Sources | 21,677 | 21,677 | 21,677 | 21,677 |
| Total Revenue | 422,675 | 415,485 | 415,854 | 407,762 |
| Expense | | | | |
| Operating Expense | | | | |
| Personnel Services | 361,824 | 374,215 | 357,339 | 364,349 |
| Contractual Services | 14,832 | 33,055 | 25,057 | 35,075 |
| Supplies & Expenses | 8,398 | 8,215 | 4,914 | 8,338 |
| Total Expenditures | 385,054 | 415,485 | 387,310 | 407,762 |
| Net Revenue and Expenditures | 37,621 | - | 28,544 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|--------------------------|-------------|-------------|-------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 2 | 2 | 2 | 2 |
| Professionals | 1 | 1 | 1 | 1 |
| Administrative Support | 0.95 | 0.95 | 0.95 | 0.95 |
| Total | 3.95 | 3.95 | 3.95 | 3.95 |



Health and Human Services



POLK COUNTY WISCONSIN

Health and Human Service Committee

Department of Public Health

Brian Kaczmarski, Director/Health Officer

DEPARTMENT DESCRIPTION:

Promoting, Protecting, and Preserving Health Through Partnerships with People and Communities.

MISSION:

Partnering with Communities to Protect and Improve health and well-being.

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

PROGRAM OVERVIEW:

The Polk County Health Departments provides the 10 Essential Services of Public Health for Polk County Residents. This is accomplished on a foundation of performance management, quality improvement, and adherence to the Public Health Advisory Board (PHAB) standards and measures as a nationally accredited health department.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Community Health Improvement Planning (Polk United), Communicable Disease Control, Immunization Program, Lead Poisoning Prevention, Human Health Hazard Control, Radon Information Center, Office of Medical Examiner, General Health Education, Multi-Jurisdictional Collaborative for Tobacco Prevention and Control, Multi-Jurisdictional Public Health Preparedness Consortium, Local Preparedness Planning, Agent for the State for Facility Licensing and Inspection, DNR Well Water Program, Recreational Beach Testing Program, Youth Tobacco Compliance Investigations, Birth to 3 Program, Family Health Benefits Counseling/Badger Care Outreach, Jail Health, Oral Health Services, Pre-Natal Care Coordination, Reproductive Health Services, School Nursing Program, Women, Infant and Children Nutrition Program, Breastfeeding Peer Counseling Program, Fit Families Program, Wisconsin Well Woman Program.

POLK COUNTY WISCONSIN
Health and Human Service Committee
Department of Public Health
Brian Kaczmariski, Director/Health Officer

PROGRAM NAME:

Public Health

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, and to become nationally accredited by Public Health Accreditation Board.

LINK TO BOARD PRIORITY:

Public Health Concerns addressed; Substance abuse problems and issues; Mental Health; Educational Opportunities provided.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------|-------------|-------------|-------------|-------------|
| Revenue | | | | |
| General Property Tax | 986,005 | 1,012,544 | 1,012,544 | 1,041,876 |
| Other Revenues | 1,650,046 | 1,392,062 | 1,462,523 | 1,438,304 |
| Total Revenue | 2,636,051 | 2,404,606 | 2,475,067 | 2,480,180 |
| Recurrent Expenditure | 2,511,449 | 2,404,606 | 2,350,731 | 2,480,180 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 2,511,449 | 2,404,606 | 2,350,731 | 2,480,180 |
| Net Revenue and Expenditures | 124,602 | - | 124,336 | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Create a Dementia Informed Crisis Response Taskforce
2. Conduct an assessment of training and support needs of crisis response partners
3. Provide training to crisis responders
4. Develop a 3 year strategic plan for countywide prevention
5. Research grant opportunities for funding
6. Expand substance use CHIP committee to include diverse partners
7. Update CHIP substance use workgroup work plan to include evidence based programming in community
8. Conduct marijuana presentation in school
9. Assist in drug take back program
10. Conduct a carbon monoxide public education and awareness campaign county wide and distribute carbon monoxide detectors to low income families in Polk County

COMPLETION OF KEY STRATEGIES IN 2018:

Dementia Friendly Workplace Training completed, 3 year strategic plan completed for 2017-2019, began process of new strategic plan for 2019-2020, Secured 5 grants for a total of \$215,000, complete re-organization of Polk United to include Executive Leadership, dedicated staff, and operating budget, all CHIP priority workgroup are utilizing evidence based programming, conducted 11 marijuana trainings in schools, collected 892 pounds of prescription drugs in drug take back program, completed comprehensive carbon monoxide education and awareness campaign that resulted in 25 homes now being protected by a CO detector

KEY PROGRAM STRATEGIES 2019

1. Formalize Polk United
2. Achieve Re-Accreditation
3. Develop Onboarding policy and procedure
4. Maintain Level III Health Department Status
5. Expand PM/QI throughout Community Services Department

KEY PROGRAM STRATEGIES 2020

1. Formalize Polk United
2. Achieve Re-Accreditation
3. Develop Onboarding policy and procedure
4. Maintain Level III Health Department Status
5. Expand PM/QI throughout Community Services Department

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------|--------------------|----------------------|
| Number of Communicable Disease Investigations | 345 | 200 | 373 | 250 |
| Number of Marketplace/ Badgercare enrollments | 592 | 370 | 442 | 375 |
| Number of Human Health Hazard Investigations | 55 | 60 | 52 | 60 |
| Jail Nursing Services - inmates served | 2318 | 1725 | 2893 | 2800 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
| CHA/CHIP community updates will be generated quarterly | Abandon | Abandon | Abandon | Abandon |
| Update community and key stakeholders quarterly on CHA/CHIP workgroups progress and activities on implementation | 4 | 4 | 4 | 4 |
| 80% of inmate health histories will be collected within 14 days of incarceration | 99% | 90% | 85% | 80% |
| Increase by 5% the number of citizens requesting assistance with their applications for public healthcare financing programs.. | DONE | DONE | DONE | DONE |
| 90% of citizens requesting assistance with their applications for public healthcare financing programs will receive an appointment within one week. | 95% | 95% | 95% | 95% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Increased workloads (Example: Jail) with resources that don't meet the need. Of note, our long time jail nurse of 20+ years has been replaced by a new nurse who will require time to get to the level of efficiency that has been experienced. .5 PHN support with an emphasis on mental health has been allocated to assist at the jail as well.

Health and Human Service Committee
Department of Public Health
 Brian Kaczmariski, Director/Health Officer

PROGRAM NAME:

Medical Examiner

PROGRAM OBJECTIVE:

To provide medical examiner services to Polk County residents.

LINK TO BOARD PRIORITY:

Updating county services for the future and improving services.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|-------------------------------------|-------------|---------------|-------------|---------------|
| Revenue | | | | |
| General Property Tax | 84,148 | 102,853 | 102,853 | 103,541 |
| Other Revenues | 62,935 | 50,000 | 57,530 | 52,000 |
| Total Revenue | 147,083 | 152,853 | 160,383 | 155,541 |
| Recurrent Expenditure | 147,083 | 152,853 | 143,369 | 155,541 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 147,083 | 152,853 | 143,369 | 155,541 |
| Net Revenue and Expenditures | (0) | - | 17,014 | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Medical Examiner will meet with public health staff quarterly to review Polk death certificates: Analyze data; Publish one PSA focused on prevention message based on data analysis

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

The Public Health Department and Medical Examiner continue to collaborate and share information with each other to make informed prevention decisions around the top causes of death in Polk County. Quarterly visits will continue to become more formalized, and planning is beginning to resurrect the Death Review team process to enhance the Child Death Review process that is currently in place.

KEY PROGRAM STRATEGIES 2019

1. Explore review of accidental deaths with public health department to assess need for prevention programming.
2. Expand County death review (opioid, child, adult).

KEY PROGRAM STRATEGIES 2020

1. Utilize ME data to develop prevention programming.
2. Expand participation in Death Review Teams.
3. Increase Operating budget to provide support to local funeral homes.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|---------------------------|-------------|---------------|-------------|---------------|
| Number of Cases | 391 | 375 | 402 | 375 |
| Number Autopsies | 20 | 25 | 12 | 27 |
| # Cremation Permits | 297 | 275 | 303 | 325 |
| | | | | 0 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
| Autopsy Contacts | 19 | 25 | 11 | 25 |
| Timely permits | 100% | 100% | 100% | 100% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

of cremation permits continues to increase and national trends indicate this will continue. As currently practiced, ME must sign off on all cremation permit requests, and this is straining the ME system a bit in Polk County. ME has indicated a desire to increase hours with the county.

POLK COUNTY WISCONSIN
Health and Human Service Committee

Department of Public Health

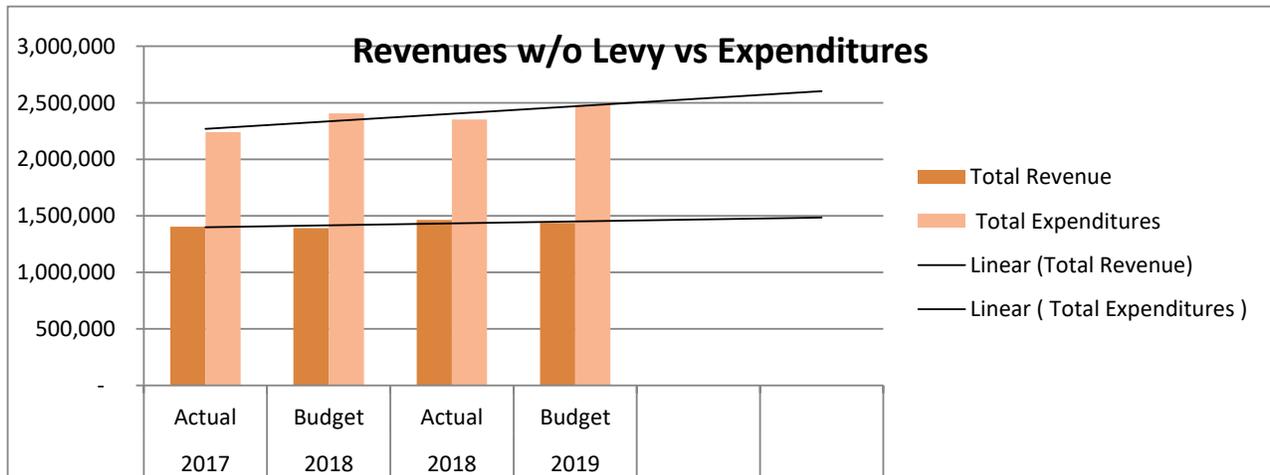
Brian Kaczmarek, Director/Health Officer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Budget |
|-------------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 986,005 | 1,012,544 | 1,012,544 | 1,041,876 |
| State Aids | 746,032 | 748,203 | 846,330 | 755,621 |
| License & Fees - Medical Examiner | 62,935 | 50,000 | 57,530 | 52,000 |
| Public Charge for Services | 568,969 | 593,859 | 555,170 | 630,683 |
| Intergovernmental Revenue | 10,600 | | 3,493 | |
| Other Financing Sources | 16,018 | | - | - |
| Total Revenue | 2,390,559 | 2,404,606 | 2,475,067 | 2,480,180 |
| Expense | | | | |
| Operating Expense | 6,742 | 7,057 | 6,742 | 7,056 |
| Personnel Services | 1,826,698 | 1,975,975 | 1,815,420 | 2,060,331 |
| Contractual Services | 222,405 | 246,246 | 328,486 | 228,269 |
| Supplies & Expenses | 159,008 | 150,076 | 170,477 | 157,919 |
| Fixed Charges | 14,735 | 23,952 | 18,506 | 23,931 |
| Grants, Contributions, Indem Transfers | 10,294 | 1,300 | 11,101 | 2,674 |
| | | | | - |
| Total Expenditures | 2,239,882 | 2,404,606 | 2,350,732 | 2,480,180 |
| Net Revenue and Expenditures | 150,677 | (0) | 124,335 | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Budget |
|----------------------------------------|---------------|--------------|--------------|--------------|
| FTE Employees | | | | |
| Officials/Administrators | 1.6 | 1.6 | 1.6 | 1 |
| Professionals | 13.611 | 13.62 | 13.62 | 15.52 |
| Technicians/Para-Professionals | 0.32 | 0.32 | 0.32 | 0.3 |
| Administrative Support | 7.05 | 7.05 | 7.05 | 5.25 |
| First/Mid Level Officials and Managers | 1 | 1 | 1 | 1.6 |
| Skilled Craft/Service Maintenance | 0 | 0 | 0 | |
| Total | 23.581 | 23.59 | 23.59 | 23.67 |



POLK COUNTY WISCONSIN
Health and Human Services Committee
Golden Age Manor
Dana Reese, Administrator

DEPARTMENT DESCRIPTION:

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 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.

POLK COUNTY WISCONSIN
 Health and Human Services Committee
Golden Age Manor
 Dana Reese, Administrator

PROGRAM NAME:

Long Term Care

PROGRAM OBJECTIVE:

To provide high quality care to person needing long term skilled nursing care.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|----------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | | | | |
| Other Revenues | 5,021,593 | 5,444,497 | 4,973,056 | 5,187,419 |
| Total Revenue | 5,021,593 | 5,444,497 | 4,973,056 | 5,187,419 |
| Recurrent Expenditure | 5,017,236 | 5,444,497 | 4,882,799 | 5,174,309 |
| Capital/One-time Expenditure | - | | | 200,000 |
| Total Expenditure | 5,017,236 | 5,444,497 | 4,882,799 | 5,374,309 |
| Net Revenue and Expenditures | (4,356) | - | 90,257 | (186,890) |

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|--------------------------|--------------------|----------------------|---------------------|--------------------|
| Census | 65 | 68 | 67 | 70 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Census for Long Term Care services nearly to budgeted estimate. Census has been controlled based on staffing coverage which sometime limits admission activity.

POLK COUNTY WISCONSIN
Health and Human Services Committee
Golden Age Manor
Dana Reese, Administrator

PROGRAM NAME:

Short Term Rehab - Medicare Part A

PROGRAM OBJECTIVE:

To provide high quality comprehensive care to persons recovering from the effects of injury and illness.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | - | - | - | - |
| Other Revenues | 1,545,105 | 1,675,230 | 1,530,171 | 1,596,129 |
| Total Revenue | 1,545,105 | 1,675,230 | 1,530,171 | 1,596,129 |
| Recurrent Expenditure | 1,543,765 | 1,675,230 | 1,354,869 | 1,592,095 |
| Capital/One-time Expenditure | - | 40,000 | 147,531 | 40,000 |
| Total Expenditure | 1,543,765 | 1,715,230 | 1,502,400 | 1,632,095 |
| Net Revenue and Expenditures | 1,340 | (40,000) | 27,771 | (35,966) |

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|-------------------|-------------|---------------|--------------|-------------|
| Census | 6 | 8 | 7 | 8 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Medicare/Rehab census of 7.14 which is positive, private Medicare suites continue to stay nearly full.

POLK COUNTY WISCONSIN
Health and Human Services Committee
Golden Age Manor
Dana Reese, Administrator

PROGRAM NAME:

Dementia Care

PROGRAM OBJECTIVE:

To provide safe and secure quality care to persons needing memory care and nursing care.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | - | - | - | - |
| Other Revenues | 1,158,829 | 1,256,422 | 1,147,628 | 1,197,097 |
| Total Revenue | 1,158,829 | 1,256,422 | 1,147,628 | 1,197,097 |
| Recurrent Expenditure | 1,157,824 | 1,256,422 | 1,126,800 | 1,194,071 |
| Capital/One-time Expenditure | - | | | |
| Total Expenditure | 1,157,824 | 1,256,422 | 1,126,800 | 1,194,071 |
| Net Revenue and Expenditures | 1,005 | - | 20,829 | 3,025 |

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|-------------------|-------------|---------------|--------------|-------------|
| Census | 16 | 16 | 15 | 16 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

There has been an increase in complex behavioral/dementia patients which limits the amount of admissions we take to the dementia unit based on staff and resident safety.

POLK COUNTY WISCONSIN
Health and Human Services Committee
Golden Age Manor
Dana Reese, Administrator

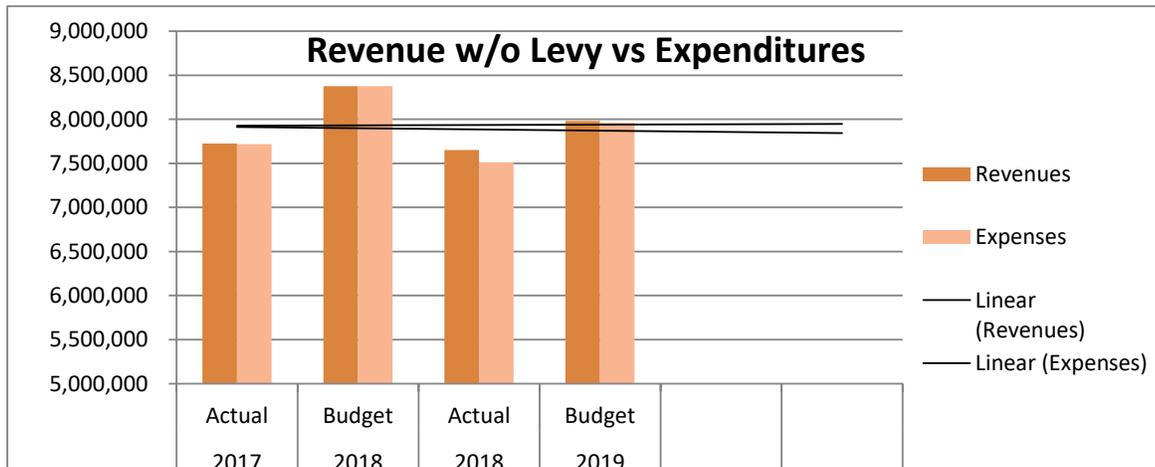
DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| Public Charge for Services | 7,725,527 | 8,376,149 | 7,650,855 | 7,980,644 |
| Total Revenue | 7,725,527 | 8,376,149 | 7,650,855 | 7,980,644 |
| Expense | | | | |
| Operating Expenses | 1,708,673 | 1,851,596 | - | - |
| Personnel Services | 5,760,931 | 6,054,977 | 5,437,560 | 5,807,906 |
| Contractual Services | 44,903 | 58,917 | 820,982 | 807,976 |
| Supplies & Expenses | 3,707 | 2,865 | 891,697 | 932,156 |
| Fixed Charges | 44,934 | 43,117 | 49,551 | 47,760 |
| Capital Outlay | | 200,000 | 147,531 | 200,000 |
| Cost Reallocation | 155,677 | 164,677 | 164,677 | 164,677 |
| Total Expenditures | 7,718,825 | 8,376,149 | 7,511,998 | 7,960,475 |
| Net Revenue and Expenditures | 6,702 | - | 138,857 | 20,169 |

Note: In 2019 the financials for Golden Age Manor were reviewed and the general ledger at the County was reconstructed to mirror the system used by this facility. This review showed that the financials the County has been reporting higher than actuals used by Golden Age Manor. This was corrected in 2019 - 2021 budget.

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-----------------------------------|---------------|---------------|---------------|---------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1.0 |
| Professionals | 9 | 9 | 9 | 9.0 |
| Technicians/Para-Professionals | 21.6 | 21.6 | 21.6 | 21.6 |
| Administrative Support | 4.2 | 4.2 | 4.2 | 4.2 |
| Skilled Craft/Service Maintenance | 74.05 | 74.05 | 74.05 | 74.1 |
| Total | 109.85 | 109.85 | 109.85 | 109.85 |



POLK COUNTY WISCONSIN
Health and Human Service Committee
Community Services Division
Tonya Eichelt, Community Services Director

DEPARTMENT DESCRIPTION:

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 mental health outcomes; reducing suicides, increasing public safety and public awareness and the success of and participation in treatment programs. Reduce substance abuse problems and improve long-term outcomes and public health in Polk County.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Department of Children and Families: School Based Social Work, Child Protective Services including initial assessments, ongoing case management, residential services, kinship care, foster home licensing and training, children's long term support services, juvenile justice monitoring.

Income Maintenance: Part of a 10 county consortium (Great Rivers Income Maintenance) that processes eligibility for Medical Assistance, Wisconsin Home Energy Assistance (WHEAP) and Food Share programs.

Behavioral Health Department: Outpatient clinic provides psychiatry, mental health and substance use services to Polk County residents. Other services in the BH Department include Emergency Services (i.e. Crisis and Adult Protective Services), long term and recovery based services including Comprehensive Community Services (CCS), Targeted Case Management (TCM), and Community Support Program (CSP), both purchased and provided services through contracts with outside vendors to provide residential, work, and support services and provided services administered by the Departments Social Work staff. There is a collaborative agreement with the CJCC to provide Treatment Court case management services as well.

POLK COUNTY WISCONSIN
Health and Human Service Committee
Community Services Division
 Tonya Eichelt, Community Services Director

PROGRAM NAME:

Behavioral Health (216)

PROGRAM OBJECTIVE:

Provide services and resources to Polk County Residents in need of mental health and substance abuse services.

LINK TO BOARD PRIORITY:

Improve mental health outcomes; reducing suicides, increasing public safety and public awareness and the success of and participation

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 1,417,888 | 1,506,332 | 1,506,332 | 1,550,338 |
| State Aids | 2,327,757 | 2,330,005 | 2,759,236 | 2,816,082 |
| Public Charge for Services | 814,406 | 610,925 | 627,361 | 788,108 |
| Intergovernmental Revenues | 19,664 | | 6,623 | 10,000 |
| Other Revenues | 27,294 | 30,000 | 99,356 | 30,600 |
| Total Revenue | 4,607,009 | 4,477,262 | 4,998,908 | 5,195,128 |
| Expenditures | | | | |
| Personnel Services | 1,816,046 | 2,076,670 | 2,073,146 | 2,912,006 |
| Contractual Services | 1,582,003 | 1,654,348 | 2,256,421 | 1,484,974 |
| Supplies & Expenses | 256,603 | 235,499 | 163,901 | 237,964 |
| Fixed Charges | 88,393 | 94,333 | 89,028 | 140,272 |
| Grants, Contributions, Indem | | 416,412 | 416,412 | 416,412 |
| Capital Outlay | 1,442 | | | 3,500 |
| Cost Reallocation | 862,522 | | | |
| Total Expenditure | 4,607,009 | 4,477,262 | 4,998,908 | 5,195,128 |
| Net Revenue and Expenditures | - | - | - | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. All managers will attend county sponsored Leadership Academy training sessions
2. Managers will attend regional supervisor meetings
3. Managers will assure staff receive regular coaching sessions
4. Managers will assure all staff receive timely performance reviews

COMPLETION OF KEY PROGRAM STRATEGIES 2018:

1. All CSD managers attended the County sponsored Leadership Academy training sessions
2. Managers attend regional supervisor meetings regularly
3. Managers meet regularly with staff for regular coaching
4. Managers have completed performance reviews timely

KEY PROGRAM STRATEGIES 2019

1. Will develop based on Diamond Healthcare recommendations.
2. Actual numbers of 2016 program strategies have not been monitored which makes it difficult to report strategies for 2017.

KEY PROGRAM STRATEGIES 2020

1. Build capacity in Behavioral Health Department to Reduce Mental Health and Substance Use Problems
 - a. Adding 4 CCS workers to manage current wait list and address MH and SU problems through outpatient services and intensive case management. Currently have 52 people on waiting list for CCS services. List consists of a mix of substance use and mental health diagnoses.
 - b. Continue the build and streamline of Electronic Health Record for purposes of Improving County Services. Incorporate more electronic billing and realize efficiencies with switching from paper to electronic charts. Use reports to analyze worker productivity, billing cycle analysis to ensure accurate billing, review of payer mix, and staff productivity.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|---------------------------------------------------------------|------------------------------------------|----------------------|---------------------|--------------------|
| Percent of staff using Electronic Health Record appropriately | Not measured. Implementation on 5/2/2018 | 100% | 75% | 100% |
| % Functional Screen Completed (CSP) | 50% | 75% | 100% | 75% |
| % Case Plan in each medical record | 100% | 100% | 100% | 100% |
| % client with Informal supports provided | 30% | 75% | 30% | 75% |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
| # key fiscal reports generated from electronic health record | Not able to measure yet | 20% | 50% | 100% |
| Percent Increase in outpatient clinic revenue | Not able to measure yet | 20% | Did not meet | 20% |
| Obtain accurate measure of staff productivity | Not able to measure yet | 20% | 80% | 100% |
| Eliminate CCS Waitlist | | | 20% | 100% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

1. We have started utilizing fiscal reports in electronic health record to measure units of service, staff productivity and other reports as needed.
2. Implementation of electronic health record occurred in May 2018. There has been a learning process for staff as well as corrections to the build to make usable. Some issues are only able to be corrected by software developer.
3. CSP case managers relatively new to program and still in training. Informal supports will develop as the case managers become more proficient with case work.
4. Functional screens are being completed on all CSP and CCS clients.

POLK COUNTY WISCONSIN
Health and Human Service Committee
Community Services Division
Tonya Eichelt, Community Services Director

PROGRAM NAME:

Children and Family (215)

PROGRAM OBJECTIVE:

Provide protection and resources to the children and families in Polk County.

LINK TO BOARD PRIORITY:

Substance abuse problems/issues; Updating county services for the future and improving services; Public protection

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 2,202,652 | 2,401,923 | 2,401,923 | 2,546,886 |
| State Aids | 2,890,927 | 2,414,268 | 2,493,257 | 2,539,202 |
| Public Charge for Services | 257,704 | 268,000 | 251,703 | 252,922 |
| Intergovernmental Revenue | 9,617 | 0 | 6,850 | 0 |
| Other Financing Sources | 799,773 | | 618,240 | |
| Total Revenue | 6,160,673 | 5,084,191 | 5,771,973 | 5,339,010 |
| Personnel Services | 3,238,127 | 3,121,161 | 3,171,866 | 3,183,431 |
| Professional Services | 2,220,113 | 1,714,409 | 2,366,806 | 1,814,845 |
| Supplies & Expenses | 119,937 | 88,556 | 88,371 | 96,888 |
| Fixed Charges | 146,375 | 149,585 | 144,670 | 138,722 |
| Other Grant Contributions | 427,412 | 10,480 | 260 | 480 |
| Capital | 8,709 | | | 4,644 |
| Cost Reallocation | | | | 100,000 |
| Total Expenditure | 6,160,673 | 5,084,191 | 5,771,973 | 5,339,010 |
| Net Revenue and Expenditures | - | - | - | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Redesign the program to increase number of CSP program eligible clients served with case management services
2. Define roles of service providers in CSP
3. Provide case management billing training to CSP staff
4. Educate Division staff about new model
5. Identify key staff members and convene a multi-disciplinary committee to review, recommend and monitor placements for difficult/challenging children

COMPLETION OF KEY PROGRAM STRATEGIES 2018:

1, 2, 3, 4 and 5 have not been completed due to turnover in DCF Director position. These strategies will be carried into 2020 budget with the hire of DCF Director anticipated by August 2019.

KEY PROGRAM STRATEGIES 2019

Partner with community, faith and civic groups to meet the material needs of DEC who are removed from their homes.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|----------------------------------------------------------------------------------------------------------|--------------------|----------------------|------------------------|------------------------------------|
| Number of CPS staff attending trainings/conferences | 70% | 30% | 100% | N/A |
| Number of law enforcement trained | 0% | 20% | 20% | N/A |
| Number of community, faith, civic groups contacted | 100% | 20% | 20% | N/A |
| 0 contracted supervised visits with Positive Alternatives | | | | 100% |
| 8 children added to CCS/CLTS caseload | | | 100% | 100% |
| Maintain CST caseload of 5 | | | 50% | 100% |
| Increase # of families receiving parenting skills training from new FSW's | | | 20% | 50% of families working with FSW's |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
| Parenting skills will increase which could lead to shorter time period between removal and reunification | | | no measurable data yet | 50% |
| PA contract for supervised visits eliminated | | | 100% | 100% |
| Length of time to reunification will be measured on all cases | | | no measurable data yet | 100% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Vacant DCF Director made it difficult to implement new programs.

Workload demand for court related work made it difficult for Family Support workers to teach parenting skills.

Demand due to alcohol and meth use was the driver of work in the DCF unit.

POLK COUNTY WISCONSIN
Health and Human Service Committee
Community Services Division
Tonya Eichelt, Community Services Director

PROGRAM NAME:

Economic Support

PROGRAM OBJECTIVE:

Meet and/or exceed State performance standards for timely application entry and document processing. Meet State performance standards in managing a call center.

LINK TO BOARD PRIORITY:

Updating county services for the future and improving services

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Application processing completed by Great Rivers Consortium staff not only Polk County staff.
Number of recipients depends on current economy and eligibility guidelines.

KEY PROGRAM STRATEGIES 2019

1. 2018-2019 strategies depend on state contract with consortiums as well as funding
2. Fully implement remote work for eligible Polk County employees.

KEY PROGRAM STRATEGIES 2020

1. Continue to work with IT to find feasible remote work technology.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
|------------------------------------------------------------------------------------------------|--------------------|----------------------|---------------------|--------------------|
| Application timeliness standard - 95% | 98.46% | 100.00% | 99.10% | 100.00% |
| Applications processed for Polk County | 4,150 | n/a | 4,104 | n/a |
| Call Center average speed of answer - less than 12 minutes per call | n/a | n/a | 2 minutes | 1 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Budget |
| Increase # of applications processed for Polk | 4150 | 4500 | 4104 | 4750 |
| Increase # of applications processed for Polk | All workers | unknown | unknown | n/a |
| Implement remote work according to remote work policy for all eligible Polk County ES workers. | | | 3 | 1 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

In 2018, the Economic Support Unit spent a lot of time working with IT Dept. to carry out a consortium initiative to have remote work available to ES employees. This project took a lot of extra time as there were issues getting the technology implemented.

POLK COUNTY WISCONSIN
Health and Human Service Committee

Community Services Division
 Tonya Eichelt, Community Services Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

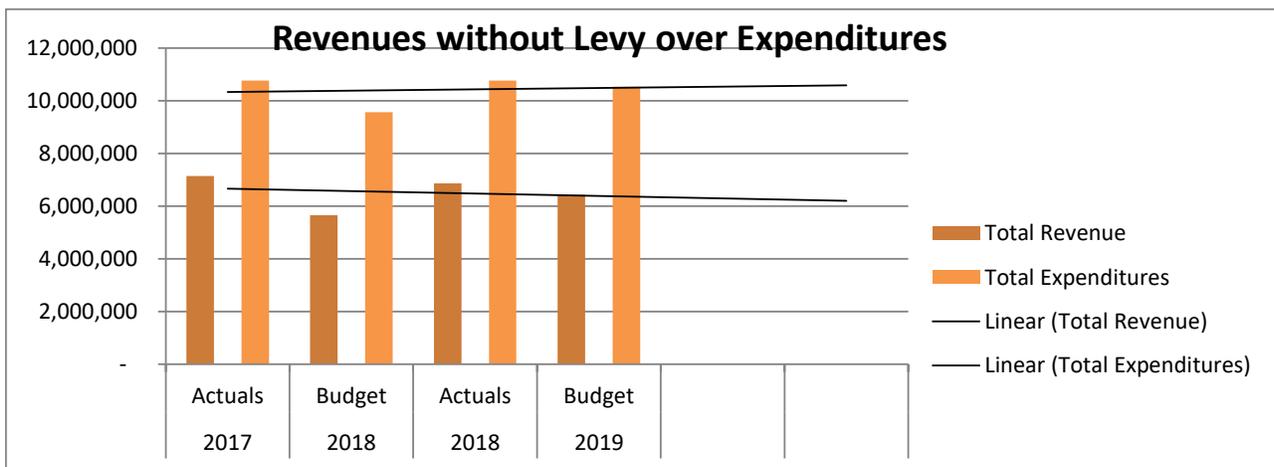
| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------------|------------------|-------------------|-------------------|
| Revenue | | | | |
| General Property Tax | 3,620,540 | 3,908,255 | 3,908,255 | 4,097,224 |
| State Aids | 5,218,684 | 4,744,273 | 5,252,493 | 5,355,284 |
| Public Charge for Services | 1,072,110 | 878,925 | 879,064 | 1,041,030 |
| Intergovernmental Revenue | 29,280 | - | 13,472 | 10,000 |
| Other Financing Sources | 827,067 | 30,000 | 717,596 | 30,600 |
| Total Revenue | 10,767,681 | 9,561,453 | 10,770,880 | 10,534,138 |
| Expense | | | | |
| Personnel Services | 5,054,172 | 5,197,830 | 5,245,011 | 6,095,435 |
| Contractual Services | 3,802,116 | 3,368,757 | 4,623,227 | 3,299,820 |
| Supplies & Expenses | 376,540 | 324,056 | 252,272 | 334,853 |
| Fixed Charges | 234,768 | 243,918 | 233,698 | 278,994 |
| Grants, Contributions, Indem | 427,412 | 426,892 | 416,672 | 416,892 |
| Capital Outlay | 10,151 | | | 8,144 |
| Cost Reallocation | 862,522 | | | 100,000 |
| Total Expenditures | 10,767,681 | 9,561,453 | 10,770,880 | 10,534,138 |
| Net Revenue and Expenditures | - | - | - | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actuals | 2019 Budget |
|--------------------------------|-------------|-------------|--------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | 33 | 33 | 38.85 | 38.85 |
| Technicians/Para-Professionals | 1 | 1 | 1 | 1 |

FIRST/MID LEVEL OFFICIALS AND MANAGERS:

| | 25 | 25 | 23 | 23 |
|-----------------------------------|-----------|-----------|--------------|--------------|
| Administrative Support | | | | |
| Skilled Craft/Service Maintenance | 2 | 2 | 6 | 6 |
| Total | 66 | 66 | 74.85 | 74.85 |



POLK COUNTY WISCONSIN
Health and Human Service Committee

Department of Veterans Service Office

Andrew Butzler, Polk County Veteran Officer

DEPARTMENT DESCRIPTION:

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.

MISSION:

To ensure that all eligible veterans, dependents and survivors obtain 100% of the benefits and assistance they need or desire.

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.

PROGRAM OVERVIEW:

Veterans office provides assistance to eligible customers via three (3) separate sources: Federal Veteran Benefits, State Veteran Benefits, and local (County) assistance.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Internals Include: Coordination with ADRC, Income verifications for HSS (i.e. Foodshare, energy assistance, etc.), Register of Deeds, Law Enforcement, Coroner. External services include: Veteran benefits like Pensions, disability compensation, VA home loans, education programs, property tax relief, VA medical care, VA insurance, burials, veteran cemeteries, burial flags/markers, survivor benefits, retiree services, CHAMPVA, TRICARE, VA Choice program, State aids (i.e. Emergency aid), VORP program, etc.

POLK COUNTY WISCONSIN
Health and Human Service Committee

Department of Veterans Service Office

Andrew Butzler, Polk County Veteran Officer

PROGRAM NAME:

Veterans Services

PROGRAM OBJECTIVE:

To improve quality of life for County veterans, families and dependents via access to Federal, State, and County veteran benefits.

LINK TO BOARD PRIORITY:

To serve the public with integrity; improved quality of life.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|------------------------------------------|--------------------|----------------------|--------------------|-----------------------|
| Federal Claims (All) | 214 | 205 | 228 | 205 |
| Work Actions (POA, Itrs, evidence, etc.) | 318 | 300 | 335 | 300 |
| Misc. Actions (non-Claim) | 211 | 180 | 378 | 180 |
| VA Medical Enrollments | 72 | 75 | 59 | 75 |
| Aid to Needy Vet Grants (ANV) | 3 | 7 | 1 | 7 |
| State Cemetery Applications | 3 | 5 | 1 | 5 |
| Homeless Shelter Referrals | 6 | 6 | 1 | 6 |
| Vet Transportation Miles | 79,030 | 75,000 | 60,251 | 75,000 |
| VSC Applications | 20 | 15 | 35 | 15 |
| Cemetery Aid Applications | 10 | 12 | 8 | 12 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
| VA Comp/Pension/DIC to County | Pend VA | \$12,000,000 | \$11,219,000 | \$12,000,000 |
| VA Medical Care to County Vets | Pend VA | \$11,000,000 | \$15,039,000 | \$11,000,000 |
| ANV Financial Support | \$3,059 | \$5,000 | \$3,836 | \$5,000 |
| WDVA CVSO Grant | \$4,373 | \$10,000 | \$10,000 | \$10,000 |
| WDVA Transportation Grant | \$4,756 | \$4,750 | \$5,495 | \$4,750 |
| Cemetery Aid | \$1,442 | \$1,900 | \$1,088 | \$2,000 |
| VSC Aid | \$4,098 | \$1,800 | \$7,252 | \$1,800 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Participate in new "paperless" VA claim process. Currently in development.
2. Achieve professional accreditation with VSO entities to ensure prompt and effective claims handling.
3. Develop new "Welcome Home" letter for returning veterans. This will increase customer traffic to office.
4. Develop and publish new Office brochure reflecting services available to the public.
5. Find additional marketing vehicles to increase business.
6. CVSO will work hard to improve relations between WDVA and CVSO community.
7. Chair of state CVSO Association committee to improve CVSO Grant funding
8. Publicize available state benefits top Polk veterans - i.e. State homes, dental grant, education benefits like WI, GI, I, Bill.
9. Review cemetery rules regarding reimbursement of expenses and update the application process.
10. Develop gas card issue procedures for emergency relief purposes.
11. Develop plan for systematic replenishment of flags and markers to ensure better continuity and availability to VSO's and cemetery officials.

COMPLETION OF KEY STRATEGIES IN 2018:

1.) Ongoing 2.) Ongoing 3.) Department has "Welcome Home" letter 4.) Brochure has been updated and will be updated as programs change 5.) Telehealth capability was completed and available within office 6.) Relations were improved through NWCVSO Association and WDVA 7.) Completed 8.) Completed through radio and press releases 9.) Letter sent to all Polk County cemeteries to explain allowed reimbursements and guidelines 10.) Policy in place 11.) Completed

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

No change in outcomes

POLK COUNTY WISCONSIN
Health and Human Service Committee

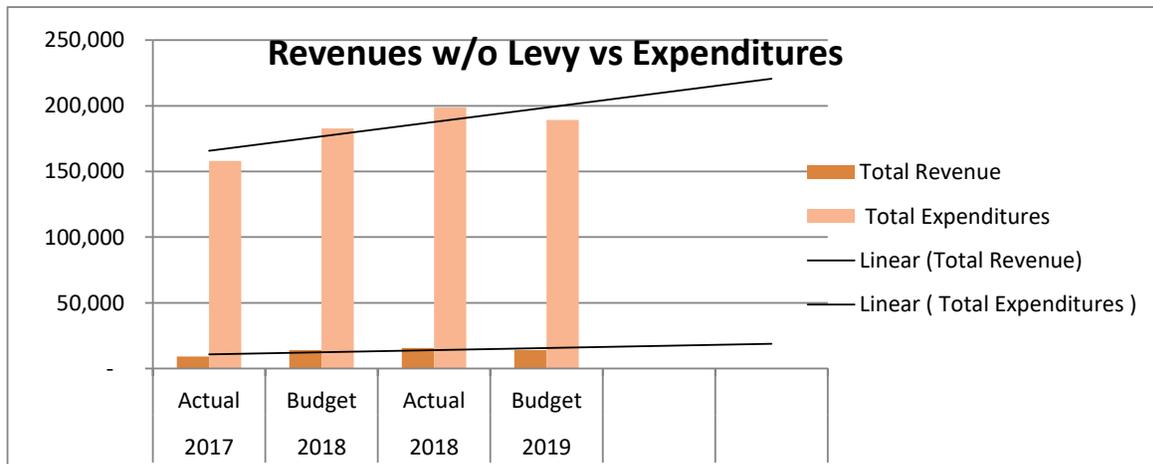
Department of Veterans Service Office
 Andrew Butzler, Polk County Veteran Officer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimates |
|-------------------------------------|-------------|-------------|-------------|----------------|
| Revenue | | | | |
| General Property Tax | 163,266 | 168,712 | 168,712 | 175,227 |
| State Aids | 9,129 | 14,000 | 15,495 | 14,000 |
| Other Financing Sources | | | | |
| Total Revenue | 172,395 | 182,712 | 184,207 | 189,227 |
| Expense | | | | |
| Personnel Services | 140,233 | 143,756 | 159,653 | 147,025 |
| Contractual Services | 2,414 | 4,901 | 5,752 | 5,911 |
| Supplies & Expenses | 11,561 | 17,055 | 12,819 | 19,291 |
| Grants, Contributions, Indem | 3,809 | 17,000 | 20,532 | 17,000 |
| Cost Reallocation | | | | |
| Total Expenditures | 158,018 | 182,712 | 198,756 | 189,227 |
| Net Revenue and Expenditures | 14,378 | - | (14,549) | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actual | 2019 Estimates |
|--------------------------|-------------|-------------|-------------|----------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Administrative Support | 1 | 1 | 1 | 1 |
| Total | 2 | 2 | 2 | 2 |



POLK COUNTY WISCONSIN

Health and Human Service Committee

Department of Aging and Disability Resource Center

Laura Neve, Director

DEPARTMENT DESCRIPTION:

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.

MISSION:

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 center 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.

PROGRAM OVERVIEW:

The ADRC provides information on a broad range of programs and services, helps people understand the various long-term care options available to them, helps people apply for programs and benefits, and serves as the access point for publicly funded long-term care. The provision of Transportation and Nutrition are provided through the Aging Programs

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

***Benefit Counseling *Information and Assistance *Option Counseling *Enrollment Counseling *Community Education/Prevention Programming *Caregiver Support *Home delivered meals/Congregate dining *Transportation Services**

POLK COUNTY WISCONSIN
Health and Human Service Committee
Department of Aging and Disability Resource Center

Laura Neve, Director

PROGRAM NAME:

ADRC Programs: Information, Assistance and Counseling

PROGRAM OBJECTIVE:

To problem solve all issues related to aging, disabilities and caregiving. Serve as single entry point for un-biased community resource information. Also to assist with enrollment into publicly funded long term care programs.

LINK TO BOARD PRIORITY:

Senior citizens third tier, linked also to substance abuse, mental health, public education, public protections and public health.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | 72,010 | 72,010 | 72,010 | 72,010 |
| Other Revenues | 1,160,047 | 988,234 | 1,124,215 | 1,149,637 |
| Total Revenue | 1,232,057 | 1,060,244 | 1,196,226 | 1,221,647 |
| Expenditure | | | | |
| Recurrent Expenditure | 1,109,551 | 1,060,244 | 1,190,240 | 1,220,672 |
| Capital/One-time Expenditure | 68,460 | - | 42,484 | 42,500 |
| Total Expenditure | 1,178,011 | 1,060,244 | 1,232,724 | 1,263,172 |
| Net Revenue and Expenditures | 54,046 | - | (36,499) | (41,525) |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

By December, 2018 develop a Dementia Friendly Coalition to assess and address the needs of the community in relations to the increased population with dementia and their caregivers. This will address the County Board Priorities of Senior Citizens and Veterans, County Services and Public Safety. Priorities: 4,8,9

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

The Dementia Coalition has been developed as well as community education opportunities for caregivers, businesses and the general public. These include memory screens, Dementia Live (a dementia simulation experience) and Business Dementia Friendly trainings.

KEY PROGRAM STRATEGIES 2019

1. The focus will be on developing Dementia Friendly communities. This will take place by increasing the public knowledge on what to expect in the future and how to deal with the changes.

KEY PROGRAM STRATEGIES 2020

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|---------------------|----------------------|
| Average # of consumers assistance events** per month by I&A Specialists | 418 | 420 | 395 | 450 |
| Yearly number of opened cases by benefit specialists | 2405 | 1600 | 2788 | 1,600 |
| Number of attendees to events we host | 783 | 800 | 821 | 810 |
| Number of attendees to events we participate in (not hosts)** | 812 | 900 | 15 | 900 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
| 95% of individuals completing satisfaction survey will report services provided were helpful and met their | Report not received from state yet | 97% | 98.5% | 98% |
| 95% of individuals responding to surveys will indicated information and education provided met or exceeded their expectations. | Report not received from state yet | 97% | 98.4% | 98% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

We were short staffed most of the year until September when we were able to fill a couple positions.

**POLK COUNTY WISCONSIN
Health and Human Service Committee**

Department of Aging and Disability Resource Center

Laura Neve, Director

PROGRAM NAME:

Nutrition Program

PROGRAM OBJECTIVE:

To provide a nutritious meal, daily checks, nutrition education and opportunities to volunteer.

LINK TO BOARD PRIORITY:

Senior citizens third tier, linked also to public education, public protection and public health.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | 27,696 | 27,696 | 27,696 | 27,696 |
| Other Revenues | 446,172 | 380,090 | 432,391 | 442,168 |
| Total Revenue | 473,868 | 407,786 | 460,087 | 469,864 |
| Recurrent Expenditure | 426,750 | 407,786 | 457,785 | 469,489 |
| Total Expenditure | 426,750 | 407,786 | 457,785 | 469,489 |
| Net Revenue and Expenditures | 47,118 | - | 2,302 | 375 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

2. Expand "home cooked" meals to all sites pending proven cost effectiveness. This is to increase usage and improve health of the elders in the community.

KEY PROGRAM STRATEGIES 2019

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

We did expand to home cooking in both sites and have received a lot of positive feedback on the meals in comparison to the previous catered structure.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|---------------------------------------------------------------------------------------------------------------------|-------------|---------------|--------------|---------------|
| Number of meals served in the entire service area | 63,994 | 62,000 | 65,195 | 62,500 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
| 95% of individuals completing satisfaction survey will report meals provided were helpful in remaining independent. | 96% | 97% | 92% | 98% |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Small number of survey responses leads to a large impact on percentages per each response.

POLK COUNTY WISCONSIN
Health and Human Service Committee

Department of Aging and Disability Resource Center

Laura Neve, Director

PROGRAM NAME:

Transportation Services

PROGRAM OBJECTIVE:

To provide rides for elderly and disabled residents who have no other means of transportation.

LINK TO BOARD PRIORITY:

Transportation in first tier, linked also to Seniors, Veterans, public health and mental health.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|-------------|-------------|--------------|-------------|
| Revenue | | | | |
| General Property Tax | 11,079 | 11,079 | 11,079 | 11,079 |
| Other Revenues | 178,469 | 152,036 | 172,956 | 176,867 |
| Total Revenue | 189,547 | 163,115 | 184,035 | 187,946 |
| Recurrent Expenditure | 170,700 | 163,115 | 183,114 | 187,796 |
| Total Expenditure | 170,700 | 163,115 | 183,114 | 187,796 |
| Net Revenue and Expenditures | 18,847 | - | 921 | 150 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Expand programming with the van to include more social activities per requests. This is to improve the interaction of elders in the community and their mental health.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

Requested social activities has become the primary trip scheduling strategy. That has helped to build the client base.

KEY PROGRAM STRATEGIES 2019

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|------------------------------|-------------|---------------|--------------|---------------|
| Number of passengers served | 156 | 160 | 145 | 160 |
| Number of miles | 124874 | 110000 | 121658 | 115,000 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
| No more than 5 missed rides. | 1 | 1 | 1 | 1 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

The passengers served and number of miles are strictly for the Volunteer driver program for medical trips. We have no expectations of building a bigger client base than what we currently have and the number are based on their needed doctor visits. We do not want them to increase.

POLK COUNTY WISCONSIN

Health and Human Service Committee

Department of Aging and Disability Resource Center

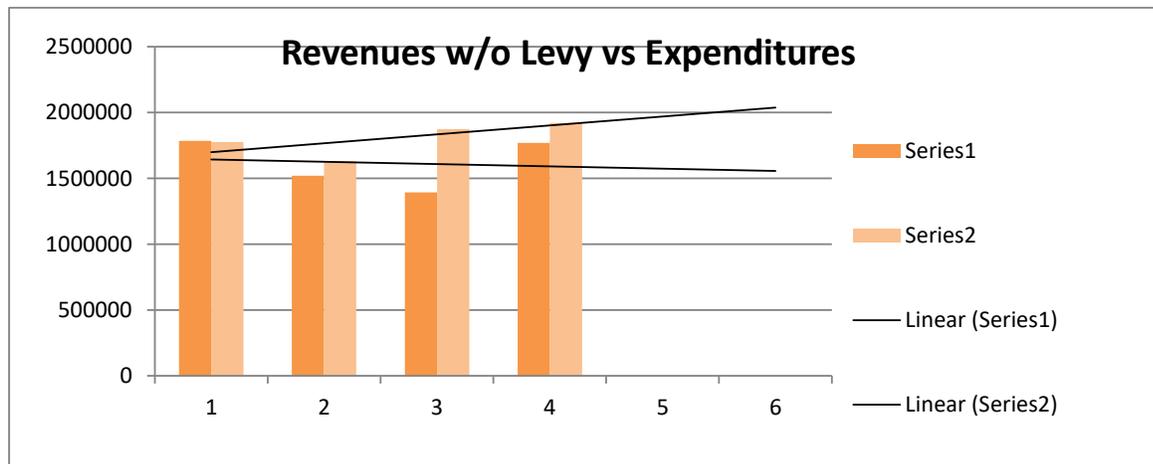
Laura Neve, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 110,785 | 110,785 | 110,785 | 110,785 |
| State Aids | 1,628,926 | 1,403,292 | 1,579,955 | 1,644,072 |
| Public Charge for Services | 153,035 | 116,468 | 149,607 | 124,000 |
| Misc. Revenue | 2,726 | 600 | | 600 |
| Total Revenue | 1,895,472 | 1,631,145 | 1,840,347 | 1,879,457 |
| Expense | | | | |
| Personnel Services | 805,312 | 857,199 | 884,482 | 958,369 |
| Contractual Services | 77,158 | 71,459 | 79,800 | 86,120 |
| Supplies & Expenses | 262,390 | 210,096 | 271,912 | 288,113 |
| Fixed Charges | 29,026 | 27,720 | 29,061 | 33,000 |
| Grants, Contributions, Indem | 533,115 | 464,671 | 565,884 | 512,355 |
| Capital Outlay | 68,460 | - | 42,484 | 42,500 |
| Cost Reallocation | - | - | - | - |
| Total Expenditures | 1,775,462 | 1,631,145 | 1,873,623 | 1,920,457 |
| Net Revenue and Expenditure | 120,010 | - | (33,276) | (41,000) |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actuals | 2019 Budget |
|----------------------------------------|-------------|-------------|--------------|-------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | 6.6 | 6.6 | 6.6 | 6.6 |
| Technicians/Para-Professionals | | | | 0 |
| Administrative Support | 2 | 2 | 2 | 2 |
| First/Mid Level Officials and Managers | 1 | 1 | 1 | 1 |
| Skilled Craft/Service Maintenance | 2.3 | 2.3 | 2.3 | 2.3 |
| Total | 12.9 | 12.9 | 12.9 | 12.9 |



Public Safety and Highway



POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Clerk of Circuit Court

Joan Ritten, Clerk of Circuit Court

DEPARTMENT DESCRIPTION:

The Clerk of Court's Office performs administrative duties for the court, including jury management, court financial management, court record management, recording of judgments, collections and enforcement of all court ordered financial obligations. The Clerk of Court is to follow all Wisconsin Statutes. The department provides information to the public on procedures to file: small claims, divorce actions, restraining orders, civil matters, and other case filings. The Clerk of Court's Office is charged with all record keeping, monitoring and scheduling of court cases including, but not limited to: small claims, civil, family, criminal, traffic, and appeals. A Court Commissioner is also appointed in each county and is included in the Clerk of Court Department. A Court Commissioner is a judicial official who has powers similar to a Circuit Court Judge. The Court Commissioner handles a variety of civil, family, traffic/forfeiture, criminal and probate matters.

CLERK OF CIRCUIT COURT 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.

CLERK OF CIRCUIT COURT VISION:

Our vision for Polk County Clerk of Court's Office is to continue to streamline court operations to increase access and convenience for all users. We strive to offer the highest level of service to court users while responsibly using and accounting for our county funded resources.

LINK TO COUNTY BOARD STRATEGIC GOALS:

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

STRATEGIC PRIORITIES:

To serve and represent the public with integrity.

PROGRAM OVERVIEW:

The Clerk of Circuit Court Office is the official record management for Polk County Court System. We perform many administrative duties including, jury management, financial management, record management, collection and enforcement of all court ordered financial obligations. Provide general information to the public regarding small claims, family, and civil filings, as well as other procedural information requested.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Assist court with scheduling

Daily court clerking

Provide service to public regarding proper filing and assist in filing

Assist with setting up payment plans

Provide information to collection agencies regarding past due accounts

Assist other departments and legal firms on balances of court ordered obligations

Some of the departments/services that we communicate with on a daily basis are: Public Health, Child Protections, Other Counties and Circuit Courts, Administration, Corp Counsel, Sheriffs Department, etc.

**POLK COUNTY WISCONSIN
Public Safety and Highway Committee**

Department of Clerk of Circuit Court

Joan Ritten, Clerk of Circuit Court

PROGRAM NAME:

Circuit Court: Case Filing and Management

PROGRAM OBJECTIVE:

Prompt and accurate record keeping/filing of all information necessary for the functioning of the court system, internal and external government agencies along with private businesses that work with Clerk of Court Office.

LINK TO BOARD PRIORITY:

Updating county services for the future and improving services.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
|-----------------------------------------|-------------|---------------|-------------|----------------|
| Number of Case files | 5,482 | 5,348 | 5,412 | 6,270 |
| Family | 256 | 254 | 253 | 298 |
| Civil | 385 | 369 | 369 | 419 |
| Criminal (CM,CF,CT) | 1,050 | 1,018 | 1,017 | 1,198 |
| Paternity | 16 | 14 | 22 | 15 |
| Juvenile | 155 | 167 | 228 | 192 |
| Small Claims | 859 | 1,013 | 1,010 | 1,178 |
| Traffic | 2,761 | 1,859 | 1,859 | 2,204 |
| Forfeitures | 434 | 392 | 392 | 455 |
| Group Files | 340 | 262 | 262 | 311 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimates |
| Number of re-opened cases due to | 0 | 0 | 0 | 0 |
| Number of approx. calls received yearly | 19,050 | 14,700 | 15,000 | 24,500 |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Continue to update e-filing for all case types which enables citizens to more efficiently file online.
2. Complete the procedure of sending all old court ordered debt to collections in an effort in increase revenues and reimbursements to victims.

COMPLETION OF KEY PROGRAM STRATEGIES IN 2018:

CCAP has completed all planned e-filing. Our office continues to work on scanning of old files and converting to e-filing as needed. Our office has been collecting on old Debts through State Debt Collection (SDC) and Tax Intercept, along with keeping current on payment plans.

KEY PROGRAM STRATEGIES 2019

1. Continue mandatory e-filing of all case types
2. Analyze efficiencies in court costs.
3. Continue collections on owed monies along with continuation of tax intercept and other means of collections.

KEY PROGRAM STRATEGIES 2020

1. Continue with implementation of e-filing.
2. Collaborate with interoffice agencies to decrease costs of court cases.
3. Continue collections on owed monies along with continuation of tax intercept and other means of collections.

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Pursuant to Supreme Court Rulings 81.02(1) there will be an increase for Court Appointed Attorney Fee's from \$70.00/hour to \$100.00/hour effective 1/1/2020, which will increase Collections. Employee Wages plays a role in keeping current/trained productive employees

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Clerk of Circuit Court

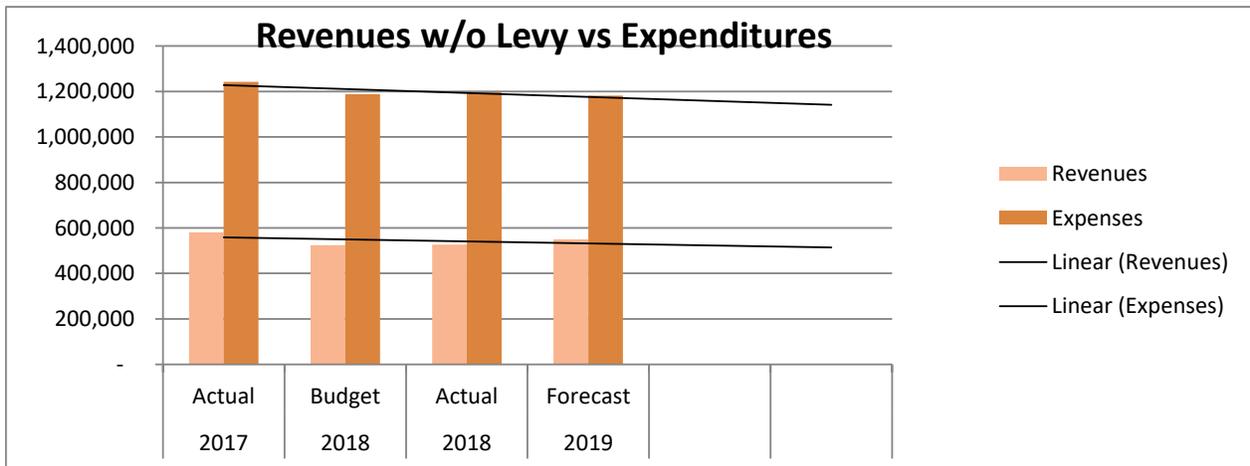
Joan Ritten, Clerk of Circuit Court

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Forecast |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 670,867 | 663,819 | 663,819 | 631,887 |
| State Aids | 185,996 | 174,705 | 189,577 | 186,705 |
| Fine and Forfeitures | 180,356 | 175,000 | 142,368 | 177,700 |
| Public Charge for Services | 204,408 | 174,272 | 193,808 | 185,711 |
| Misc. Revenue | 685 | | 451 | |
| Other Financing Sources | 8,929 | | | |
| Total Revenue | 1,251,242 | 1,187,796 | 1,190,023 | 1,182,003 |
| Expense | | | | |
| Personnel Services | 723,826 | 734,113 | 711,992 | 752,715 |
| Contractual Services | 361,667 | 299,119 | 327,846 | 321,544 |
| Supplies & Expenses | 39,502 | 34,564 | 36,410 | 37,144 |
| Fixed Charges | 25 | | 23 | - |
| Grants, Contributions, Indem | 50,000 | 50,000 | 50,000 | - |
| Cost Reallocation | 67,294 | 70,000 | 69,259 | 70,600 |
| Total Expenditures | 1,242,314 | 1,187,796 | 1,195,530 | 1,182,003 |
| Net Revenue and Expenditures | 8,928 | 0 | (5,507) | - |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Forecast |
|--------------------------|-------------|-------------|-------------|---------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | 1 | 1 | 1 | 1 |
| Administrative Support | 10 | 10 | 10 | 10 |
| Total | 12 | 12 | 12 | 12 |



**POLK COUNTY WISCONSIN
Public Safety and Highway Committee**

Department of District Attorney and Victim/Witness Services

Jeff Kemp, District Attorney

DEPARTMENT DESCRIPTION:

This department prosecutes criminal cases, 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 an effective, 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.

PROGRAM OVERVIEW:

Prosecution of Criminal Cases

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Prosecution of Criminal, Juvenile, and Traffic Cases; Serve Victims of Crime

**POLK COUNTY WISCONSIN
Public Safety and Highway Committee**

Department of District Attorney and Victim/Witness Services

Jeff Kemp, District Attorney

PROGRAM NAME:

District Attorney

PROGRAM OBJECTIVE:

Prosecution of Criminal Case Load

LINK TO BOARD PRIORITY:

Public Safety

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Forecast |
|-------------------------------------|-------------|-------------|--------------|---------------|
| Revenue | | | | |
| General Property Tax | 351,559 | 370,368 | 370,368 | 385,278 |
| Other Revenues | 29,610 | 38,506 | 39,850 | 38683 |
| Total Revenue | 381,169 | 408,874 | 410,218 | 423,961 |
| Recurrent Expenditure | 383,369 | 408,874 | 394,521 | 423,961 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 383,369 | 408,874 | 394,521 | 423,961 |
| Net Revenue and Expenditures | (2,200) | - | 15,697 | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Cross-train staff, in-office and with other departments, for better knowledge of programs and responsibilities; thus delivering outstanding customer service.

Support and help create a transportation service in Polk County improving access to county services and decreasing OWI rate.

Offer and encourage Paperless Discovery and use E Referral program with Sheriff's Department creating efficiency of services.

Create additional county ordinances increasing county services.

COMPLETION OF KEY STRAGIES IN 2018:

DA Staff continues to cross-train as time permits. DA, Clerk of Courts, and Juvenile Justice set up monthly meetings to learn how each department's State and County Software link to each other eFiling documents; (Protect, CCAP). DA and Clerk of Courts joined forces and made a trip to Douglas County to view their advanced restitution process. An outreach for county transportation is ongoing. Paperless Discovery is a current option made from DA Office but rarely used. Additional County Ordinances were made to charge cases more specifically.

KEY PROGRAM STRATEGIES 2019

Develop and get funding for more treatment programs to include with the Polk County Justice Collaborating Counsel.

KEY PROGRAM STRATEGIES 2020

Organize Polk County Justice Collaborating Counsel to a County Funded Entity expanding programs for treatment.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|-----------------------------------|-------------|---------------|--------------|---------------|
| County Disorderly Conduct Charged | 109 | 118 | 142 | 129 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|---------------------------------|-------------|---------------|--------------|---------------|
| Diversion Cases (as of 8/31/16) | 37 | 40 | 30 | 43 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Specific County Ordinances are in place so charging decisions can be made more accurately.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee
Department of District Attorney and Victim/Witness Services
Jeff Kemp, District Attorney

PROGRAM NAME:

Victim Witness

PROGRAM OBJECTIVE:

Ensure each and every victim has the opportunity to exercise their rights per Chapter 950.

LINK TO BOARD PRIORITY:

Public Safety

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Forecast |
|-------------------------------------|-------------|-------------|--------------|---------------|
| Revenue | | | | |
| General Property Tax | 68,195 | 77,341 | 77,341 | 82,451 |
| Other Revenues | 72,951 | 65,791 | 35,035 | 65,791 |
| Total Revenue | 141,146 | 143,132 | 112,376 | 148,242 |
| Recurrent Expenditure | 141,146 | 143,132 | 146,209 | 148,242 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 141,146 | 143,132 | 146,209 | 148,242 |
| Net Revenue and Expenditures | - | - | (33,833) | - |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

Process and remit restitution more timely and update brochures to create excellent service to victims of crime.

Appropriate training to ensure appropriate rights are being offered and VW professionals are educated.

Tie relations with CRA to improve victim homelessness, safety, and confidentiality.

Work with CRA to re-establish Coordinated Community Response Team to service Polk County.

Create web-links to forms and state services such as Crime Victim Compensation VineLink.

COMPLETION OF KEY STRATEGIES IN 2018:

Bookkeeper has audited most all restitution accounts handled through DA Office. Clerk of Courts are now paying out restitution on probation accounts centrally for accuracy.

VW Professionals both appointed to State of WI Victim Witness Board and regularly attend trainings.

VW Professionals work diligently with CRA Shelter and meet bi-monthly on establishing new ways to train community on domestic violence issues.

VW has added state and county service links to Polk County Victim Witness website. These links are regularly emailed to victims for clear accessibility.

KEY PROGRAM STRATEGIES 2019

1. Better procedure to follow for child victims needing to testify in trials.
2. Survey to victims regarding satisfaction with court process and services.
3. Create organizations, programs, and resources for victims of domestic violence.

KEY PROGRAM STRATEGIES 2020

1. Training to assist child sexual assault victims.
2. Renew and update victim forms and pamphlets.
3. Activate Coordinated Community Response Team

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
|---------------------------------|-------------|---------------|--------------|---------------|
| Cases with Individuals assisted | 1,533 | 1,686 | 1,717 | 1,734 |
| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimate |
| Requests to be Notified | 149 | 203 | 158 | 163 |
| Restitution Requests | 133 | 134 | 116 | 117 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Developing a trusting relationship with victims and clearly define resources and court processes.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

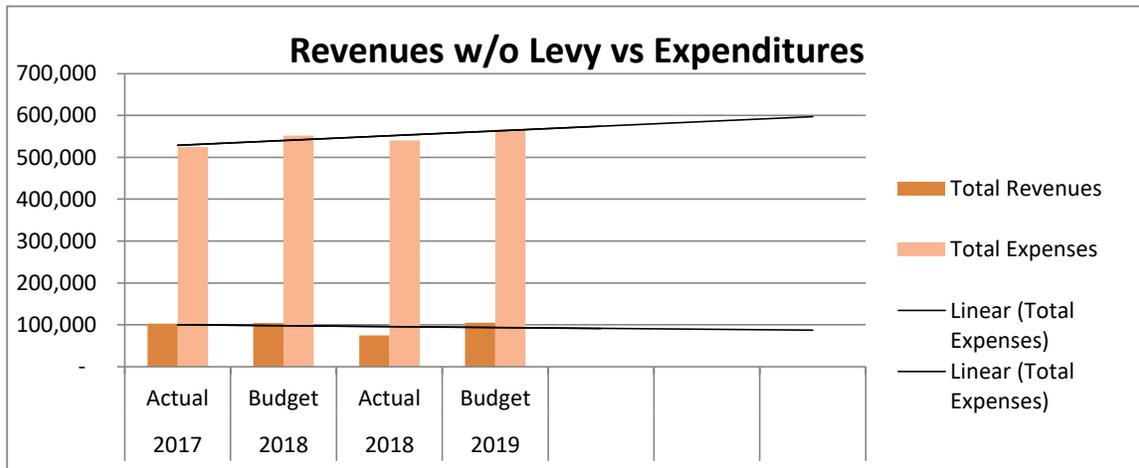
Department of District Attorney and Victim/Witness Services
Jeff Kemp, District Attorney

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Forecast |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| Revenue | | | | |
| General Property Tax | 419,755 | 447,709 | 447,709 | 461,203 |
| State Aids | 72,951 | 65,791 | 35,035 | 65,791 |
| Fine and Forfeitures | 5,163 | 2,050 | 3,506 | 591 |
| Public Charge for Services | 24,447 | 36,455 | 36,344 | 38,684 |
| Other Financing Sources | | | | |
| Total Revenue | 522,316 | 552,006 | 522,594 | 566,269 |
| Expense | | | | |
| Personnel Services | 465,904 | 489,849 | 487,836 | 502,010 |
| Contractual Services | 21,778 | 24,988 | 16,998 | 26,544 |
| Supplies & Expenses | 36,308 | 36,369 | 35,476 | 36,915 |
| Fixed Charges | 525 | 800 | 420 | 800 |
| Total Expenditures | 524,515 | 552,006 | 540,730 | 566,269 |
| Net Revenue and Expenditures | (2,199) | - | (18,136) | 0 |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Forecast |
|----------------------------------------|-------------|-------------|-------------|---------------|
| FTE Employees | | | | |
| Officials/Administrators | | | | |
| Administrative Support | 4 | 4 | 4 | 4 |
| Professionals | | | | |
| First/Mid Level Officials and Managers | 1 | 1 | 1 | 1 |
| Technicians/Para-Professionals | 2 | 2 | 2 | 2 |
| Total | 7 | 7 | 7 | 7 |



POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

Brent Waak, Sheriff

DEPARTMENT DESCRIPTION:

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 of economic development and business growth. Law enforcement presence in the primary schools promotes higher quality educational environment. Strong law enforcement presence promote voluntary compliance with traffic laws resulting in safer communities.

STRATEGIC PRIORITIES:

Continue to develop and plan for a permanent site for use of force and firearms training. Expand our Crisis Intervention Program and training. Implement video visitation in the Jail. Enterprise Software upgrade in Dispatch.

PROGRAM OVERVIEW:

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

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Field Services - Patrol, Emergency Response, Transports, Court Security, Recreation Patrol, Investigations, Civil Process.

Communications: 911 calls, non-emergency calls, radio communications, paging, weather alerts. **Corrections:** Safety and security of inmates and staff, some transports, Inmate healthcare, food, and laundry, Huber, taking inmates to court, library service, inmate programming. **Emergency Management:** Emergency planning, preparation and training, debris plan, coordination between state and local emergency services, grant management.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

Brent Waak, Sheriff

PROGRAM NAME:

Law Enforcement and Public Safety, Field Services Division

PROGRAM OBJECTIVE:

To provide the safest enforcement possible by providing professional, respectful law enforcement services.

LINK TO BOARD PRIORITY:

Updating county services for the future and improving public protection, substance abuse problems and recreation.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Forecast |
|-------------------------------------|-------------|-------------|--------------|---------------|
| Revenue | | | | |
| General Property Tax | 3,806,297 | 4,022,229 | 4,022,229 | 4,045,059 |
| Other Revenues | 386,449 | 231,492 | 364,320 | 275,846 |
| Total Revenue | 4,192,745 | 4,253,721 | 4,386,550 | 4,320,905 |
| Expenditure | | | | |
| Recurrent Expenditure | 4,216,508 | 4,253,721 | 4,327,650 | 4,320,905 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 4,216,508 | 4,253,721 | 4,327,650 | 4,320,905 |
| Net Revenue and Expenditures | (23,763) | - | 58,900 | - |

PROGRAM PERFORMANCE INFORMATION:

KEY PROGRAM STRATEGIES 2018

1. Continue to look for opportunity to broaden our Recreational patrol initiatives
2. Services Division Sergeant and methodically move them into a more administrative/leadership role.
3. Explore the use of technology in patrol activities for the purpose of reducing liability, personnel complaints and court time.
4. Develop and plan for a permanent site for use of force and firearms training.
5. Finalize the mental health critical incident training.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. Due to static staffing numbers and vacancies in administration positions, the recreational patrol activities were static in 2018. This will remain a strategy for 2019.
2. After an evaluation of current staffing it was determined that this position could not be created with present staffing levels
3. Initiatives such as the FirstNet communications system and implementation of "smart" technology began in Q3 2018 and will be completed in Q2 2019. Additional technology efficiencies will continue to be examined.
4. No progress was made on this project in 2018 due to vacancies in administration and budgetary constraints. The project will be continued in 2019.
5. Development of a Peer Support/Mentoring program began in Q4 2018. Initial training occurred in Q1 2019. Training in this area and in CIT training will be a continued project in 2019.

KEY PROGRAM STRATEGIES 2019

1. Increase drug enforcement and enhance drug prevention education.
2. Increase efficiencies in mental health commitment procedures.
3. Conduct staffing study and shift design evaluation in order to maximize service and reduce overtime.
4. Explore the use of technology in patrol activities for the purpose of reducing liability, personnel complaints and court time.
5. Continue to look for opportunity to broaden our Recreational patrol initiatives
6. Develop and plan for a permanent site for use of force and firearms training.
7. Finalize the mental health critical incident training.

KEY PROGRAM STRATEGIES 2020

1. Increase recreational patrol enforcement hours and commitment of resources.
2. Develop enhanced employee wellness programming and initiatives.
3. Prepare for implementation of Wisconsin Incident Based Reporting system mandate.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimates | 2018 Actuals | 2019 Estimates |
|-------------------------------------|--------------------------|-----------------------|---------------------|-----------------------|
| Case files | 2,628 | 3,150 | 2,520 | 3,200 |
| Emergency Response Safety | 100% | 100% | 100% | 100% |
| Adult Arrests | 802 | 652 | 652 | 750 |
| Transports | 331 | 353 | 353 | 370 |
| Traffic Accidents | 478 | 535 | 535 | 540 |
| Outcome indicators | 2016 Planned 2017 | 2018 Estimates | 2018 Actuals | 2019 Estimates |
| Percentage of overtime as compared | 8.320% | 9.18% | 9.18% | 7.45% |
| Violent crime arrest per occurrence | 57% | 55% | 55% | 55% |
| Unresolved performance complaints | 0 | 0 | 0 | 0 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

1. The vacancy in the position of Chief Deputy and the change in the elected Sheriff had significant impacts on the administrative workload in the department in 2018, resulting in limited progression toward 2018 goals.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

Brent Waak, Sheriff

PROGRAM NAME:

Emergency Communications

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.

LINK TO BOARD PRIORITY:

Updating county services and public protection.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Estimates |
|-------------------------------------|-------------|-------------|--------------|----------------|
| Revenue | | | | |
| General Property Tax | 979,213 | 1,010,280 | 1,010,280 | 1,178,120 |
| Other Revenues | 5,000 | | | |
| Total Revenue | 984,213 | 1,010,280 | 1,010,280 | 1,178,120 |
| Recurrent Expenditure | 984,213 | 1,010,280 | 1,045,230 | 1,178,120 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 984,213 | 1,010,280 | 1,045,230 | 1,178,120 |
| Net Revenue and Expenditures | - | - | (34,950) | (0) |

PROGRAM PERFORMANCE INFORMATION:

KEY PROGRAM STRATEGIES 2018

1. Stay abreast of legislative efforts to provide for funding Tele-communications technology.
2. Strive to recruit and retain the very best employees.
3. Add Supervision hours to the Communications Division.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. The division achieved this goal and continues to stay abreast of legislative actions affecting it.
2. The division had 100% retention of employees in 2018
3. The position of Communications Supervisor was created and filled in March of 2018. This position created 40 additional hours of supervision in the Communications Division. The position was created by repurposing an existing FTE and without adding additional staff.

KEY PROGRAM STRATEGIES 2019

1. Develop and share best practices on processes that recognize trained Communication Unit personnel.
2. Ensure standard operating procedures reflects current use of priority communication services.
3. Support the evolution of alert and warning systems that deliver timely, relevant and accessible emergency information to the public.

KEY PROGRAM STRATEGIES 2020

1. Prepare equipment and personnel for the implementation of NexGen 911 Services.
2. Develop standardized Policy and Procedure manual for Communications Division.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimates | 2018 Actuals | 2019 Estimates |
|------------------------------------|-------------|----------------|--------------|----------------|
| Total Calls For Service | 36580 | 36,997 | 36,997 | 37,500 |
| Total number of 911 Calls | * | 11,711 | 11,711 | 11,750 |
| Outcome indicators | 2017 Actual | 2018 Estimates | 2018 Actuals | 2019 Estimates |
| Percentage of overtime as compared | 8.5% | 7.5% | 7.5% | 7.5% |
| Average time to answer 911 calls | 2 sec | 3 sec | 3 Sec | 2 sec |

ASSUMPTIONS AND FACTORS AFFECTING PERFORMANCE:

1. Stability in staffing contributed significantly to the achievement of 2018 goals
2. Lack of legislative funding has slowed the transition to NexGen 911
3. Funding from the County Board allowed the implementation of additional supervision hours

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

Brent Waak, Sheriff

PROGRAM NAME:

Emergency Management Division

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 REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Estimates |
|-------------------------------------|-------------|-------------|--------------|----------------|
| Revenue | | | | |
| General Property Tax | 44,531 | 56,796 | 56,796 | 83,888 |
| Other Revenues | 63,050 | 82,723 | 88,804 | 59,543 |
| Total Revenue | 107,581 | 139,519 | 145,600 | 143,431 |
| Recurrent Expenditure | 106,431 | 139,519 | 144,466 | 143,431 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 106,431 | 139,519 | 144,466 | 143,431 |
| Net Revenue and Expenditures | 1,150 | - | 1,134 | 0 |

PROGRAM PERFORMANCE INFORMATION:

KEY PROGRAM STRATEGIES 2018

1. Successfully complete and submit all grant applications available to assist in funding the EM program. This includes the annual EMPG and EPCRA grants.
2. Complete all of the annual Plan of Work activities.
3. Continue large event incident response plan.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. All existing grants were completed and submitted in a timely fashion
2. The annual Plan of Work was completed
3. Planning continues in to 2019 for large event incident planning, some planning was completed in 2018 but additional areas of planning have been identified and will be incorporated in to the planning

KEY PROGRAM STRATEGIES 2019

1. Successfully complete and submit all grant applications available to assist in funding the EM programs.
2. Work on updating Long Term Power Outage Plans & Strategies.
3. Work with Municipalities to complete or update their Emergency Operations Plan (EOP).
4. Recruit and train replacement EMA Coordinator for retiring Coordinator

KEY PROGRAM STRATEGIES 2020

1. Expand Emergency Preparedness program offerings to school systems, civic and business groups.
2. Continue to grow and develop relationships with emergency services throughout the county.
3. Update and enhance capabilities of the Emergency Preparedness Mobile Command Center.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimates | 2018 Actuals | 2019 Estimates |
|-------------------------|-------------|----------------|--------------|----------------|
| Volunteers Recruitment | 4 | 0 | 0 | 2 |
| Community Presentations | 10 | 4 | 4 | 8 |
| Planning initiatives | 1 | 10 | 10 | 5 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimates |
|----------------------|-------------|---------------|--------------|----------------|
| POW Compliance- | 100% | 100% | 100% | 100% |
| Planning Initiatives | 100% | 100% | 100% | 100% |

ASSUMPTIONS AND FACTORS AFFECTING PERFORMANCE:

1. The experience of the long-serving EMA Coordinator contributed heavily to the successful completion of 2018 goals
2. The retirement of the long-serving EMA Coordinator and the training of the replacement in 2019 will have unforeseen impact on the EMA Division operations in the short term during 2019

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

Brent Waak, Sheriff

PROGRAM NAME:

Jail Division

PROGRAM OBJECTIVE:

To provide a secure and safe environment for pre-trial and convicted inmate under the direction of the courts.

LINK TO BOARD PRIORITY:

Mental health, public protection.

PROGRAM REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Estimates |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 2,446,889 | 2,605,802 | 2,605,802 | 3,102,704 |
| Other Revenues | 299,203 | 217,050 | 484,950 | 222,980 |
| Total Revenue | 2,739,899 | 2,822,852 | 3,090,752 | 3,325,684 |
| Recurrent Expenditure | 2,739,899 | 2,822,852 | 2,955,940 | 3,325,684 |
| Total Expenditure | 2,739,899 | 2,822,852 | 2,955,940 | 3,325,684 |
| Net Revenue and Expenditures | 0 | - | 134,812 | 0 |

PROGRAM PERFORMANCE INFORMATION:

KEY PROGRAM STRATEGIES 2018

1. Implement the Prison Rape Elimination Act Standards in the Jail.
2. Complete the transition to Lexipol policies
3. Implement the Jail Inspection recommendation.
4. Develop an inmate worker program that assists Polk County in completing grounds work.
5. Determine the cost effectiveness of having Inmates do the laundry in the Jail.
6. Add Supervision in the Jail.
7. Implement inmate video visitation.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. PREA standards have been implemented in the jail, training has been conducted and is ongoing, a PREA audit is being considered for Q4 2019
2. The jail successfully transitioned to Lexipol policies in November 2018
3. All jail inspection recommendations from the 2017 jail inspection were implemented in 2018
4. Due to the lack of a program services officer and unstable staffing, no progress was made on this goal in 2018. This goal will be carried over to 2019.
5. Due to the lack of a program services officer and unstable staffing, no progress was made on this goal in 2018. This goal will be carried over to 2019.
6. Two jail sergeants were appointed in January of 2018. These positions were created with the repurposing of existing FTEs.
7. Progress towards the implementation of video visitation was made in 2018. Due to delays by the vendor, the program was not fully implemented until February 2019 but is now in place.

KEY PROGRAM STRATEGIES 2019

1. Implement a weekly orientation process for new inmates.
2. Reduce overtime and increase staff morale and jail efficiency by obtaining a full staffing level.
3. Implement Program Service Officer position and coordination with CJCC.
4. Develop an inmate worker program that assists Polk County in completing grounds work.
5. Implement the Prison Rape Elimination Act Standards in the Jail.
6. Determine the cost effectiveness of having Inmates do the laundry in the Jail.
7. Begin phase 1, 2 and 3 of the Jail Controller and Camera Upgrade project

KEY PROGRAM STRATEGIES 2020

1. Complete upgrade of surveillance camera and intercom system.
2. Continue developing up-to-date recruitment and retention plans.
3. Enhance educational and technology based programming for inmates.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimates |
|---------------------------------------|--------------------|----------------------|---------------------|-----------------------|
| Cost per inmate day | 85.1 | 81.19 | 81.19 | 79.56 |
| Intra-department training hours | 26 | 26 | 26 | 28 |
| Mental Health critical incident train | 0 | 8 | 0 | 8 |
| Bookings | 1,504 | 1,535 | 1,517 | 1,535 |
| Jail Bed days | 32,194 | 35,550 | 34,799 | 35,550 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actuals | 2019 Estimates |
|--------------------------------------------|--------------------|----------------------|---------------------|-----------------------|
| Percentage of overtime as compared | 8.5%* | 9.8% | 9.8% | 6.5% |
| Annual state inspection compliance | 2 Violations | 3 Violations | 3 Violations | Full Compliance |
| Use of Force Incidents as compared to Jail | 10/32194 | 18/34799 | 18/34799 | 12/35550 |

ASSUMPTIONS AND FACTORS AFFECTING PERFORMANCE:

1. Recruitment and retention has historically been difficult in jail operations. In late 2018 new practices were introduced which is helping to stabilize staffing.
2. Prioritization of the CJCC and alternative justice by the County Board ahs been beneficial in creating a Program Service Officer

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Department of Law Enforcement

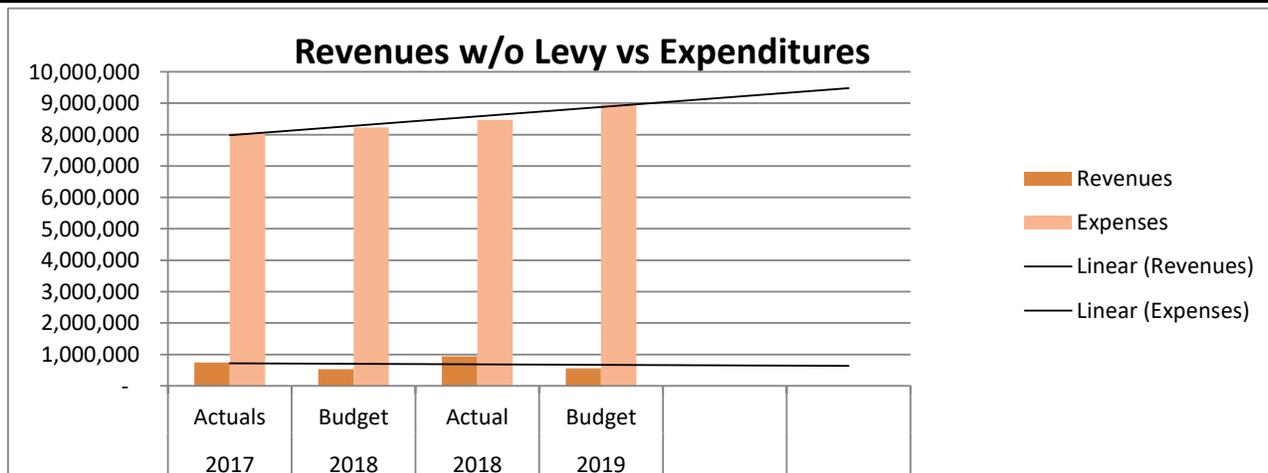
Brent Waak, Sheriff

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actuals | 2019 Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 7,278,378 | 7,695,108 | 7,695,108 | 8,051,471 |
| State Aids | 208,183 | 132,915 | 168,540 | 151,323 |
| Public Charge for Services | 331,399 | 271,850 | 517,302 | 257,374 |
| Intergovernmental Revenue | 133,976 | 62,000 | 155,381 | 85,171 |
| Misc. Revenue | 50,144 | 39,500 | 71,851 | 39,500 |
| Other Financing Sources | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Revenue | 8,027,079 | 8,226,373 | 8,633,182 | 8,609,839 |
| Expense | | | | |
| Personnel Services | 6,727,434 | 6,598,311 | 7,005,888 | 6,932,083 |
| Contractual Services | 717,078 | 870,904 | 865,986 | 935,350 |
| Supplies & Expenses | 359,304 | 447,007 | 348,960 | 420,036 |
| Fixed Charges | 396 | 4,059 | 304 | 4,060 |
| Grants, Contributions, Indem | 518 | 2,750 | 319 | 2,750 |
| Capital Outlay | 174,087 | 299,141 | 247,628 | 669,660 |
| Cost Reallocation | 72,026 | 4,200 | 4,200 | 4,200 |
| Total Expenditures | 8,050,843 | 8,226,373 | 8,473,285 | 8,968,139 |
| Net Revenue and Expenditures | (23,764) | 0 | 159,897 | (358,300) |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2018 Actuals | 2019 Budget |
|----------------------------------------|--------------|--------------|--------------|--------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | | | | |
| Technicians/Para-Professionals | 11.65 | 11.65 | 11.65 | 11.65 |
| First/Mid Level Officials and Managers | 5 | 5 | 5 | 5 |
| Administrative Support | 5 | 5 | 5 | 5 |
| Skilled Craft/Service Maintenance | | | 0 | |
| Protective Service Workers | 55.44 | 58.44 | 58.44 | 58.44 |
| Total | 78.09 | 81.09 | 81.09 | 81.09 |



POLK COUNTY WISCONSIN
Public Safety and Highway Committee
Highway Department
Emil Norby, Highway Commissioner

DEPARTMENT DESCRIPTION:

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 serve our customers and community more effectively than anyone else by treating our customers and co-workers as we, personally, would like to be treated, and to make a difference in their lives within Polk County by developing and maintaining a safe, efficient 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.

PROGRAM OVERVIEW:

The department provides all highway services for 662 lane miles of county roads and 364 lane miles of state highway. Provides construction and maintenance activities to other Municipalities as requested.

LIST OF SERVICES BOTH INTERNALLY AND EXTERNALLY PROVIDED BY YOUR DEPARTMENT:

Services include; construction, winter/ice/snow activities, surface maintenance, drainage, signs, woody vegetation, material inventory, equipment maintenance, and record keeping.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Highway Department

Emil Norby, Highway Commissioner

PROGRAM NAME:

Construction and reconstruction of county roads

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 REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimate |
|-------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| General Property Tax | 1,376,065 | 1,402,334 | 1,402,334 | 1,542,213 |
| Other Revenues | 2,205,906 | 1,787,183 | 6,387,856 | 1,907,856 |
| Total Revenue | 3,581,970 | 3,189,518 | 7,790,190 | 3,450,068 |
| Recurrent Expenditure | 3,109,760 | 3,580,818 | 3,415,252 | 3,538,052 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 3,109,760 | 3,580,818 | 3,415,252 | 3,538,052 |
| Net Revenue and Expenditures | 472,210 | (391,300) | 4,374,938 | (87,983) |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Optimize funding by long-term planning for highway construction projects to lengthen the life of a highway, such as new asphalt.
2. Completion of the new highway facility, ensuring that future needs and demands of the transportation system are met.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. Optimized funding introducing Mico - Sealing into the paving program providing a high quality wear surface at a reduced cost in the communities of Amery, Village of Clear Lake and the Village of Clayton. 2. New Highway Facility was completed on schedule while old facility was removed. Department moved into the new facility on August 13th 2018.

KEY PROGRAM STRATEGIES 2019

1. Optimize funding by long term planning for highway construction projects to lengthen the life of a highway, such as new asphalt.
2. Completion of the new Highway facility, ensuring that future needs and demands of the transportation system are met.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|--------------------------------------------|-------------|---------------|-------------|---------------|
| Miles overlaid, reclaimed, chip sealed and | 38 | 26 | 30 | 40 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|--------------------|-------------|---------------|-------------|---------------|
| Paser rating | 7.1 | 6.9 | 6.9 | 6.8 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Limited funding with a flat levy and limited funding from State and Federal Transportation sources continue to effect programs. Although small increase at the state and federal levels have helped, it has not been enough to improve the program with no long term transportation funding source.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee
Highway Department
 Emil Norby, Highway Commissioner

PROGRAM NAME:

Road maintenance and repair

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 REVENUES AND EXPENDITURES:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimate |
|-------------------------------------|-------------|-------------|-------------|---------------|
| Revenue | | | | |
| General Property Tax | 1,824,086 | 1,858,909 | 1,858,909 | 2,044,328 |
| Other Revenues | 2,924,108 | 2,369,057 | 8,467,622 | 2,529,018 |
| Total Revenue | 4,748,193 | 4,227,965 | 10,326,531 | 4,573,347 |
| Recurrent Expenditure | 4,122,240 | 4,746,665 | 4,527,194 | 4,689,975 |
| Capital/One-time Expenditure | | | | |
| Total Expenditure | 4,122,240 | 4,746,665 | 4,527,194 | 4,689,975 |
| Net Revenue and Expenditures | 625,953 | (518,700) | 5,799,337 | (116,629) |

KEY STRATEGIES:

KEY PROGRAM STRATEGIES 2018

1. Optimize funding by increasing spray patching to improve ride, seal cracks and maintain current Paser rating.
2. Increase mowing from two to three passes each year to improve visibility and aesthetics of roads.
3. Reduce plow route cycle times by evaluating plow routes using WisDOT route optimization software.

COMPLETION OF KEY STRATEGIES FOR 2018:

1. The spray patch program was increased using two machines throughout the year to maintain the paser rating. 2. Mowing intervals were increased on County Trunk Highways increasing visibilities on County Highways. 3. County Plow routes were put into the states software for route optimization. Findings should there was some improvement of shared state and county routes but was minimal and would require the County to switch to salt only County wide.

KEY PROGRAM STRATEGIES 2019

1. Optimize funding by using new processes and improved materials to lengthen the life of a highway, such as new asphalt mix designs and pothole patching methods.
2. Completion of the new Highway facility will allow highway trucks and equipment to be stored indoors and have access to a washing facility, increasing the life of the equipment.

KEY PERFORMANCE INDICATORS:

| Output indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|----------------------------------------|-------------|---------------|-------------|---------------|
| Miles of county highway plowed | 78966 | 88416 | 100057 | 88416 |
| Lane line miles of highways maintained | 662 | 662 | 662 | 662 |

| Outcome indicators | 2017 Actual | 2018 Estimate | 2018 Actual | 2019 Estimate |
|------------------------------------|-------------|---------------|-------------|---------------|
| Average cycle times per plow route | 2.58 | 3 | 2.71 | 3 |

ASSUMPTIONS AND FACTORS AFFECTING PROGRAM PERFORMANCE:

Continued public demand for bare Highways during a storm. More severe weather prolonging winter driving winter maintenance costs.

POLK COUNTY WISCONSIN
Public Safety and Highway Committee

Highway Department

Emil Norby, Highway Commissioner

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION:

| | 2017 Actual | 2018 Budget | 2018 Actual | 2019 Estimate |
|-------------------------------------|------------------|------------------|-------------------|------------------|
| Revenue | | | | |
| General Property Tax | 3,200,150 | 3,261,243 | 3,261,243 | 3,586,541 |
| State Aids | 1,596,831 | 1,787,064 | 1,787,628 | 2,006,408 |
| Intergovernmental Revenue | 2,378,956 | 2,319,976 | 2,455,021 | 2,382,266 |
| Misc. Revenue | 48,006 | 49,200 | 64,056 | 48,200 |
| Other Financing Sources | 1,106,220 | - | 10,548,773 | |
| Total Revenue | 8,330,164 | 7,417,483 | 18,116,721 | 8,023,415 |
| Expense | | | | |
| Operating Expense | - | 10,000 | - | - |
| Personnel Services | 2,592,806 | 2,646,279 | 2,844,221 | 2,723,418 |
| Contractual Services | 1,552,269 | 1,106,207 | 1,316,412 | 1,185,759 |
| Supplies & Expenses | 1,787,714 | 2,774,404 | 2,510,969 | 2,452,474 |
| Fixed Charges | 954,721 | 749,210 | 983,112 | 1,423,260 |
| Other Grant Contributions | 135,258 | | | |
| Capital Outlay | 19,138 | 935,288 | 47,324 | 256,374 |
| Cost Reallocation | 190,094 | 106,095 | 240,408 | 186,742 |
| Total Expenditures | 7,232,000 | 8,327,483 | 7,942,446 | 8,228,027 |
| Net Revenue and Expenditures | 1,098,164 | (910,000) | 10,174,275 | (204,612) |

EMPLOYMENT BY JOB CLASSIFICATION:

| | 2017 Budget | 2018 Budget | 2019 Budget | 2020 Estimates |
|----------------------------------------|--------------|--------------|--------------|----------------|
| FTE Employees | | | | |
| Officials/Administrators | 1 | 1 | 1 | 1 |
| Professionals | | | | |
| Technicians/Para-Professionals | | | | |
| First/Mid Level Officials and Managers | 3 | 3 | 3 | 3 |
| Administrative Support | 1 | 1 | 1 | 1 |
| Skilled Craft/Service Maintenance | 32.45 | 32.45 | 32.45 | 32.45 |
| Total | 37.45 | 37.45 | 37.45 | 37.45 |

