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August 21, 2018

Dean Johansen, County Board Chairperson
Sharon Jorgenson, County Clerk

Re: Filing of Composite Annual Report for Year Ending December 31, 2017

Dean and Sharon:

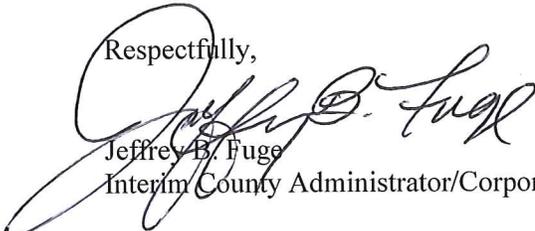
Pursuant to Wisconsin Statute Section 59.18(5), I forward for filing the composite annual report of the County departments for the year ending December 31, 2017. Contemporaneous with this filing, I ask that the Clerk make the same accessible to Supervisors and other persons interested in the composite report.

The composite annual report takes on a new look this year, one that is organized by service area and easily tracks information contained in the County's budget documentation. The composite annual report is fairly lengthy in detail both on a quantitative data and in narrative form on the performance of the array and services delivered. Highlights of the composite report will be discussed further in the Budget Narrative and Condition Report presented on submission and presentation of the Administrator's Recommendation on the 2019 Operating and Capital Improvement Budget during the September 6, 2018 meeting of the County Board-Committee of the Whole.

The 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 constituency. Additionally, I am particularly appreciative of their time spent to address the 2017's accomplishments, the strategic objectives for the current 2018 year, and the challenges faced to successfully attain and exceed key performance measures. The composite annual report has its significance in providing transparency and a review of the return on investment made possible through budget development and execution. It is my anticipation that such information when combined with financial data as supplied through the audit of the financial statements will be useful to the County Board in making informed policy decisions that shape the County's future.

I am additionally grateful to the staff of Administration who continue to improve the annual report form and reporting process each year. Their painstaking work brings together and makes possible a professional finished product that is considerably meaningful for the County and its constituency.

Respectfully,


Jeffrey B. Fuge
Interim County Administrator/Corporation Counsel



Annual Report

For Year Ending:

12/31/2017

Environmental Services



Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

DEPARTMENT SUMMARY

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 or parks, lake accesses, and trail systems that will meet the needs of our citizens and future

LINK TO COUNTY BOARD STRATEGIC GOALS:

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

STRATEGIC PRIORITIES:

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

PROGRAM OVERVIEW

Maintenance of County campus and facilities, Development and maintenance of parks, trails, boat landings, Manage county forests, Manage the MRF and solid waste ordinance.

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

Billing and invoicing	Compile maint/grooming sheets from snow/atv work with clubs
annual grants	sell bike/ski trail passes
update website	overview budget
advertising	liason trail/fair/museum
rfp's	Recy Alum Checking Account
Organize clean sweep event	Selling tax deed properties
mgn fleet vehicle-ordering, selling, maintaining	Wkly deposits
Enter Hauler reports	maintain records of sales of recycales/solid waste
maintain tiem/quipment recoding sheets	request/report grants as needed
update signage	DNR meetins
hire/supervise staff	trail inspection
park maintenance/camp ground inspections	trail/promotional collaoration mtgs
park bldg updates	order/mng supplies
heating and cooling equipment	janitorial work
give out firewood permits	Metsys
Facility security	Phone system

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	1,687,497	1,687,497	0%	2,133,120
Other Taxes	14,575		100%	
State Aids	374,064	478,392	-28%	348,066
Public Charge for Services	518,098	451,532	13%	453,532
Intergovernmental Revenue	180,849	184,527	-2%	187,494
Other Revenues		10,463	-100%	10,463
Total Revenue	2,775,083	2,812,411	-1%	3,132,675
Expense				
Personnel Services	998,682	1,028,924	-3%	1,052,693
Contractual Services	959,611	1,065,834	-11%	1,101,321
Supplies & Expenses	165,993	296,793	-79%	300,732
Fixed Charges	135,405	106,266	22%	103,266
Grants, Contributions, Indem	110,109	93,000	16%	93,000
Capital Outlay	182,120	255,950	-41%	504,200
Cost Reallocation	10,000	20,463	-105%	30,463
Total Expenditures	2,561,919	2,867,231	-12%	3,185,675
Net Revenue and Expenditures	213,164	(54,819)		(53,000)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Capitol projects not complete.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Professionals	1	1
Officials/Administrators	1	1
Technicians/Para-Professionals	3	3
Administrative Support	1	1
Skilled Craft/Service Maintenance	11.85	11.85
Total	17.85	17.85

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

SECTION 2: PROGRAM SUMMARY

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	2017 Budget	2018 Budget
Revenue			
General Property Tax	130,920	130,920	139,190
Other Revenues	159,545	252,066	121,740
Total Revenue	290,465	382,986	260,930
Recurrent Expenditure	397,374	429,606	305,730
Capital/One-time Expenditure	2,799	8,200	8,200
Total Expenditure		437,806	313,930
Net Revenue and Expenditures	290,465	(54,819)	(53,000)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 201
Improve trail surface on Gandy Dancer trail	work with snow council to improve surface
Continue to enhance park and recreation opportunity	
Develop the Ahlgren reserve 4 year plan	work in progress

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Park acreage maintained	440	440	440	440
Miles of trails maintained	463	463	463	463

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Revenue from campsite and shelter	3305	2500	2500	2500

Assumptions and factors affecting program performance:

1. Meeting the needs of changing population
2. Coping with aging facilities and infrastructure
3. Making use of technology

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	1,281,248	1,281,248	1,763,174
Other Revenues	180,849	194,990	197,957
Total Revenue	1,462,097	1,476,238	1,961,131
Expenditure			
Recurrent Expenditure	1,229,043	1,343,488	1,497,131
Capital/One-time Expenditure	71,568	132,750	464,000
Total Expenditure	1,300,611	1,476,238	1,961,131
Net Revenue and Expenditures	161,486	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Staying current with new technologies allowing us to do our job more efficiently	Updated Metsys and Identocard
Creation of a business center	In progress
Lighting LED parking lot project and write grant from office of energy	completed lighting project. And received \$10,00.00
Providing a quality preventive maintenance program to extend the life of county assets	Working with Johnson Controls to provide quality PM program

KEY PROGRAM STRATEGIES 2018 - 19

Jail intercom system, phone upgrade, parking lots, Facility security, equipment upgrade

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Work orders completed	1039	1065	1065	
Fleet trips managed	2351	2700 trips	2700 trips	

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Maintenance cost per sq foot	\$4.12	\$4.05	\$4.15	4.15
Avg no of cars available per day	1 of 14	1 of 14	1 of 14	1 of 14

Assumptions and factors affecting program performance:

1. Evaluate the needs of the government center and determine changes
2. Fleet vehicles not coming back on time

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	214,407	214,407	233,018
Other Revenues	506,285	466,174	468,174
Total Revenue	720,692	680,581	701,192
Expenditure			
Recurrent Expenditure	563,961	650,581	669,192
Capital/One-time Expenditure	21,906	30,000	32,000
Total Expenditure	585,867	680,581	701,192
Net Revenue and Expenditures	134,825	-	(0)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Help residents discover ways to reduce waste	fairs, events, clean sweep
Providing a quality preventive maintenance program to extend the life of county assets	
Ensure all staff are customer focused	Trainings

KEY PROGRAM STRATEGIES 2018 - 19

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Tonnage of recyclables	1848	2200	2200	2200
Solid waste revenue	\$67,179.00	\$30,000.00	\$30,000.00	\$30,000.00

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
revenues recycling	\$264,648.00	\$259,000.00	\$259,000.00	\$259,000.00
revenues solid waste	\$67,179.00	\$38,738.00	\$38,738.00	\$38,738.00

Assumptions and factors affecting program performance:

1. Soft markets for recycling materials
2. Reduction in state grant
3. Aging facilities with increasing maintenance costs

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Forestry

Program objective: Improve wildlife habitat and public access
 Link to Board Priority: Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	-67,798	-67,798	-61,428
Other Revenues	240,907	211,684	211,684
Total Revenue	173,109	143,886	150,256
Recurrent Expenditure	145,270	143,886	150,256
Capital/One-time Expenditure			
Total Expenditure	145,270	143,886	150,256
Net Revenue and Expenditures	27,839	-	(0)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Special spring deer hunt to help combat deer browse of seedlings Service efficiency would be improved for the public (acquiring firewood permits, maps, places to hunt, etc...) if there was someone who could always answer the phone. The forestry office is a field office and the called doesn't get a "live person" to pick up the phone as offer as is preferred by the public.	Administration of the special sprink hunt was done by Land and Water resourced dept. personne. Services to the public were improved due to permanent office staff.

KEY PROGRAM STRATEGIES 2018 - 19

1. Increase and improve current recreation opportunities in county forest

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
timber sale revenue	146,370	149,000	149,000	149,000
acres established/reviewed	460	460	460	460

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
timber sales completed	10	10	10	10

Assumptions and factors affecting program performance:

1. The forestry program is highly dependent on current and future weather and climate patterns locally, regionally and globally. Also, in order to conduct active forest management, we are very reliant on wood markets and the economy. A catastrophic event on our county forest can negatively affect wildlife habitat, timber value, and recreational opportunities for years and possibly decades. Forest management planning is a very fluid and organic planning process. The county forest also provides hunting, fishing, camping, hiking, snowmobiling, ATVing, cross country skiing, horseback riding, mountain biking and many other recreational activities.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Museum

Program objective: Mission Statement: Preserving the past for future generations by establishing a unique and enduring collection of Polk County history, shared with the public through education programs and exhibits.

Link to Board Priority: Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	30,796	30,796	21,063
Other Revenues			
Total Revenue	30,796	30,796	21,063
Recurrent Expenditure	20,371	20,796	21,063
Capital/One-time Expenditure	8,450	10,000	-
Total Expenditure	28,821	30,796	21,063
Net Revenue and Expenditures	1,975	-	-

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2016	ACTUAL/PROJECTED RESULTS 2016
Developing a business plan to include a fiscal plan for subsidizing museum finances.	on going

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Attendance	1,765	1,800	1,800	2,000

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
grants and fundraising	\$5,757	\$25,000	\$25,000	25000

Assumptions and factors affecting program performance:

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Fair

Program objective: MISSION STATEMENT: 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	97,924	97,924	38,103
Other Revenues			
Total Revenue	97,924	97,924	38,103
Recurrent Expenditure	101,177	22,924	38,103
Capital/One-time Expenditure		75,000	
Total Expenditure	101,177	97,924	38,103
Net Revenue and Expenditures	(3,253)	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Retaining the Historical architecture design Fair Heritage	on going planning
New bleachers, 2017; small animal barn	on going planning

KEY PROGRAM STRATEGIES 2018 - 19

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
continue the cement walkway thru the barns for increased ADA attendance				

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Attendance	37,178	35,000	37,000	37,000

Assumptions and factors affecting program performance:

1. weather, attendance

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Register of Deeds

Sally Spanel, Register of Deeds

DEPARTMENT SUMMARY

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:

Provide access of real estate and vital records.
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.

Department of Register of Deeds

Sally Spanel, Register of Deeds

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	(64,638)	(64,638)		(20,025)
Other Taxes	164,852	120,000		120,000
Public Charge for Services	265,039	250,000		250,000
Other Financing Sources	-	-		-
Total Revenue	365,253	305,362	16%	349,975
Expense				
Personnel Services	286,659	284,761		293,884
Contractual Services	72,543	67,125		47,489
Supplies & Expenses	13,601	8,475		8,602
Cost Reallocation	-	-		-
Total Expenditures	372,802	360,362	3%	349,975
Net Revenue and Expenditure	(7,549)	(55,000)		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted

The deviation from budgeted expenditure amount for 2017 was due to the implementation of Fidar Technologies, the purchase of which was pre-approved.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	3	3
Total	4	4

Department of Register of Deeds

Sally Spanel, Register of Deeds

SECTION 2: PROGRAM SUMMARY

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

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Implement changes required by WI Department of Revenue/WI State Vital Records Office	Required updates are current.
Continue to index digitized documents and populate the on-line system	This is an on-going project which will acquire many years to complete.

KEY PROGRAM STRATEGIES 2018 - 19

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
R.E. Doc's recorded	11,003	10,500	10,500	10,500

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

Assumptions and factors affecting program performance:

1. Cannot accurately project the number of documents to be recorded.
2. Staying current with statutory changes that affect the Register of Deeds Office.
3. Staying current with technology.

If mandated, statutory reference 59.43 & 69.07

Units of service Documents Recorded; Vital Records Issued

Program cost per unit of service Number of vital records issued and documents recorded

Measure of client satisfaction Timely issuance of vital records; Daily recording of real estate/legal documents; Prompt return of recorded real estate/legal documents to customer

Issues affecting performance software/technology updates and training

Department of UW-Extension

Kristen Bruder, Area Extension Director

DEPARTMENT SUMMARY

DEPARTMENT DESCRIPTION:

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

MISSION:

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

LINK TO COUNTY BOARD STRATEGIC GOALS:

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

Our priorities are to produce thriving youth, families, organizations and communities; stronger economies; resilient and productive environments; and food safety, food security and health.

PROGRAM OVERVIEW

At Cooperative 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

Department of UW-Extension

Kristen Bruder, Area Extension Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	278,253	278,253		286,298
State Aids		6,753		6,753
License & Fees	6	10		10
Public Charge for Services	5,222	6,050		6,050
Intergovernmental Revenue	6,753			
Misc Revenue	17,563	-		
Total Revenue	307,797	291,066	5%	299,111
Expense				
Personnel Services	105,723	106,066		108,673
Contractual Services	105,653	152,668		161,486
Supplies & Expenses	15,973	32,332		28,952
Total Expenditures	227,348	291,066	-28%	299,111
Net Revenue and Expenditures	80,449	-		0

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees*		
Administrative Support	1.8	1.8
Total	1.8	1.8

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

Department of UW-Extension

Kristen Bruder, Area Extension Director

Program name:

UW- Extension

Program objective:

Link to Board Priority:

- Educational opportunities
- Recreation/Tourism/Parks; Economic Development; Educational Opportunities; Maintain and Improve Water Quality
- Economic Development; Educational Opportunities; Land Use Balance; Maintain and Improve Water Quality
- Educational Opportunities; Youth Leaving the County; Substance Abuse Issues with youth

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Increase knowledge of end-of-life issues	Coordination of Final Affairs - 100 (approx)
help family caregivers better care for aging loved one or children	Taking Care of You for Caregivers
Improve co-parenting behaviors	Parents Forever Program
Develop Master Naturalist Program to engage residents in citizen science	Unknown - staff member no longer employed in this
Engage citizens in leadership trainings and increased leadership roles	North of 8 Leadership group
Provide economic development education	Unknown - staff member no longer employed in this
Provide education regarding surface and ground water quality	unknown - staff member no longer employed in this
Non-profit organizational development	unknown - staff member no longer employed in this
Partner with area educators to provide services as needed to Polk County Ag community	Coverage from St. Croix County Agriculture and Pierce County horticulture. Pesticide applicator testing (25
Train Master Gardeners to meet the Horticulture needs of Polk County residents	
4-H Community Club will be vehicle for educational programs	23 clubs and 3,953 youth engaged projects
Volunteers will maximize educational experiences for youth	275 volunteers with 20 newly trained volunteers in 2017. Estimated \$414,700 worth of time to youth of Polk County (based on minimum wage amount and 2-4
Service learning opportunities for 4-H Ambassadors-Teen public relations corp	24 Ambassadors. Provided 2 service learning opportunities to the community; Food insecurity and youth/adult relationships in nursing home

KEY PROGRAM STRATEGIES 2018 - 19

1. Help family caregivers better care for aging loved one or children
2. Increase knowledge of end-of-life issues
3. Build natural resources/water quality programming and developing county leaders
4. Assist non-profits with organizational and community development
5. Continue economic development educational offerings based on county needs
6. Partner with area educators to provide services as needed to Polk County Ag community
7. Train Master Gardeners to meet the Horticulture needs of Polk County residents
8. 4-H Community Club will be vehicle for educational programs.
9. Volunteers will maximize educational experiences for youth.
10. Service learning opportunities for 4-H Ambassadors-- Teen public relations corp

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Measure attendance	145 (Parents Forever Program)	140 (parents Forever Program)	0	

Increase knowledge not measured

UW-EXTENSION PROGRAM SUMMARY CONTINUED ON NEXT PAGE

Department of UW-Extension

Kristen Bruder, Area Extension Director

CONTINUATION OF UW-EXTENSION PROGRAM SUMMARY

Utilize tools	not measured			
# orgs assisted	not measured	10	10	10
# business partic.	not measured	30	40	50
# workshops/prog.	not measured	24	24	24
#Master Gardeners volunteering	not measured	30	35	35
#Pesticide Applicators trained	not measured	30	30	30
Estimated volunteer hours of Master Gardeners	not measured	1,080	1,080	1080
Educational contacts with agribusiness	not measured	300	300	300
#4-H Community Clubs	23	23	23	23
#4-H membership		695	705	710
#Adult Volunteers	275	287	290	290
#Project enrollment	3,953	3,150	3,150	3,150

Outcome indicators	2016 Planned	2017 Planned	2018 Estimate	2019 Estimate
# coparents keep child out of middle		125	125	
Learn about end-of-life issues		100	100	
Increase knowledge about budgeting and financial mgmt		30	30	
Increase networking among directors		150	150	
Reduce stress among caregivers		95	95	
People learn/use leadership skills		50	50	50
Organizations equipped for future		10	10	10
People plan for business dev.		20	20	20
People engaged in citizen science		10		50
Increased work force preparedness skills		510	520	500
Increased Leadership and citizenship skills		300	300	300
Participants in educational workshops and trips		370	370	370
Earned post-secondary scholarship awards		15	15	15

Assumptions and factors affecting program performance:

1. Program performance dependent upon people in attendance and accessing programs. Evaluations will be conducted and results vary upon attendees.
2. Program performance dependent upon people in attendance and accessing programs. Evaluations will be conducted and results vary upon attendees.
3. This position have been staffed at .40 FTE for 2016 and that has affected the level of service. Going forward we are hoping to partner with Pierce and St. Croix Counties to staff 3 full time educators to meet the Dairy and Livestock, Agronomy, and horticulture needs of residents.
4. Polk County has a strong 4-H Community Club program with almost 300 oriented and registered adult volunteers. Over 470 Polk County families participate at some level in the county 4-H program

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Land and Water

Tim Ritten, Director

DEPARTMENT SUMMARY

DEPARTMENT DESCRIPTION:

The Land & Water Resources Department (LWRD) consists of three areas of emphasis: Agriculture, Engineering, and Water Quality. Agriculture includes certified crop advisors (CCA) and works with ag producers to reduce soil and nutrient runoff from farms, Engineering works with stormwater and construction site erosion control as well as design and construction of conservation structures, and Water Quality works 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 large 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 phosphorus runoff, algae, and AIS. Use cost sharing and other resources to reduce ag and urban runoff impacts to surface waters.

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, and works with lake associations, landowners, farmers, and contractors to install conservation practices, and provides environmental and conservation education programs to schools and the general public, and provides technical assistance to other county departments.

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 Initiative
- * 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
- * Illegal Transport of Aquatic Plants & Invasive Animals Ordinance

State Programs & Co. Ordinances Assisted by the LWRD:

- * NR 243 Animal Feeding Operations
- * Polk Co. Shoreland 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.

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

Department of Land and Water

Tim Ritten, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Estimated Budget
Revenue				
General Property Tax	357,454	357,454		366,067
State Aids	270,737	250,534		248,534
License & Fees	21,146	21,600		21,600
Fine and Forfeitures				
Public Charge for Services	80,969	52,800		52,800
Intergovernmental Revenue	1,310	5,000		5,000
Misc Revenue	3,168	2,500		2,500
Total Revenue	734,784	689,888	6%	696,501
Expense				
Personnel Services	569,312	574,212		574,604
Contractual Services	59,227	54,067		59,366
Supplies & Expenses	78,972	61,509		62,431
Grants, Contributions, Indem	90	100		100
Capital Outlay		-		
Total Expenditures	707,600	689,888	3%	696,501
Net Revenue and Expenditures	27,184	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

The LWRD final budget will usually be several % higher than initial budget due to cost sharing. It is money we get from the state to help landowners install conservation practices. This value is difficult to include in the budget since we don't know how much we may get or use. Also DNR lake grants are driven by staff time and reimbursements and can be affected by seasonal and weather variables.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Land and Water

Tim Ritten, Director

SECTION 2: PROGRAM SUMMARY

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

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Explore possible new watershed councils and recruit potential council members	Tried a meeting with potential Apple River Council farmer and Horse Creek Council farmers. Did not work out so far.

KEY PROGRAM STRATEGIES 2018 - 19

1. Initiate a new farmer led watershed council with help from existing Horse Creek Watershed Council members.
2. Increase cropland acres of nutrient management and cover crops, reduce phosphorus runoff from ag, urban, and lakeshore.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
# of watershed councils	1	1	2	2
acres of cover crops	1,495	3,000	1,000	1,000
acres nutrient management plans	2,435	0	1,000	500
lake mgmt plans completed_assisted	1_3	1_3	1_2	2_2

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
estimated phosphorus reduction (lbs)	2400	440	1200	1200

Assumptions and factors affecting program performance:

We assume a sufficient level of landowner/operator participation and cooperation, good weather, a favorable economy.

If mandated, statutory reference	ss Ch. 92, NR151, ATCP50, NR190, NR40, NR115
Units of service	pounds of phosphorus runoff reduction
Program cost per unit of service	ranges from \$20 - \$1000 per pound
Measure of client satisfaction	client feedback, communications
Issues affecting performance	landowner participation and cooperation, weather, farm market prices

Department of Lime Quarry

Dave Peterson, Director

DEPARTMENT SUMMARY

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

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

Department of Lime Quarry

Dave Peterson, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage	2018 Estimated Budget
Revenue				
General Property Tax	-	-		
Public Charge for Services	699,949	685,250		664,100
Misc Revenue				
Other Financing Sources				
Total Revenue	699,949	685,250	2%	664,100
Expense				
Operating Expense	39,810	-		
Personnel Services	317,116	305,914		322,572
Contractual Services	144,982	126,980		134,244
Supplies & Expenses	89,444	81,732		82,958
Fixed Charges	107,063	6,600		6,600
Other Grants & Contributions	9,665	-		-
Capital Outlay		40,000		35,000
Cost Reallocation	32,200	82,200		70,000
Total Expenditures	740,279	643,425	13%	651,374
Net Revenue and Expenditures	(40,330)	41,825		12,726

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

In the budget there were no amounts added for depreciation or land depletion, however they are included as an expense and are a non cash expenditure. Income is variable base on sales volume.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Lime Quarry

Dave Peterson, Director

SECTION 2: PROGRAM SUMMARY

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

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Increase efficiency of crushing construction materials	Efficiency has increased through adequate labor to keep crusher full at all times.
Finish reclaiming south pit and purchase/deed back the land	North pit is completed and south pit is approximately 1/2 complete due to wet fall and spring.
Work with auditors to develop better accounting procedure to accurately determine costs	A formal plan has not been developed to account for a complete inventory.

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
1.Total Tons Sold	82,745	72,000	75,000	75,000
2.Inventory at year end	17,550		25,000	25,000
3.Total Revenue	717,028	729,000	730,000	730,000

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Revenue	\$717,028	\$664,100	\$664,100	\$664,100
Expense	\$725,526	\$722,501	\$722,501	\$722,501

Assumptions and factors affecting program performance:

1. Farm commodity prices are low and may effect ag lime tonnage.
2. Construction is making a recovery and may increase sale of construction products.

If mandated, statutory reference	Our department's only mandate is Wis. Stats. 59.70 (24). LIME TO FARMERS. The board may manufacture agricultural lime and sell and distribute it at cost to farmers and may acquire lands for such purposes.
Units of service	All limestone products are sold by certified scale by the ton.
Program cost per unit of service	Current cost of producing Ag lime and Class 5 are determined by a spreadsheet developed by the auditors. We are working with the auditors to update this for all products.
Measure of client satisfaction	Lab test results, complements or complains we receive about the products or services.
Issues affecting performance	Limestone sales and production are very dependent on the weather and economy of farming and construction.

Department of Land Information

Sara McCurdy, Director

DEPARTMENT SUMMARY

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 countywide geographic information system.

LINK TO COUNTY BOARD STRATEGIC GOALS:

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

STRATEGIC PRIORITIES:

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

PROGRAM OVERVIEW

Zoning: The Zoning division is responsible for administering the Comprehensive Land Use Ordinance, the Shoreland-Wetland Ordinance, the Floodplain Ordinance, the Lower St Croix Riverway 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 98% of the 3,100 corners in the County have been remonumented. Currently, much of the County Surveyor's time is devoted to using GPS surveying equipment to map section corners for the parcel mapping project, and maintaining the assessment roll in accordance to Wisconsin law. **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 enterprise GIS enhances the service to the public along with operations of the Sheriff Department, Highway Department, Parks Department, Forestry, Land & Water Resources Department, and the Public Health Department, along with the many core functions of Polk County Government.

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.

Department of Land Information

Sara McCurdy, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Estimated Budget
Revenue				
General Property Tax	416,662	416,662		448,034
Other Taxes				
State Aids	95,865	61,000		61,000
License & Fees	314,520	231,749		347,719
Fine and Forfeitures				
Public Charge for Services	111,664	125,000		125,000
Intergovernmental Revenue				
Misc Revenue	63,410	5,038		5,076
Other Financing Sources				
Total Revenue	1,002,121	839,449	16%	986,829
Expense				
Personnel Services	779,714	766,322		818,513
Contractual Services	117,353	33,309		43,093
Supplies & Expenses	32,012	26,999		27,404
Fixed Charges	374	320		320
Debt Service				
Grants, Contributions, Indem	38,346	12,500		12,500
Capital Outlay				85,000
Cost Reallocation				
Total Expenditures	967,799	839,449	13%	986,829
Net Revenue and Expenditures	34,322	-		(0)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Of the other professional services \$87,966.00 is CDBG which is entered into the Land Information Contractual Services. This nearly \$90,000 will always throw the Land Information budget off.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Land Information

Sara McCurdy, Director

SECTION 2: PROGRAM SUMMARY

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

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Implement new land use ordinances; help policy makers work through new flood plain, sanitary, and subdivisions ordinances.	New ordinances have been implemented, and are continuing to evolve.
Completion of PLSS restoration project, and finish parcel mapping dataset	Complete an updated into state datasets
Maintain and enhance County GIS Enterprise by using LiDAR technology to create a new wetland dataset with increased accuracy	Enterprise enhanced, and wetland dataset continues to be under construction.
Promote and encourage orderly land use development by guiding a strategic planning process	Strategic planning process replaced by trail and recreation planning.

KEY PROGRAM STRATEGIES 2018 - 19

Assure compliance with ordinances and issue permits withing 10 days of completed application.

Administer comprehensive land use, shoreland protection, flood plain, lower st croix, sanitary, subdivision, telecomm, small wind energy and uniform citation ordinances.

Upgrade survey GPS equipment as to carry out requirements of Surveyor's Offices and to maintain the PLSS corners that have been restored

PLSS Restoration, Parcel Mapping advancements, and Real property listing with proper assessment records.

Maintain and enhance County GIS Enterprise by using LiDAR technology to create a new datasets with increased accuracy

Coordinate GIS data; load, update and maintain data on the County Enterprise GIS (<http://polkcowi.wgxtreme.com>)

Promote an decourage 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.

Facilitate and Develop process to update the Polk County Comprehensive Plan

LAND INFORMATION PROGRAM SUMMARY CONTINUED ON NEXT PAGE

Department of Land Information

Sara McCurdy, Director

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Sanitary Permits	265	260	270	270
Land Use Permits	926	820	840	840
Number of PLSS remonumented	1	100%	100%	100%
Parcels Mapped	Complete	complete	Maintenance	Maintenance
GIS Datasets Maintained and enhanced	25% Completed New Hydro	New Hydro Layer (using LiDAR data)	LiDAR data enhancements	LiDAR data enhancements

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Self Reported Dollars of New Construction	\$19,000	\$21,100,000	\$21,500,000	\$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)	12,500	12,200	12,400	12,600

Assumptions and factors affecting program performance:

1. Assumes the economy sustains continued growth in housing market
2. Assumes technical infrastructure of equipment and software is maintained

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

General Government



Department of County Clerk

Sharon Jorgenson, Polk County Clerk

DEPARTMENT SUMMARY

DEPARTMENT DESCRIPTION

The duties of this office include preparing and keeping committees and board proceedings for the County Supervisors. The office is responsible for administering all federal, state, county and local elections. Other services include: DMV motor vehicle services, administering marriage licenses, dog license program, passports, and timber cutting permits.

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

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.

PROGRAM OVERVIEW

Agendas and Minutes for County Board Supervisor meetings. Administration of elections. Marriage Licenses, Domestic Partnerships, DMV Motor Vehicle Services, Passport Agent, Timber Cutting Permits, Administering Dog License Program, Maintain website page and safekeeping of documents.

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

Prepare agendas and take minutes for meetings, Administer elections, Issue Marriage Licenses, Motor Vehicle renewals and plates, Passports, Timber Cutting Permits, Administration for Dog License program, Provide general information and answer questions to those inquiring/needing assistance.

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	339,822	339,822		376,130
License & Fees	18,751	24,294		24,294
Public Charge for Services	30,704	26,100		26,100
Intergovernmental Revenue	23,067	34,500		38,000
Total Revenue	412,344	424,716	-3%	464,524
Expense				
Personnel Services	275,795	277,441		285,226
Contractual Services	43,208	45,759		51,644
Supplies & Expenses	74,809	78,916		80,055
Fixed Charges	1,965	2,100		2,100
Grants, Contributions, Indem	16,358	20,500		20,500
Capital Outlay				25,000
Total Expenditures	412,135	424,716	-3%	464,525
Net Revenue and Expenditures	208	-		(1)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.
REVENUES: Collection of dog license fees and amounts billed for election programming attribute to the variance in the

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	1.45	1.45
Total	2.45	2.45
Actual for 2017	2.53	

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

PROGRAM SUMMARY

Program name:
Clerk Services

Program objective: Rapid, error free issuance of required documents as required by the state statutes. To coordinate communications between the County Board, departments and the public. Provide funding for state and local animal control efforts. Provide rapid and convenient services to citizens.

Link to Board Priority: To serve the public with integrity; improved quality of life

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	183,504	183,504	203,110
Other Revenues	39,162	45,843	47,733
Total Revenue	222,666	229,347	250,843
Expenses			
Recurrent Expenditure	222,553	229,347	250,843
Capital/One-time Expenditure			
Total Expenditures	222,553	229,347	250,843
Net Revenue and Expenditures	113	-	(1)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Continued training of the marriage program and the rules and regulations as they apply to allow for a better application experience	276 error free Marriage license applications completed
Continue to improve working relationships between departments, the board and the residents of Polk County. Improved technology and the new website should make this process easier.	Improves communication by uploading 390 Ordinances and Resolutions onto website for easier access by public and employees. Worked closely with committees and employees in many
Continue to work closely with the local municipalities to hopefully increase the numbers of licensed dogs	Dog license sales are tough to increase. Multiple tags amounted to 993 of the 5393 dog licenses.
Continue to stay aware of changes and keep up the training necessary to be a qualified passport agent	Annual training completed by all agents and office keeps up with updates.
We have been informed that the DOT will be offering some of the same services that we currently offer at some of their satellite offices and online, so this could affect our numbers.	Amery DMV satellite often sends customers to our office when they have a lot of customers in line for title transfers.

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

Program name:

Continuation of: Clerk Services

KEY PROGRAM STRATEGIES 2018 - 19

1. Continued training of the marriage program and the rules and regulations as they apply to allow for a better application experience
2. Continue to improve the working relationships between departments, the board and the residents of Polk County. Improved technology and the new website should make this process easier.
3. Continue to work closely with the local municipalities to hopefully increase the numbers of licensed dogs
4. Continue to stay aware of changes and keep up the training necessary to be a qualified passport agent
5. We have informed that the DOT will be offering some of the same services that we currently offer at some of their satellite offices, this could affect our numbers.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate
Number of marriage applications applied for on a yearly basis. These numbers can vary greatly	276	250	250
Number of regular County Board meetings held	14	11	11
Number of dog tags sold	5,393	4,700	4,800
Numbers of passport applications processed thru our office	445	375	375
Number of title transfers and plates, Temp & Trivin Services combined	549	675	675

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

Program name:

Continuation of: Clerk Services

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Number of marriage applications applied for on a yearly basis. These numbers can vary greatly	276	250	250
Failure to give notice of meetings	0	0	0
Revenue from sale of dog tags	\$18,351	\$10,000	\$10,000
Passport Revenue collected -agent fees and photo fees	\$16,851	\$9,375	\$9,375
Motor Vehicle Agent revenue from services provided.	\$3,931	\$3,600	\$3,700

Assumptions and factors affecting program performance:

1. This program is state mandated, and with the new state run program there are very few risks involved in issuing licenses. It has streamlined the process and improved our ability to work with the Register of Deeds Office.
2. Changes in Board Supervisors, and chair persons as well as limited staff during busy times impact the Clerk's office limiting ability to provide the best service.
3. We have not encountered any risk involved in the issuing of passports. The service proves to be one that is well received and appreciated.
4. Numbers for dog collections have been somewhat lower in recent years and efforts are being made to bring the numbers back up as the dollars collected serve the county for rabies vaccinations, control of licensed dogs, provide funds for reimbursements for dog damages and provide funding for the humane society.
5. The popularity of on-line service offered by the DMV may impact the volume of titles processed. Non-sufficient funds checks are a risk assumed when receiving checks for payments in TriVin related transactions.

If mandated, statutory reference **Marriage licenses 765.05 and 770.01; Dog licenses 174.07**

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of County Clerk

Sharon Jorgenson, Polk County Clerk

Program name:

Administration of Elections

Program objective: To conduct accurate, smooth, and well-run elections

Link to Board Priority: To serve the public with integrity, improved quality of life

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Estimated Budget
Revenue			
General Property Tax	156,318	156,318	173,020
Other Revenues	33,360	39,051	40,661
Total Revenue	189,678	195,369	213,681
Expenses			
Recurrent Expenditure	189,582	195,369	213,681
Capital/One-time Expenditure			
Total Expenditures	189,582	195,369	213,681
Net Revenue and Expenditures	96	-	(0)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Continue to learn the new statewide voter registration system "WisVote"	Clerk's office has successfully learned aspects of WisVote – new updates continue

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS			
Output indicators	2017 Actual	2017 Planned	2018 Estimate
Number of elections per year (expected)	3	2	5
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Challenges due to errors in tally	0	0	0

Assumptions and factors affecting program performance:

Wisconsin Elections Commission continues to upgrade WisVote software, so employees engage in ongoing learning. Due to continuous changes the possibility of errors are higher.

If mandated, statutory reference 5.62 and many others

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

DEPARTMENT SUMMARY

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 or parks, lake accesses, and trail systems that will meet the needs of our citizens and future

LINK TO COUNTY BOARD STRATEGIC GOALS:

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

STRATEGIC PRIORITIES:

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

PROGRAM OVERVIEW

Maintenance of County campus and facilities, Development and maintenance of parks, trails, boat landings, Manage county forests, Manage the MRF and solid waste ordinance.

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

- | | |
|--|---|
| Billing and invoicing | Compile maint/grooming sheets from snow/atv work with clubs |
| annual grants | sell bike/ski trail passes |
| update website | overview budget |
| advertising | liason trail/fair/museum |
| rfp's | Recy Alum Checking Account |
| Organize clean sweep event | Selling tax deed properties |
| mgn fleet vehicle-ordering, selling, maintaining | Wkly deposits |
| Enter Hauler reports | maintain records of sales of recycles/solid waste |
| maintain tiem/quipment recoding sheets | request/report grants as needed |
| update signage | DNR meetins |
| hire/supervise staff | trail inspection |
| park maintenance/camp ground inspections | trail/promotional collaoration mtgs |
| park bldg updates | order/mng supplies |
| heating and cooling equipment | janitorial work |
| give out firewood permits | Metsys |
| Facility security | Phone system |

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	1,687,497	1,687,497	0%	2,133,120
Other Taxes	14,575		100%	
State Aids	374,064	478,392	-28%	348,066
Public Charge for Services	518,098	451,532	13%	453,532
Intergovernmental Revenue	180,849	184,527	-2%	187,494
Other Revenues		10,463	-100%	10,463
Total Revenue	2,775,083	2,812,411	-1%	3,132,675
Expense				
Personnel Services	998,682	1,028,924	-3%	1,052,693
Contractual Services	959,611	1,065,834	-11%	1,101,321
Supplies & Expenses	165,993	296,793	-79%	300,732
Fixed Charges	135,405	106,266	22%	103,266
Grants, Contributions, Indem	110,109	93,000	16%	93,000
Capital Outlay	182,120	255,950	-41%	504,200
Cost Reallocation	10,000	20,463	-105%	30,463
Total Expenditures	2,561,919	2,867,231	-12%	3,185,675
Net Revenue and Expenditures	213,164	(54,819)		(53,000)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Capitol projects not complete.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Professionals	1	1
Officials/Administrators	1	1
Technicians/Para-Professionals	3	3
Administrative Support	1	1
Skilled Craft/Service Maintenance	11.85	11.85
Total	17.85	17.85

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

SECTION 2: PROGRAM SUMMARY

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	2017 Budget	2018 Budget
Revenue			
General Property Tax	130,920	130,920	139,190
Other Revenues	159,545	252,066	121,740
Total Revenue	290,465	382,986	260,930
Recurrent Expenditure	397,374	429,606	305,730
Capital/One-time Expenditure	2,799	8,200	8,200
Total Expenditure		437,806	313,930
Net Revenue and Expenditures	290,465	(54,819)	(53,000)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 201
Improve trail surface on Gandy Dancer trail	work with snow council to improve surface
Continue to enhance park and recreation opportunity	
Develop the Ahlgren reserve 4 year plan	work in progress

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Park acreage maintained	440	440	440	440
Miles of trails maintained	463	463	463	463
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Revenue from campsite and shelter	3305	2500	2500	2500

Assumptions and factors affecting program performance:

1. Meeting the needs of changing population
2. Coping with aging facilities and infrastructure
3. Making use of technology

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	1,281,248	1,281,248	1,763,174
Other Revenues	180,849	194,990	197,957
Total Revenue	1,462,097	1,476,238	1,961,131
Expenditure			
Recurrent Expenditure	1,229,043	1,343,488	1,497,131
Capital/One-time Expenditure	71,568	132,750	464,000
Total Expenditure	1,300,611	1,476,238	1,961,131
Net Revenue and Expenditures	161,486	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Staying current with new technologies allowing us to do our job more efficiently	Updated Metsys and Identocard
Creation of a business center	In progress
Lighting LED parking lot project and write grant from office of energy	completed lighting project. And received \$10,00.00
Providing a quality preventive maintenance program to extend the life of county assets	Working with Johnson Controls to provide quality PM program

KEY PROGRAM STRATEGIES 2018 - 19

Jail intercom system, phone upgrade, parking lots, Facility security, equipment upgrade

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Work orders completed	1039	1065	1065	
Fleet trips managed	2351	2700 trips	2700 trips	

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Maintenance cost per sq foot	\$4.12	\$4.05	\$4.15	4.15
Avg no of cars available per day	1 of 14	1 of 14	1 of 14	1 of 14

Assumptions and factors affecting program performance:

1. Evaluate the needs of the government center and determine changes
2. Fleet vehicles not coming back on time

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	214,407	214,407	233,018
Other Revenues	506,285	466,174	468,174
Total Revenue	720,692	680,581	701,192
Expenditure			
Recurrent Expenditure	563,961	650,581	669,192
Capital/One-time Expenditure	21,906	30,000	32,000
Total Expenditure	585,867	680,581	701,192
Net Revenue and Expenditures	134,825	-	(0)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Help residents discover ways to reduce waste	fairs, events, clean sweep
Providing a quality preventive maintenance program to extend the life of county assets	
Ensure all staff are customer focused	Trainings

KEY PROGRAM STRATEGIES 2018 - 19

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Tonnage of recyclables	1848	2200	2200	2200
Solid waste revenue	\$67,179.00	\$30,000.00	\$30,000.00	\$30,000.00

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
revenues recycling	\$264,648.00	\$259,000.00	\$259,000.00	\$259,000.00
revenues solid waste	\$67,179.00	\$38,738.00	\$38,738.00	\$38,738.00

Assumptions and factors affecting program performance:

1. Soft markets for recycling materials
2. Reduction in state grant
3. Aging facilities with increasing maintenance costs

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Forestry

Program objective: Improve wildlife habitat and public access
 Link to Board Priority: Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	-67,798	-67,798	-61,428
Other Revenues	240,907	211,684	211,684
Total Revenue	173,109	143,886	150,256
Recurrent Expenditure	145,270	143,886	150,256
Capital/One-time Expenditure			
Total Expenditure	145,270	143,886	150,256
Net Revenue and Expenditures	27,839	-	(0)

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Special spring deer hunt to help combat deer browse of seedlings Service efficiency would be improved for the public (acquiring firewood permits, maps, places to hunt, etc...) if there was someone who could always answer the phone. The forestry office is a field office and the called doesn't get a "live person" to pick up the phone as offer as is preferred by the public.	Administration of the special sprink hunt was done by Land and Water resourced dept. personne. Services to the public were improved due to permanent office staff.

KEY PROGRAM STRATEGIES 2018 - 19

1. Increase and improve current recreation opportunities in county forest

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
timber sale revenue	146,370	149,000	149,000	149,000
acres established/reviewed	460	460	460	460
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
timber sales completed	10	10	10	10

Assumptions and factors affecting program performance:

1. The forestry program is highly dependent on current and future weather and climate patterns locally, regionally and globally. Also, in order to conduct active forest management, we are very reliant on wood markets and the economy. A catastrophic event on our county forest can negatively affect wildlife habitat, timber value, and recreational opportunities for years and possibly decades. Forest management planning is a very fluid and organic planning process. The county forest also provides hunting, fishing, camping, hiking, snowmobiling, ATVing, cross country skiing, horseback riding, mountain biking and many other recreational activities.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Museum

Program objective: Mission Statement: Preserving the past for future generations by establishing a unique and enduring collection of Polk County history, shared with the public through education programs and exhibits.

Link to Board Priority: Recreation/Tourism/Parks/Economic Development

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	30,796	30,796	21,063
Other Revenues			
Total Revenue	30,796	30,796	21,063
Recurrent Expenditure	20,371	20,796	21,063
Capital/One-time Expenditure	8,450	10,000	-
Total Expenditure	28,821	30,796	21,063
Net Revenue and Expenditures	1,975	-	-

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2016	ACTUAL/PROJECTED RESULTS 2016
Developing a business plan to include a fiscal plan for subsidizing museum finances.	on going

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Attendance	1,765	1,800	1,800	2,000

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
grants and fundraising	\$5,757	\$25,000	\$25,000	25000

Assumptions and factors affecting program performance:

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Buildings, Parks, Solid Waste, Forestry, Museum, and Fair

Debbie Peterson, Director

Program name:

Fair

Program objective: MISSION STATEMENT: 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	97,924	97,924	38,103
Other Revenues			
Total Revenue	97,924	97,924	38,103
Recurrent Expenditure	101,177	22,924	38,103
Capital/One-time Expenditure		75,000	
Total Expenditure	101,177	97,924	38,103
Net Revenue and Expenditures	(3,253)	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Retaining the Historical architecture design Fair Heritage	on going planning
New bleachers, 2017; small animal barn	on going planning

KEY PROGRAM STRATEGIES 2018 - 19

KEY PERFORMANCE INDICATORS				
Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
continue the cement walkway thru the barns for increased ADA attendance				

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Attendance	37,178	35,000	37,000	37,000

Assumptions and factors affecting program performance:

1. weather, attendance

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of County Treasurer

Amanda Nissen, Polk County Treasurer

DEPARTMENT SUMMARY

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

PROGRAM OVERVIEW

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.

Department of County Treasurer

Amanda Nissen, Polk County Treasurer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	50,831	50,831		44,587
Other Taxes	0	25		25
State Aids	108,604	103,000		103,000
Fine and Forfeitures	15,510	32,000		32,000
Public Charge for Services	(4,021)	175		175
Intergovernmental Revenues	204			
Misc Revenue	217,829	100,000		100,000
Total Revenue	388,956	286,031	26%	279,787
Expense				
Operating Expense				
Personnel Services	203,270	221,636		210,697
Contractual Services	18,153	17,003		21,037
Supplies & Expenses	29,256	44,112		44,773
Fixed Charges	1,314	2,880		2,880
Grants, Contributions, Indem	(170)	400		400
Total Expenditures	251,823	286,031	-14%	279,787
Net Revenue and Expenditures	137,133	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

REVENUES: Misc Revenues (sale of tax deed property primarily) came in higher than expected. 2018 should be closer to budgeted amount, based on property available to sell. **EXPENSES:** Expenses came in under cost, due to changes in health insurance coverage in office and supplies coming in lower than expected. 2018 should be closer to budgeted amounts.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	2	2
Total	3	3

Department of County Treasurer

Amanda Nissen, Polk County Treasurer

SECTION 2: PROGRAM SUMMARY

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

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017

All data will be sent electronically to the printer. The printer will manipulate the data to keep tax bills at a one page maximum.

ACTUAL/PROJECTED RESULTS 2017

All bills printed at printer, shipped to municipalities in a timely manner. Bills kept at one page.

KEY PROGRAM STRATEGIES 2018 - 19

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 types of funds accepted (cash, check, credit card). Work with printer to ensure one page tax bills as more school levies are added to the bills per state statute requirements.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
One page tax bills	Yes	Yes	Yes	Yes
All required levy info on bills	Yes, 100% Accurate	100% accurate	100% accurate	100% accurate
Municipal Collection Data available at County			Yes	Yes

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Bills printed timely	100%	100%	100%	100%
Tax bill information accurate	100%	100%	100%	100%
Total municipal information available			100%	100%

Assumptions and factors affecting program performance:

1. We are assuming that the state will not remove the increased information that is now required on the tax bill. There is no indication at the time that the state will remove the requirement in the future.

Department of Corporation Counsel and Child Support

Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

DEPARTMENT SUMMARY

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.

Department of Corporation Counsel and Child

Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference
Revenue					
General Property Tax	282,502	282,502	303,665	303,665	
State Aids	558,527	520,170	521,554	519,511	
Public Charge for Services	746	3,710	388	3,320	
Total Revenue	841,775	806,382	825,607	826,496	0%
Expense					
Personnel Services	757,695	718,871	750,746	759,095	
Contractual Services	27,719	33,718	27,819	40,374	
Supplies & Expenses	17,115	25,093	17,092	26,827	
Fixed Charges		200	-	200	
Capital Outlay	19,029	28500	8,129		
Total Expenditures	821,558	806,382	803,787	826,496	-3%
Net Revenue and Expenditures	20,217	-	21,821	-	

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Variance resulting in a revenue in excess of expenditures is attributable to vacancies in position and the wage differential of new hires and actual cost of contracted serves considerably less that forecasted expenditures.

EMPLOYMENT BY JOB CLASSIFICATION		
	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	2	2
Technicians/Para-Professionals		
	6	6
First/Mid Level Officials and Managers		
Total	9	9

Department of Corporation Counsel and Child

Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

SECTION 2: PROGRAM SUMMARY

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					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Revenue					
General Property Tax	123,109	123,109	164,202	164,202	156,772
Other Revenues	94,327	90,780	56,910	70,853	70,853
Total Revenue	217,436	213,889	221,112	235,055	227,625
Expenses					
Recurrent Expenditure	149,248	185,389	183,370	235,055	227,625
Capital/One-time Expenditure	19,029	28,500	8,129		-
Total Expenditures	168,277	213,889	191,499	235,055	227,625
Net Revenue and Expenditures	49,159	-	29,613	-	0

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Develop and Leverage staff proficiencies in automated delivery of legal services to meet state mandate for electronic filing and services of court documents	All staff received training on electronic filing to ensure efficiency and minimize rejection of electronically filed documents.
Successfully train and onboard staff hired in filling vacancies to maintain performance and cost effectiveness	All vacancies filled and new hires trained and onboarded on respective competencies
Develop and provide countywide training program to county departments that have common compliance areas	Developed and provided multi-day training of all county staff of departments which handle health information records.
Develop a strengthened contracting system in collaboration with Administration to ensure increased fiscal accountability in procurement	Procedure of contract review developed and implemented. Each contract received three part review by contract administrator, administration and corporation counsel.

KEY PROGRAM STRATEGIES 2018 - 19

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.
2. Research and implement cost-saving alternatives of computer assisted legal research software programs which enhance professionalism and responsiveness.

Department of Corporation Counsel and Child

Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

CONTINUATION OF CORPORATION COUNSEL PROGRAM INFORMATION:

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Contracts, Resolutions, Ordinances and	205	175	175	175
Human Services Cases Dispositioned	323	300	325	335
Ordinance Enforcement Cases	47	55	55	60
Collections Cases Dispositioned	17	20	20	20
% Transactional Legal Services	100	100	100	100
% Human Services Cases Concluded	100	100	100	100
Timely				
%Ordinance Enforcement Cases	100	100	100	100
%Collection Cases Reaching	85	100	100	100
Child Support Cases Processed (CS)		1750	1775	1,800
CS Court-Ordered Establishment Rate		90	90	90
CS Current Collection Rate		70	70	70
Paternity Establishment Rate		100	100	100
CS Arrears Collection Rate		75	75	75
Cost Effectiveness/Program Dollar		5.5	5.5	5.0

Assumptions and factors affecting program performance:

1. County Board has established priorities allowing for delivery of legal services to adapt consistent with set priorities.
2. Legislation advances altering course of operations of internal operation requiring a shift in allocation of resources.
3. Emerging state mandates towards electronic/computerized processes will require County responsiveness in priority setting and resource allocation

If mandated, statutory reference	49.09; 51.15;51.20; 55.06 59.42; 59.53
Units of service	Number of Requests and Referrals for Legal Services
Program cost per unit of service	Variable based upon request of service need
Measure of client satisfaction	All Legal Services provided in timely manner and consistent within statutory time
Issues affecting performance	Varied need for legal services; unanticipated legal claims; succession; allocated re

Department of Corporation Counsel and Child

Jeff Fuge, Corporation Counsel Malia Malone, Child Support Director

Program name:

Child Support

Program objective: To improve the quality of life of families and children by assisting with appropriate financing through court or Link to Board Priority: Provision of Human Services and Public Safety

PROGRAM REVENUES AND EXPENDITURES					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Revenue					
General Property Tax	159,393	159,393	139,463	139,463	152,475
Other Revenues	464,946	433,100	465,032	451,978	452,368
Total Revenue	624,339	592,493	604,495	591,441	604,843
Expenses					
Recurrent Expenditure	653,281	592,493	612,287	591,441	604,843
Capital/One-time Expenditure					
Total Expenditures	653,281	592,493	612,287	591,441	604,843
Net Revenue and Expenditures	(28,942)	-	(7,793)	-	(0)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Maintain and Increase Performance Results on Federal and State Performance Measures	Agency attained and exceeded previous year's performance results
Strengthen onboarding of new hires to ensure continued competency after succession	All new hires trained within 6 weeks of hire through computer based and mentored training.

KEY PROGRAM STRATEGIES 2018 - 19

Maintain and Increase Performance Results on Federal and State Performance Measures

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Child Support Cases Processed	1640	1660	1700	1735
Performance Rate - Order Establish	77	91	90	90
Performance Rate - Pat Establish	100	100	100	100
Performance Rate - Cur Collections	76	75	75	75
Performance Rate - Arrs Collection	71	75	75	75
Effectiveness/Program Dollar	5.7	5.5	5	

Assumptions and factors affecting program performance: Continued increase of population and commensurate need of services. Recurring Succession. Loss of trained employees to greater compensation of other public sector positions.

If mandated, statutory reference	49.22; 59.53
Units of service	Work Tasks Completed
Program cost per unit of service	\$5.7 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 Lag to Advancing Technology and Marketable Compensation

Department of Administration

Maggie Wickre, Finance Director

DEPARTMENT SUMMARY

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:

- To significantly improve the efficiency and effectiveness of programs administered by Polk County.
- To restructure the County's long term debt obligations in a sustainable and transparent manner in preparation for future capital investment.
- To provide the County Board greater opportunity for policymaking 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
- *Budgets-Develop and Maintain
- *Implement Policies and Maintain Standards Set By Policy
- *Executive Assistant to County Administrator
- *Accounts Receivable and Debt Collection Submittal
- *Levy Calculation
- *Payroll Processing
- *Maintain General Ledger
- *Analyze and Report on Financials
- *Maintain insurance Policies
- *Asses Risk Management
- *Review Contracts
- *File Insurance Claims
- *Manage Procurement Cards
- *Accounts Payable
- *Sales Tax
- *Fixed Asset Tracking
- *Monthly/Quarterly Reporting
- *Grant Management
- *Employee Reimbursement

Department of Administration

Maggie Wickre, Finance Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference"	2018 Estimated Budget
Revenue				
General Property Tax	1,287,427	1,287,427		193,082
Other Taxes	3,737,252	3,391,120		3,616,120
State Aids	616,746	597,556		603,943
Public Charge for Services	4,700	24,000		24,000
Misc. Revenue	469,520	328,985		481,885
Other Financing Sources	25,420,027	4,244,971		3,422,200
Total Revenue	31,535,673	9,874,059	69%	8,341,230
Expense				
Operating	2881	0		0
Personnel Services	566,862	700,335		704,029
Contractual Services	591,855	1,360,334		264,616
Supplies & Expenses	9,210	14,464		14,681
Fixed Charges	282,048	366,600		366,600
Debt Service	9,157,894	2,258,255		2,823,126
Grants, Contributions, Indem	693,610	693,316		753,481
Capital Outlay	5,411,102	90,000		254,000
Cost Reallocation	8,054,462	3,901,745		3,150,000
Total Expenditures	24,769,925	9,385,049	62%	8,330,533
Net Revenue and Expenditures	6,765,748	489,010		10,697

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Because of the fund balance and a procured loan for use to the New Highway Facility Project and bond refinancing, the extreme diferential in other financing source under Revenue seem unrealistic. The loan was approved by County Board for closing on December 1, 2017 and used to refund a 2005 bond at a lower interest rate at \$6,800,000 and funded the project of buidling a new highway at \$9,900,000 along with \$3,300,000 of fund balance is reported here and was not part of the original 2017 budget. This diferential is also illustrated in the Expenses as the \$6,800,000 loan provided funding for a 2005 bond call. In Cost Reallocation you will see \$3,300,000 in fund balance allocated to the Project Fund.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals		
Administrative Support	3.5	3.5
First/Mid Level Officials and Managers	1.05	1.05
Total	5.55	5.55

Department of Administration

Maggie Wickre, Finance Director

SECTION 2: PROGRAM SUMMARY

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	2017 Budget	2018 Budget
Revenue			
General Property Tax	386,228	386,228	57,925
Other Revenues	9,074,474	2,575,990	2,444,444
Total Revenue	9,460,702	2,962,218	2,502,369
Expenses			
Recurrent Expenditure	5,807,647	2,788,515	2,422,960
Capital/One-time Expenditure	1,623,331	27,000	76,200
Total Expenditures	7,430,977	2,815,515	2,499,160
Net Revenue and Expenditures	2,029,725	146,703	3,209

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Consolidate financial systems for efficiency.	Consolidation of Community Service general ledger completed.
2. Work towards elimination of the three "standard" major audit findings.	Closing entries ordinarily completed by auditors are now completed by our staff.

KEY PROGRAM STRATEGIES 2018-2019

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

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

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Number of National Awards	2	3	3	3

Assumptions and factors affecting program performance:

Increased use of software programs in County and consolidating data management leads to a comprehensive database instead of singular databases maintained only in separate department. This leads to more detailed statements of performance across the County.

If mandated, statutory reference 59.52; 59.47; 65.90

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

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	2017 Budget	2018 Estimated Budget
Revenue			
General Property Tax	450,599	450,599	67,579
Other Revenues	10,586,886	3,005,321	2,851,852
Total Revenue	11,037,486	3,455,921	2,919,431
Expenses			
Recurrent Expenditure	6,775,588	3,253,267	2,826,787
Capital/One-time Expenditure	1,893,886	31,500	88,900
Total Expenditures	8,669,474	3,284,767	2,915,687
Net Revenue and Expenditures	2,368,012	171,154	3,744

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Continued efficiencies in financial reporting to keep our financials transparent to the citizens.	Still in the development stage of improving our reporting. First analyzing what can be clearly understood and meaningful in terms of services to the community.
2. Contractual and risk management review of all vendor relationships to Polk County.	Our procedure of contract review has become implemented across the departments. Each contract is reviewed and analyzed as to risk by the County.
3. Continue to move to a paperless process with employee reimbursements which will provide a database of all reimbursements.	Already our office is free of many filing cabinets as payments are filed electronically. Plans for paperless reimbursements will materialize in 2018.
5. Review of court house security and citizen customer service enhancement	Discussion has taken place with consideration to security and citizen service. No definite plans have been realized.
6. Revamp the general ledgers in Community Services and Golden Age Manor for a more consistent and accurate process.	Community Services now has a general ledger that is detailed and allows each major funding source to define exactly what expenses this money is spent on. Golden Age Manor revamping will happen in 2018.

KEY PROGRAM STRATEGIES 2018-2019

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

ADMINISTRATION PROGRAM CONTINUED ONTO THE NEXT PAGE

Department of Administration

Maggie Wickre, Finance Director

CONTINUATION OF ADMINISTRATION PROGRAM

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Number of invoices processed paperless	10,059 web invoices	9,105 web invoices	10,000 web invoices	10,000 web invoices
Accounts payable checks	8,577	8,900	8,500	7,500
Electronic Funds Transfer	313	700	1,156	2,156
Payroll Deposits	12,329	11,981	11,500	11,500
Number of Committee/Board meetings supported		27	27	27
Number of vendor contracts reviewed and stored electronically		75	85	95

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Unassigned General Fund Balance	33%	33%	33%	35%

Assumptions and factors affecting program performance:

1. The use of electronics, updated software, new and improved website, and our commitment to going paperless has saved the Department of Administration time and money. We strive to take advantage of technology and implement new cost saving systems across the County.

If mandated, statutory reference **59.52; 65.90; 59.47**

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

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 Link to Board Priority: To serve and represent the public with integrity.

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Estimated Budget
Revenue			
General Property Tax	450,599	450,599	67,579
Other Revenues	10,586,886	3,005,321	2,851,852
Total Revenue	11,037,486	3,455,921	2,919,431
Expenses			
Recurrent Expenditure	6,775,588	3,253,267	2,826,787
Capital/One-time Expenditure	1,893,886	31,500	88,900
Total Expenditures	8,669,474	3,284,767	2,915,687
Net Revenue and Expenditures	2,368,012	171,154	3,744

PROGRAM PERFORMANCE INFORMATION

	ACTUAL/PROJECTED RESULTS 2017
1. The Department of Administration continues to review all reports to insurance companies for accuracy of our financials, wages, and property values. These values influence our premium as well as the number and severity of	Assessment to Polk County of major insurance premiums are now totally understood by our Department which allows correct costing to department
2. Administration is increasingly taking advantage of insurance company services: safety audit, safety training, property inspections, and continued policy evaluations.	We had a safety audit by our property insurance which provided an enlightening report for no cost as a service of our property insurance company.

KEY PROGRAM STRATEGIES 2018-2019

1. Research premium reduction and the benefits of consolidating policies.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Worker's Comp MOD rate	0.71	0.78	0.68	0.65

Assumptions and factors affecting program performance:

1. National trends of insurance premium increases effect our premiums rates.

If mandated, statutory reference 59.52(12)

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of Information Technology

Todd Demers, Director

DEPARTMENT SUMMARY

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.

Department of Information Technology

Todd Demers, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	675,744	675,744		678,914
Intergovernmental Revenue	279,228	271,002		468,245
Total Revenue	954,972	946,746	1%	1,147,159
Expense				
Personnel Services	484,182	490,466		503,479
Contractual Services	293,968	338,825		492,226
Supplies & Expenses	18,161	27,455		14,164
Cost Reallocation				
Capital Outlay	106,392	90,000		137,290
Total Expenditures	902,703	946,746	-5%	1,147,159
Net Revenue and Expenditures	52,269	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

There was less than 1% variance between 2017 Budget Allocation and actual 2017 budget spending. (I.T. maintained a surplus) Part of the surplus is accredited to the Kronos project (sponsored by Employee Relations), which was not fully implemented in 2017. \$23,000 was returned to the general fund at year end 2017.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Information Technology

Todd Demers, Director

SECTION 2: PROGRAM SUMMARY

Program name:

Information Technology

Program objective:

1. Ensure the confidentiality, integrity and availability of citizen and employee information is managed consistent with state and federal guidelines and to create an environment where literally hundreds of employees can work and interact with the citizens they serve and to mitigate the threats that could compromise the confidentiality, integrity and availability of citizen information.
2. Provide professional technical support to all departments and work to reduce the cost of equipment and energy; work collaboratively with department to successfully implement projects; manage technology inventories to assure standardization, compatibility and high performance.
3. Develop, enhance, and manage the County's enterprise networks to provide high speed, transparent, and highly functional connectivity among all information resources.
4. Improve efficiency and effectiveness of government through software solutions; analyze users' activities and build applications that help to automate manual processes and/or create interfaces between disparate systems.

Link to Board Priority:

1. Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
2. Provide effective technology support for computer, multimedia, voice, video, global software and web based applications and services to all areas of the county campuses.
3. Provide a high-speed and secure network to meet new demands.
3. The programming program is an inter-department resource that is designed specifically for creating tools and automation applications to reduce task redundancy and inroad productivity.

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Advance our network security posture to be more proactive, versus reactive with regards to external threats. As security threats are more complex, we must be vigilant in our efforts to thwart the persistent attacks.	Subscribed to the national Multi-State Information Sharing and Analysis Center (MS-ISAC), a division of the Center for Internet Security. Upgrade our Firewalls (Fortinet) and Intruder Detection Systems (Aristotle).
2. Enhance security awareness through an aggressive training program, which is derived from Polk County's Privacy and Security Administration Manual and compliant with the HIPAA/HITECH rules.	Completed the Polk County Information Privacy and Security Manual in May 2017. Submitted to Corporate Counsel for review.
3. Enhance the security and management of county-owned mobile devices. Current McAfee Enterprise Mobile Manager (EMM) is at end of life and we are forced to implement another tool that can protect mobile devices from cyber threats.	Upgraded to MobileIron Mobile Management server for wireless phone synchronization. All cell phones that synchronize to internal resources are monitored and managed by MobileIron
4. Reduce the number of applications that are currently needed in order to patch computer, servers and applications. We currently use 3 separate applications to complete the updates / patching tasks. This is cumbersome, time-consuming and leads to unpatch equipment.	We discontinued the use and services of Solarwinds Log Event Management System. We currently use WSUS and Config Manager for update management.
5. Advance our teleworker initiative to allow technical support to be performed anywhere and anytime of day. To all citizens to receive professional help for medical needs from qualified staff at any time, day or night.	Polk County has approximately 75 users performing teleworking functions as part of their office duties. This is up 10% from 2016.
6. Enhance our Internet broadband capabilities to align with the increase in cloud-hosted applications for various departments. Current bandwidth levels are not sufficient to maintain an acceptable threshold of performance and interoperability with outsourced vendors and clients.	Increased our Internet services from 10MB per second to 70MB per second. Changed Internet Service Providers from CentryLink to Lakeland Communications.

Department of Information Technology

Todd Demers, Director

KEY PROGRAM STRATEGIES 2017-continued	ACTUAL/PROJECTED RESULTS 2017
7. Need to resolve the issues of lost revenues, 4 disparate data systems and	Assisted Community Services in their EpiTomax Clinical Exchange Server is now at 2013 (2016 is current)
8. Upgrade global applications within no more than one version behind latest	

KEY PROGRAM STRATEGIES 2018 - 19

1. Create a disaster recover plan that includes an emergency operating center and methods to mitigate disruption of vital services during a disaster
2. Technical support for county-owned hardware, software and network infrastructures is perpetual. The quantity and complexity of technical support requests are correlated the demands and strategies initiated by the other 22 departments. We continue to look at technologies to make our levels of support more responsive and less costly.
3. Cloud-based solutions -- As departmental needs shift from internal sources to outsourcing, the I.T. department's paradigm will change for more of facilitation and interconnectivity based. This will move our support strategies to a web-based structure.
4. We need to move toward Windows 10, MS Office 2016 or Office 365.
5. We plan to advance our data backup / disaster recovery strategies to cloud solutions

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
1. Deploy tools for encryption, intruder prevention, central management and report on our firewalls across 6 campus sites		6 sites	--	--
2. Increase the percent of employees who complete training		85%	92%	100%
3. Replace a mobile management solution and move equipment over from the McAfee EMM product.		100	100	100
1. Upgrade MS Config Manager and reduces our patch management software from 3 sources to one.		1	1	1
1. Increase the number of staff that can work perform their duties affectively while away from the desks		60		
2. Increase the level of Internet broadband for county facilities from 10MBps to 80MBps		70MB	80MB	80MB
1. Percentage of completion for the installation / configuration of a new community services solution		75%	90%	100%
2. Of the 20 global software programs used by Polk County, 100% should be at current version or 1 version below.		90%	90%	90%

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Faster response time to threats on the workstation and / or network		½ - 1 day	½ day or less	2 hours or less
Increase the percent of employees who are able to identify and respond to threats in a proactive manner		60%	70%	80%

Department of Information Technology

Todd Demers, Director

KEY PERFORMANCE INDICATORS CONTINUED:

Outcome indicators continued	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Increase the percentage of wireless devices that have encrypted connections to the county's network		100%	100%	100%
Decrease the average time it takes to complete work orders, by having the ability to connect remotely and solve problems and push out patches		1.25 hours	1 hour	0.75 hours
Increased professional support, both technical and medical to citizens, while staff are away from the office.		60		
The number of departments that will enjoy the broadband with higher performance, which drives increased productivity.		15	19	19
Have all 60 staff in community services using a consolidate / integration solution		45	50	60
the percentage of 400 computer users that will experience the more secure and stable versions of our global software		90%	90%	90%

Assumptions and factors affecting program performance:

1. There is no real system or technology that can absolutely guarantee that compromises can't happen.
2. There are approximate 20% of the employees in Polk County that do not have access to computers / network.
3. Within the scope of our resources (people, time, material and money), we will prioritize the threat levels on our organizations and mitigate those threats from highest to the lowest.
4. The number of mobile devices will increase each year and we will continue to encrypt them and apply security patches
5. Central management tools allow tech to perform patches to 300 computers at one time, versus having to touch each computer individually. This will greatly enhance our averages with increasing efficiencies.
6. With the advent of the additional physical desktop computers, we might see a fluctuation in the type of work requests.
7. It must be understood that GAM, Lime, Highway and Recycling are on the outside of our campus broadband and get the services from an alternative vendor. Their bandwidth levels are driven by their budgets.
8. Community Services is funding and managing the client care solution with the dedicated support of I.T.
9. Based on the IT budget schedule, the IT Dept. would be able to keep it's global at a realistic maximum level of 90% .
10. As technology advances each year, our aging support equipment may become incompatible

Department of Employee Relations

Andrea Jerrick, Director

DEPARTMENT SUMMARY

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:

Align the County's position and compensation structure to provide for clear career progression opportunities and fair and equitable compensation.
Expansion of Wellness Program to promote enhanced wellness options and improve the overall health of County employees.
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

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage	2018 Budget
Revenue				
General Property Tax	400,683	400,683		393,808
Public Charge for Services	315	-		
Intergovernmental Revenue	6,154,316	6,076,760		6,076,760
Misc Revenue	318,633	384,075		384,075
Other Financing Sources	21,677	21,677		21,677
Total Revenue	6,895,625	6,883,194	0%	6,876,319
Expense				
Operating Expense				
Personnel Services	361,824	384,559		374,215
Contractual Services	48,270	69,706		73,055
Supplies & Expenses	8,398	8,095		8,216
Fixed Charges	5,758,242	6,420,834		6,420,834
Grants, Contributions, Indem		-		
Total Expenditures		6,883,194	-11%	6,876,320
Net Revenue and Expenditures	718,892	-		(1)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

The deviation in expenses versus revenue is due to better than projected performance on claims costs in the County's self-funding health insurance program. The revenue exceed expenses in this program by approximately 10%.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Employee Relations

Andrea Jerrick, Director

SECTION 2: PROGRAM SUMMARY

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 the public with integrity

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Vary type and number of wellness activity options provided to employees	Introduced 3 new program options for Wellness
2. Increase engagement and participation in formal online wellness tracking system	Module and program updated, increased opportunities for tracking health and wellness
3. Educate employees and managers on total rewards program options and the relation of program to their daily work.	Multiple presentations and updates at regular leadership meetings on total rewards concepts
4. Expanded training opportunities for management and staff	ECCO Management Training program (9 series)
5. Develop clear career path opportunities through identification and alignment of like jobs and job characteristics throughout the	Finalized draft structure of career path program
6. Continue to update handbook	Handbook updates noted; delay formalizing until update to policies
7. Provide training on changes and refresher for all employees	N/A
8. Maintain participation in wellness at higher requirement level	See #2

KEY PROGRAM STRATEGIES 2018 - 19

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 PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Number of wellness engagement	20	20	20	20
Percent participation in online wellness tracking system	53%	7.5%	8%	8%
Number of reportable work comp	14	10	10	10
Total rewards visible to all current	100%	100%	100%	100%
Total rewards promoted and visible to	100%	100%	100%	100%
Number of disputes requiring ER intervention	0	2	2	2
Number of conflict-related trainings	2	4	4	4
Positions filled utilizing behavioral	100%	100%	100%	100%

Department of Employee Relations

Andrea Jerrick, Director

KEY PERFORMANCE INDICATORS CONTINUED

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Position descriptions revised to align with career progression structure and reflecting competency format	75%	90%	100%	100%
Completion of updates	100%	100%	100%	100%
Trainings conducted for employees on policy-specific issues	6	4	4	4
Number of enrollees	339	343	343	

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Reduced absenteeism (year/year)	-0.05%	-1%	-1%	-1%
Health insurance cost increasing less than industry standard	-2%	-1%	-1%	-1%
Works Comp Mod Factor Rating	0.71	0.67	0.67	0.67
Employee satisfaction with compensation and benefits package	90%	90%	90%	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	0	0
New hire retention rate (New hires still employed after 1 year of service)	90%	90%	90%	90%
Challenges of County's workplace rules and regulations	0%	0%	0%	0%
Employees participating in wellness program	255	275	300	300

Assumptions and factors affecting program performance:

1. Factors such as personal and family health issues, management/employee relations, workplace safety at the department level and other workplace issues do not counteract positive effects of the safety and wellness programs.
2. Resources available to support total rewards program
3. Ability of managers to effectively coach employees in performance-related issues
4. Employee's coach ability and receipt of redirection
5. Managers coaching current staff towards promotional opportunities
6. Employee's initiative to know and understand workplace policies and procedures.
7. Management enforcement of workplace policies and procedures.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Health and Human Services



Department of Public Health

Brian Kaczmariski, Director/Health Officer

Program name:

Continuation of: Public Health

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Planned
Number of Communicable Disease Investigations	345	200	200
Number of Marketplace/ Badgercare enrollments	592	370	370
Number of Human Health Hazard Investigations	55	75	60
Jail Nursing Services - inmates served	2318	1,725	1,725

Outcome indicators	2017 Actual	2017 Estimate	2018 Estimate
CHA/CHIP community updates will be generated quarterly	Abandon	Abandon	Abandon
Update community and key stakeholders quarterly on CHA/CHIP workgroups progress and activities on implementation	4	4	4
80% of inmate health histories will be collected within 14 days of incarceration	99%	80%	90%
Increase by 5% the number of citizens requesting assistance with their applications for public healthcare financing programs..	DONE	DONE	DONE
90% of citizens requesting assistance with their applications for public healthcare financing programs will receive an appointment within one week.	95%	90%	95%

Assumptions and factors affecting program performance:

If mandated, statutory reference	Wisconsin Chapters 250-255, Administrative Rule 139-146
Units of service	NA
Program cost per unit of service	NA
Measure of client satisfaction	Annual Customer Satisfaction Surveys conducted by PCHD; areas for improvement forwa
Issues affecting performance	Budget, Staffing, Retirements, Succession Planning

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	2017 Budgeted	2018 Budget
Revenue			
General Property Tax	111,233	111,233	102,853
Other Revenues	62,935	45,000	50,000
Total Revenue	174,168	156,233	152,853
Expenditure			
Recurrent Expenditure	147,084	156,233	152,853
Capital/One-time Expenditure			
Total Expenditure	147,084	156,233	152,853
Net Revenue and Expenditures	27,084	-	(0)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES FOR 2017	ACTUAL/PROJECTED RESULTS 2017
The ME will conduct personal contacts with family members to discuss autopsy results in each incidence of a deceased person	19 of 20 families where autopsies were performed were contacted personally.
All requests for cremation permits will be processed timely	100%

KEY PROGRAM STRATEGIES 2018

1. Explore review of accidental deaths with public health department to assess need for prevention programming

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Planned	2019 Planned
Number of Cases	391	375	375	
Number Autopsies	20	25	25	
# Cremation Permits	297	250	275	

Outcome indicators	2017 Actual	2017 Planned	2018 Planned	2019 Planned
Autopsy Contacts	19	25	25	
Timely permits	100%	100%	100%	

Assumptions and factors affecting program performance:

1. Stability of staffing in ME office; Volume of deaths

If mandated, statutory reference Chapter 979, Statute 59.34

Units of service NA

Program cost per unit of service NA

Measure of client satisfaction NA

Issues affecting performance Stability of staffing in ME office; volume of deaths

Department of Public Health

Brian Kaczmarek, Director/Health Officer

DEPARTMENT SUMMARY

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,

Department of Public Health

Brian Kaczmariski, Director/Health Officer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage	2018 Estimated Budget
Revenue				
General Property Tax	986,005	986,005	-	1,012,544
State Aids	988,225			748,203
License & Fees	62,935	45,000		50,000
Public Charge for Services	572,251	596,918		593,859
Intergovernmental Revenue	10,600			
Other Financing Sources	16,034	-		
Total Revenue	2,636,051	2,585,300	2%	2,404,606
Expense				
Operating Expense	6,742	6,742		7,057
Personnel Services	1,826,698	1,952,052		1,975,975
Contractual Services	343,096	421,526		246,246
Supplies & Expenses	293,371	180,964		150,076
Fixed Charges	15,214	22,717		23,952
Grants, Contributions, Indem	10,294	1,300		1,300
Transfers	16,034	-		
Total Expenditures	2,511,449	2,585,300	-3%	2,404,606
Net Revenue and Expenditures	124,601	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Deviation due to staff positions remaining open for an extended period of time due to retirement and FMLA.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1.6	1.6
Professionals	13.608	13.608
Technicians/Para-Professionals	0.32	0.32
Administrative Support	7.05	7.05
First/Mid Level Officials and Managers	1	1
Skilled Craft/Service Maintenance	0	0
Total	23.578	23.578

Department of Public Health

Brian Kaczmariski, Director/Health Officer

SECTION 2: PROGRAM DATA

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	2017 Budgeted	2018 Estimated Budget
Revenue			
General Property Tax	874,772	874,772	909,691
Other Revenues	1,587,111	1,554,295	1,342,062
Total Revenue	2,461,883	2,429,067	2,251,753
Expenditure			
Recurrent Expenditure	2,364,366	2,429,067	2,251,753
Capital/One-time Expenditure			
Total Expenditure	2,364,366	2,429,067	2,251,753
Net Revenue and Expenditures	97,517	-	0

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Release New 2017 CHIP and continue to facilitate CHIP workgroups addressing CHIP	COMPLETED August 2017
Maintain standards for ongoing national accreditation	ONGOING and ON-TRACK for 3rd quarter 2018
Improve Internal and External Communication	ONGOING, Communication Plan enhanced with Health
Ensure a competent workforce through recruitment, retention, leadership development, and succession planning	ONGOING, Workforce Development Team and Plan updated, succession plan for pending retirements is
Maintain statutory duties for communicable disease around surveillance and control	ONGOING, ON-TRACK
Institutionalize PM/QI within PCHD	VMSG Performance Management Dashboard is fully

KEY PROGRAM STRATEGIES 2018

1. Continue to facilitate CHIP workgroups addressing CHIP implementation
2. Maintain standards for ongoing national accreditation
3. Improve Internal and External Communication
4. Ensure a competent workforce through recruitment, retention, leadership development, and succession planning
5. Maintain statutory duties for communicable disease around surveillance and control
6. Institutionalize PM/QI within PCHD

Golden Age Manor

Dana Reese, Administrator

DEPARTMENT SUMMARY

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.

PROGRAM OVERVIEW

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

Golden Age Manor

Dana Reese, Administrator

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
Public Charge for Services	7,725,527	8,362,136		8,376,149
Total Revenue	7,725,527	8,362,136	-8%	8,376,149
Expense				
Operating Expenses	1,708,673	1,860,596		1,851,596
Personnel Services	5,760,931	6,054,977		6,054,977
Contractual Services	44,903	44,904		58,917
Supplies & Expenses	3,707	2,865		2,865
Fixed Charges	44,934	43,117		43,117
Capital Outlay		200,000		200,000
Cost Reallocation	155,677	155,677		164,677
Total Expenditures	7,718,826	8,362,136	-8%	8,376,149
Net Revenue and Expenditures	6,702	-	0	-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Census was down which resulted in a decrease in revenue. Expenses were reduced due to lower census.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	9	9
Technicians/Para-Professionals	21.6	21.6
Administrative Support	4.2	4.2
Skilled Craft/Service Maintenance	74.05	74.05
Total	109.85	109.85

Golden Age Manor

Dana Reese, Administrator

SECTION 2: PROGRAM SUMMARY

Program name:

Long Term Care

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

Link to Board Priority:

	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax		0	0
Other Revenues	5,021,593	5,435,388	5,444,497
Total Revenue		5,435,388	5,444,497
Expenditures			
Recurrent Expenditure	5,017,237	5,305,388	5,314,497
Capital/One-time Expenditure	-	130,000	130,000
Total Expenditure		5,435,388	5,444,497
Net Revenue and Expenditures		-	-

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
To achieve census of 92% or greater	86%

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Census	86	92	92	92
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate

Assumptions and factors affecting program performance:

If mandated, statutory reference
Units of service
Program cost per unit of service
Measure of client satisfaction
Issues affecting performance

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.

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	0	0	0
Other Revenues	1,545,105	1,672,427	1,675,230
Total Revenue	1,545,105	1,672,427	1,675,230
Expenditure			
Recurrent Expenditure	1,543,765	1,632,427	1,635,230
Capital/One-time Expenditure	-	40,000	40,000
Total Expenditure	1,543,765	1,672,427	1,675,230
Net Revenue and Expenditures	1,340	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
To achieve census of 92% or greater	101%
To increase utilization of 6 newly renovated private Medicare 1 Suites through word of mouth and positive outcomes	Medicare Part A days 2,217. 6 remodeled rooms *365 calendar days = 2,190

KEY PERFORMANCE INDICATORS			
Output indicators	2017 Actual	2017 Planned	2018 Estimate
Census	101	92	92

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate

Assumptions and factors affecting program performance:

1. If hospitals increase the use of swing-bed patient days this will directly affect our Medicare Part A census as these patients will be able to stay at the hospital longer to recover.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

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.

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	0	0	0
Other Revenues	1,158,829	1,254,320	1,256,422
Total Revenue	1,158,829	1,254,320	1,256,422
Expenditure			
Recurrent Expenditure	1,157,824	1,224,320	1,226,422
Capital/One-time Expenditure	-	30,000	30,000
Total Expenditure	1,157,824	1,254,320	1,256,422
Net Revenue and Expenditures	1,005	-	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
To achieve census of 92% or greater	91%

KEY PERFORMANCE INDICATORS			
Output indicators	2017 Actual	2017 Planned	2018 Estimate
Census	91	92	92

Outcome indicators	2016 Actual	2017 Planned	2018 Estimate

Assumptions and factors affecting program performance:

1. The demand for services of secured dementia care is very constant with no change in those factors forecasted.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Community Services Division

Tonya Eichelt, Interim Community Services Director

DEPARTMENT SUMMARY

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.

STRATEGIC PRIORITIES:

PROGRAM OVERVIEW

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.

Community Services Division

Tonya Eichelt, Interim Community Services Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	3,620,540	3,620,540		3,908,255
State Aids	5,071,345	4,735,866		4,744,273
Public Charge for Services	1,072,110	909,949		878,925
Intergovernmental Revenue	29,280			
Other Financing Sources	27,294	30,000		30,000
Total Revenue	9,820,569	9,296,355	5%	9,561,453
Expense				
Operating Expense				
Personnel Services	5,054,173	5,154,418	1%	5,197,830
Contractual Services	3,802,116	3,099,406	1%	3,368,757
Supplies & Expenses	376,540	344,810	1%	324,056
Fixed Charges	234,768	260,550	1%	243,918
Grants, Contributions, Indem	427,412	426,892	1%	426,892
Capital Outlay	10,151	10,279	1%	
Cost Reallocation		-		
Total Expenditures	9,905,160	9,296,355	6%	9,561,453
	(84,591)	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Overall budget is within 1% deviation when comparing the actual vs budgeted expenses and revenues.

EMPLOYMENT BY JOB CLASSIFICATION

	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
FTE Employees					
Officials/Administrators	1	1	1	1	1
Professionals	37	37	33	33	33
Technicians/Para-Professionals	14	1	1	1	1
First/Mid Level Officials and Managers			4	4	4
Administrative Support	15.2	25	25	25	25
Skilled Craft/Service Maintenance		2	2	2	2
Total	67.2	66	66	66	66

Community Services Division

Tonya Eichelt, Interim Community Services Director

SECTION 2: PROGRAM SUMMARY

Program name:

Behavioral Health

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 in treatment programs. Reduce substance abuse problems and improve long-term outcomes and public health in Polk County.

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	1,417,888	1,417,888	1,506,332
Other Revenues	3,189,120	1,752,631	2,970,930
Total Revenue	4,607,008	3,170,519	4,477,262
Expenditure			
Recurrent Expenditure	4,607,008	3,897,773	4,477,262
Capital/One-time Expenditure			
Total Expenditure	4,607,008	3,897,773	4,477,262
Net Revenue and Expenditures	-	(727,254)	-

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1) Implement the recommendations of Diamond Healthcare Corporation. 2) Implement the electronic health record Actual numbers of 2016 program strategies have not been monitored which makes it difficult to report strategies for 2017	Achieved. We hired BH Director and implemented Go-Live date, May 2, 2018

KEY PROGRAM STRATEGIES 2018 - 19

1. Will develop based on Diamond Healthcare recommendations

Actual numbers of 2016 program strategies have not been monitored which makes it difficult to report strategies for 2017

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Planned
Percent of staff using Electronic Health Record appropriately	Not measured. Implementation on 5/2/2018	100%	100%
% Functional Screen Completed (CSP)	50%	50%	75%
% Case Plan in each medical record	100%	100%	
% client with Informal supports provided	30%	75%	75%

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
# key fiscal reports generated from electronic health record	Not able to measure yet	10	20%
Percent Increase in outpatient clinic revenue	Not able to measure yet	15%	20%
Percent increase in staff productivity	Not able to measure yet	15%	20%
Client's goals achieved	40%	60%	60%

Assumptions and factors affecting program performance:

- Lack of electronic health records
- Inadequate staffing pattern
- No back up plan for psychiatry
- # of clients receiving case management can not be predicted
- Assumption of full staff in case management
- Assumption that clients are ready and willing to receive services

If mandated, statutory reference WI Stat.Chapters 46, 51, 55, HFS 34, 62, 63, 75 and 83

Units of service

Program cost per unit of service Varies by service provided (Some include purchased services)

Measure of client satisfaction Client satisfaction surveys

Issues affecting performance Staff turnover, psychiatrist retirement, implementation of electronic health record.

Department of Community Services

Tonya Eichelt, Interim Community Services Director

Program name:
Children and Family

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	2017 Budget	2018 Budget
Revenue			
General Property Tax	2,202,652	2,202,652	2,401,923
Other Revenues	3,958,021	3,195,930	2,682,268
Total Revenue	6,160,673	5,398,582	5,084,191
Expenditure			
Recurrent Expenditure	6,160,673	5,398,582	5,084,191
Capital/One-time Expenditure		3,000	
Total Expenditure	6,160,673	5,401,582	5,084,191
Net Revenue and Expenditures		(3,000)	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Provide awareness training to Polk Co. (inc. municipalities and tribal) law enforcement and Probation/Parole as to CPS safety assessment.	Not achieved, continue for 2018.

KEY PROGRAM STRATEGIES 2018 - 19

1. 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	2017 Planned	2018 Estimate
Number of CPS staff attending trainings/conferences	7	3	3
Number of law enforcement trained	0	15	20
Number of community, faith, civic groups contacted	1	2	2
Outcome indicators		2017 Planned	2018 Estimate
Post tests will indicate law enforcement and probation has increased knowledge of CPS safety assessments	Did not occur	100%	100%
System in place for community groups to donate material needs for DEC	Work in progress	Yes	Yes

Assumptions and factors affecting program performance:

1. Cooperation of law enforcement, probation and parole
2. Availability of staff training/continuing education opportunities
3. Cooperation and availability of community, faith and civic groups

If mandated, statutory reference	WI Stats. Chapters 48, 938, DCF 58, DCF 202, DHS 12
Units of service	
Program cost per unit of service	Varies, included both purchased and provided services
Measure of client satisfaction	Not measured in 2017
Issues affecting performance	Staff turnover, high demand for child protective services, complexity of cases increasing.

Department of Community Services

Tonya Eichelt, Interim 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

PROGRAM REVENUES AND EXPENDITURES		
	2017 Actual	2017 Budget
Revenue		
General Property Tax	543,081	321,605
Other Revenues	930,004	830,982
Total Revenue	1,473,085	1,152,587
Recurrent Expenditure	1,485,774	1,145,308
Capital/One-time Expenditure		7,279
Total Expenditure	1,485,774	1,152,587
Net Revenue and Expenditures	(12,689)	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES FOR 201	ACTUAL/PROJECTED RESULTS 2017
Customer "one touch" consortia model by utilizing call center	Customer 'one touch' consortia model by utilizing call center – all staff are in CCA 50% of their day taking calls for new applications, renewals, processing changes and answering questions.
Specialized teams/queues for consistent policy interpretation and issuance of correct benefits	Specialized CCA queues include Family (general), EBD, and Child Care. Staff have specialized in these areas to offer the best customer service.
Process FoodShare applications within 2 days based on policy change	Process FoodShare applications within two days based on policy change – FSOD team was created for the Great Rivers Consortium to meet timely processing. For Polk County cases in 2017 we had 1,883 applications processed. These applications were processed timely – 97.45%

KEY PROGRAM STRATEGIES 2018 - 19

- 2018-2019 strategies depend on state contract with consortiums as well as funding

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate
Application timeliness standard - 95%	98.46%	100.00%	
Applications processed for Polk County	n/a	n/a	n/a
Call Center average speed of answer - less than 12 minutes per call	n/a	n/a	n/a

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Increase # of applications processed for Polk	4,150	4,500	4,500
Educate workers/agents to become more proficient in the Call Center and provide excellent customer service	All workers received ongoing training	less than 10 minutes	unknown

Assumptions and factors affecting program performance:

- Status of economy drives customer's need(s) for assistance
- Consortium vacancies
- Funding

If mandated, statutory reference

Units of service

Program cost per unit of service	WI Stats. Chapters 49, 46
Measure of client satisfaction	Measured annually through survey drop box in lobby and secret shopper calls
Issues affecting performance	Lack of updated technology (ie. Remote work pilot program)

Department of Veterans Service Office

Rick Gates, Polk County Veteran Officer

DEPARTMENT SUMMARY

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.

Department of Veterans Service Office

Rick Gates, Polk County Veteran Officer

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget		2018 Budget
Revenue				
General Property Tax	163,266	163,266		168,712
State Aids	9,129	14,000		14,000
Other Financing Sources				
Total Revenue	172,395	177,266	-3%	182,712
Expense				
Personnel Services	140,233	140,160		143,756
Contractual Services	2,414	3,178		4,901
Supplies & Expenses	11,561	16,928		17,055
Grants, Contributions, Indem	3,809	17,000		17,000
Cost Reallocation				
Total Expenditures	158,018	177,266	-12%	182,712
Net Revenue and Expenditures	14,378	-		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

-3% in income due to legislative changes to annual CVSO Grant; we lost ability to claim reimbursement for the second half of CY-2017. Regarding -12% expenses, we had a tremendous amount of donations to veterans relief account, due largely to several high profile veteran deaths and family donations to the office. This offset expenses. Also had changes to copier billing and postage costs due to increased use of postal meter vs stamps.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Administrative Support	1	1
Total	2	2

Department of Veterans Service Office

Rick Gates, Polk County Veteran Officer

SECTION 2: PROGRAM SUMMARY

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.

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Continue Office Transformation to Paperless and Best Practices	All individual veteran files now gone; we are now scanning "miscellaneous" files into Vetraspec.
Increase Public Interaction/Visibility	We participated in Polk County Fair, numerous public forums, radio and via newspapers.
Maintain current level of Claims Despite Decrease in Veteran Population	Actually increased during CY-2017
Promote all WDVA benefits	Ongoing
Develop procedures for new CVSO Grant Program	N/A Grant returned to prior status!
Work towards improving CVSO/WDVA relationship	Much improved with hire of new WDVA Secretary (Daniel J. Zimmerman)
Continue increased advertisement of office function to public	Ongoing (i.e. billboard, PSA's, etc.)
Better use of State programs to assist local (County) emergency assistance (VSC)	Increased use of VORP program in 2017
Continue close relationship with ADRC	Ongoing

KEY PROGRAM STRATEGIES 2018 - 19

1. Strategies for 2018/19 will remain static with 2017;

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Federal Claims (All)	214	205	205	205
Work Actions (POA, ltrs, evidence, etc)	318	90	300	300
Misc Actions (non-Claim)	211	160	180	180
VA Medical Enrollments	72	100	75	75
Aid to Needy Vet Grants (ANV)	3	10	7	7
State Cemetery Applications	3	5	5	5
Homeless Shelter Referrals	6	5	6	6
Vet Transportation Miles	79,030	75,000	75,000	75,000
VSC Applications	20	10	15	15
Cemetery Aid Applications	10	18	12	12

Veterans Services Program Summary continued on next page:

Department of Veterans Service Office

Rick Gates, Polk County Veteran Officer

Continuation of Veterans Services Program Summary:

KEY PERFORMANCE INDICATORS				
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
VA Comp/Pension/DIC to County	\$ 11,859,000	\$12,000,000	\$12,000,000	\$12,000,000
VA Medical Care to County Vets	\$ 13,889,000	\$11,500,000	\$11,000,000	\$11,000,000
ANV Financial Support	\$3,059	\$6,000	\$5,000	\$5,000
WDVA CVSO Grant	\$4,373	\$10,000	\$10,000	
WDVA Transportation Grant	\$4,756	\$5,000	\$4,750	\$4,750
Cemetery Aid	\$1,442	\$1,900	\$1,900	\$1,900
VSC Aid	\$4,098	\$1,800	\$1,800	\$1,800

Assumptions and factors affecting program performance:

1. Actual number of County veterans decreasing by approximately 4-5% per annum. Office will need to increase claims to offset decrease in benefits to veterans; unless new conflicts, demographic will continue to be reduced. Losing majority of WWII and Korean War veterans due to age.
2. Relationship between WDVA leadership and CVSO's has improved significantly with hire of new WDVA Secretary. Potential for return of PLP loan program!
3. CVSO budget affected greatly by an increase in public donations to office! All donations inputted into "Emergency Relief" line item, and they totalled approximately \$11,000.00.
4. Annual WDVA CVSO Grant changed back to an annual disbursement basis, rather than the dysfunctional bi-annual reimbursement process. This will help considerably in future, but resulted in a loss of approximately \$5000 in Grant income for CY-2017 due to timing of legislative change by State.

If mandated, statutory reference	WI Statutes, Ch.45
Units of service	N/A
Program cost per unit of service	N/A
Measure of client satisfaction	Responses from satisfied customers, community reputation, general "goodwill" of Polk County veterans and their families.
Issues affecting performance	See above section entitled "Assumptions and factors..."

Public Safety



Department of Clerk of Circuit Court

Joan Ritten, Clerk of Circuit Court

DEPARTMENT DESCRIPTION:

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

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

MISSION:

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

LIND TO COUNTY BOARD STRATEGIC GOALS:

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

STRATEGIC PRIORITIES:

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 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 deal with on a daily basis are: Public Health, Child Protections, Other Counties and Circuit Courts, Administration, Corp Counsel, Sheriffs Department, etc.

Department of Clerk of Circuit Court

Joan Ritten, Clerk of Circuit Court

PROGRAM SUMMARY

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	670,867	670,867		663,819
State Aids	185,996	174,705		174,705
Fine and Forfeitures	180,356	185,000		175,000
Public Charge for Services	204,408	174,135		174,272
Misc. Revenue	685			
Other Financing Sources	8,929			
Total Revenue	1,251,242	1,204,707	4%	1,187,796
Expense				
Personnel Services	723,828	760,752		734,113
Contractual Services	361,667	279,901		299,119
Supplies & Expenses	39,502	34,054		34,564
Fixed Charges	25			
Grants, Contributions, Indem	50,000	50,000		50,000
Cost Reallocation	67,294	80,000		70,000
Total Expenditures	1,242,316	1,204,707	3%	1,187,797
Net Revenue and Expenditures	8,926	-		(1)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

Many fees are regulated by Wisconsin Statutes and the Clerk of Courts doesn't not have much control over Court appointed Attorneys.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	1	1
Administrative Support	10	10
Total	12	12

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 filing of all information necessary for the functioning of the court system and the Clerk of Court Office.

Link to Board Priority: Updating county services for the future and improving services

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Prepare for e-filing of all case types	Still ongoing
Continue collections on owed monies along with continuation of tax intercept.	Still ongoing
Continue procedure of scanning old files and purging of all case types.	Still ongoing

KEY PROGRAM STRATEGIES 2018 - 19

1. Mandatory e-filing of all case types.
2. Continue procedure of scanning old files and purging of all case types.
3. Continue collections on owed monies along with continuation of tax intercept.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate
Number of Case files	5,482	5,457	5,448
Family	256	243	241
Civil	385	424	423
Criminal (CM,CF,CT)	1,050	975	973
Paternity	16	10	10
Juvenile	155	135	135
Small Claims	859	875	873
Traffic	2,761	2,795	2,793
Forfeitures	434	0	420
Group Files	340	0	325

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Number of re-opened cases due to Clerk error	0	0	0
Number of approx. calls received yearly on case filings	19,050	14,700	14,700

Assumptions and factors affecting program performance:

1. The Clerk of Court Office can not control the amount of incoming cases, criminal activity or State mandated costs.
2. The Clerk of Court Office also can not predict how many jury trials will happen in any given year.

If mandated, statutory reference

Units of service

Program cost per unit of service

Measure of client satisfaction

Issues affecting performance

Department of District Attorney and Victim/Witness Services

Jeff Kemp, District Attorney

DEPARTMENT SUMMARY

DEPARTMENT DESCRIPTION:

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

MISSION:

To administer justice while delivering high quality public service to all citizens in 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:

Department of District Attorney and Victim/Witness Services

Jeff Kemp, District Attorney

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Budget
Revenue				
General Property Tax	419,755	419,755		447,709
State Aids	72,951	65,791		65,791
Fine and Forfeitures	5,163	2,050		2,050
Public Charge for Services	24,447	36,455		36,455
Other Financing Sources				
Total Revenue	522,316	524,052	0%	552,006
Expense				
Personnel Services	465,904	463,384		489,849
Contractual Services	21,778	24,035		24,988
Supplies & Expenses	36,308	35,833		36,369
Fixed Charges	525	800		800
Total Expenditures	524,515	524,052	0%	552,006
Net Revenue and Expenditures	(2,199)	(0)		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of District Attorney and Victim/Witness Services

Jeff Kemp, District Attorney

PROGRAM SUMMARY

Program name:

District Attorney

Program objective:

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	334,167	334,167	370,368
Other Revenues	29,610	38,505	38,505
Total Revenue	363,777	372,672	408,873
Recurrent Expenditure	383,369	372,673	408,874
Capital/One-time Expenditure			
Total Expenditure	383,369	372,673	408,874
Net Revenue and Expenditures	(19,592)	(0)	

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Work with Polk County justice Collaborating Counsel to sync cases with their programs including Mental health Court, Drug Court, Diversion Court.	PCJCC works with our Drug Court and Diversion cases
Transition Drug Court to coincide with Mental Health Court	Mental Health Court non existent to this date
Continue developing Diversion Program	PCJCC expanding program

KEY PROGRAM STRATEGIES 2018 - 19

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

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate
County Disorderly Conduct Charged	109	48	55

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Diversion Cases (as of 8/31/16)	37	105	121

Assumptions and factors affecting program performance:

1. Funding and acceptance by courts and defense attorneys

If mandated, statutory reference

Units of service	2017 New Filed Cases: 201 Felony, 150 Misdemeanor, 51 Criminal Traffic, 116 Other
Program cost per unit of service	N/A
Measure of client satisfaction	Victim satisfaction of disposition of case.
Issues affecting performance	Resources and time available to attorneys. Cooperation of victims and witnesses. Thorough reports

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:

PROGRAM REVENUES AND EXPENDITURES			
	2018 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	85,588	85,588	77,341
Other Revenues	72,951	65,791	65,791
Total Revenue	158,539	151,379	143,132
Recurrent Expenditure	141,146	151,379	143,132
Capital/One-time Expenditure			
Total Expenditure	141,146	151,379	143,132
Net Revenue and Expenditures	17,393	0	0

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Improve speedy trial dispositions. Collection of restitution and payout defined through Court, Clerk of Court, Probation and DA Office,	Judges consider these victim requests. Process in place.
KEY PROGRAM STRATEGIES 2018 - 19	
Better procedure to follow for child victims needing to testify	
Survey to victims regarding satisfaction with court process.	
Create organizations, programs, and resources for victims of domestic violence	

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate
Individuals assisted	1,533	1,645	1,686

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate
Requests to be Notified			203
Restitution Requests			134

Assumptions and factors affecting program performance:
Developing a trusting relationship with victims and clearly defining resources and court processes.

If mandated, statutory reference	Chapter 950
Units of service	1533
Program cost per unit of service	N/A
Measure of client satisfaction	Case outcome comments.
Issues affecting performance	Correct victim contact information.

Department of Law Enforcement

Peter M. Johnson, Sheriff

DEPARTMENT SUMMARY

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.

Department of Law Enforcement

Peter M. Johnson, Sheriff

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget		2018 Budget
Revenue				
General Property Tax	7,278,378	7,278,378		7,695,108
State Aids	208,183	132,573		132,915
Public Charge for Services	331,399	273,850		271,850
Intergovernmental Revenue	133,976	57,100		62,000
Misc Revenue	50,144	38,500		39,500
Other Financing Sources	25,000	25,000		25,000
Total Revenue	8,027,079	7,805,401	3%	8,226,373
Expense				
Personnel Services	6,727,434	6,359,322		6,598,311
Contractual Services	717,078	763,878		870,904
Supplies & Expenses	359,304	410,365		447,007
Fixed Charges	396	4,060		4,060
Grants, Contributions, Indem	518	2,750		2,750
Capital Outlay	174,087	193,000		299,141
Cost Reallocation	72,026	72,026		4,200
Total Expenditures	8,050,842	7,805,401	3%	8,226,374
Net Revenue and Expenditures	(23,763)	-		(1)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

In 2017 we received significant additional revenue through out of county inmate housing, reimbursed LE Services, and grant funded traffic safety grants. The traffic safety grants required extra patrol hours on overtime which were then reimbursed. Jail overtime was primarily increased due to minimum staffing requirements. We are required to backfill about 92% of our open shifts when full staffed. This goes up to 100% when our staffing level decreases to 23 Corrections Officers. Due to staff turnover, FMLA cases and statutorily required Jail Academy training for new officers our average staffing level was about 22.66 Corrections Officers in 2017. Additionally, expected sheriff's fees were down nearly 50%.

EMPLOYMENT BY JOB CLASSIFICATION

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

Department of Law Enforcement

Peter M. Johnson, Sheriff

SECTION 2: PROGRAM SUMMARY

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	2017 Budget	2018 Estimated Budget
Revenue			
General Property Tax	3,732,281	3,732,281	3,982,059
Other Revenues	407,654	279,130	273,372
Total Revenue	4,139,935	4,011,411	4,255,432
Expenditure			
Recurrent Expenditure	4,044,168	3,821,215	3,963,991
Capital/One-time Expenditure	174,087	193,000	291,441
Total Expenditure	4,218,254	4,014,215	4,255,432
Net Revenue and Expenditures	(78,320)	(2,804)	-

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Transition from the current Policy and Procedure Manual to Lexipol	Policy 95% completed and currently being released to
2. Continue our focus on reducing drug crimes within the County	338 drug related arrests
3. Increase activities related to recreation patrol	317 hours accrued

KEY PROGRAM STRATEGIES 2018 - 19

1. Improve efforts in building relationships with the youth of Polk County
2. Focus on the use of evidence based inmate programming

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Case files	2,628	3,100	3,150	3,200
Emergency Response Safety	100.00%	100.00%	100.00%	100.00%
Adult Arrests	802	1,150	1,210	1,230
Transports	331	300	305	310
Traffic Accidents	478	510	515	530

Outcome indicators	2016 Planned 2017 actual	2017 Planned	2018 Estimate	2019 Estimate
Percentage of overtime as compared overall payroll	8.320%	8.30%	8.00%	8.00%
Violent crime arrest per occurrence	57%	52%	55%	55.00%
Unresolved performance complaints	0	0	0	0

Assumptions and factors affecting program performance:

1. The program will have continued financial support

If mandated, statutory reference 59.27

Units of service 3650 patrol days + 1040 investigation days = 4690 Total Units of Service

Program cost per unit of service \$776.88 per deputy work day

Measure of client satisfaction No client solicitation for satisfaction rate in 2017

Issues affecting performance Increased reimbursed overtime hours for traffic grant. Increased training to trainers to

Department of Law Enforcement

Peter M. Johnson, 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	2017 Budget	2018 Budget
Revenue			
General Property Tax	967,504	967,504	1,005,480
Other Revenues	5,000	4,800	4,800
Total Revenue	972,504	972,304	1,010,280
Recurrent Expenditure	984,214	972,304	1,010,280
Capital/One-time Expenditure			
Total Expenditure	984,214	972,304	1,956,518
Net Revenue and Expenditures	(11,710)	-	(946,238)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Upgrade communication equipment/software looking forward 15 to 20 years	Completed software upgrade for radio console, 911 system and microwave system
2. Maintain efficiencies for the purpose of limiting the need for increased staffing levels	ongoing

KEY PROGRAM STRATEGIES 2018 - 19

1. Develop and share best practices on processes that recognize trained Communication Unit personnel
2. Ensure standard operating procedures reflect 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 PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Total Calls For Service	36580	35,500	37,000	38,000
Total number of 911 Calls	*	11,550	11,600	11,700
* only have partial year stats due to upgrade				
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Percentage of overtime as compared	8.5%	8.0%	7.5%	7.5%
Average time to answer 911 calls	2 sec	2 sec	2 sec	2 sec

Assumptions and factors affecting program performance:

1. Failure to complete extensive on-the-job training program.
2. Work flow is dependent upon highly technical equipment. Although some redundancy is planned, natural or man-made disasters could potentially disable infrastructure.

If mandated, statutory reference	None
Units of service	Budget/Calls for service
Program cost per unit of service	\$26.91/ call
Measure of client satisfaction	None
Issues affecting performance	Full staff lead to more overtime due to time off. Unpredictable work volume.

Department of Law Enforcement

Peter M. Johnson, 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.

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES

	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	76,563	76,563	78,766
Other Revenues	61,901	59,043	59,043
Total Revenue	138,464	135,606	137,809
Recurrent Expenditure	108,475	132,802	137,809
Capital/One-time Expenditure			
Total Expenditure	108,475	132,802	137,809
Net Revenue and Expenditures	29,989	2,803	0

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Successfully complete and submit all grant applications available to assist	Received full allocation for the EMPG and EPCRA Plan of
2. Work on Volunteer management strategies and plans	Continued working on Volunteer Management Plan
3. Work with other County Departments to develop Derbis Management Plan	Debris Management Plan was completed in late 2017

KEY PROGRAM STRATEGIES 2018 - 19

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).

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Volunteers Recruitment	4	10	6	6
Community Presentations	10	12	12	12
Planning initiatives	1	2	2	1

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
POW Compliance-	100%	100%	100%	100%
Planning Initiatives	100%	100%	100%	100%

Assumptions and factors affecting program performance:

1. Possible funding interruptions from State and Federal Sources
2. Natural Disaster on a mass scale

If mandated, statutory reference WI Statute 323

Units of service 44,205 Polk County Citizens

Program cost per unit of service \$1.78/per person (General Property Tax share)

Measure of client satisfaction Information provided through training, meetings, the media, etc.

Issues affecting performance Timing of the receipt of Grant funds. We don't always receive the grant payments in

Department of Law Enforcement

Peter M. Johnson, 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

	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	2,502,030	2,502,030	2,628,802
Other Revenues	274,147	184,050	194,050
Total Revenue	2,776,177	2,686,080	2,822,853
Recurrent Expenditure	2,739,899	2,686,080	2,815,152
Capital/One-time Expenditure			7,700
Total Expenditure	2,739,899	2,686,080	2,822,852
Net Revenue and Expenditures	36,278	-	0

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Maintain PREA Compliance	1. Re-drafted and implemented updated PREA policy and
2. Implement education programs that work toward reducing recidivism	2. Continuously provided 8 Inmate Program options with a total attendance of 2,676 inmates.

KEY PROGRAM STRATEGIES 2018 - 19

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.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Cost per inmate day	85.1	83.21	84.04	85.02
Intra-department training hours	26	28	28	35
Mental Health critical incident train	0	8	8	8
Bookings	1,504	1,500	1,550	1,600
Jail Bed days	32,194	32600	32700	32,750

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Percentage of overtime as compared overall payroll	8.5%*	3.9%	3.5%	3.5%
Annual state inspection compliance	2 Violations	Full Compliance	Full Compliance	Full Compliance
Use of Force Incidents as compared to Jail Bed Days	10/32194	6/32600	6/32700	6/32750

Assumptions and factors affecting program performance:

1. Dependent upon ability to recruit and retain qualified staff
2. Trends and programs seeking alternatives to incarceration
3. Cost per inmate day can fluctuate greatly depending upon sentencing and criminal trends

If mandated, statutory reference 59.27(1)

Units of service Jail Bed Days

Program cost per unit of service \$85.10 per Jail Bed Day

Measure of client satisfaction None

Issues affecting performance In 2017 we were able to generate increased revenue by housing out of county

Highway Department

Emily Norby, Highway Commissioner

DEPARTMENT SUMMARY

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.

Highway Department

Emily Norby, Highway Commissioner

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget	Actual vs. Budget Percentage Difference	2018 Estimated Budget
Revenue				
General Property Tax	3,200,150	3,200,150		3,261,243
State Aids	1,596,831	1,596,426		1,787,064
Intergovernmental Revenue	2,378,956	2,421,676		2,319,976
Misc. Revenue	48,006	49,200		49,200
Other Financing Sources	1,106,220	-		-
Total Revenue	8,330,164	7,267,452	13%	7,417,483
Expense				
Operating Expense	-	20,000		10,000
Personnel Services	2,592,806	2,659,884		2,646,279
Contractual Services	1,552,269	1,270,515		1,106,207
Supplies & Expenses	1,787,714	2,337,412		2,774,404
Fixed Charges	954,721	751,910		749,210
Other Grant Contributions	135,258			
Capital Outlay	19,138	32,680		935,288
Cost Reallocation	190,094	13,825		106,095
Total Expenditures	7,232,000	7,086,226	2%	8,327,483
Net Revenue and Expenditures	1,098,164	181,226		(910,000)

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

The increase in revenue is due to the cost of the Bishop building and property is brought into the Highway budget as a revenue then transferred to an Asset account. This is an internal process but shows the increase in the revenue line OTHER FINANCING SOURCES.

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

Highway Department

Emily Norby, Highway Commissioner

SECTION 2: PROGRAM SUMMARY

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.

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	1,376,065	1,376,065	1,402,334
Other Revenues	2,205,906	1,748,940	1,787,183
Total Revenue	3,581,971	3,125,004	3,189,518
Expenditure			
Recurrent Expenditure	3,109,760	3,047,077	3,580,818
Capital/One-time Expenditure			
Total Expenditure	3,109,760	3,047,077	3,580,818
Net Revenue and Expenditures	472,211	77,927	(391,300)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Develop a Highway Facebook page to enhance communication with the public so they can travel more efficiently by knowing road closures and travel conditions	The Highway Facebook page has been developed and is being used to increase communication with the public on construction and maintenance activities .

KEY PROGRAM STRATEGIES 2018 - 19

1. Optimize funding by long term planning for highway construction projects to lengthen the life of a highway, such as new asphalt mix designs.
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	2017 Planned	2018 Estimate	2019 Estimate
Miles overlaid, reclaimed, chip sealed and prepped for construction	38	34	26	40
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Paser rating	7.1	7	6.9	6.8

Assumptions and factors affecting program performance:

1. With current funding levels and anticipated minor increases in budgets, current maintenance levels cannot be maintained and will affect Highway's goal of a 7.0 Paser rating.
2. The increase in miles of construction in 2019 indicates a move from reconstruction to more chip sealing, due to constrained funding. More roads can be covered but chip sealing has a much shorter life than an overlay.
3. Current lower fuel costs have stretched our construction dollars; however, fuel prices are projected to increase and this savings cannot be counted on.

Highway Department

Emily Norby, Highway Commissioner

SECTION 2: PROGRAM SUMMARY

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

Link to Board Priority:

PROGRAM REVENUES AND EXPENDITURES			
	2017 Actual	2017 Budget	2018 Budget
Revenue			
General Property Tax	1,824,086	1,824,086	1,858,909
Other Revenues	2,924,108	2,318,362	2,369,057
Total Revenue	4,748,193	4,142,448	4,227,965
Expenditure			
Recurrent Expenditure	4,122,240	4,039,149	4,746,665
Capital/One-time Expenditure			
Total Expenditure	4,122,240	4,039,149	4,746,665
Net Revenue and Expenditures	625,953	103,299	(518,700)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
Develop a county-wide spraying program to control woody vegetation and invasive plants in the highway right-of way.	Program is complete and used to sprayed beam guards on the State and County highways.
Provide outreach to local towns and municipalities to let them know of the services Highway can provide and programs available to them, such as spraying of woody vegetation and invasive plants.	
Assist the general public in traveling more efficiently and safer by providing up-to-date road closures and conditions via Highway's to-be-developed Facebook page	The Highway Facebook page has been developed and is being used to increase communication with the public on construction and maintenance activities .
Work with staff and engineers on development, design and construction of a new Highway facility	Work continues with Market Johnson and Aryers on the new Highway Facility with a completion date of 8/13/18

KEY PROGRAM STRATEGIES 2018 - 19

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	2017 Planned	2018 Estimate	2019 Estimate
Miles of county highway plowed annually (estimates based on a 5-year average.	78,966	88,416	88,416	88,416
Lane line miles of highways maintained	662	662	662	662
Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Average cycle times per plow route	2.58	3.00	3.00	3.00

Assumptions and factors affecting program performance:

1. Maintaining current levels of funding for construction will mean less dollars for maintenance and result in lower levels of service such a reduced mowing operations and icy or snow-covered roads in winter. Both examples will be unpopular with transportation users.
2. Public demand for clear, dry roads in winter has a definite cost associated with it. Crews must be out longer and more materials must be used to provide this level of service.

ADRC



Department of Aging and Disability Resource Center

Laura Neve, Director

DEPARTMENT SUMMARY

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

Department of Aging and Disability Resource Center

Laura Neve, Director

DEPARTMENT REVENUE AND EXPENDITURES BY ECONOMIC CLASSIFICATION

	2017 Actual	2017 Budget		2018 Budget
Revenue				
General Property Tax	110,785	110,785		110,785
State Aids	1,628,926	1,361,219		1,403,292
Public Charge for Services	153,035	114,338		116,468
Misc Revenue	2,725	600		600
Total Revenue	1,895,472	1,586,942	16%	1,631,145
Expense				
Personnel Services	805,312	823,810		857,199
Contractual Services	77,158	62,956		71,459
Supplies & Expenses	262,390	242,433		210,096
Fixed Charges	29,026	27,720		27,720
Grants, Contributions, Indem	533,115	421,007		464,671
Capital Outlay	68,460	-		-
Cost Reallocation		-		-
Total Expenditures	1,775,462	1,577,926	11%	1,631,145
Net Revenue and Expenditure	120,010	9,016		-

In the box below explain any deviation over 2% (greater or less than) between the 2017 actual and 2017 budgeted amount.

The revenue is difficult to predict as Federal dollars are earned based on work activities. Those activities are not controlled, they are based on the needs of citizens contact the agency. Those federal dollars extend the use of the state grant. Spending is adjusted up or down throughout the year based on adjusted revenue. In 2017, we received significantly more federal dollars than anticipated. At the same time, we were running understaffed the majority of the year. The carry-over "trust" money is not accounted for within the revenue and some expenses listed that were paid with those funds.

EMPLOYMENT BY JOB CLASSIFICATION

	2017 Budget	2018 Budget
FTE Employees		
Officials/Administrators	1	1
Professionals	6.6	6.6
Technicians/Para-Professionals		
Administrative Support	2	2
First/Mid Level Officials and Managers	0	1
Skilled Craft/Service Maintenance	2.3	2.3
Total	11.9	12.9

Department of Aging and Disability Resource Center

Laura Neve, Director

SECTION 2: PROGRAM SUMMARY

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 unbiased 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	2017 Budget	2018 Budget
Revenue			
General Property Tax			
Other Revenues	1,109,567	959,502	995,279
Total Revenue	1,109,567	959,502	995,279
Expenditure			
Recurrent Expenditure	1,102,958	959,502	995,279
Capital/One-time Expenditure		-	-
Total Expenditure	1,102,958	959,502	995,279
Net Revenue and Expenditures	6,609	0	-

PROGRAM PERFORMANCE INFORMATION	
KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Address the increased demands on the program by increasing I&A time available. Thereby allowing the agency to assist the public on a more timely manner. One on one meeting with individuals to problem solve to maintain independence in the community and increased community education on the issues the elders face as well as the community to address the increased population.	Due to personnel issue with poor performance we were down a staff member most of the year.
2. Develop cooking/nutrition hands on classes at meal sites to educate consumers to improve health to remain at home longer.	Moved to a 2018 goal.

KEY PROGRAM STRATEGIES 2018 - 19

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.

Department of Aging and Disability Resource Center

Laura Neve, Director

Continuation of ADRC: Information, Assistance and Counseling

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Average # of consumers assistance events** per month by I&A Specialists	418	400	420	450
Yearly number of opened cases by benefit specialists	2405	1600	1600	1,600
Number of attendees to events we host	783	780	800	810
Number of attendees to events we participate in (not hosts)**	812	900	900	900

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
95% of individuals completing satisfaction survey will report services provided were helpful and met their needs for making informed choices.	Report not received from state yet	96%	97%	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%	97%	98%

Assumptions and factors affecting program performance:

1. **Consumer "events" range in time & involvement from phone calls with easy answers to options counseling that may be multiple home visits and weeks to conclude.
2. **We cannot control the events hosted by other organizations.

POLK COUNTY WISCONSIN

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	2017 Budget	2018 Forward Estimate
Revenue			
General Property Tax			
Other Revenues	87,726	87,726	27,696
Total Revenue	392,457	361,523	412,537
	480,183	449,249	440,233
Expenditure			
Recurrent Expenditure			
Capital/One-time Expenditure	436,663	440,233	440,233
Total Expenditure			-
Net Revenue and Expenditures	436,663	440,233	9,016
	43,520		0

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Improve the quality of congregate meals by limitedly cooking meals on site. This is to increase usage and improve health of the elders in the community.	This has been completed in December of 2017, when ended contract through Jail services.

KEY PROGRAM STRATEGIES 2018 - 19

- 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 PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Number of meals served in the entire service area	63,994	61,000	62,000	62,500

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
95% of individuals completing satisfaction survey will report meals provided were helpful in remaining independent.	96%	96%	97%	98%

Assumptions and factors affecting program performance:

- History of reports of poor quality of meals coming from the catering service used. Some budgeted funds are pass through to Burnett County to be combined with their local revenue.

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	2017 Budget	2018 Forward Estimate
Revenue	151,887 **		** not accounted for in revenue (trust acct)
General Property Tax	23,059	23,059	23,059
Other Revenues	130,776	155,132	172,574
Total Revenue	305,722	178,191	195,633
Recurrent Expenditure	167,381	178,191	195,633
Capital/One-time Expenditure	68,460	-	-(trust acct expense)
Total Expenditure	235,841	178,191	195,633
Net Revenue and Expenditures	69,881	-	-(New Trust Acct balance: Carry over)

PROGRAM PERFORMANCE INFORMATION

KEY PROGRAM STRATEGIES 2017	ACTUAL/PROJECTED RESULTS 2017
1. Change the software provider of dispatch system to increase efficiency of the administrative process.	Abilities of software misrepresented, did not continue

KEY PROGRAM STRATEGIES 2018 - 19

2. 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.

KEY PERFORMANCE INDICATORS

Output indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
Number of passengers served	249	250	260	280
Number of miles	124874	105000	110000	115,000

Outcome indicators	2017 Actual	2017 Planned	2018 Estimate	2019 Estimate
No more than 5 missed rides.	1	1	1	1

Assumptions and factors affecting program performance:

1. Unspent DOT funds go into a trust acct for future capitol purchases, they cannot go towards ongoing operational expense

If mandated, statutory reference

Units of service	Miles
Program cost per unit of service	1.34 **operational cost only
Measure of client satisfaction	Rides completed
Issues affecting performance	Maintaining enough volunteer drivers to meet needs.