Outagamie County Est. 1851

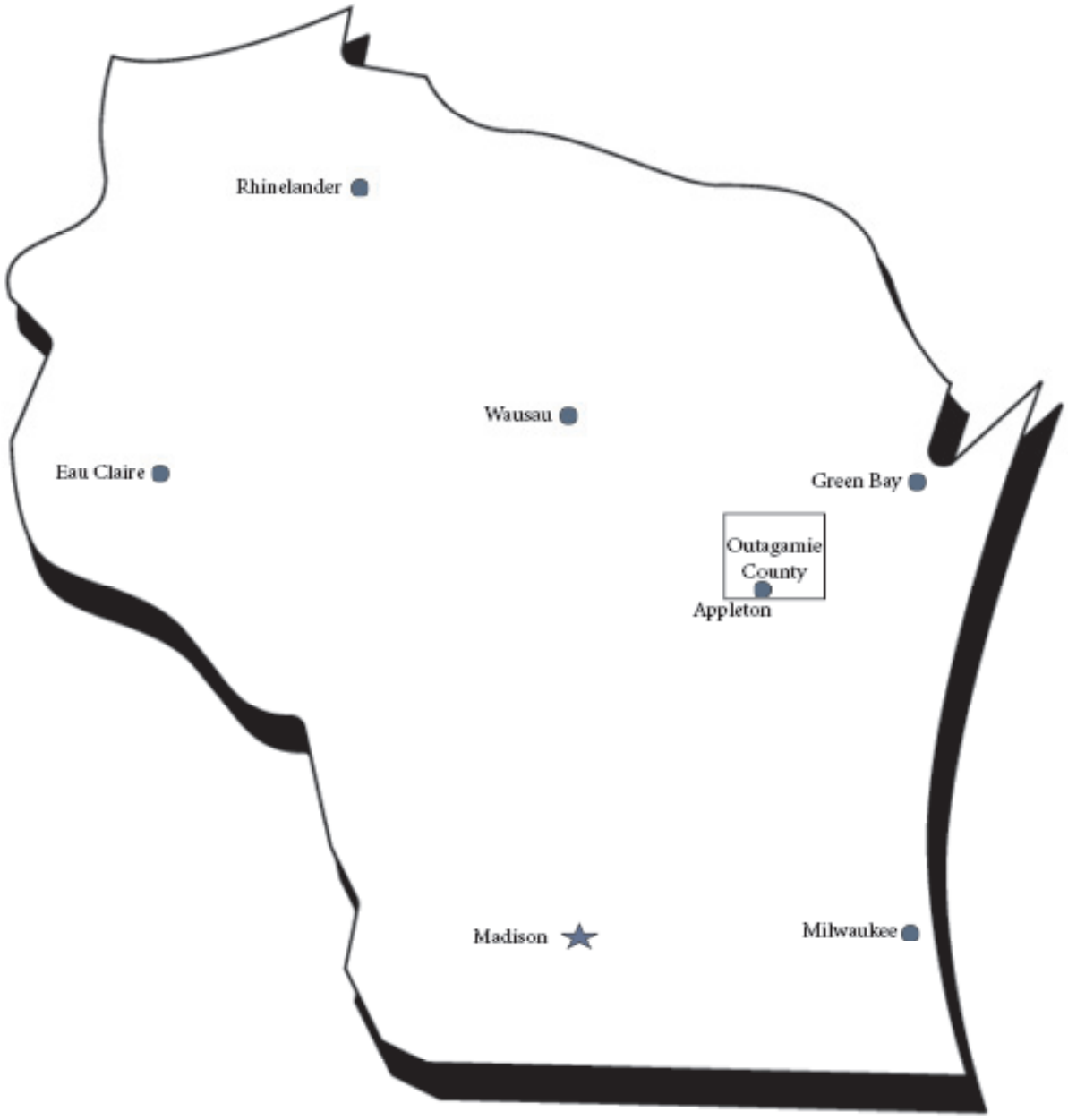
Adopted Budget

2021

SMALL BUSINESS

THE HEART OF A COMMUNITY

State of Wisconsin



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BUDGET MESSAGE

2021 EXECUTIVE BUDGET MESSAGE

September 30, 2020

To the citizens of Outagamie County and the Honorable Board of Supervisors: I am pleased to present the 2021 Outagamie County Executive Budget.

Key points:

- Despite unprecedented impacts of the COVID-19 pandemic, this budget maintains all county services at current levels.
- It lowers the property tax rate - for the sixth consecutive year - to $3.71 per thousand, just over a 4.1% reduction.
- It safeguards the county's Aaa bond rating, leaving Outagamie one of just six Wisconsin counties with the highest rating possible.
- It maintains the employee Step program, completes the consolidation of the wage schedules, and includes a 1% base wage adjustment while also maintaining no increase in health insurance premiums.

The executive budget is a collaborative project. Thanks are owed to department heads, constitutional officers and the departmental staff who helped craft it.

There is little doubt that 2020 was one of the most difficult in the history of Outagamie County owing to the COVID-19 pandemic and subsequent economic repercussions. Fortunately, responsible fiscal management and prudent budgeting put the county in a strong position, despite this historic challenge.

The county took action in March to protect the health and well-being of the public and staff by limiting in-person services and transitioning to a remote work environment at least through the end of 2020. County staff demonstrated flexibility and innovation in finding alternative ways to provide exemplary service to the public under extraordinary circumstances. Departments were tasked with evaluating potential short, mid and long-term budgetary impacts due to the pandemic, which proved beneficial in the development of this budget.

The budget maintains a healthy fund balance of 13% while utilizing over $7.8 million to complete capital projects, thereby reducing the level of bonding needed. These actions enhance Outagamie County's public service tradition while continuing to maintain its financial strength and protect its Aaa bond rating.

The county continues to avoid taking advantage of a provision in state law that would allow it to levy for proprietary debt service, thereby saving taxpayers an additional $3.5 million and avoiding the potential for negative impact on future budgets.

• Equalized Value•

Equalized values as of Jan. 1, 2020 are used to calculate property taxes for the 2021 budget. The average residential estimated home value on that date was $186,122 - a significant increase of 5.26% from the prior year. The equalized value of the average residential home increased from $151,537 in 2006 to $153,653 in 2016, or just 1.4% in ten years. From 2017 to 2020, it increased from $153,653 to $186,122 or 21.1%. This significant jump in residential value is a large contributor to the impact on the average homeowner's county tax bill for 2021. In addition to valuation changes for the average home, other equalized value changes should be noted:

Item	% Change	
	1/1/19	1/1/20
Countywide equalized value change with tax incremental districts	6.21	7.25
Equalized value change without tax incremental districts	5.93	6.53
Overall economic increase in real property	4.38	5.42
Residential economic increase in real property	5.25	5.26
Residential increase due to new construction	1.58	1.31
Net new construction	1.90	1.79

• Levy •

Following the implementation of the county sales tax in 2020, the tax levy was reset at $62,126,548 – a decrease of 14.09% from 2019. The 2021 tax levy will increase a modest 2.14%. The average homeowner will see a small increase in the county portion of their tax bill of 0.92 percent, or $6.30.

• Levy Distribution•

The following chart illustrates the distribution of county property taxes by department, for an average homeowner ($186,122 property valuation) paying $689.60 in county taxes. Column one lists the functional area, the second total county levy allocation, third average homeowner share and finally, the percentage of total county levy for that functional area.

Functional Area	2021 Budget Levy	Your Share	% of Total
Health & Human Services/Brewster Village	$27,282,277	$296.47	42.99%
Public Safety (Sheriff, jail, traffic patrol, public safety, dispatch, and emergency management, etc.)	19,070,793	207.22	30.05
Courts and related functions	3,971,817	43.17	6.26
County roads and bridges	3,609,553	39.24	5.69
Debt Service	3,113,406	33.86	4.91
Parks, libraries & education	1,009,700	10.96	1.59
Capital projects	5,398,216	58.68	8.51
All other (net)	19,070,793	207.22	30.05
TOTAL:	**$63,455,761**	**$689.60**	**100%**

● Executive Budget Guidelines ●

IT provided departments the opportunity to submit Three-Year Plan technology projects which were reviewed and prioritized by the Three-Year Plan Committee within a budget target that allowed for some flexibility. IT completed its budget to allow for allocations to be factored in to all other department's budgets.

Financial Services prepared documents that included a budget target for general fund departments. Non-general fund departments, including Health & Human Services, Brewster Village, Recycling & Solid Waste, Airport, Highway, as well as insurance funds, also received a goal. Pursuant to that goal:

- Budgets were based on proposed salary and fringe benefits, expenditure and revenue adjustments;
- New position and organizational-change requests were reviewed, with priority given to positions that were funded by grants, enhanced revenues, or those that demonstrated indisputable offsetting cost reductions;
- Departments were allowed to transfer budgeted dollars from line-item to line-item and cost-center to cost-center to meet overall department targets;
- Departments were directed to prioritize and redefine service levels as necessary to meet budget levy targets;
- Departments were directed to review charges and fees for services and adjust them to recover actual costs;
- Departments were asked to pay careful attention to their historic expenditures, noting under-spent portions of the budget for possible reductions;
- Staff were provided with administrative tools, including information technology and training, to improve efficiency and encourage innovation;
- The capital budget was developed to enhance and maintain county buildings, roads, bridges and related public infrastructure, and modernize technology, in order to enhance efficiency and improve customer service.

2021 EXECUTIVE BUDGET OVERVIEW

• Fund Balance Applied / Delinquent Taxes •

Although it isn't revenue per se, fund balance applied is a funding source. Like a savings account, funds accumulated from reduced spending or enhanced revenues are lapsed into the fund balance. A portion of these funds can then be used in subsequent years to offset budgeted expenditures, thereby lowering the property tax levy.

For 2021, $8.2 million of fund balance will be applied in the general fund. Of the fund balance applied, just over $7.8 million is applied to capital projects, $211,675 is applied to fund four sunset positions (three District Attorney and one Sheriff), $150,000 will be used to reduce the tax levy, $15,000 is applied to Humane Association expenditures and $5,000 is applied to the Sustainability Fund.

Because it is considered one-time money, the $150,000 line item will need to be replaced next year to avoid a tax levy increase, in accordance with long-standing practice. For more than two decades, the county has demonstrated the ability to make up this amount through careful financial management. This amount has been slowly reduced from previous budgets to avoid any future budget issues with the goal of eliminating it within the next several budgets.

State law requires the county to purchase the delinquent taxes of underlying municipalities. The county fund balance is used to buy these delinquent taxes. In 2011, these delinquent taxes stood at $9.4 million. Fortunately, delinquent taxes have been steadily declining since then as the economy improved, however the long-term economic impacts of the COVID-19 pandemic are yet to be determined. The delinquent taxes estimate at the end of 2020 is approximately $4.0 million.

• General Administration •

The contingency fund, which is set at $400,000, is for unexpected expenditures. Although it's less than one-half of one percent of General and Health & Human Services Fund expenditures, it has consistently proven adequate to address unanticipated issues.

Outagamie County's debt management program is the product of scrupulous deliberation and is guided by a commitment to strengthen the county's financial footing. That commitment has earned the county a Aaa credit rating from Moody's Investor Services, making Outagamie one of only six Wisconsin counties to receive this distinction.

Capital projects were funded with over $9 million in cash and $4.2 million in bonding. Airport and Recycling & Solid Waste are funded by a combination of cash reserves, current year revenues, state/federal grants and long-term financing.

● Non-Departmental ●

Operational funding continues to be provided for the History Museum, the 1,000 Island Environmental Center and the County Fair. These are minor appropriations in comparison to the overall budget, but they support important and popular services and maintain a crucial relationship between these organizations and the county. These investments allow us to preserve our shared heritage, conserve our environment and promote culture. Additional capital funding is included for window repair/replacement for the History Museum in 2021.

Besides meeting our obligation to UWO – Fox Cities operating expenses, Outagamie is joining Winnebago County to provide basic infrastructure improvements and maintenance. These expenses and long-term investments will help secure an important community asset. In a changing economy, the community needs durable post-secondary institutions, both to prepare our youth and retrain displaced workers.

This budget also includes the first year of a five year phase-in of a revised funding formula for the Outagamie Waupaca Library System (OWLS), which better reflects actual library activity by factoring in digital content.

● Table of Organization ●

In additional to a number of position reclassifications, the following is a summary of the proposed changes to the table of organization which have been included in this budget.

Brewster Village is requesting adding one full-time Building & Grounds Maintenance/Custodial Worker position and then deleting one full-time Supply Specialist.

Corporation Counsel is requesting changing one Assistant Corporation Counsel position from part-time to full-time.

Health and Human Services (HHS) is requesting adding one full-time ALTS Supervisor position, one full-time Community Support Specialist position, one full-time Human Services Specialist II position, and one full-time Medicaid Quality Assurance position.

Human Resources is requesting changing two part-time HR Assistant positions to one full-time HR Assistant position. They are also requesting adding one full-time Diversity, Equity and Inclusion Coordinator position.

Sheriff is requesting adding one full-time Mechanic position.

It is also worth noting that two additional positions in HHS – Public Health were added late in 2020, which would have ordinarily been 2021 positions, to combat the COVID-19 pandemic. Those positions were as follows:

Health and Human Services (HHS) added one full-time Epidemiologist position and one full-time Public Health Aide position.

• Airport •

The Appleton International Airport (ATW) is an indispensable community asset. With an annual output around $700 million, it supports more than 3,000 jobs. In accordance with its mission statement, the airport operates as a self-funded enterprise, which means local property taxpayers do not fund it. By developing its business opportunities, diversifying its revenues and making the most of its marketing partnerships, ATW strives to remain self-sufficient.

Focusing on community needs, the airport works to connect Northeast Wisconsin to the world. Making the most of world class facilities, ATW is guided by the principles of accountability and innovation, a customer-first approach, an eye to growth, and a dedication to creating a workplace that's friendly and fun.

ATW targets four audiences for growth: commercial airline passengers, corporate aviation passengers, general aviation pilots and aircraft owners/businesses/organizations that require airfield access.

While the COVID pandemic dealt a significant blow to air service in 2020, ATW responded by being the first in the state to implement a robust new sanitization program labeled 'ATW Clean', captured roughly $14.9 million in Federal CARES Act dollars, and applied for available EDA grants targeted at responding to the coronavirus pandemic.

In the coming years, focus will be on rebuilding air service, elevating the customer experience and diversifying revenue streams to reengage the economic engine that is ATW.

• Brewster Village •

The levy needed to support Brewster Village operations for 2021 will be reduced substantially by a net $1.3 million dollars. The tax levy is $3.67 million, approximately 15% of the facility's funding. Favorable Medicare and Medicaid rate changes, which have been years in the making, are a large part of levy reduction.

In addition to new challenges brought on by the Coronavirus pandemic, managing the caregiver vacancy crisis continues to be a significant operational focus for the facility. Statewide, caregiver vacancy rates have been anticipated to be as much as 25%. Brewster Village has fared well comparatively, but recruitment and retention efforts and innovation in this realm continues to be a key area of focus.

Brewster Village retains a strong focus on person-directed living culture for the betterment of care. In addition to medical care, the focus is also on villagers' social well-being and self-determination. This long-term care community has been a model of not only physical design, but also in the way that villagers and staff come together as care teams. The facility maintains a strong relationship with its medical providers and continues to have a favorable reputation in the community.

● Health & Human Services ●

The 2021 Health & Human Services (HHS) budget for operations reflects an expenditure increase of $526,545 (.86%) offset by a non-levy revenue decrease of $122,212 (.32%).

The HHS budget is large and includes a variety of revenue sources. It is helpful to separate the expenditure side from the revenue side of the ledger. Below is a chart that compares expenditures and revenue sources between 2020 and 2021.

HHS Budget Comparison
2021 Executive Budget vs. 2020 Adopted Budget

2021

	Expenditures	Revenues	Levy	Fund Balance Applied
Operations	$61,973,730	$38,359,841	$23,613,889	$0

2020

	Expenditures	Revenues	Levy	Fund Balance Applied
Operations	$61,447,185	$38,482,053	$22,965,132	$0

Net Change

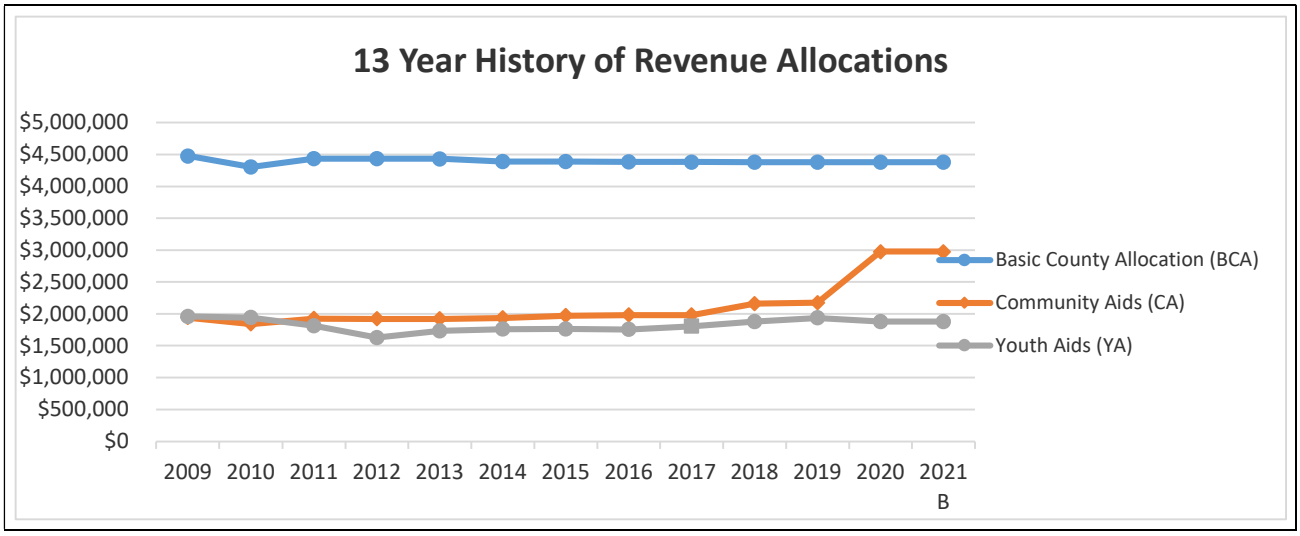
	Expenditures	Revenues	Levy	Fund Balance Applied
Operations	$526,545	$-122,212	$648,757	$0

As highlighted in the table above, HHS operations expenditures for 2021 total $61,973,730, an increase of .86% compared to the 2020 adjusted budget. Intergovernmental and non-intergovernmental revenues total $38,359,841 and provides 62% of total funding, a .32% decrease compared to the 2020 budget. The local levy, which increased by $648,757 over the 2020 adopted budget, totals $23,613,889, a 2.8% increase over the 2020 levy allocation.

The HHS budget reflects the dynamic nature and needs of the HHS client population and the department's continued effort to offset expenditures with non-levy revenues. The 2021 budget was prepared utilizing multi-year data and averages to determine line-item budget amounts. This budget includes a net increase of four full-time positions. Potentially significant events pose a degree of uncertainty that will impact operations and program decisions:

Children's Long Term Support Waitlist – The state continues to require counties to eliminate and maintain operations without a CLTS wait-list. In 2021 the state will manage the Statewide Waitlist for the CLTS program. It is unknown as to how this will affect the Outagamie Program, if at all. The state is indicating that they will provide funding of 100%, or up to the level of funding available, to eliminate the waitlist. A commitment of state funding will be required to cover the additional staff needed to accomplish this. Additional case managers may need to be hired in the future to continue meeting the mandate. An additional complicating factor is that there are not resources available to serve these clients, for example respite, before-and-after-school care and skills development.

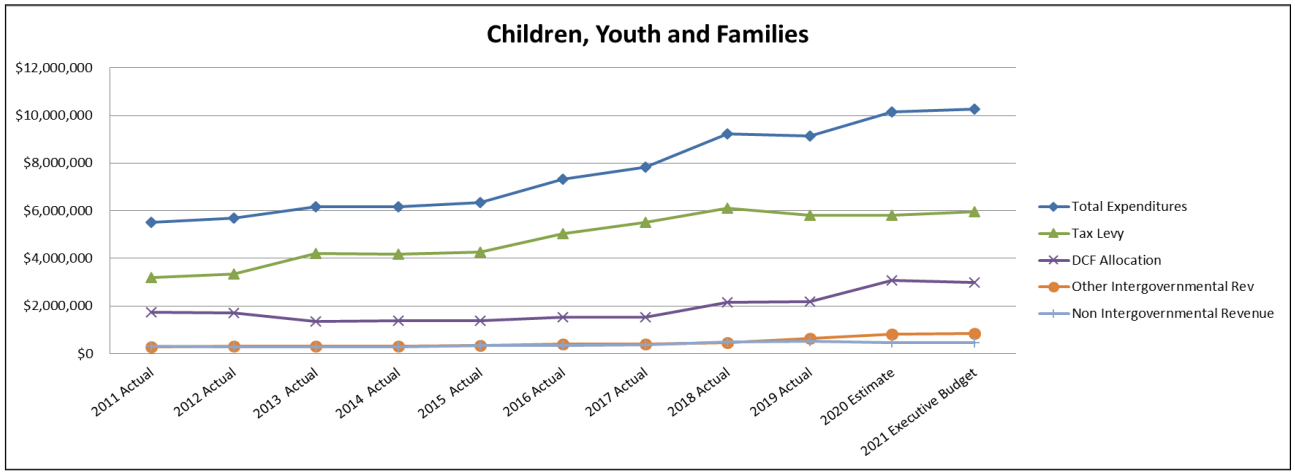
Lack of State Funding for Mandates – The state continues to add mandated services, requirements and reporting in multiple program areas (Public Health, Children Youth and Families, Economic Support, Mental Health) providing little additional funding to offset staff costs, adding stress to an already stressed system. The static state funding for several HHS areas is noted in the graph below. Continuing to provide state mandated services without commensurate state funding is an ongoing challenge. When the state does not provide sufficient funding to enable counties to meet mandates, the burden falls to the local tax levy.

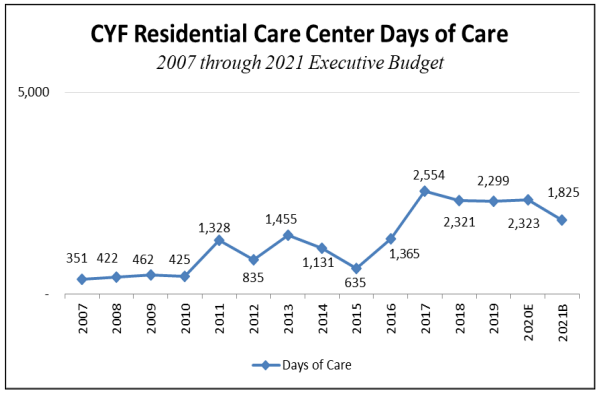


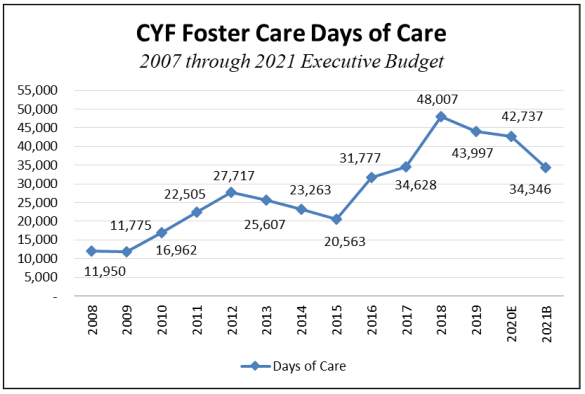
Out-of-State Placements – Currently, there are three children placed in facilities located outside of the State of Wisconsin. Generally, out-of-state placements tend to be higher cost ($480 - $595 per day or $175,200 - $217,175 per year). Children placed out of state also tend to be very difficult to place due to significant mental health, cognitive and/or physical disabilities. Along with the care itself, there are the additional costs of transporting the children and travel expense for staff. There are no facilities available in the state that can meet the needs of these children. With the current drug epidemic, the potential of this type of placement increases.

Drug (Heroin and Methamphetamine) Epidemic – The drug epidemic is continuing to affect services and costs in many parts of the HHS budget. Specifically, the Alcohol and Other Drug Abuse (AODA) program budget reflects longer and more costly treatment to break the addiction. In 2021, the AODA program budget includes expenses totaling $2,701,000. The Children, Youth & Families (CYF) budget reflects out-of-home placements for children removed from homes where one or more caregivers is using drugs. Through the first seven service months of 2020, within the CYF Division, there were 52 children identified as receiving services because of opiate use within the family. These 52 youth received various services in 2020, through August 31, 2020, costing a total of nearly $317,000.

The 2021 budget for CYF includes $10,257,000 in expenditures. This reflects a $381,000 (3.9%) increase over the 2020 budget. The primary area that is contributing to this increase is Purchased Services. Residential services are budgeted with a net increase of $177,000 and Supported Living services are budgeted with an increase of $175,000. We receive $837,000 (8.2%) from Intergovernmental revenues, $2,974,000 (29.0%) of community aids funding and $475,000 (4.6%) from parental collections for children placed in out-of-home settings and other designated fees. Tax levy funds the remaining expenditures of $5,971,000 (58.2%). The CYF Division accounts for 25.3% of our total department levy.



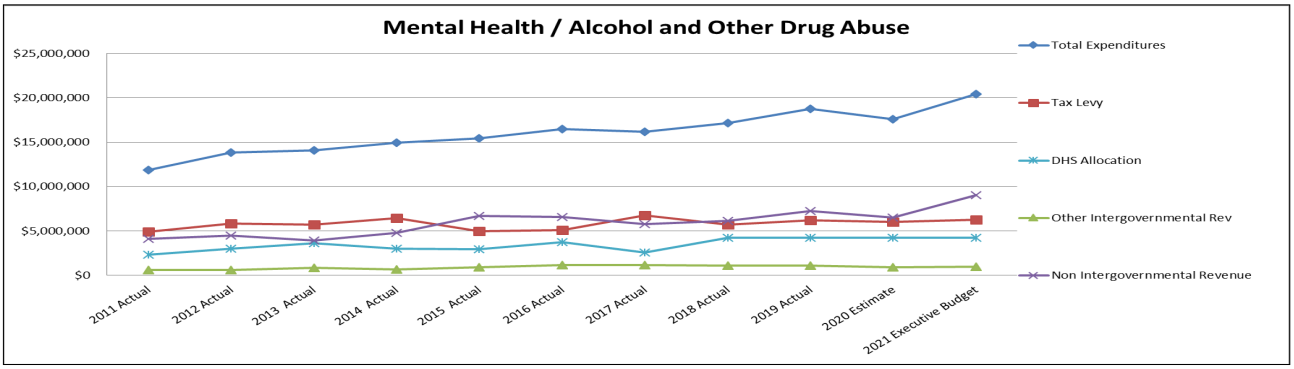




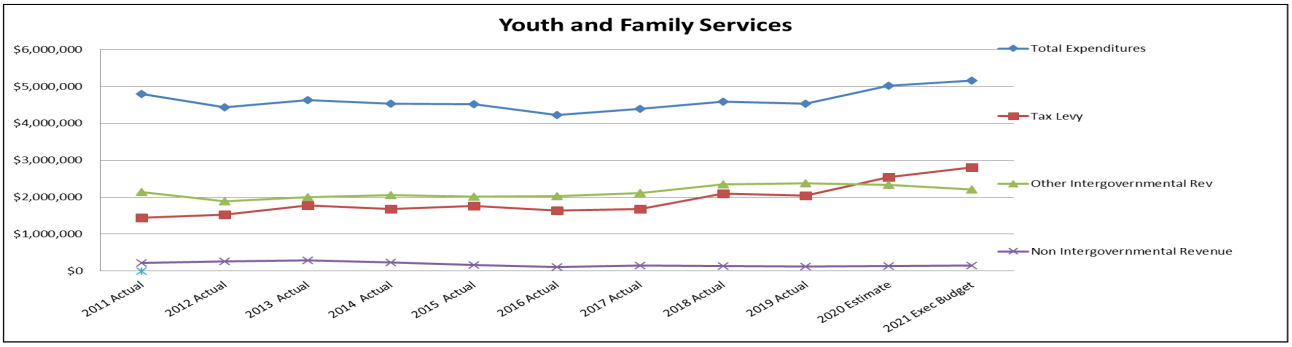
Chapter 51 Court Orders - Costs for services to the mental health population continue to rise. A driving factor is the heavy use of court orders and the extension of those orders. Historically, more individuals are monitored under court orders in Outagamie County than in surrounding counties. The data below is obtained from Corporation Counsel.

	2019	2020 YTD	2020 Projected
Commitments	115	111	167
Settlements	133	86	129
Detentions	370	247	371

The 2021 budget for the Mental Health/Alcohol and Other Drug Abuse (MH/AODA) Division includes $20,395,000 in expenditures. This reflects a $273,000 (1.3%) increase over the 2020 budget. The state provides $936,000 (4.6%) in direct Mental Health and AODA funding and $4,233,000 (20.8%) in allocated Basic County Allocation. Billing generates $8,996,000 (44.1%) in offsetting revenue; the balance - $6,229,000 (30.5%) - falls to the tax levy. MH/AODA accounts for 26.4% of the HHS tax levy.



The Youth and Family Services (YFS) budget includes $5,191,000 in expenditures. This reflects a decrease of $237,000 (4.4%) compared to the 2020 budget. The primary areas that contribute to this decrease are Salaries, Benefits and Purchased Services. Types of services that make up the bulk of this decrease are related to the Brighter Futures Grant Initiative. These services have moved to the MH/AODA Division. Of the total YFS budget, $2,215,000 (42.7%) is funded via direct intergovernmental revenue. The only other significant funding comes from parental collections for children in out-of-home placements and various other fees, $145,000 (2.8%). The balance of YFS expenditures, $2,831,000 (54.5%), is covered by tax levy.



The Patrol Division added the Behavior Health Officer in 2020 to provide virtual Safety Alert Flag Enrollment (SAFE) training to all local fire, EMS and law agencies. This aims to increase community and first responder safety by improving the outcomes for those with mental illness who have first and subsequent contacts with first responders. The program is expected to reduce the disproportionate rate of incarceration for those suffering from mental illness, while providing them with access to additional resources aimed at providing support and treatment.

The Patrol Division has continued to search for and identify suitable training aimed at improving our officer's response to various types of incidents including use of force officer intervention and de-escalation, inclusion, behavior health crisis response, Crisis Intervention Partners, and implicit bias and inclusion training. Over the past several years we've continued to improve the Sheriff's Office Use of Force data collection process to improve our training techniques and officers' response to high stress incidents, while working to increase public trust and transparency.

The Sheriff's Office as a whole and specifically the Corrections Division, continues to be faced with people that have used and/or abused drugs and alcohol in their lives. When these people find themselves incarcerated it may be one of the few times they are without their addictive drug(s) of choice; which is difficult for them and is a medical concern for us. With this said, we have changed inmate health care providers to VitalCore Health Strategies. This provider will bring additional services to help care for the inmates in our care and custody. This new agreement brings dental, EKG and cardiologist, tele-health, tele-psychiatry, and an intake nurse 16 hours per day.

NCCHC (National Commission on Correctional Health Care) accreditation is still a priority and is targeted to be completed in 2021 as part of the agreement with VitalCore Health Strategies. With so many unknowns related to COVID-19 and the need to keep inmates in contact with professional visitors such as attorneys, community corrections, court ordered mental health professionals, etc.; the Corrections Division will be exploring some construction needs that will allow inmates to securely and safely meet with these individuals.

The Communication Center continues to prepare for Next Generation 9-1-1 services in Outagamie County. New 9-1-1 capabilities being added once state resources are in place include streaming video, vehicle accident metrics, and additional alarm detail to facilitate a faster and more accurate emergency response. Staff members work with street responders daily to improve efficiencies in the response process and continue to improve call processing times. Multiple tools and resources have been made available in 2020 to help improve safety by providing law enforcement, fire and EMS responders more accurate incident information.

• Solid Waste Landfill •

Outagamie County's Northeast Regional Landfill serving Brown, Outagamie and Winnebago (BOW) Counties is now heading into its 10th full year of operation. A new BOW Intergovernmental Solid Waste Agreement is now in place which secures Landfill Air Space for Outagamie County residents out to 2042 with the inclusion of the new Northwest Landfill. Construction of the new Northwest Landfill is expected to begin in 2021.

• Internal Recycling Operations •

A new Resource Recovery Park will go into full swing in 2021 which will provide ease of access for the general public to source separate their materials and allow even greater opportunities for landfill diversion and recovery of valuable commodities that would otherwise be discarded.

• Tri-County Single Stream Recycling Facility •

The Tri-County Single-Stream Materials Recycling Facility (MRF) will be heading into its 13th year of operation. With the new technology upgrades now in place and as China's *National Sword* import restrictions continue to plague markets, reducing contamination of recyclables entering the facility will take on additional focus. Outagamie Recycling & Solid Waste Staff will work hand in hand with our BOW Partners on a wide array of educational outreach to insure our contamination and residuals rates remain well below industry standards and outpace MRF's of similar size across the U.S.

• 2020 ACCOMPLISHMENTS •

COVID-19 pandemic response

Outagamie County took swift action in March, transitioning to primarily virtual service delivery and remote work for the majority of county staff in order to protect the health and well-being of the general public and staff alike. Emergency policies and procedures were implemented in a coordinated, expeditious manner to implement public health best practices throughout county facilities and operations. Extensive work was done to analyze the short, mid-term, and long-term fiscal impacts of the pandemic and related economic impacts to make informed policy decisions, most notably the 2021 budget. Once again, Outagamie County employees demonstrated their dedication and commitment to serving the public under these incredibly difficult circumstances.

Maintained Moody's Aaa bond rating

No metric better epitomizes the financial health and overall position of a governmental entity than its credit rating. Outagamie County anticipates maintaining Moody's Aaa status for the tenth consecutive year in 2021.

Held the line on the tax levy

For the sixth year in a row, the tax rate in 2021 falls from the prior year. The average property owner will see a slight increase (0.92%) in the county portion of their property tax bill in 2021, largely due to the 5.26% equalized value increase.

County comprehensive plan update completed

The update to the county's comprehensive plan was adopted after being developed in collaboration with a number of community leaders and stakeholder groups – setting a path for smart growth and development into the future. The plan advances safety, health and opportunity for all within our communities in a manner that wisely stewards our financial and environmental resources through good governance, collaboration, and creative problem solving.

Extended the Brown/Outagamie/Winnebago (BOW) Solid Waste Intergovernmental Agreement

This important Tri-County partnership has delivered economies of scale and efficiencies in managing the region's solid waste, saving the region an estimated $48 million since its inception. Continuing this partnership through 2042 will increase operational flexibility, minimize trucking logistics, and preserve the long-term air space management approach that BOW currently enjoys. In addition, the agreement will improve operational and financial efficiencies by sharing hauling and transfer station operational costs starting in 2022, sharing all alternative cover and beneficial use revenues, and taking a shared approach to all out of county waste.

• 2021 GOALS •

Promote public health and safety and manage economic impacts of COVID-19 pandemic

While there are many unknowns regarding the duration and economic repercussions of the continued COVID-19 pandemic, there is no doubt 2021 will be another challenging year dealing with these issues. Outagamie County will continue to be proactive in promoting public health and responsibly managing the fiscal impacts of this public health emergency while continuing to provide the high quality services our residents expect.

Maintain Aaa bond rating

Department heads, staff and board supervisors all worked hard to accomplish this goal and it's incumbent upon the executive and the current board to do all we can within our control to sustain it in 2021.

Continue levy restraint while delivering quality services

This remains our primary objective. The county continues to provide high-quality, cost-effective services to the public. Outagamie sets a high standard for fiscal restraint and taxpayer value. Continued focus will be placed on potential cost savings, increased revenue opportunities and improved efficiency.

Enterprise fund growth and development

The Appleton International Airport and Outagamie County Recycling & Solid Waste facilities have experienced tremendous growth over the past several years. Unfortunately, external factors outside our control represent significant challenges. The Airport has been significantly impacted due to the COVID-19 pandemic while Recycling & Solid Waste continue to adjust to China's import restrictions. We will continue to aggressively pursue opportunities to expand development of these critical community assets to enhance their services and keep their budgets off the county tax levy.

• CONCLUSION •

Counties are essential components of government. This was perhaps more evident in 2020 than at any other time in recent memory in terms of dealing with the worst global pandemic in a century. The county was truly on the front lines working to protect public health, supporting our small business community during difficult economic times and continuing to provide a wide array of critical services despite the challenges presented by COVID-19.

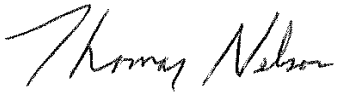
Given our changing economic circumstances due to the pandemic, communities need dynamic and durable public institutions to deliver on citizen expectations. Outagamie County demonstrated that it is up to meeting that challenge in 2020 and beyond.

This budget document is finalized in September. The best available information is used to project expenditures and revenues and to establish targets, goals and objectives. Information that avails itself between printing and the Outagamie County Board's review should be considered. This message will not be amended to reflect changes made by the County Board in the printing of the 2021 Adopted Budget document.

Thanks to Brian Massey, Yvette Mueller, Dan Jensen, Craig Moser, Jane Treml and Colleen O'Brien (Finance), John Rathman, Mary Dorn and Janet Schmidt (Health & Human Services), Tim Neuman and Amber Schroeder (Brewster Village); Sheriff Clint Kriewaldt, Chief Deputy Corey Besaw, Capt. Jeff Dietzen, Capt. Dave Kiesner and Lisa Doerfler (Sheriff), Brian Van Straten, Alexandra Nett and Greg Parins (Recycling & Solid Waste), Dean Steingraber and Michelle Uitenbroek (Highway), Abe Weber and Katie Horan (Airport), and Larry Abitz (County Executive), and all others who contributed to this document.

Thank you for everything you do for Outagamie County. I look forward to working with you during the budget review process and the coming fiscal year.

Sincerely,



Thomas Nelson
Outagamie County Executive

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

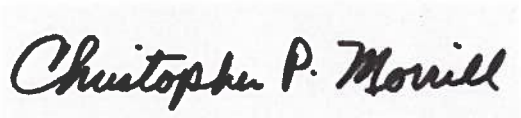
PRESENTED TO

Outagamie County

Wisconsin

For the Fiscal Year Beginning

January 1, 2020



Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Outagamie County for its annual budget for the fiscal year beginning January 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and a communication device.

This award is valid for a period of one year only. We believe our current budget continued to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another year.

OVERVIEW

OUTAGAMIE COUNTY AT A GLANCE

Established in 1851, Outagamie County is located in northeast Wisconsin. Comprising 164 square miles, it is home to nearly 187,000 people and is the sixth largest county in Wisconsin. Although it is largely farmland, the county includes a dense population center, which is clustered along the Fox River Valley.

Along with the Wolf, the Fox River traverses the region, providing a ready source of hydroelectric power and transportation for the several industries which developed along its banks. Abundant sources of lumber provided the raw material for the expansive paper-products industry that earned the region the nickname “Paper Valley”. Today the area is home to a diverse and burgeoning commercial base, which includes manufacturing, financial services, health care and post-secondary education.

Outagamie County provides first-rate educational options that include Montessori and charter schools, more than a dozen high schools, a technical college and a fully-accredited four-year liberal arts college. It is also a destination for sportsmen and outdoor recreation, with its abundance of lakes, rivers, woodland and parks.

BUDGET AND FINANCIAL POLICIES AND HIGHLIGHTS

EXPLANATION OF BUDGET PRESENTATION

The 2021 Outagamie County Budget is organized to provide pertinent information regarding the County's administrative structure, programs, and related financial strategies. Cross-references as to fund and function are provided on the various cost centers’ heading information. Each cost center contains expenditures and/or revenues associated with that particular cost center. The net department cost represents the difference between expenditures and revenues and is the tax levy needed to fund the cost center or to be funded by other sources. The tax levy is reduced when revenues exceed expenditures. Each budget contains explanatory notes. The explanatory notes function as an overview for the cost center explaining the missions, programs, budget issues, accomplishments, objectives and major changes in expenditures and revenues.

This document is divided into sections according to program areas, debt service, and capital projects. This detailed expenditure and revenue information is then summarized by program area and generic fund types as listed below. A fund is defined as a separate set of self-balancing accounts, which constitutes its assets, liabilities, deferred inflows and outflows, fund balance/net position, revenues, and expenditures/expenses.

MAJOR FUND:

GENERAL FUND: The general fund accounts for basic governmental services. These include law enforcement; educational, recreational and cultural activities; support of the state's judicial system; and general administrative services. General fund revenue sources are provided by the local property tax levy, state shared and other intergovernmental revenues, fees, fines and costs, charges for services and various other miscellaneous revenues.

SPECIAL REVENUE FUNDS: Special revenue funds account for proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes.

MAJOR SPECIAL REVENUE FUNDS:

The **Health and Human Services fund** supports health and prevention; children, youth and family; aging and long-term support; economic support; youthful offender services and mental health programs. Financing is provided mainly by state grants and the local property tax levy.

The **County Roads and Bridges fund** pays for the County's share of the maintenance and construction of roads and bridges for the County's trunk highway system. Financing is provided by state highway aids, federal and state revenue, and local property tax levy.

NON-MAJOR SPECIAL REVENUE FUNDS:

Environmental Stewardship fund supports the development of recreational trails throughout the County. Financing is provided by interest earnings, state grants, miscellaneous contributions, and the local property tax.

Watershed funds pay program costs for the TMDL Lower Fox River and Green Bay watershed projects. Financing is provided by state grants.

Jail fund pays costs for upgrading and maintaining the jail. Financing is provided by the commissary rules and 5% of Huber inmate board.

The **UW Extension fund** collects fees for various programs and the funds are used to run the programs.

The **Jail Assessment Fee fund** collects fees from traffic violations. This revenue is then used to finance repairs and improvements of the County jail or to repay debt that was issued to finance the construction of the County's jail.

The **Parks Contribution/Improvement fund** accounts for contributions from private sources which are restricted to procuring equipment or making improvements to the park system.

Land Records fund supports efforts to modernize the County's land record systems using updated technology. The program is fully funded by the Wisconsin Land Information Program fees and charges.

State Grants fund pays for wildlife abatement, land conservation programs and other 100% reimbursed grant related programs. Financing is provided by state or federal grants.

Outagamie County CDBG and Business Loan funds pays for loans to and associated costs relating to eligible Outagamie County businesses or for eligible capital projects approved by the state. Financing is provided by State or County funding or repayments of loans.

ENTERPRISE/BUSINESS TYPE FUNDS: Enterprise/Business Type funds account for operations that are financed in a manner similar to private business.

MAJOR ENTERPRISE/BUSINESS TYPE FUNDS

The **Brewster Village fund** provides nursing services to geriatric, developmentally disabled, and chronic mentally ill residents. Revenues are derived from charges for services, local property tax, and intergovernmental grants.

The **Airport fund** accounts for the operations and maintenance of the County's airport facilities. Revenues are obtained from users of the facilities.

The **Solid Waste fund** provides sanitary landfill services and recycling services. Financing for the activities is provided by intergovernmental grants and by users of the system through tipping fees.

The **Single Stream Recycling fund** provides recycling services for the processing of recycled materials. Revenues are obtained by the sale of recycled materials and processing charges.

The **Highway fund** provides highway maintenance and construction services to County, State, and local municipalities. Costs are billed on an actual cost basis which includes depreciation and overhead.

INTERNAL SERVICE FUNDS: Internal Service funds are similar to enterprise funds except that the services are provided for other County departments or governmental units.

The **Information Technology (IT) fund** assists departments in securing and maintaining computer hardware and software. Revenues are generated by charging various County departments for services provided.

The **Workers Compensation Insurance**, **WMMIC Insurance Pool**, **Vehicle Physical Damage Insurance**, **Other Insurance Risks**, **Dental** and **HealthCare Stabilization funds** provide basic insurance coverage for the County. Revenues are derived from charges for services to various departments based on exposure and loss history and employee contributions or general fund contributions.

NON-MAJOR DEBT SERVICE FUNDS:

DEBT SERVICE FUNDS: The Debt Service funds account for the accumulation of resources for the payment of general long-term debt principal, interest and related costs. Resources are provided by the local property tax levy.

NON-MAJOR CAPITAL PROJECT FUNDS:

CAPITAL PROJECT FUNDS: The Capital Project funds account for financial resources used for the acquisition or construction of major capital facilities other than those financed by the enterprise or internal service funds. Resources are provided by debt, transfers from the general fund, miscellaneous sources, and by the local property tax levy.

ADOPTING AND AMENDING COUNTY BUDGETS

1. Budgets and Budgetary Accounting

The County follows these procedures in establishing the budgetary data reflected in the budget documents and subsequent financial statements:

a. In October, the County Executive submits to the County Board a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them. Public hearings are conducted the last week of October to obtain taxpayer comments. During November, a County Board meeting is called and the budget is legally enacted through passage of a resolution. The budget is passed with a majority vote.

b. The budget as enacted includes total expenditures at the cost center level. A cost center can be a department, fund, program or other activity. The budget is adopted at the object line item (i.e. salaries, fringe benefits, travel/training, supplies, purchased services, allocated applied expense/(credit) capital outlay) level. Expenditures cannot legally exceed appropriations at this level. The general fund, special revenue funds, debt service fund, capital projects funds, enterprise funds, and internal service funds have legally adopted budgets.

c. After the original budget is approved, transfers from the reserve for contingencies, between cost centers or between line items within the same cost center, or to accept and expend additional revenues or to just expend additional amounts, requires a two-thirds affirmative vote of the County Board. However, transfers from the reserve for contingencies or between line items within the same cost center of 10% or less of the original adopted budget amount can be made upon approval of the County Executive and a majority vote of the Finance Committee.

EXPLANATIONS OF BUDGETARY BASIS

The general, special revenue, debt service, and capital project funds budgets are prepared using the modified accrual basis of accounting. Briefly, expenditures are recognized when an obligation is incurred and revenues are recognized when the amount is measurable and available. Therefore, the budgetary basis and financial reporting basis are basically the same for these types of funds.

The enterprise and internal service funds budgets are prepared using the accrual basis whereby expenses are recorded at the time they are incurred and revenues are recorded when earned with the following two exceptions:

1. Long-term debt principal repayments are budgeted on a cash basis.

2. Capital outlay items, excluding depreciation, are budgeted on a cash basis.

Financial reporting for all funds is according to generally accepted accounting principles.

PROCESS FOR PREPARING THE BUDGET

The County has a comprehensive budgeting and planning process that covers the better part of the entire year. Although the County does not have a so-called strategic planning process, the County Executive sets strategic goals that will be implemented in the coming years. These goals can be found in the Executive Budget Message.

The 2021 budget process is a highly integrated process between the County Executive, department staff and department heads and County Board of Supervisors. Some of the process is required by state statute but much is based upon tradition to meet our business needs. The budget process consists of four concurrent activities as follows:

- Identification and Development of Capital Improvement Programs (CIP)
  The CIP acts as a strategic plan for identifying major future capital expenditures and their operating impacts.

- Request for Personnel Changes
  This process identifies staff changes that are needed to continue, enhance or reduce current programming. This includes both addition and deletion to staff.

- Identification of Technology Needs and Improvements through the IT Three-Year Plan.
  The technology related system needs are also strategically identified for current and future programs.

- Next Year's Operating Needs
  The operating budget provides the funding to continue current operations and also to plan for the future.

The four budget activities are guided by instructions issued by the County Executive. Executive budget meetings are held between the department staff and department heads to finalize departmental requests. The County Board Chairperson and Vice-Chairperson, the Committee of Jurisdiction Chairperson, and the Finance Committee Chairperson, or one of their designees, may attend and participate in the Executive budget meetings at the County Executive's discretion. A public hearing is held one week before the County Board meeting that adopts the following year's budget. Following is the 2021 Executive Budget Process calendar.

2021 BUDGET CALENDAR/SCHEDULE

Date	Item	Responsibility	CIP	Personnel Changes	IT Needs	Operations
Feb 1 - March 31	IT meets with departments to assist in 3-year plan requests.	Departments & IT			X	
April 14	Letter/email to departments on personnel changes. (Deletions & Additions)	County Executive & Human Resources		X		
April 16	2021-2025 Capital Improvement Program (CIP) Summary Worksheet to departments.	Finance Dept.	X			
April 20 – May 15	Departments meet with IT & Subcommittee to discuss 3-year plan requests.	Departments & IT & Subcommittee			X	
May 4	Memo to departments on new revenues, new programs, new capital outlay, new vehicles.	Finance Dept.				X
May 15	2021 CIP summary worksheets due back to Financial Services. Finance to review and send to IT.	Departments	X		X	
May 15	Request for Personnel Changes (Deletions & Additions) and AS&P reclassification forms due to Human Resources.	Departments		X		
May 15	Request for new revenues, new programs, new capital outlay, and new vehicles due to the Finance Department.	Departments				X
May 18 - 25	IT & Subcommittee prioritize 3-Year Plan.	IT Subcommittee			X	
May 26 – 29	Review IT requests with County Executive.	IT Dept., Finance Dept., & County Executive			X	
May 26 – June 5	Review request for Personnel Changes and AS&P reclassifications with departments.	County Executive, Human Resources & Finance Dept.		X		

2021 Budget Calendar/Schedule Continued

Date	Item	Responsibility	CIP	Personnel Changes	IT Needs	Operations
June 3	Meet with County Executive to discuss short and long-term goals for the upcoming budget. Both Financial and Non-Financial goals.	County Executive, Finance Dept. & Departments				
June 8	2021-2025 Capital Improvement Program (CIP) Summary Worksheets due back to Financial Services.	Departments	X			
June 8	2021-2025 Capital Improvement Program (CIP) Detail Files to departments.	Finance Dept.	X			
June 8 – 19	Finance Department & departments to review financing plan for CIP if necessary.	Finance Dept. & Depts.	X			
June 8 – July 10	Finalize IT 3-Year Plan and IT budget.	IT/Finance Dept.			X	
June 24	Department head meeting – 2021 Executive Budget.	County Executive & Departments				X
June 24	Executive Budget information/instruction packet to departments.	Finance Dept.				X
June 24 - July 27	Preparation of estimates for 2020 full-year operation and proposed 2021 Executive Budget.	Departments				X
June 24 – July 20	Review 2021-2025 Capital Improvement Program requests by County Executive.	County Executive, Finance Dept. & Departments	X			
July 27	Deadline for return of proposed budgets to Finance Department.	Departments				X
July 27 - August 17	Finance Department reviews and verifies proposed budget calculations and revises into format for presentation to the County Executive.	Finance Dept.				X
August 3 – Sept 4	County Executive meets with department heads to review and finalize Executive Budget.	County Executive, Departments & Finance Dept.				X

2021 Budget Calendar/Schedule Continued

August 12	2021-2025 Capital Improvement Program (CIP) Detail Files due back to Financial Services.	Departments	X			
August 12 – 23	Finance Department to review, verify, and input information on CIP. Finance Department to create summary tables.	Finance Dept.	X			
September 7 - 11	County Executive finalizes the proposed 2021 Executive Budget.	County Executive & Finance Dept.				X
September 7 – 11	County Executive finalizes the proposed 2021-2025 CIP.	County Executive				X
September 11 – 21	Finance Department finalizes draft of CIP document.	Finance Dept.	X			
September 11 – 21	Finance Department prepares summaries and schedules for comparison of increases/decreases and other statistical information.	Finance Dept.				X
September 11 – 21	County Executive completes budget message for proposed 2021 budget.	County Executive				X
September 30 / October 1	CIP Draft Document completed and sent to County Finance Committee.	Finance Dept.	X			
September 30 / October 1	2021 Executive Budget sent to County Board.	Finance Dept.				X
October 1 – 30	County Finance Committee and Committees of Jurisdiction review proposed 2021 Executive Budget.	County Executive				X
October 2	Publish public hearing notice of proposed 2021 Executive Budget.	Finance Dept. & County Clerk				X
October 6	County Executive presents the proposed 2021 Executive Budget and Budget message to the County Board.	County Executive				X
October 27	County Board holds public hearing on the proposed 2021 Executive Budget at 7:00 p.m., in the County Board Room.	County Board				X
November 2	County Board begins budget session and adoption of the 2021 Budget.	County Board				X

OUTAGAMIE COUNTY - 2021 ADOPTED BUDGET
2020 & 2021 PROJECTED FUND BALANCES AND NET POSITION

FUND #	FUND NAME	FUND BALANCES/ NET POSITION 12/31/2019	EXPENDITURES & OTHER FINANCING USES	REVENUES & OTHER FINANCING SOURCES	FUND BALANCES/ NET POSITION 12/31/2020	EXPENDITURES & OTHER FINANCING USES	REVENUES & OTHER FINANCING SOURCES	FUND BALANCES/ NET POSITION 12/31/2021	CHANGE IN 2021 FUND BALANCES / NET POSITION	
	BUDGETED FUNDS									
100	**GENERAL FUND - MAJOR FUND**	32,729,293	(58,187,435)	55,859,157	30,401,015	(64,939,090)	56,732,937	22,194,862	(8,206,153)	*1
	SPECIAL REVENUE FUNDS									
	MAJOR FUNDS									
206	HEALTH AND HUMAN SERVICES	305,710	(57,278,047)	57,537,616	565,279	(61,973,730)	61,973,730	565,279	0	
207	COUNTY ROADS & BRIDGES	1,333,461	(13,858,479)	12,532,671	7,653	(9,188,125)	9,188,125	7,653	0	
	NONMAJOR FUNDS									
208	ENVIRONMENTAL STEWARDSHIP	2,104,701	(670,274)	92,637	1,527,064	(1,536,064)	9,000	0	(1,527,064)	*2
209	TMDL WATERSHEDS	0	(1,970,912)	1,970,912	0	(2,122,273)	2,122,273	0	0	
210	STATE GRANTS	0	(519,216)	519,216	0	(379,223)	379,223	0	0	
212	JAIL FUND	88,349	(171,367)	155,292	72,274	(163,367)	158,733	67,640	(4,634)	
213	LAND RECORDS	707,629	(258,000)	296,000	745,629	(309,491)	271,000	707,138	(38,491)	*3
214	OTHER RESTRICTED DONTNS/CONTR.	40,791	(32,200)	19,400	27,991	(17,500)	20,000	30,491	2,500	
215	BUSINESS LOAN FUND	286,645	(265,250)	7,920	29,315	(29,315)	74,661	74,661	45,346	*4
216	CDBG/REVOLVING LOAN	801,936	(801,936)	0	0	0	0	0	0	
703/704	PARKS CONTRIBUTION/IMPROVEMENT	101,231	(10,000)	6,758	97,989	(18,000)	10,500	90,489	(7,500)	
706	JAIL ASSESSMENT FEES	(7,229)	(125,000)	130,000	(2,229)	(120,000)	130,000	7,771	10,000	
708	UW EXTENSION FUNDS	18,929	(31,765)	31,690	18,854	(40,000)	40,000	18,854	0	
	DEBT SERVICE FUNDS									
	NONMAJOR FUNDS									
	GENERAL OBLIGATION NOTES									
322	SERIES 2014	0	(190,900)	190,900	0	(197,300)	197,300	0	0	
323	SERIES 2015	0	(392,250)	392,250	0	(387,000)	387,000	0	0	
324	SERIES 2016	2,102	(704,400)	702,298	0	(707,700)	707,700	0	0	
325	SERIES 2017	7,280	(1,091,225)	1,088,620	4,675	(1,072,575)	1,067,900	0	(4,675)	*5
326	SERIES 2018	41,399	(377,200)	337,033	1,232	(388,800)	387,568	0	(1,232)	*5
327	SERIES 2019	68,536	(720,995)	720,995	68,536	(734,700)	681,676	15,512	(53,024)	*5
328	SERIES 2020	0	0		0	(660,000)	660,000	0	0	
	CORPORATE PURPOSE BONDS									
359	SERIES 2012	0	(996,687)	996,687	0	(1,003,688)	1,003,688	0	0	
360	SERIES 2016	0	(219,500)	219,500	0	(220,600)	220,600	0	0	
361	SERIES 2017	8,807	(604,988)	602,088	5,907	(489,438)	483,531	0	(5,907)	*5
362	SERIES 2018	49,226	(207,237)	158,961	950	(207,838)	206,888	0	(950)	*5
	CAPITAL PROJECTS									
	NONMAJOR FUNDS									
445	2013 CAPITAL PROJECTS	16,639	(16,639)	0	0	0	0	0	0	
448	2015 CAPITAL PROJECTS	167,366	(167,366)	0	0	0	0	0	0	
450	2016 CAPITAL PROJECTS	2,198,119	(176,818)	0	2,021,301	(2,021,000)	0	301	(2,021,000)	*6
451	2016 GENERAL OBLIGATION BONDS	55,372	(15,000)	0	40,372	(38,792)	0	1,580	(38,792)	*6
452	2017 CAPITAL PROJECTS	1,418,106	(165,626)	0	1,252,480	(291,671)	0	960,809	(291,671)	*6
453	2017 GENERAL OBLIGATION BONDS	744,517	(209,075)	0	535,442	(250,000)	0	285,442	(250,000)	*6
454	2018 CAPITAL PROJECTS	363,986	(228,871)	0	135,115	(135,115)	0	0	(135,115)	*6
455	2018 GEN OBLIGATION BONDS/NOTES	10,347	(3,820)	0	6,527	0	0	6,527	0	

OUTAGAMIE COUNTY - 2021 ADOPTED BUDGET
2020 & 2021 PROJECTED FUND BALANCES AND NET POSITION

FUND #	FUND NAME	FUND BALANCES/ NET POSITION 12/31/2019	EXPENDITURES & OTHER FINANCING USES	REVENUES & OTHER FINANCING SOURCES	FUND BALANCES/ NET POSITION 12/31/2020	EXPENDITURES & OTHER FINANCING USES	REVENUES & OTHER FINANCING SOURCES	FUND BALANCES/ NET POSITION 12/31/2021	CHANGE IN 2021 FUND BALANCES / NET POSITION	
	BUDGETED FUNDS									
456	2019 CAPITAL PROJECTS	1,377,139	(998,110)	0	379,029	(36,030)	0	342,999	(36,030)	*6
457	2019 GEN OBLIGATION BONDS/NOTES	1,160,389	(1,154,736)	0	5,653	0	0	5,653	0	
458	2020 CAPITAL PROJECTS	0	(5,803,281)	6,939,266	1,135,985	(535,578)	0	600,407	(535,578)	*6
459	2020 GEN OBLIGATION BONDS/NOTES	0	(5,840,568)	5,850,000	9,432	0	0	9,432	0	
460	2021 CAPITAL PROJECTS	0	0	0	0	(13,273,479)	13,273,479	0	0	
461	2021 GEN OBLIGATION BONDS/NOTES	0	0	0	0	(1,990,000)	1,990,000	0	0	
	ENTERPRISE FUNDS / BUSINESS-TYPE									
	MAJOR FUNDS									
500	AIRPORT	107,331,983	(15,668,544)	24,065,449	115,728,888	(15,671,578)	20,670,562	120,727,872	4,998,984	*7
501	BREWSTER VILLAGE	13,951,985	(22,793,636)	24,114,188	15,272,537	(22,320,399)	22,912,869	15,865,007	592,470	*8
503	SOLID WASTE	31,560,645	(21,016,362)	20,381,973	30,926,256	(20,558,968)	21,720,501	32,087,789	1,161,533	*9
504	SINGLE STREAM RECYCLING	5,967,899	(8,415,607)	7,692,157	5,244,449	(8,774,063)	8,784,955	5,255,341	10,892	*10
600	HIGHWAY	12,661,869	(31,389,209)	31,169,244	12,441,904	(21,807,969)	21,528,638	12,162,573	(279,331)	*11
	INTERNAL SERVICE FUNDS									
601	WORKER'S COMPENSATION	617,260	(684,122)	678,138	611,276	(722,000)	722,000	611,276	0	
602	WMMIC	2,390,197	(674,333)	489,085	2,204,949	(580,000)	530,000	2,154,949	(50,000)	*12
603	VEHICLE PHYSICAL DAMAGE	356,462	(150,319)	159,255	365,398	(157,567)	157,567	365,398	0	
604	INFORMATION TECHNOLOGY	1,719,730	(5,356,197)	4,700,727	1,064,260	(4,686,042)	4,264,575	642,793	(421,467)	*13
605	OTHER INSURANCE RISKS	845,019	(10,000)	7,466	842,485	(20,000)	6,000	828,485	(14,000)	
606	DENTAL SELF-INSURANCE	468,883	(895,186)	976,504	550,201	(1,026,788)	927,710	451,123	(99,078)	*14
607	HEALTH SELF-INSURANCE	3,784,217	(233,205)	926,204	4,477,216	(100,500)	152,500	4,529,216	52,000	*15

NOTE: Projected revenues and expenditures of the enterprise and internal service funds have been adjusted to conform with Generally Accepted Accounting Principles (GAAP). Therefore, the above amounts may differ from the amounts shown in the budget detail which are presented on a budgetary basis.

FUND BALANCE/NET POSITION

Wisconsin Statutes require that the budget document include a statement of estimated and projected fund balances. The exhibit above provides information required by state law and offers readers and overview of the general financial condition of the County. Fund Balance represents the difference between the assets and liabilities of a governmental fund. Net Position represents the net worth of the proprietary funds.

Major Changes in Fund Balances/Net Position explained below:

*1 Planned reduction to transfer excess funds to the Capital Projects, fund several sunset positions and to reduce the balance to within the counties fund balance policy
*2 Planned reduction to use currently uncommitted funds for parks related upgrades and renovations and the Fox Cities Trails grant program
*3 Planned reduction to use currently uncommitted funds for several larger projects in 2021
*4 Planned increase due mainly to loan repayments that will then be loaned out in subsequent years
*5 Planned reduction to use uncommitted funds for debt reduction
*6 Planned reductions to use funds on hand to complete multi-year projects
*7 Increase due to recognizing fed/state grant revenues in one-year but depreciating capitalized assets that were financed with these revenues over multiple years
*8 Increase mainly due to paying off debt faster than depreciating assets those assets were financed by
*9 Planned increase mainly due to starting a reserve fund for future transportation costs
*10 Planned reduction mainly due to depreciation expense as capital outlay are financed by current cash on hand
*11 Planned reduction to pay mainly for administration costs
*12 Planned reduction due to paying for claims with cash on hand
*13 Planned reduction due to paying for capital outlay items with cash on hand
*14 Planned reduction due to paying for claims with cash on hand
*15 Planned increase due to interest income earnings not planned on being spent in 2021

GENERAL FUNDS APPLIED / WORKING CAPITAL AND GENERAL FUNDS APPLIED CALCULATIONS

Resolution No. 61-2010-11 authorizes that working capital be retained that equates to between 10% (approximately one month cash needs) and 16% (approximately two month's cash needs) for designated expenditures of the General, Health and Human Services and Brewster Village Funds. The amount proposed by the County Executive in this budget for working capital is at 13.0% of these designated funds expenditures. Below is the calculation of the working capital retained and the amount of General Fund balance used.

					WORKING CAPITAL REQUIREMENT	
					Minimum	Proposed
					at 10%	at 13.0%
GENERAL FUND BALANCE 01/01/20			$32,729,293			
ADD:	Revenues and Other Financing Sources					
	GENERAL FUND REVENUES		54,218,157			
	OPERATING TRANSFERS IN:					
	Brewster Village/DHHS Funds	1,500,000				
	Jail Assessment/Other Funds	141,000	1,641,000			
LESS:	Expenditures and Other Financing Uses					
	GENERAL FUND EXPENDITURES		(54,449,458)			
	OPERATING TRANSFERS OUT:					
	Capital Projects Fund	(3,737,977)				
	Other Funds	0	(3,737,977)			
ESTIMATED FUND BALANCE 12/31/20			30,401,015			
LESS:	Committed Obligations					
	Patel Prosecution	(247,345)				
	Small Department Vac & Sick Payout Fund	(500,000)				
	Sunset Positions	0				
	Sustainability Funds	(5,000)				
	Estimated Prepaids	(400,000)				
	Estimated Delinquent Taxes	(2,700,000)				
	Fair Value Adjustment	(97,225)	(3,949,570)			
FUNDS AVAILABLE BEFORE WORKING CAPITAL REQUIREMENTS			26,451,445		26,451,445	26,451,445
LESS:	Adjusted Working Capital Requirements of Listed Expenditures:					
	General Fund	54,744,112				
	Health and Human Services Fund	61,973,730				
	Brewster Village Fund	23,707,869	140,425,711		(14,042,571)	(18,245,292)
GENERAL FUNDS AVAILABLE FOR NEXT YEAR'S BUDGET					12,408,874	8,206,153
USE OF FUND BALANCE						
Reduces Taxes General Fund					(150,000)	(150,000)
Fund Capital Projects Funds					(9,876,292)	(5,673,571)
Fund Capital Projects Funds - Additional 1.5%					(2,150,907)	(2,150,907)
Sustainability Fund and Humane Officer					(20,000)	(20,000)
Fund District Attorney and Sheriff positions					(211,675)	(211,675)
					(12,408,874)	(8,206,153)
FUND BALANCE IN EXCESS OF 10%					$0	
FUND BALANCE IN EXCESS OF 13.0%						$0

FINANCIAL POLICIES

Outagamie County's financial policies, compiled below set forth the basic framework for the overall fiscal management of the County. Operating independently of changing circumstances and conditions, these policies assist the decision making process of the County Board of Supervisors and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long standing principles, traditions and practices which have guided the County in the past and have helped maintain financial stability. Some of the policies are based upon state statutes, ordinances or resolutions. Other policies are administratively based. This is an attempt to consolidate policies scattered among various written documents or unwritten policies. By providing a one source document for financial policies, it is anticipated that the County may avoid conflicting, inconsistent or incomplete policies.

FINANCIAL PLANNING POLICIES

These policies should be reviewed annually and any recommended changes should be included in the Executive Budget.

1. BALANCED BUDGET

   Municipalities in Wisconsin are required to adopt a balanced budget. A budget is balanced when current revenues, transfers, other financing sources, fund balances and loans equal or exceed appropriated expenditures or other financing uses.

2. LONG-RANGE PLANNING

   A. Budget Policies

      The County uses a somewhat centralized and decentralized operating budget process. While the Financial Services departments generates some of the information, the other portion is generated from the departments themselves. All departments will be given an opportunity to participate in the budget process. The County Executive will provide direction to the department heads prior to the preparation and submittal of their departmental budget. The Executive will review the budget request with the department head and make changes to the department requests at his/her discretion. The Executive will present the Executive Budget to the Finance Committee and then the County Board for review at the first meetings in October. A public hearing will be held prior to the adoption of the budget. The County Board approves the budget in early November.

      The County Health and Human Services Board shall prepare a proposed budget for the Health and Human Services Department in accordance with Wisconsin Statutes.

      The County will comply with all provisions of the applicable tax levy freeze in accordance with Wisconsin Statutes.

      The proprietary type fund operations of the Airport, Solid Waste and Single Stream will be self-supporting. The Brewster Village proprietary fund will minimize its reliance on the County property tax levy. The Highway fund will be supported by charges for services (part of which is covered by a property tax levied in the County Road and Bridge special revenue fund).

The general, special revenue, debt service, and capital projects budgets will be adopted on a modified accrual basis of accounting consistent with generally accepted accounting principals. Revenues are budgeted (recognized) when they are measurable and available and expenditures are charged against the budget when they are incurred.

The enterprise and internal service funds will be adopted on the accrual basis of accounting consistent with generally accepted accounting principles with the following exceptions. Long-term debt principal payments and capital outlay items will be budgeted on a cash basis. Depreciation will be budgeted in circumstances where full cost recovery is possible.

The legal level of budgetary control is the cost center at the following appropriation items levels; salaries, fringe benefits, travel/training, supplies, purchased services, allocated applied expense/(credit), capital outlay, and total expenditures at a particular activity level. An appropriation must be made prior to the actual expenditure of funds.

The Finance Committee is authorized by the Board to make budget transfers in accordance with the procedures set forth in SS.65.90 (5) (a) and (b) Wisconsin Statutes. These statutes permit contingency fund transfers up to an amount not to exceed 10% of an adopted line item appropriation. Transfers within a cost center are limited to 10% of the original adopted budget line item appropriation. All other budget adjustments must be authorized by a vote of two-thirds of the County Board.

All appropriations will lapse at year-end. Any encumbered appropriation by either purchase order, contract or any specifically requested item may be re-appropriated by the County Board of Supervisors in the subsequent years. However, the appropriation for a major capital project, funded by debt, may forward automatically to subsequent years.

The County will include an amount in the general fund budget (Reserve for Contingency) for unforeseen operating expenditures.

Indirect costs will be assessed to Health and Human Services, Airport, Solid Waste and Single Stream funds according to the annual indirect cost study to ensure full cost recovery through operations.

The Financial Services Department will prepare an annual analysis of financial condition.

The County will prepare its budget using criteria established by the Government Finance Officers Association for its “Award for Distinguished Budget Presentation” program. In order to receive this award the budget document must meet program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

B. Capital Improvement Policies and Capital Outlay

Capital Improvement Policies

Capital projects will include the acquisition, construction, improvement or replacement of land, facilities or equipment with a cost of generally $50,000 or more in any one year. Two year projects will also be included if the cost totals at least $50,000 for any two consecutive years. Projects under $50,000 may be included in the capital improvement program (CIP) plan on a periodic basis.

The capital improvement program will be developed for a five year period. The most current year of the CIP will be incorporated into the current year operating budget. The CIP will be reviewed and updated annually.

The County will identify the estimated costs and potential funding sources for each capital project prior to inclusion in the capital improvement program.

The County Executive will prioritize the departmental capital projects requests and submit the projects for approval through the annual operating budget or by a separate request throughout the year.

The operating costs to maintain the capital projects will be identified prior to the decision to undertake the capital projects.

The County will maintain its physical assets at a level adequate to protect the County's capital investment and to minimize maintenance and replacement costs. The budget will provide for the adequate maintenance and orderly replacement of capital plant and equipment from current revenues where possible.

Capital Outlay

Various capital outlay items are included in the County's operational budgets. These items consist of items/projects with a cost of $1,500 or more and have a useful life of more than two years. These are items that may not meet the criteria of or separate funding of a capital improvement project but are more than a supply line item.

C. Cash Management and Investment Policies

In order to effectively manage the County's cash resources, all funds, not legally restricted, shall generally be pooled into one account for investment purposes.

The County Treasurer will follow the County's Investment Policy and shall diversify the County's investment portfolio but there will be no limitation by type of security as a percentage of the total portfolio.

Deposits in Credit Union and Savings and Loans institutions shall be limited to federally insured limits unless secured by additional collateral, insurance or a letter of credit.

The County Treasurer shall gain approval from the County Board of Supervisors for the County's working bank and other depositories.

The County Treasurer shall limit investments to those approved by Wisconsin Statutes and limited by County Ordinance.

The standards of prudence to be applied by the Treasurer shall be the "Prudent Person Rule" which states, "Investments shall be made with judgment and care of prudence, discretion and intelligence exercise in the management of their own affairs, not speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." The Prudent Person Rule shall be applied in the context of managing the overall portfolio.

The County Treasurer shall report quarterly to the Finance Committee the average daily investments and average yield obtained on all funds so deposited.

3. ASSET INVENTORY

The County will maintain its physical assets at a level adequate to protect the government's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

The County will maintain adequate insurance to cover the approximate cost at cash value or replacement of its asset inventory.

The County will maintain adequate records to control the physical inventory and assess the physical condition.

REVENUE POLICIES

1. REVENUE DIVERSIFICATION

The County will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.

2. FEES AND CHARGES

The County Board will set all fees, rates, and charges for services which are County controlled and independent of any statutory controls.

The County will establish all user charges and fees at a level related to the full cost (operating, indirect and capital, etc.) of providing the services.

The County will regularly review fees and user charges to allow the rates to keep pace with the cost of providing service.

The County will follow a fair and equitable policy of collecting revenues. Services will be discontinued for non-payment unless otherwise mandated.

3. USE OF ONE-TIME REVENUE

One time revenues from grants, sale of assets or other sources will be used to fund one time expenditures and not reoccurring operating expenditures.

4. USE OF UNPREDICTABLE REVENUE

The use of unpredictable revenue will be annually fully disclosed to the County Board. The total amount and expenditures funded by the unpredictable revenues will be part of the disclosure. Unpredictable revenues will generally be used for one time expenditures and not reoccurring operating expenditures.

5. OTHER POLICIES

The County will estimate its annual revenues by an objective analytical process.

EXPENDITURE POLICIES

1. DEBT CAPACITY, ISSUANCE, AND MANAGEMENT

   By State Statute the County's general obligation debt cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts.

   The County will comply with all provisions of the tax levy freeze in accordance with Wisconsin Statutes and administrative rules.

   The County will maintain adequate cash liquidity to avoid short-term borrowing to fund current operations.

   The County will confine long-term borrowing to capital improvements or capital projects that cannot be financed with current revenues or are more prudently financed over time thru user fees or future revenue sources.

   General obligation, property tax supported, debt will be used to finance only those capital improvements or long-term assets which have been determined to benefit a significant portion of the County's property taxpayers. This may include funding for proprietary type operations.

   Adequate financial feasibility studies will be performed for each project to provide assurances as to the funding nature of the project. Self-supporting proprietary type operations will generally be responsible for the payment of their debt service unless fully disclosed to the County Board.

   Projects proposed for financing through general obligation debt should be accompanied by an analysis of the future operating and maintenance costs associated with the project. These are generally included as part of the capital improvement program (CIP).

   Revenue supported bonds will be used to limit potential dependence on property taxes for those projects with available revenue sources and when direct and indirect benefits do not accrue to a significant portion of the County's property tax payers.

   Adequate financial feasibility studies will be performed for all innovative financing proposals; such as, lease and lease-purchase agreements.

   The County will not issue debt for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.

   The County will seek to maintain our current Aaa Moody's bond rating so our borrowing costs are minimized and our access to credit is preserved.

   The County will maintain good communication with the bond rating agencies to inform them about the County's financial condition.

   Every financial report and bond prospectus will follow a policy of full and complete disclosure of financial condition and operating results in conformance with guidelines issued by the Government Finance Officers Association ("Disclosure Guidelines for State and Local Government Securities").

   The County's long-term borrowing plans should be incorporated into the five year capital improvement plan.

   The County will keep the average maturity of general obligation debt at or below ten years for its general government obligations. Proprietary general obligation debt may have a longer average maturity if it matches the useful lives of its assets financed by the debt.

Competitive sales will be used to market debt whenever feasible. In negotiated underwriting, procedures should be implemented to ensure that underwriter profits are reasonable and that the costs to the public truly are minimized. Interest rates, fees and the fee structure should be part of negotiations.

2. WORKING CAPITAL ACCOUNT

   The County will maintain working capital to meet cash flow requirements, provide for emergencies beyond the contingency fund or to cover shortfalls caused by revenue declines. The minimum working capital balance maintained in the general fund will be determined by multiplying 10%, approximately one month's needs, times the expenditures shown in the budget for the General, Health and Human Services and Brewster Village funds. The maximum working capital retained should not exceed 16% of said expenditures.

   The liquidity level of proprietary funds will be maintained at a minimum of approximately 8 to 12%, one to one and one-half month's needs, of total operating expenditures for that fund with the exception of the Single Stream fund. Due to its nature, very little liquidity is maintained in that fund. Due diligence should be exercised when assessing the cash flow needs of a particular proprietary fund. Original budgets, estimated operating results and other relevant data should be considered when estimating whether the cash balance is adequate to support additional budget appropriations.

3. OPERATING/CAPITAL EXPENDITURE ACCOUNTABLITY

   The County will maintain a budgetary control system to ensure adherence to the budget and will prepare timely monthly financial reports comparing actual revenues, expenditures and encumbrances to budgeted amounts.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

The Finance Committee will have responsibility for recommending a certified public accounting firm for the County as well as monitoring the independent audit process.

Every three to five years, the County will issue a request for proposal to choose an auditor for a period of three years with a two year option.

The agreement between the independent auditor and the government shall be in written form. The agreement should include the request for proposal as an appendix to the written contract and all issues addressed in the request for proposal shall be required as part of the contract.

The County's financial statements shall be subject to a full scope audit.

The County will produce annual financial reports in accordance with Generally Accepted Accounting Principles.

Financial Services will prepare a Comprehensive Annual Financial Report which will be submitted to the Government Finance Officers Association for review in the Certificate of Achievement for Excellence in Financial Reporting program.

The County will prepare monthly and annual financial reports which will show budget and actual information by cost center and fund.

RISK MANAGEMENT

The County will self-fund its worker's compensation program. Specific excess insurance will be purchased to limit the County's exposure.

The County will fund its collision claims and maintain adequate reserves to replace all commercially non-insured equipment. The most expensive equipment units will be commercially insured for collision claims.

The County will purchase general and police professional liability, errors and omissions and vehicle liability coverage from the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County's self-insured retention limits will be actuarially determined at approximately the 95% confidence level.

The County will seek competitive quotes when feasible for other insurance coverage.

The incurred but not reported claims (IBNR's) will be actuarially determined bi-annually at a minimum. The County will strive to fund the IBNR's at an 80% to 95% confidence level realizing the actuarial variances of the projections so that current expenses are funded by current revenues.

The County will maintain adequate reserves to self-fund uninsurable claims. The Other Insurance Risks fund should be maintained at unrestricted net assets of approximately $750,000.

HIGHWAY INFRASTRUCTURE FUNDING POLICY

It is the goal of the County to maintain its highway transportation system at a level adequate to protect the County's capital investment and minimize future maintenance and replacement costs.

The highway department shall include its capital projects in the 5 (five) year capital improvement program document.

It is the goal of the County to obtain maximum federal, state and local support for the highway transportation system.

When it is determined that new highway bituminous and construction capital projects are to be financed through the issuance of general obligation debt, the County should have a goal to borrow no more than 50% of net (less state, federal or local shares, etc.) capital expenditures.

The term of general obligation debt should not exceed the lesser of 75% of the expected highway infrastructure useful life or 10 years for roads and 20 years for bridges.

It is intent of this policy to provide adequate funding for our highway transportation system; however, the needs of highway transportation system will be balanced against other capital projects and operating needs.

DELINQUENT TAXES

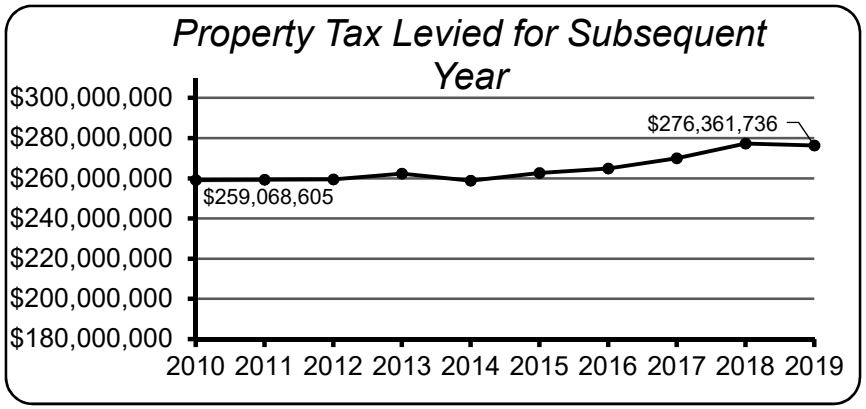
Wisconsin Statutes provide that counties purchase delinquent real estate taxes from local taxing districts; i.e., schools, town villages, cities and sanitary districts. The delinquent taxes purchased from local taxing units represent a non-spendable portion of the general fund balance. This non-spendable portion of funds subsequently is used in the determination of general funds applied.

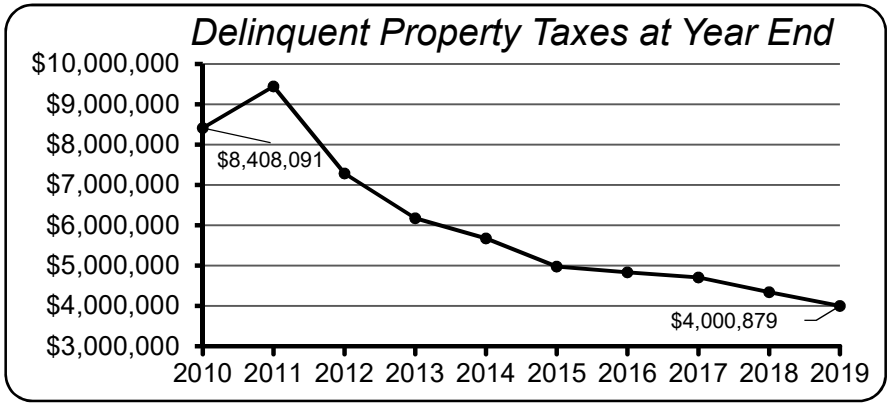
The percentage of delinquent taxes (including tax deeds) to the total taxes levied has decreased slightly in recent years. Approximately 98% of the total taxes levied are collected each year. During 2019, the total outstanding delinquent taxes decreased $380,738 or 8.7% to $4,000,879. It is anticipated that delinquent taxes will remain about the same for 2020/2021 as the economy continues to recover from the 2009/2010 financial crisis – at least up until the Coronavirus hit in 2020. It is uncertain what the long-term impact will be on property taxes and delinquent taxes due to an extended Coronavirus period.

The following is a history of total delinquent taxes.

YEAR	DELINQUENT TAXES	$ CHANGE	% CHANGE
2013	6,166,438	(1,106,593)	(15.2%)
2014	5,675,131	(491,307)	(8.0%)
2015	4,994,283	(680,848)	(12.0%)
2016	4,843,382	(150,901)	(3.0%)
2017	4,712,471	(130,911)	(2.7%)
2018	4,381,617	(330,854)	(7.0%)
2019	4,000,879	(380,738)	(8.7%)

Below are graphs illustrating the growth in total property (including schools, towns, villages, cities, sanitary districts and the County) and delinquent taxes from 2009-2019. The property tax levy is set in the prior year for the subsequent year operations for schools, towns, villages, cities, sanitary districts and the County. The delinquent property taxes shown are actual amounts at the end of the year stated.





EQUALIZED VALUES

Outagamie County's current equalized value (including Tax Increment Financing (TIF) districts), which represents property values as of January 1, 2020, is $17,772,577,200. This is a $1,202,040,300 or 7.25% increase over the 2019 equalized value of $16,570,536,900. While the County experienced this overall increase in equalized value of $1,202,040,300, the economic change portion of this increase for existing real estate increased $882,688,500 5.42% with residential properties increasing $616,784,800 or 5.26% and with commercial properties increasing $246,626,200 or 6.91%. The gross increase in new construction was $298,623,900 or 1.834%. These values include the TIF districts total value of $645,864,800 compared with a value of $493,730,400 in the prior year.

For County levy purposes, the equalized value is reduced by the incremental growth of the tax incremental districts. This value is used in apportioning the taxes to be levied on each municipality. The 2020 equalized value, excluding the TIF Districts, is $17,126,712,400. This is an increase of $1,049,905,900 or 6.53%.

Outagamie County's overall figures were slightly higher than the statewide trend. Statewide, the combined value of real and personal property (including TIF's increased 5.55%.

Outagamie County's full value by class is as follows:

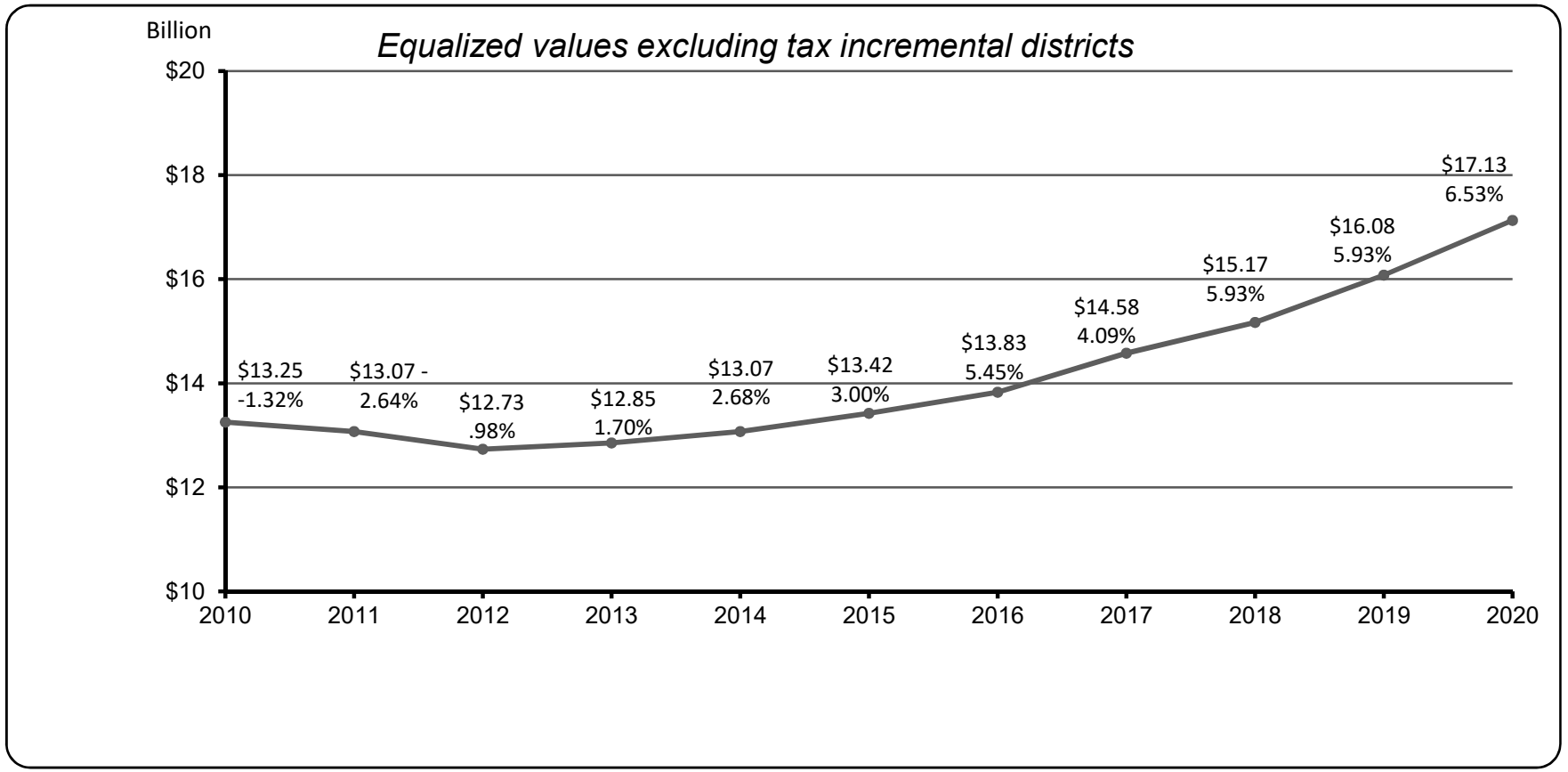
	2020 for 2021 Budget	% of TOTAL	2019 for 2020 Budget	% of TOTAL	Amount Increase/(Decrease)
Residential	$12,468,742,400	70.2	$11,721,561,800	70.8	$747,180,600
Commercial	3,967,629,700	22.3	3,569,531,700	21.5	398,098,000
Manufacturing	657,114,700	3.7	623,247,100	3.8	33,867,600
Agricultural	40,181,300	.2	38,371,100	.2	1,510,200
Undeveloped	26,334,600	.1	26,190,800	.2	143,800
Ag Forest	33,677,500	.2	33,657,400	.2	20,100
Forest	63,347,000	.4	62,549,000	.4	798,000
Other	208,240,800	1.2	206,999,000	1.2	1,241,800
Total Real Estate	17,465,268,000		16,282,407,900		1,182,860,100
Personal Property	307,309,200	1.7	288,129,000	1.7	19,180,200
Total Full Value	$17,772,577,200	100.0	$16,570,536,900	100.0	$1,202,040,300

Net new construction totaled $297.02 million, an increase of $95 thousand from the prior year net new construction amount of $296.93 million. The gross residential, commercial, manufacturing, and other new construction totals and increases and decreases from the prior year's new construction are as follows:

Residential	$153,778,800	down	9,321,300	11.16%	Commercial	$131,239,200	up	$32,640,600	33.10%
Manufacturing	10,213,900	up	2,314,400	29.30%	All Others	3,392,000	down	54,900	1.59%

Below is a graph illustrating the recent trend in equalized values. The 2021 budget year represents January 1, 2020 equalized values.

Equalized Value & Percent Increase Over Prior Year:



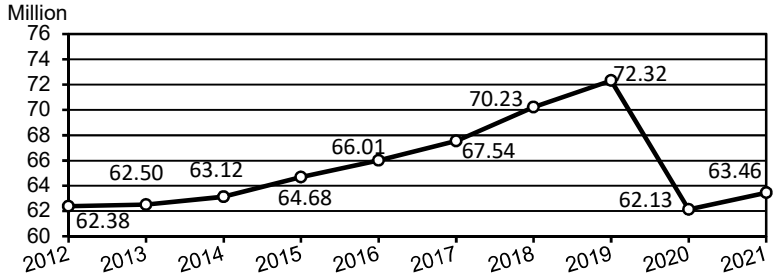
On the next page is a comparison of equalized values by municipality (excluding tax incremental districts). The Town of Grand Chute had the largest percentage increase of 12.18% and also the largest dollar increase of $333,307,600, due mainly to an increase in new construction and its economic value increasing. The City of Seymour had the largest percentage decrease of (1.0%) and also the largest dollar decrease ($1,037,600), due mainly due to economic value decreases.

2021 BUDGET
OUTAGAMIE COUNTY
COMPARISON OF EQUALIZED VALUES
BY MUNICIPALITY
EXCLUDING TAX INCREMENTAL DISTRICTS

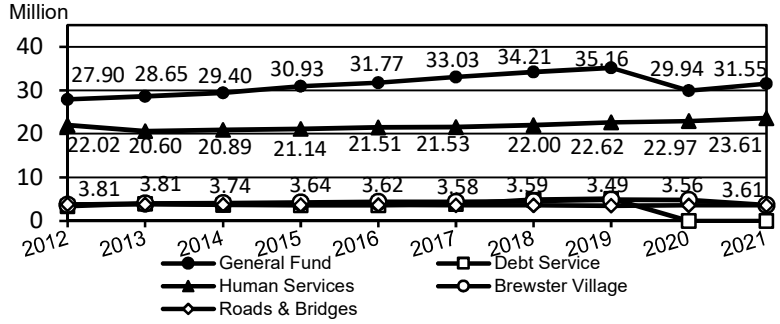
MUNICIPALITY	2020 EQUALIZED VALUE	2020 RATIO	2019 EQUALIZED VALUE	2019 RATIO	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)
TOWNS						
BLACK CREEK	$115,551,700	0.00675	$107,853,300	0.00671	$7,698,400	7.138%
BOVINA	106,362,500	0.00621	102,015,300	0.00635	4,347,200	4.261%
BUCHANAN	767,254,600	0.04480	723,121,600	0.04498	44,133,000	6.103%
CENTER	424,793,000	0.02480	390,582,600	0.02429	34,210,400	8.759%
CICERO	102,048,900	0.00596	94,874,500	0.00590	7,174,400	7.562%
DALE	285,231,800	0.01665	271,240,400	0.01687	13,991,400	5.158%
DEER CREEK	47,346,600	0.00276	44,877,400	0.00279	2,469,200	5.502%
ELLINGTON	311,378,300	0.01818	285,141,700	0.01774	26,236,600	9.201%
FREEDOM	572,595,100	0.03343	540,401,000	0.03361	32,194,100	5.957%
GRAND CHUTE	3,069,893,900	0.17925	2,736,586,300	0.17022	333,307,600	12.180%
GREENVILLE	1,542,489,700	0.09006	1,431,671,100	0.08905	110,818,600	7.741%
HORTONIA	137,799,300	0.00805	129,777,900	0.00807	8,021,400	6.181%
KAUKAUNA	160,423,500	0.00937	148,946,600	0.00926	11,476,900	7.705%
LIBERTY	77,225,900	0.00451	72,693,400	0.00452	4,532,500	6.235%
MAINE	77,351,500	0.00452	73,872,200	0.00459	3,479,300	4.710%
MAPLE CREEK	49,521,300	0.00289	48,336,700	0.00301	1,184,600	2.451%
ONEIDA	253,299,900	0.01479	226,360,100	0.01408	26,939,800	11.901%
OSBORN	111,009,300	0.00648	104,037,700	0.00647	6,971,600	6.701%
SEYMOUR	102,718,300	0.00600	103,755,900	0.00645	(1,037,600)	-1.000%
VANDENBROEK	195,263,700	0.01140	182,974,900	0.01138	12,288,800	6.716%
TOWN TOTAL	8,509,558,800	0.49686	7,819,120,600	0.48636	690,438,200	8.830%
VILLAGES						
BEAR CREEK	18,103,400	0.00106	17,490,900	0.00109	612,500	3.502%
BLACK CREEK	58,839,800	0.00344	55,594,500	0.00346	3,245,300	5.837%
COMBINED LOCKS	335,717,400	0.01960	321,121,600	0.01997	14,595,800	4.545%
HORTONVILLE	220,933,400	0.01290	211,224,500	0.01314	9,708,900	4.596%
HOWARD	26,500	0.00000	28,000	0.00000	(1,500)	-5.357%
KIMBERLY	520,798,700	0.03041	508,129,100	0.03161	12,669,600	2.493%
LITTLE CHUTE	836,092,600	0.04882	810,301,700	0.05040	25,790,900	3.183%
NICHOLS	9,414,000	0.00055	9,047,500	0.00056	366,500	4.051%
SHIOCTON	43,773,000	0.00256	41,853,400	0.00260	1,919,600	4.586%
WRIGHTSTOWN	32,319,800	0.00189	28,865,900	0.00180	3,453,900	11.965%
VILLAGE TOTAL	2,076,018,600	0.12122	2,003,657,100	0.12463	72,361,500	3.611%
CITIES						
APPLETON	5,067,328,500	0.29587	4,831,570,300	0.30053	235,758,200	4.880%
KAUKAUNA	1,130,231,700	0.06599	1,097,148,000	0.06824	33,083,700	3.015%
NEW LONDON	133,261,300	0.00778	129,685,900	0.00807	3,575,400	2.757%
SEYMOUR	210,313,500	0.01228	195,624,600	0.01217	14,688,900	7.509%
CITY TOTAL	6,541,135,000	0.38193	6,254,028,800	0.38902	287,106,200	4.591%
COUNTY TOTAL	$17,126,712,400	1.0000	$16,076,806,500	1.0000	1,049,905,900	6.531%

County Property Tax Levy: The property tax levy is the difference between projected expenditures and revenues for all levy supported County operations. The total levy adopted is $63,455,761. This is a 2.14% increase. The chart shows the actual County Property Tax Levy amounts 2012 through 2021 adopted.

2020 Adopted - $62,126,548 **2021 Proposed & Adopted - $63,455,761**

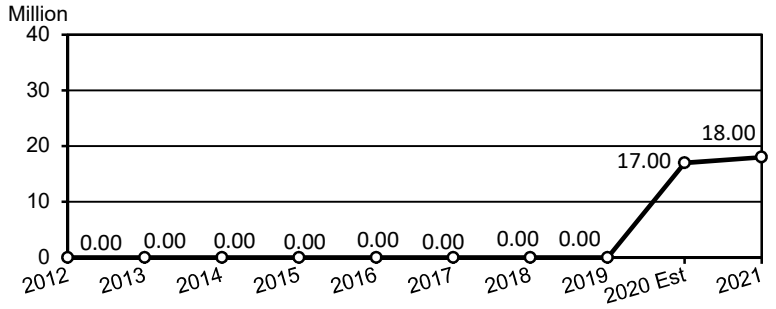


Select County Property Tax Levies: The property tax levies help support various funds of the County. For 2021, the largest individual department/recipient of these resources will be the Health and Human Services Fund with a levy impact of $23,613,889. The graph shows select County funds with a tax levy impact.



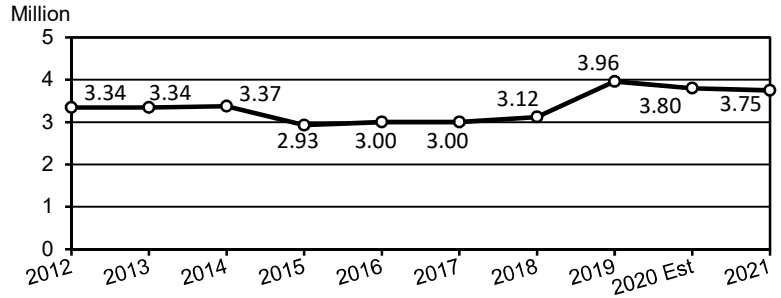
General Fund - County Sales Tax: The County board adopted a .5% County sales tax effective January 1, 2020. It is estimated the County will collect $18 million in sales tax revenue in 2021.

2020 Adopted - $20,000,000 **2021 Proposed & Adopted - $18,000,000**



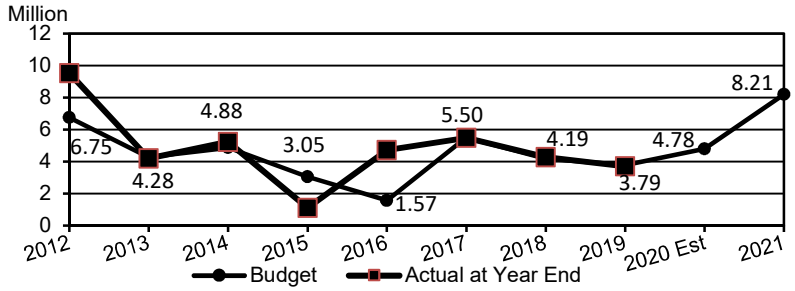
General Fund - State Shared Revenue: State shared revenue is a legislatively determined annual amount. The amounts shown include the State Computer Exemption Aid and Personal Property Exemption Aid. The amount has increased slightly over the years due to the Personal Property Exemption Aid beginning in 2019.

2020 Adopted - $3,628,299 **2021 Proposed & Adopted - $3,746,926**



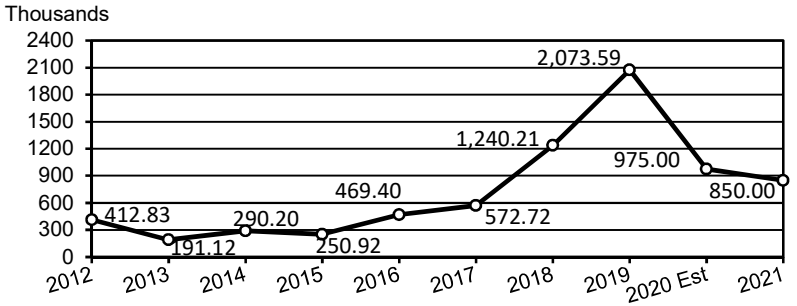
General Fund - Fund Balance Applied: Fund balance applied is not revenue, but rather it is a financing source used to reduce the general fund balance. The amount to be applied is determined based on the excess of the fund balance over working capital requirements as per Resolution #67: 2005-2006. The amount can vary over time due to analyzing funds available to apply on an annual basis.

2020 Adopted - $4,156,274 **2021 Proposed & Adopted - $8,206,153**



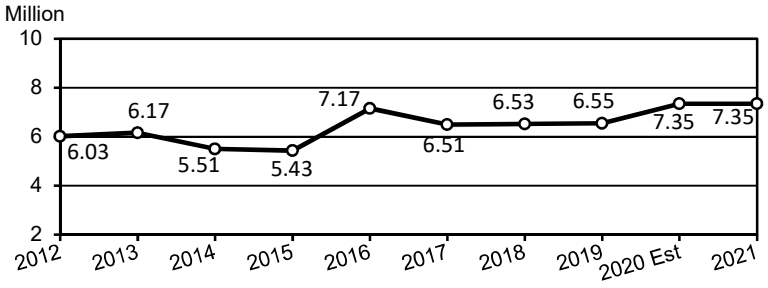
General Fund - Interest Income: Interest income from investments is based on a 2021 projected average interest rate of 1.266%. The amounts shown exclude fair value adjustments. This amount has varied over the past several years due to the lowering and increasing of interest rates on a local and nationwide basis.

2020 Adopted - $1,300,000 **2021 Proposed & Adopted - $850,000**



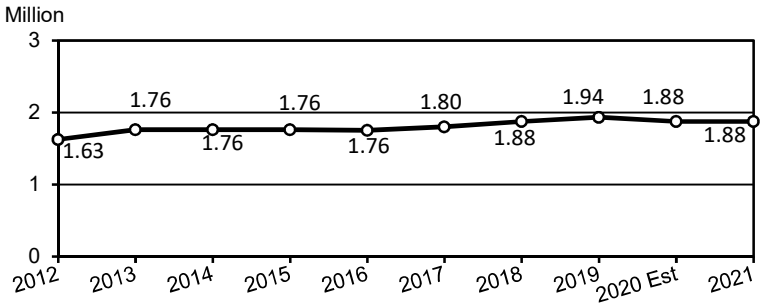
Health & Human Services Fund - Basic County Allocation: The Basic County Allocation is a formula driven state distribution. The actual amount can vary significantly due to the implementation of Wisconsin Medicaid Cost Reporting (WIMCR) model. Under WIMCR, costs are shifted to or from Medical Assistance for claiming and reimbursement.

2020 Adopted - $7,444,754 **2021 Proposed & Adopted - $7,351,970**

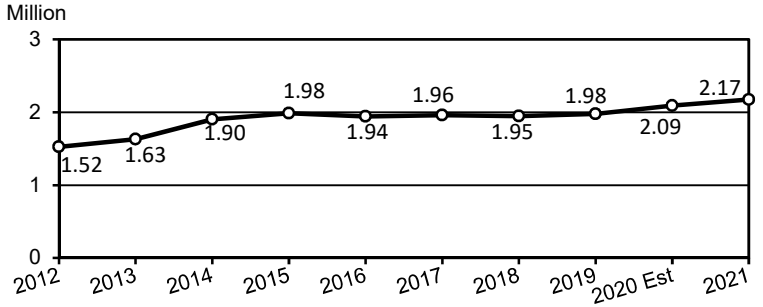


Health & Human Services Fund - Youth Aids: Youth Aids is a state distribution for Youth Aids eligible children. The 2021 budget reflects the same amount as compared to the 2020 estimate.

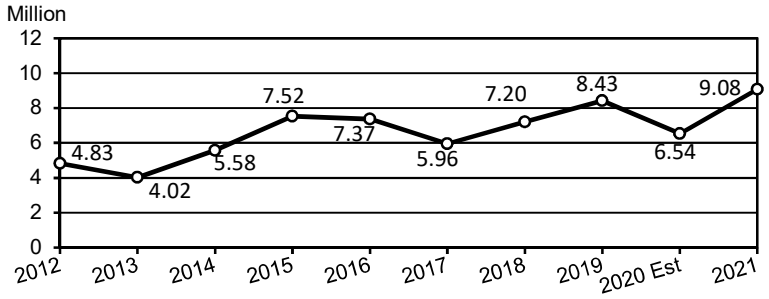
2020 Adopted - $1,935,736 **2021 Proposed & Adopted - $1,878,090**



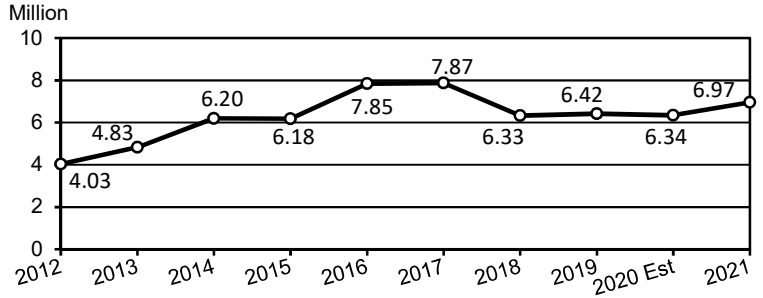
Health & Human Services Fund - Income Maintenance Allocation:
Income Maintenance is a state distribution of federal and state funds for the administration of fiscal aid programs. There is a slight increase in the fiscal year 2021 budget as compared to the 2020 estimate.
2020 Adopted - $2,073,973 **2021 Proposed & Adopted - $2,174,107**



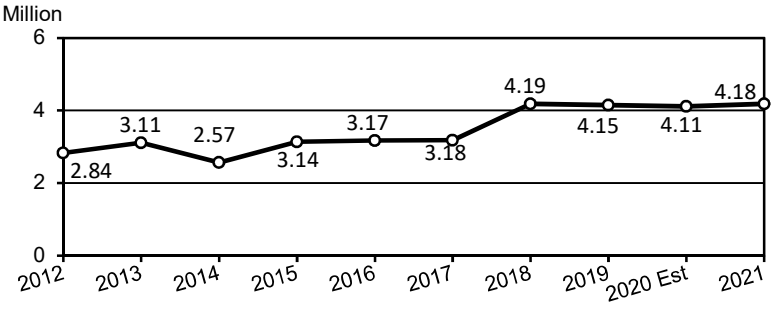
Health & Human Services - Charges for Services: Health & Human Services charges individuals for services provided. The reimbursements come from a variety of sources including Medicare, private insurance and individuals. The amounts have generally increased or decreased over the years, as the County continually reviews what is eligible for charging for services and due to increased costs or decreased costs.
2020 Adopted - $8,984,184 **2021 Proposed & Adopted - $9,079,711**



Brewster Village Fund - Private Pay, Patient Service Revenue: The private pay daily rate reflects the actual operating expenses incurred for private pay residents. This rate must be higher than the medical assistance rate and is adjusted to reflect market conditions. Amounts have generally increased over the years due to a higher private pay census count. However, amounts have decreased slightly due to lower private pay counts in the past several years.
2020 Adopted - $6,296,323 **2021 Proposed & Adopted - $6,965,585**

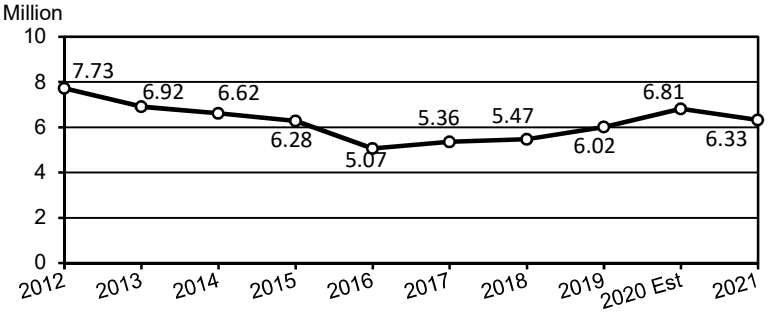


Brewster Village Fund - Title XVIII, Patient Service Revenue: Medicare's prospective payment provides a per diem rate for Medicare part A eligible resident stays following hospitalization which must cover all costs of caring for the resident including ancillary services such as pharmacy, x-ray, therapy and laboratory. Amounts vary due to the number of Medicare beds used in a given year.
2020 Adopted - $3,362,673 **2021 Proposed & Adopted - $4,183,410**



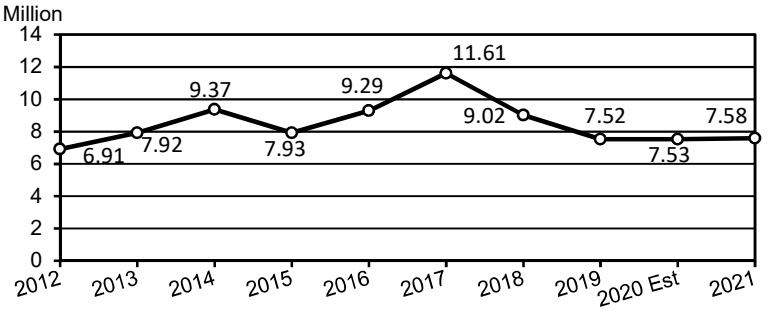
Brewster Village Fund - Title XIX, Patient Service Revenue: Wisconsin Medical Assistance rates are now derived from an acuity based index for direct care costs, in addition to cost based components for support and property. The amounts have increased and decreased over the years due to higher and lower census counts.

2020 Adopted - $6,519,152 **2021 Proposed & Adopted - $6,331,587**



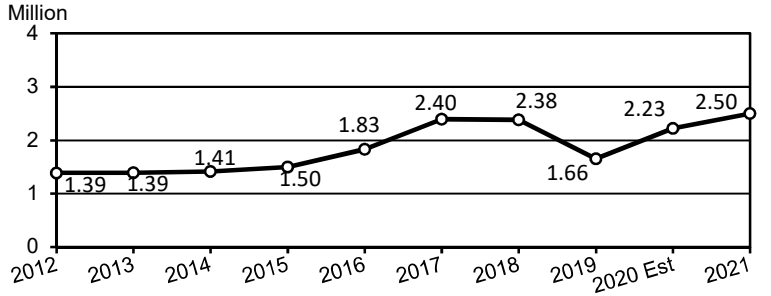
Single Stream Fund - Tri-County Recycling Facility: Outagamie County opened its tri-county recycling facility to process recyclables for the three counties of Brown, Outagamie and Winnebago, otherwise known as the BOW Partnership. Actual commodity revenues for the tri-county recycling facility are shown. The revenues generated can vary greatly based on the amount of and mix of tonnages processed as well as the volatility of the commodities markets.

2020 Adopted - $7,685,000 **2021 Proposed & Adopted - $7,583,891**



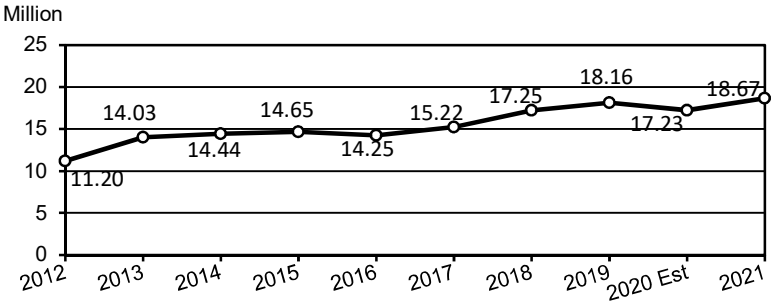
Solid Waste Fund - Recycling Program: Under Wisconsin law, Outagamie County is the responsible unit for developing, implementing, and maintaining the recycling programs for 34 communities. This program complies with Wisconsin laws and significantly extends the life of the landfill. The revenues shown include the State recycling grant and recycling tipping fees. The amount has increased in the last few years due to mainly tipping fee increases as the state grant has remained relatively flat over the years.

2020 Adopted - $2,359,084 **2021 Proposed & Adopted - $2,499,000**



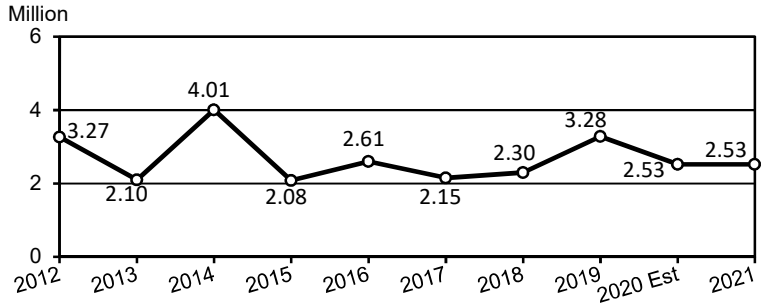
Solid Waste Fund - Landfill Tipping Fees: The landfill tipping fees provide a method to generate resources to pay for disposal of solid waste. Starting in 2012 and continuing in 2021, Outagamie County is hosting the regional Tri-County landfill. The facility serves Brown, Outagamie and Winnebago Counties. The chart shows the revenue increase resulting from Outagamie becoming the host for the regional landfill in 2012, as well as increasing tonnages and tipping fees.

2020 Adopted - $17,382,995 **2021 Proposed & Adopted - $18,666,501**



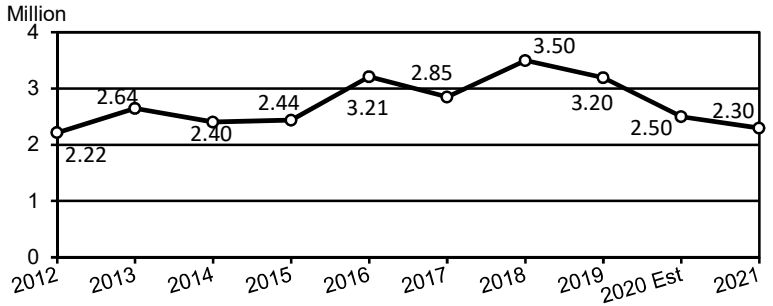
Highway Fund - Local Government Maintenance: The Highway Department does various maintenance and construction projects for local municipalities. The expenses incurred for these projects are fully reimbursed to the County. The 2021 budget revenue is based on historical data from prior years. The amount can vary over the years based on local government's request for services and the size and scope of those projects.

2020 Adopted - $2,525,000 **2021 Proposed & Adopted - $2,525,000**



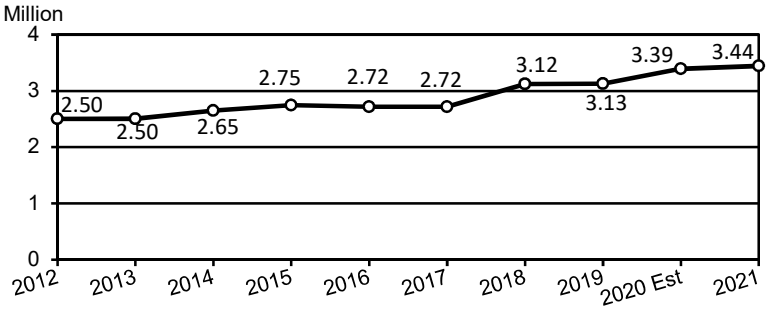
Highway Fund - State Highway System: The Highway Department does various maintenance and construction projects for the State of Wisconsin. The expenses incurred for these projects are fully reimbursed to the County by the State. The 2020 budgeted revenue reflects the County's contract with the State. The amount can vary year by year due to level of construction projects the State contracts with the County to complete.

2020 Adopted - $2,500,000 **2021 Proposed & Adopted - $2,300,000**



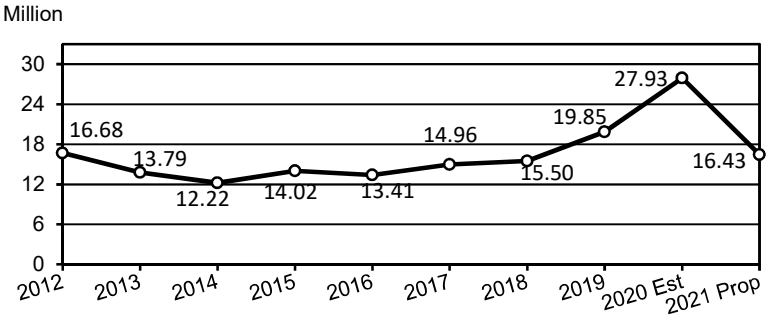
County Road & Bridge Fund - County Highway System, State D.O.T. Aids: The Wisconsin Department of Transportation aid is based on prior year eligible expenditures incurred by the Highway and the Sheriff departments over a six-year period or as determined by the State.

2020 Adopted - $3,390,480 **2021 Proposed & Adopted - $3,442,099**



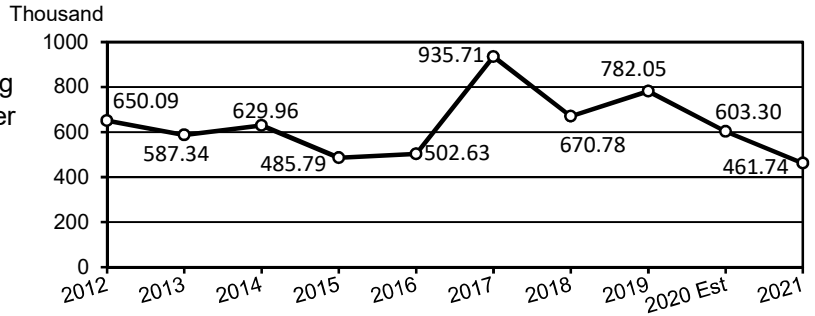
Highway Fund - Charges for Services: The Highway Fund charges various users for their services, such as other County departments. This amount includes all user charges except those charged to the State of Wisconsin and other local municipalities. The amount can vary greatly by year depending on the size and scope of the projects completed.

2020 Adopted-$26,365,244 2021 Prop-$16,489,053 Adopted-$16,429,053



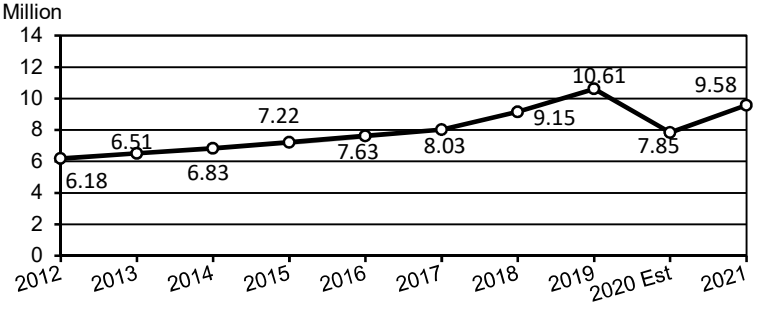
General Fund - Jail Rental Income: Jail rental income is generated by renting jail beds to other governments. The 2021 budget figure is based upon a $51.46 per day rental fee for Extended Supervision Sanctions Program inmates, $65 per day for municipal incarcerations and an annual probation and parole holds reimbursement of $180,000.

2020 Adopted - $582,487 **2021 Proposed & Adopted - $461,744**



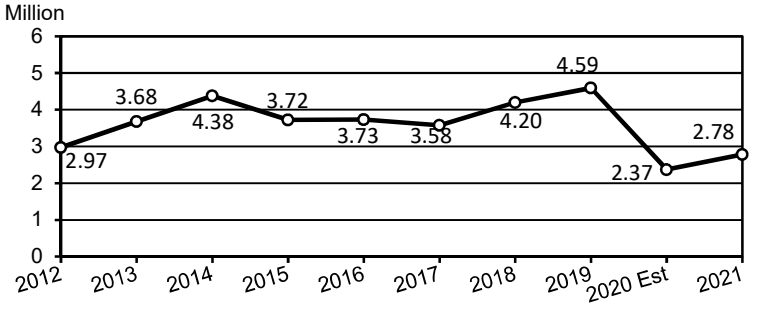
Airport Fund - Rental Fees: Airport rental fees are generated from lease agreements, parking fees, landing fees, hangar rental, concession fees and farmland rental. Amounts generally increase or decrease due to changes in passenger counts, fees charged and/or the addition or deletion of various leases.

2020 Adopted - $11,180,285 **2021 Proposed & Adopted - $9,581,046**



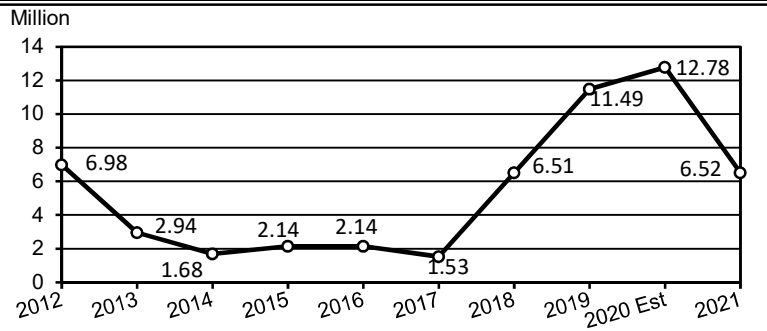
Airport Fund - Fixed Based Operator Revenues: Airport Fixed Based Operator revenues are generated from general aviation fuel sales, commercial airline into-plane fees, ramp fees, hangar rentals/leases, deicing fees, catering fees and concession fees. The FBO started operations in 2010. Amounts have varied over the years mainly due to fuel sales volume and fuel prices.

2020 Adopted - $4,233,681 **2021 Proposed & Adopted - $2,783,597**



Airport Fund - Intergovernmental Grants: The Airport receives various grants from the federal and state government, with some in the form of entitlements and some in the form of discretionary grants. The amounts can vary greatly by year depending on available Federal and State discretionary funding.

2020 Adopted - $1,284,000 **2021 Proposed & Adopted - $6,519,977**



PROPERTY TAX LEVY FREEZE

The County is subject to a property tax levy freeze. Below is a calculation of the levy freeze. Under current law, a certain amount under the levy cap is available to be carried over to a future year if approved under certain conditions by the County Board.

2021 Levy Limit

2019 Payable 2020 County Levy (Line 27 County Apportionment Sheet)			$62,126,548
Less:	Bridge Aid Levy		(75,000)
	Library Aid Levy		(1,793,552)
	State Special Charges: General Hospital Charge		(2,721)
	Subtotal		60,255,275
Add: Personal Property Tax Aid			529,395
	Subtotal		60,784,670
	Debt Service for GO Debt Authorized after July 1, 2005		(0)
			60,784,670
Larger of 0% or Net New Construction			
	1.792% Net New Construction	1,089,261	
	0.0% Minimum Increase	-	
	Additional Increase - TIF Closeout (.0%)	0	1,089,261
Subtotal			61,873,931
Deduct: Personal Property Tax Aid			(490,489)
Subtotal			61,383,442
Add/Deduct:	Adjustments for transfer of services		(0)
	Adjustment to Levy Limit – Debt Service		
	Declared Debt Service for GO Debt Authorized after July 1, 2005 – Governmental Funds (*1)		0
Total Tax Levy Cap per Formula			61,383,442

2021 Budget Tax Levy Not Subject to CAP

	2021 Proposed Levy	63,455,761	
LESS:	Bridge Aid Levy	(200,000)	
	Library Aid Levy	(1,869,476)	
	State Special Charges: General Hospital Charge	(2,843)	
Total Tax Levy Subject to Cap			61,383,442
Difference (Over) Under Cap			$ 0

Available Levy Limit Balance per Formula		
	Post 2005 – Governmental Debt Declared in Formula (*1)	($0)
	Total Post 2005 – Governmental Debt	6,003,851
Total Additional Allowable and Undeclared Post 2005 Governmental Debt		$6,003,851
Undeclared Enterprise Fund Debt		3,564,810
Grand Total Available		$9,568,661

WHAT WE DO

In an attempt to provide better information on "what we do" for the citizens of Outagamie County this budget includes some new and revised information. We have been using the concept of "SMART" objectives for over 10 years. This has been a long-term process and one that requires continued effort on the part of all departments to be successful. UW Extension office staff have assisted us in this effort. For 2020 the departments were requested to review, revise, and develop additional "SMART" objectives.

The following explains the County Executive's Vision, Mission, Core Values and Key Strategies for the organization. In most of the department budgets you will find "SMART" 2020 Objectives. SMART objectives are **S**pecific, **M**easurable, **A**mbitious, **R**ealistic and **T**ime-bound. The SMART objectives are intended to compliment the Key Strategies or Goals of the County.

Outagamie County Vision

Outagamie County will be a vital economic asset to the State of Wisconsin consisting of communities of people who work collaboratively to provide a good standard of living for all. The county government will be aware, responsive, and effective to the needs of the citizens in an effort to increase their quality of life and provide a safe environment.

Outagamie County Mission

Outagamie County is an incorporated municipality, an employer of a 1200+ workforce, and an arm of the State of Wisconsin and as such carries out many programs and provides services for the betterment of the entire community. To administer these programs and services in a cost effective manner, Outagamie County shall maintain a trained staff and collaborate with neighboring counties and municipalities within the County to offer quality services. It is Outagamie County's mission to combine local, state, and federal resources to supply sufficient funds for the provision of public safety, health and human services, information technology, solid waste and recycling, care of transportation infrastructure, records management, human resources, education, recreation, court services, zoning services and air transportation.

Outagamie County Core Values

- All employees of Outagamie County will use their knowledge, inventiveness, and integrity to provide services to the citizens of Outagamie County.
- Outagamie County will respect the local, state, and federal funds provided for the services by following the missions attached to the funds, will maintain the fiduciary responsibility for the funds, and alert legislators when funds are insufficient to meet the desired outcomes.
- Outagamie County elected officials and employees shall abide by all laws of the land and respect the customer, both internal and external.
- Outagamie County citizens will receive full value from their property tax contribution for services rendered.

Key Strategies by Division

General Administration

Outagamie County shall foster a safe and productive environment for the citizens by providing:

- Legal services to departments, County Board, commissions, and public officials
- County Board organization and staff of committees for policy decisions
- County Clerk duties in accordance with Wisconsin Statutes for record keeping and for orderly elections
- County Executive staff needed for leadership and administration
- Land record modernization
- Development and land services for organized economic development
- Treasurer's Office staff and duties such as collection of taxes and investments
- Financial planning, budget development, and insurance
- Building maintenance and design
- Information Technology and related services
- Human Resources development and training
- Register of Deeds and certificate preservation
- Maintenance of zoning for the County

Justice & Public Safety

Outagamie County shall foster a safe and productive environment for the citizens by providing:

- Space and staff for the State court system assigned to Outagamie County
- Funding the elected Coroner's Office in compliance with Wisconsin Statutes to investigate deaths in Outagamie County
- Support services and staff to District Attorney's Office
- Court commissioners as support to judicial system
- Services to offenders to reduce recidivism
- Support to Register in Probate for timely estate settlements
- Sheriff services and equipment to secure an orderly and safe community through patrol officers, squad cards, process service, jail facilities, juvenile detention, and a E911 dispatch center
- Emergency Management Office and personnel who plan and train for recovery from disasters

Health & Human Services

Outagamie County shall foster a safe and productive environment for the citizens by providing:

- Short and long term nursing home services
- Assistance for the elderly and those in need of long term support to access programs and funds for care
- Services for child safety, well being and permanency
- Services to low-income households moving towards self sufficiency through federal and state funds as well as accessing non-custodial parent funding
- Promotion of health and prevention of disease, injury and disability for citizens
- Services to the mentally ill or alcohol/drug dependent
- A juvenile justice system thereby protecting citizens and also working with the youth to become productive adults
- Assistance to veterans in access of federal funds and programs for assistance

Environment, Park & Education

Outagamie County shall foster a safe and productive environment for the citizens by providing:

- Protection and education regarding land and water resources
- Park land and trails for the education and recreation opportunities
- The disposal of waste in safe and efficient manner
- The recycling of useable products
- University research, knowledge, and resources to meet citizen's educational needs

Transportation

Outagamie County shall foster a safe and productive environment for the citizens by providing:

- Air transportation and stimulation of economic growth
- Safely maintained roadway infrastructure

Non-Departmental

Although not directly under County government, Outagamie County contributes to the following to increase the quality of life for the citizens by:

- Contribution to East Central Wisconsin Regional Planning
- Contribution to the Outagamie County Historical Society, the Outagamie Waupaca Library System and 1000 Islands Environmental Center

RESOLUTION NO.: 84—2020-21

TO THE HONORABLE, THE OUTAGAMIE COUNTY BOARD OF SUPERVISORS

LADIES AND GENTLEMEN: ***MAJORITY***

The Outagamie County Executive has presented the 2021 Budget to the Outagamie County Board of Supervisors. The Outagamie County Board of Supervisors has completed its review, revisions and adoption of the 2021 Budget for Outagamie County.

NOW THEREFORE, the following resolution is presented by the Finance Committee to the County Board.

BE IT RESOLVED, that the following be and is hereby declared the tax levy for 2020, collected in 2021:

1.	There is levied upon the taxable property of Outagamie County the sum of for State Tax (Forestry purposes).	N/A – 2021 Budget
2.	There is levied upon the taxable property of Outagamie County the sum of for debt service, all bonds, and notes legally required.	$9,568,661.00
3.	There is levied upon the taxable property of Outagamie County the sum of for libraries. The Cities of Appleton, Kaukauna, New London – 1st and 2nd Wards, and Seymour, and the Villages of Black Creek, Hortonville, Howard, Kimberly, Little Chute, Shiocton, and Wrightstown are not included.	$1,869,476.00
4.	There is levied upon the taxable property of Outagamie County the sum of for public health services. The City of Appleton is not included.	$1,578,103.00
5.	There is levied upon the taxable property of Outagamie County the sum of for County and Town Aid Bridges, excluding the Cities of Appleton, Kaukauna, New London – 1st and 2nd Wards, Seymour and the Villages of Howard, Shiocton, and Wrightstown.	$200,000.00
6.	There is levied upon the taxable property of Outagamie County the sum of for all other services provided.	$50,239,521.00
	GRAND TOTAL OF ALL TAXES	$63,455,761.00

BE IT FURTHER RESOLVED, that this budget shall comply with all state rules and regulations and that should the final calculations create a noncompliant budget, it is therefore authorized that adjustments to the Reserve for Contingency be made to correct the unanticipated error, and

BE IT FINALLY RESOLVED, that the Outagamie County Executive and Outagamie County Clerk be and they are hereby authorized to correct any apparent clerical errors, which may be discovered in the Budget in writing up the proceedings of the Board.

Dated this 2nd day of November, 2020.

Duly and officially adopted by the County Board on: November 2, 2020

Signed: _____ _____
Board Chairperson County Clerk

Approved: 11-4-20 Vetoed: _____

Signed: _____
County Executive

2021 BUDGET - FINAL COUNTY BOARD ACTIONS

COST CENTER	LINE ITEM	REASON	EXPENDITURES	REVENUES	LEVY IMPACT
10/01/20 Beginning County Executive Tax Levy					$ 63,455,761
GENERAL FUND					
General Funds Applied (1000100)	Fund Balance Applied	Reduce for removing the Parks Pavilion from the Capital Projects Budget	-	(1,310,000)	1,310,000
General Funds Surplus (1002223)	Operating Transfer Out	Reduce for removing the Parks Pavilion from the Capital Projects Budget	(1,310,000)	-	(1,310,000)
General Funds Applied (1000100)	Fund Balance Applied	Add back in the Parks Pavilion Capital Project	-	1,310,000	(1,310,000)
General Funds Surplus (1002223)	Operating Transfer Out	Add back in the Parks Pavilion Capital Project	1,310,000	-	1,310,000
County Coroner (1001400)	Purchased Services	Increase costs due to decedants without relatives to pay for burial costs	5,500	-	5,500
County Coroner (1001400)	Fees, Fines and Costs	Increase for projected increase in cremation permits	-	5,500	(5,500)
Human Resources (1006000)	Salaries	Adjust for budget reclassification adjustment error - wrong cost center	4,400	-	4,400
Human Resources (1006000)	Fringe Benefits	Put into Parks, should have been Human Resources	628	-	628
County Parks System (1006200)	Salaries	Adjust for budget reclassification adjustment error - wrong cost center	(4,400)	-	(4,400)
County Parks System (1006200)	Fringe Benefits	Put into Parks, should have been Human Resources	(628)	-	(628)
TOTAL GENERAL FUND			$ 5,500	$ 5,500	$ -
COUNTY ROADS AND BRIDGES					
CTHS - General Maintenance (2070300)	Purchased Services	Adjust for decrease in General Transportation Aids (GTA) of	(30,000)	-	(30,000)
CTHS - Winter Maintenance (2070400)	Purchased Services	$60,000. $30k allocated to General & $30k to Winter	(30,000)	-	(30,000)
County Roads and Bridges Revenues (2070100)	Intergovernmental Revenues	Decrease in GTA aids	-	(60,000)	60,000
TOTAL COUNTY ROADS AND BRIDGES			(60,000)	(60,000)	-
HIGHWAY					
Highway Administration (6008000)	Salaries	Salaries and Fringe Benefits for Reclassified position inadvertantly	6,674	-	6,674
Highway Administration (6008000)	Allocated Applied Expense	missed by Finance in adjusting for all approved reclassifications	951	-	951
Highway Administration (6008000)	Financing Sources Other	Funding for the above adjustment	-	7,625	(7,625)
CTHS - General Maintenance (6005000)	Operating Expenses	Adjust for Decrease in General Transportation Aids of $60k.	(30,000)	-	(30,000)
General Maintenance Revenues (6005000)	Charges for Services	Decrease Revs on Above items to Charge to CR&B fund	-	(30,000)	30,000
CTHS - Winter Maintenance (6005020)	Operating Expenses	$60k. $30k allocated to Gen Maint. & $30k to Winter	(30,000)	-	(30,000)
Winter Maintenance Revenues (6005020)	Charges for Services	Decrease Revs on Above items to Charge to CR&B fund	-	(30,000)	30,000
TOTAL HIGHWAY			(52,375)	(52,375)	-
RECYCLING AND SOLID WASTE					
Single Stream Recycling Capital Outlay (5040200)	Capital Outlay	Increase for technology upgrades to be funded $500,000 with new	800,000		800,000
Single Stream Recycling Operations (5040100)	Intergovernmental Revenues	Recycling Partnership Grant and $300,000 in additional debt proceeds.	-	500,000	(500,000)
Single Stream Recycling Operations (5040100)	Proceeds of Debt	OC's share of the $300,000 is approximately $105,000.	-	300,000	(300,000)
TOTAL RECYCLIUNG AND SOLID WASTE			800,000	800,000	-

COST CENTER	LINE ITEM	REASON	EXPENDITURES	REVENUES	LEVY IMPACT
CAPITAL PROJECTS					
UWO-Fox Cities - Student Dev/Food Service Construction (4602100)	Capital Outlay	UWO-Fox Cities has elected to defer the request for this project to 2022	(2,209,000)	-	(2,209,000)
2021 GO Debt Capital Projects Fund (4610100)	Purchased Services	Bond Issuance Costs-Adjust to round Debt to $1,000 increment decrease	(1,000)	-	(1,000)
2021 GO Debt Capital Projects Fund (4610100)	Proceeds of Debt	Reduce Debt for the deferral of the UWO-Fox Cities Project above	-	(2,210,000)	2,210,000
Highway Construction - 2021 (NonDebt) (4602400)	Capital Outlay	Reduce Debt portion for the deferral of the UWO-Fox Cities Project above	2,210,000		2,210,000
Highway Construction - 2021 (Debt) (4610200)	Capital Outlay	Reduce Debt portion for the deferral of the UWO-Fox Cities Project above	(2,210,000)	-	(2,210,000)
Parks Pavilion (4601700)	Capital Outlay	Remove Parks Pavilion project	(3,300,000)	-	(3,300,000)
2021 GO Debt Capital Projects Fund (4610100)	Proceeds of Debt	Reduce Debt for the removal of the Parks Pavilion project	-	(1,990,000)	1,990,000
2021 Capital Projects Fund (4600100)	Operating Transfer In	Reduce Operating Transfer In for the removal of the Parks Pavilion project	-	(1,310,000)	1,310,000
Parks Pavilion (4601700)	Capital Outlay	Add back in the Parks Pavilion Capital Project - NonDebt Share	1,310,000	-	1,310,000
Parks Pavilion (4610200)	Capital Outlay	Add back in the Parks Pavilion Capital Project - Debt Share	1,990,000	-	1,990,000
2021 GO Debt Capital Projects Fund (4610100)	Proceeds of Debt	Add back in the Parks Pavilion Capital Project	-	1,990,000	(1,990,000)
2021 Capital Projects Fund (4600100)	Operating Transfer In	Add back in the Parks Pavilion Capital Project	-	1,310,000	(1,310,000)
Highway Construction - 2021 (NonDebt) (4602400)	Capital Outlay	Reclass Debt to Parks Pavilion Project from Highway Projects	1,990,000	-	1,990,000
Highway Construction - 2021 (Debt) (4610200)	Capital Outlay	Reclass Debt to Parks Pavilion Project from Highway Projects	(1,990,000)	-	(1,990,000)
TOTAL CAPITAL PROJECTS			(2,210,000)	(2,210,000)	-
2021 Beginning Levy Amount					$ 63,455,761
2021 Levy after Finance Committee Actions		Levy Supported Changes in Expenditures and Revenues	(1,516,875)	(1,516,875)	63,455,761
Tax Levy Difference					$ -
2021 Tax Rate			Equalized Value	17,126,712,400	3.70507541

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES, REVENUES AND LEVY BY FUND

FUND	EXPENDITURES	REVENUES	EXPENDITURES OVER (UNDER) REVENUES	2021 ADOPTED LEVY	2020 ADOPTED LEVY	DOLLAR INCREASE (DECREASE)	% LEVY INCREASE (DECREASE)
GENERAL	64,939,090	33,384,859	31,554,231	31,554,231	29,937,967	1,616,264	5.40
HEALTH AND HUMAN SERVICES	61,973,730	38,359,841	23,613,889	23,613,889	22,965,132	648,757	2.82
ROADS AND BRIDGES	9,188,125	5,578,572	3,609,553	3,609,553	3,564,553	45,000	1.26
ENVIRONMENTAL STEWARDSHIP	1,536,064	1,536,064	0	0	0	0	0.00
WATERSHEDS	2,119,273	2,119,273	0	0	0	0	0.00
STATE GRANTS	379,223	379,223	0	0	0	0	0.00
JAIL FUND	163,367	163,367	0	0	0	0	0.00
LAND RECORDS	309,491	309,491	0	0	0	0	0.00
OTHER RESTRICT CONTR/DONAT.	17,500	23,500	(6,000)	0	0	0	0.00
LOAN FUNDS	29,315	103,976	(74,661)	0	0	0	0.00
BREWSTER VILLAGE	23,707,869	20,039,481	3,668,388	3,668,388	4,843,287	(1,174,899)	(24.26)
RECYCLING & SOLID WASTE	24,187,106	26,099,872	(1,912,766)	0	0	0	0.00
SINGLE STREAM - MRF	11,164,326	11,164,326	0	0	0	0	0.00
AIRPORT	20,230,649	22,670,562	(2,439,913)	0	0	0	0.00
HIGHWAY	22,701,168	22,701,168	0	0	0	0	0.00
WORKERS COMP. INSURANCE	722,000	722,000	0	0	0	0	0.00
WMMIC INSURANCE POOL	580,000	580,000	0	0	0	0	0.00
VEHICLE PHYSICAL DAMAGE	157,567	157,567	0	0	0	0	0.00
OTHER INSURANCE RISK	20,000	20,000	0	0	0	0	0.00
DENTAL SELF-INSURANCE	1,026,788	1,026,788	0	0	0	0	0.00
HEALTH SELF-INSURANCE	100,500	152,500	(52,000)	0	0	0	0.00
INFORMATION TECHNOLOGY	4,695,822	4,695,822	0	0	85,000	(85,000)	(100.00)
PARKS CONTRIB/IMPROVEMENT	18,000	21,500	(3,500)	0	0	0	0.00
JAIL ASSESSMENT FEE	120,000	130,000	(10,000)	0	0	0	0.00
UW EXTENSION FUNDS	40,000	40,000	0	0	0	0	0.00
DEBT SERVICE	6,069,639	6,069,639	0	0	0	0	0.00
CAPITAL PROJECTS	18,571,665	17,561,965	1,009,700	1,009,700	730,609	279,091	38.20
TOTALS	**274,768,277**	**215,811,356**	**58,956,921**	**63,455,761**	**62,126,548**	**1,329,213**	**2.14**
EQUALIZED VALUATION				17,126,712,400	16,076,806,500	1,049,905,900	6.53
TAX RATE PER THOUSAND				3.705075412	3.864358758	(0.15928335)	(4.12)

2021 ADOPTED BUDGET
OUTAGAMIE COUNTY
COMPARISON OF 2020 AND 2019 TAX RATES ONLY - BY MUNICIPALITY

MUNICIPALITY	2020 TAX LEVY COLLECTED IN 2021	2020 TAX RATE	2019 TAX LEVY COLLECTED IN 2020	2019 TAX RATE	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)
TOWNS						
BLACK CREEK	$ 445,176.83	$ 3.853	$ 432,980.06	$ 4.014	$ 12,196.77	2.82%
BOVINA	409,786.32	3.853	409,532.95	4.014	253.37	0.06%
BUCHANAN	2,955,983.83	3.853	2,902,942.97	4.014	53,040.86	1.83%
CENTER	1,636,610.47	3.853	1,567,989.08	4.014	68,621.39	4.38%
CICERO	393,156.62	3.853	380,881.67	4.014	12,274.95	3.22%
DALE	1,098,911.58	3.853	1,088,883.58	4.014	10,028.00	0.92%
DEER CREEK	182,425.97	3.853	180,166.91	4.014	2,259.06	1.25%
ELLINGTON	1,199,636.50	3.853	1,144,692.07	4.014	54,944.43	4.80%
FREEDOM	2,206,020.62	3.853	2,169,433.68	4.014	36,586.94	1.69%
GRAND CHUTE	11,827,338.58	3.853	10,985,955.70	4.014	841,382.88	7.66%
GREENVILLE	5,942,726.20	3.853	5,747,403.14	4.014	195,323.06	3.40%
HORTONIA	530,901.54	3.853	520,988.29	4.014	9,913.25	1.90%
KAUKAUNA	618,055.71	3.853	597,953.22	4.014	20,102.49	3.36%
LIBERTY	297,514.82	3.853	291,817.55	4.014	5,697.27	1.95%
MAINE	298,008.59	3.853	296,568.21	4.014	1,440.38	0.49%
MAPLE CREEK	190,792.98	3.853	194,051.65	4.014	(3,258.67)	-1.68%
ONEIDA	975,882.13	3.853	908,723.99	4.014	67,158.14	7.39%
OSBORN	427,688.98	3.853	417,656.48	4.014	10,032.50	2.40%
SEYMOUR	395,750.47	3.853	416,522.67	4.014	(20,772.20)	-4.99%
VANDENBROEK	752,292.90	3.853	734,538.45	4.014	17,754.45	2.42%
TOWN TOTAL	32,784,661.64	3.853	31,389,682.32	4.014	1,394,979.32	4.44%
VILLAGES						
BEAR CREEK	69,743.75	3.853	70,220.25	4.014	(476.50)	-0.68%
BLACK CREEK	214,295.57	3.642	210,967.97	3.795	3,327.60	1.58%
COMBINED LOCKS	1,293,437.66	3.853	1,289,155.77	4.014	4,281.89	0.33%
HORTONVILLE	804,636.24	3.642	801,563.42	3.795	3,072.82	0.38%
HOWARD	92.54	3.492	102.40	3.657	(9.86)	-9.63%
KIMBERLY	1,896,751.09	3.642	1,928,286.55	3.795	(31,535.46)	-1.64%
LITTLE CHUTE	3,045,040.34	3.642	3,074,989.38	3.795	(29,949.04)	-0.97%
NICHOLS	36,267.18	3.853	36,318.38	4.013	(51.20)	-0.14%
SHIOCTON	158,588.19	3.623	158,503.38	3.787	84.81	0.05%
WRIGHTSTOWN	117,093.28	3.623	109,324.65	3.787	7,768.63	7.11%
VILLAGE TOTAL	7,635,945.84	3.678	7,679,432.15	3.833	(43,486.31)	-0.57%
CITIES						
APPLETON	17,695,614.78	3.492	17,670,327.04	3.657	25,287.74	0.14%
KAUKAUNA	4,094,781.24	3.623	4,155,097.11	3.787	(60,315.87)	-1.45%
NEW LONDON	482,799.74	3.623	491,139.42	3.787	(8,339.68)	-1.70%
SEYMOUR	761,957.76	3.623	740,869.96	3.787	21,087.80	2.85%
CITY TOTAL	23,035,153.52	3.522	23,057,433.53	3.687	(22,280.01)	-0.10%
COUNTY TOTAL	$ 63,455,761.00	$ 3.705	$ 62,126,548.00	$ 3.864	$ 1,329,213.00	2.14%

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY FUND
EXCLUDING TAX LEVY

EXPENDITURES

FUND	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
GENERAL	51,441,152	60,092,068	61,170,345	28,956,924	60,337,435	64,933,590	64,939,090	8.07%	4,847,022
HEALTH AND HUMAN SERVICES	56,031,818	61,447,185	61,613,150	23,076,270	57,278,047	61,973,730	61,973,730	0.86%	526,545
ROADS AND BRIDGES	11,385,698	12,843,080	13,858,479	3,081,247	13,858,479	9,248,125	9,188,125	-28.46%	(3,654,955)
ENVIRONMENTAL STEWARDSHIP	146,468	1,691,502	2,008,708	17,826	708,708	1,536,064	1,536,064	-9.19%	(155,438)
WATERSHEDS	1,010,349	1,880,733	1,880,733	430,018	1,970,912	2,119,273	2,119,273	12.68%	238,540
STATE GRANTS	758,642	544,477	746,844	38,378	519,216	379,223	379,223	-30.35%	(165,254)
JAIL FUND	152,946	180,067	180,067	50,416	171,367	163,367	163,367	-9.27%	(16,700)
LAND RECORDS	393,033	342,659	362,659	160,504	258,000	309,491	309,491	-9.68%	(33,168)
OTHER RESTRICTED CONTR/DONAT.	7,476	37,500	37,500	19,964	32,200	17,500	17,500	-53.33%	(20,000)
LOAN FUNDS	0	1,082,887	1,082,887	149,000	1,067,186	29,315	29,315	-97.29%	(1,053,572)
BREWSTER VILLAGE	21,916,487	23,064,938	24,119,786	11,413,760	23,389,000	23,707,869	23,707,869	2.79%	642,931
RECYCLING & SOLID WASTE	19,717,393	25,753,869	26,633,534	9,644,063	23,696,482	24,187,106	24,187,106	-6.08%	(1,566,763)
SINGLE STREAM - MRF	8,021,992	9,805,041	10,113,003	4,779,717	9,142,157	10,364,326	11,164,326	13.86%	1,359,285
AIRPORT	29,742,271	21,429,404	34,511,681	5,409,689	30,046,342	20,230,649	20,230,649	-5.59%	(1,198,755)
HIGHWAY	27,485,305	32,760,405	35,601,678	9,149,773	35,053,889	22,753,543	22,701,168	-30.71%	(10,059,237)
WORKERS COMP. INSURANCE	678,271	685,000	685,000	422,626	684,122	722,000	722,000	5.40%	37,000
WMMIC INSURANCE POOL	603,610	560,000	560,000	593,070	674,333	580,000	580,000	3.57%	20,000
VEHICLE PHYSICAL DAMAGE	167,156	154,117	154,117	136,459	150,319	157,567	157,567	2.24%	3,450
OTHER INSURANCE RISK	0	20,000	20,000	0	10,000	20,000	20,000	0.00%	0
DENTAL SELF-INSURANCE	961,368	1,031,897	1,031,897	381,613	895,186	1,026,788	1,026,788	-0.50%	(5,109)
HEALTH SELF-INSURANCE	16,118,521	133,000	133,000	149,205	233,205	100,500	100,500	-24.44%	(32,500)
INFORMATION TECHNOLOGY	3,726,917	4,720,225	5,745,042	2,528,754	5,665,984	4,695,822	4,695,822	-0.52%	(24,403)
PARKS CONTRIB/IMPROVEMENT	14,533	17,500	17,500	755	10,000	18,000	18,000	2.86%	500
JAIL ASSESSMENT FEE	130,000	125,000	125,000	125,000	125,000	120,000	120,000	-4.00%	(5,000)
UW EXTENSION FUNDS	51,222	40,045	40,045	13,765	31,765	40,000	40,000	-0.11%	(45)
DEBT SERVICE	5,642,025	5,505,382	5,505,382	590,000	5,520,894	6,069,639	6,069,639	10.25%	564,257
CAPITAL PROJECTS	11,703,212	16,264,278	20,255,235	3,355,686	14,779,910	20,781,665	18,571,665	14.19%	2,307,387
TOTAL ALL FUNDS	268,007,865	282,212,259	308,193,272	104,674,482	286,310,138	276,285,152	274,768,277	-2.64%	(7,443,982)

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY FUND
EXCLUDING TAX LEVY

REVENUES

FUND	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
GENERAL	23,754,769	30,154,101	31,238,273	16,489,283	31,353,502	33,379,359	33,384,859	10.71%	3,230,758
HEALTH AND HUMAN SERVICES	33,930,549	38,482,053	38,648,018	8,154,313	34,572,483	38,359,841	38,359,841	-0.32%	(122,212)
ROADS AND BRIDGES	9,161,267	9,278,527	10,293,926	1,726,208	10,293,926	5,638,572	5,578,572	-39.88%	(3,699,955)
ENVIRONMENTAL STEWARDSHIP	2,088,864	1,691,502	2,008,708	1,893,310	1,955,334	1,536,064	1,536,064	-9.19%	(155,438)
WATERSHEDS	1,010,349	1,880,733	1,880,733	32,865	1,970,912	2,119,273	2,119,273	12.68%	238,540
STATE GRANTS	758,642	544,477	746,844	26,570	519,216	379,223	379,223	-30.35%	(165,254)
JAIL FUND	168,454	180,067	180,067	84,757	171,367	163,367	163,367	-9.27%	(16,700)
LAND RECORDS	476,341	342,659	362,659	298,483	412,659	309,491	309,491	-9.68%	(33,168)
OTHER RESTRICTED CONTR/DONAT.	33,088	43,500	43,500	42,900	42,900	23,500	23,500	-45.98%	(20,000)
LOAN FUNDS	206,672	1,146,210	1,146,210	285,871	1,087,807	103,976	103,976	-90.93%	(1,042,234)
BREWSTER VILLAGE	20,240,113	18,221,651	19,276,499	12,250,075	20,675,699	20,039,481	20,039,481	9.98%	1,817,830
RECYCLING & SOLID WASTE	23,584,224	25,753,869	26,633,534	15,751,851	25,000,840	26,099,872	26,099,872	1.34%	346,003
SINGLE STREAM - MRF	8,217,452	9,805,041	10,113,003	5,837,483	9,642,157	10,364,326	11,164,326	13.86%	1,359,285
AIRPORT	37,497,327	21,429,404	34,511,681	13,832,731	31,364,686	22,670,562	22,670,562	5.79%	1,241,158
HIGHWAY	28,151,628	32,760,405	35,601,678	9,766,655	35,075,607	22,753,543	22,701,168	-30.71%	(10,059,237)
WORKERS COMP. INSURANCE	705,852	685,000	685,000	600,738	678,138	722,000	722,000	5.40%	37,000
WMMIC INSURANCE POOL	601,479	560,000	560,000	521,005	539,085	580,000	580,000	3.57%	20,000
VEHICLE PHYSICAL DAMAGE	143,610	154,117	154,117	156,189	159,255	157,567	157,567	2.24%	3,450
OTHER INSURANCE RISK	24,714	20,000	20,000	14,233	17,466	20,000	20,000	0.00%	0
DENTAL SELF-INSURANCE	983,147	1,031,897	1,031,897	522,079	1,010,331	1,026,788	1,026,788	-0.50%	(5,109)
HEALTH SELF-INSURANCE	19,871,029	163,000	163,000	605,060	926,204	152,500	152,500	-6.44%	(10,500)
INFORMATION TECHNOLOGY	4,883,363	4,635,225	5,660,042	2,939,915	5,593,062	4,695,822	4,695,822	1.31%	60,597
PARKS CONTRIB/IMPROVEMENT	34,337	19,500	19,500	15,617	17,758	21,500	21,500	10.26%	2,000
JAIL ASSESSMENT FEE	138,643	136,000	136,000	64,288	130,000	130,000	130,000	-4.41%	(6,000)
UW EXTENSION FUNDS	51,189	40,045	40,045	13,950	31,690	40,000	40,000	-0.11%	(45)
DEBT SERVICE	449,219	5,505,382	5,505,382	97,934	5,507,618	6,069,639	6,069,639	10.25%	564,257
CAPITAL PROJECTS	18,196,931	15,533,669	19,524,626	11,237,416	19,529,626	19,771,965	17,561,965	13.06%	2,028,296
TOTAL ALL FUNDS	235,363,252	220,198,034	246,184,942	103,261,779	238,279,328	217,328,231	215,811,356	-1.99%	(4,386,678)

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
GENERAL GOVT. SUPPORT									
County Executive	253,621	323,670	323,670	117,173	288,498	329,182	329,182	1.70%	5,512
County Board Operations	613,275	647,192	647,192	300,070	616,000	651,826	651,826	0.72%	4,634
County Clerk	285,269	309,860	309,860	147,484	305,833	335,524	335,524	8.28%	25,664
Elections	54,967	176,263	176,263	122,091	174,763	127,463	127,463	-27.69%	(48,800)
County Treasurer	355,490	399,040	442,059	173,576	411,592	391,675	391,675	-1.85%	(7,365)
Interest Income/Investment Services	71,665	60,000	60,000	16,420	60,000	50,000	50,000	-16.67%	(10,000)
Property Listing	193,460	202,897	202,897	90,855	199,697	213,811	213,811	5.38%	10,914
Tax Deed Account	75,057	197,207	317,207	139,046	209,046	176,211	176,211	-10.65%	(20,996)
Register of Deeds	619,398	638,477	655,477	306,477	622,003	662,704	662,704	3.79%	24,227
Clerk of Courts	2,042,240	2,104,353	2,104,353	947,286	2,002,613	2,141,333	2,141,333	1.76%	36,980
Circuit Court System	1,429,526	1,445,150	1,445,150	646,486	1,374,898	1,417,958	1,417,958	-1.88%	(27,192)
Court Commissioner	389,437	420,482	420,482	192,863	410,929	416,886	416,886	-0.86%	(3,596)
Family Court Commissioner	486,377	505,878	505,878	236,824	496,896	519,154	519,154	2.62%	13,276
Family Court Program	646,103	691,059	691,059	308,685	668,679	666,095	666,095	-3.61%	(24,964)
Register in Probate	469,093	492,847	492,847	196,564	492,047	507,592	507,592	2.99%	14,745
Corporation Counsel	879,904	903,768	903,768	384,076	899,919	936,010	936,010	3.57%	32,242
District Attorney	1,825,984	2,067,617	2,084,399	819,449	1,869,583	2,150,491	2,150,491	4.01%	82,874
County Coroner	499,538	521,897	524,397	214,257	500,635	531,062	536,562	2.81%	14,665
Financial Services	1,111,123	1,147,465	1,148,989	542,773	1,139,223	1,182,075	1,182,075	3.02%	34,610
Insurance/Property/Liability	4,587	1,700	1,700	60,330	3,311	1,700	1,700	0.00%	-
Special Audit & Accounting	55,153	60,918	60,918	43,891	58,368	62,163	62,163	2.04%	1,245
Human Resources	855,133	865,848	865,848	399,911	855,479	972,869	977,897	12.94%	112,049
Neg/Med/Arbitration	5,693	15,000	15,000	11,373	21,373	20,000	20,000	33.33%	5,000
Unemployment Compensation	16,550	25,000	25,000	9,307	24,307	20,000	20,000	-20.00%	(5,000)
Health Care Stabilization Account	9,175	-	-	-	-	-	-	0.00%	-
Admin. Complex Maintenance	1,494,619	1,695,864	1,684,464	632,120	1,610,964	1,685,107	1,685,107	-0.63%	(10,757)
Maintenance - Justice Center	1,339,262	1,467,916	1,470,456	617,158	1,440,039	1,465,849	1,465,849	-0.14%	(2,067)
County Property	560,440	613,985	618,485	241,781	603,341	702,426	702,426	14.40%	88,441
TOTAL GENERAL GOVT SUPPORT	16,642,139	18,001,353	18,197,818	7,918,326	17,360,036	18,337,166	18,347,694	1.92%	346,341
HEALTH									
State/County General Hospital	2,756	2,721	2,721	2,721	2,721	2,843	2,843	4.48%	122
Humane Association	33,231	47,655	47,655	47,654	47,654	43,456	43,456	-8.81%	(4,199)
TOTAL HEALTH	35,987	50,376	50,376	50,375	50,375	46,299	46,299	-8.09%	(4,077)

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
GENERAL GOVT. SUPPORT									
County Executive	1,548	1,068	1,068	2,263	2,798	1,967	1,967	84.18%	899
County Board Operations	15,555	14,719	14,719	-	14,719	11,706	11,706	-20.47%	(3,013)
County Clerk	55,197	54,920	54,920	19,581	48,908	54,385	54,385	-0.97%	(535)
Elections	26,514	25,100	25,100	-	25,100	26,550	26,550	5.78%	1,450
County Treasurer	43,706	4,000	4,000	295	3,695	4,000	4,000	0.00%	-
Interest Income/Investment Services	-	-	-	-	-	-	-	0.00%	-
Property Listing	15,728	7,800	7,800	10	7,810	8,300	8,300	6.41%	500
Tax Deed Account	236,246	52,000	52,000	17,841	39,841	52,000	52,000	0.00%	-
Register of Deeds	1,348,528	1,142,000	1,142,000	645,569	1,142,000	1,140,000	1,140,000	-0.18%	(2,000)
Clerk of Courts	886,768	884,000	884,000	341,463	764,239	804,000	804,000	-9.05%	(80,000)
Circuit Court System	753,691	720,500	720,500	338,761	798,411	750,500	750,500	4.16%	30,000
Court Commissioner	-	-	-	-	-	-	-	0.00%	-
Family Court Commissioner	28,740	26,600	26,600	6,157	19,457	26,100	26,100	-1.88%	(500)
Family Court Program	113,019	109,405	109,405	32,647	87,525	110,405	110,405	0.91%	1,000
Register in Probate	254,921	172,000	172,000	29,181	172,000	182,000	182,000	5.81%	10,000
Corporation Counsel	4,607	2,893	2,893	2,294	2,893	3,239	3,239	11.96%	346
District Attorney	342,763	302,999	319,781	55,736	220,000	278,500	278,500	-8.09%	(24,499)
County Coroner	168,315	157,225	157,225	64,490	155,040	168,525	174,025	10.69%	16,800
Financial Services	85,412	76,200	76,200	58,722	80,294	74,950	74,950	-1.64%	(1,250)
Insurance/Property/Liability	-	-	-	-	-	-	-	0.00%	-
Special Audit & Accounting	679,470	733,661	733,661	441,756	733,661	907,650	907,650	23.72%	173,989
Human Resources	-	-	-	-	-	-	-	0.00%	-
Neg/Med/Arbitration	-	-	-	-	-	-	-	0.00%	-
Unemployment Compensation	-	-	-	-	-	-	-	0.00%	-
Health Care Stabilization Account	-	-	-	-	-	-	-	0.00%	-
Admin. Complex Maintenance	-	-	-	-	-	-	-	0.00%	-
Maintenance - Justice Center	-	-	-	-	-	-	-	0.00%	-
County Property	341,920	343,299	343,299	170,486	343,299	343,300	343,300	0.00%	1
TOTAL GENERAL GOVT SUPPORT	5,402,648	4,830,389	4,847,171	2,227,252	4,661,690	4,948,077	4,953,577	2.55%	123,188
HEALTH									
State/County General Hospital	-	-	-	-	-	-	-	0.00%	-
Humane Association	33,231	32,655	32,655	32,654	32,654	28,456	28,456	-12.86%	(4,199)
TOTAL HEALTH	33,231	32,655	32,655	32,654	32,654	28,456	28,456	-12.86%	(4,199)

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
PUBLIC SAFETY									
Sheriff Administration	1,582,528	1,616,783	1,636,918	902,512	1,645,408	1,675,403	1,675,403	3.63%	58,620
Traffic (Patrol)	7,935,198	8,339,359	8,657,243	3,835,762	8,550,077	8,851,791	8,851,791	6.14%	512,432
Drug Squad	81,353	127,721	127,721	57,683	128,108	140,804	140,804	10.24%	13,083
Law Enforcement Communications	3,352,425	3,928,777	3,928,777	1,979,968	3,738,281	3,913,895	3,913,895	-0.38%	(14,882)
Process Server	88,053	88,183	88,183	43,375	89,250	90,034	90,034	2.10%	1,851
Corrections/Jail	9,992,920	10,592,053	10,622,943	5,133,931	10,305,059	10,596,295	10,596,295	0.04%	4,242
Squad Cars	736,072	857,196	991,446	353,266	954,297	903,610	903,610	5.41%	46,414
Traffic Safety Commission	5,254	5,474	5,474	282	5,211	5,474	5,474	0.00%	-
Criminal Justice Treatment Services	1,098,860	1,175,191	1,175,191	553,274	1,123,065	1,189,157	1,189,157	1.19%	13,966
Emergency Management	307,599	316,598	353,698	174,064	353,591	340,804	340,804	7.65%	24,206
EPCRA	132,124	145,870	145,870	67,859	145,370	147,048	147,048	0.81%	1,178
Disaster - COVID	-	-	-	92,421	2,150,000	-	-	0.00%	-
TOTAL PUBLIC SAFETY	25,312,386	27,193,205	27,733,464	13,194,397	29,187,717	27,854,315	27,854,315	2.43%	661,110
EDUCATION									
UW Extension Office	585,118	636,073	631,573	279,972	589,823	647,439	647,439	1.79%	11,366
County Fair	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0.00%	-
Library-County Aids	1,800,518	1,793,552	1,793,552	1,793,552	1,793,552	1,869,476	1,869,476	4.23%	75,924
1000 Island Environmental Center	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0.00%	-
History Museum	60,000	60,000	60,000	30,000	60,000	60,000	60,000	0.00%	-
UWO-Fox Cities	147,966	149,032	150,160	22,970	150,160	150,160	150,160	0.76%	1,128
TOTAL EDUCATION	2,628,602	2,673,657	2,670,285	2,161,494	2,628,535	2,762,075	2,762,075	3.31%	88,418
RECREATION									
County Parks System	660,372	817,824	842,387	348,866	799,500	818,722	813,694	-0.50%	(4,130)
Plamann Lake	75,869	78,829	78,829	214	6,000	102,897	102,897	30.53%	24,068
Nature Center	362,430	389,330	401,330	172,724	390,650	385,220	385,220	-1.06%	(4,110)
Snowmobile Trails	172,181	90,940	90,940	48,635	88,790	90,940	90,940	0.00%	-
TOTAL RECREATION	1,270,852	1,376,923	1,413,486	570,439	1,284,940	1,397,779	1,392,751	1.15%	15,828

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
PUBLIC SAFETY									
Sheriff Administration	18,945	16,000	16,000	28,281	34,000	15,000	15,000	-6.25%	(1,000)
Traffic (Patrol)	1,344,487	1,372,452	1,710,447	571,738	1,632,659	1,611,833	1,611,833	17.44%	239,381
Drug Squad	-	-	-	-	-	-	-	0.00%	-
Law Enforcement Communications	105,709	115,812	115,812	57,906	114,496	115,045	115,045	-0.66%	(767)
Process Server	74,545	77,000	77,000	27,820	67,000	75,000	75,000	-2.60%	(2,000)
Corrections/Jail	1,825,689	1,670,467	1,670,467	641,803	1,389,641	1,386,533	1,386,533	-17.00%	(283,934)
Squad Cars	93,142	102,300	102,300	29,090	92,470	113,900	113,900	11.34%	11,600
Traffic Safety Commission	-	-	-	-	-	-	-	0.00%	-
Criminal Justice Treatment Services	96,595	107,966	107,966	38,745	63,299	84,416	84,416	-21.81%	(23,550)
Emergency Management	98,628	97,155	97,155	90	97,095	97,796	97,796	0.66%	641
EPCRA	80,570	68,690	68,690	-	68,190	62,797	62,797	-8.58%	(5,893)
Disaster - COVID	-	-	-	76,616	2,150,000	-	-	0.00%	-
TOTAL PUBLIC SAFETY	3,738,310	3,627,842	3,965,837	1,472,089	5,708,850	3,562,320	3,562,320	-1.81%	(65,522)
EDUCATION									
UW Extension Office	12,142	15,450	15,450	789	2,300	14,900	14,900	-3.56%	(550)
County Fair	-	-	-	-	-	-	-	0.00%	-
Library-County Aids	-	-	-	-	-	-	-	0.00%	-
1000 Island Environmental Center	-	-	-	-	-	-	-	0.00%	-
History Museum	-	-	-	-	-	-	-	0.00%	-
UWO-Fox Cities	-	-	-	-	-	-	-	0.00%	-
TOTAL EDUCATION	12,142	15,450	15,450	789	2,300	14,900	14,900	-3.56%	(550)
RECREATION									
County Parks System	42,244	55,232	55,232	16,328	32,500	52,007	52,007	-5.84%	(3,225)
Plamann Lake	80,313	65,000	65,000	-	100	68,000	68,000	4.62%	3,000
Nature Center	31,352	42,000	42,000	8,182	25,000	42,000	42,000	0.00%	-
Snowmobile Trails	171,459	89,790	89,790	4,280	89,790	89,790	89,790	0.00%	-
TOTAL RECREATION	325,368	252,022	252,022	28,790	147,390	251,797	251,797	-0.09%	(225)

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
VETERANS									
Veterans Service Office	418,853	418,881	418,881	173,735	357,924	439,689	439,689	4.97%	20,808
Veterans Relief	20,279	21,245	21,245	437	21,245	21,245	21,245	0.00%	-
Care of Veterans Graves	9,548	12,044	12,044	-	12,044	12,044	12,044	0.00%	-
TOTAL VETERANS	448,680	452,170	452,170	174,172	391,213	472,978	472,978	4.60%	20,808
CONSERVATION & DEVELOPMENT									
Land Conservation	900,338	977,256	1,173,613	456,217	1,132,921	965,321	965,321	-1.22%	(11,935)
Zoning Administration	541,074	626,424	658,424	273,478	656,389	626,285	626,285	-0.02%	(139)
Development and Land Services	604,074	1,204,332	1,267,207	299,597	741,807	1,315,885	1,315,885	9.26%	111,553
Conservation Aids	1,301	-	130	-	130	-	-	0.00%	-
East Central Planning	236,437	240,904	240,904	120,452	240,904	181,009	181,009	-24.86%	(59,895)
TOTAL CONS/DEVELOPMENT	2,283,224	3,048,916	3,340,278	1,149,744	2,772,151	3,088,500	3,088,500	1.30%	39,584
MISCELLANEOUS									
Interest Income	-	-	-	-	-	-	-	0.00%	-
Tax Revenues	86,418	50,000	50,000	-	50,000	50,000	50,000	0.00%	-
Reserve for Contingencies	-	524,491	524,491	-	324,491	400,000	400,000	-23.74%	(124,491)
General Funds Applied	2,732,864	6,720,977	6,737,977	3,737,977	6,287,977	10,524,478	10,524,478	56.59%	3,803,501
TOTAL MISCELLANEOUS	2,819,282	7,295,468	7,312,468	3,737,977	6,662,468	10,974,478	10,974,478	50.43%	3,679,010
TOTAL GENERAL FUND	51,441,152	60,092,068	61,170,345	28,956,924	60,337,435	64,933,590	64,939,090	8.07%	4,847,022

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
VETERANS									
Veterans Service Office	13,620	13,000	13,000	13,300	13,300	13,000	13,000	0.00%	-
Veterans Relief	-	-	-	-	-	-	-	0.00%	-
Care of Veterans Graves	-	-	-	-	-	-	-	0.00%	-
TOTAL VETERANS	13,620	13,000	13,000	13,300	13,300	13,000	13,000	0.00%	-
CONSERVATION & DEVELOPMENT									
Land Conservation	345,483	385,600	472,957	37,530	460,500	366,652	366,652	-4.91%	(18,948)
Zoning Administration	481,509	455,060	455,060	345,410	500,150	475,060	475,060	4.40%	20,000
Development and Land Services	22,516	525,010	525,010	10,305	25,950	521,350	521,350	-0.70%	(3,660)
Conservation Aids	-	-	-	-	-	-	-	0.00%	-
East Central Planning	-	-	-	-	-	-	-	0.00%	-
TOTAL CONS/DEVELOPMENT	849,508	1,365,670	1,453,027	393,245	986,600	1,363,062	1,363,062	-0.19%	(2,608)
MISCELLANEOUS									
Interest Income	2,995,421	2,030,000	2,030,000	987,038	1,655,000	1,580,000	1,580,000	-22.17%	(450,000)
Tax Revenues	4,288,834	4,115,131	4,115,131	721,052	4,081,497	4,000,926	4,000,926	-2.78%	(114,205)
Reserve for Contingencies	-	-	-	-	-	-	-	0.00%	-
General Funds Applied	6,095,687	13,871,942	14,513,980	10,613,074	14,064,221	17,616,821	17,616,821	27.00%	3,744,879
TOTAL MISCELLANEOUS	13,379,942	20,017,073	20,659,111	12,321,164	19,800,718	23,197,747	23,197,747	15.89%	3,180,674
TOTAL GENERAL FUND	23,754,769	30,154,101	31,238,273	16,489,283	31,353,502	33,379,359	33,384,859	10.71%	3,230,758

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
HEALTH AND HUMAN SERVICES									
Public Health	2,209,478	2,637,813	2,637,813	1,170,428	3,169,080	2,810,425	2,810,425	6.54%	172,612
Children/Youth/Family	9,141,171	9,876,643	9,876,643	4,766,878	10,140,068	10,257,194	10,257,194	3.85%	380,551
Aging & Long Term Support	8,472,675	12,514,543	12,514,543	3,203,426	10,187,763	11,829,255	11,829,255	-5.48%	(685,288)
Economic Support	5,532,487	6,154,005	6,154,005	2,902,545	6,165,827	6,654,584	6,654,584	8.13%	500,579
Mental Health/AODA	18,749,201	20,122,879	20,183,134	6,598,148	17,597,053	20,395,379	20,395,379	1.35%	272,500
Youth & Family Services	4,532,760	5,428,163	5,428,163	2,226,905	5,015,413	5,191,456	5,191,456	-4.36%	(236,707)
Management & Support	7,394,046	4,713,139	4,818,849	2,207,940	5,002,843	4,835,437	4,835,437	2.59%	122,298
TOTAL HEALTH & HUMAN SVCS	56,031,818	61,447,185	61,613,150	23,076,270	57,278,047	61,973,730	61,973,730	0.86%	526,545
COUNTY ROADS & BRIDGES									
Administration	-	-	-	-	-	-	-	0.00%	-
CTHS - Maintenance	4,936,063	5,070,000	5,070,000	2,294,225	5,070,000	5,020,000	4,960,000	-2.17%	(110,000)
Construction-Fed/Non-Fed	5,763,626	6,846,080	7,425,892	360,240	7,425,892	2,708,149	2,708,149	-60.44%	(4,137,931)
Bituminous Projects	476,828	852,000	964,424	105,973	964,424	935,076	935,076	9.75%	83,076
County Aids - Bridges	209,181	75,000	398,163	320,809	398,163	584,900	584,900	679.87%	509,900
TOTAL COUNTY ROADS & BRIDGES	11,385,698	12,843,080	13,858,479	3,081,247	13,858,479	9,248,125	9,188,125	-28.46%	(3,654,955)
ENVIRONMENTAL STEWARDSHIP									
Environmental Stewardship	577	-	-	-	-	-	-	0.00%	-
American Trans. Co. Payment	102,241	1,691,502	1,959,897	17,826	659,897	1,536,064	1,536,064	-9.19%	(155,438)
Parks Grants	43,650	-	48,811	-	48,811	-	-	0.00%	-
TOTAL ENVIRON. STEWARDSHIP	146,468	1,691,502	2,008,708	17,826	708,708	1,536,064	1,536,064	-9.19%	(155,438)
WATERSHED PROGRAMS									
TMDL-P & K Land Conservation	695,416	714,139	714,139	208,679	873,800	913,391	913,391	27.90%	199,252
TMDL-Upper Duck Land Conservation	161,966	569,236	569,236	109,200	562,694	336,151	336,151	-40.95%	(233,085)
TMDL-Apple Creek Land Conservation	60,995	400,222	400,222	40,672	410,493	536,700	536,700	34.10%	136,478
TMDL-NEW Land Conservation	91,972	197,136	197,136	71,467	123,925	333,031	333,031	68.93%	135,895
TOTAL WATERSHEDS	1,010,349	1,880,733	1,880,733	430,018	1,970,912	2,119,273	2,119,273	12.68%	238,540
STATE GRANTS									
Septic System Replacement	-	30,000	30,000	-	30,000	-	-	-100.00%	(30,000)
Wildlife Abatement	-	-	-	-	-	-	-	0.00%	-
Land Conservation Grants	568,523	277,709	480,076	16,330	276,968	150,650	150,650	-45.75%	(127,059)
Emergency Management Grants	4,051	-	-	-	-	-	-	0.00%	-
TAD Grant	174,701	178,343	178,343	5,415	169,023	178,343	178,343	0.00%	-
JAG Grant	11,367	58,425	58,425	16,633	43,225	50,230	50,230	-14.03%	(8,195)
TOTAL STATE GRANTS	758,642	544,477	746,844	38,378	519,216	379,223	379,223	-30.35%	(165,254)
JAIL FUND	152,946	180,067	180,067	50,416	171,367	163,367	163,367	-9.27%	(16,700)

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
HEALTH AND HUMAN SERVICES									
Public Health	1,137,021	1,119,037	1,119,037	396,231	1,818,885	1,123,217	1,123,217	0.37%	4,180
Children/Youth/Family	1,145,100	4,214,413	4,214,413	702,688	4,341,030	4,285,771	4,285,771	1.69%	71,358
Aging & Long Term Support	6,665,381	10,261,376	10,261,376	1,551,381	8,162,492	9,910,793	9,910,793	-3.42%	(350,583)
Economic Support	5,086,621	5,155,618	5,155,618	1,728,040	5,220,683	5,532,663	5,532,663	7.31%	377,045
Mental Health/AODA	8,332,371	14,197,310	14,257,565	3,440,039	11,606,908	14,165,956	14,165,956	-0.22%	(31,354)
Youth & Family Services	2,493,594	2,611,225	2,611,225	323,626	2,475,577	2,360,499	2,360,499	-9.60%	(250,726)
Management & Support	9,070,461	923,074	1,028,784	12,308	946,908	980,942	980,942	6.27%	57,868
TOTAL HEALTH & HUMAN SVCS	33,930,549	38,482,053	38,648,018	8,154,313	34,572,483	38,359,841	38,359,841	-0.32%	(122,212)
COUNTY ROADS & BRIDGES									
Administration	9,161,267	9,278,527	10,293,926	1,726,208	10,293,926	5,638,572	5,578,572	-39.88%	(3,699,955)
CTHS - Maintenance	-	-	-	-	-	-	-	0.00%	-
Construction-Fed/Non-Fed	-	-	-	-	-	-	-	0.00%	-
Bituminous Projects	-	-	-	-	-	-	-	0.00%	-
County Aids - Bridges	-	-	-	-	-	-	-	0.00%	-
TOTAL COUNTY ROADS & BRIDGES	9,161,267	9,278,527	10,293,926	1,726,208	10,293,926	5,638,572	5,578,572	-39.88%	(3,699,955)
ENVIRONMENTAL STEWARDSHIP									
Environmental Stewardship	577	-	-	-	-	-	-	0.00%	-
American Trans. Co. Payment	2,044,637	1,691,502	1,959,897	1,893,310	1,906,523	1,536,064	1,536,064	-9.19%	(155,438)
Parks Grants	43,650	-	48,811	-	48,811	-	-	0.00%	-
TOTAL ENVIRON. STEWARDSHIP	2,088,864	1,691,502	2,008,708	1,893,310	1,955,334	1,536,064	1,536,064	-9.19%	(155,438)
WATERSHED PROGRAMS									
TMDL-P & K Land Conservation	695,416	714,139	714,139	32,865	873,800	913,391	913,391	27.90%	199,252
TMDL-Upper Duck Land Conservation	161,966	569,236	569,236	-	562,694	336,151	336,151	-40.95%	(233,085)
TMDL-Apple Creek Land Conservation	60,995	400,222	400,222	-	410,493	536,700	536,700	34.10%	136,478
TMDL-NEW Land Conservation	91,972	197,136	197,136	-	123,925	333,031	333,031	68.93%	135,895
TOTAL WATERSHEDS	1,010,349	1,880,733	1,880,733	32,865	1,970,912	2,119,273	2,119,273	12.68%	238,540
STATE GRANTS									
Septic System Replacement	-	30,000	30,000	-	30,000	-	-	-100.00%	(30,000)
Wildlife Abatement	-	-	-	-	-	-	-	0.00%	-
Land Conservation Grants	568,523	277,709	480,076	6,665	276,968	150,650	150,650	-45.75%	(127,059)
Emergency Management Grants	4,051	-	-	-	-	-	-	0.00%	-
TAD Grant	174,701	178,343	178,343	19,905	169,023	178,343	178,343	0.00%	-
JAG Grant	11,367	58,425	58,425	-	43,225	50,230	50,230	-14.03%	(8,195)
TOTAL STATE GRANTS	758,642	544,477	746,844	26,570	519,216	379,223	379,223	-30.35%	(165,254)
JAIL FUND	168,454	180,067	180,067	84,757	171,367	163,367	163,367	-9.27%	(16,700)

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
LAND RECORDS MODERNIZATION	393,033	342,659	362,659	160,504	258,000	309,491	309,491	-9.68%	(33,168)
OTHER RESTRICTED CONTR/DONAT.	7,476	37,500	37,500	19,964	32,200	17,500	17,500	-53.33%	(20,000)
LOAN FUNDS									
Business Loan / Prosperity Fund	-	280,951	280,951	149,000	265,250	29,315	29,315	-89.57%	(251,636)
Community Development Block Grant	-	801,936	801,936	-	801,936	-	-	-100.00%	(801,936)
TOTAL LOAN FUNDS	-	1,082,887	1,082,887	149,000	1,067,186	29,315	29,315	-97.29%	(1,053,572)
BREWSTER VILLAGE	21,916,487	23,064,938	24,119,786	11,413,760	23,389,000	23,707,869	23,707,869	2.79%	642,931
RECYCLING & SOLID WASTE									
Landfill Operations	17,184,327	22,493,031	23,372,696	8,371,428	21,077,519	20,906,707	20,906,707	-7.05%	(1,586,324)
Recycling Operations	2,533,066	3,260,838	3,260,838	1,272,635	2,618,963	3,280,399	3,280,399	0.60%	19,561
TOTAL RECYCLING SOLID WASTE	19,717,393	25,753,869	26,633,534	9,644,063	23,696,482	24,187,106	24,187,106	-6.08%	(1,566,763)
SINGLE STREAM - MRF	8,021,992	9,805,041	10,113,003	4,779,717	9,142,157	10,364,326	11,164,326	13.86%	1,359,285
AIRPORT FUND									
Airport Operations	12,938,471	13,282,404	13,574,815	4,277,180	10,079,066	12,785,649	12,785,649	-3.74%	(496,755)
Improvements Capital Projects	3,652,753	3,670,000	4,728,200	29,746	1,282,200	3,575,000	3,575,000	-2.59%	(95,000)
Customer Facility Charges	111,155	-	-	-	-	-	-	0.00%	-
Passenger Facility Charge	299,366	3,097,000	6,402,095	1,077,990	8,566,478	370,000	370,000	-88.05%	(2,727,000)
Grant Projects	1,533,463	1,380,000	6,017,355	44,465	4,516,966	3,500,000	3,500,000	153.62%	2,120,000
Grant Projects - Discretionary	11,207,063	-	3,789,216	(19,692)	5,601,632	-	-	0.00%	-
TOTAL AIRPORT	29,742,271	21,429,404	34,511,681	5,409,689	30,046,342	20,230,649	20,230,649	-5.59%	(1,198,755)
HIGHWAY FUND									
Highway Administration	396,703	420,027	420,027	195,986	407,329	373,522	381,147	-9.26%	(38,880)
Maintenance - CTHS	5,011,048	5,070,000	5,070,000	2,299,596	5,070,000	5,020,000	4,960,000	-2.17%	(110,000)
Construction Projects	8,898,222	15,761,744	16,938,464	1,560,405	16,538,464	6,394,538	6,394,538	-59.43%	(9,367,206)
Bituminous Projects	4,446,447	4,255,000	5,176,226	898,931	5,014,666	3,404,000	3,404,000	-20.00%	(851,000)
County & Town Aid Bridges	433,993	150,000	432,149	333,960	432,149	784,900	784,900	423.27%	634,900
Maintenance - Towns & Others	4,169,430	3,400,000	3,400,000	1,203,283	3,400,000	3,300,000	3,300,000	-2.94%	(100,000)
Maintenance - STHS	3,055,939	2,500,000	2,500,000	1,679,963	2,500,000	2,300,000	2,300,000	-8.00%	(200,000)
Cost Incident to Labor	(97,942)	-	-	(1,569)	-	-	-	0.00%	-
Highway Facilities	-	55,000	110,000	72,547	110,000	105,000	105,000	90.91%	50,000
Machinery/Equip./Shop/Overhead	1,171,465	1,148,634	1,554,812	906,671	1,581,281	1,071,583	1,071,583	-6.71%	(77,051)
TOTAL HIGHWAY FUND	27,485,305	32,760,405	35,601,678	9,149,773	35,053,889	22,753,543	22,701,168	-30.71%	(10,059,237)

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
LAND RECORDS MODERNIZATION	476,341	342,659	362,659	298,483	412,659	309,491	309,491	-9.68%	(33,168)
OTHER RESTRICTED CONTR/DONAT.	33,088	43,500	43,500	42,900	42,900	23,500	23,500	-45.98%	(20,000)
LOAN FUNDS									
Business Loan / Prosperity Fund	206,672	344,274	344,274	285,871	285,871	103,976	103,976	-69.80%	(240,298)
Community Development Block Grant	-	801,936	801,936	-	801,936	-	-	-100.00%	(801,936)
TOTAL LOAN FUNDS	206,672	1,146,210	1,146,210	285,871	1,087,807	103,976	103,976	-90.93%	(1,042,234)
BREWSTER VILLAGE	20,240,113	18,221,651	19,276,499	12,250,075	20,675,699	20,039,481	20,039,481	9.98%	1,817,830
RECYCLING & SOLID WASTE									
Landfill Operations	20,062,995	23,379,169	24,431,862	14,223,579	22,664,868	23,721,501	23,721,501	1.46%	342,332
Recycling Operations	3,521,229	2,374,700	2,201,672	1,528,272	2,335,972	2,378,371	2,378,371	0.15%	3,671
TOTAL RECYCLING SOLID WASTE	23,584,224	25,753,869	26,633,534	15,751,851	25,000,840	26,099,872	26,099,872	1.34%	346,003
SINGLE STREAM - MRF	8,217,452	9,805,041	10,113,003	5,837,483	9,642,157	10,364,326	11,164,326	13.86%	1,359,285
AIRPORT FUND									
Airport Operations	23,418,484	17,927,814	24,789,162	13,213,900	21,033,008	17,935,320	17,935,320	0.04%	7,506
Improvements Capital Projects	125,989	-	-	-	-	-	-	0.00%	-
Customer Facility Charges	883,303	618,000	618,000	213,690	278,323	587,617	587,617	-4.92%	(30,383)
Passenger Facility Charge	1,701,864	1,599,590	1,599,590	405,141	550,679	1,047,625	1,047,625	-34.51%	(551,965)
Grant Projects	1,357,653	1,284,000	7,424,329	-	3,909,174	3,100,000	3,100,000	141.43%	1,816,000
Grant Projects - Discretionary	10,010,034	-	80,600	-	5,593,502	-	-	0.00%	-
TOTAL AIRPORT	37,497,327	21,429,404	34,511,681	13,832,731	31,364,686	22,670,562	22,670,562	5.79%	1,241,158
HIGHWAY FUND									
Highway Administration	363,153	420,027	420,027	406,885	429,047	373,522	381,147	-9.26%	(38,880)
Maintenance - CTHS	5,011,048	5,070,000	5,070,000	2,294,225	5,070,000	5,020,000	4,960,000	-2.17%	(110,000)
Construction Projects	8,898,222	15,761,744	16,938,464	1,353,803	16,538,464	6,394,538	6,394,538	-59.43%	(9,367,206)
Bituminous Projects	4,446,447	4,255,000	5,176,226	882,564	5,014,666	3,404,000	3,404,000	-20.00%	(851,000)
County & Town Aid Bridges	433,993	150,000	432,149	320,236	432,149	784,900	784,900	423.27%	634,900
Maintenance - Towns & Others	4,168,069	3,400,000	3,400,000	1,202,152	3,400,000	3,300,000	3,300,000	-2.94%	(100,000)
Maintenance - STHS	3,195,290	2,500,000	2,500,000	1,680,817	2,500,000	2,300,000	2,300,000	-8.00%	(200,000)
Cost Incident to Labor	-	-	-	-	-	-	-	0.00%	-
Highway Facilities	55,000	55,000	110,000	110,000	110,000	105,000	105,000	90.91%	50,000
Machinery/Equip./Shop/Overhead	1,580,406	1,148,634	1,554,812	1,515,973	1,581,281	1,071,583	1,071,583	-6.71%	(77,051)
TOTAL HIGHWAY FUND	28,151,628	32,760,405	35,601,678	9,766,655	35,075,607	22,753,543	22,701,168	-30.71%	(10,059,237)

2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY COST CENTER
EXCLUDING TAX LEVY

EXPENDITURES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
WORKERS COMP INSURANCE	678,271	685,000	685,000	422,626	684,122	722,000	722,000	5.40%	37,000
WMMIC INSURANCE POOL	603,610	560,000	560,000	593,070	674,333	580,000	580,000	3.57%	20,000
VEHICLE PHYSICAL DAMAGE INS.	167,156	154,117	154,117	136,459	150,319	157,567	157,567	2.24%	3,450
OTHER INSURANCE RISK	-	20,000	20,000	-	10,000	20,000	20,000	0.00%	-
DENTAL SELF-INSURANCE FUND	961,368	1,031,897	1,031,897	381,613	895,186	1,026,788	1,026,788	-0.50%	(5,109)
HEALTH CARE STABILIZATION FUND	16,118,521	133,000	133,000	149,205	233,205	100,500	100,500	-24.44%	(32,500)
INFORMATION TECHNOLOGY									
IT General Operations	2,123,936	2,636,306	3,241,474	1,261,654	3,229,464	2,687,222	2,687,222	1.93%	50,916
Administrative Services	171,960	207,952	224,952	66,231	163,932	193,700	193,700	-6.85%	(14,252)
Department Maintenance / 3yr Plan Costs	1,431,021	1,875,967	2,278,616	1,200,869	2,272,588	1,814,900	1,814,900	-3.26%	(61,067)
TOTAL INFORMATION TECHNOLOGY	3,726,917	4,720,225	5,745,042	2,528,754	5,665,984	4,695,822	4,695,822	-0.52%	(24,403)
PARK CONTRIB./IMPROVEMENTS	14,533	17,500	17,500	755	10,000	18,000	18,000	2.86%	500
JAIL ASSESSMENT FEE	130,000	125,000	125,000	125,000	125,000	120,000	120,000	-4.00%	(5,000)
UW EXTENSION FUNDS	51,222	40,045	40,045	13,765	31,765	40,000	40,000	-0.11%	(45)
DEBT SERVICE FUNDS	5,642,025	5,505,382	5,505,382	590,000	5,520,894	6,069,639	6,069,639	10.25%	564,257
CAPITAL PROJECTS FUNDS	11,703,212	16,264,278	20,255,235	3,355,686	14,779,910	20,781,665	18,571,665	14.19%	2,307,387
TOTAL ALL FUNDS	268,007,865	282,212,259	308,193,272	104,674,482	286,310,138	276,285,152	274,768,277	-2.64%	(7,443,982)

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY COST CENTER
EXCLUDING TAX LEVY

REVENUES

DEPARTMENT	2019 ACTUAL	2020 ADOPTED BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATED ACTUAL	2021 PROPOSED BUDGET	2021 ADOPTED BUDGET	PERCENT INCREASE (DECR.) **	DOLLAR INCREASE (DECR.) **
WORKERS COMP INSURANCE	705,852	685,000	685,000	600,738	678,138	722,000	722,000	5.40%	37,000
WMMIC INSURANCE POOL	601,479	560,000	560,000	521,005	539,085	580,000	580,000	3.57%	20,000
VEHICLE PHYSICAL DAMAGE INS.	143,610	154,117	154,117	156,189	159,255	157,567	157,567	2.24%	3,450
OTHER INSURANCE RISK	24,714	20,000	20,000	14,233	17,466	20,000	20,000	0.00%	-
DENTAL SELF-INSURANCE FUND	983,147	1,031,897	1,031,897	522,079	1,010,331	1,026,788	1,026,788	-0.50%	(5,109)
HEALTH CARE STABILIZATION FUND	19,871,029	163,000	163,000	605,060	926,204	152,500	152,500	-6.44%	(10,500)
INFORMATION TECHNOLOGY									-
IT General Operations	3,125,709	2,551,306	3,173,474	2,352,195	3,173,474	2,687,222	2,687,222	5.33%	135,916
Administrative Services	173,798	207,952	207,952	67,371	147,000	193,700	193,700	-6.85%	(14,252)
Department Maintenance / 3yr Plan Costs	1,583,856	1,875,967	2,278,616	520,349	2,272,588	1,814,900	1,814,900	-3.26%	(61,067)
TOTAL INFORMATION TECHNOLOGY	4,883,363	4,635,225	5,660,042	2,939,915	5,593,062	4,695,822	4,695,822	1.31%	60,597
PARK CONTRIB./IMPROVEMENTS	34,337	19,500	19,500	15,617	17,758	21,500	21,500	10.26%	2,000
JAIL ASSESSMENT FEE	138,643	136,000	136,000	64,288	130,000	130,000	130,000	-4.41%	(6,000)
UW EXTENSION FUNDS	51,189	40,045	40,045	13,950	31,690	40,000	40,000	-0.11%	(45)
DEBT SERVICE FUNDS	449,219	5,505,382	5,505,382	97,934	5,507,618	6,069,639	6,069,639	10.25%	564,257
CAPITAL PROJECTS FUNDS	18,196,931	15,533,669	19,524,626	11,237,416	19,529,626	19,771,965	17,561,965	13.06%	2,028,296
TOTAL ALL FUNDS	235,363,252	220,198,034	246,184,942	103,261,779	238,279,328	217,328,231	215,811,356	-1.99%	(4,386,678)

2021 Adopted Budget
Summary of Detail Revenues & Expenditures by Fund Including the Property Tax Levy

	General Fund	Human Services Fund	County Roads & Bridges Fund	Environmental Stewardship Fund	State Grants & Watershed Funds	Jail Fund	Land Records Fund	Other Restricted Contributions / Donation Fund	Jail Assessment Fund	Parks Contribution / Improvement Fund	Business Loan / Prosperity Fund	UW Extension Funds	Brewster Village Fund
Revenues:													
Property Tax Levy	31,554,231	23,613,889	3,609,553	-	-	-	-	-	-	-	-	-	3,668,388
Other Taxes	10,174,668	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	5,350,694	27,990,231	5,578,572	4,000	2,463,496	-	46,000	-	-	-	-	-	1,742,029
Fees, Fines, Costs	4,547,680	1,185,621	-	-	-	26,733	225,000	-	130,000	-	-	-	-
Charge for Services	1,820,629	9,079,711	-	-	-	-	-	-	-	4,000	-	-	17,480,582
Interest Income	850,000	-	-	5,000	-	2,000	-	-	-	-	5,454	-	870
Miscellaneous	2,315,035	104,278	-	-	35,000	130,000	-	20,000	-	6,500	69,207	40,000	21,000
Operating Transfer In	120,000	-	-	-	-	-	-	-	-	-	-	-	-
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Financing Sources Other	8,206,153	-	-	1,527,064	-	4,634	38,491	3,500	-	11,000	29,315	-	795,000
Total Revenues	64,939,090	61,973,730	9,188,125	1,536,064	2,498,496	163,367	309,491	23,500	130,000	21,500	103,976	40,000	23,707,869
Expenditures:													
Salaries	27,951,366	20,099,778	-	-	295,426	-	-	-	-	-	-	-	11,776,368
Fringe Benefits	10,613,439	7,762,119	-	-	97,697	-	-	-	-	-	-	-	4,712,040
Travel Training	299,182	533,550	-	-	22,805	-	21,500	-	-	-	-	-	45,600
Supplies	1,135,338	215,345	-	-	29,500	19,450	6,000	13,000	-	8,000	-	1,000	1,560,768
Purchased Services	16,750,967	32,931,941	4,960,000	71,181	2,047,843	143,917	281,991	4,500	-	5,000	29,315	39,000	3,130,883
Capital Outlay	950,987	249,174	4,228,125	1,464,883	-	-	-	-	-	5,000	-	-	1,360,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	1,122,210
Operating Transfer Out	7,824,478	-	-	-	-	-	-	-	120,000	-	-	-	-
Other	(586,667)	181,823	-	-	5,225	-	-	-	-	-	-	-	-
Total Expenditures	64,939,090	61,973,730	9,188,125	1,536,064	2,498,496	163,367	309,491	17,500	120,000	18,000	29,315	40,000	23,707,869
Excess of revenues over expenditures:	-	-	-	-	-	-	-	6,000	10,000	3,500	74,661	-	-

2021 Adopted Budget
Summary of Detail Revenues & Expenditures by Fund - Including Property Tax Levy - Continued

	Recycling and Solid Waste Fund	Single Stream MRF Fund	Airport Fund	Highway Fund	Workers' Compensation Fund	WMMIC Insurance Fund	Vehicle Physical Damage Fund	Other Insurance Risk Fund	Dental Self-Insurance Fund	Health Care Stabilization Fund	Information Technology Fund	Debt Service Fund	Capital Projects Fund	Total All Funds
Revenues:														
Property Tax Levy	-	-	-	-	-	-	-	-	-	-	-	-	1,009,700	63,455,761
Other Taxes	-	-	-	-	-	-	-	-	-	-	-	6,003,851	2,705,481	18,884,000
Intergovernmental	585,000	500,000	6,519,977	-	-	-	-	-	-	-	-	-	-	50,779,999
Fees, Fines, Costs	-	-	-	72,500	-	-	-	-	-	-	-	-	-	6,187,534
Charge for Services	20,580,501	7,583,891	13,986,035	21,432,938	700,000	450,000	152,067	-	920,000	100,500	4,264,575	-	-	98,555,429
Interest Income	555,000	1,000	160,700	-	22,000	20,000	5,500	6,000	7,710	52,000	-	-	-	1,693,234
Miscellaneous	-	470,035	3,850	23,200	-	60,000	-	-	-	-	-	-	82,680	3,380,785
Operating Transfer In	(120,629)	-	-	-	-	-	-	-	-	-	-	-	9,475,618	9,474,989
Debt Proceeds	4,500,000	1,800,000	2,000,000	-	-	-	-	-	-	-	-	-	1,990,000	10,290,000
Financing Sources Other	-	809,400	-	1,172,530	-	50,000	-	14,000	99,078	-	431,247	65,788	3,308,186	16,565,386
Total Revenues	26,099,872	11,164,326	22,670,562	22,701,168	722,000	580,000	157,567	20,000	1,026,788	152,500	4,695,822	6,069,639	18,571,665	279,267,117
Expenditures:														
Salaries	1,127,317	701,069	1,398,240	5,535,365	43,127	43,127	-	-	-	-	1,314,650	-	-	70,285,833
Fringe Benefits	653,141	383,151	536,640	2,416,815	10,219	10,219	-	-	-	-	515,222	-	-	27,710,702
Travel Training	30,650	10,000	119,050	36,500	900	200	250	-	-	-	22,845	-	-	1,143,032
Supplies	876,450	842,900	2,024,317	10,407,021	700	350	60	-	-	-	313,050	-	-	17,453,249
Purchased Services	14,961,431	4,975,106	5,169,452	3,596,910	667,054	526,104	157,257	20,000	1,026,788	100,500	1,971,660	-	133,604	93,702,404
Capital Outlay	5,695,000	3,690,000	9,800,500	1,142,500	-	-	-	-	-	-	593,811	-	18,438,061	47,618,041
Debt Service	1,129,350	231,692	1,182,450	-	-	-	-	-	-	-	-	6,069,639	-	9,735,341
Operating Transfer Out	-	(120,629)	-	-	-	-	-	-	-	-	-	-	-	7,823,849
Other	(286,233)	451,037	-	(433,943)	-	-	-	-	-	-	(35,416)	-	-	(704,174)
Total Expenditures	24,187,106	11,164,326	20,230,649	22,701,168	722,000	580,000	157,567	20,000	1,026,788	100,500	4,695,822	6,069,639	18,571,665	274,768,277
Excess of revenues over expenditures:	1,912,766	-	2,439,913	-	-	-	-	-	-	52,000	-	-	-	4,498,840

2021 BUDGET
DEPARTMENT TO FUND RELATIONSHIP CHART

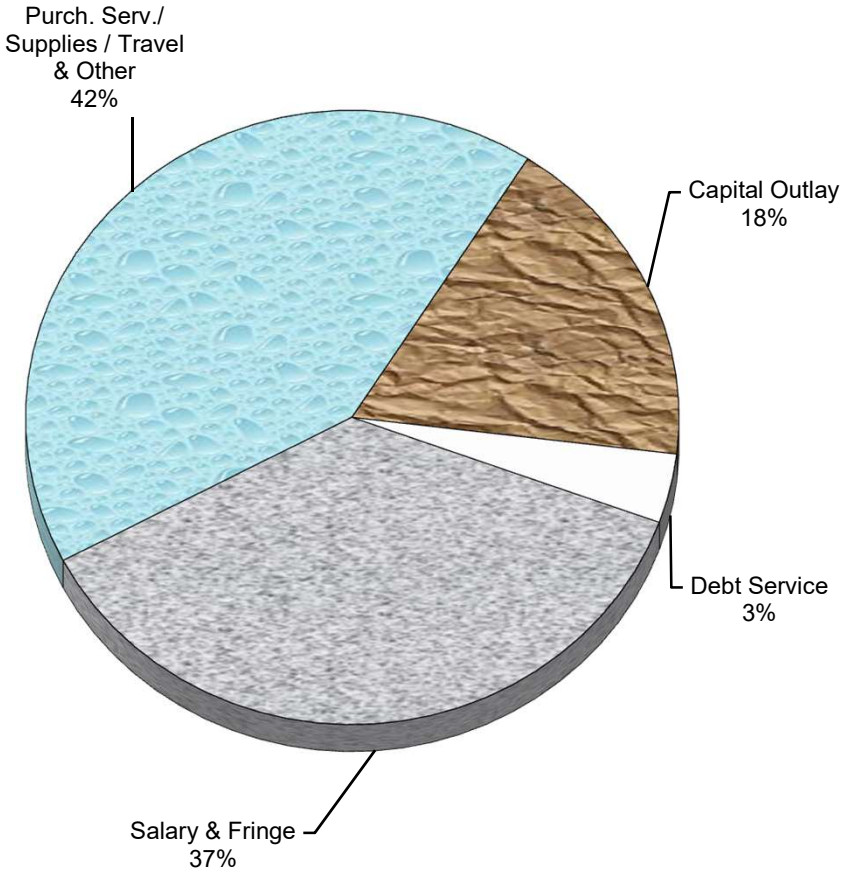
DEPARTMENT/PROGRAM BY FUND	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE
County Executive	X					
County Board Operations	X					
County Clerk	X					
Elections	X					
County Treasurer	X					
Interest Income/Investment Services	X					
Property Listing	X					
Tax Deed Account	X					
Register of Deeds	X					
Clerk of Courts	X					
Circuit Courts & Support	X					
Court Commissioner	X					
Family Court Commissioner	X					
Family Court Program	X					
Register in Probate	X					
Corporation Counsel	X					
District Attorney	X					
County Coroner	X					
Financial Services	X					
Insurance Property & Liability	X					
Special Audit & Accounting	X					
Human Resources	X					
Neg/Med/Arbitration	X					
Unemployment Compensation	X					
Healthcare Stabilization Account	X					
Maintenance - Administration Complex	X					
Maintenance - Justice Center	X					
County Property	X					
State General Hospital	X					
Humane Association	X					
Sheriff Administration	X					
Traffic (Patrol)	X					
Drug Squad	X					
Law Enforcement Communications	X					
Process Server	X					
Corrections/Jail	X					
Squad Cars	X					
Traffic Safety Commission	X					
Criminal Justice Treatment Services	X					
Emergency Management	X					
EPCRA	X					
Disaster Cost Center	X					
UW Extension Office	X					
County Fair	X					
Library County Aids	X					
1000 Island Environmental Center	X					
History Museum	X					
OWLS	X					
UWO-Fox Cities	X					
County Parks System	X					
Plamann Lake	X					
Nature Center	X					
Snowmobile Trails	X					
Veterans Service Office	X					
Veterans Relief	X					
Care of Veterans Graves	X					
Land Conservation	X					
Zoning Administration	X					
Development and Land Services	X					
Conservation Aids	X					

2021 BUDGET
DEPARTMENT TO FUND RELATIONSHIP CHART

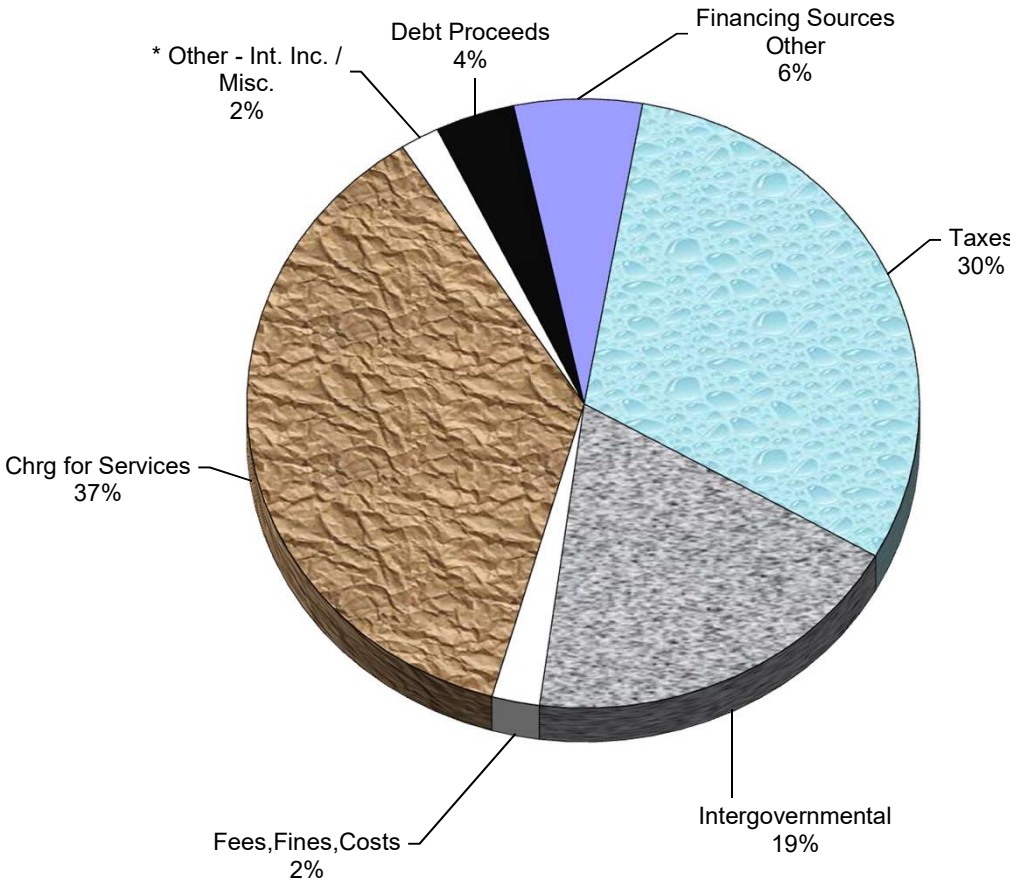
DEPARTMENT/PROGRAM BY FUND	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE
East Central WI Planning	X					
Interest Income/Investment Services	X					
Tax Revenues	X					
Reserve For Contingencies	X					
General Funds Applied/Revenues	X					
Public Health		X				
Children/Youth/Family		X				
Aging & Long Term Support		X				
Economic Support		X				
Mental Health/AODA		X				
Youth & Family Services		X				
Management & Support		X				
County Roads and Bridges		X				
Environmental Stewardship		X				
Watersheds		X				
Septic System Replacement		X				
Wildlife Abatement		X				
Land Conservation Grants		X				
Community Development Block Grant		X				
Emergency Management Grants		X				
TAD/JAG Grants		X				
Jail Fund		X				
Land Records		X				
Other Restricted Contributions		X				
Business Loan/Prosperity Fund		X				
UW Extension Funds		X				
Brewster Village					X	
Landfill Operations					X	
Recycling Operations					X	
Single Stream MRF					X	
Airport Operations					X	
Improvements Capital Projects					X	
Customer Facility Charge					X	
Passenger Facility Charge					X	
Grant Projects					X	
Grant Projects - Discretionary					X	
Highway Administration					X	
Maintenance - CTHS					X	
Construction - Federal/Non Federal					X	
Bituminous Projects					X	
County & Town Aid Bridges					X	
Maintenance - Towns and Others					X	
Maintenance - STHS					X	
Cost Incident to Labor					X	
Highway Facilities					X	
Machinery/Equipment/Shop/Overhead					X	
Workers Compensation						X
WMMIC Insurance Pool						X
Vehicle Phyiscal Damage						X
Other Insurance Risks						X
Dental Self-Insurance Fund						X
HealthCare Stabilization Fund						X
IT General Operations						X
Administrative Services						X
Department Maintenance / 3yr Plan Costs						X
Parks Contributions/Improvements		X				
Jail Assessment		X				
Debt Service			X			
Capital Projects				X		

2021 Adopted Budget

Expenditure & Revenue Distribution



Expenditures



Revenues

Both graphs exclude Operating Transfers In & Out.

** Other revenue includes Interest Income $1,693,234 and Miscellaneous Income of $3,380,785.*

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
GENERAL GOVERNMENT SUPPORT									
County Executive	223,992	80,709	500	2,538	21,443	-	-	-	329,182
County Board Operations	453,303	99,230	28,000	6,050	65,243	-	-	-	651,826
County Clerk	219,036	62,336	4,000	2,550	44,602	3,000	-	-	335,524
Elections	-	-	2,000	5,500	119,963	-	-	-	127,463
County Treasurer	210,431	73,656	8,000	4,650	94,938	-	-	-	391,675
Interest Income/Investment Services	-	-	-	-	50,000	-	-	-	50,000
Property Listing	105,556	43,618	3,200	4,000	57,437	-	-	-	213,811
Tax Deed Account	-	-	-	-	176,211	-	-	-	176,211
Register of Deeds	391,602	183,683	5,900	8,700	72,819	-	-	-	662,704
Clerk of Courts	1,392,329	629,608	6,000	13,375	100,021	-	-	-	2,141,333
Circuit Courts & Support	569,657	215,468	1,500	13,000	613,833	4,500	-	-	1,417,958
Court Commissioner	337,696	109,660	4,000	12,000	26,356	-	-	(72,826)	416,886
Family Court Commissioner	308,669	98,294	3,000	1,160	35,205	-	-	72,826	519,154
Family Court Services	442,039	170,884	9,840	4,545	38,787	-	-	-	666,095
Register in Probate	232,511	102,270	800	2,050	169,961	-	-	-	507,592
Corporation Counsel	658,968	229,264	6,693	6,568	236,110	-	-	(201,593)	936,010
District Attorney	1,341,328	608,353	11,616	43,163	146,031	-	-	-	2,150,491
County Coroner	223,078	48,490	21,488	9,563	233,943	-	-	-	536,562
Financial Services	711,969	281,170	7,300	8,750	164,486	8,400	-	-	1,182,075
Insurance Property & Liability	-	-	250	1,150	456,079	-	-	(455,779)	1,700
Special Audit & Accounting	-	-	-	1,500	60,663	-	-	-	62,163
Human Resources	615,656	209,413	9,065	7,763	95,486	-	-	40,514	977,897
Neg/Med/Arbitration	-	-	-	-	20,000	-	-	-	20,000
Unemployment Compensation	-	20,000	-	-	-	-	-	-	20,000
Healthcare Stabilization Account	-	-	-	-	-	-	-	-	-
Maintenance - Administration Complex	579,534	293,440	2,600	88,951	700,860	-	-	19,722	1,685,107
Maintenance - Justice Center	429,170	173,874	-	76,996	766,707	49,000	-	(29,898)	1,465,849
County Property	-	-	-	13,200	377,556	28,000	-	283,670	702,426
TOTAL GENERAL GOVT SUPPORT	9,446,524	3,733,420	135,752	337,722	4,944,740	92,900	-	(343,364)	18,347,694
HEALTH									
State General Hospital	-	-	-	-	2,843	-	-	-	2,843
Humane Association	-	-	-	-	43,456	-	-	-	43,456
TOTAL HEALTH	-	-	-	-	46,299	-	-	-	46,299

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
GENERAL GOVERNMENT SUPPORT									
County Executive	-	-	-	-	-	1,967	-	-	1,967
County Board Operations	-	11,706	-	-	-	-	-	-	11,706
County Clerk	-	-	54,375	-	-	10	-	-	54,385
Elections	-	-	26,550	-	-	-	-	-	26,550
County Treasurer	-	-	4,000	-	-	-	-	-	4,000
Interest Income/Investment Services	-	-	-	-	-	-	-	-	-
Property Listing	-	-	8,300	-	-	-	-	-	8,300
Tax Deed Account	-	-	52,000	-	-	-	-	-	52,000
Register of Deeds	-	-	1,015,000	-	-	125,000	-	-	1,140,000
Clerk of Courts	-	-	804,000	-	-	-	-	-	804,000
Circuit Courts & Support	-	685,500	65,000	-	-	-	-	-	750,500
Court Commissioner	-	-	-	-	-	-	-	-	-
Family Court Commissioner	-	-	26,100	-	-	-	-	-	26,100
Family Court Services	-	-	110,400	-	-	5	-	-	110,405
Register in Probate	-	-	182,000	-	-	-	-	-	182,000
Corporation Counsel	-	-	-	3,239	-	-	-	-	3,239
District Attorney	-	250,000	28,500	-	-	-	-	-	278,500
County Coroner	-	-	173,950	-	-	75	-	-	174,025
Financial Services	-	-	-	-	-	74,950	-	-	74,950
Insurance Property & Liability	-	-	-	-	-	-	-	-	-
Special Audit & Accounting	-	-	-	149,850	-	757,800	-	-	907,650
Human Resources	-	-	-	-	-	-	-	-	-
Neg/Med/Arbitration	-	-	-	-	-	-	-	-	-
Unemployment Compensation	-	-	-	-	-	-	-	-	-
Healthcare Stabilization Account	-	-	-	-	-	-	-	-	-
Maintenance - Administration Complex	-	-	-	-	-	-	-	-	-
Maintenance - Justice Center	-	-	-	-	-	-	-	-	-
County Property	-	-	-	-	-	343,300	-	-	343,300
TOTAL GENERAL GOVT SUPPORT	-	947,206	2,550,175	153,089	-	1,303,107	-	-	4,953,577
HEALTH									
State General Hospital	-	-	-	-	-	-	-	-	-
Humane Association	-	-	28,456	-	-	-	-	-	28,456
TOTAL HEALTH	-	-	28,456	-	-	-	-	-	28,456

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
PUBLIC SAFETY									
Sheriff Administration	776,486	381,911	12,500	19,438	485,068	-	-	-	1,675,403
Traffic (Patrol)	6,238,480	2,178,490	31,000	89,229	423,870	128,800	-	(238,078)	8,851,791
Drug Squad	78,623	35,521	-	-	26,660	-	-	-	140,804
Law Enforcement Communications	2,178,493	784,756	17,420	10,500	922,726	-	-	-	3,913,895
Process Server	61,284	28,750	-	-	-	-	-	-	90,034
Corrections/Jail	5,705,037	2,156,135	24,000	174,700	2,494,985	41,438	-	-	10,596,295
Squad Cars	29,650	14,947	-	257,084	103,580	498,349	-	-	903,610
Traffic Safety Commission	300	24	125	5,000	25	-	-	-	5,474
Criminal Justice Treatment Services	779,747	319,310	4,000	9,000	82,325	-	-	(5,225)	1,189,157
Emergency Management	149,268	65,849	4,200	36,545	84,942	-	-	-	340,804
EPCRA	95,523	21,466	2,500	16,469	11,090	-	-	-	147,048
TOTAL PUBLIC SAFETY	16,092,891	5,987,159	95,745	617,965	4,635,271	668,587	-	(243,303)	27,854,315
EDUCATION									
UW Extension Office	192,481	86,095	27,500	20,988	320,375	-	-	-	647,439
County Fair	-	-	-	-	25,000	-	-	-	25,000
Library County Aids	-	-	-	-	1,869,476	-	-	-	1,869,476
1000 Island Environmental Center	-	-	-	-	10,000	-	-	-	10,000
History Museum	-	-	-	-	60,000	-	-	-	60,000
UWO - Fox Cities	-	-	-	-	125,160	25,000	-	-	150,160
TOTAL EDUCATION	192,481	86,095	27,500	20,988	2,410,011	25,000	-	-	2,762,075
RECREATION									
County Parks System	411,529	144,507	6,300	53,898	149,460	48,000	-	-	813,694
Plamann Lake	59,092	4,560	-	12,945	6,300	20,000	-	-	102,897
Nature Center	212,432	96,588	2,500	18,800	29,900	25,000	-	-	385,220
Snowmobile Trails	-	-	150	1,000	89,790	-	-	-	90,940
TOTAL RECREATION	683,053	245,655	8,950	86,643	275,450	93,000	-	-	1,392,751

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
PUBLIC SAFETY									
Sheriff Administration	-	-	15,000	-	-	-	-	-	15,000
Traffic (Patrol)	-	50,000	16,250	1,441,188	-	104,395	-	-	1,611,833
Drug Squad	-	-	-	-	-	-	-	-	-
Law Enforcement Communications	-	-	-	115,045	-	-	-	-	115,045
Process Server	-	-	75,000	-	-	-	-	-	75,000
Corrections/Jail	-	30,900	1,061,633	-	-	294,000	-	-	1,386,533
Squad Cars	-	-	-	61,800	-	52,100	-	-	113,900
Traffic Safety Commission	-	-	-	-	-	-	-	-	-
Criminal Justice Treatment Services	-	-	84,416	-	-	-	-	-	84,416
Emergency Management	-	97,696	-	-	-	100	-	-	97,796
EPCRA	-	62,797	-	-	-		-	-	62,797
TOTAL PUBLIC SAFETY	-	241,393	1,252,299	1,618,033	-	450,595	-	-	3,562,320
EDUCATION									
UW Extension Office	-	3,000	-	-	-	11,900	-	-	14,900
County Fair	-	-	-	-	-	-	-	-	-
Library County Aids	-	-	-	-	-	-	-	-	-
1000 Island Environmental Center	-	-	-	-	-	-	-	-	-
History Museum	-	-	-	-	-	-	-	-	-
UWO - Fox Cities	-	-	-	-	-	-	-	-	-
TOTAL EDUCATION	-	3,000	-	-	-	11,900	-	-	14,900
RECREATION									
County Parks System	-	-	15,000	37,007	-	-	-	-	52,007
Plamann Lake	-	-	68,000	-	-	-	-	-	68,000
Nature Center	-	-	33,000	-	-	9,000	-	-	42,000
Snowmobile Trails	-	89,790	-	-	-	-	-	-	89,790
TOTAL RECREATION	-	89,790	116,000	37,007	-	9,000	-	-	251,797

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
VETERANS									
Veterans Service Office	289,070	106,888	7,000	5,075	31,656	-	-	-	439,689
Veterans Relief	75	6	10	-	21,154	-	-	-	21,245
Care of Veterans Graves	-	-	-	-	12,044	-	-	-	12,044
TOTAL VETERANS	289,145	106,894	7,010	5,075	64,854	-	-	-	472,978
CONSERVATION & DEVELOPMENT									
Land Conservation	489,531	174,272	12,400	56,445	192,673	40,000	-	-	965,321
Zoning Administration	333,025	126,481	5,825	7,500	121,954	31,500	-	-	626,285
Development and Land Services	424,716	153,463	6,000	3,000	728,706	-	-	-	1,315,885
Conservation Aids	-	-	-	-	-	-	-	-	-
East Central WI Planning	-	-	-	-	181,009	-	-	-	181,009
TOTAL CONSERVATION & DEVELOPMENT	1,247,272	454,216	24,225	66,945	1,224,342	71,500	-	-	3,088,500
MISCELLANEOUS									
Interest Income/Investment Services	-	-	-	-	-	-	-	-	-
Tax Revenues	-	-	-	-	50,000	-	-	-	50,000
Reserve For Contingencies	-	-	-	-	400,000	-	-	-	400,000
General Funds Applied/Revenues	-	-	-	-	2,700,000	-	-	7,824,478	10,524,478
TOTAL MISCELLANEOUS	-	-	-	-	3,150,000	-	-	7,824,478	10,974,478
TOTAL GENERAL FUND	27,951,366	10,613,439	299,182	1,135,338	16,750,967	950,987	-	7,237,811	64,939,090

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
VETERANS									
Veterans Service Office	-	13,000	-	-	-	-	-	-	13,000
Veterans Relief	-	-	-	-	-	-	-	-	-
Care of Veterans Graves	-	-	-	-	-	-	-	-	-
TOTAL VETERANS	-	13,000	-	-	-	-	-	-	13,000
CONSERVATION & DEVELOPMENT									
Land Conservation	-	309,379	7,000	10,000	-	40,273	-	-	366,652
Zoning Administration	-	-	475,000	-	-	60	-	-	475,060
Development and Land Services	-	-	18,750	2,500	-	500,100	-	-	521,350
Conservation Aids	-	-	-	-	-	-	-	-	-
East Central WI Planning	-	-	-	-	-	-	-	-	-
TOTAL CONSERVATION & DEVELOPMENT	-	309,379	500,750	12,500	-	540,433	-	-	1,363,062
MISCELLANEOUS									
Interest Income/Investment Services	730,000	-	-	-	850,000	-	-	-	1,580,000
Tax Revenues	154,000	3,746,926	100,000	-	-	-	-	-	4,000,926
Reserve For Contingencies	-	-	-	-	-	-	-	-	-
General Funds Applied/Revenues	9,290,668	-	-	-	-	-	120,000	8,206,153	17,616,821
TOTAL MISCELLANEOUS	10,174,668	3,746,926	100,000	-	850,000	-	120,000	8,206,153	23,197,747
TOTAL GENERAL FUND	10,174,668	5,350,694	4,547,680	1,820,629	850,000	2,315,035	120,000	8,206,153	33,384,859

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
HEALTH AND HUMAN SERVICES									
Public Health	1,826,044	694,946	72,795	56,041	167,890	8,600	-	(15,891)	2,810,425
Children/Youth/Family	3,937,894	1,495,161	119,656	2,838	5,385,118	-	-	(683,473)	10,257,194
Aging & Long Term Support	1,860,872	708,216	63,654	11,086	8,253,873	231,600	-	699,954	11,829,255
Economic Support	3,534,995	1,488,302	19,685	6,864	1,318,924	8,974	-	276,840	6,654,584
Mental Health/AODA	5,223,252	1,932,587	160,868	32,586	13,146,086	-	-	(100,000)	20,395,379
Youth & Family Services	2,455,643	826,075	65,159	42,411	1,802,168	-	-	-	5,191,456
Management & Support	1,261,078	616,832	31,733	63,519	2,857,882	-	-	4,393	4,835,437
TOTAL HEALTH AND HUMAN SERVICES	20,099,778	7,762,119	533,550	215,345	32,931,941	249,174	-	181,823	61,973,730
COUNTY ROADS & BRIDGES	-	-	-	-	4,960,000	4,228,125	-	-	9,188,125
ENVIRONMENTAL STEWARDSHIP									
Environmental Stewardship	-	-	-	-	-	-	-	-	-
American Trans. Co. Payment	-	-	-	-	71,181	1,464,883	-	-	1,536,064
Parks Grants	-	-	-	-	-	-	-	-	-
TOTAL ENVIRONMENTAL STEWARDSHIP	-	-	-	-	71,181	1,464,883	-	-	1,536,064
WATERSHEDS									
TMDL-P & K Land Conservation	124,706	41,385	4,300	2,500	740,500	-	-	-	913,391
TMDL-Upper Duck Land Conservation	56,706	26,445	-	3,000	250,000	-	-	-	336,151
TMDL-Apple Creek Land Conservation	27,074	9,626	-	-	500,000	-	-	-	536,700
TMDL-NEW Land Conservation	54,890	8,141	-	-	270,000	-	-	-	333,031
TOTAL WATERSHEDS	263,376	85,597	4,300	5,500	1,760,500	-	-	-	2,119,273
STATE GRANTS									
Septic System Replacement	-	-	-	-	-	-	-	-	-
Wildlife Abatement	-	-	-	-	-	-	-	-	-
Land Conservation Grants	32,050	12,100	-	-	106,500	-	-	-	150,650
Emergency Management Grants	-	-	-	-	-	-	-	-	-
TAD Grant	-	-	12,500	14,000	151,843	-	-	-	178,343
JAG Grant	-	-	6,005	10,000	29,000	-	-	5,225	50,230
TOTAL STATE GRANTS	32,050	12,100	18,505	24,000	287,343	-	-	5,225	379,223
JAIL FUND	-	-	-	19,450	143,917	-	-	-	163,367
LAND RECORDS MODERNIZATION	-	-	21,500	6,000	281,991	-	-	-	309,491

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
HEALTH AND HUMAN SERVICES									
Public Health	-	764,996	348,683	5,544	-	3,994	-	-	1,123,217
Children/Youth/Family	-	3,811,138	474,483	-	-	150	-	-	4,285,771
Aging & Long Term Support	-	9,691,143	-	219,650	-	-	-	-	9,910,793
Economic Support	-	5,503,214	29,449	-	-	-	-	-	5,532,663
Mental Health/AODA	-	5,169,337	180,288	8,816,331	-	-	-	-	14,165,956
Youth & Family Services	-	2,215,101	107,394	37,104	-	900	-	-	2,360,499
Management & Support	-	835,302	45,324	1,082	-	99,234	-	-	980,942
TOTAL HEALTH AND HUMAN SERVICES	-	27,990,231	1,185,621	9,079,711	-	104,278	-	-	38,359,841
COUNTY ROADS & BRIDGES	-	5,578,572	-	-	-	-	-		5,578,572
ENVIRONMENTAL STEWARDSHIP									
Environmental Stewardship	-	-	-	-	-	-	-	-	-
American Trans. Co. Payment	-	4,000	-	-	5,000	-	-	1,527,064	1,536,064
Parks Grants	-	-	-	-	-	-	-	-	-
TOTAL ENVIRONMENTAL STEWARDSHIP	-	4,000	-	-	5,000	-	-	1,527,064	1,536,064
WATERSHEDS									
TMDL-P & K Land Conservation	-	913,391	-	-	-	-	-	-	913,391
TMDL-Upper Duck Land Conservation	-	336,151	-	-	-	-	-	-	336,151
TMDL-Apple Creek Land Conservation	-	536,700	-	-	-	-	-	-	536,700
TMDL-NEW Land Conservation	-	333,031	-	-	-	-	-	-	333,031
TOTAL WATERSHEDS	-	2,119,273	-	-	-	-	-	-	2,119,273
STATE GRANTS									
Septic System Replacement	-	-	-	-	-	-	-	-	-
Wildlife Abatement	-	-	-	-	-	-	-	-	-
Land Conservation Grants	-	115,650	-	-	-	35,000	-	-	150,650
Emergency Management Grants	-	-	-	-	-	-	-	-	-
TAD Grant	-	178,343	-	-	-	-	-	-	178,343
JAG Grant	-	50,230	-	-	-	-	-	-	50,230
TOTAL STATE GRANTS	-	344,223	-	-	-	35,000	-	-	379,223
JAIL FUND	-	-	26,733	-	2,000	130,000	-	4,634	163,367
LAND RECORDS MODERNIZATION	-	46,000	225,000	-	-	-	-	38,491	309,491

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
OTHER RESTRICTED CONTR/DONATIONS	-	-	-	13,000	4,500	-	-	-	17,500
LOAN FUNDS									
Business Loan / Prosperity Fund	-	-	-	-	29,315	-	-	-	29,315
Community Development Block Grant	-	-	-	-	-	-	-	-	-
TOTAL LOAN FUNDS	-	-	-	-	29,315	-	-	-	29,315
BREWSTER VILLAGE	11,776,368	4,712,040	45,600	1,560,768	3,130,883	1,360,000	1,122,210	-	23,707,869
RECYCLING & SOLID WASTE									
Landfill Operations	1,034,001	598,645	21,900	862,750	11,851,294	5,695,000	1,129,350	(286,233)	20,906,707
Recycling Operations	93,316	54,496	8,750	13,700	3,110,137	-	-	-	3,280,399
TOTAL RECYCLING & SOLID WASTE	1,127,317	653,141	30,650	876,450	14,961,431	5,695,000	1,129,350	(286,233)	24,187,106
SINGLE STREAM MRF	701,069	383,151	10,000	842,900	4,975,106	3,690,000	231,692	330,408	11,164,326
AIRPORT									
Airport Operations	1,398,240	536,640	119,050	2,024,317	5,169,452	2,355,500	1,182,450	-	12,785,649
Improvements Capital Projects	-	-	-	-	-	3,575,000	-	-	3,575,000
Customer Facility Charge	-	-	-	-	-	-	-	-	-
Passenger Facility Charge	-	-	-	-	-	370,000	-	-	370,000
Grant Projects	-	-	-	-	-	3,500,000	-	-	3,500,000
Grant Projects - Discretionary	-	-	-	-	-	-	-	-	-
TOTAL AIRPORT	1,398,240	536,640	119,050	2,024,317	5,169,452	9,800,500	1,182,450	-	20,230,649
HIGHWAY									
Highway Administration	375,718	162,255	5,000	8,088	102,586	7,500	-	(280,000)	381,147
Maintenance - CTHS	1,400,423	-	15,000	2,092,794	171,448	-	-	1,280,335	4,960,000
Construction - Federal/Non Federal	1,004,691	-	-	2,289,848	2,145,548	-	-	954,451	6,394,538
Bituminous Projects	312,552	-	-	2,208,924	191,000	-	-	691,524	3,404,000
County & Town Aid Bridges	84,248	-	-	201,146	396,900	-	-	102,606	784,900
Maintenance - Towns and Others	441,077	-	-	1,820,111	-	-	-	1,038,812	3,300,000
Maintenance - STHS	732,921	-	-	297,072	-	-	-	1,270,007	2,300,000
Cost Incident to Labor	673,900	2,254,560	14,000	-	-	-	-	(2,942,460)	-
Highway Facilities	-	-	-	-	-	105,000	-	-	105,000
Machinery/Equipment/Shop/Overhead	509,835	-	2,500	1,489,038	589,428	1,030,000	-	(2,549,218)	1,071,583
TOTAL HIGHWAY	5,535,365	2,416,815	36,500	10,407,021	3,596,910	1,142,500	-	(433,943)	22,701,168

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
OTHER RESTRICTED CONTR/DONATIONS	-	-	-	-	-	20,000	-	3,500	23,500
LOAN FUNDS									
Business Loan / Prosperity Fund	-	-	-	-	5,454	69,207	-	29,315	103,976
Community Development Block Grant	-	-	-	-	-	-	-	-	-
TOTAL LOAN FUNDS	-	-	-	-	5,454	69,207	-	29,315	103,976
BREWSTER VILLAGE	-	1,742,029	-	17,480,582	870	21,000	-	795,000	20,039,481
RECYCLING & SOLID WASTE									
Landfill Operations	-	-	-	18,666,501	555,000	-	-	4,500,000	23,721,501
Recycling Operations	-	585,000	-	1,914,000	-	-	(120,629)	-	2,378,371
TOTAL RECYCLING & SOLID WASTE	-	585,000	-	20,580,501	555,000	-	(120,629)	4,500,000	26,099,872
SINGLE STREAM MRF	-	500,000	-	7,583,891	1,000	470,035	-	2,609,400	11,164,326
AIRPORT									
Airport Operations	-	3,419,977	-	12,360,793	150,700	3,850	-	2,000,000	17,935,320
Improvements Capital Projects	-	-	-	-	-	-	-	-	-
Customer Facility Charge	-	-	-	582,617	5,000	-	-	-	587,617
Passenger Facility Charge	-	-	-	1,042,625	5,000	-	-	-	1,047,625
Grant Projects	-	3,100,000	-	-	-	-	-	-	3,100,000
Grant Projects - Discretionary	-	-	-	-	-	-	-	-	-
TOTAL AIRPORT	-	6,519,977	-	13,986,035	160,700	3,850	-	2,000,000	22,670,562
HIGHWAY									
Highway Administration	-	-	72,500	-	-	7,000	-	301,647	381,147
Maintenance - CTHS	-	-	-	4,960,000	-	-	-	-	4,960,000
Construction - Federal/Non Federal	-	-	-	6,394,538	-	-	-	-	6,394,538
Bituminous Projects	-	-	-	3,404,000	-	-	-	-	3,404,000
County & Town Aid Bridges	-	-	-	784,900	-	-	-	-	784,900
Maintenance - Towns and Others	-	-	-	3,300,000	-	-	-	-	3,300,000
Maintenance - STHS	-	-	-	2,300,000	-	-	-	-	2,300,000
Cost Incident to Labor	-	-	-	-	-	-	-	-	-
Highway Facilities	-	-	-	-	-	-	-	105,000	105,000
Machinery/Equipment/Shop/Overhead	-	-	-	289,500	-	16,200	-	765,883	1,071,583
TOTAL HIGHWAY	-	-	72,500	21,432,938	-	23,200	-	1,172,530	22,701,168

2021 ADOPTED BUDGET
EXPENDITURES DETAIL

DEPARTMENT/AGENCY	SALARIES	FRINGES	TRAVEL	SUPPLIES	PUR SERV	CAPITAL	DEBT	OTHER	TOTAL
WORKERS COMPENSATION INSURANCE	43,127	10,219	900	700	667,054	-	-	-	722,000
WMMIC INSURANCE POOL	43,127	10,219	200	350	526,104	-	-	-	580,000
VEHICLE PHYSICAL DAMAGE	-	-	250	60	157,257	-	-	-	157,567
OTHER INSURANCE RISK	-	-	-	-	20,000	-	-	-	20,000
DENTAL SELF-INSURANCE FUND	-	-	-	-	1,026,788	-	-	-	1,026,788
HEALTH CARE STABILIZATION FUND	-	-	-	-	100,500	-	-	-	100,500
INFORMATION TECHNOLOGY									
IT General Operations	1,219,974	469,132	22,545	302,785	200,056	472,730	-	-	2,687,222
Administrative Services	94,676	46,090	300	5,500	82,550	-	-	(35,416)	193,700
Department Maintenance / 3yr Plan Costs	-	-	-	4,765	1,689,054	121,081	-	-	1,814,900
TOTAL INFORMATION TECHNOLOGY	1,314,650	515,222	22,845	313,050	1,971,660	593,811	-	(35,416)	4,695,822
PARKS CONTRIBUTIONS/IMPROVEMENT	-	-	-	8,000	5,000	5,000	-	-	18,000
JAIL ASSESSMENT	-	-	-	-	-	-	-	120,000	120,000
UW EXTENSION FUNDS	-	-	-	1,000	39,000	-	-	-	40,000
DEBT SERVICE FUNDS	-	-	-	-	-	-	6,069,639	-	6,069,639
CAPITAL PROJECT FUNDS	-	-	-	-	133,604	18,438,061	-	-	18,571,665
TOTAL ALL FUNDS	70,285,833	27,710,702	1,143,032	17,453,249	93,702,404	47,618,041	9,735,341	7,119,675	274,768,277

2021 ADOPTED BUDGET
REVENUES DETAIL

DEPARTMENT/AGENCY	TAXES	INTER-GOVERN	FEES, FINES COSTS	CHG FOR SERVICES	INTEREST INCOME	MISC	OPER TRANS IN	FIN SOURCE OTHER	TOTAL
WORKERS COMPENSATION INSURANCE	-	-	-	700,000	22,000	-	-	-	722,000
WMMIC INSURANCE POOL	-	-	-	450,000	20,000	60,000	-	50,000	580,000
VEHICLE PHYSICAL DAMAGE	-	-	-	152,067	5,500	-	-	-	157,567
OTHER INSURANCE RISK	-	-	-	-	6,000	-	-	14,000	20,000
DENTAL SELF-INSURANCE FUND	-	-	-	920,000	7,710	-	-	99,078	1,026,788
HEALTH CARE STABILIZATION FUND	-	-	-	100,500	52,000	-	-	-	152,500
INFORMATION TECHNOLOGY									
IT General Operations	-	-	-	2,255,975	-	-	-	431,247	2,687,222
Administrative Services	-	-	-	193,700	-	-	-	-	193,700
Department Maintenance / 3yr Plan Costs	-	-	-	1,814,900	-	-	-	-	1,814,900
TOTAL INFORMATION TECHNOLOGY	-	-	-	4,264,575	-	-	-	431,247	4,695,822
PARKS CONTRIBUTIONS/IMPROVEMENT	-	-	-	4,000	-	6,500	-	11,000	21,500
JAIL ASSESSMENT	-	-	130,000	-	-	-	-	-	130,000
UW EXTENSION FUNDS	-	-	-	-	-	40,000	-	-	40,000
DEBT SERVICE FUNDS	6,003,851	-	-	-	-	-	-	65,788	6,069,639
CAPITAL PROJECT FUNDS	2,705,481	-	-	-	-	82,680	9,475,618	5,298,186	17,561,965
TOTAL ALL FUNDS	18,884,000	50,779,999	6,187,534	98,555,429	1,693,234	3,380,785	9,474,989	26,855,386	215,811,356

2021 ADOPTED BUDGET
SUMMARY OF MAJOR FUNDS AND NON-MAJOR FUNDS IN THE AGGREGATE FOR THE PRIOR YEAR, CURRENT YEAR ESTIMATE AND ADOPTED BUDGET
BUDGETARY BASIS OF ACCOUNTING

	Major Fund General Fund			Major Special Revenue Fund & Human Services		Health	Major Special Revenue Fund County Roads & Bridges		
	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget
FINANCIAL SOURCES									
Property Tax Levy	35,309,694	29,937,967	31,554,231	22,621,221	22,965,132	23,613,889	3,488,902	3,564,553	3,609,553
Other Taxes	1,164,154	10,002,219	10,174,668	-	-	-	-	-	-
Intergovernmental	5,848,907	5,788,137	5,350,694	24,030,837	26,883,488	27,990,231	7,060,081	8,968,118	5,578,572
Fees, Fines, Costs	5,654,594	4,353,231	4,547,680	1,207,067	1,046,804	1,185,621	-	-	-
Charges for Services	1,403,922	1,549,697	1,820,629	8,428,400	6,537,407	9,079,711	-	-	-
Interest Income	2,073,954	975,000	850,000	-	-	-	-	-	-
Miscellaneous	1,527,850	3,761,906	2,315,035	260,174	104,784	104,278	-	-	-
Operating Transfer In	2,292,810	141,000	120,000	4,075	-	-	95,733	-	-
Debt Proceeds	-	-	-	-	-	-	-	-	-
Financing Sources Other	3,788,578	4,782,312	8,206,153	54,476	105,710	-	2,005,453	1,325,808	-
Total Financial Sources	59,064,463	61,291,469	64,939,090	56,606,250	57,643,325	61,973,730	12,650,169	13,858,479	9,188,125
FINANCIAL USES									
Salaries	25,492,511	26,483,793	27,951,366	18,102,208	18,721,182	20,099,778	-	-	-
Fringe Benefits	10,203,474	10,152,225	10,613,439	7,697,231	7,399,137	7,762,119	-	-	-
Travel Training	199,162	142,997	299,182	485,585	392,705	533,550	-	-	-
Supplies	1,030,812	1,240,061	1,135,338	167,721	221,807	215,345	-	-	-
Purchased Services	11,548,780	17,874,267	16,750,967	29,253,306	30,082,237	32,931,941	4,936,063	5,070,000	4,960,000
Capital Outlay	758,956	1,313,740	950,987	162,347	281,319	249,174	6,449,635	8,788,479	4,228,125
Debt Service	-	-	-	-	-	-	-	-	-
Operating Transfer Out	2,732,864	3,737,977	7,824,478	268,731	-	-	-	-	-
Other	(525,406)	(607,625)	(586,667)	163,411	179,660	181,823	-	-	-
Total Financial Uses	51,441,153	60,337,435	64,939,090	56,300,540	57,278,047	61,973,730	11,385,698	13,858,479	9,188,125
Net Change	7,623,310	954,034	-	305,710	365,278	-	1,264,471	-	-

2021 ADOPTED BUDGET
SUMMARY OF MAJOR FUNDS AND NON-MAJOR FUNDS IN THE AGGREGATE FOR THE PRIOR YEAR, CURRENT YEAR ESTIMATE AND ADOPTED BUDGET
BUDGETARY BASIS OF ACCOUNTING

	All Other Non-Major Funds - Aggregate			Major Business-Type Fund Airport			Major Business-Type Fund Solid Waste		
	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget
FINANCIAL SOURCES									
Property Tax Levy	6,162,887	815,609	1,009,700	-	-	-	-	-	-
Other Taxes	-	7,859,332	8,709,332	-	-	-	-	-	-
Intergovernmental	1,808,028	2,581,580	2,513,496	11,493,676	12,781,096	6,519,977	585,315	584,419	585,000
Fees, Fines, Costs	403,115	403,132	381,733	-	-	-	-	-	-
Charges for Services	25,244,524	6,899,409	6,591,142	17,709,547	10,995,482	13,986,035	20,198,686	18,866,646	20,580,501
Interest Income	311,596	196,512	125,664	408,081	255,521	160,700	843,319	820,000	555,000
Miscellaneous	512,286	1,074,487	443,387	20,543	33,350	3,850	41,970	166	-
Operating Transfer In	3,347,731	3,737,977	9,475,618	300	-	-	325	110,742	-
Debt Proceeds	6,749,478	5,800,000	1,990,000	1,355,000	-	2,000,000	-	-	4,500,000
Financing Sources Other	12,834,556	11,747,999	5,582,303	6,510,181	7,299,237	-	873,342	4,618,867	-
Total Financial Sources	57,374,201	41,116,037	36,822,375	37,497,328	31,364,686	22,670,562	22,542,957	25,000,840	26,220,501
FINANCIAL USES									
Salaries	1,556,734	1,597,795	1,696,330	1,446,431	1,347,176	1,398,240	1,029,216	1,075,239	1,127,317
Fringe Benefits	663,719	582,807	633,357	524,440	514,329	536,640	288,362	574,229	653,141
Travel Training	40,872	36,725	68,500	107,063	58,039	119,050	14,254	10,366	30,650
Supplies	314,252	422,339	391,110	3,116,128	1,688,710	2,024,317	705,529	532,990	876,450
Purchased Services	21,893,175	8,500,201	7,225,714	4,605,363	4,702,718	5,169,452	14,484,029	13,490,083	14,961,431
Capital Outlay	10,990,939	16,701,321	20,501,755	17,392,201	20,488,595	9,800,500	1,443,580	6,406,325	5,695,000
Debt Service	5,579,924	5,520,894	6,069,639	2,548,395	1,246,775	1,182,450	1,750,330	1,607,250	1,129,350
Operating Transfer Out	1,281,573	-	120,000	2,250	-	-	2,250	-	120,629
Other	-	146,225	(30,191)	-	-	-	-	-	(286,233)
Total Financial Uses	42,321,188	33,508,307	36,676,214	29,742,271	30,046,342	20,230,649	19,717,550	23,696,482	24,307,735
Net Change	15,053,013	7,607,730	146,161	7,755,057	1,318,344	2,439,913	2,825,407	1,304,358	1,912,766

2021 ADOPTED BUDGET
SUMMARY OF MAJOR FUNDS AND NON-MAJOR FUNDS IN THE AGGREGATE FOR THE PRIOR YEAR, CURRENT YEAR ESTIMATE AND ADOPTED BUDGET
BUDGETARY BASIS OF ACCOUNTING

	Major Business-Type Fund Single Stream			Major Business-Type Fund Brewster Village			Major Business-Type Fund Highway		
	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget	2019 Actual	2020 Estimated Actual	2021 Adopted Budget
FINANCIAL SOURCES									
Property Tax Levy	-	-	-	4,886,978	4,843,287	3,668,388	-	-	-
Other Taxes	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	500,000	2,377,090	1,983,150	1,742,029	-	-	-
Fees, Fines, Costs	-	-	-	-	-	-	69,464	62,500	72,500
Charges for Services	7,486,127	7,533,482	7,583,891	16,659,422	17,263,962	17,480,582	26,521,991	33,242,748	21,432,938
Interest Income	47,262	18,354	1,000	1,378	993	870	-	-	-
Miscellaneous	582,355	36,713	470,035	27,977	22,796	21,000	24,884	18,020	23,200
Operating Transfer In	-	-	-	3,700	-	-	1,000	-	-
Debt Proceeds	-	-	1,800,000	-	-	-	-	-	-
Financing Sources Other	101,708	2,053,608	809,400	1,170,546	1,404,798	795,000	1,729,810	1,752,339	1,172,530
Total Financial Sources	8,217,452	9,642,157	11,164,326	25,127,091	25,518,986	23,707,869	28,347,149	35,075,607	22,701,168
FINANCIAL USES									
Salaries	708,666	665,643	701,069	10,914,857	11,013,628	11,776,368	5,218,906	4,957,278	5,535,365
Fringe Benefits	467,236	419,362	383,151	4,785,119	4,613,733	4,712,040	2,726,258	2,981,157	2,416,815
Travel Training	9,948	897	10,000	33,413	17,533	45,600	27,921	21,400	36,500
Supplies	784,509	551,748	842,900	1,399,264	1,453,657	1,560,768	13,429,585	12,472,600	10,407,021
Purchased Services	4,015,566	4,741,945	4,975,106	2,789,171	3,120,622	3,130,883	4,658,762	14,396,468	3,596,910
Capital Outlay	936,542	1,980,376	3,690,000	500,743	1,731,407	1,360,000	1,403,404	1,919,291	1,142,500
Debt Service	227,902	219,842	231,692	1,491,670	1,438,420	1,122,210	-	-	-
Operating Transfer Out	37,298	110,742	(120,629)	2,250	-	-	-	-	-
Other	834,325	451,602	451,037	-	-	-	(230,664)	(1,694,305)	(433,943)
Total Financial Uses	8,021,992	9,142,157	11,164,326	21,916,487	23,389,000	23,707,869	27,234,172	35,053,889	22,701,168
Net Change	195,460	500,000	-	3,210,604	2,129,986	-	1,112,977	21,718	-

2021 ADOPTED BUDGET
SUMMARY OF MAJOR FUNDS AND NON-MAJOR FUNDS IN THE AGGREGATE FOR THE PRIOR YEAR, CURRENT YEAR ESTIMATE AND ADOPTED BUDGET
BUDGETARY BASIS OF ACCOUNTING

All Funds

	2019 Actual	2020 Estimated Actual	2021 Adopted Budget
FINANCIAL SOURCES			
Property Tax Levy	72,469,682	62,126,548	63,455,761
Other Taxes	1,164,154	17,861,551	18,884,000
Intergovernmental	53,203,934	59,569,988	50,779,999
Fees, Fines, Costs	7,334,240	5,865,667	6,187,534
Charges for Services	123,652,619	102,888,833	98,555,429
Interest Income	3,685,590	2,266,380	1,693,234
Miscellaneous	2,998,039	5,052,222	3,380,785
Operating Transfer In	5,745,674	3,989,719	9,595,618
Debt Proceeds	8,104,478	5,800,000	10,290,000
Financing Sources Other	29,068,650	35,090,678	16,565,386
Total Financial Sources	307,427,060	300,511,586	279,387,746
FINANCIAL USES			
Salaries	64,469,529	65,861,734	70,285,833
Fringe Benefits	27,355,839	27,236,979	27,710,702
Travel Training	918,218	680,662	1,143,032
Supplies	20,947,800	18,583,912	17,453,249
Purchased Services	98,184,215	101,978,541	93,702,404
Capital Outlay	40,038,347	59,610,853	47,618,041
Debt Service	11,598,221	10,033,181	9,735,341
Operating Transfer Out	4,327,216	3,848,719	7,944,478
Other	241,666	(1,524,443)	(704,174)
Total Financial Uses	268,081,051	286,310,138	274,888,906
Net Change	39,346,009	14,201,448	4,498,840

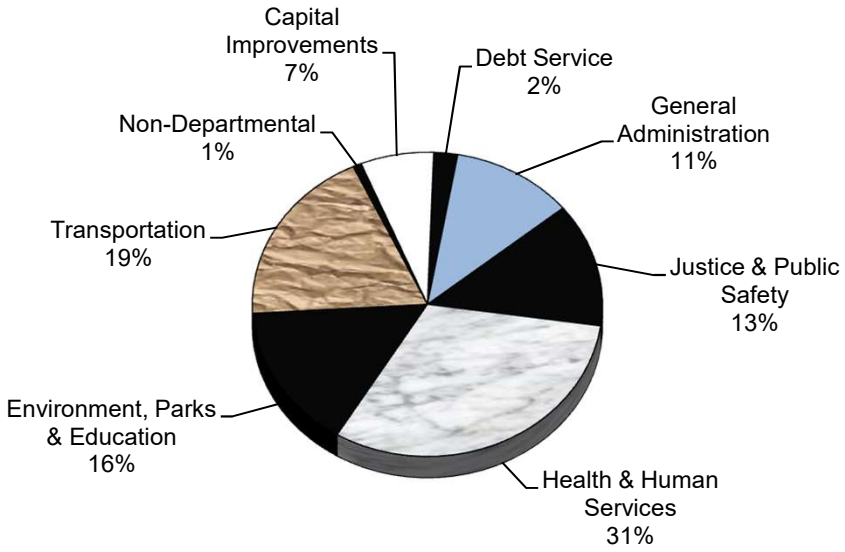
Outagamie County - 2021 Adopted Budget
Comparative Summary of Revenues & Expenditures by Program Area

Revenues:	2020 Adopted Budget	Percent of Total	2021 Adopted Budget	Percent of Total
Property Tax Levy	$ 62,126,548	22.01%	$ 63,455,761	22.72%
Other Taxes	20,959,300	7.42%	18,884,000	6.76%
Intergovernmental	48,264,951	17.10%	50,779,999	18.18%
Fees, Fines, Costs	6,634,251	2.35%	6,187,534	2.22%
Charge for Services	109,475,876	38.78%	98,555,429	35.30%
Interest Income	2,307,849	0.82%	1,693,234	0.61%
Miscellaneous	2,760,140	0.98%	3,380,785	1.21%
Operating Transfer In	3,861,593	1.37%	9,474,989	3.39%
Debt Proceeds	6,725,000	2.38%	10,290,000	3.68%
Financing Sources Other	19,209,074	6.80%	16,565,386	5.93%
Total Revenues	282,324,582	100.01%	279,267,117	100.00%
Expenditures:				
General Administration	28,129,976	9.97%	31,086,316	11.31%
Justice & Public Safety	35,420,983	12.55%	36,203,264	13.18%
Health & Human Services	84,967,014	30.12%	86,157,420	31.35%
Environment, Parks & Education	42,739,626	15.14%	42,396,090	15.43%
Transportation	67,032,889	23.75%	52,119,942	18.97%
Non-Departmental	2,152,111	0.76%	2,163,941	0.79%
Capital Improvements	16,264,278	5.76%	18,571,665	6.76%
Debt Service	5,505,382	1.95%	6,069,639	2.21%
Total Expenditures	282,212,259	100.00%	274,768,277	100.00%
Excess of Revenues Over Expenditures	$ 112,323		$ 4,498,840	

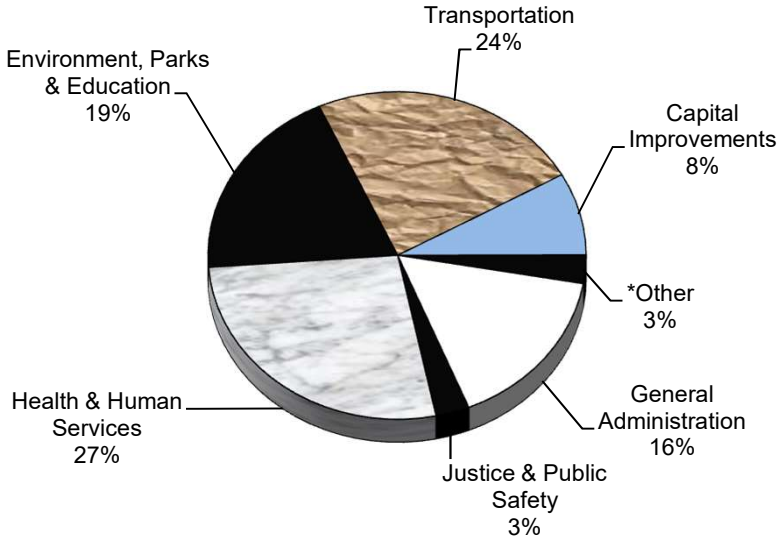
2021 ADOPTED BUDGET - SUMMARY BY PROGRAM AREA EXCLUDING TAX LEVY

	EXPENDITURES	REVENUES	EXPENDITURES OVER / (UNDER) REVENUES
General Administration	$ 31,086,316	$ 34,764,373	$ (3,678,057)
Justice & Public Safety	36,203,264	6,188,517	30,014,747
Health & Human Services	86,157,420	58,412,322	27,745,098
Environment, Parks & Education	42,396,090	41,835,782	560,308
Transportation	52,119,942	50,950,302	1,169,640
Non-Departmental	2,163,941	28,456	2,135,485
Capital Improvements	18,571,665	17,561,965	1,009,700
Debt Service	6,069,639	6,069,639	-
Total	$ 274,768,277	$ 215,811,356	$ 58,956,921

Expenditures



Revenues



* Other revenue includes Non-Departmental & Debt Service.

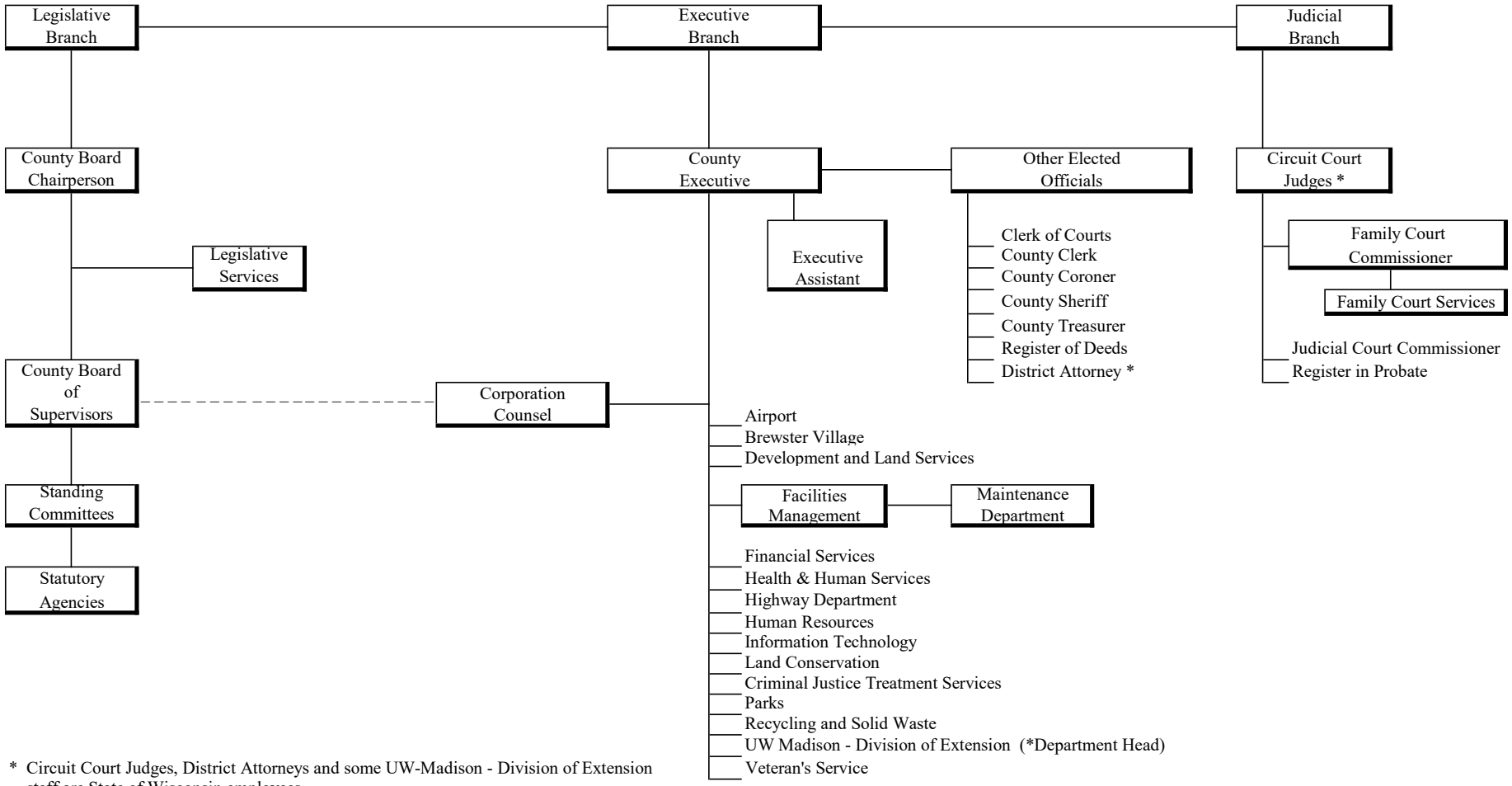
2021 ADOPTED BUDGET
SUMMARY OF EXPENDITURES BY PROGRAM AREA

	General Admin	Justice and Public Safety	Health and Human Services	Environ. Parks & Recreation	Transpor-tation	Non-Depart-mental	Capital Improve-ments	Debt Service
GENERAL FUND								
Contingency/Funds Applied	10,924,478	-	-	-	-	-	-	-
Corporation Counsel	936,010	-	-	-	-	-	-	-
County Board Operations	651,826	-	-	-	-	-	-	-
County Clerk	462,987	-	-	-	-	-	-	-
County Executive	329,182	-	-	-	-	-	-	-
County Treasurer	567,886	-	-	-	-	-	-	-
Development and Land Services	1,529,696	-	-	-	-	-	-	-
Financial Services	1,245,938	-	-	-	-	-	-	-
Human Resources	1,017,897	-	-	-	-	-	-	-
Interest Income/Investment Services	50,000	-	-	-	-	-	-	-
Maintenance/County Property	3,853,382	-	-	-	-	-	-	-
Register of Deeds	662,704	-	-	-	-	-	-	-
Tax Revenues	50,000	-	-	-	-	-	-	-
Zoning Administration	626,285	-	-	-	-	-	-	-
County Coroner	536,562	-	-	-	-	-	-	-
Clerk of Courts	-	2,141,333	-	-	-	-	-	-
Courts/Family Courts/Probate	-	3,527,685	-	-	-	-	-	-
District Attorney	-	2,150,491	-	-	-	-	-	-
Criminal Justice Treatment Services	-	1,189,157	-	-	-	-	-	-
Sheriff & Emergency Management	-	26,665,158	-	-	-	-	-	-
State/County General Hospital	-	-	2,843	-	-	-	-	-
Veterans	-	-	472,978	-	-	-	-	-
Land Conservation	-	-	-	965,321	-	-	-	-
Parks and Related Facilities	-	-	-	1,392,751	-	-	-	-
UW Extension Office/Fair	-	-	-	672,439	-	-	-	-
UW-Fox Valley Center	-	-	-	150,160	-	-	-	-
Community Grants	-	-	-	-	-	70,000	-	-
East Central Planning	-	-	-	-	-	181,009	-	-
Humane Association	-	-	-	-	-	43,456	-	-
Library-County Aids	-	-	-	-	-	1,869,476	-	-
TOTAL GENERAL FUND	23,444,833	35,673,824	475,821	3,180,671	-	2,163,941	-	-
SPECIAL REVENUE FUNDS								
Human Services	-	-	61,973,730	-	-	-	-	-
County Roads and Bridges	-	-	-	-	9,188,125	-	-	-
Environmental Stewardship	-	-	-	1,536,064	-	-	-	-
Watershed Programs	-	-	-	2,119,273	-	-	-	-
State Grants	-	228,573	-	150,650	-	-	-	-
Jail Fund	-	163,367	-	-	-	-	-	-
Land Records	309,491	-	-	-	-	-	-	-
Other Restricted Contr./Donations	-	17,500	-	-	-	-	-	-
Loan Funds	29,315	-	-	-	-	-	-	-
Jail Assessment Fee	-	120,000	-	-	-	-	-	-
Park Contrib./Improvements	-	-	-	18,000	-	-	-	-
UW-Extension Funds	-	-	-	40,000	-	-	-	-
ENTERPRISE FUNDS								
Brewster Village	-	-	23,707,869	-	-	-	-	-
Solid Waste	-	-	-	24,187,106	-	-	-	-
Single Stream	-	-	-	11,164,326	-	-	-	-
Airport	-	-	-	-	20,230,649	-	-	-
Highway	-	-	-	-	22,701,168	-	-	-
INTERNAL SERVICES FUNDS								
Workers Compensation	722,000	-	-	-	-	-	-	-
WMMIC Insurance Pool	580,000	-	-	-	-	-	-	-
Vehicle Physical Damage	157,567	-	-	-	-	-	-	-
Other Insurance Risk	20,000	-	-	-	-	-	-	-
Dental Self-Insurance	1,026,788	-	-	-	-	-	-	-
Health Self-Insurance	100,500	-	-	-	-	-	-	-
Information Technology	4,695,822	-	-	-	-	-	-	-
DEBT SERVICE FUND								
Debt Service Fund	-	-	-	-	-	-	-	6,069,639
CAPITAL PROJECTS FUNDS								
Capital Projects	-	-	-	-	-	-	18,571,665	-
TOTAL ALL FUNDS	31,086,316	36,203,264	86,157,420	42,396,090	52,119,942	2,163,941	18,571,665	6,069,639

2021 ADOPTED BUDGET
SUMMARY OF REVENUES BY PROGRAM AREA

	General Admin	Justice and Public Safety	Health and Human Services	Environ. Parks & Recreation	Transpor-tation	Non-Depart-mental	Capital Improve-ments	Debt Service
GENERAL FUND								
Contingency/Funds Applied	17,616,821	-	-	-	-	-	-	-
Corporation Counsel	3,239	-	-	-	-	-	-	-
County Board Operations	11,706	-	-	-	-	-	-	-
County Clerk	80,935	-	-	-	-	-	-	-
County Executive	1,967	-	-	-	-	-	-	-
County Treasurer	56,000	-	-	-	-	-	-	-
Development and Land Services	529,650	-	-	-	-	-	-	-
Financial Services	982,600	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-
Interest Income/Investment Services	1,580,000	-	-	-	-	-	-	-
Maintenance/County Property	343,300	-	-	-	-	-	-	-
Register of Deeds	1,140,000	-	-	-	-	-	-	-
Tax Revenues	4,000,926	-	-	-	-	-	-	-
Zoning Administration	475,060	-	-	-	-	-	-	-
County Coroner	174,025	-	-	-	-	-	-	-
Clerk of Courts	-	804,000	-	-	-	-	-	-
Courts/Family Courts/Probate	-	1,069,005	-	-	-	-	-	-
District Attorney	-	278,500	-	-	-	-	-	-
Criminal Justice Treatment Services	-	84,416	-	-	-	-	-	-
Sheriff & Emergency Management	-	3,477,904	-	-	-	-	-	-
State/County General Hospital	-	-	-	-	-	-	-	-
Veterans	-	-	13,000	-	-	-	-	-
Land Conservation	-	-	-	366,652	-	-	-	-
Parks and Related Facilities	-	-	-	251,797	-	-	-	-
UW Extension Office/Fair	-	-	-	14,900	-	-	-	-
UW-Fox Valley Center	-	-	-	-	-	-	-	-
Community Grants	-	-	-	-	-	-	-	-
East Central Planning	-	-	-	-	-	-	-	-
Humane Association	-	-	-	-	-	28,456	-	-
Library-County Aids	-	-	-	-	-	-	-	-
TOTAL GENERAL FUND	26,996,229	5,713,825	13,000	633,349	-	28,456	-	-
SPECIAL REVENUE FUNDS								
Human Services	-	-	38,359,841	-	-	-	-	-
County Roads and Bridges	-	-	-	-	5,578,572	-	-	-
Environmental Stewardship	-	-	-	1,536,064	-	-	-	-
Watershed Programs	-	-	-	2,119,273	-	-	-	-
State Grants	-	157,825	-	221,398	-	-	-	-
Jail Fund	-	163,367	-	-	-	-	-	-
Land Records	309,491	-	-	-	-	-	-	-
Other Restricted Contr./Donations	-	23,500	-	-	-	-	-	-
Loan Funds	103,976	-	-	-	-	-	-	-
Jail Assessment Fee	-	130,000	-	-	-	-	-	-
Park Contrib./Improvements	-	-	-	21,500	-	-	-	-
UW-Extension Funds	-	-	-	40,000	-	-	-	-
ENTERPRISE FUNDS								
Brewster Village	-	-	20,039,481	-	-	-	-	-
Solid Waste	-	-	-	26,099,872	-	-	-	-
Single Stream	-	-	-	11,164,326	-	-	-	-
Airport	-	-	-	-	22,670,562	-	-	-
Highway	-	-	-	-	22,701,168	-	-	-
INTERNAL SERVICES FUNDS								
Workers Compensation	722,000	-	-	-	-	-	-	-
WMMIC Insurance Pool	580,000	-	-	-	-	-	-	-
Vehicle Physical Damage	157,567	-	-	-	-	-	-	-
Other Insurance Risk	20,000	-	-	-	-	-	-	-
Dental Self-Insurance	1,026,788	-	-	-	-	-	-	-
Health Self-Insurance	152,500	-	-	-	-	-	-	-
Information Technology	4,695,822	-	-	-	-	-	-	-
DEBT SERVICE FUND								
Debt Service Fund	-	-	-	-	-	-	-	6,069,639
CAPITAL PROJECTS FUNDS								
Capital Projects	-	-	-	-	-	-	17,561,965	-
TOTAL ALL FUNDS	34,764,373	6,188,517	58,412,322	41,835,782	50,950,302	28,456	17,561,965	6,069,639

Outagamie County
Functional Administrative Organizational Chart



* Circuit Court Judges, District Attorneys and some UW-Madison - Division of Extension staff are State of Wisconsin employees.

Cathy Thompson
District 1

Nadine Miller
District 2

Dominic Renteria
District 3

Katrin Patience
District 4

Dan Gabrielson
District 5

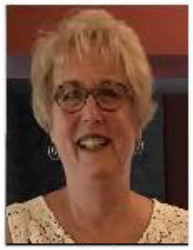
Curt Konetzke
District 6

Lee Hammen
District 7

Nick Thyssen
District 8

Justin Krueger
District 9

Christine Lamers
District 10



Cindy Fallona
District 11

Jeffrey McCabe
District 12

Jason Wegand
District 13

Jeremy Thyssen
District 14

Brian Peterson
District 15

Kelly Schroeder
District 16

Chris Croatt
District 17

Cathy Spears
District 18

Pete Marcks
District 19

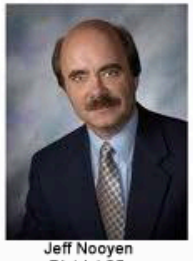
Mike Thomas
District 20

Travis Thyssen
District 21
County Board Vice Chair

Joy Hagen
District 22

Ronald Klemp
District 23

Jerry Iverson
District 24



Jeff Nooyen
District 25
County Board Chair

OUTAGAMIE COUNTY

Board of Supervisors
2020-2022

Eric Davidson
District 26

Dean Culbertson
District 27

Yvonne Monfils
District 28

Bob Buchman
District 29

Mike Woodzicka
District 30

Dennis Clegg
District 31

Debbie Vander Heiden
District 32

BJ O'Connor-Schevers
District 33

Daniel Rettler
District 34

Daniel Melchert
District 35

Keith Suprise
District 36

LIST OF PRINCIPAL OFFICIALS

COUNTY EXECUTIVE . . . . . Thomas Nelson

COUNTY BOARD OF SUPERVISORS

CHAIRPERSON. . . . . Jeff Nooyen
VICE-CHAIRPERSON . . . . . Travis Thyssen

AGRICULTURE, EXTENSION EDUCATION, ZONING & LAND CONSERVATION COMMITTEE

Daniel Rettler
Keith Suprise
Daniel Melchert
Debbie Vander Heiden
B.J. O'Connor-Schevers

HEALTH & HUMAN SERVICES COMMITTEE

Dan Gabrielson
Justin Krueger
Jeffrey McCabe
Cathy Thompson
Kelly Schroeder

FINANCE COMMITTEE

Jerry Iverson
Nadine Miller
Mike Thomas
Chris Croatt
Pete Marcks

PUBLIC SAFETY COMMITTEE

Katrin Patience
Eric Davidson
Nick Thyssen
Christine Lamers
Dominic Renteria

PROPERTY, AIRPORT, RECREATION & ECONOMIC DEVELOPMENT COMMITTEE

Dean Culbertson
Yvonne Monfils
Lee Hammen
Ronald Klemp
Jason Wegand

HIGHWAY & SOLID WASTE COMMITTEE

Joy Hagen
Jeremy Thyssen
Bob Buchman
Dennis Clegg
Brian Peterson

LEGISLATIVE/AUDIT & HUMAN RESOURCES COMMITTEE

Travis Thyssen
Cathy Spears
Curt Konetzke
Mike Woodzicka
Cindy Fallona

COMMITTEE CHAIRPERSONS COMMITTEE

Jeff Nooyen
Travis Thyssen
Standing Committee's Chairperson or Designee

TABLE OF ORGANIZATION SUMMARY - POSITION TOTALS

	2018			2019			2020			2021			INCREASED DECREASED	
DEPARTMENT	**FT**	**PT**	**FTE**	**FT**	**PT**	**FTE**	**FT**	**PT**	**FTE**	**FT**	**PT**	**FTE**	**FT**	**PT**
AIRPORT *	30	0		31	0		31	0		31	0		0	0
BREWSTER VILLAGE ^	36	1	186.4	36	2	186.4	36	2	186.4	37	2	186.4	1	0
CIRCUIT COURT BRANCH 1-7	9	14		9	14		9	14		9	14		0	0
CLERK OF COURTS	30	0		30	0		30	0		30	0		0	0
CORPORATION COUNSEL	6	2		6	2		6	2		7	1		1	-1
COUNTY BOARD	3	38		3	38		3	37		3	37		0	0
COUNTY CLERK	2	2		2	2		2	2		2	2		0	0
COUNTY CORONER	1	8		1	8		1	8		1	8		0	0
COUNTY EXECUTIVE	3	0		3	0		3	0		3	0		0	0
COUNTY TREASURER	4	0		4	0		4	0		4	0		0	0
COURT COMMISSIONER	4	0		4	0		4	0		4	0		0	0
CRIMINAL JUSTICE TREATMT SVCS.	13	3		11	5		11	5		11	5		0	0
DEVELOPMENT & LAND SERVICES	12	2		12	1		12	1		12	1		0	0
DISTRICT ATTORNEY	18	2		22	2		23	2		23	2		0	0
EMERGENCY MANAGEMENT	3	1		3	1		3	1		3	1		0	0
FAMILY COURT COMMISSIONER	8	5		8	5		8	5		8	5		0	0
FINANCIAL SERVICES	10	2		10	2		10	2		10	2		0	0
HEALTH & HUMAN SERVICES	317	42		318	42		333	44		337	44		4	0
HIGHWAY *	80	0		80	6		81	6		81	6		0	0
HUMAN RESOURCES	6	3		6	3		6	3		8	1		2	-2
INFORMATION TECHNOLOGY *	18	1		18	1		19	2		19	2		0	0
LAND CONSERVATION *	12	0		13	0		13	0		13	0		0	0
MAINTENANCE	19	2		20	2		20	0		20	0		0	0
PARKS *	8	2		8	2		9	2		9	2		0	0
RECYCLING & SOLID WASTE *	27	0		27	0		30	0		30	0		0	0
REGISTER IN PROBATE	3	1		3	1		3	1		3	1		0	0
REGISTER OF DEEDS	8	0		7	1		7	1		7	1		0	0
SHERIFF	190	32		194	41		197	41		198	41		1	0
TRAFFIC SAFETY COMMISSION	0	10		0	10		0	10		0	10		0	0
UNIVERSITY EXTENSION *	2	4		2	5		2	5		2	5		0	0
VETERANS	5	4		5	5		5	5		5	5		0	0
TOTAL	887	181	186.4	896	201	186.4	921	201	186.4	930	198	186.4	9	-3

**2018: seasonal worker changed to Seasonal-As Needed and position totals removed from department count.*

^ Brewster Village: No FT or PT numbers are shown on FTE position counts where FTE totals are provided.

NEW POSITIONS INCLUDED IN THE 2021 ADOPTED BUDGET

DEPARTMENT:	**BREWSTER VILLAGE**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	Plant Operations - 5017551 / Central Supply Services - 5017661	Salaries	$ 38,890
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	13,614
POSITION:	Add One Regular Full-Time Building & Grounds Maintenance / Custodial Worker	Travel/Training	200
		TOTAL	52,704
	Delete One Regular Full-Time Supply Specialist	Savings Deleted Position	(53,869)
		NET COUNTY COST (SAVINGS)	$ (1,165)

JUSTIFICATION: This request is to remove one Supply Specialist position and add one Building Maintenance & Custodial Worker position within the Environmental Services department. This role will provide increased customer service with second-shift coverage from a maintenance and custodial standpoint. Adding this position will allow Brewster Village to discontinue the practice of holding a maintenance worker on call from 2-10:30pm (savings of around 62.25 hours of call-in time using numbers from 2019). Additionally, this role will provide support in snow removal seasonally during the second shift. This will be necessary as the Highway department will not be able to perform salting duties on the second shift beginning winter season 2020-2021.

DEPARTMENT:	**CORPORATION COUNSEL**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	Corporation Counsel - 1001500	Salaries	$ 87,648
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	12,655
POSITION:	Add One Regular Full-Time Assistant Corporation Counsel	TOTAL	100,303
	Delete One Regular Part-Time Assistant Corporation Counsel	Savings Deleted Position	(75,026)
		Other Cost/(Savings)	(5,000)
		NET COUNTY COST	$ 20,277

JUSTIFICATION: The case load in the Corporation Counsel's office has consistenty been increasing to the point where additional support is needed in the areas of appellate briefing and also legal research. The office is in the midst of an unprecedented number of appeals - 15 in the past several months, with each appellate case taking between 20 to 30 hours of attorney time to research and brief. The office is also in the midst of complex litigation for contract issues that require additional legal research to support our discovery and pretrial motion activities. Deleting the 3/4 Assistant Corp Counsel position and adding an additional 10 hours to create a full-time Assistant Corporation Counsel position will be a tremendous boost in capacity to meet the demands of these additional complex legal matters.

DEPARTMENT:	**HEALTH AND HUMAN SERVICES**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	ADRC - 2063100	Salaries	$ 68,284
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	31,437
POSITION:	Add One Regular Full-Time Supervisor-Aging & Long Term Support	Travel/Training	700
		Supplies	535
		Purchased Services	5,785
		TOTAL	106,741
		Other/Reimb. Revenue	(73,080)
		NET COUNTY COST	$ 33,661

JUSTIFICATION: This is a request to add a second long-term Support Supervisor to the Aging and Long Term Support division. Adding a second supervisor will allow DHHS to achieve the goals of making staff to supervisor ratios more manageable. Currently, the Long Term Support Manager is directly supervising 16 individuals which is not practical to maintain on a day-to-day basis. In addition, the second supervisor will provide increased programmatic oversight to our Aging, Nutrition and ADRC programs. In the new model, one supervisor will devote 100% of their time to the Aging and Disability Resource Center (ADRC) and that time will be fully reimbursed by ADRC grant funds. The second supervisor will split their time between our Aging and Nutrition programs. While a portion of the nutrition supervisory time will continue to be reimbursable, not all nutrition supervisory time will be reimbursable resulting in the 2nd supervisor increasing the county tax levy as noted.

NEW POSITIONS INCLUDED IN THE 2021 ADOPTED BUDGET CONTINUED

DEPARTMENT:	**HEALTH AND HUMAN SERVICES**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	Children First - 2064060	Salaries	$ 35,477
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	26,623
POSITION:	Add Regular Full-Time Human Services Specialist II (Sunset)	Travel/Training	1,126
		Supplies	285
		Purchased Services	285
		TOTAL	63,796
		Other/Reimb. Revenue	(59,766)
		Other Cost/(Savings)	(4,030)
		NET COUNTY COST	$ -

JUSTIFICATION: This position would be replacing a present contracted position with Valley Packaging to allow DHHS to provide Children's First Case Management services within our county operations. Over the past 8 years, 7 new contracted staff persons have been trained to provide Children's First Case Management in this important program. This very high level of turnover has greatly impacted the quality and consistency of the Children's First Program and has impacted the program's overall outcomes. By bringing on this county position, it is anticipated that DHHS can stabilize the program and improve the employment services provided to non-custodial parents. This position requires no new county tax levy.

DEPARTMENT:	**HEALTH AND HUMAN SERVICES**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	MH Provided - 2066090	Salaries	$ 53,852
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	29,319
POSITION:	Add One Regular Full-Time Community Support Specialist (Sunset)	Travel/Training	2,160
		Supplies	535
		Purchased Services	4,765
		TOTAL	90,631
		Other/Reimb. Revenue	(90,631)
		NET COUNTY COST	$ -

JUSTIFICATION: This position will work with the Comprehensive Community Support program serving adults. This new position will provide the ability to transition 12 Community Support Program (CSP) participants into the Comprehensive Community Support (CCS) Program, which aligns with the service needs of the individuals and is fully funded by State and Federal Medicaid dollars.

DEPARTMENT:	**HEALTH AND HUMAN SERVICES**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	MH Provided - 2066090	Salaries	$ 45,417
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	28,081
POSITION:	Add One Regular Full-Time Medicaid Quality Assurance Specialist	Travel/Training	350
		Supplies	535
		Purchased Services	6,735
		TOTAL	81,118
		Other/Reimb. Revenue	(81,118)
		NET COUNTY COST	$ -

JUSTIFICATION: This position would be the second Medicaid Quality Assurance Specialist for DHHS, helping to oversee quality assurance aspects of all of the Medicaid billable programs (Case Management, Crisis, Comprehensive Community Support (CCS) and Community Support Program (CSP)). This position will help ensure that internal and contracted staff training occurs on Medicaid billable programs, that progress notes are properly documented in a timely manner and that all other State and Federal compliance requirements are met. This position is fully funded with State and Federal Medicaid dollars.

NEW POSITIONS INCLUDED IN THE 2021 ADOPTED BUDGET CONTINUED

DEPARTMENT:	**HUMAN RESOURCES**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	Human Resources - 1006000	Salaries	$ 76,932
EFFECTIVE DATE:	January 1, 2021	Fringe Benefits	31,300
POSITION:	Add One Regular Full-Time Diversity, Equity & Inclusion Coordinator	Travel/Training	1,000
		Supplies	150
		Purchased Services	2,685
		NET COUNTY COST	$ 112,067

JUSTIFICATION: This request is for the addition of a Diversity, Equity & Inclusion Coordinator. There is substantial research to show that diversity brings many advantages to an organization: increased creativity, stronger governance and better problem-solving abilities. Employees with diverse backgrounds bring their own perspectives, ideas and experiences, helping to create organizations that are resilient and effective.

DEPARTMENT:	**HUMAN RESOURCES**
COST CENTER:	Human Resources - 1006000
EFFECTIVE DATE:	January 1, 2021
POSITION:	Add One Regular Full-Time Human Resources Assistant I, II, III
	Delete Two Regular Part-Time Human Resources Assistant I, II, III

JUSTIFICATION: Human Resources currently has two part-time Human Resource Assistants on the Table of Organization (TO); one of which has not been filled for a few years. It has become apparent that additional administrative support is needed beyond the one part-time role currently funded. In an effort to utilize resources as efficiently as possible, Human Resources and the County ADOPTED's Office are sharing an ADOPTED Assistant position. While this shared arrangement will be in place for 2021, the department will retain this full-time position on the Table of Organization to ensure this new arrangement is working. As a result, this request is to delete the two part-time HR Assistant positions and create one full-time HR Assistant position, that will not be funded in the initial budget.

DEPARTMENT:	**SHERIFF**	**BUDGET IMPACT**	**2021 BUDGET**
COST CENTER:	Squad Cars - 1008017	Salaries	$ 29,650
EFFECTIVE DATE:	July 1, 2021	Fringe Benefits	14,947
POSITION:	Add One Regular Full-Time Mechanic	TOTAL	44,597
		Other Cost/(Savings)	(44,597)
		NET COUNTY COST	$ -

JUSTIFICATION: The Sheriff's Office currently budgets for fleet repairs and maintenance, including mechanic wage and fringe, which the Highway Department provides and bills in turn. The Sheriff's Office is requesting to move the funds allocated as purchased services for vehicle maintenance to cover this position, parts and supplies. This position will increase efficiencies with scheduled repairs and maintenance associated with 1,225,000 annual miles. Currently, many of the squad change overs and routine repairs are outsourced to local shops. This positon will allow more vehicle maintenance and repairs to be done in-house to maintain consistency, save time, reduce costs and improve fleet management efficiencies. The Highway Department supports this request allowing them to retain a mechanic solely for their in-house work in lieu of outsourcing.

Outagamie County
County Board Actions on Proposed Position Requests
2021 Adopted Budget

Department Name	Cost Center Number	Add/ Delete	Position	Resolution Number	County Board Action	County Board Vote
Brewster Village	5017551	Add	(1) Building and Grounds Maintenance / Custodial Worker (R/F) 01/01/21	75	Approved	34-0
Brewster Village	5017661	Delete	(1) Supply Specialist (R/F) 01/01/21	75	Approved	34-0
Corporation Counsel	1001500	Add	(1) Assistant Corporation Counsel (R/F) 01/01/21	76	Approved	34-0
Corporation Counsel	1001500	Delete	(1) Assistant Corporation Counsel (R/P) 01/01/21	76	Approved	34-0
Health and Human Services	2063100	Add	(1) Supervisor – Aging and Long Term Support (R/F) 01/01/21	77	Approved	34-0
Health and Human Services	2064060	Add	(1) Human Services Specialist II (R/F) 01/01/21	78	Approved	34-0
Health and Human Services	2066090	Add	(1) Community Support Specialist (R/F) 01/01/21	79	Approved	34-0
Health and Human Services	2066090	Add	(1) Medicaid Quality Assurance Specialist (R/F) 01/01/21	80	Approved	34-0
Human Resources	1006000	Add	(1) Diversity, Equity & Inclusion Coordinator (R/F) 01/01/21	81	Approved	29-7
Human Resources	1006000	Add	(1) Human Resources Assistant I, II, III (R/F) 01/01/21	82	Approved	34-0
Human Resources	1006000	Delete	(2) Human Resources Assistant I, II, III (R/P) 01/01/21	82	Approved	34-0
Sheriff	1008017	Add	(1) Mechanic (R/F) 07/01/21	83	Approved	34-0

OUTAGAMIE COUNTY
ADOPTED BUDGET
2021 RATE CHANGES

DEPARTMENT	COST CENTER NAME/NUMBER	FEE/CHARGE DESCRIPTION	2020 RATE	2021 ADOPTED RATE	INCREASE (DECREASE) IN RATE	INCREASE (DECREASE) IN REVENUE
Airport	Terminal - 5000110	Airline - Exclusive & Joint Use Charge	$36.73 per sq foot	$38.26 per sq foot	$1.53 per sq foot	$ 36,248
"	Terminal - 5000110	Airline - Scheduled Service Per Turn Fee	$275-$300 each	$286-$300 each	$11 each	$ 5,156
"	Terminal - 5000110	Rental Car Counter Space	$2,489.21/month	$2,490.76/month	$1.55 per month	$ 112
"	Terminal - 5000110	Taxi Cab Fee (Per pickup fee/permit vs annual fee)	$1,600/year	$3 per pickup	Change in fee structure	$ 15,000
"	T-Hangars - 5000111	T-Hangar (Small Hangar)	$2,379.33 per year	$2,420.00 per year	$40.67 per year	$ 1,383
"	T-Hangars - 5000111	T-Hangar (Large Hangar)	$3,961.74 per year	$4,029.47 per year	$67.73 per year	$ 474
"	Operations Area - 5000112	Landing Fee - Signatory	$1.36 per 1,000 lbs	$1.44 per 1,000 lbs	$0.08 per 1,000 lbs	$ 24,000
"	Operations Area - 5000112	Landing Fee - Nonsignatory	$1.76 per 1,000 lbs	$1.84 per 1,000 lbs	$0.08 per 1,000 lbs	$ 2,000
Brewster Village	BV Revenues - 5010100	Daily Room Rate - Skilled and Intermediate Care	$295	$300	$5	$ 5,201
"	BV Revenues - 5010100	Daily Room Rate - Intensive, Respite, DD Care	$310	$315	$5	$ -
"	BV Revenues - 5010100	Daily Room Rate - Short Term Rehab	$395	$400	$5	$ 75,840
County Clerk	County Clerk - 1001800	Directory of Public Officials	$4	$5	$1	$ 5
Dev & Land Services	Dev & Land Services - 1007300	Public Road-Controlled Access Hwy Connection Planning Review	-	$150 per review	$150	$ 150
"	Property Listing - 1002411	Voluntary Property Listing Land Division Review	-	$100 per review	$100	$ 500
"	Zoning - 1009300	Industrial Site Plan	-	$300 per plan	$300	$ -
Health & Hum. Serv.	Public Health - 2061015	Flu Shots	$35	$30	($5)	$ (10)
Health & Hum. Serv.	Mental Health - 2066090	Note: Mental Health fees are calculated using budgeted expenditures. The revenues associated with each rate are indeterminate because they are used to bill services to three different payer types and the reimbursement basis for each is different. Insurance companies are billed the full fee and reimburse based on the service recipient's coverage and caps. Medicaid and Medicare are billed full fee and reimburse based on their stated fee schedules. Individuals are billed at their ability to pay as required by HFS1. The 20 rate changes are due to a combination of higher costs (in most cases) and the use of billable time logged by clinical staff.				
"		Psychiatrist (MD)	$254	$256	$2	
"		Psychologist (PHD)	$169	$170	$1	
"		Clinical Therapist (M)	$153	$146	($7)	
"		Registered Nurse (RN)	$185	$190	$5	
"		Community Support Specialist (B)	$129	$134	$5	
"		Professional Level Provider	$111	$109	($2)	
"		Mental Health Technician	$123	$109	($14)	
"		Group Therapy - One Provider - Clinical Therapist (M)	$29	$28	($1)	$ -
"		Group Therapy - One Provider - Comm Support Spec (B)	$28	$28	$0	
"		Group Therapy - One Provider - Prof Level Provider	$26	$26	$0	
"		Group Therapy - One Provider - Mental Health Technician	$23	$21	($2)	
"		Group Therapy - Two Providers - Clinical Therapist (M)	$56	$55	($1)	
"		Group Therapy - Two Providers - Comm Support Spec (B)	$52	$51	($1)	
"		Group Therapy - Two Providers - Prof Level Provider	$46	$44	($2)	
"		Group Therapy - Two Providers - Mental Health Technician	$49	$42	($7)	
Health & Hum. Serv.	Youth & Family Services - 2067040	Case Administration / Month	$113	$102	($11)	$ (1,683)
"	Youth & Family Services - 2067040	Shelter Care / Day	$258	$263	$5	$ 825

OUTAGAMIE COUNTY
ADOPTED BUDGET
2021 RATE CHANGES

DEPARTMENT	COST CENTER NAME/NUMBER	FEE/CHARGE DESCRIPTION	2020 RATE	2021 ADOPTED RATE	INCREASE (DECREASE) IN RATE	INCREASE (DECREASE) IN REVENUE
Highway	Highway Administration - 6008000	Entrance Permit - Public Street	$850	$875	$25	$ 4,370
"	Highway Administration - 6008000	Entrance Permit - Private Driveway	$65	$70	$5	$ 266
"	Highway Administration - 6008000	Entrance Permit - Agricultural Driveway	$65	$70	$5	$ 125
"	Highway Administration - 6008000	Entrance Permit - Commercial Entrance	$350	$360	$10	$ 10
"	Highway Administration - 6008000	Entrance Permit - Misc Work R/W	$65	$70	$5	$ 200
"	Highway Administration - 6008000	Utility Permits - Lane Closure, Arterial Utility	-	$500	$500	
"	Highway Administration - 6008000	Utility Permits - Lane Closure, Collector Utility	-	$250	$250	$ 1,500
"	Highway Administration - 6008000	Utility Permits - Lane Closure, Local	-	$125	$125	
"	Highway Administration - 6008000	Contractor Working for Utility or Misc Permit	-	$100	$100	$ 5,000
"	Highway Administration - 6008000	Temporary Access Highway Right of Way	$65	$70	$5	$ 150
"	Highway Administration - 6008000	ATV/UTV Permit	-	$100	$100	$ 3,000
"	Note: Permit fees will double, beginning in 2021, if work has commenced before issuance of permits.					
Parks	Plamann Park - 1006200	Large Shelter - Full Day	$70	$75	$5	$ 250
"	Plamann Park - 1006200	Pop Warner Shelter - Full Day	$70	$75	$5	$ 250
"	Plamann Park - 1006200	Small Shelter - Full Day	$60	$65	$5	$ 250
"	Plamann Park - 1006200	Boom Mower Services-Labor, equip costs, 5% admin, if appl.	-	$40-$50/hour plus equip	$40-$50	Incl in budget, no additional anticipated.
"	Plamann Park - 1006200	Other Services (Mowing, Stump Grinding, Bursh Chipping, Skid Steer, Etc)-Labor, equip costs, 5% admin, if appl.	-	$40-$50/hour plus equip; $11-$18 seasonal staff	$11-$50	
"	Plamann Lake - 1006500	Plamann Lake Admissions (16 years & older)	$4	$5	$1	$ 500
"	Plamann Lake - 1006500	Plamann Lake Junior Admissions	$3.50	$4	$0.50	$ 500
"	Plamann Lake - 1006500	Plamann Lake Season Pass	$30	$35	$5	$ 50
"	Plamann Lake - 1006500	Plamann Lake Season Pass Junior	$25	$30	$5	$ 50
"	Plamann Lake - 1006500	Plamann Lake Season Pass Family	$75 and up	$80 and up	$5	$ 100
"	Plamann Lake - 1006500	Plamann Lake Swimming Lessons	$25	$30	$5	$ 400
"	Plamann Lake - 1006500	Lake Section Rental	$120 per 3 hours	$130 per 3 hours	$10	$ 50
"	Plamann Lake - 1006500	Lake Section Rental with Concessions	$180 per 3 hours	$200 per 3 hours	$20	$ 100
Recycling/Solid Waste	SW Operations - 5039000	Municipal, Commercial, Industrial (blended)	$42/ton	$46/ton	$4/ton	$ 440,000
"	SW Operations - 5039000	Special Waste	$42/ton	$46/ton	$4/ton	$ 20,000
"	SW Operations - 5039000	Clean Soil/Dirt	$42/ton	$46/ton	$4/ton	$ 2,000
"	SW Operations - 5039000	Sod	$42/ton	$46/ton	$4/ton	$ 2,000
"	SW Operations - 5039000	Contaminated Soil	$42/ton	$46/ton	$4/ton	$ 4,000
"	SW Operations - 5039000	Mobile Home/Bulk Materials Handling Surcharge	-	$80/each	$80/each	$ 8,000
"	SW Operations - 5039000/9915	In-County Residential	$48/ton	$50/ton	$2/ton	$ 110,000
"	Landfill Recycling - 5039908	Tires/ton	$200/ton	$300/ton	$100/ton	$ 70,000
"	Landfill Recycling - 5039908	Tires/each	$4/each	$6/each	$2/each	$ 4,600
"	Landfill Recycling - 5039908	Yard Waste/Brush	$28/ton	$30/ton	$2/ton	$ 6,400

Long-Range Strategic Planning

Page 14 of the County Executive's budget message includes goals this Executive has established. While many of these goals appear short-term in nature, they also apply to the County's long-range planning. These goals and how they relate to the County's long-range strategic planning are listed as follows:

1. Maintain our Aaa bond rating.

No other one metric better epitomizes the financial health and overall position of a governmental unit than its bond rating. It is truly a unique honor to have this rare rating. Indeed, among Moody's customers, only around 440 other governmental entities *nationwide* share this rating. All county staff and board supervisors worked hard to accomplish this goal and it is incumbent upon this executive and the current board to do everything possible to maintain this rating.

It is the goal of this administration to continue to strive to maintain our Aaa bond rating well into the future by making prudent financial and operational decisions. As part of this process, the County's fund balances are analyzed and projected and minimum amounts in various funds are required to be held in order to continue to aid us in weathering any significant revenue or expense fluctuations. While many of the factors that affect the bond rating are out of the County's control, we strive to monitor those that are within our control, such as our fund balance policy, debt load and management practices. The County's latest bond issue in November of 2020 continued the tenth year trend of being rated Aaa.

2. Continue to restrain the levy while providing high levels of service

This continues to remain a primary objective. Building on the accomplishments of the past several years, the county continues to provide high-quality, cost-effective services to the public. Outagamie sets the standard for fiscal restraint and taxpayer value. Continued focus will be placed on potential cost savings, increased revenue opportunities and improved efficiency.

The county implemented a half-cent county sales tax in 2020 and continued with the sales tax in the 2021 budget, which will reduce the county's debt burden over time. This implementation resulted in a significant levy decrease in the 2020 adopted budget, but the balanced approach used with this additional revenue protects the county against fluctuations in the economy in future years.

At a high level, we continue to project operating expenses with inflationary increases for the next year and match those expenses to estimated revenue projections and tax levies. The county's goal is to continue to always provide those core services that are required to be provided by county government. Each department's mission statement identifies the main services it provides to either the general public or to other departments.

3. Enterprise fund growth and development and continued collaboration with county departments, area businesses and local leaders to promote economic development.

Capitalizing on the growth of the Appleton Airport and working together with local business and economic development organizations, the county will continue to identify areas it can assist in growing our economy. While the county's investments in infrastructure, social services, parks, law enforcement, recycling, solid waste disposal and air service all are major elements to a strong and vibrant economy, increased creativity and collaboration is key to maintain the region's competitive advantage in a more competitive global economy.

The County Executive meets periodically with the business community to assess their issues and balance those against the resources needed to fund county services.

Additional initiatives:

The County completed its Land Use Comprehensive Plan (Comp Plan) in 2020. The County last completed a full update of its Comp Plan in the spring of 2008. A Comp Plan is required by all local units of government in Wisconsin to ensure certain land use decisions made by the County are done in a manner consistent with the overall adopted plan. The County has experienced significant changes over the past 10 years warranting an update to the plan. The plan will be used to guide future land use decisions within the County and serve as a guidepost for making future County policies and decisions relating to various elements of the plan. The update to the county's comprehensive plan was completed in collaboration with a number of community leaders and stakeholder groups – setting a path for smart growth and development into the future. The plan aims to advance safety, health and opportunity for all within our communities in a manner that wisely stewards our financial and environmental resources through good governance, collaboration, and creative problem solving

As part of the County's long-range strategic planning, we complete a Five-year Capital Improvement plan. This plan looks at the upcoming budget year as well as ahead four additional years in order for us to determine what our capital costs, related operating costs and related debt service costs may look like in the future. This plan reviews all building, equipment and infrastructure – including highways - needs of the County. The County strategically times projects to even out our debt service

costs to the greatest possible extent. Some of the major upcoming projects include: 1) expanding our landfilling capacity by adding an additional landfill cell to continue serving the tri-county consortium as the host site for years to come, 2) phasing in upgrades to our primary county park, Plamann Park, consistent with a recently completed Parks Master Planning effort, and 3) significant improvements to the county highway system throughout the county.

The County also completes an Information Technology Three-year plan. This plan reviews all of the county's technology related requests for the next three years. We do our best to incur only those costs that are necessary for continuing operations as well as to enhance our operations by making us more efficient. Each project is screened by a Three-year plan committee that evaluates the projects and costs and brings the recommendations forward to the County Executive. Some of the major upcoming projects include: 1) replacing an antiquated county phone system, 2) significant cybersecurity enhancements to reduce the county's vulnerability to this growing threat, and 3) important upgrades to the county's receipting, human resources and payroll software systems.

The County also in the process of surveying all county departments regarding the current working at home arrangements that have been necessitated due to the COVID-19 pandemic. All departments will be reviewing those arrangements with staff and determine if some of those arrangements will continue into the future. This could impact the footprint of the county as we move into the future and as we look at county growth.

Regarding employee recruitment and retention, it has always been the County's intent to hire the most qualified applicants and retaining those applicants/employees by being able to offer annual salary increases and maintaining current benefits. As the County looks in the future, that continues to be a goal of administration and the County Board. How the County is able to do that is reviewed and determined on an annual basis. However, based upon the past 5 years historical data (and projected into the future), the County's net new construction allowance per the levy limit (with certain exceptions, the amount the County can raise the annual property tax levy), usually allows for an annual increase to roughly equal the CPI-U index. Over the past 5 years, 2016 through 2020-to-date, the CPI-U has averaged 1.9% annually while the net new construction increase for the 2016 through 2020 budget years, has averaged 1.8% over this same time period. While there are no guarantees on either of these matrixes as we move into the future, it is the goal of the County to use its levy limit increases to fund current operations, of which salaries and fringe benefits are a very large, and very important component.

GENERAL ADMINISTRATION

FUND:	GENERAL 100	DEPARTMENT NAME:	CORPORATION COUNSEL
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CORPORATION COUNSEL / 1001500

MISSION STATEMENT:

The Corporation Counsel provides a full range of legal services to the County Board, departments, committees, commissions and public officials. Principal activities include rendering legal opinions and advice, drafting and reviewing contracts, resolutions and other legal proceedings and negotiating property acquisitions. Court work includes account collections for various departments, tax foreclosures, mental commitments, guardianships, protective placements and prosecution of County ordinance violations, especially zoning and airport parking.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	6	6	6	6	7
Part-Time Employees	2	2	2	2	1

ACTIVITY INDICATORS:	**2016**	**2017**	**2018**	**2019**	**As of 7/10/20**
Chapter 51 Mental Health Detentions & Commitments	424	427	402	454	206
Chapter 54 Petitions Received	157	191	183	189	73

2020 ACCOMPLISHMENTS:

- Assisted County Executive and administrative team with the legal requirements for an emergency proclamation and requisite executive orders, and drafted the necessary documents.
- Assisted County Board Chair with protocol and legal compliance for virtual county board and committee meetings.
- Appointed to and served on Chief Justice's Covid-19 Task Force on state-wide court reopening recommendations, and also served on the local court reopening task force.
- In coordination with the Development and Land Services Director, County Board Chair and County Executive, negotiated a successful re-entry into East Central Regional Planning Commission, meeting all of the County Board's identified concerns.
- Deputy Corporation Counsel successfully litigated a major forfeiture allegation with regard to Ch. 980 placements. Although the actual placement issue is still in litigation, the forfeiture demand has been dismissed.

2021 OBJECTIVES:

- Assist Recycling and Solid Waste Department in resolving a significant invoicing issue with another entity as well as working with Outagamie County Energy Project to increase gas sales revenue.
- Complete a successful outcome for disputes with the Airport's Fixed-Base Operator (FBO).

FUND:	GENERAL 100	DEPARTMENT NAME:	CORPORATION COUNSEL
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CORPORATION COUNSEL / 1001500

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to the addition of a full-time position and deletion of a part-time attorney position. 25,277

Purchased Services decreased for the law clerk due to the additional hours added for the full-time position above. (5,000)

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	600,818	625,370	625,370	295,168	632,000	658,968	658,968
FRINGE BENEFITS	221,282	236,286	236,286	110,260	230,000	229,264	229,264
TRAVEL/TRAINING	3,918	6,693	6,693	(195)	2,500	6,693	6,693
SUPPLIES	5,493	6,568	6,568	2,303	6,568	6,568	6,568
PURCHASED SERVICES	217,497	240,323	240,323	82,276	240,323	236,110	236,110
ALLOCATED APPLIED CREDIT	(175,624)	(211,472)	(211,472)	(105,736)	(211,472)	(201,593)	(201,593)
CAPITAL OUTLAY	6,520	0	0	0	0	0	0
TOTAL EXPENDITURES	879,904	903,768	903,768	384,076	899,919	936,010	936,010
REVENUES:							
CHARGES FOR SERVICES	4,560	2,893	2,893	2,294	2,893	3,239	3,239
MISCELLANEOUS REVENUES	47	0	0	0	0	0	0
TOTAL REVENUES	4,607	2,893	2,893	2,294	2,893	3,239	3,239
NET DEPARTMENT COST (REVENUE)	875,297	900,875	900,875	381,782	897,026	932,771	932,771

FUND:	GENERAL 100	DEPARTMENT NAME:	CORPORATION COUNSEL
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CORPORATION COUNSEL / 1001500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	544,343	
PART-TIME PERMANENT	92,645	
ADD NEW FULL-TIME POSITION	87,648	
DELETE PART-TIME POSITION	(65,668)	
TOTAL SALARIES:		658,968
FRINGE BENEFITS:		
FRINGE BENEFITS	200,200	
FRINGE BENEFITS PART-TIME PERMANENT	25,305	
ADD NEW FULL-TIME POSITION	12,655	
DELETE PART-TIME POSITION	(9,358)	
WORKER'S COMPENSATION INSURANCE	462	
TOTAL FRINGE BENEFITS:		229,264
TRAVEL/TRAINING:		
MILEAGE/MEALS/LODGING/OTHER (INCLUDES NADA CIVIL PRACTICE COURSE LOCATION - OUT OF STATE)	4,863	
CLIO SOFTWARE CONFERENCE (OUT OF STATE)	1,830	
TOTAL TRAVEL/TRAINING:		6,693
SUPPLIES:		
LIBRARY MAINTENANCE	1,718	
GENERAL OFFICE SUPPLIES	4,250	
OFFICE FURNITURE	500	
EMPLOYEE RECOGNITION FUND	100	
TOTAL SUPPLIES:		6,568

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
DUES & SUBSCRIPTIONS	2,800	
TELEPHONE	1,658	
MAINTENANCE CONTRACTS	200	
POSTAGE	800	
PHOTOCOPY/REPRODUCTION	890	
PRINTING	550	
PROPERTY & LIABILITY INSURANCE	1,913	
PSYCHIATRIC WITNESS FEES	182,753	
IT CHARGES - ALLOCATIONS	18,760	
IT CHARGES - MAINTENANCE CONTRACTS	17,646	
LAW CLERKS	8,140	
TOTAL PURCHASED SERVICES:		236,110
ALLOCATED APPLIED CREDIT:		
CHILD SUPPORT AGENCY'S PORTION OF TWO ASSISTANT CORPORATION COUNSEL'S SALARIES & FRINGE BENEFITS	(201,593)	
TOTAL ALLOCATED APPLIED CREDIT:		(201,593)
REVENUES:		
CHARGES FOR SERVICES:		
MEDICAL ASSISTANCE	3,239	
TOTAL CHARGES FOR SERVICES:		3,239

FUND:	GENERAL 100	DEPARTMENT NAME:	LEGISLATIVE SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY BOARD OPERATIONS / 1001600

MISSION STATEMENT:

The Outagamie County Board is the legislative branch of county government that establishes policy to promote the health, safety, and quality of life for the people of Outagamie County in a fiscally responsible manner. The staff in the Legislative Services office provides research, program analysis, information dissemination, and administrative services for the county board in order to ensure the proper implementation of the legislative policies.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	3	3	3	3	3
Part-Time Employees	38	38	38	38	37

2020 ACCOMPLISHMENTS:

- The 2019-2020 county board session resulted in 154 resolutions, 9 ordinances, 9 zoning resolutions, and 9 zoning ordinances acted on.
- Approximately 105 committee meetings were staffed by the Legislative Services office during the 2019-2020 county board session as well as distributing and electronically posting information for an additional 202 committee meetings.
- The Outagamie County lobbyist lobbied on 40 legislative proposals, 29 budget categories, and 7 lobbyist topics from May 2019 to April 2020.
- Provided individual orientation for newly-elected county board members following the election.
- Provided a safe meeting space for an in-person Re-Organization meeting in June. The meeting location and date was changed due to COVID-19.
- Assisted with organization of teleconference meetings.
- Added resolution links to the Legislative Positions Table from county board session 2008 to the present.
- Upgraded county board supervisor voting program.
- Continued updating county board supervisor iPads with most current software and transitioned supervisors to their own iTunes account which is necessary for managing their iPad applications.

2021 OBJECTIVES:

- The Legislative Services office will staff approximately 100 standing, ad hoc and administrative committee meetings which includes preparing agendas, minutes, and packets five days prior to the meeting, as well as distributing and electronically posting information for an additional 175 committee meetings.
- Adhere to strict safety protocols in order to keep staff and county board members safe during COVID-19 pandemic.
- Continue to explore cost saving procedures and software.
- Work with members of American Legion Post 38 to reinstate the Youth in Government Day Program.
- Continue to review policies and programs to ensure efficient and quality work, programs, and procedures.
- Continue to update county board supervisor iPads with most current software and transition supervisors to their own iTunes account which is necessary for managing their iPad applications.
- Image archive department records and reports.

FUND:	GENERAL 100	DEPARTMENT NAME:	LEGISLATIVE SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY BOARD OPERATIONS / 1001600

MAJOR CHANGES IN EXPENDITURES:

Travel/Training decreased to reflect current travel/training needs. (2,000)

MAJOR CHANGES IN REVENUES:

Intergovernmental decreased due to a reduction in Health and Human Services Board members from 7 to 5. (3,013)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	436,020	447,828	447,828	207,424	440,000	453,303	453,303
FRINGE BENEFITS	98,931	97,116	97,116	49,127	97,000	99,230	99,230
TRAVEL/TRAINING	20,628	30,000	30,000	6,684	10,000	28,000	28,000
SUPPLIES	1,745	6,300	6,300	2,806	5,000	6,050	6,050
PURCHASED SERVICES	46,485	65,948	65,948	34,029	64,000	65,243	65,243
CAPITAL OUTLAY	9,466	0	0	0	0	0	0
TOTAL EXPENDITURES	613,275	647,192	647,192	300,070	616,000	651,826	651,826
REVENUES:							
INTERGOVERNMENTAL	15,555	14,719	14,719	0	14,719	11,706	11,706
TOTAL REVENUES	15,555	14,719	14,719	0	14,719	11,706	11,706
NET DEPARTMENT COST (REVENUE)	597,720	632,473	632,473	300,070	601,281	640,120	640,120

FUND:	GENERAL 100	DEPARTMENT NAME:	LEGISLATIVE SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY BOARD OPERATIONS / 1001600

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
ELECTED - COUNTY BOARD	215,576	
ELECTED/APPOINTED - PER DIEM	3,000	
FULL-TIME PERMANENT	207,095	
PART-TIME PERMANENT	27,632	
TOTAL SALARIES:		453,303
FRINGE BENEFITS:		
ELECTED - COUNTY BOARD	18,380	
ELECTED/APPOINTED - PER DIEM	230	
FULL-TIME PERMANENT	78,187	
PART-TIME PERMANENT	2,094	
WORKER'S COMPENSATION INSURANCE	339	
TOTAL FRINGE BENEFITS:		99,230
TRAVEL/TRAINING:		
MILEAGE	14,500	
MEALS/LODGING	5,000	
CONFERENCE/SEMINAR	6,000	
OUT-OF-STATE TRAVEL/WASHINGTON, DC AND LAS VEGAS, NV - LOBBYIST		
EDUCATION/TUITION	1,500	
TRAINING	1,000	
TOTAL TRAVEL/TRAINING:		28,000
SUPPLIES:		
BOOKS & EDUCATIONAL MATERIAL	500	
SUNDRY	500	
OFFICE SUPPLIES	3,000	
EMPLOYEE APPRECIATION	50	
COUNTY BOARD IPADS-REPLACEMENTS	2,000	
TOTAL SUPPLIES:		6,050

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
WCA DUES & SUBSCRIPTIONS	18,200	
COPIER MULTI-FUNCTIONAL DEVICE	1,000	
PRINTING SERVICE	400	
POSTAGE	250	
PROFESSIONAL SERVICES	7,000	
CODE MAINTENANCE	6,000	
IT CHARGES - ALLOCATIONS	15,375	
IT CHARGES - MAINTENANCE CONTRACTS	1,236	
PROPERTY & LIABILITY INSURANCE	1,932	
VOTING SOFTWARE SUPPORT	6,000	
CELLULAR & TELEPHONE	2,000	
NACO DUES	3,600	
SHERIFF SERVICES	1,250	
PUBLIC OUTREACH	1,000	
TOTAL PURCHASED SERVICES:		65,243
REVENUES:		
INTERGOVERNMENTAL:		
HEALTH AND HUMAN SERVICES	11,706	
TOTAL INTERGOVERNMENTAL:		11,706

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CLERK / 1001800

MISSION STATEMENT:

The County Clerk performs duties prescribed by State Statute and as directed by the County Board. Duties include: Serve as official Secretary of the Board; act as the office of record of the County in legal actions; receipt contracts and reports; issue marriage licenses; act as retail seller for county weather radios; act as a wholesaler for dog licenses in the County; administer elections of the County and Statewide jurisdiction; act in the capacity of County filing officer; and process the per diem payroll and mileage of County Board Supervisors.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	3	2	2	2	2
Part-Time Employees	0	0	2	2	2

BUDGET ISSUES:

The number of marriage licenses issued in 2020 has drastically decreased from 2019 due to the COVID-19 pandemic. A downward trend was easing prior to the pandemic, and there could be a rebound in 2021 due to couples delaying their plans. The conservative estimate provided is based upon 2019 marriage licenses.

2020 ACCOMPLISHMENTS:

- Elections:
  - Held four scheduled elections (Spring Primary, Spring General, Partisan Primary, and Fall General Election).
  - Worked with municipalities and ES&S (election equipment vendor) to upgrade modems for transmission of unofficial election results on Election Day.
  - Worked with municipalities, WI Elections Commission, and staff to ensure election security protocols were in place.
  - Provided services as WI Elections Commission's conduit to municipalities for supplies and WI National Guard deployment so that municipalities could conduct their Election Day services for the voting public during the pandemic.
  - Submitted grant proposal and expended funds for elections security from the HAVA Security Grant provided from the federal government through the WI Elections Commission.
- Continued department records imaging program, issuance of marriage licenses, and Domestic Partnership Agreement Terminations per State Statutes without loss of service to citizens during the COVID-19 pandemic.

2021 OBJECTIVES:

- Elections:
  - Hold two scheduled elections: (Spring Primary and Spring Election).
  - Fulfill Wisvote program requirements; entering election data, voter histories and voter registration within thirty days after each election.
  - Implement and train municipalities regarding election regulations as required by State election laws.
- Transition to new County Clerk's administration of the office.
- Assist with redistricting in 2021, ensuring that municipalities are notified of requirements for ward plans and timely submission to the County Clerk's office per deadlines.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CLERK / 1001800

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to elected clerk turnover with long-term employment payout and deputy payout. 33,500

Purchased Services decreased primarily due to reduction in IT charges. (7,107)

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	171,897	182,560	182,560	85,050	182,000	219,036	219,036
FRINGE BENEFITS	66,493	58,467	58,467	29,645	58,000	62,336	62,336
TRAVEL/TRAINING	1,400	4,000	4,000	261	1,000	4,000	4,000
SUPPLIES	2,801	2,550	2,550	1,019	2,550	2,550	2,550
PURCHASED SERVICES	42,678	51,811	51,811	21,037	51,811	44,602	44,602
CAPITAL OUTLAY	0	10,472	10,472	10,472	10,472	3,000	3,000
TOTAL EXPENDITURES	285,269	309,860	309,860	147,484	305,833	335,524	335,524
REVENUES:							
FEES, FINES & COSTS	55,038	54,910	54,910	19,573	48,900	54,375	54,375
MISCELLANEOUS	159	10	10	8	8	10	10
TOTAL REVENUES	55,197	54,920	54,920	19,581	48,908	54,385	54,385
NET DEPARTMENT COST (REVENUE)	230,072	254,940	254,940	127,903	256,925	281,139	281,139

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CLERK / 1001800

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
ELECTED	75,440	
ELECTED SICK/VACATION PAYOUT	31,100	
FULL-TIME PERMANENT	56,601	
PART-TIME PERMANENT	55,895	
TOTAL SALARIES:		219,036
FRINGE BENEFITS:		
ELECTED	29,806	
ELECTED SICK/VACATION PAYOUT	2,400	
FULL-TIME PERMANENT	8,396	
PART-TIME PERMANENT	21,601	
WORKER'S COMPENSATION INSURANCE	133	
TOTAL FRINGE BENEFITS:		62,336
TRAVEL/TRAINING:		
CONFERENCES - WCCA, WCCO, WCA	500	
MEALS/LODGING	1,500	
MILEAGE	1,200	
TRAINING	800	
TOTAL TRAVEL/TRAINING:		4,000
SUPPLIES:		
GENERAL OFFICE SUPPLIES	2,000	
COPIER PAPER	500	
EMPLOYEE RECOGNITION	50	
TOTAL SUPPLIES:		2,550
PURCHASED SERVICES:		
IT CHARGES - ALLOCATIONS	19,702	
IT CHARGES - MAINTENANCE CONTRACTS	3,579	
PROPERTY & LIABILITY INSURANCE	1,121	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
TELEPHONE	300	
POSTAGE	600	
DUES/SUBSCRIPTIONS	1,000	
ADVERTISING LEGAL NOTICES / COUNTY BOARD MINUTES	11,500	
PRINTING SERVICES - INTERNAL	1,000	
COUNTY DIRECTORY	1,300	
COUNTY BOARD PROCEEDINGS	300	
COPIES MULTI-FUNCTIONAL PRINTER	1,200	
TEMPORARY STAFFING (IMAGING)	3,000	
TOTAL PURCHASED SERVICES:		44,602
CAPITAL OUTLAY:		
WORKSTATION	3,000	
TOTAL CAPITAL OUTLAY:		3,000
REVENUES:		
FEES, FINES & COSTS:		
MARRIAGE LICENSES		
900 @ $60.00 EACH	54,000	
10 WAIVERS @ $25.00 EACH	250	
5 REPRINT & AMNDMNT. FEES @ $10.00 EA	50	
2 LATE SERVICING FEES @ $25.00 EACH	50	
SALE OF COUNTY DIRECTORY	25	
TOTAL FEES, FINES & COSTS:		54,375
MISCELLANEOUS:		
PUBLIC COPIES - 60 @ $.25 EACH	10	
TOTAL MISCELLANEOUS:		10

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ELECTIONS / 1001900

MISSION STATEMENT:

This budget provides funding for the administration of elections per State Statute. Essentially, this budget provides funding to keep the voters of Outagamie County informed of the latest election rules; the offices and candidates to be voted for; and the cost of the appropriate ballots.

ACTIVITY INDICATORS:	**2017**	**2018***	**2019***	**Est. 2020***	**Projected 2021***
Election Expenses	$52,304	$85,592	$54,967	$174,763	$125,963
Ballots Cast	28,795	173,790	36,194	192,640	30,000

*Programming completed internally by Department staff vs external resources.

BUDGET ISSUES:

Two elections are scheduled in 2021 versus four in 2020. Scheduled elections include the Spring Nonpartisan Primary & Spring General.
Outagamie County Election Management System (EMS) will be upgraded to Windows 10.

MAJOR CHANGES IN EXPENDITURES:

Supplies/Purchased Services decreased overall due to two elections scheduled 2021 versus four in 2020.	(63,800)
Purchased Services increased for planned upgrade of EMS upgrade to Windows 10 (25,000) offset by a decrease in election security expenditures transferred to the IT budget (10,000).	15,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ELECTIONS / 1001900

SUMMARY OF EXPENDITURES AND REVENUES:

	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	639	2,000	2,000	186	500	2,000	2,000
SUPPLIES	2,693	15,300	15,300	12,484	15,300	5,500	5,500
PURCHASED SERVICES	51,635	158,963	158,963	109,420	158,963	119,963	119,963
TOTAL EXPENDITURES	54,967	176,263	176,263	122,091	174,763	127,463	127,463
REVENUES:							
FEES, FINES & COSTS	26,514	25,100	25,100	0	25,100	26,550	26,550
TOTAL REVENUES	26,514	25,100	25,100	0	25,100	26,550	26,550
NET DEPARTMENT COST (REVENUE)	28,453	151,163	151,163	122,091	149,663	100,913	100,913

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
MILEAGE	500	
TRAINING/SEMINARS	1,500	
TOTAL TRAVEL/TRAINING:		2,000
SUPPLIES:		
EXPRESSVOTE CARDS	4,000	
ENVELOPES, FORMS, PAPER	1,250	
MUNICIPAL CLERK TRAINING SUPPLIES	250	
TOTAL SUPPLIES:		5,500
PURCHASED SERVICES:		
CANVASSERS/TABULATOR EXPENSES	3,500	
POSTAGE	1,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
PRINTING - BALLOTS	25,000	
ADVERTISING - LEGAL NOTICES	5,000	
ELECTION SUPPORT-CTY PORTION	750	
EQUIPMENT MAINTENANCE	750	
WIN 10 EMS UPGRADE	25,000	
EQUIPMENT SOFTWARE	38,963	
ELECTIONS SECURITY	20,000	
TOTAL PURCHASED SERVICES:		119,963
REVENUES:		
FEES, FINES & COSTS:		
WISVOTE RELIER FEES	1,050	
MUNI+SCHOOL PROGRAMMING	25,500	
TOTAL FEES, FINES & COSTS:		26,550

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CLERK
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	CARE OF VETERANS GRAVES / 1002000

MISSION STATEMENT:

The function of this cost center is to administer the care of veterans' graves and tombstones as per Wisconsin Statutes 45.185-157.11 (7) (a.). This statute dictates that the County is responsible for budgeting and paying for the perpetual care of veterans' graves. Basically, the County is responsible for the maintenance of the lawn and tombstones.

ACTIVITY INDICATORS:	2016	2017	2018	2019	Est. 2020	Projected 2021
Total Cemeteries Applying	20	17	20	19	20	20
Total Number of Veteran Graves	1,806	1,254	1,887	1,937	1,900	1,900
Total Costs Reimbursed	$8,288	$10,286	$9,022	$9,548	$12,044	$12,044

BUDGET ISSUES:

None

MAJOR CHANGES IN EXPENDITURES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	9,548	12,044	12,044	0	12,044	12,044	12,044
TOTAL EXPENDITURES	9,548	12,044	12,044	0	12,044	12,044	12,044
NET DEPARTMENT COST (REVENUE)	9,548	12,044	12,044	0	12,044	12,044	12,044

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
GROUND/TOMBSTONE MAINTENANCE	12,044	12,044
TOTAL PURCHASED SERVICES:		

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CORONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CORONER / 1001400

MISSION STATEMENT:

In accordance with Wisconsin Statute 979.01 and Health and Social Services 135, the Outagamie County Coroner's Office is responsible for the investigation of all reportable deaths that occur within Outagamie County. The Coroner's Office works collaboratively with all law enforcement agencies and the District Attorney's Office in death investigation and will testify in court as necessary. The Coroner's Office is also responsible to investigate a death where a physician cannot, or, will not sign a Death Certificate and determine the final disposition on the corpse. All cremations and disinterments require authorization by the Coroner's Office according to WI statutes. In the case of cremation, the Coroner's Office may request further investigation prior to final disposition. The Coroner's Office also acts as a resource to assist the family members in the grieving process by making appropriate referrals when indicated.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	1	1	1	1	1
Part-Time Employees	8	8	8	8	8

BUDGET ISSUES:

Discussions are ongoing in the State Legislature that would require all Wisconsin Coroner / Medical Examiner staff be certified by the American Board of Medicolegal Death Investigators (D-ABMDI).

ACTIVITY INDICATORS:	**2016**	**2017**	**2018**	**2019**	**2020 thru June**	**2020 Estimate**
Total Investigations	1384	1240	1294	1415	709	1475
Total Permits Issued	880	926	983	1051	566	1100
Total Autopsies	89	87	66	66	36	75
Total Death Certificates Signed	297	324	321	321	145	350

2020 ACCOMPLISHMENTS:

- Provided education sessions to various schools in the area on the functions of the Coroner's Office.
- Continued to take the ABMDI (American Board of Medical Death Investigator) exam for deputies' certification.

2021 OBJECTIVES:

- In conjunction with the Wisconsin Coroner's & Medical Examiner's Association, will continue to develop a regional training tool to assist in mass disasters to help in pooling resources together and work towards finding appropriate grants.
- Develop standardized report forms that will cover all types of death that will be more uniform in nature in regards to reporting types of death and format reporting for the forensic pathologists.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CORONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CORONER / 1001400

2021 OBJECTIVES CONTINUED:

- Continue to get staff ABMDI certified.
- Update the Coroner website to become more user friendly for families and other departments looking for information.
- Begin to work at becoming accredited through the International Association of Coroners & Medical Examiners as this will most likely be mandated by the State.

MAJOR CHANGES IN EXPENDITURES:

Capital Outlay decreased due to no capital purchase in 2021. (6,146)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs increased due to an anticipated increase in cremation permits issued. 11,300

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	219,835	216,028	216,028	105,381	216,028	223,078	223,078
FRINGE BENEFITS	49,309	45,990	45,990	26,233	45,990	48,490	48,490
TRAVEL/TRAINING	11,925	20,700	20,700	2,464	18,500	21,488	21,488
SUPPLIES	8,916	8,550	8,550	2,916	7,300	9,563	9,563
PURCHASED SERVICES	209,553	224,483	226,983	71,429	206,983	228,443	233,943
CAPITAL OUTLAY	0	6,146	6,146	5,834	5,834	0	0
TOTAL EXPENDITURES	499,538	521,897	524,397	214,257	500,635	531,062	536,562
REVENUES:							
FEES, FINES & COSTS	168,300	157,150	157,150	64,490	155,000	168,450	173,950
MISCELLANEOUS	15	75	75	0	40	75	75
TOTAL REVENUES	168,315	157,225	157,225	64,490	155,040	168,525	174,025
NET DEPARTMENT COST (REVENUE)	331,223	364,672	367,172	149,767	345,595	362,537	362,537

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY CORONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY CORONER / 1001400

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL TIME	57,674	
P.T. DEPUTIES - 410 FULL DAY @ $117.84	48,314	
PER DIEM - 2,200 @ $25.00	55,000	
ON CALL PAY - $2.00/HR @ 8,000 HRS/YR	16,000	
CORONER SALARY	37,090	
OVERTIME	9,000	
TOTAL SALARIES:		223,078
FRINGE BENEFITS:		
PERMANENT FULL-TIME	28,556	
P.T. DEPUTIES (FICA & RETIREMENT)	4,413	
PER DIEM & ON CALL FICA	5,432	
CORONER	5,286	
OVERTIME FRINGE BENEFITS	1,260	
WORKER'S COMPENSATION INSURANCE	3,543	
TOTAL FRINGE BENEFITS:		48,490
TRAVEL/TRAINING:		
MILEAGE REIMB. 16500 MILES @ $.575 EA.	9,488	
TRAINING & CERTIFICATION - IN STATE	2,000	
DEATH INVESTIGATION TRAINING/ CERTIFICATION (4 STAFF) - OUT OF STATE	10,000	
TOTAL TRAVEL/TRAINING:		21,488
SUPPLIES:		
REFERENCE TEXTBOOKS	150	
MEDICAL SUPPLIES	2,100	
OFFICE SUPPLIES	2,200	
CLOTHING ALLOWANCE, ETC.	2,500	
STORAGE SUPPLIES	2,500	
EMPLOYEE RECOGNITION	113	
TOTAL SUPPLIES:		9,563

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
AUTOPSIES FORENSIC 80 @ $1,500	120,000	
BODY TRANSPORTATION	43,000	
MEDICAL SERVICES - LABORATORY FEES	6,500	
MEDICAL SERVICES - RADIOLOGY FEES	2,200	
MORGUE STORAGE FEE 200 DAYS@$25/DAY	5,000	
CELLULAR PHONES	5,300	
TELEPHONE	225	
POSTAGE	100	
COPIER MAINTENANCE	500	
SUBSCRIPTIONS & DUES	900	
PROPERTY & LIABILITY INSURANCE	701	
BLANKET BOND	72	
IT CHARGES - ALLOCATIONS	33,189	
IT CHARGES - MAINTENANCE CONTRACTS	7,756	
IAC & ME ACCREDITATION	3,000	
COUNTY BOARD ACTION		
INCREASE DUE TO UNPAID BURIAL COSTS	5,500	
TOTAL PURCHASED SERVICES:		233,943
REVENUES:		
FEES, FINES & COSTS:		
CREMATION PERMITS 1008 @ $150/PERMIT	151,250	
DISINTERMENT PERMITS 5 @ $100/PERMIT	500	
SPECIAL DEATH CERTIFICATE SIGNING FEE 3 @ $150 EACH	450	
DEATH CERTIFICATE SIGNING FEE 325 @ $50 EACH	16,250	
COUNTY BOARD ACTION		
PROJECTED INC IN CREMATION PERMITS	5,500	
TOTAL FEES, FINES & COSTS:		173,950
MISCELLANEOUS:		
PHOTOCOPYING REPORTS	75	
TOTAL MISCELLANEOUS:		75

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY EXECUTIVE / 1002200

MISSION STATEMENT:

To provide administrative leadership, supervision and direction for all county operating departments and programs; to exercise administrative control of the county budget; to participate in the county legislative process and to serve as the focal point for the dissemination of information regarding county affairs.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	3	3	3	3	3

2020 ACCOMPLISHMENTS:

- Maintained Aaa bond rating, the highest possible credit rating provided by Moody's Investors Service.
- Maintained all county services at current levels while maintaining a stable tax rate for eight consecutive years.
- Implemented numerous emergency policies related to the COVID-19 Public Health Pandemic Emergency response effort.
- Worked with County Board leadership to develop a responsible budget.

2021 OBJECTIVES:

- Secure another Aaa bond rating from Moody's Investors Service.
- Continue county services at current levels while continuing to maintain a stable tax rate.
- Manage return-to-normal or, if necessary, modified operations in COVID-19 and post COVID-19 environment.
- Educate state and federal leaders on priority county issues, particularly funding constraints and unfunded mandates.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY EXECUTIVE / 1002200

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	178,130	221,884	221,884	79,338	200,000	223,992	223,992
FRINGE BENEFITS	60,324	78,288	78,288	28,201	65,000	80,709	80,709
TRAVEL/TRAINING	168	1,000	1,000	336	1,000	500	500
SUPPLIES	1,065	2,775	2,775	1,392	2,775	2,538	2,538
PURCHASED SERVICES	13,934	19,723	19,723	7,906	19,723	21,443	21,443
TOTAL EXPENDITURES	253,621	323,670	323,670	117,173	288,498	329,182	329,182
REVENUES:							
MISCELLANEOUS	1,548	1,068	1,068	2,263	2,798	1,967	1,967
TOTAL REVENUES	1,548	1,068	1,068	2,263	2,798	1,967	1,967
NET DEPARTMENT COST (REVENUE)	252,073	322,602	322,602	114,910	285,700	327,215	327,215

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY EXECUTIVE / 1002200

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	109,788	
COUNTY EXECUTIVE	109,204	
EXECUTIVE AUTO ALLOWANCE	5,000	
TOTAL SALARIES:		223,992
FRINGE BENEFITS:		
FRINGE BENEFITS	78,862	
WORKER'S COMPENSATION INSURANCE	1,847	
TOTAL FRINGE BENEFITS:		80,709
TRAVEL/TRAINING:		
MEALS/LODGING/OTHER	500	
TOTAL TRAVEL/TRAINING:		500
SUPPLIES:		
GENERAL OFFICE SUPPLIES	1,500	
EMPLOYEE APPRECIATION	38	
*SUSTAINABILITY FUND - SUPPLIES	1,000	
TOTAL SUPPLIES:		2,538

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE	400	
POSTAGE	400	
PRINTING/COPIER	508	
DUES/MEMBERSHIPS	2,000	
PROPERTY & LIABILITY INSURANCE	685	
IT CHARGES - ALLOCATIONS	8,041	
IT CHARGES - MAINTENANCE CONTRACTS	409	
PROFESSIONAL SERVICES	5,000	
*SUSTAINABILITY FUND - PURCHASED SRVCS	4,000	
TOTAL PURCHASED SERVICES:		21,443
REVENUES:		
MISCELLANEOUS:		
CTY EXEC SALARY INCREASE DONATION	1,967	
TOTAL MISCELLANEOUS:		1,967

***Sustainability Fund: Funded by a separate fund balance account (S/L 278)**

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE / FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	GENERAL FUNDS APPLIED/REVENUES/1002223 &1000100

MISSION STATEMENT:

General funds applied represent funds which are not in immediate need of use and which are used to reduce the general County tax levy. These funds exist because actual expenditures are less than budgeted expenditures or actual revenues are greater than budgeted revenues. Resolution No. 61 2010-11 designates working capital requirements at 10% to 16% of specific expenditures. Funds in excess of the requirement are used to reduce the tax levy.

BUDGET ISSUES:

According to the County's formula, $8,206,153 of fund balance is projected to be available at the end of 2020 to reduce the overall tax levy using a working capital requirement calculated at 13.0% of specific expenditures. The amount of $150,000 will be used to reduce the General Fund operating levy. Additionally, $226,675 will be used to fund sunset positions for the District Attorney's office ($176,675), Sheriff's department ($35,000) and one-year contribution for a Humane Officer ($15,000), and $5,000 will be used for the sustainability fund activities. The remaining $7,824,478 is proposed to be set aside as an additional amount to apply towards reducing bonding for our 2021 capital projects. Included in this amount is $750,000 (approximately .5%) above the normal amount that will be used to finance the one-time purchase of a wetland mitigation area that will be used for highway and other purposes. Also included in this amount is $1,400,907 or approximately 1% of the fund balance above the normal amount to apply to reduce borrowing. Therefore, we are applying approximately 1.5% of fund balance for one-time projects. This still keeps the working capital amount at 13.0% overall or right in the middle of the 10% to 16% County policy amount.

The County Board passed Ordinance B – 2019/2020 approving the implementation of a .5% County Sale Tax effective January 1, 2020. It is estimated that the County will collect $18 million in sales tax in 2021. Of this amount, $6,590,668 will be used to cover operating expenses, $6,003,851 will be used for debt service expenses, $2,700,000 will be used to distribute to participating municipalities and school districts and the remaining $2,705,481 will be used to offset one-time capital project costs.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services was decreased due to a slightly lower sales tax distribution to participating municipalities and school districts.	(300,000)
Operating Transfer Out was increased due to funding available to apply towards other funds.	4,103,501

MAJOR CHANGES IN REVENUES:

Sales Tax decreased due to a projected slightly lower projection of collections for 2021.	(300,000)
Financing Sources Other was decreased due to reducing fund balance applied to reduce the general tax levy.	(50,000)
Financing Sources Other was increased due to funding available to apply towards one-time capital projects.	4,103,501

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE / FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	GENERAL FUNDS APPLIED/REVENUES/1002223 &1000100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	0	3,000,000	3,000,000	0	2,550,000	2,700,000	2,700,000
OPERATING TRANSFER OUT	2,732,864	3,720,977	3,737,977	3,737,977	3,737,977	7,824,478	7,824,478
TOTAL EXPENDITURES	2,732,864	6,720,977	6,737,977	3,737,977	6,287,977	10,524,478	10,524,478
REVENUES:							
COUNTY SALES TAX	0	9,590,668	9,590,668	5,689,521	9,140,668	9,290,668	9,290,668
FINANCING SOURCES OTHER	3,788,578	4,156,274	4,782,312	4,782,312	4,782,312	8,206,153	8,206,153
OPERATING TRANSFER IN	2,292,810	125,000	141,000	141,000	141,000	120,000	120,000
MISCELLANEOUS REVENUES	14,299	0	0	241	241	0	0
TOTAL REVENUES	6,095,687	13,871,942	14,513,980	10,613,074	14,064,221	17,616,821	17,616,821
NET DEPARTMENT COST (REVENUE)	(3,362,823)	(7,150,965)	(7,776,003)	(6,875,097)	(7,776,244)	(7,092,343)	(7,092,343)

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE / FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	GENERAL FUNDS APPLIED/REVENUES/1002223 &1000100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
SALES TAX DISTRIBUTIONS SHARED WITH LOCAL MUNI'S AND SCHOOL DISTRICTS	2,700,000	
TOTAL PURCHASED SERVICES:		2,700,000
OPERATING TRANSFER OUT:		
TO CAPITAL PROJECTS FUND	7,824,478	
FINANCE COMMITTEE ACTION		
REMOVE PARKS PAVILION	(1,310,000)	
COUNTY BOARD ACTION		
ADD BACK IN PARKS PAVILION	1,310,000	
TOTAL OPERATING TRANSFER OUT:		7,824,478
REVENUES:		
COUNTY SALES TAX:		
COUNTY SALES TAX	9,290,668	
TOTAL COUNTY SALES TAX:		9,290,668

	AMOUNT	TOTAL AMOUNT
REVENUES:		
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED-GENERAL FUND	150,000	
FUND BALANCE APPLIED-SUNSET POSITIONS	211,675	
FUND BAL. APPLIED-SUSTAINABILTY FUND	5,000	
FUND BAL. APPLIED-HUMANE OFFICER	15,000	
FUND BALANCE APPLIED-CAPITAL PROJECTS	7,824,478	
FINANCE COMMITTEE ACTION		
REMOVE PARKS PAVILION-CAPITAL PROJECTS	(1,310,000)	
COUNTY BOARD ACTION		
ADD BACK IN PARKS PAVILION-CAPITAL PRJ	1,310,000	
TOTAL FINANCING SOURCES OTHER:		8,206,153
OPERATING TRANSFER IN:		
FROM JAIL ASSESSMENT	120,000	
TOTAL OPERATING TRANSFER IN:		120,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	RESERVE FOR CONTINGENCIES / 1002247

MISSION STATEMENT:

The reserve for contingencies budget provides for unanticipated expenditures that occur during the year that are not budgeted. Supplemental appropriations may be made from the contingency fund by the Finance Committee up to an amount not to exceed ten percent of the original budgeted line item annually. If a contingency request exceeds the ten percent limit, the County Board must approve the request.

BUDGET ISSUES:

	Contingency Fund		Additional General	
Year	Budget	Used	Funds Applied	Total
2011	453,954	50,427	-	50,427
2012	445,931	56,811	-	56,811
2013	555,058	387,891	-	387,891
2014	379,304	71,456	-	71,456
2015	400,000	46,500	-	46,500
2016	400,000	90,138	-	90,138
2017	400,000	70,704	-	70,704
2018	400,000	76,240	-	76,240
2019	400,000	92,000	-	92,000
2020 (Estimated Used)	524,491	324,491	-	324,491

MAJOR CHANGES IN EXPENDITURES:

Purchased Services decreased due to one-time adjustment needed for 2020. (124,491)

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	RESERVE FOR CONTINGENCIES / 1002247

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	0	524,491	524,491	0	324,491	400,000	400,000
TOTAL EXPENDITURES	0	524,491	524,491	0	324,491	400,000	400,000
NET DEPARTMENT COST (REVENUE)	0	524,491	524,491	0	324,491	400,000	400,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
RESERVE FOR CONTINGENCIES	400,000	
TOTAL PURCHASED SERVICES:		400,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY TREASURER / 1002400

MISSION STATEMENT:

The mission of the County Treasurer's office is to provide necessary financial and investment services for the general public, the County departments, elected officials and municipalities in a timely and efficient manner, at a level consistent with laws and professional standards, to safeguard the investment assets of the County through prudent management and procedures.

The Treasurer's office accomplishes this mission by:

- Providing reliable information for public inquiries through our website.
- Maintaining 15 years of property tax information.
- Prompt posting of property taxes, accounts receivables and other County receipts.
- Accurately reconciling the annual settlement of taxes between the local and state government for the 34 municipalities in Outagamie County.
- Daily reconciliation of the County's bank account.
- Managing investments prudently.
- Issuing tax certificates and performing tax foreclosures through the In-Rem process.
- Timely distribution of general bills and payroll checks.
- Using and exploring up-to-date technology.
- Fostering professional growth through training and the sharing of information.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	4	4	4	4	4
Part-Time Employees	0	0	0	0	0

2020 ACCOMPLISHMENTS:

- Expanded cross training and maintained procedures in the department for ease of training and to ensure stability in preparation of turnover.
- Added new banks for summer collections to allow more convenient location for tax payers to pay taxes.
- Revised June reminder post card for 2nd installment of property taxes to include online payment information which greatly increased online payments which are fully integrated with Transcendent.
- Utilized bar code and scanners more frequently to enhance efficiency and accuracy of property tax payment process.

2021 OBJECTIVES:

- Continue with our exceptional customer service and operational capabilities.
- Continue to update and enhance the County's website providing our customers with the most up to date real estate information.
- Continue to attend educational and training sessions pertinent to our office.
- Continue to review possible replacement of General Receipting software.
- Continue to monitor the delinquent tax collection process. In addition we are building our knowledge of various community groups and resources so that taxpayers can be referred to the proper resources in times of need.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY TREASURER / 1002400

MAJOR CHANGES IN EXPENDITURES:

Purchased Services primarily decreased due to reduction in IT charges and receipting system consulting budgeted in 2020. (7,892)

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	191,307	205,297	205,297	93,207	201,000	210,431	210,431
FRINGE BENEFITS	77,559	78,009	78,009	36,869	74,000	73,656	73,656
TRAVEL/TRAINING	1,767	7,910	7,910	580	1,200	8,000	8,000
SUPPLIES	1,208	4,650	4,650	541	2,850	4,650	4,650
PURCHASED SERVICES	80,845	103,174	146,193	42,379	132,542	94,938	94,938
CAPITAL OUTLAY	2,804	0	0	0	0	0	0
TOTAL EXPENDITURES	355,490	399,040	442,059	173,576	411,592	391,675	391,675
REVENUES:							
FEES/UNCLAIMED FUNDS	7,272	4,000	4,000	295	3,695	4,000	4,000
MISCELLANEOUS REVENUES	36,434	0	0	0	0	0	0
TOTAL REVENUES	43,706	4,000	4,000	295	3,695	4,000	4,000
NET DEPARTMENT COST (REVENUE)	311,784	395,040	438,059	173,281	407,897	387,675	387,675

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY TREASURER / 1002400

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
ELECTED	77,703	
FULL-TIME PERMANENT	129,062	
OVERTIME	3,666	
TOTAL SALARIES:		210,431
FRINGE BENEFITS:		
ELECTED	31,491	
FULL-TIME PERMANENT	41,494	
OVERTIME FRINGES	522	
WORKER'S COMPENSATION INSURANCE	149	
TOTAL FRINGE BENEFITS:		73,656
TRAVEL/TRAINING:		
MILEAGE	1,200	
OUT-OF-STATE TRAVEL		
GOVERNMENT FINANCIAL OFFICERS		
ASSOCIATION (GFOA) CONF IN NEW		
ORLEANS OR THE GOVERNMENT		
INVESTMENT OFFICERS ASSOCIATION		
(GIOA) CONF. IN LAS VEGAS	2,000	
WI COUNTY TREASURER ASSOCIATION		
(WCTA) CONFERENCES:		
OUTAGAMIE COUNTY	400	
FOND DU LAC COUNTY	400	
WCCO (MADISON IN MARCH)	500	
STAFF TRAINING	2,000	
TUITION/BOOK REIMBURSEMENT	1,500	
TOTAL TRAVEL/TRAINING:		8,000

	AMOUNT	TOTAL AMOUNT
SUPPLIES:		
OFFICE EQUIPMENT	500	
COMPUTER SUPPLIES	500	
PAPER SUPPLIES	1,200	
OFFICE SUPPLIES	1,200	
SUNDRY	1,200	
EMPLOYEE APPRECIATION	50	
TOTAL SUPPLIES:		4,650
PURCHASED SERVICES:		
ARMORED SECURITY	5,600	
TELEPHONE	600	
POSTAGE	15,000	
PRINTING	700	
ADVERTISING	2,000	
CONSULTING SERVICES	2,000	
DUES & SUBSCRIPTIONS	844	
PROPERTY & LIABILITY INSURANCE	1,018	
IT CHARGES - ALLOCATIONS	35,701	
IT CHARGES - MAINTENANCE CONTRACTS	31,475	
TOTAL PURCHASED SERVICES:		94,938
REVENUES:		
FEES, FINES & COSTS:		
TREASURER FEES/UNCLAIMED FUNDS	4,000	
TOTAL FEES, FINES & COSTS:		4,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	INTEREST INCOME / 1002401

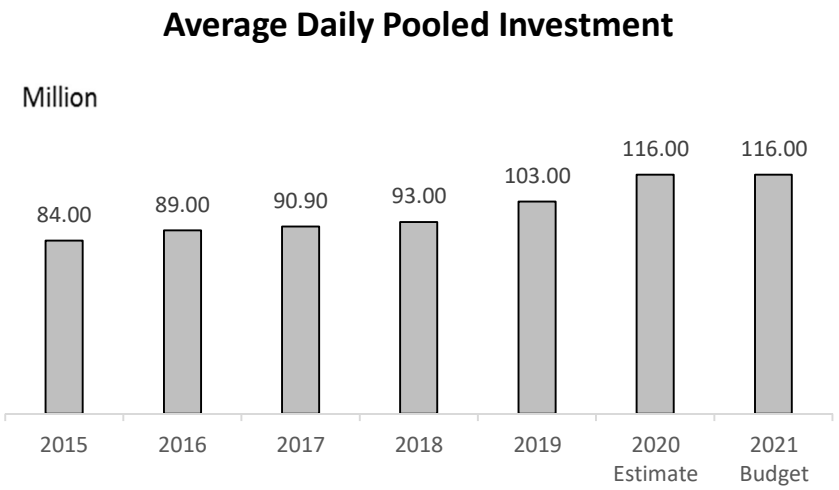
MISSION STATEMENT:

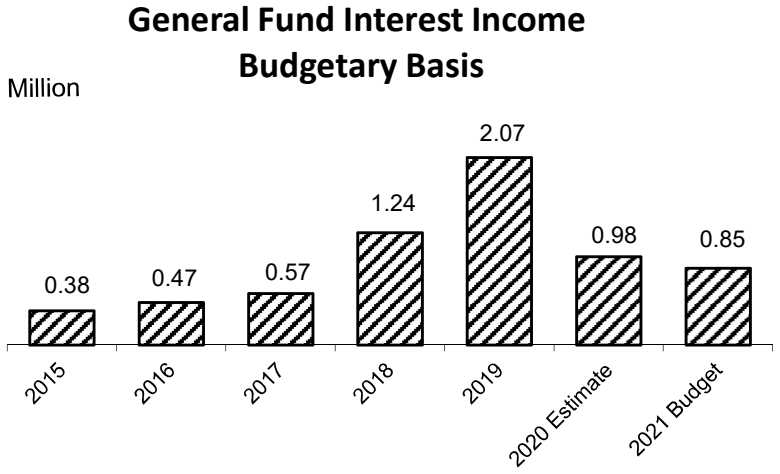
This budget is used to record interest charged on delinquent taxes as well as interest earned on general County investments. Any idle funds not immediately needed by the County are invested in compliance with the County's investment policy.

BUDGET ISSUES:

Due to the COVID19 pandemic, the Federal Reserve has decreased the Fed Funds rate down to 0 to .25%. This will drastically decrease the interest income in the 2021 budget by an estimated $450,000. The budget is based on an average daily balance of $67,000,000 for general County funds (excluding Airport, Recycling and Solid Waste and Insurance funds) and an interest rate of 1.266% for the adopted budget compared to a 2.0% in the 2020 adopted budget.

ACTIVITY INDICATORS:	**2017**	**2018**	**2019**	**ESTIMATED 2020**	**PROPOSED 2021**
Interest Income	$712,038	$1,262,473	$1,604,144	$975,000	$850,000
*Fair Value Adjustment	(139,314)	(22,269)	(469,810)		
Int. Income Budgetary Basis	*$572,724*	*$1,240,205*	*$2,073,953*		





FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	INTEREST INCOME / 1002401

MAJOR CHANGES IN EXPENDITURES:

Purchased Services for investment fees decreased due to new banking contract and closing all previous operating accounts. (10,000)

MAJOR CHANGES IN REVENUES:

Interest Income decreased due to a decrease in interest rates due to COVID-19 pandemic. (450,000)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	71,665	60,000	60,000	16,420	60,000	50,000	50,000
TOTAL EXPENDITURES	71,665	60,000	60,000	16,420	60,000	50,000	50,000
REVENUES:							
TAXES - INTEREST ON DELINQUENT	921,467	730,000	730,000	309,364	680,000	730,000	730,000
INTEREST INCOME	2,073,954	1,300,000	1,300,000	677,674	975,000	850,000	850,000
TOTAL REVENUES	2,995,421	2,030,000	2,030,000	987,038	1,655,000	1,580,000	1,580,000
NET DEPARTMENT COST (REVENUE)	(2,923,756)	(1,970,000)	(1,970,000)	(970,618)	(1,595,000)	(1,530,000)	(1,530,000)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
INVESTMENT FEES	50,000	
TOTAL PURCHASED SERVICES:		50,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
TAXES:		
INTEREST ON DELINQUENT TAXES	730,000	
TOTAL TAXES:		730,000
INTEREST INCOME:		
INVESTMENT INTEREST	850,000	
TOTAL INTEREST INCOME:		850,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	TAX REVENUE / 1002407

MISSION STATEMENT:

This budget records State shared taxes, payment in lieu of taxes (PILT) and use-value charges. These revenues are used to offset the County tax levy. It should be noted that payments made in lieu of taxes are voluntary and could be discontinued at any time.

BUDGET ISSUES:

The State of Wisconsin's 2020-2022 budget included a provision for exempting certain personal property from taxes starting the 2019 budget year for the County. In turn, the State would make the County whole on the amount of the exemption through a Personal Property exemption payment. The amount received in 2019 was $568,299, the amount received in 2020 was $529,394, and estimated for 2021 will be reduced to $490,489 per the State's latest estimate. This total amount will reduce the tax levy and the tax levy limit proportionally.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

Taxes decreased for reduction in Payment in Lieu of Taxes revenue for Thrivent.	(75,000)
Intergovernmental revenues were decreased due to State of Wisconsin personal property tax payment reduced.	(38,905)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	86,418	50,000	50,000	0	50,000	50,000	50,000
TOTAL EXPENDITURES	86,418	50,000	50,000	0	50,000	50,000	50,000
REVENUES:							
TAXES	242,687	229,300	229,300	181,551	181,551	154,000	154,000
INTERGOVERNMENTAL	3,865,704	3,785,831	3,785,831	529,394	3,799,946	3,746,926	3,746,926
FEES, FINES & COSTS	180,443	100,000	100,000	10,107	100,000	100,000	100,000
TOTAL REVENUES	4,288,834	4,115,131	4,115,131	721,052	4,081,497	4,000,926	4,000,926
NET DEPARTMENT COST (REVENUE)	(4,202,416)	(4,065,131)	(4,065,131)	(721,052)	(4,031,497)	(3,950,926)	(3,950,926)

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	TAX REVENUE / 1002407

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
USE - VALUE CONVERSION LOCAL SHARE	50,000	
TOTAL PURCHASED SERVICES:		50,000
REVENUES:		
TAXES:		
FOREST CROP TAXES	15,000	
OMITTED TAXES	1,000	
PAYMENT IN LIEU OF TAXES:		
THRIVENT FINANCIAL	100,000	
EAST CENTRAL LUTHERAN SYNOD	2,000	
DNR (PILT)	36,000	
TOTAL TAXES:		154,000

	AMOUNT	TOTAL AMOUNT
INTERGOVERNMENTAL:		
STATE SHARED REVENUES	2,736,437	
COMPUTER EXEMPTION AID	520,000	
PERSONAL PROPERTY EXEMPTION PAYMENT	490,489	
TOTAL INTERGOVERNMENTAL:		3,746,926
FEES, FINES & COSTS:		
USE - VALUE CONVERSION COUNTY SHARE	50,000	
USE - VALUE CONVERSION LOCAL SHARE	50,000	
TOTAL FEES, FINES & COSTS:		100,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	TAX DEED ACCOUNT / 1002409

MISSION STATEMENT:

The purpose of this budget is to record gains or losses in the resale of properties acquired from the non-payment of taxes through the In-Rem process. This budget is also used to reimburse municipalities for Personal Property Tax charge-backs and payments per State Statute 74.42.

ACTIVITY INDICATOR:

Per State Statute 74.42 the County must reimburse the municipalities for uncollected personal property taxes. Per State Statute 74.41 the County must reimburse the municipalities for any rescinded or refunded taxes due to palpable errors.

Personal Property Tax/Dark Stores Chargebacks and rescinded or refunded taxes:

2015	$93,765
2016	$5,219
2017	$48,860
2018	$125,112
2019	$52,198
2020 (Est)	$137,520
2021 (Est)	$120,000

BUDGET ISSUES:

In the 2019 budget, we included $100,000 in estimated property tax chargebacks related to the "dark store" tax loophole stemming from a 2008 Wisconsin Supreme court property assessment decision. These filings were the result of court decisions requiring a refund be issued to the retailer for a portion of property taxes paid, spanning multiple years. Based upon discussions with current municipalities, it appears that until changes are made to the statutes we will continue to have these dark store chargebacks in 2019, 2020 and possibly future years. Additional chargebacks are anticipated and we have budgeted $75,000 in this budget for this item.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to the legally required 11 year tax write off potentially increasing for voided tax certificates.	9,754
Purchased Services decreased due to fewer known charge-backs for "Dark Store" assessments.	(25,000)

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY TREASURER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	TAX DEED ACCOUNT / 1002409

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	75,057	197,207	317,207	139,046	209,046	176,211	176,211
TOTAL EXPENDITURES	75,057	197,207	317,207	139,046	209,046	176,211	176,211
REVENUES:							
FEES, FINES & COSTS	236,246	52,000	52,000	17,841	39,841	52,000	52,000
TOTAL REVENUES	236,246	52,000	52,000	17,841	39,841	52,000	52,000
NET DEPARTMENT COST (REVENUE)	(161,189)	145,207	265,207	121,205	169,205	124,211	124,211

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
ABSTRACT FEES	5,250	
ADVERTISING	5,000	
POSTAGE	2,000	
GUARDIAN AD-LITEM	1,000	
MISC IN-REM EXPENSES/APPRAISALS	6,250	
CHARGE-BACK OF UNCOLLECTED PERSONAL PROPERTY TAXES	20,000	
CHARGE-BACK FOR "DARK STORES" ASSESSMENTS	75,000	
IN REM LAND SALES	25,000	
VOID TAX CERTIFICATES	36,711	
TOTAL PURCHASED SERVICES:		176,211

	AMOUNT	TOTAL AMOUNT
REVENUES:		
FEES, FINES & COSTS:		
TAX FORECLOSURES FEES	2,000	
IN REM LAND SALES	50,000	
TOTAL FEES, FINES & COSTS:		52,000

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES (DLS)
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	DLS / 1007300

MISSION STATEMENT:

Provide comprehensive and technical planning and management for Outagamie County relative to public facilities & property, land use, economic & community development, demographic & data analysis, grant writing/administration, GIS & Land Information, surveying and property listing.

TABLE OF ORGANIZATION SUMMARY:	**2017***	**2018****	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	7	12	12	12	12
Part-Time Employees	2	2	1	1	1

**Note: In 2017, Property Listing became part of the DLS dept.*

***Note: In 2018, Zoning Administration became part of the DLS dept.*

PROGRAM DESCRIPTION:

The Development & Land Services Department is responsible for the following programs:

- Prepare, administer, and implement the County's Comprehensive Plan, as required by State Statute.
- Develop specific plans, policies & ordinances and provide technical planning, data, reviews/recommendations, and analytical services in coordination with various departments on an as needed basis. This includes master plans, recreation/open space plans, transportation plans, parking/facility plans and other misc. plans & reports.
- Prepare and administer the county property inventory/recommendations process. Work in close coordination with other departments (Treasurer, Highway, Solid Waste, Airport, Corporation Counsel, and Maintenance) to manage and oversee county real estate.
- Develop and maintain the Geographic Information System (GIS) and Land Information program (see Land Information budget #2130100). The GIS/Land Information function includes the county surveyor function and administration & maintenance of the county's uniform addressing system.
- Provide Zoning Administration services, which oversees administration and enforcement of the county's subdivision, stormwater and erosion control ordinances; and zoning, shoreland/wetland, floodplain, airport zoning (see Zoning Administration budget #1009300).
- Provide Property Listing Services for all municipalities within the county, with the exception of the City of Appleton (see Prop. Listing budget #1002411).
- Assist the County Clerk's Office with election preparations and data reporting.
- Administer the county community & economic development program, including administration of revolving loan funds.
- Prepare and administer grants to achieve departmental goals; provide technical assistance to other County departments requiring assistance in seeking or administering grants.
- Intergovernmental coordination and assistance to local communities regarding land use, transportation, economic & community development issues to achieve mutually beneficial policies, projects and programs.

BUDGET ISSUES:

Uncertainty due to COVID-19. To date, low interest rates, federal fiscal stimulus and residents spending more time at home has led to an increase in permit activity and general inquiries to the department. It is difficult to ascertain if the increase in activity since the COVID pandemic will be sustained or if revenues will decrease if and when federal financial policy related to COVID-19 economic response shifts.

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES (DLS)
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	DLS / 1007300

BUDGET ISSUES CONTINUED:

This budget also includes an increase in purchased services to work on accomplishing work towards the Comprehensive Plan implementation and other Strategic County Initiatives such as the Bike/Pedestrian Strategy, University Alliance work and Land Development Code updates.

ACTIVITY INDICATORS:

	2015	2016	2017	2018	2019	5-Year Avg.	Jan – June 2020
Addresses Issued	204	210	206	180	169	194	107
Certified Survey Map Reviews	153	145	114	133	137	136	61
Business Loans Provided	2	1	1	0	0	0.8	12
Comp. Plan Amendment	-	1	7	2	4	2.8	0

2020 ACCOMPLISHMENTS:

- Completed the 10yr update of the County Comprehensive Plan, adopted unanimously by the County Board (1st quarter).
- Prepared annual update to the Property Inventory/Property Recommendations Reports (2nd quarter). Provided technical assistant to departments pertaining to real estate transactions, campus, and facility planning.
- Created a planning & implementation framework for County COVID Operations (1st & 2nd Quarter), including project timeline, implementation matrix, and safety signage.
- Created the COVID-19 Business Assistance loan program by repositioning the Prosperity fund. 15+ businesses loans granted.
- Adopt new Stormwater Management Ordinances (IDDE) to meet WDNR MS4 permitting requirements (4th Quarter).
- Assisted the US Census Bureau in preparations for the 2020 Decennial Census (1st & 2nd quarter).
- Began research and preparations for redistricting (3rd & 4th quarter).
- Initiated, in coordination with the Parks Department, a pre-design study for the proposed Plamann Park Pavilion (1st & 2nd quarter), and the 5-year update to the Comprehensive Outdoor Recreation and Open Space (CORP) Plan (3rd and 4th).
- Coordinated with the Highway Department, Corporation Counsel, Sheriff's Department, and Town representatives, to create and ATV/UTV ordinances, and was recommended in the Comprehensive Plan (2nd quarter).
- Assisted Towns that participate in County Planning & Zoning with updating their local comprehensive plan to ensure consistency with the County's Plan. This includes updating each Town's future land use map and local data developed as part of the County's Comprehensive effort.

2021 OBJECTIVES:

- Make significant progress towards implementing the 10-yr update of the County Comprehensive Plan, as time and resources allow (ongoing).
- Complete the 5yr update to the Comprehensive Outdoor Recreation and Open Space Plan, in coordination with the Parks Department.
- Coordinate with the Airport Director in the creation, adoption and implementation of the ATW Airport Master Development Plan.
- Assist the Highway Department in creating a strategic framework for the urbanization of County Highways, where warranted, and in alignment with the Comprehensive Plan.

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES (DLS)
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	DLS / 1007300

2021 OBJECTIVES CONTINUED:

- Coordinate a strategic master planning effort for the Highway/Solid Waste campus and associated uses contained therein. Assess outlying County Highway facilities/locations and make recommendations for future land use and facility changes.
- Initiate various code revisions, in coordination with Zoning and Corporation Counsel's office, in response to recent statutory changes, and resulting from policy recommendations flowing from the comprehensive plan update, ATW Master Development Plan, and other planning instruments (ongoing).
- Continue to assist the Parks Department in the planning, design and implementation efforts for the Plamann Park Masterplan.
- Coordinate redistricting, by facilitating a process to create new supervisory districts; and assisting local communities, as requested, in ward creation.
- Continue to maintain and enhance the county GIS system, and proactively identifying ways to integrate it throughout county operations to provide operational efficiencies and allow for data-advised decision making.
- Continue to streamline county surveyor administrative & recordkeeping functions. Complete PLSS maintenance in T23N, R15E; T21N, R15E and T23N, R16E.

MAJOR CHANGES IN EXPENDITURES:

Salaries – Overtime pay. Added to allow an alternative to earning of comp. time in lieu of overtime pay, to better manage time sensitive projects and time off.	3,312
Fringe Benefits - increased due to insurance coverage selected due to staff turnover.	25,781
Travel/Training - Mileage – decreased as less travel anticipated due to completion of Comprehensive Plan & COVID-19.	(1,000)
Travel/Training – Training increased due to hiring new Sr. Planner.	1,000
Purchased Services – PLSS Maintenance costs increased due to inflationary increases to perform contracted work.	2,000
Purchased Services – Professional Services/Plan Implementation. Increased due to implementation activities ramping up relating to the Comp Plan and other major County Strategic plans included under the budget issues.	45,000

MAJOR CHANGES IN REVENUES:

Intergovernmental – DATCP grant completed in 2020 (AEA creation in Black Creek, Cicero and Seymour).	(4,950)
Fees, Fines & Costs – CSM. Increased due to market activity.	750
Charges for Services – Addressing. Increased due to market activity and anticipated continuation of addressing services for Greenville.	500

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES (DLS)
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	DLS / 1007300

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	356,096	392,756	392,756	166,094	366,000	424,716	424,716
FRINGE BENEFITS	124,224	126,468	126,468	64,860	136,500	153,463	153,463
TRAVEL/TRAINING	6,276	6,000	13,000	138	3,500	6,000	6,000
SUPPLIES	3,125	3,000	3,000	318	3,824	3,000	3,000
PURCHASED SERVICES	114,353	676,108	731,983	68,187	231,983	728,706	728,706
TOTAL EXPENDITURES	604,074	1,204,332	1,267,207	299,597	741,807	1,315,885	1,315,885
REVENUES:							
INTERGOVERNMENTAL	0	4,950	4,950	0	4,950	0	0
FEES, FINES & COSTS	19,557	18,000	18,000	9,180	18,400	18,750	18,750
CHARGES FOR SERVICES	2,685	2,000	2,000	1,125	2,300	2,500	2,500
MISCELLANEOUS	274	500,060	500,060	0	300	500,100	500,100
TOTAL REVENUES	22,516	525,010	525,010	10,305	25,950	521,350	521,350
NET DEPARTMENT COST (REVENUE)	581,558	679,322	742,197	289,292	715,857	794,535	794,535

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES (DLS)
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	DLS / 1007300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	421,404	
OVERTIME PAY	3,312	
TOTAL SALARIES:		424,716
FRINGE BENEFITS:		
FULL-TIME PERMANENT	149,708	
OVERTIME FRINGE	432	
WORKERS COMPENSATION	3,323	
TOTAL FRINGE BENEFITS:		153,463
TRAVEL/TRAINING:		
MILEAGE	2,000	
CONFERENCES, TRAINING & LODGING:	4,000	
WEDA, WAPA, BASIC ECON. DEV. COURSE & AICP PREP COURSE		
TOTAL TRAVEL/TRAINING:		6,000
SUPPLIES:		
OFFICE SUPPLIES	1,500	
MONUMENTS	1,500	
TOTAL SUPPLIES:		3,000
PURCHASED SERVICES:		
TELEPHONE & CELLULAR	1,500	
PHOTOCOPIER/PRINTING SUPPLIES	2,000	
POSTAGE	300	
DUES & SUBSCRIPTIONS	1,750	
LEGAL NOTICES	250	
PROPERTY & LIABILITY INSURANCE	1,293	
EMPLOYEE APPRECIATION	163	
IT PRINTING	100	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
ECONOMIC DEVELOPMENT	25,000	
PROFESSIONAL SERVICES:		
COMP PLAN IMPLEMENTATION AND OTHER COUNTY STRATEGIC INITIATIVES	75,000	
COUNTY SURVEYOR	14,500	
PLSS MAINTENANCE ACTIVITIES	42,000	
CITYVIEW PROGRAMMING	10,000	
IT CHARGES - ALLOCATIONS	38,435	
IT CHARGES - MAINTENANCE CONTRACTS	16,415	
CVB GRANT PROGRAM EXPENDITURES	500,000	
TOTAL PURCHASED SERVICES:		728,706
REVENUES:		
FEES, FINES & COSTS:		
CERTIFIED SURVEY MAP REVIEWS	18,750	
TOTAL FEES, FINES & COSTS:		18,750
CHARGES FOR SERVICES:		
ADDRESSING 911	2,500	
TOTAL CHARGES FOR SERVICES:		2,500
MISCELLANEOUS:		
CONVENTION & VISITORS BUREAU GRANT	500,000	
PHOTOCOPIES	100	
TOTAL MISCELLANEOUS:		500,100

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	PROPERTY LISTING / 1002411

MISSION STATEMENT:

The mission of the Property Listing Office is to maintain accurate ownership records, legal descriptions, assessed values and other imperative information of all property in Outagamie County, to ensure a fair and equitable tax base. We correlate a mass of information coming from Municipal assessors, Clerks and Treasurers, the Register of Deeds, the county GIS, and the Wisconsin Department of Revenue.

The Property Listing office accomplishes this mission by:

- Communication with key individuals to maintain the flow of data exchange in a timely and cost efficient manner.
- Accurately recording property ownership and legal descriptions.
- Using and exploring up-to-date technology, including the utilization of GIS for parcel digitization, address assignment and survey recordkeeping.
- Providing reliable property information for public inquiries through our website.
- Accurate recording of land class descriptions, assessed values, school codes and special district codes.
- Accurate recording of all special assessments and lottery credits.
- Accurate entries of the 34 municipalities' tax rates.
- Producing and distributing accurate assessment rolls, assessment notices, tax rolls and tax bills.
- Fostering professional growth through training and the sharing of information.

2020 ACCOMPLISHMENTS:

- Successfully took the lead for the V6 Statewide parcel map data project submission to the Department of Administration.
- Successfully administered the property assessment cycle; computed, printed and disbursed all county tax bills.
- Successfully administered all addressing, surveyor record keeping and legal description/meets & bounds review for CSMs and plats.
- Audited all county parcel acreages against municipal assessor acreages submitted during the assessment cycle.
- Reviewed and completed Lottery Credit Eligibility Audit required by the Department of Revenue.

2021 OBJECTIVES:

- Continue to enhance customer service, operational efficiencies, and collaboration with GIS/Land Information, Treasurer, ROD and municipalities.
- Successfully compute, print and distribute 92,000+ tax bills with Transcendent software, in coordination with the Treasurer's Office.
- Successfully complete an Audit of Transportation Project Plats, to review parcels that have been conveyed, not conveyed and update the GIS map.
- Complete and submit the V7 Statewide parcel map submission to the Department of Administration.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to increase in IT charges. 5,530

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs – Optional Land Division Review added for those within Cities, Villages, and Condominiums. 500

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	PROPERTY LISTING / 1002411

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	99,329	102,648	102,648	46,693	102,648	105,556	105,556
FRINGE BENEFITS	35,950	41,208	41,208	21,834	41,208	43,618	43,618
TRAVEL/TRAINING	1,602	3,200	3,200	0	1,500	3,200	3,200
SUPPLIES	1,382	4,000	4,000	152	2,500	4,000	4,000
PURCHASED SERVICES	52,392	51,841	51,841	22,176	51,841	57,437	57,437
CAPITAL OUTLAY	2,805	0	0	0	0	0	0
TOTAL EXPENDITURES	193,460	202,897	202,897	90,855	199,697	213,811	213,811
REVENUES:							
FEES, FINES & COSTS	15,628	7,800	7,800	10	7,810	8,300	8,300
MISCELLANEOUS REVENUES	100	0	0	0	0	0	0
TOTAL REVENUES	15,728	7,800	7,800	10	7,810	8,300	8,300
NET DEPARTMENT COST (REVENUE)	177,732	195,097	195,097	90,845	191,887	205,511	205,511

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	PROPERTY LISTING / 1002411

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	105,556	
TOTAL SALARIES:		105,556
FRINGE BENEFITS:		
FULL-TIME FRINGE BENEFITS	43,541	
WORKERS COMPENSATION INSURANCE	77	
TOTAL FRINGE BENEFITS:		43,618
TRAVEL/TRAINING:		
MILEAGE	800	
ASSESSORS TRAINING	300	
CONFERENCE & TRAINING	2,100	
WRPLA & PRIA		
TOTAL TRAVEL TRAINING:		3,200
SUPPLIES:		
COMPUTER & PRINTING SUPPLIES	2,000	
OFFICE EQUIPMENT & SUPPLIES	2,000	
TOTAL SUPPLIES:		4,000

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE	100	
OUTSIDE PRINTING	7,600	
DUES & SUBSCRIPTIONS	175	
PROPERTY & LIABILITY INSURANCE	376	
IT CHARGES - ALLOCATIONS	16,811	
IT CHARGES - MAINTENANCE CONTRACTS	32,375	
TOTAL PURCHASED SERVICES:		57,437
REVENUES:		
FEES, FINES & COSTS:		
TAX BILLS - OTHER COUNTIES	7,800	
LAND DIVISION REVIEW (CITY, VILLAGE, CONDOMINIUM) - OPTIONAL	500	
TOTAL FEES, FINES & COSTS:		8,300

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ZONING ADMINISTRATION / 1009300

MISSION STATEMENT:
Administer the Outagamie County Zoning Ordinance, Sanitary Ordinance, Shoreland-Wetland Ordinance, Floodplain Ordinance, Airport Zoning Ordinance, Subdivision Ordinance, Non-Metallic Mining Reclamation Ordinance, Construction Site Erosion Control Ordinance, and the Stormwater Management Ordinance. A major portion of the work of this office is directed toward the maintenance and improvement of quality of life, property values, and ground and surface water quality.

PROGRAM DESCRIPTION:
Zoning Ordinance: This division is responsible for the administration of the County Zoning Ordinance. The Zoning Ordinance regulates land use in 13 of 20 towns in Outagamie County.

Sanitary Ordinance: This division is the designated agency of the State of Wisconsin for the issuance of sanitary permits for on-site waste disposal systems in the County. The division issues such permits and is responsible for the inspection of all systems before they are covered.

Shoreland –Wetland & Floodplain Ordinances: This division is responsible for the administration of the Shoreland -Wetland & Floodplain Ordinances. These ordinances regulate development in floodplain, wetlands and lands adjacent to navigable waterways.

Airport Zoning Ordinance: This division is responsible for the administration of the County Airport Zoning Ordinance in the Towns of Grand Chute and Greenville in Outagamie County and in the Towns of Clayton and Village of Fox Crossing in Winnebago County.

Subdivision Ordinance: This division is responsible for the review of subdivisions. The ordinance specifies when a subdivision plat is required and sets standards and requirements for the subdivision. The purpose is to promote the orderly development of land.

Non-Metallic Mining Reclamation Ordinance: This division is responsible for enforcement matters pertaining to the reclamation of quarries, sand pits and topsoil removal operations in the County. The County has an agreement, along with three other counties that East Central Wisconsin Regional Planning Commission (ECWRPC) will administer the program and issue permits. The ordinance applies in all cities, villages and towns in the County.

Construction Site Erosion Control Ordinance: This division is responsible for the administration of the County Construction Site Erosion Control Ordinance. The division is responsible for issuing permits and providing inspections for all construction sites that disturb more than 4,000 square feet of area.

Stormwater Management Ordinance: This division is responsible for the administration of the County Stormwater Management Ordinance. The division is responsible for issuing permits and ensuring the proper installation of facilities and the long-term maintenance of such facilities.

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ZONING ADMINISTRATION / 1009300

ACTIVITY INDICATORS:

	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ESTIMATE	2021 ESTIMATE
LAND USE PERMITS & APPROVALS:					
REZONINGS	15	18	18	26	4
COMPREHENSIVE PLAN AMENDMENT	7	2	4	1	1
VARIANCES & APPEALS	7	6	0	1	2
CONDITIONAL USES	44	38	45	42	34
SPECIAL EXCEPTIONS	13	22	30	26	23
SHORELAND PERMITS	73	78	69	84	63
EROSION CONTROL PERMITS	146	138	107	138	115
STORM WATER PERMITS	146	138	103	134	115
SUBDIVISION PLATS	7	6	4	10	6
CERTIFIED SURVEY MAPS	114	133	137	125	118
SANITARY PERMITS:					
GRAVITY PERMITS	50	48	44	38	38
MOUND PERMITS	119	126	120	122	110
AT-GRADE PERMITS	3	8	7	10	10
MOUND AND AT-GRADE PLAN APPROVALS	143	120	140	124	120
RECONNECT PERMITS	9	30	8	6	5
HOLDING TANK PERMITS	26	20	31	24	25
HOLDING TANK PLAN APPROVALS	31	20	21	24	25
MISCELLANEOUS PLAN APPROVALS	8	22	27	54	12
WI FUND APPLICATIONS	4	0	4	5	4
TOTAL	964	973	919	994	830

BUDGET ISSUES:

Uncertainty due to COVID-19. To date, low interest rates, federal fiscal stimulus and residents spending more time at home has led to an increase in permit activity and general inquiries to the department. It is difficult to ascertain if the increase in activity since the COVID pandemic will be sustained or if revenues will decrease if and when federal financial policy related to COVID-19 economic response shifts.

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ZONING ADMINISTRATION / 1009300

2020 ACCOMPLISHMENTS:

- Transitioned the zoning, land use, and inspections function to operating almost entirely paperless and remote (precipitated by COVID-19), which was made possible by the CityView permitting system.
- Implemented a customer self-service model to enhance customer service during and after the COVID pandemic, and create more efficient use of staff time.
- Initiated applicant and community service survey. Identified action items to enhance applicant and community service levels.
- Focused more time on conducting inspections for a variety of permits, to ensure ongoing compliance.

2021 OBJECTIVES:

- Conduct a comprehensive evaluation of the department's permit and fee structure.
- Continue cross training staff for greater efficiencies and distribution of workload.
- Continue to refine the plan for meeting the requirements of the County's Stormwater discharge permit, working closely with the Highway Department.
- Continue to work with Planning Staff & Corporation Counsel on ordinance development and updates. This includes amending subdivision and zoning ordinances to incorporate recent statutory changes (2017 Acts 67, 68, 243, 242, 183); and incorporating any desirable code changes resulting from recommendations in the Comp. Plan update and other planning instruments.
- Implement action items from applicant and community service survey.

MAJOR CHANGES IN EXPENDITURES:

Salaries – Seasonal staff. Decrease to reflect intent to fill only during summer months.	(3,200)
Salaries – Overtime pay. Added to allow an alternative to earning of comp. time in lieu of overtime pay, to better manage peak workload and time off requests.	4,416
Travel/Training – Mileage. Increase due to potential for additional personal travel related to COVID work from home arrangements.	250
Purchased Services – Telephone & Cellular. Increased usage and costs due to CityView implementation and COVID/WFH.	1,700
Purchased Services – Auto Repairs. Decreased due to newer fleet.	(500)
Purchased Services – Postage. Decreased due to transitioning more correspondence to email/digital methods.	(800)
Purchased Services – Public Hearing Notices. Increased due to anticipated increase in reviews requiring hearing publication.	1,500
Capital Outlay – Zoning Vehicle. Replacement cost increased due to inflation.	1,500

MAJOR CHANGES IN REVENUES:

Fees Fines & Costs - Land Use Fees. Increase due to market forces, negating effects of Greenville Incorporation.	18,000

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ZONING ADMINISTRATION / 1009300

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	297,441	325,979	325,979	145,782	325,000	333,025	333,025
FRINGE BENEFITS	117,281	131,830	131,830	65,446	131,830	126,481	126,481
TRAVEL/TRAINING	6,175	5,810	5,810	843	3,000	5,825	5,825
SUPPLIES	8,616	7,500	7,500	513	9,559	7,500	7,500
PURCHASED SERVICES	111,561	125,305	157,305	60,894	157,000	121,954	121,954
CAPITAL OUTLAY	0	30,000	30,000	0	30,000	31,500	31,500
TOTAL EXPENDITURES	541,074	626,424	658,424	273,478	656,389	626,285	626,285
REVENUES:							
FEES, FINES & COSTS	480,734	455,000	455,000	345,310	500,000	475,000	475,000
MISCELLANEOUS	775	60	60	100	150	60	60
TOTAL REVENUES	481,509	455,060	455,060	345,410	500,150	475,060	475,060
NET DEPARTMENT COST (REVENUE)	59,565	171,364	203,364	(71,932)	156,239	151,225	151,225

FUND:	GENERAL 100	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ZONING ADMINISTRATION / 1009300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	318,789	
SEASONAL PART-TIME	8,320	
OVERTIME PAY	4,416	
BOARD OF ADJUSTMENT	1,500	
TOTAL SALARIES:		333,025
FRINGE BENEFITS:		
PERMANENT FULL-TIME	121,822	
TEMPORARY PART-TIME	636	
OVERTIME FRINGE	576	
BOARD OF ADJUSTMENT	115	
WORKER'S COMPENSATION INSURANCE	3,332	
TOTAL FRINGE BENEFITS:		126,481
TRAVEL/TRAINING:		
PLUMBING & SOILS TRAINING	575	
WCCA CONFERENCE	500	
MILEAGE	2,000	
CONTINUING EDUCATION - CITYVIEW OUT OF STATE, TBD (1 STAFF)	2,750	
TOTAL TRAVEL/TRAINING:		5,825
SUPPLIES:		
OFFICE SUPPLIES	4,500	
GASOLINE	3,000	
TOTAL SUPPLIES:		7,500
PURCHASED SERVICES:		
PROPERTY & LIABILITY INSURANCE	1,902	
TELEPHONE & CELLULAR	5,000	
AUTO REPAIRS	1,500	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES, CONT.:		
POSTAGE	3,700	
PUBLIC HEARING NOTICES	7,000	
PRINTING (INTERNAL/EXTERNAL)	1,200	
LAB ANALYSIS - SAND & WATER SAMPLES	250	
NEWSC ANNUAL FEE	2,500	
DUES/MEMBERSHIP/SUBSCRIPTIONS	1,000	
PROCESS OF SERVICE FEES	700	
POWTS PROGRAM VIOLATION FILING FEES	700	
POWTS PROGRAM SPECIAL FEE REFUND	500	
WDNR MS4 STORM WATER PERMIT FEE	500	
COPIER MAINTENANCE CHARGES	600	
IT CHARGES - ALLOCATIONS	27,881	
IT CHARGES - MAINTENANCE CONTRACTS	22,021	
ENGINEERING & PROF. CONSULTING	35,000	
ENGINEERING INSPECTION & REVIEW	10,000	
TOTAL PURCHASED SERVICES:		121,954
CAPITAL OUTLAY:		
REPLACEMENT ZONING TRUCK	31,500	
TOTAL CAPITAL OUTLAY:		31,500
REVENUES:		
FEES, FINES & COSTS:		
LAND USE PERMITS:	145,000	
POWTS SPECIAL FEE:	169,000	
SANITARY PERMITS:	151,000	
ENGINEERING REVIEW AND INSPECTION	10,000	
TOTAL FEES, FINES & COSTS:		475,000
MISCELLANEOUS:		
PHOTOCOPIES	60	
TOTAL MISCELLANEOUS:		60

FUND:	STATE GRANTS 210	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	SEPTIC SYSTEM REPLACEMENT / 2100200

MISSION STATEMENT:

To assist in the replacement of failing septic systems by receiving and evaluating claims from landowners and submitting approved claims to the State for reimbursement.

BUDGET ISSUES:

This program had been defunded at the state level. Beginning in 2018, the State of Wisconsin reinstated funding for the program. It appears the program has again been defunded in 2021.

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	0	30,000	30,000	0	30,000	0	0
TOTAL EXPENDITURES	0	30,000	30,000	0	30,000	0	0
REVENUES:							
INTERGOVERNMENTAL	0	30,000	30,000	0	30,000	0	0
TOTAL REVENUES	0	30,000	30,000	0	30,000	0	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	0	0

FUND:	LAND RECORDS 213	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND RECORD MODERNIZATION / 2130100

MISSION STATEMENT:
Increase operational efficiencies, public access and transparency by initiating and sustaining land records modernization projects that are consistent with the Outagamie County Land Information Plan and with the Wisconsin Land Information Program guidelines.

PROGRAM DESCRIPTION:
Land Information projects include activities such as survey control of the Public Land Survey System (PLSS), Highway Right-of-Ways (ROW), digital mapping, Geographic Information Systems (GIS) development, document imaging of land records, digital orthophotography, elevation data (LiDAR) and integration of these components into a county-wide land information system accessible to County staff and the public through the web. The 2021 budget will allow the County to continue to acquire data to improve the County land information system, to interface GIS with other County business systems, and to make the data available to everyone through the web. Funding for these projects is obtained entirely through fees collected by the Register of Deeds through the Wisconsin Land Information Program and Wisconsin Department of Administration Grants. This state program segregates land recording fees to be used only for specific land information modernization projects. This budget has no levy impact.

BUDGET ISSUES:
As of 12/31/2019 the Land Records Fund had a fund balance of $707,629. It is estimated that a surplus of $38,000 will be added to the fund balance in 2020 and $38,491 of the fund balance is proposed for usage in 2021. The estimated remaining fund balance, as of 12/31/2021, will be approximately $707,138.

2020 ACCOMPLISHMENTS:
- Implemented the CityView permitting, planning and code enforcement project.
- Acquired new LiDAR data.
- Enhanced GIS land records websites.
- Purchased maintenance on all GIS & Land Records software contracts.
- Continued Public Land Survey System (PLSS) remonumentation of river corners.

2021 OBJECTIVES:
- Upgrade of GIS website (1st quarter).
- Register of Deeds recorded document back indexing (4th quarter).
- Acquire new Orthoimagery (3rd quarter).
- Purchase maintenance on all GIS & Land Records software contracts.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services – Orthoimagery increased due to Orthoimagery acquisition ($60,000) offset by a reduction in surveying ($50,000).	10,000
Purchased Services – Consulting decreased to reflect past usage and anticipated need.	(25,100)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs. R.O.D. revenues increased due to projected increased housing market activity.	25,000

FUND:	LAND RECORDS 213	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND RECORD MODERNIZATION / 2130100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	21,435	21,500	21,500	4,598	6,500	21,500	21,500
SUPPLIES	1,923	6,600	6,600	404	1,500	6,000	6,000
PURCHASED SERVICES	369,675	314,559	334,559	155,502	250,000	281,991	281,991
TOTAL EXPENDITURES	393,033	342,659	362,659	160,504	258,000	309,491	309,491
REVENUES:							
INTERGOVERNMENTAL	26,000	46,000	46,000	46,000	46,000	46,000	46,000
FEES, FINES & COSTS	233,112	200,000	200,000	135,824	250,000	225,000	225,000
FINANCING SOURCES OTHER	217,229	96,659	116,659	116,659	116,659	38,491	38,491
TOTAL REVENUES	476,341	342,659	362,659	298,483	412,659	309,491	309,491
NET DEPARTMENT COST (REVENUE)	(83,308)	0	0	(137,979)	(154,659)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
MILEAGE	500	
TRAINING (INCLUDES 10-12 STAFF	21,000	
FROM 6 DIFFERENT DEPARTMENTS)		
GIS CONFERENCE - OUT OF STATE - TBD		
CITYVIEW CONFERENCE - OUT OF STATE - TBD		
AWRA CONFERENCE - OUT OF STATE - TBD		
TOTAL TRAVEL/TRAINING:		21,500
SUPPLIES:		
OFFICE SUPPLIES	6,000	
TOTAL SUPPLIES:		6,000
PURCHASED SERVICES:		
CELLULAR SERVICES	6,000	
SURVEYING	3,000	
PURCHASED SERVICES CONTINUED:		
SOFTWARE MAINTENANCE CONTRACTS	138,091	
ORTHOIMAGERY	60,000	
CONSULTING	74,900	
TOTAL PURCHASED SERVICES:		281,991
REVENUES:		
INTERGOVERNMENTAL:		
WI LAND INFO PROGRAM GRANTS	46,000	
TOTAL INTERGOVERNMENTAL:		46,000
FEES, FINES & COSTS:		
R.O.D. FEES - RETAINED FEES	225,000	
TOTAL FEES, FINES & COSTS:		225,000
FINANCING SOURCES OTHER :		
FUND BALANCE APPLIED	38,491	
TOTAL FINANCING SOURCES OTHER :		38,491

FUND:	OUTAGAMIE COUNTY BUSINESS LOAN 215	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	BUSINESS LOAN/PROSPERITY FUND / 2150100

MISSION STATEMENT:

The Outagamie County Business Loan Fund (also known as the Prosperity Fund) was initially set up for the purpose of making "gap" financing available to local business and industry for the purpose of creating and expanding their business to generate job growth and create an expanded tax base. Loans are made to eligible businesses as approved by the County's Loan Fund Review Committee. The loan repayments revolve back into the Outagamie County Business Loan Fund for the purpose of making future business loans.

BUDGET ISSUES:

Outagamie County was notified in 2013 that a municipality within the County would be closing a Tax Incremental Financing (TIF) District and that the County would be receiving a one-time payment of excess funds from this TIF District in the amount of $318,000. The County used the one-time funding source to create the Prosperity Fund. In 2020, the fund was repositioned to assist businesses recover from the COVID-19 pandemic, and is anticipated it will serve this purpose until the COVID-19 period is over. During the COVID-19 period, the county's existing loan portfolio, and any new loans made within the COVID program, will not be required to commence payments until 3 months after the county's COVID-19 period has ended.

Repayments of loans are returned to the fund, allowing for future loans to local businesses. As of December 31, 2019, there was a balance of $286,645 in this fund. Fund balance as of January 1, 2021, is anticipated to be $29,315.

2020 ACCOMPLISHMENTS:

- Repositioned the loan program to help businesses survive, retool and reposition during the COVID-19 pandemic.
- Closed on fifteen COVID-19 loans as of July 27, 2020. An additional 7 COVID-19 loans anticipated by the end of 2020.

2021 OBJECTIVES:

- Make recommendations for future utilization of this fund to the County Finance and Property/Economic Development Committees.
- Explore continuation of third party administrator to assist with program marketing and applicant relations.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services – Business Loan program balance decreased due to low fund balance (resulting from success of COVID biz loan program).	(248,636)
Purchased Services – Closing costs increased to continue subsidizing closing costs for COVID Loans (if program continues).	2,315

MAJOR CHANGES IN REVENUES:

Interest income decreased primarily due to lower interest rate of COVID-19 business loans (2%).	(13,439)
Miscellaneous – Loan Repayments (principal), increased due to number of new loans made, assuming repayments commence January 1, 2021.	21,777

FUND:	OUTAGAMIE COUNTY BUSINESS LOAN 215	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	BUSINESS LOAN/PROSPERITY FUND / 2150100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	0	280,951	280,951	149,000	265,250	29,315	29,315
TOTAL EXPENDITURES	0	280,951	280,951	149,000	265,250	29,315	29,315
REVENUES:							
INTEREST INCOME	1,648	18,893	18,893	338	338	5,454	5,454
MISCELLANEOUS	19,511	47,430	47,430	7,582	7,582	69,207	69,207
FINANCING SOURCES OTHER	185,513	277,951	277,951	277,951	277,951	29,315	29,315
TOTAL REVENUES	206,672	344,274	344,274	285,871	285,871	103,976	103,976
NET DEPARTMENT COST (REVENUE)	(206,672)	(63,323)	(63,323)	(136,871)	(20,621)	(74,661)	(74,661)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
BUSINESS LOAN PROGRAM	25,000	
BUSINESS LOAN MARKETING	4,315	
CLOSING EXP. (TITLE INS, RECORD. FEE)		
TOTAL PURCHASED SERVICES:		29,315
REVENUES:		
INTEREST INCOME:		
INTEREST INCOME	5,454	
TOTAL INTEREST INCOME:		5,454
MISCELLANEOUS:		
BUSINESS LOAN REPAYMENTS	67,207	
APPLICANT CLOSING COSTS	2,000	
TOTAL MISCELLANEOUS:		69,207
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	29,315	
TOTAL FINANCNG SOURCES OTHER:		29,315

FUND:	CDBG 216	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	COMMUNITY DEV BLOCK GRANT, RLF / 2160100

MISSION STATEMENT:

The Community Development Block Grant-Economic Development Program (CDBG-ED) is administered by the Wisconsin Department of Administration (DOA). In the past, DOA's predecessors, Wisconsin Department of Commerce, would make funding available to local business and industry for the purpose of creating and maintaining new job growth. The grants were made available to local communities and counties, who in turn loaned the funds to the business. The previous program allowed loan payments to become part of the Outagamie County CDBG revolving loan fund (CDBG-RLF) for the purpose of making future business loans.

BUDGET ISSUES:

Funding for this block grant program was created by grants from the former Department of Commerce to the County for the purpose of loaning those funds to a local business. Historically, this fund has operated as a segregated fund having no levy impact for the County. As of June 30, 2020, there was a balance of $801,936.

In early 2018, all CDBG-RLF programs were asked by DOA to place a moratorium on making new loans. In mid-2018, Wisconsin DOA announced their intention to close all locally funded CDBG-RLF programs. This was proposed due to concerns expressed by HUD (Federal Housing and Urban Development) after conducting an audit of the State of Wisconsin's CDBG program. They determined the CDBG-RLF program created an ongoing compliance risk for the state by allowing the program to continue, given the substantial number of units of government lacking proper loan paperwork and/or internal capacity to administer their funds. Wisconsin DOA is proposing to HUD to convert all local RLFs to grant funds via the CDBG-CLOSE program (modeled after a similar program in Illinois). The CDBG-CLOSE program was approved by HUD and opened to communities in early 2019. The program will allow all CDBG-RLF funds returned by a local unit of government to be held in a segregated account at DOA. Each unit of government then has two years from the date of the program's commencement to submit grant applications to utilize their funds (100% grant funding) for CDBG-CLOSE eligible projects (must benefit Low to Moderate Income residents or achieve another national objective such as slum and blight removal, and be either a public works, economic development, or other eligible expenditures).

2020 ACCOMPLISHMENTS:

- Identified Newton Blackmour Trail extension into the City of New London as county's CDBG-Close eligible project. City of New London to design, construct and procure local share.

2021 OBJECTIVES:

- None – program closed.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services – Decreased due to transfer of funds to via CDBG-Close program. (801,936)

MAJOR CHANGES IN REVENUES:

Financing Sources Other – Decreased due to program closures via CDBG-Close program. (801,936)

FUND:	CDBG 216	DEPARTMENT NAME:	DEVELOPMENT & LAND SERVICES
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	COMMUNITY DEV BLOCK GRANT, RLF / 2160100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	0	801,936	801,936	0	801,936	0	0
TOTAL EXPENDITURES	0	801,936	801,936	0	801,936	0	0
REVENUES:							
FINANCING SOURCES OTHER	0	801,936	801,936	0	801,936	0	0
TOTAL REVENUES	0	801,936	801,936	0	801,936	0	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	0	0

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FINANCIAL SERVICES / 1004100

MISSION STATEMENT:

Financial Services is responsible for accurately recording the revenues and expenditures/expenses of all County funds according to generally accepted accounting principles and for reporting the utilization of the overall revenues and expenditures/expenses to the operating departments, the public and other governmental agencies. The department provides assistance to the County Executive and all other County departments in preparing and administering the annual budget. The Financial Services Department also provides financial analysis and advice to aid in the policy making process. In addition, the department assumes risk management, payroll, general accounts payable, general accounts receivable, and purchasing responsibilities.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	10	10	10	10	10
Part-Time Employees	2	2	2	2	2

ACTIVITY INDICATORS:	**2017**	**2018**	**2019**	**Est. 2020**	**Projected 2021**
Voucher Payable Checks/ACH Issued	19,858	20,215	19,832	20,000	20,000
Payroll Checks/Remit. Issued	31,629	32,263	33,120	33,500	34,000
Procurement Card Transactions	11,803	12,485	13,311	13,400	13,500
Procurement Card Purchases	$4,127,896	$4,433,719	$4,187,767	$4,200,000	$4,200,000

2020 ACCOMPLISHMENTS:

- Received the Certificate of Achievement for Excellence in Financial Reporting for the 2018 CAFR and anticipate receiving the Certificate of Achievement for Excellence in Financial Reporting for the 2019 CAFR. Financial Services also received the Distinguished Budget Presentation Award for the 2020 Budget from the Government Finance Officers Association (GFOA) and anticipate receiving the award for the 2021 Budget.
- Maintained an unmodified opinion on the County's 2019 Comprehensive Annual Financial Report (CAFR).
- Completed software upgrade for the JD Edwards accounting system.
- Participated as part of the COVID-19 business loan committee as 12+ loans were approved.
- Completed various items related to the COVID-19 pandemic including the creation and implementation of a temporary compensation plan, several financial impact analysis reports and working with departments to submit eligible costs for reimbursement under various Federal and State programs.

2021 OBJECTIVES:

- Continue to participate and receive the annual awards in the GFOA Financial Reporting and Budget Presentation programs for the 2020 CAFR and 2021 Budget in order to provide accurate and comprehensive financial and management information to the County's elected officials and constituents as well as all other professional organizations.
- Continue to maintain an unmodified opinion on the County's 2020 Comprehensive Annual Financial Report by maintaining good internal controls and recording and reporting transactions in accordance with all professional guidelines.

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FINANCIAL SERVICES / 1004100

2021 OBJECTIVES CONTINUED:

- Continue to explore the use of an accounts payable procurement card potentially resulting in increased revenue in the form of a larger rebate, along with other electronic fund transfer options. Also explore possible automation options for either all of or a portion of the accounts payable process.
- Continue an in depth analysis of payroll processes for optimization of efficiencies with documentation related to design of workflows and controls within the new system, which will continue throughout 2020 and into 2021.
- Complete evaluation and implementation of, in conjunction with the Treasurer's Department, a new receipting software and explore integration opportunities to streamline processes and enhance internal controls.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services decreased mainly due to a reduction in IT charges.	(6,992)
Capital Outlay increased for the purchase of a replacement copier.	8,400

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	657,049	697,025	697,025	322,877	689,106	711,969	711,969
FRINGE BENEFITS	264,949	262,267	262,267	136,519	271,858	281,170	281,170
TRAVEL/TRAINING	1,714	7,300	7,300	149	1,841	7,300	7,300
SUPPLIES	5,052	9,100	10,624	3,146	7,645	8,750	8,750
PURCHASED SERVICES	182,359	171,773	171,773	80,082	168,773	164,486	164,486
CAPITAL OUTLAY	0	0	0	0	0	8,400	8,400
TOTAL EXPENDITURES	1,111,123	1,147,465	1,148,989	542,773	1,139,223	1,182,075	1,182,075
REVENUES:							
MISCELLANEOUS REVENUES	85,412	76,200	76,200	58,722	80,294	74,950	74,950
TOTAL REVENUES	85,412	76,200	76,200	58,722	80,294	74,950	74,950
NET DEPARTMENT COST (REVENUE)	1,025,711	1,071,265	1,072,789	484,051	1,058,929	1,107,125	1,107,125

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FINANCIAL SERVICES / 1004100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	676,469	
PART-TIME PERMANENT	25,500	
OVERTIME	10,000	
TOTAL SALARIES:		711,969
FRINGE BENEFITS:		
FRINGE BENEFITS	279,225	
OVERTIME FRINGE BENEFITS	1,425	
WORKERS COMPENSATION INSURANCE	520	
TOTAL FRINGE BENEFITS:		281,170
TRAVEL/TRAINING:		
OUT-OF-STATE TRAVEL		
GFOA NATIONAL CONF. (FINANCE - CHICAGO, IL) OR NIGP NATIONAL CONF (PURCHASING - ANAHEIM, CA)	2,205	
IN-STATE MEETINGS - FINANCE	2,945	
IN-STATE MEETINGS - PURCHASING	1,800	
STAFF TRAINING/OTHER	350	
TOTAL TRAVEL/TRAINING:		7,300
SUPPLIES:		
CHECKS/FORMS	2,800	
GENERAL OFFICE SUPPLIES	3,300	
EMPLOYEE APPRECIATION FUNDS	150	
PAPER SUPPLIES	1,000	
EQUIPMENT/CHAIRS/MISC.	1,500	
TOTAL SUPPLIES:		8,750

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE & LONG DISTANCE	700	
PHOTOCOPY/REPRODUCTION	250	
COPIER MULTI-FUNCTION DEVICE	2,000	
POSTAGE	2,500	
DUES, MEMBERSHIPS & SUBSCRIPTIONS	4,405	
SUNDRY	300	
CONSULTING - JD EDWARDS/ORACLE	5,000	
CONSULTING - AUDIT/ACCOUNTING	2,200	
PROPERTY & LIABILITY INSURANCE	2,219	
IT CHARGES - ALLOCATIONS	75,888	
IT CHARGES - MAINTENANCE CONTRACTS	69,024	
TOTAL PURCHASED SERVICES:		164,486
CAPITAL OUTLAY		
COPIER	8,400	
TOTAL CAPITAL OUTLAY		8,400
MISCELLANEOUS:		
SALES TAX RETAINAGE	1,000	
GARNISHMENT FEES	1,900	
PROCUREMENT CARD REBATE	72,000	
MISCELLANEOUS/COPIES	50	
TOTAL MISCELLANEOUS:		74,950

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	SPECIAL AUDIT & ACCOUNTING / 1004300

MISSION STATEMENT:

The Special Audit and Accounting cost center accounts for the general County audit and budget costs and the recovery of indirect costs under the County's cost allocation plan as well as other miscellaneous accounting related items. The cost allocation plan distributes costs incurred directly in various service departments to user departments which have indirectly contributed to these costs. The indirect costs are then recovered through various federal and state formulas as eligible cost items or through user fees.

BUDGET ISSUES:

In 2006, the County negotiated a payment for services agreement with the Oneida Nation. During 2020, the Nation paid the County a payment of $149,850. This budget includes $149,850 for a payment for services from the Oneida Nation for 2021 in accordance with the agreement. Miscellaneous revenues increased $146,772 for the 2021 budget. This was mainly due to the including the expenses for a full year for the new general government center that houses a large portion of the DHHS staff in the County's Indirect Cost Plan.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

Miscellaneous revenues increased due to an overall increase in the anticipated reimbursement for indirect costs.	173,989

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	1,363	1,500	1,500	180	1,000	1,500	1,500
PURCHASED SERVICES	53,790	59,418	59,418	43,711	57,368	60,663	60,663
TOTAL EXPENDITURES	55,153	60,918	60,918	43,891	58,368	62,163	62,163
REVENUES:							
CHARGES FOR SERVICES	149,850	149,850	149,850	149,850	149,850	149,850	149,850
MISCELLANEOUS REVENUES	529,620	583,811	583,811	291,906	583,811	757,800	757,800
TOTAL REVENUES	679,470	733,661	733,661	441,756	733,661	907,650	907,650
NET DEPARTMENT COST (REVENUE)	(624,317)	(672,743)	(672,743)	(397,865)	(675,293)	(845,487)	(845,487)

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	SPECIAL AUDIT & ACCOUNTING / 1004300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
FLEET VEHICLE - GAS, OIL, ETC.	1,500	
TOTAL SUPPLIES:		1,500
PURCHASED SERVICES:		
AUDIT FEE	74,100	
AUDIT FEE DISTRIBUTION:		
HIGHWAY	(1,977)	
SOLID WASTE LANDFILL OPERATIONS	(1,341)	
SOLID WASTE RECYCLING PROGRAM	(194)	
SINGLE STREAM RECYCLING	(1,536)	
BREWSTER VILLAGE	(3,639)	
AIRPORT	(2,805)	
HEALTH AND HUMAN SERVICES	(23,957)	
WMMIC	(373)	
WORKERS' COMPENSATION INSURANCE	(373)	
VEHICLE PHYSICAL DAMAGE INSURANCE	(187)	
INDIRECT COST ALLOCATION PLAN	5,125	
PRINTING - BUDGET/CAFR/CIP	7,000	
FLEET VEHICLE REPAIR & MAINTENANCE	1,200	
SPECIAL AUDITS & OPEB FEES	6,500	
DEBT DISCLOSURE FEE	1,500	
APPLICATION FEES:		
GFOA CERTIFICATION OF ACHIEVEMENT	900	
GFOA BUDGET REVIEW PROGRAM	700	
SALES TAX	20	
TOTAL PURCHASED SERVICES:		60,663

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
ONEIDA TRIBE PAYMENT	149,850	
TOTAL CHARGES FOR SERVICES:		149,850
MISCELLANEOUS:		
INDIRECT COSTS:		
HEALTH & HUM. SERV. - ECON. SUPPORT	255,345	
HEALTH & HUM. SERV. - CHILD SUPPORT	186,706	
AIRPORT	161,000	
SOLID WASTE - OPERATIONS	102,416	
SOLID WASTE - RECYCLING PROGRAM	10,242	
SINGLE STREAM RECYCLING	42,091	
TOTAL MISCELLANEOUS:		757,800

FUND:	GENERAL 100	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	INSURANCE PROPERTY & LIABILITY / 1004400

MISSION STATEMENT:

The Insurance/Property & Liability cost center provides funding for the County's commercial insurance premiums and costs associated with maintaining a risk management program. A schedule of property and liability insurance expenditures by fund and a schedule of general fund property and liability insurance expenditures are included in the following pages. Premiums for commercial insurance coverage not provided for in various internal service insurance funds have been included in this budget and will be allocated to all departments contributing to these costs.

BUDGET ISSUES:

The projection for the 2021 policy year is a 10% rate increase, plus appreciation of property values, projected at 3%. All other commercial insurances are expected to rise about the same percentage or remain flat.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services and Allocated Applied Credit increased due to property insurance premium and value increases. 50,708

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	0	250	250	0	100	250	250
SUPPLIES	0	1,150	1,150	0	800	1,150	1,150
PURCHASED SERVICES	354,369	405,371	405,371	393,239	393,339	456,079	456,079
ALLOCATED APPLIED CREDIT	(349,782)	(405,071)	(405,071)	(332,909)	(390,928)	(455,779)	(455,779)
TOTAL EXPENDITURES	4,587	1,700	1,700	60,330	3,311	1,700	1,700
NET DEPARTMENT COST (REVENUE)	4,587	1,700	1,700	60,330	3,311	1,700	1,700

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
IN-STATE MILEAGE	250	
TOTAL TRAVEL/TRAINING:		250
SUPPLIES:		
OFFICE/COMPUTER	150	
SAFETY INCENTIVES	1,000	
TOTAL SUPPLIES:		1,150
PURCHASED SERVICES:		
DUES/SUBSCRIPTIONS	100	
PHOTOCOPIES/POSTAGE	100	
PROPERTY/LIABILITY INSURANCE PREMIUM	455,879	
TOTAL PURCHASED SERVICES:		456,079
ALLOCATED APPLIED CREDIT:		
PROPERTY/LIABILITY INS. ALLOCATION	(455,779)	
TOTAL ALLOCATED APPLIED CREDIT:		(455,779)

OUTAGAMIE COUNTY - 2021 PREMIUM PROJECTIONS
GENERAL FUND

DEPARTMENT	WORK COMP	COMP GENERAL LIABILITY	PUBLIC OFFICIALS LIABILITY	LAW ENFORCMT LIABILITY	AUTO LIABILITY	PROPERTY	VEHICLE COLL & COMP	BUSINESS INCOME LOSS-RENT	OTHER INS. COVERAGE	CONTR EQUIP	BLANKET BOND + MONIES/SECURITIES	BOILER & MCHY	VOLUN-TEERS	2021 TOTAL	TOTAL BY FUNCTION
GENERAL GOVERNMENT															
COUNTY EXECUTIVE	1,847	130	21			499					35			2,532	
COUNTY BOARD OPRNS.	339	315	52			1,495					70			2,271	
COUNTY CLERK	133	146	24			844					107			1,254	
COUNTY TREASURER	149	303	50			376			190		99			1,167	
TAX LISTING	77					376								453	
REGISTER OF DEEDS	282	319	53			1,362					146			2,162	
CORPORATION COUNSEL	462	452	75			1,351					35			2,375	
FAMILY COURT SERVICES	321	333	55			961					18			1,688	
FINANCIAL SERVICES	520	602	99		61	1,157	193				107			2,739	
CIRCUIT CT. SUPPORT	418	735	122			8,336					52			9,663	
COURT COMMISSIONER	252	200	33			1,430					35			1,950	
CLERK OF COURTS	977	1,053	174			2,165					840			5,209	
DISTRICT ATTORNEY	2,506	939	155		61	3,212	192				175			7,240	
REGISTER IN PROBATE	160	242	40			600					35			1,077	
FAMILY COURT COMM.	226	250	41			1,465					17			1,999	
HUMAN RESOURCES	404	456	75			1,054					35			2,024	
MAINTENANCE	7,703	1,055	175		323	1,675	929			330	56	3,970		16,216	
JUSTICE CTR MAINT	6,627	688	114									3,057		10,486	
CORONER	3,543	257	42			402					72			4,316	
COUNTY PROPERTY						13,024		81						13,105	
															89,926
HEALTH & HUMAN SERVICES															
VETERANS SERVICE	213	226	37			1,010					35			1,521	
															1,521
PUBLIC SAFETY															
SHERIFF ADMIN.	96,058	16,954	882	150,183	12,296	11,153	18,377		500	266	2,167			308,836	
SHERIFF JAIL	58,628	16,953	883	135,183		35,452		513						247,612	
EMERGENCY MGMT	3,749	226	37		179	1,472	77			89			167	5,996	
CJTS (CRIMINAL JUSTICE)	546	565	93		57	1,209	165				3		154	2,792	
															565,236
CULTURE, RECREATION & ED															
U.W. EXTENSION	140	300	50			915					5	132		1,542	
PARKS	9,000	565	93		392	5,559	1,698		184	1,115	74	292		18,972	
															20,514
CONSERVATION & DEVELOP															
LAND CONSERVATION	5,799	463	76		597	1,049	2,382			898	3	132		11,399	
ZONING ADMIN.	3,332	278	46		113	745	648				72			5,234	
DEVELOPMENT AND LAND USE	3,323	410	68			745					70			4,616	
															21,249
	207,734	45,415	3,665	285,366	14,079	101,093	24,661	594	874	2,698	4,363	7,583	321		698,446

OUTAGAMIE COUNTY - 2021 PREMIUM PROJECTIONS
PROPERTY & LIABILITY INSURANCE BY FUND

TYPE OF COVERAGE	GENERAL (FUND 100)	HIGHWAY (FUND 600)	INFO TECH (FUND 604)	AIRPORT (FUND 500)	BREWSTER VILLAGE (FUND 501)	SOLID WASTE (FUND 503, ET AL)	SINGLE STREAM (FUND 504)	DHHS (FUND 206)	2021 PROJECTION	ALLOCATED APPLIED CREDIT
WORKERS COMPENSATION	207,734	109,247	5,513	22,806	144,203	11,736	9,095	189,666	700,000	
AIRPORT LIABILITY				42,542					42,542	42,542
COMP. GENERAL LIABILITY	45,415	10,494	1,334	6,073	15,993	6,572	2,500	21,385	109,766	
AUTO LIABILITY	14,079	19,668		3,843	349	1,132	182	272	39,525	
PUBLIC OFFICIALS LIABILITY	3,665	1,392	223	777	1,642	821	339	2,786	11,645	
LAW ENFORCEMENT LIABILITY	285,366								285,366	
NURSES PROFESSIONAL LIABILITY								3,698	3,698	
PROPERTY	101,093	14,834	4,009	71,053	25,212	8,196	8,196	39,926	272,519	272,519
VEHICLE COMP AND COLLISION	24,661	89,234		28,634	1,444	5,014	2,149	931	152,067	
CONTRACTORS EQUIPMENT	2,698	30,526		20,170	57	14,809	1,854		70,114	70,114
PROFESSIONAL LIABILITY					35,364				35,364	35,364
BUSINESS INCOME (LOSS OF RENTS)	594			1,612	5,643	171			8,020	8,020
BLANKET BOND / MONIES & SECURITIES	4,363	223	145	35	475	20	12	1,771	7,044	7,044
OTHER INS. COVERAGE	874								874	874
BOILER & MACHINERY	7,583	1,827		5,164	2,382	303	600	350	18,209	18,209
VOLUNTEERS	321							772	1,093	1,093
TOTAL - 2021 BUDGETED PREMIUMS	698,446	277,445	11,224	202,709	232,764	48,774	24,927	261,557	1,757,846	455,779
2020 BUDGETED PREMIUMS	601,960	291,845	11,480	172,147	206,467	55,489	15,908	248,281	1,603,577	
CHANGE	96,486	-14,400	-256	30,562	26,297	-6,715	9,019	13,276	154,269	

FUND:	WORKERS COMPENSATION INSURANCE 601	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME/NUMBER:	WORKERS COMPENSATION INSURANCE /6010100

MISSION STATEMENT:
This cost center provides the county with the necessary funding to pay for the self-insured workers' compensation insurance program.

BUDGET ISSUES:
Charges for Services will increase $50,000 to a total of $700,000 in this budget. This is due to current claims as well as expected claims experience as projected by our insurance broker. Any premium charge in this account not used towards settlement/litigation/administrative costs will be used to adjust our loss reserves, which as of December 31, 2019, was at a 50% IBNR confidence level. This confidence level should be between 80% and 95%.

Outagamie County's self-insured workers' compensation costs still remain low compared to commercial insurance coverage. Without taking into consideration our very positive experience modification factor, using the state workers comp rates, it is estimated that the 2020 premium would have been approximately $1.5 million if purchased in the commercial market compared to the estimated 2020 self-insured premium of $650,000, a savings to the County of $850,000.

ACTIVITY INDICATORS:

	2016	2017	2018	2019	2020*
Medical Claims	37	54	51	50	6
Indemnity (lost time)	7	7	19	20	6
Total Incurred	$241,045	$309,154	$615,013	$119,046	$28,835

*First 6 months only

2020 ACCOMPLISHMENTS

- Provided relevant and required training to all applicable departments.
- Served on Courthouse Security Committee – attended Courthouse Security Conference. Served on Security Incident Response Team.
- Participated on the COVID-19 Readiness Team as well as the COVID-19 testing site.
- Reported 100% of claims to the TPA within 4 days of injury to meet Dept. of Workforce Development timeframes for claims processing and payment.
- Purchased and implement online subscription service to maintain Safety Data Sheets for all affected departments.

2021 OBJECTIVES:

- Report 100% of claims to the TPA within 4 days of injury to meet Dept. of Workforce Development timeframes for claims processing and payment.
- Continue to conduct annual safety inspections of all county departments.
- Provide annually required safety training to the following departments: Airport (during the 3rd quarter), Recycling and Solid Waste (during the 1st quarter), Facilities Maintenance (September - May; one topic covered each month), Parks (during 4th quarter) and Highway (during the 2nd & 4th quarter).
- Attend at least 95% of the following departmental safety committee meetings: Brewster Village, Recycling and Solid Waste and Highway.

FUND:	WORKERS COMPENSATION INSURANCE 601	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME/NUMBER:	WORKERS COMPENSATION INSURANCE /6010100

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to expected claims experience.	34,549

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to increased claims experience.	50,000
Interest Income decreased due to lower interest rates.	(13,000)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	39,551	41,195	41,195	19,302	41,195	43,127	43,127
FRINGE BENEFITS	8,936	9,700	9,700	5,038	10,000	10,219	10,219
TRAVEL/TRAINING	0	900	900	0	450	900	900
SUPPLIES	456	700	700	384	400	700	700
PURCHASED SERVICES	624,578	632,505	632,505	397,902	632,077	667,054	667,054
TRANSFER OUT	4,750	0	0	0	0	0	0
TOTAL EXPENDITURES	678,271	685,000	685,000	422,626	684,122	722,000	722,000
REVENUES:							
CHARGES FOR SERVICES	650,000	650,000	650,000	585,598	650,000	700,000	700,000
MISCELLANEOUS	15,532	0	0	221	300	0	0
INTEREST INCOME	40,320	35,000	35,000	14,919	27,838	22,000	22,000
TOTAL REVENUES	705,852	685,000	685,000	600,738	678,138	722,000	722,000
NET DEPARTMENT COST (REVENUE)	(27,581)	0	0	(178,112)	5,984	0	0

FUND:	WORKERS COMPENSATION INSURANCE 601	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME/NUMBER:	WORKERS COMPENSATION INSURANCE /6010100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	43,127	
TOTAL SALARIES:		43,127
FRINGE BENEFITS:		
FULL-TIME PERMANENT	10,219	
TOTAL FRINGE BENEFITS:		10,219
TRAVEL/TRAINING:		
CPR/FIRST AID TRAINING	500	
IN-STATE MEETINGS	400	
TOTAL TRAVEL/TRAINING:		900
SUPPLIES:		
CPR/FIRST AID SUPPLIES	200	
OFFICE & EDUCATIONAL	500	
TOTAL SUPPLIES:		700

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
LOSS CONTROL SERVICES	3,000	
INVESTIGATIONS/CONSULTING	45,000	
LEGAL SERVICES	10,000	
SETTLEMENTS	465,000	
TPA FEES	20,000	
AUDIT FEES	373	
EXCESS WORKERS' COMPENSATION INS.	90,000	
DRGSCRNS/POPE/HEARING EXAMS, ETC.	12,000	
SUNDRY	2,500	
MOBILE PHONE	350	
RISK MASTER FEES	2,000	
DUES AND SUBSCRIPTIONS (ASSE)	350	
ACTUARIAL SERVICES	2,000	
SAFETY PROGRAMS	5,000	
SDS MANAGEMENT SOFTWARE	8,050	
MAINTENANCE (WELLNESS CENTER)	1,000	
INCURRED BUT NOT REPRTD CLAIMS (IBNR's)	431	
TOTAL PURCHASED SERVICES:		667,054
REVENUES:		
CHARGES FOR SERVICES:		
WORKER'S COMPENSATION INS. CHARGES	700,000	
TOTAL CHARGES FOR SERVICES:		700,000
INTEREST INCOME:		
INTEREST INCOME	22,000	
TOTAL INTEREST INCOME:		22,000

OUTAGAMIE COUNTY WORKERS' COMPENSATION INS
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$650,000	$700,000
Miscellaneous	300	0
Total Operating Revenues	650,300	700,000
Operating Expenses:		
Salaries	41,195	43,127
Fringe Benefits	10,000	10,219
Travel/Training	450	900
Supplies	400	700
Purchased Services	632,077	667,054
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	684,122	722,000
Operating Income (Loss)	(33,822)	(22,000)
Nonoperating Revenues (Expenses)		
General Property Tax	0	0
Interest Income	27,838	22,000
Operating Transfer Out	0	0
Total Nonoperating Revenue (Expenses)	27,838	22,000
Income (Loss) before Operating Transfers	(5,984)	0
Operating Transfers In (Out)	0	0
Net Income (Loss)	($5,984)	$0

OUTAGAMIE COUNTY WORKERS' COMPENSATION INS
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$650,000	$700,000
Interest Earnings	15,232	12,000
Interest Earnings - Restricted	12,606	10,000
Miscellaneous	300	0
From Restricted Assets	0	0
Decreases		
Cash Disbursed:		
To Employees	(41,195)	(43,127)
To Vendors for Supplies & Services	(642,927)	(678,873)
For Capital Assets	0	0
For Restricted Assets	(12,606)	(10,922)
Net Increase (Decrease) in Cash	(18,590)	(10,922)
Cash Balance, January 1	393,769	375,179
Cash Balance, December 31	$375,179	$364,257

Additional Internal Restricted Cash	2020	2021
Reserved for IBNR's	$ 1,266,600	$ 1,277,522

FUND:	WMMIC INSURANCE POOL 602	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	WMMIC INSURANCE POOL / 6020100

MISSION STATEMENT:

This cost center provides for the County's participation in Wisconsin Municipal Mutual Insurance Company (WMMIC), which provides general, vehicle, law enforcement, errors and omissions, cyber, and nurses' professional liability coverage.

BUDGET ISSUES:

Charges for Services for this budget are projected at $450,000, which is a $50,000 increase from the prior year. Any premium charge in this account not used towards settlement/litigation/administrative costs will be used to adjust our loss reserve, which as of December 31, 2019, was at a 50% IBNR confidence level. This confidence level should be between 80% and 95+%. Much of this is due to country-wide law enforcement claims as well as more civil and equal rights cases IBNR estimates.

ACTIVITY INDICATORS:

The following is a history of the County's WMMIC liability claims activity for the past 5 years.

	2016	**2017**	**2018**	**2019**	**2020*1**
Claims Reported	28	14	29	14	6
Incurred Losses (Includes Resrvs)*2	$120,573	$130,245	$208,055	$301,415	$69,929
Open Claims	2	5	12	11	9
Open Claims in Suit	1	1	2	2	2

**1-First 6 months only*

**2-Note the total incurred is based upon when the claim was incurred, not necessarily when it is being paid.*

2020 ACCOMPLISHMENTS:

- Coordinated WMMIC-sponsored online Local Gov U training for selected employees.
- Attended WMMIC quarterly meetings; member Underwriting Committee, Finance Committee and Board of Directors.
- Reported all claims to WMMIC within 2 days upon receiving notification from affected county department of event occurrence.

2021 OBJECTIVES:

- Continue to encourage various departments to utilize loss control training offered by WMMIC's training partners (CVMIC & LOCAL GOV U).
- Continue active participation in WMMIC's Underwriting and Finance Meetings, and Loss Control activities.
- Ensure that claims are reported to WMMIC within 2 days upon receiving notification from affected county department of event occurrence.

FUND:	WMMIC INSURANCE POOL 602	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	WMMIC INSURANCE POOL / 6020100

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to expected settlement increases. 17,549

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to increased costs. 50,000

Interest Income decreased due to decreasing interest rates. (15,000)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	39,551	41,195	41,195	19,302	41,195	43,127	43,127
FRINGE BENEFITS	8,936	9,700	9,700	5,037	10,000	10,219	10,219
TRAVEL/TRAINING	0	200	200	0	100	200	200
SUPPLIES	0	350	350	0	125	350	350
PURCHASED SERVICES	555,123	508,555	508,555	568,731	622,913	526,104	526,104
TOTAL EXPENDITURES	603,610	560,000	560,000	593,070	674,333	580,000	580,000
REVENUES:							
CHARGES FOR SERVICES	375,000	400,000	400,000	393,619	400,000	450,000	450,000
INTEREST INCOME	38,446	35,000	35,000	13,699	25,398	20,000	20,000
DISTRIBUTION FROM WMMIC	63,033	75,000	75,000	63,687	63,687	60,000	60,000
OTHER FINANCING SOURCES	125,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL REVENUES	601,479	560,000	560,000	521,005	539,085	580,000	580,000
NET DEPARTMENT COST (REVENUE)	2,131	0	0	72,065	135,248	0	0

FUND:	WMMIC INSURANCE POOL 602	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	WMMIC INSURANCE POOL / 6020100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	43,127	
TOTAL SALARIES:		43,127
FRINGE BENEFITS:		
FULL-TIME PERMANENT	10,219	
TOTAL FRINGE BENEFITS:		10,219
TRAVEL/TRAINING:		
IN-STATE MEETINGS	200	
TOTAL TRAVEL/TRAINING:		200
SUPPLIES:		
OFFICE SUPPLIES	100	
BOOKS & EDUCATIONAL	250	
TOTAL SUPPLIES:		350
PURCHASED SERVICES:		
LIABILITY INSURANCE PREMIUM	425,000	
SETTLEMENTS/ADJUSTMENT FEES	92,331	
CYBER LIABILITY PREMIUM	6,400	
LOSS CONTROL SERVICES	1,000	
SPECIAL INVESTIGATIONS	1,000	
AUDIT FEES	373	
TOTAL PURCHASED SERVICES:		526,104

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
GENERAL LIABILITY INSURANCE	109,766	
AUTOMOBILE LIABILITY INSURANCE	39,525	
PUBLIC OFFICIALS	11,645	
POLICE PROFESSIONAL	285,366	
NURSES PROFESSIONAL	3,698	
TOTAL CHARGES FOR SERVICES:		450,000
INTEREST INCOME:		
WMMIC SIR / CASH ACCOUNT	5,000	
FUND BALANCE CASH	15,000	
TOTAL INTEREST INCOME:		20,000
DISTRIBUTION FROM WMMIC:		
OPERATING DIVIDEND	30,000	
CAPITAL DIVIDEND	30,000	
TOTAL DISTRIBUTION FROM WMMIC:		60,000
OTHER FINANCING SOURCES:		
FUND BALANCE APPLIED	50,000	
TOTAL OTHER FINANCING SOURCES:		50,000

OUTAGAMIE COUNTY WMMIC INSURANCE POOL
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$400,000	$450,000
Miscellaneous	0	0
Total Operating Revenues	400,000	450,000
Operating Expenses:		
Salaries	41,195	43,127
Fringe Benefits	10,000	10,219
Travel/Training	100	200
Supplies	125	350
Purchased Services	622,913	526,104
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	674,333	580,000
Operating Income (Loss)	(274,333)	(130,000)
Nonoperating Revenues (Expenses)		
Distribution from WMMIC	63,687	60,000
Interest Income	25,398	20,000
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	89,085	80,000
Income (Loss) before Operating Transfers	(185,248)	(50,000)
Operating Transfers In (Out)	0	0
Net Income (Loss)	($185,248)	($50,000)

OUTAGAMIE COUNTY WMMIC INSURANCE POOL
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$400,000	$450,000
Distribution from WMMIC	63,687	60,000
Interest Earnings	18,436	15,000
Interest Earnings - Restricted	6,962	5,000
From Restricted Assets	0	0
Decreases		
Cash Disbursed:		
To Employees	(41,195)	(43,127)
To Vendors for Supplies & Services	(633,138)	(536,873)
For Restricted Assets	(8,768)	(5,000)
Net Increase (Decrease) in Cash	(194,016)	(55,000)
Cash Balance, January 1	942,716	748,700
Cash Balance, December 31	$748,700	$693,700

Additional Restricted Cash	2020	2021
Reserved for IBNR's	$739,981	$744,981
Reserved for Payments at WMMIC	300,000	300,000
Restricted Cash Balance, December 31	$1,039,981	$1,044,981

FUND:	VEHICLE PHYSICAL DAMAGE 603	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	VEHICLE PHYSICAL DAMAGE INSURANCE / 6030100

MISSION STATEMENT:

This cost center provides Outagamie County with the necessary funding for the County's vehicle physical damage program. Damages for these vehicles covered under this program are reimbursed at repairable cost and full replacements of vehicles are at replacement value.

BUDGET ISSUES:

During 2021, it is projected that the County will be insuring 259 licensed vehicles under this program with a total value of $16,320,616. A reserve as of December 31, 2019 of $364,595 has been established to cover any large losses. In 2018, the County moved to a fully insured commercial vehicle collision and comprehensive damage program with full replacement value for most County vehicles 7 years old or newer, as opposed to the combination self-insured/commercial program of prior years. In those programs, the County only received net cash value of the vehicles that were involved in accidents. In discussions with the Highway department, the department that has the majority of vehicles covered under this program, they agreed that the full replacement value was the better way to go. However, we will continue to monitor the premiums paid verses the losses incurred to determine the best financial route for the County. Reserve funds will be used towards Sheriff's department vehicle deductibles and other non-covered vehicle damage losses.

ACTIVITY INDICATORS:

The following is a history of the County's vehicle physical damage exposure and claims activity for the past 5 years.

	2016	2017	2018	2019	2020*
Vehicles Insured	218	230	219	248	259
Claims Processed	32	26	9	36	15
Amount of Losses (Paid Losses)	$40,103	$84,128	$221,193	$137,736	$25,075
Amounts Recovered	$28,991	$52,845	$208,724	$70,823	$19,455

*First 6 months only

2021 OBJECTIVES:

- Prepare an annual report, during the 3rd quarter, of all licensed vehicles in accordance with the Vehicle Usage Policy.
- Report vehicle damage claims to Integrity within 7 days of receiving notification and estimates from affected County department.
- Actively pursue within 7 days once all incurred costs are known, subrogation for all non-covered property damage where the County is not at fault.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	VEHICLE PHYSICAL DAMAGE 603	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	VEHICLE PHYSICAL DAMAGE INSURANCE / 6030100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	0	250	250	0	100	250	250
SUPPLIES	0	60	60	0	30	60	60
PURCHASED SERVICES	167,156	153,807	153,807	136,459	150,189	157,257	157,257
TOTAL EXPENDITURES	167,156	154,117	154,117	136,459	150,319	157,567	157,567
REVENUES:							
CHARGES FOR SERVICES	135,104	148,617	148,617	152,123	152,123	152,067	152,067
INTEREST INCOME	8,506	5,500	5,500	4,066	7,132	5,500	5,500
FINANCING SOURCES OTHER	0	0	0	0	0	0	0
TOTAL REVENUES	143,610	154,117	154,117	156,189	159,255	157,567	157,567
NET DEPARTMENT COST (REVENUE)	23,546	0	0	(19,730)	(8,936)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
DRIVER/OTHER TRAININGS	250	
TOTAL TRAVEL/TRAINING:		250
SUPPLIES:		
OFFICE & COMPUTER SUPPLIES	60	
TOTAL SUPPLIES:		60
PURCHASED SERVICES:		
ADJUSTING SERVICES AND SETTLEMENTS	10,000	
COLLISION PREMIUM	147,070	
AUDIT SERVICES	187	
TOTAL PURCHASED SERVICES:		157,257

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
CHARGES TO DEPARTMENTS	152,067	
TOTAL CHARGES FOR SERVICES:		152,067
INTEREST INCOME:		
INTEREST INCOME	5,500	
TOTAL INTEREST INCOME:		5,500

OUTAGAMIE COUNTY VEHICLE PHYSICAL DAMAGE INS
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$152,123	$152,067
Miscellaneous	0	0
Total Operating Revenues	152,123	152,067
Operating Expenses:		
Salaries	0	0
Fringe Benefits	0	0
Travel/Training	100	250
Supplies	30	60
Purchased Services	150,189	157,257
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	150,319	157,567
Operating Income (Loss)	1,804	(5,500)
Nonoperating Revenues (Expenses)		
General Property Tax	0	0
Interest Income	7,132	5,500
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	7,132	5,500
Income (Loss) before Operating Transfers	8,936	0
Operating Transfers In (Out)	0	0
Net Income (Loss)	$8,936	$0

OUTAGAMIE COUNTY VEHICLE PHYSICAL DAMAGE INS
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$152,123	$152,067
Interest Earnings	7,132	5,500
Transfer in from General Fund	0	0
Decreases		
Cash Disbursed:		
To Vendors for Supplies & Services	(150,319)	(157,567)
Net Increase (Decrease) in Cash	8,936	0
Cash Balance, January 1	360,008	368,944
Cash Balance, December 31	$368,944	$368,944

FUND:	OTHER INSURANCE RISKS 605	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	OTHER INSURANCE RISKS / 6050100

MISSION STATEMENT:
This cost center establishes reserves for those risks that are not provided by an insurance contract or self-insurance.

BUDGET ISSUES:
This fund has a fund balance of $845,019 available at December 31, 2019 that can be used for uninsured claims.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:

Interest Income decreased due to decreasing interest rates.	(4,000)
Financing Sources Other increased due to the decrease in interest income.	4,000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	0	20,000	20,000	0	10,000	20,000	20,000
TOTAL EXPENDITURES	0	20,000	20,000	0	10,000	20,000	20,000
REVENUES:							
FINANCING SOURCES OTHER	13,500	10,000	10,000	10,000	10,000	14,000	14,000
INTEREST INCOME	11,214	10,000	10,000	4,233	7,466	6,000	6,000
TOTAL REVENUES	24,714	20,000	20,000	14,233	17,466	20,000	20,000
NET DEPARTMENT COST (INCOME)	(24,714)	0	0	(14,233)	(7,466)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
UNINSURED CLAIMS	20,000	
TOTAL PURCHASED SERVICES:		20,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	14,000	
TOTAL FINANCING SOURCES OTHER:		14,000
INTEREST INCOME:		
INTEREST INCOME	6,000	
TOTAL INTEREST INCOME:		6,000

OUTAGAMIE COUNTY OTHER INSURANCE RISKS
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$0	$0
Miscellaneous	0	0
Total Operating Revenues	0	0
Operating Expenses:		
Salaries	0	0
Fringe Benefits	0	0
Travel/Training	0	0
Supplies	0	0
Purchased Services	10,000	20,000
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	10,000	20,000
Operating Income (Loss)	(10,000)	(20,000)
Nonoperating Revenues (Expenses)		
Intergovernmental Revenue	0	0
Interest Income	7,466	6,000
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	7,466	6,000
Income (Loss) before Operating Transfers	(2,534)	(14,000)
Operating Transfers In (Out)	0	0
Net Income (Loss)	($2,534)	($14,000)

OUTAGAMIE COUNTY OTHER INSURANCE RISKS
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Intergovernmental Grants	$0	$0
Interest Earnings	7,466	6,000
Decreases		
Cash Disbursed:		
To Vendors for Supplies & Services	(10,000)	(20,000)
Net Increase (Decrease) in Cash	(2,534)	(14,000)
Cash Balance, January 1	845,019	842,485
Cash Balance, December 31	$842,485	$828,485

FUND:	DENTAL SELF-INSURANCE FUND 606	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DENTAL SELF-INSURANCE / 6060100

MISSION STATEMENT:
This cost center provides the County with the necessary funding to pay for the self-insured dental insurance program.

BUDGET ISSUES:
Dental claims are projected to increase 3.0% in 2021 due to inflationary factors. However, due to better than expected operating results over the past several years, especially in 2020 due to a reduction in claims for several months from the Safer at Home COVID-19 pandemic order, a 5% decrease is currently planned for 2021. In doing this, we project the dental insurance fund will have a loss in 2021 of $99,078. However, 2020 is projected to have an $81,318 excess of revenues over expenditures. The dental insurance fund has a strong fund balance that is able to absorb this 2021 projected loss. The decrease for 2021 follows eight consecutive years with no increase or decrease in the dental insurance premiums. The fund balance, currently at $468,883 and projected to be $550,201 at the end of 2020, is used as an insurance reserve for unanticipated costs as well as to maintain stable premiums.

Noted below are the currently planned dental rates for the various plans for 2021 and the estimated number of employees in each plan.

	Single	Single + 1	Family	Total
Monthly Rate – 2021	$35.38	$68.80	$111.60	-
Estimated Number of Employees	281	210	474	965

Of these amounts, full-time employees contribute 35% of the monthly charge. Part-time employees contribute 50% of the monthly costs.

2021 OBJECTIVES:
- To maintain the same coverage of services as the prior year.
- To maintain a reasonable fund balance reserve in order to eliminate large premium fluctuations and to be able to absorb large unexpected claims activity.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:

Charges for Services decreased due to applying fund balance to cover claims instead of premiums.	(67,000)
Financing Sources Other increased due to additional funding needed to balance the budget.	65,261

FUND:	DENTAL SELF-INSURANCE FUND 606	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DENTAL SELF-INSURANCE / 6060100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	961,368	1,031,897	1,031,897	381,613	895,186	1,026,788	1,026,788
TOTAL EXPENDITURES	961,368	1,031,897	1,031,897	381,613	895,186	1,026,788	1,026,788
REVENUES:							
CHARGES FOR SERVICES	965,994	987,000	987,000	482,742	965,484	920,000	920,000
INTEREST INCOME	11,152	11,070	11,070	5,510	11,020	7,710	7,710
FINANCING SOURCES OTHER	6,001	33,827	33,827	33,827	33,827	99,078	99,078
TOTAL REVENUES	983,147	1,031,897	1,031,897	522,079	1,010,331	1,026,788	1,026,788
NET DEPARTMENT COST (REVENUE)	(21,779)	0	0	(140,466)	(115,145)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
THIRD PARTY ADMINISTRATION FEE	48,660	
CLAIMS	978,128	
TOTAL PURCHASED SERVICES:		1,026,788
REVENUES:		
CHARGES FOR SERVICES:		
CHARGED TO DEPARTMENTS	570,000	
CHARGED TO EMPLOYEES	350,000	
TOTAL CHARGES FOR SERVICES:		920,000
INTEREST INCOME:		
INTEREST INCOME	7,710	
TOTAL INTEREST INCOME:		7,710
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	99,078	
TOTAL FINANCING SOURCES OTHER:		99,078

OUTAGAMIE COUNTY DENTAL SELF-INSURANCE
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$965,484	$920,000
Miscellaneous	0	0
Total Operating Revenues	965,484	920,000
Operating Expenses:		
Salaries	0	0
Fringe Benefits	0	0
Travel/Training	0	0
Supplies	0	0
Purchased Services	895,186	1,026,788
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	895,186	1,026,788
Operating Income (Loss)	70,298	(106,788)
Nonoperating Revenues (Expenses)		
General Property Tax	0	0
Interest Income	11,020	7,710
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	11,020	7,710
Income (Loss) before Operating Transfers	81,318	(99,078)
Operating Transfers In (Out)	0	0
Net Income (Loss)	$81,318	($99,078)

OUTAGAMIE COUNTY DENTAL SELF-INSURANCE
PROJECTED WORKING CASH BALANCE
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Employees	$368,196	$350,000
County Departments	597,288	570,000
Interest Earnings	11,020	7,710
Decreases		
Cash Disbursed:		
To Vendors for Services	(45,547)	(48,660)
To Vendors for Claims	(849,639)	(978,128)
Net Increase (Decrease) in Cash	81,318	(99,078)
Cash Balance, January 1	501,972	583,290
Cash Balance, December 31	$583,290	$484,212
If adjusted for accrued claims below	(34,000)	(35,000)
Adjusted Cash Balance, December 31	$549,290	$449,212

	2020	2021
The Cash Balance above includes funds held for accrued health claims paid in subsequent year for current years claims (assumes 15 day lag)		
Estimated Accrued Claims at December 31	$34,000	$35,000

FUND:	HEALTH SELF-INSURANCE FUND 607	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HEALTH CARE STABILIZATION FUND / 6070100

MISSION STATEMENT:
This cost center provides the County with the necessary funding to pay for the self-insured health insurance program that was active through the end of 2019. Starting January 1, 2020, the County moved back to a commercially insured plan.

BUDGET ISSUES:
As stated above, the County moved back to commercially insured health plan for 2020. As part of the agreement with the commercial carrier, the premiums would go up by no more than 5% from the 2020 rates. The 2021 rate has yet to be determined at this time. However, due to the large fund balance projected at the end of 2020, at more than $4 million dollars, we anticipate covering any increase with funds from this Health Care Stabilization Fund. In addition to the consulting fees, health risk incentive and wellness programs in 2020, the financial activity includes the close-out of the self-insurance fund activity including close-out administrative fees, runout claims, stop-loss reimbursements and prior year pharmacy incentives received in the current year.

For the 2020 budget and continuing into 2021, the County has implemented a health risk incentive and will be working on a long-range wellness strategy.

2021 OBJECTIVES:
- To review the wellness and health risk assessment programs as they relate to the county's overall health insurance costs and the health and well-being of county employees.
- To review either creating or joining an on-site or near-site clinic.

MAJOR CHANGES IN EXPENDITURES:
Purchased Services decreased due to the anticipation of more employees completing the health risk incentive (32,500)

MAJOR CHANGES IN REVENUES:
Charges for Services decreased due to the anticipation of more employees completing the health risk incentive. (32,500)

FUND:	HEALTH SELF-INSURANCE FUND 607	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HEALTH CARE STABILIZATION FUND / 6070100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	16,118,521	133,000	133,000	149,205	233,205	100,500	100,500
TOTAL EXPENDITURES	16,118,521	133,000	133,000	149,205	233,205	100,500	100,500
REVENUES:							
CHARGES FOR SERVICES	19,273,725	133,000	133,000	66,500	133,000	100,500	100,500
MISCELLANEOUS	0	0	0	489,710	715,044	0	0
INTEREST INCOME	97,304	30,000	30,000	48,850	78,160	52,000	52,000
OPERATING TRANSFER IN	500,000	0	0	0	0	0	0
TOTAL REVENUES	19,871,029	163,000	163,000	605,060	926,204	152,500	152,500
NET DEPARTMENT COST (REVENUE)	(3,752,508)	(30,000)	(30,000)	(455,855)	(692,999)	(52,000)	(52,000)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
INSURANCE CONSULTING FEE	68,000	
WELLNESS PROGRAMS	32,500	
TOTAL PURCHASED SERVICES:		100,500

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
PREMIUM PORTION FOR CONSULTING FEE	68,000	
HEALTH RISK ASSESSMENT INCENTIVE	32,500	
TOTAL CHARGES FOR SERVICES:		100,500
INTEREST INCOME:		
INTEREST INCOME	52,000	
TOTAL INTEREST INCOME:		52,000

OUTAGAMIE COUNTY HEALTH CARE STABILIZATION FUND
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$133,000	$100,500
Miscellaneous	715,044	0
Total Operating Revenues	848,044	100,500
Operating Expenses:		
Salaries	0	0
Fringe Benefits	0	0
Travel/Training	0	0
Supplies	0	0
Purchased Services	233,205	100,500
Net Applied Expense	0	0
Depreciation	0	0
Total Operating Expenses	233,205	100,500
Operating Income (Loss)	614,839	0
Nonoperating Revenues (Expenses)		
General Property Tax	0	0
Interest Income	78,160	52,000
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	78,160	52,000
Income (Loss) before Operating Transfers	692,999	52,000
Operating Transfers In (Out)	0	0
Net Income (Loss)	$692,999	$52,000

OUTAGAMIE COUNTY HEALTH CARE STABILIZATION FUND
PROJECTED WORKING CASH BALANCE
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Employees	$65,000	$32,500
County Departments	68,000	68,000
Miscellaneous	715,044	0
Interest Earnings	78,160	52,000
Transfer from General Fund	0	0
Prior Year Accounts Receivable	293,932	0
Prior Year Accounts Payable	(2,112,200)	0
Decreases		
Cash Disbursed:		
To Vendors for Services/Premiums	(233,205)	(100,500)
To Employees for HS A Contribution	0	0
To Vendors for Claims (Net of Rmbrsmnts)	0	0
Net Increase (Decrease) in Cash	(1,125,269)	52,000
Cash Balance, January 1	5,602,486	4,477,217
Cash Balance, December 31	$4,477,217	$4,529,217
If adjusted for accrued claims/costs below	0	0
Adjusted Cash Balance, December 31	$4,477,217	$4,529,217

	2020	2021
The Cash Balance above includes funds held for accrued health claims/costs paid in subsequent year for current years claims		
Estimated Accrued Claims/Costs at Dec 31	$0	$0

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HUMAN RESOURCES / 1006000

MISSION STATEMENT:
The Human Resources department is dedicated to partnering with departments across Outagamie County to maximize the potential of our greatest asset–our employees. We are focused on delivering quality customer service and are committed to recruiting, developing, rewarding and retaining the best workforce.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	6	6	6	6	8
Part-Time Employees	2	3	3	3	1

PROGRAM DESCRIPTION: The Human Resources department serves all county departments by providing support in numerous functional areas. These functional areas include: employee relations, policy and procedure development, recruitment, retention, learning and development, employee benefits, compensation, labor relations, talent management and leave administration.

BUDGET ISSUES: The budget includes $108,232 in salaries and fringes for a proposed Diversity, Equity and Inclusion Coordinator. Working with the Human Resources Team, County Executive, and County Departments; the Diversity, Equity and Inclusion Coordinator will oversee the county's efforts in diversity, inclusion, equity and justice to enhance the county's culture and employee experience.

2020 ACCOMPLISHMENTS:
- Introduction of new health care provider and transition back to fully insured.
- Development and implementation of COVID19 Operations Plan.
- Development of Diversity and Inclusion strategy.
- Development of HR Metrics Dashboard.
- Refresh of new hire orientation and the onboarding experience to be more interactive and to include more touch points with other areas of the county.

2021 OBJECTIVES:
- Incorporation of a performance component, including criteria for the evaluation of performance and eligibility for step increases, as part of the overall performance evaluation process. This will also include training for leaders on how to accurately and effectively evaluate performance.
- Creation and implementation of Leadership Development Academy.
- Complete scanning of all employee personnel files and retention documents, in an effort to become as paperless and as efficient possible in the Human Resources department.
- Completion of Tyler-Munis upgrade, prior to 2021 Annual Benefits Enrollment kick off.

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HUMAN RESOURCES / 1006000

MAJOR CHANGES IN EXPENDITURES:

Salaries decreased due to unfunded full-time HR Assistant position.	(23,304)
Salaries and Fringe Benefits increased due to the new position	108,232
Travel/Training decreased due to less anticipated travel and more virtual meetings.	(5,435)
Supplies decreased due to reduction in training and office supplies due to decreased demand.	(3,335)
Purchased Services decreased due to reduced IT allocation costs.	(28,413)
Allocated Applied Expense increased to cover the cost of 50% of the shared Executive Assistant position.	40,514

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	535,002	549,023	549,023	259,562	549,023	611,256	615,656
FRINGE BENEFITS	181,456	172,380	172,380	92,129	172,380	208,785	209,413
TRAVEL/TRAINING	9,933	14,500	14,500	2,631	4,131	9,065	9,065
SUPPLIES	10,684	11,098	11,098	669	11,098	7,763	7,763
PURCHASED SERVICES	118,058	118,847	118,847	44,919	118,847	95,486	95,486
ALLOCATED APPLIED EXPENSE	0	0	0	0	0	40,514	40,514
TOTAL EXPENDITURES	855,133	865,848	865,848	399,911	855,479	972,869	977,897
NET DEPARTMENT COST (REVENUE)	855,133	865,848	865,848	399,911	855,479	972,869	977,897

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HUMAN RESOURCES / 1006000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	493,662	
PERMANENT PART-TIME	28,662	
NEW POSITION	76,932	
EMPLOYEE RECOGNITION LONGEVITY	12,000	
COUNTY BOARD ACTION		
INCREASE FOR RECLASS ERROR	4,400	
TOTAL SALARIES:		615,656
FRINGE BENEFITS:		
PERMANENT FULL-TIME	170,783	
PERMANENT PART-TIME	4,298	
NEW POSITION	31,300	
EMPLOYEE RECOGNITION LONGEVITY	2,000	
WORKER'S COMPENSATION INSURANCE	404	
COUNTY BOARD ACTION		
INCREASE FOR RECLASS ERROR	628	
TOTAL FRINGE BENEFITS:		209,413
TRAVEL/TRAINING:		
MILEAGE	500	
MEALS/LODGING	1,065	
SMALL DEPARTMENT TRAVEL/TRAINING	2,000	
TRAINING SEMINARS	1,500	
NEW POSITION	1,000	
OUT OF STATE TRAVEL		
TYLER MUNIS CONF - SAN ANTONIO, TX	1,500	
NEOGOV USER CONF - LAS VEGAS, NV	1,500	
TOTAL TRAVEL/TRAINING:		9,065

	AMOUNT	TOTAL AMOUNT
SUPPLIES:		
CNTY-WIDE EMPLOYEE TRAINING SUPPLIES	2,000	
EMPLOYEE BADGING	3,500	
EMPLOYEE APPRECIATION	113	
GENERAL OFFICE SUPPLIES	2,000	
NEW POSITION	150	
TOTAL SUPPLIES:		7,763
PURCHASED SERVICES:		
EMPLOYEE ASSISTANCE PROGRAM	5,000	
HUMAN RESOURCE CONSULTING	5,000	
TELEPHONE	1,500	
PROPERTY & LIABILITY INSURANCE	1,620	
POSTAGE	1,000	
DUES & SUBSCRIPTIONS	1,000	
CONTRACT WORKER SUPPORT	3,500	
PRINTING	500	
RECRUITMENT	300	
ADVERTISEMENT/EMPLOYMENT TESTING	700	
IT CHARGES - ALLOCATIONS	29,326	
IT CHARGES - MAINTENANCE CONTRACTS	43,240	
NEW POSITION	2,800	
TOTAL PURCHASED SERVICES:		95,486
ALLOCATED APPLIED EXPENSE:		
EXEC. ASST. RESOURCE SHARING 50%	40,514	
TOTAL ALLOCATED APPLIED EXPENSE:		40,514

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	UNEMPLOYMENT COMPENSATION / 1006001

MISSION STATEMENT:

This cost center processes all unemployment compensation claims made against Outagamie County. Please note only the General Fund departments claims are paid from this cost center, all other funds are charged directly.

BUDGET ISSUES:

Governmental units can choose between the tax and reimbursement methods of financing unemployment benefit costs. Tax financing employers pay a quarterly unemployment tax on the wages paid to their employees. Reimbursement financing employers do not pay a quarterly tax, although they must still file the quarterly tax and wage reports. Instead, they reimburse the Department of Workforce Development for 100% of the unemployment benefits charged to their account. The County is currently set up on the reimbursement financing method (we refer to as self-funded). It is estimated that if the County used the tax method of securing unemployment compensation instead of our current reimbursement method, that our annual costs would increase by over $275,000.

ACTIVITY INDICATORS:

Overall unemployment compensation processed through this office:

	2015	2016	2017	2018	2019
General Fund	$12,483	$16,512	$16,552	$15,170	$16,550
Brewster Village	21,493	4,750	6,111	12,653	7,882
Health & Human Services	17,780	7,766	12,816	24,291	9,228
Airport	(4)	1,963	5,500	0	0
Solid Waste	1,782	38	1,699	1,699	333
Highway	0	1,850	0	0	504
Total	$53,534	$32,879	$42,678	$53,813	$34,497

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits decreased to reflect estimated reduced activity in the general fund. (5,000)

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	UNEMPLOYMENT COMPENSATION / 1006001

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
FRINGE BENEFITS	16,550	25,000	25,000	9,307	24,307	20,000	20,000
TOTAL EXPENDITURES	16,550	25,000	25,000	9,307	24,307	20,000	20,000
NET DEPARTMENT COST (REVENUE)	16,550	25,000	25,000	9,307	24,307	20,000	20,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
FRINGE BENEFITS:		
UNEMPLOYMENT COMPENSATION	20,000	
TOTAL FRINGE BENEFITS:		20,000

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	NEGOTIATION, MEDIATION & ARBITRATION / 1006005

MISSION STATEMENT:

The Negotiation, Mediation and Arbitration cost center provides legal services necessary for preparation and/or completion of proper negotiations, mediation and arbitration of grievances and/or labor agreements.

BUDGET ISSUES:

County employees are currently represented by one collective bargaining unit:

- Deputy Sheriff's Association representing approximately 74 protective employees. Unsettled negotiations, mediator and arbitration costs.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to anticipated continued labor negotiations. 5,000

SUMMARY OF EXPENDITURES AND REVENUES

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	5,693	15,000	15,000	11,373	21,373	20,000	20,000
TOTAL EXPENDITURES	5,693	15,000	15,000	11,373	21,373	20,000	20,000
NET DEPARTMENT COST (REVENUE)	5,693	15,000	15,000	11,373	21,373	20,000	20,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
NEGOTIATION/MEDIATION/ARBITRATION SERVICES & CONTRACT & LAW INTERPRETATIONS & COURT REPORTING/TRANSCRIPTS	20,000	
TOTAL PURCHASED SERVICES:		20,000

FUND:	GENERAL 100	DEPARTMENT NAME:	HUMAN RESOURCES
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	HEALTH CARE STABILIZATION ACCOUNT / 1006010

MISSION STATEMENT:

This cost center provides for resources for the following purposes: stabilize health insurance premiums, establishment or enhancement of wellness programs and for health risk assessments.

BUDGET ISSUES:

This cost center was established in 2013 and it had a balance of $9,175 as of December 31, 2018. This costs center was depleted in 2019. Costs previously associated with this account have been rolled into general health care accounts.

MAJOR CHANGES IN EXPENDITURES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
FRINGE BENEFITS	9,175	0	0	0	0	0	0
TOTAL EXPENDITURES	9,175	0	0	0	0	0	0
NET DEPARTMENT COST (REVENUE)	9,175	0	0	0	0	0	0

FUND: INFORMATION TECHNOLOGY 604 DEPARTMENT NAME: INFORMATION TECHNOLOGY

FUNCTION: GENERAL GOVERNMENT COST CENTER NAME / NUMBER: INFORMATION TECHNOLOGY / OVERALL SUMMARY

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,061,086	1,303,405	1,301,405	559,626	1,240,529	1,314,650	1,314,650
FRINGE BENEFITS	526,318	510,807	513,807	239,644	481,062	515,222	515,222
TRAVEL / TRAINING	6,341	22,845	22,845	7,568	22,845	22,845	22,845
SUPPLIES	284,697	313,914	358,583	217,834	352,059	313,050	313,050
PURCHASED SERVICES	1,451,920	1,946,690	2,211,013	1,262,442	2,249,518	1,971,660	1,971,660
CAPITAL OUTLAY	384,055	622,564	1,337,389	241,640	1,319,971	593,811	593,811
ALLOCATED APPLIED CREDIT	0	0	0	0	0	(35,416)	(35,416)
OPERATING TRANSFER OUT	12,500	0	0	0	0	0	0
TOTAL EXPENDITURES	3,726,917	4,720,225	5,745,042	2,528,754	5,665,984	4,695,822	4,695,822
REVENUES:							
CHARGES FOR SERVICES	3,844,575	4,263,058	4,665,707	1,945,580	4,598,727	4,264,575	4,264,575
OPERATING TRANSFER IN	200	0	17,000	17,000	17,000	0	0
FINANCING SOURCES OTHER	1,038,588	372,167	977,335	977,335	977,335	431,247	431,247
TOTAL REVENUES	4,883,363	4,635,225	5,660,042	2,939,915	5,593,062	4,695,822	4,695,822
NET DEPARTMENT COST (REVENUE)	(1,156,446)	85,000	85,000	(411,161)	72,922	0	0

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	INFORMATION TECHNOLOGY / VARIOUS

2021 BUDGET RECAP: ALL INFORMATION TECHNOLOGY COST CENTERS

EXPENDITURES: **COST CENTER:**	**SALARIES**	**FRINGE BENEFITS**	**TRAVEL/ TRAINING**	**SUPPLIES**	**PURCHASED SERVICES**	**CAPITAL OUTLAY**	**ALLOCATED APPLIED CREDIT**	**TOTAL**
IT GENERAL OPERATIONS	$ 1,219,974	$ 469,132	$ 22,545	$ 302,785	$ 200,056	$ 472,730	$ -	$ 2,687,222
ADMINISTRATIVE SERVICES	94,676	46,090	300	5,500	82,550	-	(35,416)	193,700
DEPT. MAINT. / 3 YR PLAN	-	-	-	4,765	1,689,054	121,081	-	1,814,900
TOTAL EXPENDITURES	$ 1,314,650	$ 515,222	$ 22,845	$ 313,050	$ 1,971,660	$ 593,811	$ (35,416)	$ 4,695,822

REVENUES: **COST CENTER:**	**CHARGES FOR SERVICES**	**FINANCING SOURCES OTHER**	**TOTAL**
IT GENERAL OPERATIONS	$ 2,255,975	$ 431,247	$ 2,687,222
ADMINISTRATIVE SERVICES	193,700	-	193,700
DEPT. MAINT. / 3 YR PLAN	1,814,900	-	1,814,900
TOTAL REVENUES	$ 4,264,575	$ 431,247	$ 4,695,822
NET DEPARTMENT COST / (REVENUE)			$ -

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	IT GENERAL OPERATIONS / 6040100

MISSION STATEMENT:
To facilitate the effective utilization of technology and support the County's business objectives including financial management, public service, and regulatory conformance.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	18	18	18	18	18
Part-Time Employees				1	1
Seasonal/Casual Call	1	As Needed	As Needed	As Needed	As Needed

ACTIVITY INDICATORS:

Computer Hardware Maintained by the County:	**2017**	**2018**	**2019**	**2020**	**2021 Estimated**
Mainframes	1	1	1	1	1
Servers *1	176	179	170	159	173
Personal Computers / Devices *2	958	1,045	1,072	1,073	1,082

*1 – There are generally new servers added and others decommissioned. There was a decrease in 2020 as some systems were combined, but an increase is anticipated again in 2021 when the new phone system is installed.

*2 – The estimated increase in personal computers in 2021 is primarily due to various approved Three Year Plan projects and new hires.

BUDGET ISSUES:
The total IT department's expenditures billable to departments (including general operations and administrative services but net of one-time capital projects) decreased $53,730 from the prior year. The decrease in other expenditures of $53,730 is primarily due to decreases in various enterprise fund IT three year plan requests.

The net effect to the County tax levy (net of items funded by capital projects funds) for 2021 is $3,655,832 compared to $3,797,096 in the 2020 budget or a decrease of $141,264. The amount is calculated by taking the total IT budgeted charges to departments and subtracting the non-tax levy supported operations of Airport, Highway, Recycling and Solid Waste.

2020 ACCOMPLISHMENTS:
- Made multiple improvements to overall system security.
- Reacted to and provided for a mass move of staff working remotely due to the COVID-19 pandemic.
- Began project to upgrade the countywide phone system.
- Began implementing security cameras at Highway offices.

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	IT GENERAL OPERATIONS / 6040100

2020 ACCOMPLISHMENTS CONTINUED:

- Upgraded our Financial system software and hardware.
- Implemented a new tool for centrally managing client workstations and servers.
- Refreshed 290 desktops, laptops and WYSE devices.
- Upgraded multiple backbone switches and firewalls.
- Began upgrade of county-wide email system.
- Upgraded multiple server systems within the core IT infrastructure and also for Sheriff, Development & Land Services, Maintenance and Brewster Village.
- Finished upgrade of PC operating systems.

2021 OBJECTIVES:

- Finish implementation of a new county-wide phone system.
- Replace body cameras for Sheriff Patrol and Jail staff.
- Replace data storage equipment.
- Upgrade data backup systems.
- Continue upgrading firewalls.
- Continue to make overall system security improvements.
- Continue upgrading cameras for Jail and Highway.
- Finish implementation of a new audio/visual system in additional courtrooms.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits decreased primarily due to a reduction in the Administrative Supervisor time allocation in IT, along with other minor changes due to staff turnover/benefit selections.	(20,445)
Supplies increased due to increases in workstation replacements ($22,220), telecom/systems parts ($6,800) and three year plan supply requests ($830) offset by decreases in replacement printers ($3,000) and supplies ($3,255).	23,595
Purchased Services increased primarily due to an increase in consulting and contracted services for year 2021 projects of $120,251 offset by a decrease of $14,294 for three year plan purchases services, $7,000 for phone replacements, $25,000 for text archiving services which were moved to the 6040500 budget and other minor reductions of $579.	73,378
Capital Outlay had a net decrease, which varies year to year based on IT three year plan requests.	(25,612)

MAJOR CHANGES IN REVENUES:

Charges for Services increased based on the IT charges allocated to all departments, which includes three year plan requests.	76,836
Financing Sources Other increased due to an increases in fund balance applied for one-time capital projects of $6,380 and fund balance applied for operations of $22,947 (prior year reduction of $35,247, plus one-time funding for contracted services of $65,000).	59,080

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	IT GENERAL OPERATIONS / 6040100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,003,820	1,228,667	1,228,667	523,464	1,183,767	1,219,974	1,219,974
FRINGE BENEFITS	501,954	480,884	480,884	225,851	457,574	469,132	469,132
TRAVEL / TRAINING	6,122	22,545	22,545	7,404	22,545	22,545	22,545
SUPPLIES	269,596	279,190	323,859	196,831	323,859	302,785	302,785
PURCHASED SERVICES	79,891	126,678	231,118	84,576	302,318	200,056	200,056
CAPITAL OUTLAY	250,053	498,342	954,401	223,528	939,401	472,730	472,730
OPERATING TRANSFER OUT	12,500	0	0	0	0	0	0
TOTAL EXPENDITURES	2,123,936	2,636,306	3,241,474	1,261,654	3,229,464	2,687,222	2,687,222
REVENUES:							
CHARGES FOR SERVICES	2,086,921	2,179,139	2,179,139	1,357,860	2,179,139	2,255,975	2,255,975
OPERATING TRANSFER IN	200	0	17,000	17,000	17,000	0	0
FINANCING SOURCES OTHER	1,038,588	372,167	977,335	977,335	977,335	431,247	431,247
TOTAL REVENUES	3,125,709	2,551,306	3,173,474	2,352,195	3,173,474	2,687,222	2,687,222
NET DEPARTMENT COST (REVENUE)	(1,001,773)	85,000	68,000	(1,090,541)	55,990	0	0

FUND: INFORMATION TECHNOLOGY 604 DEPARTMENT NAME: INFORMATION TECHNOLOGY

FUNCTION: GENERAL GOVERNMENT COST CENTER NAME / NUMBER: IT GENERAL OPERATIONS / 6040100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	1,177,754	
PART-TIME/CASUAL CALL	16,470	
OVERTIME	15,350	
ON-CALL TIME	10,400	
TOTAL SALARIES:		1,219,974
FRINGE BENEFITS:		
FRINGE BENEFITS	459,756	
WORKERS COMPENSATION	5,513	
OVERTIME/ON-CALL	3,863	
TOTAL FRINGE BENEFITS:		469,132
TRAVEL/TRAINING:		
MILEAGE	2,750	
TRAINING & SEMINARS (16 STAFF)	18,195	
TUITION REIMBURSEMENT	1,600	
TOTAL TRAVEL/TRAINING:		22,545
SUPPLIES:		
SYSTEMS/SERVER PARTS	8,600	
REPLACEMENT PCS/LAPTOPS	239,520	
THREE YEAR PLAN - OTHER DEPTS.	21,215	
TELECOM PARTS	16,200	
EMPLOYEE RECOGNITION	250	
INFRASTRUCTURE SUPPLIES	6,000	
PC SUPPLIES	6,000	
ALL OTHER SUPPLIES	5,000	
TOTAL SUPPLIES:		302,785
PURCHASED SERVICES:		
CONSULTANTS SERVICES	46,850	
CONTRACT LAN TECHNICAL BLOCK	15,000	
CONTRACT PROGRAMMING	35,251	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
CONTRACT SUPPORT	65,000	
CONTRACT TRAINING	4,000	
POSTAGE	75	
PROPERTY AND LIABILITY INSURANCE	5,711	
RECYCLE COMPUTERS	3,884	
SUBSCRIPTIONS & DUES	75	
SUNDRY	400	
TELEPHONE – BASE & LONG DISTANCE	4,200	
TELEPHONE – CELL PHONES/MIFI	8,955	
TELEPHONE – REMOTE SITES	475	
THREE YEAR PLAN - PURCHASED SVC.	1,460	
THREE YEAR PLAN - IT PURCH. SVC.	8,720	
TOTAL PURCHASED SERVICES:		200,056
CAPITAL OUTLAY:		
NETWORK SERVER REPLACEMENT	106,430	
NETWORK CAPITAL PARTS	9,000	
TELECOM CAPITAL PARTS	14,000	
TCM PROGRAMMING	50,000	
TCM PROJECT	70,000	
RECEIPTING	33,300	
REPLICATION	50,000	
JAIL CAMERAS SERVERS	140,000	
TOTAL CAPITAL OUTLAY:		472,730
REVENUES:		
CHARGES FOR SERVICES:		
DEPARTMENT CHARGES	2,255,975	
TOTAL CHARGES FOR SERVICES:		2,255,975
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED - OPERATIONS	87,947	
FUND BALANCE APPLIED - CAPITAL	343,300	
TOTAL FINANCING SOURCES OTHER:		431,247

OUTAGAMIE COUNTY INFORMATION TECHNOLOGY
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$4,598,727	$4,264,575
Miscellaneous	0	0
Total Operating Revenues	4,598,727	4,264,575
Operating Expenses:		
Salaries	1,240,529	1,314,650
Fringe Benefits	481,062	515,222
Travel/Training	22,845	22,845
Supplies	352,059	313,050
Purchased Services	2,249,518	1,936,244
Capital Outlay Not Capitalized	941,400	487,381
Depreciation	68,784	96,650
Total Operating Expenses	5,356,197	4,686,042
Operating Income (Loss)	(757,470)	(421,467)
Nonoperating Revenues (Expenses)		
General Property Tax	85,000	0
Interest Income	0	0
Interest & Fiscal Charges	0	0
Total Nonoperating Revenue (Expenses)	85,000	0
Income (Loss) before Operating Transfers	(672,470)	(421,467)
Operating Transfers In (Out)	17,000	0
Net Income (Loss)	($655,470)	($421,467)

OUTAGAMIE COUNTY INFORMATION TECHNOLOGY
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$4,598,727	$4,264,575
Tax Payers	0	0
Interest Income	0	0
Transfers In (Out)	17,000	0
Decreases		
Cash Disbursed:		
To Employees	(1,240,529)	(1,314,650)
To Vendors for Supplies & Services	(4,046,884)	(3,274,742)
For Prior Year Accounts Payable	0	0
For Capital Assets	(378,571)	(106,430)
Net Increase (Decrease) in Cash	(1,050,257)	(431,247)
Cash Balance, January 1	1,670,685	620,428
Cash Balance, December 31	$620,428	$189,181

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMINISTRATIVE SERVICES / 6040300

MISSION STATEMENT:

To provide quality projects that meet department timelines utilizing Print Shop equipment. To provide efficient mail services including incoming and outgoing USPS mail, interoffice mail and express package services. To assist with proper lifecycle management of paper records in the Records Center.

BUDGET ISSUES:

In 2020, through attrition in IT Administrative Services and Maintenance, the two departments had the ability to assess and realign services to meet current countywide needs along with maximizing staff expertise within both departments. As a result, mail services were transitioned solely to the Administrative Services. Additionally, the Print Shop decreased the types of services that would be available as many departments either outsource or are able to utilize resources within their departments. The COVID-19 pandemic, with many staff working from home, also resulted in a decrease of Print Shop orders.

2020 ACCOMPLISHMENTS:

- Sorted/processed approximately 373,700 pieces of incoming and outgoing mail.
- Processed and tracked approximately 4,000 incoming and 450 outgoing express packages.
- Continued to sort mail and work with vendor to outsource outgoing USPS mail processing/sorting of approximately 253,000 mail pieces.
- Imaged approximately 83,650 items for County departments.
- Worked with departments on 12 requisitions to destroy 194 boxes of records from the Records Center.
- Worked with departments on 4 requisitions to transfer 16 boxes of records into the Records Center.
- Worked with offsite storage vendor regarding 7 requisitions to destroy 58 boxes at the offsite location.
- Worked with vendor to outsource approximately 100 offset printing (envelope, letterhead, NCR Forms) orders.
- Continued to monitor camera/intercom system for security/deliveries.
- Completed approximately 1,100 printing/paper supply requisitions during the year.
- Reviewed paper usage and discontinued several paper and envelope colors/sizes that were no longer needed.

2021 OBJECTIVES:

- Continue to produce/coordinate the high quality printing projects for County departments within established lead-time requirements.
- Process/invoice departments on a monthly basis for printing and mail related services within established guidelines from Financial Services.
- Continue to follow all internal procedures related to the storage, inquiry, retrieval and destruction of records stored either in the Records Center or at the offsite location.

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMINISTRATIVE SERVICES / 6040300

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased primarily due to the inclusion of mail services staff in this cost center along with an increased allocation of time for the Administrative Supervisor position. 36,105

Supplies decreased due to the reduction of Print Shop stocked items and transition to outsourced offset printing. (1,500)

Purchased Services decreased primarily due to reductions in printing costs (outsourced and copier related costs) of 16,550 and other various reductions of 1,991 offset by an increase in mail services/other related costs of 5,100. (13,441)

Allocated Applied Credit (negative amount) increased for Administrative Supervisor time charged to the Maintenance Department. (35,416)

MAJOR CHANGES IN REVENUES:

Charges for Services decreased primarily based on the anticipated reduction in outsourced and internal printing projects. (14,252)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	57,266	74,738	72,738	36,162	56,762	94,676	94,676
FRINGE BENEFITS	24,364	29,923	32,923	13,793	23,488	46,090	46,090
TRAVEL / TRAINING	219	300	300	164	300	300	300
SUPPLIES	3,649	7,000	7,000	(25)	3,500	5,500	5,500
PURCHASED SERVICES	86,462	95,991	96,991	16,137	67,300	82,550	82,550
CAPITAL OUTLAY	0	0	15,000	0	12,582	0	0
ALLOCATED APPLIED CREDIT	0	0	0	0	0	(35,416)	(35,416)
TOTAL EXPENDITURES	171,960	207,952	224,952	66,231	163,932	193,700	193,700
REVENUES:							
CHARGES FOR SERVICES	173,798	207,952	207,952	67,371	147,000	193,700	193,700
TOTAL REVENUES	173,798	207,952	207,952	67,371	147,000	193,700	193,700
NET DEPARTMENT COST (REVENUE)	(1,838)	0	17,000	(1,140)	16,932	0	0

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMINISTRATIVE SERVICES / 6040300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	78,505	
PART-TIME PERMANENT	16,171	
TOTAL SALARIES:		94,676
FRINGE BENEFITS:		
FULL-TIME PERMANENT	43,785	
PART-TIME PERMANENT	2,305	
TOTAL FRINGE BENEFITS:		46,090
TRAVEL/TRAINING:		
TRAINING & SEMINARS	300	
TOTAL TRAVEL/TRAINING:		300
SUPPLIES:		
PAPER/PRINTING/MAIL SUPPLIES	5,500	
TOTAL SUPPLIES:		5,500

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
ESTIMATED CLICK CHARGES/COPIERS	5,000	
EQUIPMENT MAINTENANCE	500	
OUTGOING MAIL VENDOR COSTS	22,000	
OTHER MAIL COSTS	2,000	
OUTSOURCED OFFSET ORDER CHGS	36,000	
RECORDS CENTER SOFTWARE MAINT	1,500	
OFFSITE STORAGE COSTS	15,400	
TELEPHONE BASE CHARGE	150	
TOTAL PURCHASED SERVICES:		82,550
ALLOCATED APPLIED CREDIT:		
MAINTENANCE ADMIN SERVICES	(35,416)	
TOTAL ALLOCATED APPLIED CREDIT:		(35,416)
REVENUES:		
CHARGES FOR SERVICES:		
CHARGES FOR ORDERS	193,700	
TOTAL CHARGES FOR SERVICES:		193,700

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DEPT. MAINT. / 3 YR PLAN / 6040500

MISSION STATEMENT:

To account for other departments' costs such as three-year plan items and departmental maintenance and subscription fees.

ACTIVITY INDICATORS:	**2018**	**2019**	**2020**	**2021 Estimated**
Third Party Software Maintenance Contracts	$1,405,078	$1,549,460	$1,577,277	$1,614,704

MAJOR CHANGES IN EXPENDITURES:

Supplies decreased due to a decrease in the IT equipment needs for approved new positions. (22,959)

Third Party Software Maintenance Contracts increased primarily due to new maintenance items approved in the three-year-plan process. 37,427

Purchased Services decreased for three year plan items billed directly to departments - *services for 2021 include*: (72,394)

- SCADA control system upgrade at Solid Waste
- Report Writing for HHS

Capital Outlay decreased for the 2021 three year plan requests - *projects for 2021 include*: (3,141)

- Communication Center PC Replacements
- Security Cameras at Highway, Brewster Village and HHS YFS Shelter Care
- Network switch and closet rack replacements at Airport
- Mobile networking for Highway vehicles

MAJOR CHANGES IN REVENUES:

Charges for Services decreased primarily in relation to the decrease in capital outlay. (61,067)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SUPPLIES	11,452	27,724	27,724	21,028	24,700	4,765	4,765
PURCHASED SERVICES	1,285,567	1,724,021	1,882,904	1,161,729	1,879,900	1,689,054	1,689,054
CAPITAL OUTLAY	134,002	124,222	367,988	18,112	367,988	121,081	121,081
TOTAL EXPENDITURES	1,431,021	1,875,967	2,278,616	1,200,869	2,272,588	1,814,900	1,814,900
REVENUES:							
CHARGES FOR SERVICES	1,583,856	1,875,967	2,278,616	520,349	2,272,588	1,814,900	1,814,900
TOTAL REVENUES	1,583,856	1,875,967	2,278,616	520,349	2,272,588	1,814,900	1,814,900
NET DEPARTMENT COST (REVENUE)	(152,835)	0	0	680,520	0	0	0

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DEPT. MAINT. / 3 YR PLAN / 6040500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
NEW POSITION EQUIP. - DIRECT BILL	4,765	
TOTAL SUPPLIES:		4,765
PURCHASED SERVICES: MAINTENANCE		
ACTIVE DIRECTORY UTILITIES	225	
ADOBE SUBSCRIPTIONS (AIRPORT)	1,877	
ADVANCED THREAT PROTECTION	4,000	
AIRCARDS	8,952	
ANTI-VIRUS	15,065	
ASOCS - AIRPORT	9,928	
AUDIT LOGGING	8,398	
AUTOCAD - BV	400	
BLUEBEAM (PERMITTING)	2,200	
BV NURSE CALL	17,340	
CALL ACCOUNTING	1,400	
CAMERA SOFTWARE	38,434	
CASH RECEIPTS	2,400	
CHECK LASER PRINTING	800	
CITRIX SERVERS	62,000	
CLERKS INDEX	500	
CLIENT DEVICE MGMT TOOL	10,000	
CLIENT UTILITIES	300	
COGEN ALERTING	500	
COPIER (CLICK COST)	150	
CORONER SOFTWARE	4,600	
CORP COUNSEL CASE MGMT SUBSC	7,150	
COURT CLERK SOFTWARE	660	
DICTATION SYSTEM	42,000	
DISKEEPER	450	
DOOR BADGE SYSTEM	3,455	
DUAL FACTOR AUTHENTICATION	900	
EHR SYSTEM (BV)	21,000	
EM MGMG BADGING HDWE	1,500	
EMAIL ARCHIVE SYSTEM	9,500	
EMPLOYEE RECRUITMENT	14,750	
FBO SERVER	4,200	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
FINANCIAL SYSTEM	39,699	
FIBER OPTIC RENTAL	17,500	
FINANCIAL DATA ANALYSIS SW	35	
FIRE SUPPRESSION	1,600	
FIREWALL	43,480	
FUELMASTER	2,500	
VIDEO CONFERENCE SOFTWARE	2,304	
HELPDESK SOFTWARE	5,850	
HHS SURVEY SOFTWARE	3,000	
IBM HARDWARE/SOFTWARE	3,500	
IMAGING	36,050	
IN/OUT BOARD (IT)	100	
INTERNET CONNECTIONS	82,000	
INTERNET LOAD BALANCE/DNS SERVER	9,500	
INVESTMENT PORTFOLIO	3,300	
IT HARDWARE IMAGING SOFTWARE	350	
IT PAGER	2,750	
LAN HARDWARE (SWITCH)	36,000	
LASERFICHE WEB LINK	2,600	
LAW (CELLEBRITE)	3,700	
LAW (AIRCARDS/CELL DATA)	26,450	
LAW (AQUA)	435	
LAW (CAD/RMS/JAIL)	176,584	
LAW (CENTRAL CTRL)	9,000	
LAW (CLASSIFICATION)	6,000	
LAW (FINGERPRINT JUVENILES)	2,000	
LAW (DICTATION LICENSE/RECRD)	1,500	
LAW (FAST ID)	610	
LAW (ADULT FINGERPRINT)	4,800	
LAW (GIS SERVER)	9,800	
LAW (FIREWALL)	16,500	
LAW (IN VEHICLE ROUTERS)	4,860	
LAW (JAIL TOUR)	1,360	
LAW (K9 TRACKING)	300	
LAW (LINUX)	2,100	
LAW (LAN/JAIL CAMERAS)	6,300	
LAW (MEDICAL)	350	

FUND:	INFORMATION TECHNOLOGY 604	DEPARTMENT NAME:	INFORMATION TECHNOLOGY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DEPT. MAINT. / 3 YR PLAN / 6040500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
LAW (PHONE RECORDING SYSTEM)	13,250	
LAW (WIRELESS VPN)	14,385	
SERVER DEVICE MGMT TOOL	2,100	
LAW (PAWN SHOP WEBSITE)	3,500	
LAW (PROQA)	5,000	
LAW (TIME SYNC)	1,550	
LEXIS/NEXIS	8,525	
MAINTENANCE DEPT SOFTWARE	12,035	
MASS EMERG NOTIFICATION	29,300	
MICROSOFT SOFTW. ASSURANC	18,000	
MOBILE DEVICE MGMT	15,400	
NETWORK BKUP	45,200	
NETWORK MGMT SOFTWARE	9,900	
OFFSITE TAPE STORAGE	8,400	
PAGING	380	
PARKS RESERVATION SYSTEM	1,600	
PASSWORD RESET	6,300	
PAYROLL/HR CNX TIME WARNER	7,512	
PAYROLL/HR SOFTWARE	45,480	
PCI COMPLIANCE	2,300	
PDF EDITING TOOL	4,000	
PERMITTING SYSTEM	51,500	
PHONE SWITCHES	22,000	
PROFILE MGMT SOFTWARE	23,000	
PROTECTIVE SERVICES PAYEE SOFTW	700	
RECORD STORAGE SOFTWARE	1,500	
REDUNDANT CLOUD PHONES	2,500	
RESOURCE ACCT	1,450	
ROLL CALL PRO	875	
SACWIS	23,100	
SAN/VMWARE FIREWALL	16,800	
SCALE SOFTWARE	5,000	
SCHEDULING SW SERVER SPT	7,200	
SCHEDULING/TIME & ATTEND	31,030	
SECURE REMOTE ACCESS	6,700	
SERVER CARE PACKS	30,000	
SIGN MAKING SOFTWARE	600	
SIREN ALERTING SOFTWARE	15,000	
SOCIAL MEDIA ARCHIVE	5,725	
SPAM BLOCKING SYSTEM	5,000	
TAX SPECIAL ASSESSMENT	4,600	
TCM	50,410	
TELE/VIDEO CONF EQUIP (COURTROOM)	30,096	
TELEPHONE REPLACEMENT	3,500	
TEXT ARCHIVING	19,630	
TRANSCENDENT	55,550	
UNIFIED SECURITY MGMT	15,500	
UPS	8,250	
USER SECURITY TRAINING	4400	
VETERANS SYSTEM	2,499	
VMWARE	16,000	
WEB CERTIFICATE	2,000	
WEBSITE	20,421	
WEBSITE UTILITIES	3,250	
WIRING/POWER	15,000	
THREE YEAR PLAN - DIRECT DEPARTMENTS	74,350	
TOTAL PURCHASED SERVICES:		1,689,054
CAPITAL OUTLAY:		
THREE YEAR PLAN - DIRECT BILL	121,081	
TOTAL CAPITAL OUTLAY:		121,081
REVENUES:		
CHARGES FOR SERVICES:		
DEPARTMENT CHARGES	1,814,900	
TOTAL CHARGES FOR SERVICES:		1,814,900

INFORMATION TECHNOLOGY
2021 DISTRIBUTION - ADOPTED BUDGET

DEPARTMENT	IT SERVICES							ADMINISTRATIVE SERVICES			2021	2020	DIFFERENCE
	SYSTEM OPERATIONS	DEVELOP & SYS SUPP	PRINTERS	DEPT. CHARGES	MICRO SYSTEMS	SERVER/ NETWORK	TOTAL IT SERVICES	RECORDS MNGT	MAIL CHARGES	PRINTING CHARGES	TOTAL	TOTAL	
Airport	$ -	$ -	$ 1,355	$ 134,133	$ 57,577	$ 55,333	$ 248,398	$ -	$ 1,453	$ -	$ 249,851	$ 249,814	$ 37
Brewster Village	-	2,122	1,789	117,595	119,105	72,147	312,757	173	1,734	-	314,664	352,136	(37,472)
Clerk of Courts	22	294	217	7,726	9,314	7,143	24,715	11,527	8,684	-	44,926	52,754	(7,828)
Coroner	-	-	488	9,150	23,144	7,810	40,592	110	243	-	40,945	40,042	902
Corporation Counsel	-	-	434	18,947	12,419	4,191	35,990	37	379	-	36,406	35,850	556
County Clerk	10	137	542	4,939	9,032	8,367	23,026	-	255	-	23,281	30,426	(7,145)
County Executive	-	-	54	1,811	4,798	1,619	8,282	5	163	-	8,450	8,559	(109)
Court Commissioner	-	-	108	6,774	-	500	7,382	35	412	-	7,829	9,482	(1,653)
Courts (Circuit)	-	-	108	26,985	13,548	7,322	47,963	520	2,585	-	51,068	81,817	(30,750)
Criminal Justice Trtmt. Svc.	-	-	1,138	5,860	40,925	13,810	61,733	422	724	-	62,879	59,887	2,991
District Attorney	54	26,178	3,686	6,885	6,492	6,566	49,861	7,220	3,436	-	60,517	42,384	18,133
Emergency Management	-	-	542	53,331	12,701	9,605	76,179	-	178	-	76,357	71,046	5,311
Family Court Commissioner	-	-	108	6,679	1,693	1,446	9,927	28	508	-	10,463	4,571	5,892
Family Court Services	-	176	976	3,045	9,878	3,333	17,409	-	628	-	18,037	38,373	(20,336)
Finance	2,089	1,012	976	71,791	32,740	34,984	143,591	329	992	-	144,912	151,963	(7,051)
Health & Human Services	8,209	718	20,817	246,645	592,139	247,689	1,116,217	3,038	31,087	-	1,150,342	1,130,133	20,209
Highway-Office	-	2,579	651	51,495	9,314	14,659	78,697	-	4,290	-	82,987	88,649	(5,662)
Highway-Shop	-	-	2,060	38,488	49,392	25,071	115,011	-	-	-	115,011	82,682	32,329
Human Resources	956	705	867	45,179	18,063	6,096	71,867	-	699	-	72,566	100,979	(28,413)
Land Conservation	-	-	217	15,816	21,450	17,225	54,708	-	640	-	55,348	52,870	2,478
Legislative Services	-	98	379	2,602	9,314	3,143	15,536	-	1,075	-	16,611	15,657	954
Maintenance	-	-	325	28,619	19,192	24,428	72,565	-	991	-	73,556	65,046	8,510
Parks	-	39	325	4,815	14,112	4,762	24,054	-	234	-	24,288	23,849	439
Development & Land Srvcs	-	1,240	108	17,824	17,640	16,898	53,711	-	1,139	-	54,850	49,064	5,786
Register in Probate	-	-	-	781	-	500	1,281	1,887	874	-	4,042	3,289	754
Register of Deeds	-	131	1,301	3,979	16,934	34,971	57,315	93	1,464	-	58,872	58,317	555
Sheriff-Administration	20	490	1,409	99,205	35,844	32,053	169,021	611	10,746	-	180,378	199,316	(18,938)
Sheriff-Jail	-	490	2,168	135,679	92,857	93,180	324,374	-	-	-	324,374	306,981	17,392
Sheriff-Patrol	-	490	1,409	116,313	60,893	116,469	295,574	-	-	-	295,574	273,342	22,232
Sheriff-LE Communications	-	490	325	96,988	21,168	11,807	130,778	-	-	-	130,778	102,109	28,669
Solid Waste-General	-	7	1,193	81,866	23,990	14,080	121,136	453	1,181	-	122,770	86,758	36,012
Solid Waste-Recycling	-	-	867	1,130	9,314	3,143	14,454	-	150	-	14,604	16,832	(2,227)
Solid Waste-Single Stream	-	-	-	8,433	-	10,173	18,606	-	150	-	18,756	25,064	(6,308)
Tax Listing	-	-	217	32,694	2,822	13,452	49,186	-	-	-	49,186	43,654	5,532
Treasurer	3,586	3,688	759	32,680	14,112	9,549	64,375	63	2,738	-	67,176	70,069	(2,893)
UW Extension	-	-	1,518	5,025	26,531	8,953	42,026	-	228	-	42,254	41,911	343
Veterans Services	-	-	867	6,745	10,161	3,429	21,202	-	908	-	22,110	21,351	759
Zoning	-	359	325	23,247	8,891	17,056	49,878	23	-	-	49,901	55,347	(5,445)
IT - General Admin Services	-	-	-	1,500	-	-	1,500	-	-	-	1,500	1,991	(491)
SUB-TOTAL	14,946	41,441	50,633	1,573,398	1,427,498	962,959	4,070,875	26,574	80,968	-	4,178,417	4,144,362	34,054
OTHER DEPARTMENT CHARGES	-	-	-	-	-	-	-	-	-	86,158	86,158	118,696	(32,538)
TOTAL	$ 14,946	$ 41,441	$ 50,633	$ 1,573,398	$ 1,427,498	$ 962,959	$ 4,070,875	$ 26,574	$ 80,968	$ 86,158	$ 4,264,575	$ 4,263,058	$ 1,516

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMIN COMPLEX / YFS / 1005300

MISSION STATEMENT:

Provide preventive maintenance and repair to buildings, equipment, and grounds to ensure safe, welcoming and productive complexes for employees and general public.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	19	19	20	20	20
Part-Time Employees	2	2	2	2	0

BUDGET ISSUES:

Utility costs have been lower than anticipated with utility costs remaining relatively constant since 2015 even with the addition of the new Government Center building. These lower costs are in large part due to energy efficient designs and equipment including LED lighting and our new centralized chiller and boiler plants. Lower utility rates have also contributed to the lower than anticipated utility costs. While the lower rates and usage are currently creating savings, utility cost could increase to previous levels or higher at any time in the future.

2020 ACCOMPLISHMENTS:

- Provided corrective and preventive maintenance for approximately 282,000 square feet of building space, including custodial services for 253,000 square feet of this area.
- Upgraded parking lot lighting with lights that are more efficient and provide better lighting for the Administration building visitors parking lot.
- Replaced the landscaping in the berm along 5th street with shrubs that are less than 3 feet tall for improved safety and vision.
- Upgraded parking lot lighting at YFS to down lighting to improve safety and reduce complaints from neighbors.
- Replaced the phone room air conditioning unit in the Human Services North Building.
- Replaced the Maintenance building multi-function copier.
- Abated the Asbestos flooring in the Human Services North building canteen and replace with new VCT flooring.
- Replaced select windows that have bad seals and moisture between the glass panes within the Human Services North building.

2021 OBJECTIVES:

- Replace the roof that is currently at the end of its life on the Human Services South building.
- Install a 2-level chairlift in the Administration building as a backup ADA access to the second level.
- Replace the 1973 air handling unit on the 1st floor of the Human Services North building.
- Replace the 2002 John Deere broom in order to assure reliable snow removal services.
- Mill and Repave 125 S Walnut St. Parking lot.
- Replace select fluorescent light bulbs with LED light bulbs to increase energy efficiency and utility cost savings.
- Perform 5-year inspections to the fire protection sprinkler system at the Youth and Family Services building.
- Perform 5-year infrared scanning and electrical maintenance at the Youth and Family Services and Government Center buildings.

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMIN COMPLEX / YFS / 1005300

MAJOR CHANGES IN EXPENDITURES:

Salaries decreased due to part time Mail Services Assistant positions moving to the IT budget and new staff replacing senior staff.	(20,800)
Fringe Benefits increased due to benefit selections by new employees.	38,105
Supplies Increased due to purchase of LED light bulbs and standard pricing increases.	5,972
Purchased Services increased due to IT charges increase.	8,500
Purchased Services increased due to load bank testing requirements for the generators.	1,250
Purchased Services increased due to increased cost of property and liability insurance.	912
Purchased Services increased due to increased snow removal costs.	26,941
Purchased Services increased due to typical cost increases and 5-year sprinkler testing needs on fire equipment.	3,626
Purchased Services increased due to 5-year infrared scanning, testing and maintenance of the buildings electrical systems.	11,824
Purchased Services increased due to sealcoating and striping of the Government Center parking lot.	9,744
Purchased Services increased due to needed tuck-point repairs on the Administration building.	5,000
Purchased Services increased due to a remodel to remove 2 closets from the County Clerk's office.	6,790
Purchased Services increased due to milling and repaving of the 125 S Walnut Street parking lot.	19,316
Purchased Services decreased due to lower than expected gas costs.	(26,000)
Purchased Services decreased due to lower than expected electricity costs.	(35,000)
Purchased Services decreased due to lower fire alarm inspection costs with the new fire alarm system.	(3,003)
Purchased Services decreased due to the replacement of windows with bad seals in the North building.	(7,500)
Purchased Services decreased due to the replacement of the VCT floor in the North building canteen.	(11,000)
Purchased Services decreased due to upgrading the CAB parking lot lights to LED fixtures.	(7,759)
Purchased Services decreased due to upgrading parking lot lighting at the YFS.	(8,329)
Purchased Services decreased due to upgrading landscaping at the YFS.	(15,162)
Purchased Services decreased due to the replacement of the phone room air conditioner in the Human Services North building.	(15,488)
Allocated Applied Expenses increased due to labor for shared administrative staff with the IT department.	35,416
Capital Outlay decreased due to the replacement of the carpeting in Shelter Care at the YFS building.	(16,875)
Capital Outlay decreased due to the completion of an engineering study for secondary ADA access to the CAB.	(15,000)
Capital Outlay decreased due to the replacement of the maintenance copier.	(4,108)

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMIN COMPLEX / YFS / 1005300

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	574,632	603,296	594,596	256,505	574,596	579,534	579,534
FRINGE BENEFITS	271,029	255,335	247,035	127,307	243,535	293,440	293,440
TRAVEL/TRAINING	0	2,600	2,600	37	2,600	2,600	2,600
SUPPLIES	79,737	82,979	82,979	26,266	82,979	88,951	88,951
PURCHASED SERVICES	578,611	731,212	736,812	236,068	686,812	700,860	700,860
ALLOCATED APPLIED CREDIT	(15,101)	(15,541)	(15,541)	(22,371)	(15,541)	(15,694)	(15,694)
ALLOCATED APPLIED EXPENSE	0	0	0	0	0	35,416	35,416
CAPITAL OUTLAY	5,711	35,983	35,983	8,308	35,983	0	0
TOTAL EXPENDITURES	1,494,619	1,695,864	1,684,464	632,120	1,610,964	1,685,107	1,685,107
NET DEPARTMENT COST (REVENUE)	1,494,619	1,695,864	1,684,464	632,120	1,610,964	1,685,107	1,685,107

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	567,216	
OVERTIME	7,424	
CALL IN/PAGER DUTY	2,974	
NIGHT SHIFT DIFFERENTIAL	1,920	
TOTAL SALARIES:		579,534

	AMOUNT	TOTAL AMOUNT
FRINGE BENEFITS:		
FULL-TIME PERMANENT	283,984	
OVERTIME	1,058	
CALL IN/PAGER DUTY	424	
NIGHT SHIFT DIFFERENTIAL	271	
WORKER'S COMPENSATION INSURANCE	7,703	
TOTAL FRINGE BENEFITS:		293,440

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	ADMIN COMPLEX / YFS / 1005300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES CONTINUED:

	AMOUNT	TOTAL AMOUNT
TRAVEL/TRAINING:		
TRAINING	2,500	
SEMINAR/CONFERENCE	100	
TOTAL TRAVEL/TRAINING:		2,600
SUPPLIES:		
EMPLOYEE APPRECIATION	275	
MAINTENANCE	19,199	
JANITORIAL	24,708	
ELECTRICAL	8,306	
PLUMBING	6,159	
CLOTHING ALLOWANCE	1,060	
CHEMICALS/WATER TREATMENT	6,695	
OFFICE SUPPLIES	3,492	
YFS FACILITY	6,900	
LED LIGHT BULBS	3,500	
VEHICLES/EQUIPMENT	8,657	
TOTAL SUPPLIES:		88,951
PURCHASED SERVICES:		
NATURAL GAS	60,000	
ELECTRICITY	240,000	
WATER & SEWER	41,183	
TELEPHONE CHARGES	3,790	
LAUNDRY/DRY CLEANING	8,075	
PEST CONTROL	1,663	
INSPECT/REPAIR BACK FLOW PREVENTER	922	
BOILER PREVENTIVE MAINTENANCE	3,555	
INSPECT/REPAIR ELEVATOR	17,568	
INSPECT PRESSURE VESSEL	900	
INSPECT FIRE EQUIPMENT	9,945	
INSPECT/REPAIR AIR CONDITIONING	8,500	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
BUILDING AUTOMATION SERVICE	23,178	
GENERATOR MAINTENANCE CONTRACT	3,900	
PROPERTY & LIABILITY INSURANCE	8,513	
TREE TRIM/LANDSCAPING	8,500	
SNOW REMOVAL	53,000	
VEHICLE REPAIRS	2,500	
IT CHARGES - ALLOCATIONS	57,410	
IT CHARGES - MAINTENANCE CONTRACTS	16,145	
POSTAGE	110	
PHOTOCOPIER MAINTENANCE CONTRACT	320	
PRINTING EXTERNAL	1,200	
PARKING LOT REPAIRS	3,500	
WASTE/RECYCLING COLLECTION	8,510	
INSPECT PLUMBING FIXTURES	1,500	
YFS FACILITY	63,049	
DUES AND SUBSCRIPTIONS	350	
5 YEAR ELECTRICAL MAINTENANCE	11,824	
SEALCOAT AND STIPE PARKING LOT	9,744	
TUCK-POINTING REPAIRS	5,000	
MILL AND REPAVE 125 S WALNUT LOT	19,716	
COUNTY CLERK OFFICE REMODEL	6,790	
TOTAL PURCHASED SERVICES:		700,860
ALLOCATED APPLIED CREDIT:		
LABOR FOR UW EXT. & AG SERVICES	(10,463)	
LABOR FOR SHERIFF'S FACILITY	(5,231)	
TOTAL ALLOCATED APPLIED CREDIT:		(15,694)
ALLOCATED APPLIED EXPENSE:		
LABOR FOR SHARED ADMIN WITH IT	35,416	
TOTAL ALLOCATED APPLIED		35,416

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	JUSTICE CENTER MAINTENANCE / 1005302

MISSION STATEMENT:
Provide preventive maintenance and repair to buildings, equipment, and grounds to ensure a safe, welcoming and productive complex for employees and the general public.

BUDGET ISSUES:
Utility costs have been lower than anticipated with utility costs remaining relatively constant since 2015 even with the addition of the new Government Center building. These lower costs are in large part due to energy efficient designs and equipment including LED lighting and our new centralized chiller and boiler plants. Lower utility rates have also contributed to the lower than anticipated utility costs. While the lower rates and usage are currently creating savings, utility cost could increase to previous levels or higher at any time in the future. Contractor backlogs and skilled labor shortages continue to have an effect on costs and scheduling some contracted projects.

2020 ACCOMPLISHMENTS:
- Performed corrective and preventive maintenance for approximately 204,000 square feet of building space, including custodial services for 80,000 square feet of this area.
- Completed the replacement of all sanitary piping in the Justice Center.
- Upgraded some of the lighting to LED lights for future energy and cost savings and to free up capacity on the generator for IT equipment.
- Epoxy coated the Jail vehicle sally port floor to prevent water leaks into the 911 Communications Center.
- Replaced the corroded exterior double doors and frame at the northeast corner of the Justice Center.
- Painted various walls throughout 1st and 2nd floor of the Justice Center.
- Replaced obsolete 29-year old controls for HVAC smoke dampers in the Jail.
- Replaced obsolete 29-year old controls for air handling units 5 and 8.

2021 OBJECTIVES:
- Continue corrective and preventive maintenance for approximately 204,000 square feet of building space, including custodial services for 80,000 square feet of this area.
- Replace refrigeration units on Jail kitchen freezer and two refrigerators.
- Replace 4-year old batteries on Communications Center and Radio Room UPS units to assure reliable operations.
- Replace 29-year old radio room HVAC unit.
- Replace exterior service door and frame of the Justice Center vehicle sally port.
- Perform 5-year infrared scanning and electrical maintenance to entire Justice Center electrical system.
- Perform 5-year inspections to the Justice Center fire protection sprinkler system.

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	JUSTICE CENTER MAINTENANCE / 1005302

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits decreased due to employee insurance selections and a decrease in workers compensation insurance.	(3,347)
Supplies increased due to purchase of additional LED lighting and standard costs increases.	5,396
Purchased Services increased due to increased costs for air conditioning inspections and repairs.	1,845
Purchased Services increased due to an increase in property and liability insurance costs.	669
Purchased Services increased due to 5-year infrared scanning and electrical maintenance requirements.	5,280
Purchased Services increased due to 5-year sprinkler head testing and inspection requirements.	2,125
Purchased Services increased due to battery replacement in Communication Center and Radio Room UPS units.	4,370
Purchased Services increased due to the replacement of the Radio Room HVAC unit.	15,000
Purchased Services increased due to the replacement of the exterior vehicle sally port service door.	4,200
Purchased Services decreased due to lower natural gas usage and costs.	(14,683)
Purchased Services decreased due to lower electricity usage and costs.	(21,380)
Purchased Services decreased due to epoxy coating of vehicle sally port floor.	(10,552)
Purchased Services decreased due to the replacement of northeast Justice Center exterior double doors and frame.	(5,700)
Purchased Services decreased due to painting of various areas on 1st and 2nd floor of the Justice Center.	(5,000)
Capital Outlay increased due to the replacement of the AC units on walk-in refrigerators and freezer in the Jail Kitchen.	49,000
Capital Outlay decreased due to the replacement of the jail smoke damper controls.	(17,601)
Capital Outlay decreased due to the replacement of HVAC controls for air handling units 5 and 8.	(17,341)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	403,488	424,519	424,519	193,102	424,102	429,170	429,170
FRINGE BENEFITS	181,748	177,221	177,221	90,328	177,221	173,874	173,874
SUPPLIES	60,323	70,600	70,600	22,959	70,600	76,996	76,996
PURCHASED SERVICES	680,088	789,834	792,374	292,663	762,374	766,707	766,707
ALLOCATED APPLIED CREDIT	(28,924)	(29,200)	(29,200)	0	(29,200)	(29,898)	(29,898)
CAPITAL OUTLAY	42,539	34,942	34,942	18,106	34,942	49,000	49,000
TOTAL EXPENDITURES	1,339,262	1,467,916	1,470,456	617,158	1,440,039	1,465,849	1,465,849
NET DEPARTMENT COST (REVENUE)	1,339,262	1,467,916	1,470,456	617,158	1,440,039	1,465,849	1,465,849

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	JUSTICE CENTER MAINTENANCE / 1005302

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	AMOUNT	TOTAL AMOUNT
SALARIES:		
FULL-TIME PERMANENT	407,006	
OVERTIME	15,018	
CALL IN/PAGER DUTY	5,946	
NIGHT SHIFT DIFFERENTIAL	1,200	
TOTAL SALARIES:		429,170
FRINGE BENEFITS:		
FULL-TIME PERMANENT	164,089	
OVERTIME	2,140	
CALL IN/PAGER DUTY	847	
NIGHT SHIFT DIFFERENTIAL	171	
WORKER'S COMPENSATION INSURANCE	6,627	
TOTAL FRINGE BENEFITS:		173,874
SUPPLIES:		
MAINTENANCE	13,802	
JANITORIAL	19,590	
ELECTRICAL	9,373	
PLUMBING	14,214	
CLOTHING ALLOWANCE	880	
CHEMICAL/WATER TREATMENT	8,137	
LED LIGHT FIXTURES	11,000	
TOTAL SUPPLIES:		76,996
PURCHASED SERVICES:		
NATURAL GAS	100,000	
ELECTRICITY	355,000	
WATER/SEWER	122,000	
TELEPHONE	925	
LAUNDRY/DRY CLEANING	4,950	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
PEST CONTROL	1,272	
BOILER PREVENTIVE MAINTENANCE	7,708	
PLUMBING REPAIRS/INSPECTIONS	5,656	
INSPECT BACK FLOW PREVENTER	412	
INSPECT/REPAIR ELEVATORS	26,968	
INSPECT PRESSURE VESSEL	567	
INSPECT/REPAIR FIRE EQUIPMENT	16,988	
INSPECT/REPAIR AIR CONDITIONING	13,500	
GENERATOR MAINT. CONTRACT/REPAIRS	4,120	
PROPERTY & LIABILITY INSURANCE	3,859	
INSPECT/REPAIR SECURITY SYSTEM	15,000	
COURTROOM ELECTRONIC EQUIPMENT	3,000	
LIEBERT UPS SYSTEMS	8,500	
PAGER	150	
WASTE/RECYCLING COLLECTION	18,482	
BUILDING AUTOMATION SERVICE	29,800	
REPLACE RADIO ROOM HVAC UNIT	15,000	
REPLACE SALLY PORT SERVICE DOOR	4,200	
REPLACE UPS BATTERIES	3,370	
5-YEAR ELECTRICAL MAINTENANCE	5,280	
TOTAL PURCHASED SERVICES:		766,707
ALLOCATED APPLIED CREDIT:		
LABOR FOR SHERIFFS ADMIN LE FACILITY	(29,898)	
TOTAL ALLOCATED APPLIED CREDIT:		(29,898)
CAPITAL OUTLAY:		
REPLACE AC UNITS ON KITCHEN COOLERS	49,000	
TOTAL CAPITAL OUTLAY:		49,000

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY PROPERTY / 1002413

MISSION STATEMENT:

Maintain miscellaneous County-owned properties including Ag Services, UW Extension, Land Conservation, Valley Packaging, Maintenance Storage, Sheriff's Law Enforcement Building, Casaloma property and 6 communication towers. Our mission is to provide safe, welcoming and productive complexes for employees, tenants, and the general public.

BUDGET ISSUES:

The construction and trades industry continues to be very active. Contractor backlogs and labor shortages continue to have an effect on costs and scheduling some contracted projects.

2020 ACCOMPLISHMENTS:

- Replaced ceiling tiles in various locations in the UWEX/LCD building.
- Replaced sections of sidewalk at the VPI and UWEX campuses.

2021 OBJECTIVES:

- Upgrade interior lighting to LED bulbs at various locations for improved energy efficiency and future cost savings.
- Replace 4-year old UPS batteries at the Binghamton, Deer View, Kaukauna, Seymour and 441 radio towers.
- Replace ten rooftop HVAC units on the Valley Packaging building.
- Remove corrosion and paint the Binghamton communications tower.
- Perform 5-year infrared scanning, electrical testing and maintenance to the Sheriff's, AG Services and UWEX/LCD buildings for safe and reliable operations of building electrical systems.
- Sealcoat and stripe parking lots for UWEX/LCD, AG Services, VPI and Sheriff's building in order to protect and maintain the asphalt surfaces.
- Install a divider wall within a large office in order to create 2 smaller offices within the same space at the Land Conservation building.

MAJOR CHANGES IN EXPENDITURES:

Supplies increased due to LED interior lighting upgrades at various locations.	4,500
Purchased Services increased due to increased cost for property and liability insurance.	5,292
Purchased Services increased due to window cleaning at all locations.	11,000
Purchased Services increased due to UPS battery replacements at the Binghamton, Deer View, Kaukauna, Seymour and 441 towers.	7,497
Purchased Services increased due to 5-year infrared scanning, electrical testing and maintenance at various locations.	4,830
Purchased Services increased due to sealcoating and striping of the UWEX/LCD, AG Services, VPI and Sheriff's parking lots.	19,107
Purchased Services increased due to the installation of a wall to divide a large office into two smaller offices at the Land Conservation building.	4,900
Allocated Applied Expenses increased due to increased cost for facility security.	3,929
Capital Outlay increased due to painting requirements for the Binghamton tower.	28,000
Capital Outlay decreased due to the completion of sidewalk repairs at VPI and UWEX.	(3,000)

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY PROPERTY / 1002413

MAJOR CHANGES IN REVENUES:

None.

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	7,328	8,600	8,600	2,076	8,600	13,200	13,200
PURCHASED SERVICES	256,094	322,644	327,144	99,835	312,000	377,556	377,556
ALLOCATED APPLIED EXPENSES	272,025	279,741	279,741	139,870	279,741	283,670	283,670
CAPITAL OUTLAY	24,993	3,000	3,000	0	3,000	28,000	28,000
TOTAL EXPENDITURES	560,440	613,985	618,485	241,781	603,341	702,426	702,426
REVENUES:							
MISCELLANEOUS	341,920	343,299	343,299	170,486	343,299	343,300	343,300
TOTAL REVENUES	341,920	343,299	343,299	170,486	343,299	343,300	343,300
NET DEPARTMENT COST (REVENUE)	218,520	270,686	275,186	71,295	260,042	359,126	359,126

FUND:	GENERAL 100	DEPARTMENT NAME:	MAINTENANCE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	COUNTY PROPERTY / 1002413

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
MISCELLANEOUS	1,000	
AG SERVICES CENTER	1,900	
UW EXTENSION	1,950	
SHERIFF'S FACILITY	3,850	
LED LIGHT BULBS VARIOUS LOCATIONS	4,500	
TOTAL SUPPLIES:		13,200
PURCHASED SERVICES:		
VPI LAWN CUTTING/LANDSCAPE MAINT.	1,550	
STORAGE FACILITY	4,925	
AG SERVICES CENTER	51,539	
UW EXTENSION	42,442	
RENTAL PROPERTY/LIABILITY INSURANCE	13,105	
SNOW REMOVAL	7,725	
STORM WATER CHARGES	35,211	
UNDERGROUND LOCATES	2,500	
PARKING LOT REPAIRS	2,700	
ROOF REPAIRS	2,000	
TOWER UPS MAINTENANCE	8,000	
TOWER GENERATOR MAINTENANCE	5,000	
TOWER STRUCTURAL MAINTENANCE	8,000	
WINDOW CLEANING ALL LOCATIONS	13,000	
PARKING PERMITS & LOT LEASE	20,000	
SHERIFF'S FACILITY-OPERATIONAL COSTS	105,025	
MOWING CASALOMA PROPERTY	1,500	
REPLACE TOWER UPS BATTERIES	7,497	
REPLACE SELECT CEILING TILES UWEX/LCD	17,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
5-YEAR ELECTRICAL TESTING	4,830	
SEALCOAT AND STRIP PARKING LOTS	19,107	
INSTALL OFFICE DIVIDER WALL AT LCD	4,900	
TOTAL PURCHASED SERVICES:		377,556
ALLOCATED APPLIED EXPENSE:		
LABOR FOR UWEX. & AG SERVICES	10,463	
LABOR FOR SHERIFF'S FACILITY	35,129	
FACILITY SECURITY	238,078	
TOTAL ALLOCATED APPLIED EXPENSE:		283,670
CAPITAL OUTLAY:		
PAINT BINGHAMTOM TOWER	28,000	
TOTAL CAPITAL OUTLAY:		28,000
REVENUES:		
MISCELLANEOUS:		
RENTAL CHARGES:		
ECONOMIC SUPPORT	135,024	
AG SERVICES CENTER	154,551	
SPRINT	19,941	
CELLCOM	25,800	
TANN CORP (ACCURATE MECHANICAL)	2,800	
VERIZON TOWER AT UW FOX VALLEY	5,184	
TOTAL MISCELLANEOUS:		343,300

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER OF DEEDS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER OF DEEDS / 1007200

MISSION STATEMENT:

The Register of Deeds Office (ROD) mission is to serve as the official legal custodian for real estate, birth, death, marriage, domestic partnership and military discharge records. This includes maintaining a safe repository for archival storage and reliable accessibility to documents available to the public as allowed by State Statute. A portion of the recording fees collected by the Register of Deeds Office funds the Wisconsin Land Information Program providing for land records modernization for various departments in Outagamie County through the Land Records Modernization and Technology budgets.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	8	8	7	7	7
Part-Time Employees	0	0	1	1	1

BUDGET ISSUES:

The uncertainty of the real estate market makes the revenues for this department very difficult to predict. The real estate transfer fee revenue is determined by the value of each sale and is affected negatively in two ways. When the purchase price of the property falls, the transfer fee is reduced and with fewer sales, less transfer and recording fees are collected. Conversely, when the purchase price of the property increases, the transfer fee is increased; and when the economy improves, usually more sales take place.

ACTIVITY INDICATORS:

	2016	**2017**	**2018**	**2019**	**2020 (EST)**	**2021 (EST)**
Documents Recorded:	31,022	29,689	27,955	29,116	30,000	30,000
Certified Copies Issued:						
Births	6,652	8,811	8,060	8,865	5,865	7,000
Deaths	17,698	19,568	22,305	22,952	22,000	22,000
Marriages	3,888	4,722	5,195	5,028	4,000	4,000
No Charge Vitals	334	480	376	340	500	500
Domestic Partnership	2	0	2	0	0	0
Termination of Domestic Partnership	0	0	0	0	0	0
Divorce Decrees	0	12	33	35	50	50

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER OF DEEDS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER OF DEEDS / 1007200

ACTIVITY INDICATORS CONTINUED:

Wisconsin Real Estate Transfer Fees collected per WI Statute 77.25: Fee is based on the purchase price of the real estate conveyed times the rate of $3.00 per $1,000. Eighty percent of the fees collected are remitted to the State of Wisconsin and twenty percent is retained by Outagamie County.

Transfer Fees	2016	2017	2018	2019	2020 (EST)	2021 (EST)
Total Collected	$2,640,516	$2,755,510	$2,864,461	$3,012,148	$2,500,000	$2,075,000
State Portion	$2,112,413	$2,204,408	$2,291,569	$2,409,718	$2,000,000	$1,660,000
County Portion	$528,103	$551,102	$572,892	$602,430	$500,000	$415,000
No. of Returns Filed	6,786	6,850	6,872	6,420	6,000	5,500

2020 ACCOMPLISHMENTS:

- Consistently promote statewide issuance of vital records to serve our constituents and increase revenues.
- Deputy attended the Public Records Indexing Association (PRIA) Conference.
- Completed various online management classes and offered class options to employees for work related issues and self-improvement.
- Reorganized office workspace to allow privacy and efficiency.
- Simplified code mapping for future programming updates.
- Register became 2rd vice president of the WRDA Board of Directors.
- Continued to promote Authorize.Net providing access to Landshark throughout the country, resulting in increased revenues and decreased staff time.

2021 OBJECTIVES:

- Continue to educate and encourage the public to more fully utilize the technology in our department such as our website, Landshark and e-recording programs. We will continue to work with our vendors to broaden our submitter base to increase the number of documents recorded electronically.
- Attend conferences and training sessions to keep current on changes relevant to the department and remain an active member of the Wisconsin Register of Deeds Association (WRDA).
- Start an RFP for Vendor Services to back index records, including parcel numbers, to 1991.
- Implement a front counter kiosk and driver's license scanner as part of our vital records application process.

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits increased due to staff selection of health insurance.	20,440

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs decreased due to an anticipated reduction of these types of revenues.	(7,000)
Miscellaneous revenues increased due to increases in flat fee user fees and copy fees.	5,000

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER OF DEEDS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER OF DEEDS / 1007200

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	363,036	387,231	401,981	184,823	380,000	391,602	391,602
FRINGE BENEFITS	167,925	163,243	165,493	84,214	160,000	183,683	183,683
TRAVEL/TRAINING	6,595	5,800	5,800	916	2,000	5,900	5,900
SUPPLIES	9,539	8,700	8,700	1,612	6,500	8,700	8,700
PURCHASED SERVICES	67,803	73,503	73,503	34,912	73,503	72,819	72,819
CAPITAL OUTLAY	4,500	0	0	0	0	0	0
TOTAL EXPENDITURES	619,398	638,477	655,477	306,477	622,003	662,704	662,704
REVENUES:							
FEES, FINES & COSTS	1,212,490	1,022,000	1,022,000	572,251	1,012,000	1,015,000	1,015,000
MISCELLANEOUS	136,038	120,000	120,000	73,318	130,000	125,000	125,000
TOTAL REVENUES	1,348,528	1,142,000	1,142,000	645,569	1,142,000	1,140,000	1,140,000
NET DEPARTMENT COST (REVENUE)	(729,130)	(503,523)	(486,523)	(339,092)	(519,997)	(477,296)	(477,296)

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER OF DEEDS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER OF DEEDS / 1007200

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
ELECTED	77,703	
FULL-TIME PERMANENT	290,225	
PART TIME PERMANENT	21,174	
OVERTIME	2,500	
TOTAL SALARIES:		391,602
FRINGE BENEFITS:		
ELECTED	31,491	
FULL-TIME PERMANENT	149,947	
PART-TIME PERMANENT	1,588	
OVERTIME	375	
WORKER'S COMPENSATION INSURANCE	282	
TOTAL FRINGE BENEFITS:		183,683
TRAVEL/TRAINING:		
TRAINING (NORMAL)	3,000	
TRAINING - PRIA CONFERENCE	2,000	
MILEAGE	900	
TOTAL TRAVEL/TRAINING:		5,900
SUPPLIES:		
SECURITY PAPER	2,500	
RECOGNITION FUNDS	100	
COMPUTER SUPPLIES	1,200	
COPY PAPER	1,200	
OFFICE STAMPS	200	
OFFICE SUPPLIES	3,500	
TOTAL SUPPLIES:		8,700

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
IT CHARGES - ALLOCATIONS	57,069	
IT CHARGES - MAINTENANCE CONTRACTS	1,803	
PROPERTY & LIABILITY INSURANCE	1,880	
DUES & SUBS - WRDA & PRIA	520	
POSTAGE	8,000	
TELEPHONE	650	
COPIER MULTI-FUNCTIONAL DEVICE	800	
PRINTING - INTERNAL	800	
MAINTENANCE CONTRACT - TYPEWRITERS	100	
REPAIRS & MAINTENANCE	400	
OFFSITE STORAGE	797	
TOTAL PURCHASED SERVICES:		72,819
REVENUES:		
FEES, FINES & COSTS:		
REG OF DEEDS - RE TRANSFER FEES	415,000	
REG OF DEEDS - OTHER	600,000	
TOTAL FEES, FINES & COSTS:		1,015,000
MISCELLANEOUS:		
REG OF DEEDS - DATA PROCESSING	125,000	
TOTAL MISCELLANEOUS:		125,000

JUSTICE & PUBLIC SAFETY

FUND:	GENERAL 100	DEPARTMENT NAME:	CIRCUIT COURTS & SUPPORT
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CIRCUIT COURT SYSTEM / 1002500

MISSION STATEMENT:

The Judicial Branch is one of three separate branches of government in the United States. The Circuit Courts' mission is to hear and determine all civil and criminal actions and proceedings in the fair dispensation of justice. The Courts possess powers as prescribed by Article VII of the Constitution and by Wisconsin Statutes. They have responsibility to carry out full and complete administration of justice by rendering judgments, orders and determinations. These decisions are, by law, subject to review by the Courts of Appeals.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	9	9	9	9	9
Part-Time Employees	14	14	14	14	14

BUDGET ISSUES:

The Circuit Courts are funded with a combination of state and county money. The state funds judges' and court reporters' salaries and travel and training for judges. The county is responsible for financing circuit court expenses not covered by the state. Counties receive pass-through funds which are collected by the Clerks of Court in each county and transferred to the state for distribution to counties on a formula basis. In 2019 Outagamie County collected and sent to the State $1,020,321 in court support assessments. In 2019 Outagamie received a combined State grant total $694,854 that is a combination of the former court support grant and the Guardian Ad Litem grant.

This budget includes costs associated with court operations including judicial assistants, law clerks and law library.

Many expenses for court operations are non-discretionary and difficult to forecast. Factors affecting unpredictability and having a significant impact on the budget include:

- How many jury trials will be held? Will there be a need to sequester the jury?
- What type of litigants and defendants will appear in court? Will they require a court appointed attorney, guardian ad litem (GAL) or need any special evaluations for their case?
- How many language or hearing impaired litigants will require interpreters or special accommodations?
- What new laws or legislative initiatives will affect the budget?

The courts are committed to carrying out their constitutional duty to provide essential judicial services to those who appear before them. Court attorney appointments occur when one does not qualify for State Public Defender services and the court determines one's inability to pay for their own representation. In many cases, the court will order reimbursement of attorney fees, which is then monitored for collection through the Clerk of Courts. Court appointed attorney reimbursement was increased in 2019 from $70.00 to $100.00 per hour due to a Supreme Court ruling.

FUND:	GENERAL 100	DEPARTMENT NAME:	CIRCUIT COURTS & SUPPORT
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CIRCUIT COURT SYSTEM / 1002500

2020 ACCOMPLISHMENTS:

- Continued handling of court hearings throughout the Covid-19 pandemic. The Court modified its calendar to essential hearings held remotely and then a limited schedule of in-person hearings.
- Significant coordination of work with the Outagamie County Operation Plan Committee to develop a plan for the return to in-person hearings and jury trials with a focus on efforts to minimize the spread of coronavirus while ensuring the safety of court staff, litigants and the public.
- Continued work to improve the court process and efficiencies through use of Evidence Based Decision Making.
- Initial work with the Children's Court Improvement Project to plan for new policies and procedures for the county's juvenile cases, JET project.
- Handling a record number of Termination of Parental Rights cases (TPR cases).

2021 OBJECTIVES:

- Development of a plan to focus on the juvenile court process through the CCIP Judicial Engagement Team.
- Continued use of remote hearings to improve efficiencies for those appearing in court proceedings. This does result in cost savings for other departments in reduced transportation costs for litigants.
- Review of ability to block schedule interpreter hearings to result in decreased annual interpreter costs.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services, IT Maintenance Contract decreased as a result of changing vendors and switching to a block support A/V contract.	(32,473)
Purchased Services, Dues/Subscriptions decreased to reflect negotiation of new 3 year contract with Westlaw.	(3,000)
Capital Outlay increased due to the purchase of new courtroom chairs in 2021.	4,500

MAJOR CHANGES IN REVENUES:

Intergovernmental, Title IV-E revenue was added to reflect a new contract between the Courts and Human Services for juvenile attorney fee reimbursement.	20,000
Intergovernmental, State GAL grant increased to reflect increased State funding to offset increased attorney and GAL rates paid by the County.	10,000

FUND:	GENERAL 100	DEPARTMENT NAME:	CIRCUIT COURTS & SUPPORT
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CIRCUIT COURT SYSTEM / 1002500

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	537,890	560,748	560,748	256,800	547,004	569,657	569,657
FRINGE BENEFITS	229,918	221,877	221,877	106,384	217,000	215,468	215,468
TRAVEL/TRAINING	538	1,500	1,500	268	700	1,500	1,500
SUPPLIES	9,775	13,000	13,000	3,761	10,000	13,000	13,000
PURCHASED SERVICES	646,997	648,025	648,025	279,273	600,194	613,833	613,833
CAPITAL OUTLAY	4,408	0	0	0	0	4,500	4,500
TOTAL EXPENDITURES	1,429,526	1,445,150	1,445,150	646,486	1,374,898	1,417,958	1,417,958
REVENUES:							
INTERGOVERNMENTAL	694,854	655,500	655,500	305,095	733,411	685,500	685,500
FEES, FINES & COSTS	58,837	65,000	65,000	33,666	65,000	65,000	65,000
TOTAL REVENUES	753,691	720,500	720,500	338,761	798,411	750,500	750,500
NET DEPARTMENT COST (REVENUE)	675,835	724,650	724,650	307,725	576,487	667,458	667,458

FUND:	GENERAL 100	DEPARTMENT NAME:	CIRCUIT COURTS & SUPPORT
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CIRCUIT COURT SYSTEM / 1002500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	553,026	
PERMANENT PART-TIME	16,631	
TOTAL SALARIES:		569,657
FRINGE BENEFITS:		
PERMANENT FULL-TIME	213,779	
PERMANENT PART-TIME	1,271	
WORKER'S COMPENSATION INSURANCE	418	
TOTAL FRINGE BENEFITS:		215,468
TRAVEL/TRAINING:		
TRAINING & SEMINARS	1,500	
TOTAL TRAVEL/TRAINING:		1,500
SUPPLIES:		
GENERAL OFFICE & COMPUTER	12,712	
EMPLOYEE RECOGNITION	288	
TOTAL SUPPLIES:		13,000
PURCHASED SERVICES:		
JURY MILEAGE	20,000	
JURY FEES	50,000	
JURY MEALS	5,000	
INTERPRETERS	38,000	
GUARDIAN AD LITEM FEES	104,000	
APPOINTED COUNSEL (INDIGENT)	210,000	
PSYCHIATRIC/MEDICAL	60,000	
TRANSCRIPT FEES	18,000	
DUES/SUBSCRIPTIONS	26,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
TELEPHONES	2,000	
PRINTING	300	
POSTAGE (PRE-SORT RATE)	10,000	
MAINTENANCE CONTRACTS/REPAIRS	220	
PHOTOCOPIER-MULTIFUNCTIONAL DEVICE	500	
PROPERTY & LIABILITY INSURANCE	9,245	
IT CHARGES - ALLOCATIONS	31,916	
IT CHARGES - MAINTENANCE CONTRACTS	19,152	
PRINTING IT	3,000	
DRUG TEST	1,500	
TEMP STAFF	5,000	
TOTAL PURCHASED SERVICES:		613,833
CAPITAL OUTLAY		
CHAIRS/FURNITURE FOR COURTROOMS	4,500	
TOTAL CAPITAL OUTLAY		4,500
REVENUES:		
INTERGOVERNMENTAL:		
INTERPRETERS REIMBURSEMENT	20,500	
GAL REIMBURSEMENT	85,000	
COURT SUPPORT GRANT	560,000	
TITLE IV-E ATTORNEY REIMBURSEMENT	20,000	
TOTAL INTERGOVERNMENTAL:		685,500
FEES, FINES & COSTS:		
ATTORNEY RECOUP - INDIGENTS	65,000	
TOTAL FEES, FINES & COSTS:		65,000

FUND:	GENERAL 100	DEPARTMENT NAME:	CLERK OF COURTS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CLERK OF COURTS / 1000500

MISSION STATEMENT:

The Clerk of Circuit Court functions under a wide range of statutory duties and responsibilities providing a multitude of services to the courts, attorneys, general public and other government agencies. Primary responsibilities include: create, maintain, and secure official court records; provide staff for court proceedings; manage the jury process; maintain all fiscal records; collect and disburse funds in accordance with court orders and state statutes; perform an extensive variety of tasks serving the public and provide administrative support to the court system.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	30	30	30	30	30

PROGRAM DESCRIPTION:

Court Administration - The Clerks of Court are at the center of an enormous variety of activities and work daily with an array of individuals. Law Enforcement, the legal community, courts, local, state and federal agencies, businesses and the general public depend on effective and efficient management of operations.

The administrative responsibilities involve a variety of tasks beyond statutory duties. These include administering trial court resources, budgeting, working with both internal and external customers developing effective policy and procedures, coordinating records management requirements, and identifying and resolving space and equipment needs.

Records Management - State statutes and the Wisconsin Supreme Court govern recordkeeping requirements of court records. They require that clerk's record and maintain all court documents, keep a record of all court proceedings, and coordinate the case record with collection of fines and other deposited funds. Clerks of Court must establish and promote procedures for reasonable access to court records while maintaining the confidentiality as imposed by statute or by court order.

Jury Management is the responsibility of the Clerk of Courts. Approximately 7,500 names are loaded and processed on an annual basis. There are a number of steps involved qualifying the prospective jurors in preparation of the monthly summons sent a juror in accordance with court schedules. Jury per diem vouchers are prepared and submitted for payment. On a daily basis, messages are recorded on the jury duty message line for summoned jurors.

Court proceedings are staffed by a deputy court clerk who by statute, attends circuit court proceedings to take minutes, marks and controls exhibits, swears in witnesses and prepares voucher for payment, assists the court empaneling juries, and prepares court related documents for distribution to appropriate agencies.

Post-case disposition activities involve tasks such as docketing money judgment awards, preparing executions, recording satisfactions, preparing records for appellate review, preparing transcripts for docketing in other counties and handling delinquent tax warrants. Post case activities also includes ensuring domestic abuse and harassment injunctions are timely filed with the sheriff, setting up payment plans, and sending notices of entry of judgments.

Public service includes assisting individuals with petitions in domestic abuse or harassment cases, performing record searches, providing guidance in procedures to small claims litigants and name changes, and providing other services as needed. An estimated one hundred individuals visit the department daily, which included processing 2,460 passport applications in 2019.

FUND:	GENERAL 100	DEPARTMENT NAME:	CLERK OF COURTS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CLERK OF COURTS / 1000500

PROGRAM DESCRIPTION CONTINUED:

Financial management involves the accountability of funds deposited. Collect all applicable filing fees, traffic/ordinance fines, restitution and manage bail bonds. Funds are collected and disbursed on behalf of municipal, county, and state agencies including the Family Court Mediation Program and the jail assessment used for jail renovation. Money is also disbursed to victims. More than 39,000 receipts totaling over $9,000,000 was deposited and processed in 2019. Monthly reports are prepared and provided to the County Treasurer for accounting and distribution of collected funds.

The Clerk of Courts office is steadfast in pursuing unpaid fines, restitution, and attorney fees. Upon default, collection efforts include: tax refund intercept, docketing of judgment bearing interest, suspension of driver's license, suspension of hunting and fishing licenses and lastly, past due accounts are referred to a collection agency or State Debt Collection (SDC).

Governmental reporting includes providing information to the Bureau of Vital Statistics, Department of Transportation, Wisconsin Court Information Systems, Director of State Courts, FBI, municipalities, school boards, judges and various other agencies.

BUDGET ISSUES:

The department acts as a central collection agency. Large sums of money are collected and disbursed directly to citizens, municipalities as well as county and state government. By far, more funds are collected and transferred for use by other entities than remain in this budget as revenues. Along with fines, the Clerk of Courts collects all applicable surcharges supporting programs such as domestic abuse prevention, Consolidated Court Automation Program (CCAP), court support block grants to counties, environmental protection, crime lab, justice information systems and jail renovations. In 2019 over $3,000,000 was collected and disbursed to the State of Wisconsin for their portion of fines, surcharges, filing fees and court support surcharges. The City of Appleton received $252,262 for their share of forfeiture collections. Funds collected and transferred to other Outagamie County agencies include the Jail Assessment in the amount of $70,874, Driver Improvement Surcharge in the amount of $102,867 and Mediation, Custody Study and Counseling Fees in the amount of $76,393.

2020 ACCOMPLISHMENTS:

- Continue to scan case files for paperless file retention. Criminal and civil cases for 2016 are currently being scanned. Family cases from 2014 to present are completed. Paternity cases 2011 to present are scanned.
- Worked with the Circuit Court Automation Program (CCAP) to set up entire staff to work remotely during the pandemic to allow for continued services.
- Facilitated the set up and training on the use of PEXIP video conferencing in the Circuit Courts and Court Commissioner to allow for remote hearings.
- Assisted the Courts with establishing the Operational Plan for holding hearings and jury trials under the new established guidelines during the pandemic.
- Purged small claims, traffic and forfeiture cases out of the CCAP system. Began purges on juvenile matters.
- Eliminated license suspensions on cases where debts could be referred to State Debt Collection.
- Established a procedure for electronic filing of Temporary Restraining Orders.

2021 OBJECTIVES:

- Work toward establishing an Exhibits Return policy in accord with SCR 72.03(4).
- Refer additional debt to State Debt Collection (SDC).
- Continue to work on scanning to reduce paper file retention.
- Continue to purge cases off of the CCAP system.

FUND:	GENERAL 100	DEPARTMENT NAME:	CLERK OF COURTS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CLERK OF COURTS / 1000500

MAJOR CHANGES IN EXPENDITURES:

Purchased Services decreased due to temporary staff reduction to minimize outside personnel in the office due to anticipated COVID-19 impact. (5,000)

Purchased Services decreased due to a reduction in IT costs. (7,827)

MAJOR CHANGES IN REVENUES:

Fees, Fines and Costs decreased due to anticipated reduction of passports processed due to COVID-19 impact. (65,000)

Fees, Fines and Costs, State Traffic 50% decreased to reflect decreased citations as a result of COVID-19. (10,000)

Fees, Fines and Costs, ignition interlock decreased to reflect recent activity due to anticipated COVID-19 impact. (5,000)

SUMMARY OF EXPENDITURES AND REVENUES:

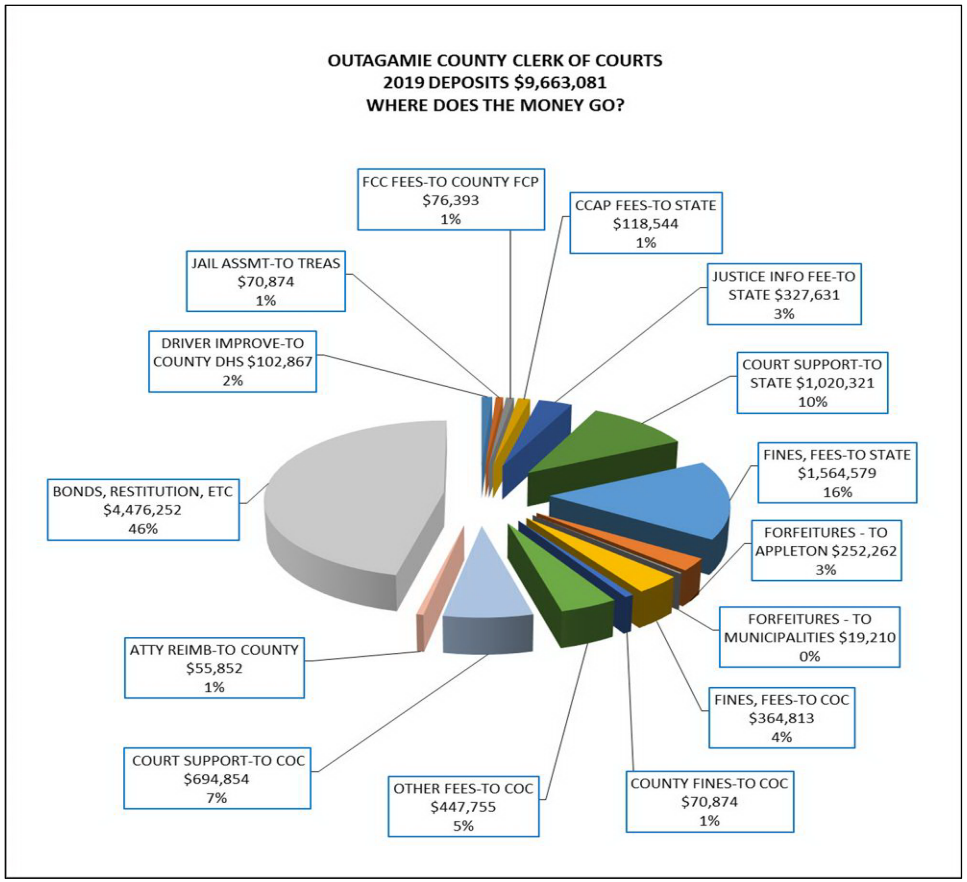
EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,308,012	1,346,154	1,346,154	604,881	1,288,446	1,392,329	1,392,329
FRINGE BENEFITS	612,930	628,054	628,054	290,866	605,000	629,608	629,608
TRAVEL/TRAINING	1,877	6,000	6,000	711	1,500	6,000	6,000
SUPPLIES	10,653	13,500	13,500	6,454	13,000	13,375	13,375
PURCHASED SERVICES	92,842	110,645	110,645	44,374	94,667	100,021	100,021
CAPITAL OUTLAY	15,926	0	0	0	0	0	0
TOTAL EXPENDITURES	2,042,240	2,104,353	2,104,353	947,286	2,002,613	2,141,333	2,141,333
REVENUES:							
FEES, FINES AND COSTS	886,768	884,000	884,000	341,463	764,239	804,000	804,000
TOTAL REVENUES	886,768	884,000	884,000	341,463	764,239	804,000	804,000
NET DEPARTMENT COST (REVENUE)	1,155,472	1,220,353	1,220,353	605,823	1,238,374	1,337,333	1,337,333

FUND:	GENERAL 100	DEPARTMENT NAME:	CLERK OF COURTS
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	CLERK OF COURTS / 1000500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	1,332,257	
PERMANENT PART-TIME	54,072	
OVERTIME	6,000	
TOTAL SALARIES:		1,392,329
FRINGE BENEFITS:		
PERMANENT FULL-TIME	601,682	
PERMANENT PART-TIME	26,094	
OVERTIME	855	
WORKER'S COMPENSATION INSURANCE	977	
TOTAL FRINGE BENEFITS:		629,608
TRAVEL/TRAINING:		
STAFF TRAVEL/TRAINING	6,000	
TOTAL TRAVEL TRAINING:		6,000
SUPPLIES:		
GENERAL OFFICE & COMPUTER	13,000	
EMPLOYEE APPRECIATION	375	
TOTAL SUPPLIES:		13,375
PURCHASED SERVICES:		
CREDIT CARD FEES	2,500	
TELEPHONE	1,500	
POSTAGE (PRE-SORT)	29,463	
IN-HOUSE PRINTING	8,500	
OUTSIDE PRINTING	1,000	
PHOTOCOPIER-MULTIFUNCTIONAL DEVICE	1,500	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
DUES/SUBSCRIPTIONS	400	
IT CHARGES - ALLOCATIONS	42,463	
IT CHARGES - MAINTENANCE CONTRACTS	2,463	
PROPERTY & LIABILITY INSURANCE	4,232	
SEARCH FEES	1,000	
TEMP STAFF	5,000	
TOTAL PURCHASED SERVICES:		100,021
REVENUES:		
FEES, FINES & COSTS:		
STATE TRAFFIC (50%)	170,000	
STATE TRAFFIC (10%)	6,000	
COUNTY TRAFFIC	80,000	
CH-348	2,500	
OTHER SET FEES	350,000	
PASSPORTS	15,000	
BAIL BOND FORFEITURES	20,000	
IGNITION INTERLOCK	20,000	
PHOTOCOPY/REPRODUCTION	30,000	
CLERK OF COURTS IV-D	105,000	
R&D FEES	500	
UNCLAIMED TRUST FUNDS	5,000	
TOTAL FEES, FINES & COSTS:		804,000



Record keeping for the courts is governed by State Statutes and Wisconsin Supreme Court rules. These require the Clerks of Circuit Courts maintain the record of all documents filed with the courts, attend court proceedings, keep a record of the minutes, and collect various fees, fines, forfeitures, and restitution as ordered by the courts or specified by statute. Clerks of Circuit Courts also must establish and promote procedures for reasonable access to court records as well as maintain the confidentiality of records as set forth by statute or court order.

Following are statistics showing yearly comparisons.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CIVIL	2,604	1,900	1,777	1,500	1,271	1,236	1,194	1,174	1,223	1,315
FAMILY	1,112	1,033	953	958	927	918	871	891	876	823
PATERNITY	339	369	325	323	356	330	309	302	259	295
SMALL CLAIMS	6,623	5,843	6,555	6,188	5,910	5,811	5,695	5,875	6,537	6,585
TRAFFIC	13,191	11,542	14,486	11,972	9,692	9,159	10,573	12,280	10,611	9,807
ORDINANCES	3,314	2,909	3,018	2,553	2,358	2,018	2,034	2,118	1,678	1,655
CF-FELONY	1,020	902	1,012	1,122	1,062	1,007	1,100	1,045	1,044	1,115
CM-MISDEMEANOR	1,582	1,388	1,441	1,699	1,380	1,341	1,323	1,145	1,162	1,115
CT-CRIM.TRAFFIC	1,540	1,390	1,433	1,304	1,041	932	1,048	1,054	1,014	894
JUVENILE	1,264	1,037	1,103	951	921	938	800	917	776	622
TOTAL	**32,589**	**28,313**	**32,103**	**28,570**	**24,918**	**23,690**	**24,947**	**26,801**	**25,180**	**24,226**

FUND:	GENERAL 100	DEPARTMENT NAME:	COURT COMMISSIONER
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	COURT COMMISSIONER / 1003200

MISSION STATEMENT:

To assist the Circuit Court System in the administration of justice in all civil and criminal proceedings, in a fair, efficient , and cost effective manner to the extent of constitutional and statutory authority.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	4	4	4	4	4

2020 ACCOMPLISHMENTS:

- Continued to assist the Circuit Courts in the reduction of their workload by working on more efficient case management coordination among the seven Circuit Courts.
- Continued to streamline the high volume intake calendars for criminal, juvenile and traffic cases.
- Continued effort to work with the Clerk of Courts to implement a new procedure to expedite the forfeiture of cash bail bonds in warrant status.
- Continued the proactive underage drinking program to educate and hold offenders accountable for alcohol abuse.
- Continued to support the Treatment Court Program designed to promote community safety, crime prevention and reduced recidivism.
- Expanded the use of teleconferencing to increase efficiency and save on transportation costs.
- Expanded the use of the Safe Exchange Center.

2021 OBJECTIVES:

- Continue to assist the Circuit Courts in the reduction of their workload by working on more efficient case management coordination among the seven Circuit Courts.
- Continue to streamline the high volume intake calendars for criminal, juvenile and traffic cases.
- Continue utilization of Specialty Treatment Courts to promote community safety, crime prevention and reduced recidivism.
- Continue to support pre-trial services and the other cost effective incarceration alternatives that promote community safety, crime prevention and reduce recidivism.
- Continue to work with the Clerk of Courts to implement a new procedure to expedite the forfeiture of cash bail bonds in warrant status.
- Continue the proactive underage drinking program to educate and hold offenders accountable for alcohol abuse.
- Continue exploring the Legal Professional Program to provide high school students an informative and interactive experience with the legal profession.
- Expand use of teleconferencing to increase efficiency and save on transportation costs.

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits decreased due to staff selection of health insurance. (6,893)

FUND:	GENERAL 100	DEPARTMENT NAME:	COURT COMMISSIONER
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	COURT COMMISSIONER / 1003200

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	324,531	335,632	335,632	157,568	335,632	337,696	337,696
FRINGE BENEFITS	120,507	116,553	116,553	53,634	110,000	109,660	109,660
TRAVEL/TRAINING	1,021	4,000	4,000	0	3,000	4,000	4,000
SUPPLIES	4,871	12,000	12,000	1,998	10,000	12,000	12,000
PURCHASED SERVICES	10,121	24,663	24,663	15,846	24,663	26,356	26,356
ALLOCATED APPLIED CREDIT	(71,614)	(72,366)	(72,366)	(36,183)	(72,366)	(72,826)	(72,826)
TOTAL EXPENDITURES	389,437	420,482	420,482	192,863	410,929	416,886	416,886
NET DEPARTMENT COST (REVENUE)	389,437	420,482	420,482	192,863	410,929	416,886	416,886

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	337,696	
TOTAL SALARIES:		337,696
FRINGE BENEFITS:		
FRINGE BENEFITS	109,408	
WORKER'S COMPENSATION INSURANCE	252	
TOTAL FRINGE BENEFITS:		109,660
TRAVEL/TRAINING:		
SEMINARS/CLE/TRAVEL	4,000	
TOTAL TRAVEL/TRAINING:		4,000
SUPPLIES:		
COURT REPORTER SUPPLIES	1,500	
COMPUTER SUPPLIES	1,500	
GENERAL OFFICE SUPPLIES	4,950	
OFFICE EQUIPMENT/FURNITURE	4,000	
EMPLOYEE APPRECIATION	50	
TOTAL SUPPLIES:		12,000

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
POSTAGE	3,000	
TELEPHONE	900	
PHOTOCOPYING	1,100	
PRINTING	1,129	
SUBSCRIPTIONS/BAR DUES/LICENSE FEES	1,700	
TEMPORARY SERVICES	8,000	
TRANSCRIPTS FEES	900	
PROPERTY, LIABILITY & OTHER INSURANCE	1,698	
IT CHARGES - ALLOCATIONS	2,357	
IT MAINTENANCE CONTRACTS	5,472	
EQUIPMENT MAINTENANCE CONTRACT	100	
TOTAL PURCHASED SERVICES:		26,356
ALLOCATED APPLIED CREDIT:		
COST OF .5 ASST. COURT COMMISSIONER	(72,826)	
TOTAL ALLOCATED APPLIED CREDIT:		(72,826)

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

MISSION STATEMENT:

To fairly, impartially and honestly fulfill the Constitutional and statutory duties of the District Attorney's Office to create a safer and healthier community. Primary responsibilities include criminal, traffic, and juvenile prosecutions. Our current staff includes 25 county employees and 11 state attorneys. The office serves 7 Circuit Courts, 3 Court Commissioners and advises 14 police agencies in the county.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	18	18	22	23	23
Part-Time Employees	2	2	2	2	2

BUDGET ISSUES:

Understaffing continues to present significant challenges in addressing the referrals and criminal matters handled by the office. Current state statistics indicate the office is understaffed by 6 positions, according to a statewide case analysis study. We continue to look at opportunities to improve efficiencies in handling cases at many points within the office. Prioritization of criminal case work, civil work, and other matters handled by the office will continue to be evaluated given the understaffing. The addition of the county-funded prosecutor positions have assisted our office in prioritization and increased efficiencies. The three county funded prosecutor positions that handle the CHIPS and TPR cases have been critical in working with the Department of Health and Human Services to address the alarming increase of children placed out of home. The other county funded prosecutor positions allow our office to participate in the various treatment courts and diversion programs.

Most of the expenses for the operation of the District Attorney's Office are difficult to estimate. There are many factors affecting direct costs to the department, which cannot be predicted and have a significant impact on the budget. Examples of these costs include:

- How many crimes will occur in Outagamie County in a given year? How many referrals will be sent by law enforcement agencies to review? An increase in annual referrals results in an increase in postage, phone costs, and supply costs. How many jury trials will be held? How many witnesses will need to be subpoenaed for testimony? Do the victims/witnesses live locally or will there be extra expenses for travel costs? How many victims will call for assistance? How many phone calls/mailings will be required by statute to provide assistance and satisfy the requirements of the Victim Rights Laws? How many cases will require expert testimony? Can the expert be found locally? There is no way to estimate that a certain percentage of cases will require experts or what the average cost of an expert will be per case. What will be our need for translation assistance? How many victims/witnesses will need interpreters? Whenever there is a request for an interpreter for a victim or witness, that cost is borne by the District Attorney's Office. What new laws or legislative action will affect the budget?

ACTIVITY INDICATORS:	2015	2016	2017	2018	2019
Referrals Received	5,205	5,365	5,484	5,739	5,484
Referrals Prosecuted	4,059	4,228	4,078	3,988	4,077

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

2020 ACCOMPLISHMENTS:

- Implementing and improving victim and witness service delivery consistent with Chapter 950 and the April 2020 passing of Marsy's Law that amended the constitution to improve victims' rights.
- Successfully implemented virtual court using PEXIP and remote working during the COVID-19 pandemic, while continuing to meet the statutory and constitutional rights of victims and defendants.
- Implementation of Microsoft Teams for instant messaging, team meetings and improved communication, which has been a huge asset during remote work.
- Successful prosecution of many complex felony cases, including homicides, child and adult sexual assaults, domestic violence, robberies, home invasions, and high level drug cases, among others. Many of these involve complex, multi-day trials with a variety of experts, including Crime Lab analysts, physicians, and experts in victim dynamics.
- Continued collaboration with our Criminal Justice Partners to support and enhance our response to victims of crime, including but not limited to, our Domestic Violence Intervention Team, Sexual Assault Response Team, Child Abuse Response Team, Child Death Review Team, the Child Abduction Response Team and Human Trafficking.
- Continued collaboration with our Criminal Justice Partners to support county initiatives including treatment courts, diversion programs, and other evidence based decision making goals to create efficiencies and reduce overall costs to the county. This year our office worked closely with the Outagamie County Sheriff's Office to obtain grant funding for a Behavioral Health Officer (BHO) position that is already making significant strides in addressing incidents involving those who struggle with mental illness.
- The three county funded prosecutors, a paralegal and legal assistant II have been working in conjunction with the County's Department of Health and Human Services to address the 200+ children in out-of-home placements. On-going work to improve the processing of the Children in Need of Protection and Services (CHIPS) and Termination of Parental Rights (TPR) cases. In 2019, prosecutors filed and completed eight (8) termination of parental rights (TPR) cases. They filed an additional two TPR cases in 2019 which did not reach a conclusion in 2019. Thus far in 2020, prosecutors filed and completed six (6) TPR cases, in addition to completing the two cases pending from 2019, and they have four (4) additional TPR cases pending in Court at this time. They also successfully defended two (2) TPR cases from 2018 on appeal. In 2019, prosecutors filed and completed ten (10) guardianship cases. They filed an additional guardianship case in 2020 that did not reach a conclusion in 2019. Thus far in 2020, prosecutors filed and completed eight (8) guardianship cases, in addition to completing the one (1) case pending from 2019, and they have three additional guardianship cases pending in Court at this time. In addition, our office continues to work with CYF on CHIPS matters and improve the entire child welfare system. We have also created a collaborative approach between the CHIPS and criminal prosecutors to improve the way the companion criminal cases are handled along with the underlying CHIPS case.
- Continued improvement on our paper on demand system, along with the use of evidence.com leading to increased efficiencies and cost savings.
- Continued collaboration with all county law enforcement agencies on issues related to investigations, streamlining discovery, and providing legal update.
- Received a grant renewal from the Wisconsin Department of Justice for our Overdose Fatality Review (OFR) Team to look at system gaps and prevention of opioid fatalities.
- Continue to operate in the 2nd year of a 3 year grant for improvements in identifying, investigating and improving responses to crimes against our older population in conjunction with the Wisconsin Department of Justice.

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

2021 OBJECTIVES:

- Collaborating with other justice partners and county departments to transition back to the office, while also evaluating and utilizing new found efficiencies learned during the COVID-19 Pandemic.
- Transitioning to a paperless discovery process to decrease costs and improve efficiencies.
- Represent the interest of the general public by fairly, impartially, and honestly pursuing justice while providing the highest quality of service to victims, witnesses, law enforcement, and the citizens of Outagamie County.
- Continue improvement of victim service delivery to ensure compliance with Marsy's Law and provide victims of crime assistance and information that empowers them to make informed decisions not only in their personal lives, but also in relation to participation in the criminal justice system and the exercise of their rights.
- Sustain, enhance, and extend the work of our multi-disciplinary teams, including, but not limited to, our Domestic Violence Intervention Team, Sexual Assault Response Team, Child Abuse Response Team, Child Death Review Team, the Child Abduction Response Team, Human Trafficking Task Force, Overdose Fatality Review Team and establishing a stronger Elder Abuse Taskforce.
- Continue to improve the collaboration with Health and Human Services and processing of CHIPS and TPR cases to address the increasing number of CHIPS referrals, including the 200+ children currently in out of home care. Efficiently handling TPR and guardianship cases for the most kids to reach permanency in an efficient and cost effective way.
- Continued collaboration with all county law enforcement agencies on issues related to investigations and streamlining discovery and with our criminal justice partners on EBDM projects.
- Continuation of training with law enforcement on legal update issues and new legislative changes. Staff attorneys have held training sessions for all County law enforcement agencies, which remains an on-going goal.
- Continued assessment of internal lean project reviews to create office efficiencies, including continued improvement of the paper-on-demand system, electronic evidence and providing electronic discovery.

MAJOR CHANGES IN EXPENDITURES:

Supplies increased for Best Badge due to canceling 2020 Best Badge as a result of COVID-19 and the likelihood of having more recipients in 2021 to recognize two years' worth of nominees.	800
Supplies decreased due to transitioning to electronic discovery.	(7,850)
Purchased Services increased for Jury/Witness Mileage and Fees, Experts and Process Services due to the likelihood of more trials to address the backlog due to the closing and modification of the court calendar during COVID-19.	2,750
Purchased Services decreased for Certified Copies due to efficiencies created by the office and through court scheduling through EBDM.	(500)
Purchased Services decreased for IT Printing Services due to office efficiencies and going to paper on demand.	(500)
Purchased Services increased for IT allocations.	18,133

MAJOR CHANGES IN REVENUES:

Miscellaneous revenues decreased for photocopying revenue due to transitioning to electronic discovery.	(20,000)
Miscellaneous revenues increased for revenues related to DPA fees due to EBDM Diversion Program.	2,000

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	1,149,667	1,322,250	1,332,874	514,508	1,208,107	1,341,328	1,341,328
FRINGE BENEFITS	488,472	554,575	559,284	248,380	515,476	608,353	608,353
TRAVEL/TRAINING	9,482	10,100	11,349	39	1,000	11,616	11,616
SUPPLIES	41,228	47,950	48,150	8,153	30,000	43,163	43,163
PURCHASED SERVICES	122,749	132,742	132,742	48,369	115,000	146,031	146,031
CAPITAL OUTLAY	14,386	0	0	0	0	0	0
TOTAL EXPENDITURES	1,825,984	2,067,617	2,084,399	819,449	1,869,583	2,150,491	2,150,491
REVENUES:							
INTERGOVERNMENTAL	295,817	253,499	270,281	32,431	180,000	250,000	250,000
FEES, FINES & COSTS	46,866	49,500	49,500	23,305	40,000	28,500	28,500
MISCELLANEOUS REVENUES	80	0	0		0	0	0
TOTAL REVENUES	342,763	302,999	319,781	55,736	220,000	278,500	278,500
NET DEPARTMENT COST (REVENUE)	1,483,221	1,764,618	1,764,618	763,713	1,649,583	1,871,991	1,871,991

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	1,263,900	
PERMANENT PART-TIME	67,428	
OVERTIME	10,000	
TOTAL SALARIES:		1,341,328
FRINGE BENEFITS:		
PERMANENT FULL-TIME	578,036	
PERMANENT PART-TIME	26,041	
OVERTIME	1,770	
WORKER'S COMPENSATION INSURANCE	2,506	
TOTAL FRINGE BENEFITS:		608,353

	AMOUNT	TOTAL AMOUNT
TRAVEL/TRAINING:		
MILEAGE	2,000	
MEALS/LODGING/OTHER	4,000	
CONFERENCES/CONVENTIONS	4,000	
TRAINING/SEMINARS	1,616	
TOTAL TRAVEL/TRAINING:		11,616
SUPPLIES:		
BOOKS	3,500	
COMPUTER SUPPLIES	2,500	
OFFICE SUPPLIES	18,000	
OFFICE EQUIPMENT	13,000	
BADGE AWARDS	3,500	
FUEL - GAS & DIESEL	850	
COPIER SUPPLIES	1,500	
EMPLOYEE APPRECIATION FUNDS	313	
TOTAL SUPPLIES:		43,163

FUND:	GENERAL 100	DEPARTMENT NAME:	DISTRICT ATTORNEY
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	DISTRICT ATTORNEY / 1003400

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
JUROR/WITNESS MILEAGE	3,500	
JUROR/WITNESS FEES	5,500	
EXPERT WITNESS FEES	4,500	
PROCESS SERVICE	5,000	
TRANSCRIPT FEES	8,000	
MEDICAL RECORDS	800	
SPECIAL INVESTIGATIONS	1,500	
TELEPHONE BASE	1,000	
PHOTOCOPIER LEASE/RENTAL	2,000	
PROPERTY & LIABILITY INSURANCE	4,734	
POSTAGE (PRESORT)	6,000	
DUES & SUBSCRIPTIONS	9,000	
VEHICLE MAINTENANCE	500	
OTHER SPECIAL CONTRACTS	2,000	
CIVIL FILING FEES	150	
IT-PRINTING SERVICES	2,000	
INTERNSHIP PROGRAM	21,600	
PRINTING/GRAPHICS	1,500	
IT CHARGES - ALLOCATIONS	58,714	
IT CHARGES - MAINTENANCE CONTRACTS	1,803	
CERTIFIED COPIES	500	
SUNDRY	5,730	
TOTAL PURCHASED SERVICES:		146,031

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
VICTIM/WITNESS	125,000	
TITLE IV-E FUNDS	125,000	
TOTAL INTERGOVERNMENTAL:		250,000
FEES, FINES & COSTS:		
PHOTOCOPY/DISCOVERY REIMBURSEMENT	20,000	
DA RESTITUTION SURCHARGE	500	
OPERATING AFTER REVOCATION	1,000	
DEFERRED PROSECUTION AGREEMENTS	7,000	
TOTAL FEES, FINES & COSTS:		28,500

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT COMMISSIONER / 1003800

MISSION STATEMENT:

As directed by State statutes, court rules and circuit court judges, this Department will provide timely, fair court hearings and orders in matters affecting families including divorce, post divorce, paternity, domestic abuse, harassment and other family law matters. Clear and concise information regarding court procedures will be provided to the public, the bar, and parties. Careful consideration will be given to the preservation and promotion of the dignity, economic and emotional stability of parties as well as to the best interest of children.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	8	8	8	8	8
Part-Time Employees	5	5	5	5	5

BUDGET ISSUES:

Meeting the needs of all litigants, and particularly the self represented litigants who represent a clear majority of parties in divorce, paternity and injunction actions, continues to challenge the resources and staff of the Family Court Commissioner's Office. The Family Court Commissioner's Office serves as the intake point for virtually every new Family Law case and every post judgment Family Law motion that is filed in the county resulting in frequent contact with litigants who are often emotional and under a significant amount of financial and personal stress.

2020 ACCOMPLISHMENTS:

- Court hearings were conducted in a fair and objective manner.
- The Family Court Commissioner's Office held hearings on mental health cases on Wednesdays and Fridays, and at other times as needed, to enable other courts to fulfill their obligations on other hearings given the increasing number of mental health and guardianship cases filed in Outagamie County.
- The Self Help Center continued to operate with part time staff instead of volunteers, resulting in more consistent delivery of accurate information to litigants and greater institutional memory when parties were required to contact the Center on multiple occasions. Self Help Center staff transitioned to working remotely with the onset of the COVID-19 pandemic in March 2020 and will continue to do so indefinitely without a significant interruption in services or efficiency.
- The Safe Exchange Center, funded in part through the Family Court Commissioner's budget, continues to provide a safe, secure location for parents to exchange their children in cases of violence or abuse.

2021 OBJECTIVES:

- Court hearings will continue to be conducted in a fair and impartial manner within the time limits established by State statutes.
- Family Court Commissioner staff will provide timely and helpful information to litigants in domestic violence and other restraining order cases, as well as divorce and paternity actions to facilitate public access to the court system.
- Family Court Commissioner will conduct mental health commitment and guardianship hearings on Wednesdays and Fridays and will serve as a backup court for those hearings at other times during the week so that those cases can be heard within the statutory timeframes.

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT COMMISSIONER / 1003800

2021 OBJECTIVES CONTINUED:

- The Safe Exchange Center will continue to provide a safe and secure location for parents to exchange their children under the supervision of third parties on both weekdays and weekends.
- The Self Help Center will provide services to Self Represented Litigants per State Supreme Court Directives using part time staff.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased primarily due to an increase in IT charges. 5,891

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs decreased due to the enactment of administrative paternity processes outside of court effective August 2020. The department has taken steps to mitigate revenue loss by providing additional court time to the Child Support Agency. (500)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	290,960	302,378	302,378	139,727	299,629	308,669	308,669
FRINGE BENEFITS	97,322	95,969	95,969	48,468	97,943	98,294	98,294
TRAVEL/TRAINING	1,508	3,000	3,000	232	1,000	3,000	3,000
SUPPLIES	1,728	2,000	2,000	725	1,800	1,160	1,160
PURCHASED SERVICES	23,245	30,165	30,165	11,489	24,158	35,205	35,205
ALLOCATED APPLIED EXPENSE	71,614	72,366	72,366	36,183	72,366	72,826	72,826
TOTAL EXPENDITURES	486,377	505,878	505,878	236,824	496,896	519,154	519,154
REVENUES:							
FEES, FINES & COSTS	28,740	26,600	26,600	6,157	19,457	26,100	26,100
TOTAL REVENUES	28,740	26,600	26,600	6,157	19,457	26,100	26,100
NET DEPARTMENT COST (REVENUE)	457,637	479,278	479,278	230,667	477,439	493,054	493,054

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT COMMISSIONER / 1003800

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	166,217	
PART-TIME PERMANENT	142,452	
TOTAL SALARIES:		308,669
FRINGE BENEFITS:		
FULL-TIME PERMANENT	52,451	
PART-TIME PERMANENT	45,617	
WORKER'S COMPENSATION INSURANCE	226	
TOTAL FRINGE BENEFITS:		98,294
TRAVEL/TRAINING:		
FAMILY COURT COMMISSIONER REQUIRED		
CONTINUING JUDICIAL EDUCATION	2,000	
MILEAGE & MEALS-TRAINING & CONF.	1,000	
TOTAL TRAVEL/TRAINING:		3,000
SUPPLIES:		
COURT REPORTER SUPPLIES	200	
COMPUTER SUPPLIES	560	
GENERAL OFFICE SUPPLIES	400	
TOTAL SUPPLIES:		1,160

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE	200	
FILL IN COURT REPORTER	2,400	
COURT REPORTER - PROTECTIVE PLACMNTS	7,235	
POSTAGE	800	
DUES & SUBSCRIPTIONS	1,000	
PRINTING/COPIES	500	
PROPERTY & LIABILITY INSURANCE	1,773	
IT CHARGES - ALLOCATIONS	10,463	
SAFE EXCHANGE	10,834	
TOTAL PURCHASED SERVICES:		35,205
ALLOCATED APPLIED EXPENSE:		
COST OF .5 COURT COMMISSIONER	72,826	
TOTAL ALLOCATED APPLIED EXPENSE:		72,826
REVENUES:		
FEES, FINES & COSTS:		
IV-D FEES FOR CHILD SUPPORT		
ENFORCEMENT CONTRACT	26,100	
TOTAL FEES, FINES & COSTS:		26,100

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT SERVICES / 1003801

MISSION STATEMENT:

The mission of the Outagamie County Family Court Services is to provide mediation, evaluation/assessment, education, and decision-making (arbitration) services to parents who are unable to resolve conflicts regarding the legal custody, physical placement, and other periods of placement (including holiday and vacation time) of their children. Through the application of clinical/professional skill, dispute resolution techniques, and effective communication, the professionals assist parents in looking at alternatives, so the parents can make a parenting plan that can best meet the needs of their children. The philosophy of mediation is that parents have the capacity, authority, and responsibility to determine what is best for their children. When parents cannot reach resolution regarding their children, an evaluation is conducted. The custody evaluation is an in-depth assessment on the family, with recommendations to the court regarding custody, placement, other periods of placement, and treatment recommendations. In 2019, Outagamie County Family Court Services started offering custody evaluation services to Calumet County families based on an intergovernmental agreement between Outagamie County and Calumet County. As stated above, education is strong component of Family Court Services' overall mission to serve Outagamie County families and we launched a second co-parenting education program in 2019 to better assist parents so their children are not caught in the middle of familial conflict. Our original orientation class, Children Caught in the Middle, is an educational seminar for parents in a longer term relationship regarding child developmental stages, how to keep the children out of the parents' battles, co-parenting through the use of social media, and how to co-parent effectively when living in separate households. Our newer program, Positive Co-Parenting, is also an orientation class/co-parenting educational seminar which focuses on supporting/educating parents who have been in a shorter term relationship. Topics for Positive Co-Parenting include brain development, child development, how to encourage the relationship of each parent with the child, mediation and the child support system, and how to co-parent effectively when living in two households. The Parenting Coordinator program provides services to high-conflict families who continually go back to court on most every issue. The Parenting Coordinator can settle non-custody/placement issues through arbitration with the parents. The decisions are legally binding. Outagamie County Family Court Services is currently looking to reinvigorate the program to offer Outagamie County families more support in reducing the high levels of toxic stress children may face when continuously exposed to dysfunctional family discourse.

Consistent with our mission statement described above, Outagamie County Family Court Services also conducts Stepparent Adoption Screenings for Outagamie County families. A stepparent adoption screening is an in-depth process which involves a background check and interview of a stepparent wanting to adopt, an interview of the child(ren) to be adopted, as well as interviews with the biological parent (spouse of the stepparent) and any other important member of the household. In addition, the Family Court Services' professional will visit the home and write a report to the court recommending or not recommending the adoption based on the best interest of the child standard.

ACTIVITY INDICATORS:

	Custody Mediation	Custody Studies	Stepparent Adoption	Total Cases Completed
2020 Estimated	140	19	8	167
2019	161	37	14	212
2018	216	28	1	245
2017	235	26	0	261
2016	256	33	0	289

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT SERVICES / 1003801

BUDGET ISSUES:

Due to the COVID-19 pandemic, the mediation, custody study, and stepparent adoption screening numbers for 2020 are below where the numbers were at this point in 2019. We are able to continue major operations of the program, as best we can, by having our professional staff work remotely with clients by telephone or video conferencing. Our co-parenting education classes were temporarily suspended in mid-March 2020 through April 2020, but we relaunched the Children Caught the Middle class virtually in late May 2020. However, we are currently not charging for this service and are looking at options so we are able to do so by the fall of 2020. We are one of a couple Wisconsin counties who took the lead in relaunching an in-house co-parenting education program. So far in 2020, we have not performed a custody evaluation for Calumet County since our neighboring county is experiencing the same emergency health crisis as all other Wisconsin counties. We are anticipating an increase is our current caseload, in almost all areas, resulting from the eventual reduction of COVID-19 cases, though it is not clear what the overall effect of the pandemic will have for the families we serve in 2020 and beyond. Outagamie County Family Court Services continues to observe an increase of hours required to complete each custody study due to the complexity of issues each custody evaluator has to address, including mental health, drug and alcohol abuse, child abuse, domestic violence, and poor parenting concerns. We anticipate a significant increase in family stressors due to the further emotional and financial complications caused by this world wide health crisis. Since 2017, the mediation numbers continue to move in a downward trend. We will continue to find ways to better promote and improve our other existing programs, while looking to create new programs.

2020 ACCOMPLISHMENTS:

- Increased the hourly rate for Custody Evaluations from $30 per hour to $35 per hour (Completed).
- Until the health crisis subsides, one mediator will be assigned to a mediation case, instead of two mediators assigned to a case (On-going).
- Until the health crisis subsides, a virtual co-parenting education program will be offered to allow for safe distancing (On-going).
- Until the health crisis subsides, the department will implement emergency hygiene protocols (including social distancing, mask wearing, etc.) to ensure the safety of consumers/staff when the department fully reopens to the public (On-going).
- Unless contra-indicated, the goal of all custody evaluators is to have a custody study completed within the 120 days per Family Court Rules (On-going).
- Continued to offer excellent/high quality services to Family Court Services customers and Outagamie County citizens (On-going).

2021 OBJECTIVES:

- Monitor caseloads to ensure equal case distribution.
- Meet with the Family Court Commissioner on a bi-weekly basis to discuss program functioning.
- Meet with Judges, as needed, regarding program concerns.
- Maintain a continuity of services through mentoring of developing workers.
- Maintain a continuity of services by meeting clients' safety needs and offering relevant services due to changes to the population demographics.
- Relaunch the currently suspended Positive Co-Parenting class.
- Collaborate with other professionals to find ways to improve client services and safety.

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT SERVICES / 1003801

MAJOR CHANGES IN EXPENDITURES:

Salaries increased based on employee step increases and placement in 2020 offset by reduction in overtime.	6,540
Fringe Benefits decreased primarily due to employee insurance benefit selections.	(15,363)
Purchased Services decreased primarily due to a reduction in IT charges.	(20,336)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs increased based on anticipated revenue increases in Counseling Fees/Actions/Studies.	1,000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	413,434	431,122	431,122	200,097	426,223	442,039	442,039
FRINGE BENEFITS	192,361	185,590	185,590	84,581	173,855	170,884	170,884
TRAVEL/TRAINING	6,900	10,500	10,500	410	7,000	9,840	9,840
SUPPLIES	4,352	4,801	4,801	1,007	4,500	4,545	4,545
PURCHASED SERVICES	26,433	59,046	59,046	22,591	57,101	38,787	38,787
CAPITAL OUTLAY	2,623	0	0	0	0	0	0
TOTAL EXPENDITURES	646,103	691,059	691,059	308,685	668,679	666,095	666,095
REVENUES:							
FEES, FINES & COSTS	113,018	109,400	109,400	32,647	87,520	110,400	110,400
MISCELLANEOUS	1	5	5	0	5	5	5
TOTAL REVENUES	113,019	109,405	109,405	32,647	87,525	110,405	110,405
NET DEPARTMENT COST (REVENUE)	533,084	581,654	581,654	276,039	581,154	555,690	555,690

FUND:	GENERAL 100	DEPARTMENT NAME:	FAMILY COURT COMMISSIONER
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	FAMILY COURT SERVICES / 1003801

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	402,950	
PART-TIME PERMANENT	39,089	
TOTAL SALARIES:		442,039
FRINGE BENEFITS:		
FULL-TIME FRINGE BENEFITS	153,260	
PART-TIME FRINGE BENEFITS	17,303	
WORKER'S COMPENSATION INSURANCE	321	
TOTAL FRINGE BENEFITS:		170,884
TRAVEL/TRAINING:		
MEDIATION TRAINING & CONFERENCES	4,500	
MILEAGE - CUSTODY STUDY HOME VISITS	2,500	
MILEAGE & MEALS - TRAINING & CONF.	2,240	
OUT-OF-STATE TRAVEL		
ASSOC. OF FAMILY & CONCILIATION		
COURTS ANNUAL OR REGIONAL CONF.		
LOCATION NOT YET DETERMINED	600	
TOTAL TRAVEL/TRAINING:		9,840
SUPPLIES:		
GENERAL OFFICE SUPPLIES	4,545	
TOTAL SUPPLIES:		4,545

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INTERPRETER SERVICES	5,000	
TELEPHONE	800	
POSTAGE	4,200	
DUES & SUBSCRIPTIONS	1,183	
PRINTING/COPIES	6,900	
COPIER MULTI-FUNCTIONAL DEVICE	1,300	
PROPERTY & LIABILITY INSURANCE	1,367	
IT CHARGES - ALLOCATIONS	16,235	
IT CHARGES - MAINTENANCE CONTRACTS	1,802	
TOTAL PURCHASED SERVICES:		38,787
REVENUES:		
FEES, FINES & COSTS:		
COUNSELING FEE/ACTIONS/STUDY	55,500	
CHILDREN CAUGHT IN THE MIDDLE	3,500	
STEPPARENT ADOPTION STUDIES	4,400	
MEDIATION FEE	28,000	
MARRIAGE LICENSE FEES	19,000	
TOTAL FEES, FINES & COSTS:		110,400
MISCELLANEOUS:		
MISCELLANEOUS	5	
TOTAL MISCELLANEOUS:		5

FUND:	GENERAL 100	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CRIMINAL JUSTICE TREATMENT SERVICES / 1009100

MISSION STATEMENT:
To promote, develop and coordinate interventions that prevent and reduce criminal behavior.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	13	13	11	11	11
Part-Time Employees	3	3	5	5	5

PROGRAM DESCRIPTION:
Criminal Justice Treatment Services (CJTS) is responsible for a number of community based criminal justice programs as well as programs within the Outagamie County Jail. The department offers community diversion programming for criminal justice offenders, coordinates activities for the alternative treatment courts, monitors defendants on pretrial supervision, facilitates child placement exchanges for the Family Court Commissioner and provides programs that facilitate treatment, education and employment resources for jail inmates.

BUDGET ISSUES:
Supervision fee collection rates have decreased significantly in part due to the higher unemployment rates of our correctional clients who are disproportionally effected by economic downturns and in part due to conducting the majority of appointments virtually, which makes collecting fees more difficult. CJTS will be receiving a Justice Assistance Grant (JAG) grant in the amount $50,230 (see Cost Center 2101100), of which approximately $15,000 will be used for CJTS pretrial costs. However, this grant may expire in 2022. The allocated applied credit of $5,225 from the JAG grant will offset the cost of increasing the Risk/Needs position from 24 to 28 hours per week.

2020 ACCOMPLISHMENTS:
- Successfully transitioned all community supervision operations to a remote setup during the COVID-19 situation.
- Defendants in the pretrial justice program had a 93% court appearance rate.
- Check-in rates of defendants on pretrial supervision while operations were remote increased from 89% to 92%.
- In collaboration with the District Attorney's Office and the Grand Chute Police Department, new screening protocols for diversion program eligibility was created for offenders arrested for shoplifting.
- Inmates maintained a 90% passing rate for all GED/HSED tests administered.

2021 OBJECTIVES:
- Continue to work with the Wisconsin Department of Justice to enhance pretrial justice programming with the goal of reducing cash bonds by 15%.
- Explore the feasibility of developing a restorative justice program.
- Maintain a 95% appearance rate to court for defendants in the pretrial justice program.
- Administer a minimum of 100 GED tests to jail inmates with a passing rate of 90%.

FUND:	GENERAL 100	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CRIMINAL JUSTICE TREATMENT SERVICES / 1009100

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits increased due to staff health insurance selections. 13,150

Supplies decreased in part due to decreases to Office (700), Fuel (400) and Drug Testing Kits (1,000). These decreases were partially offset by an increase to Employee Appreciation Funds 25. (2,075)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs decreased in part due to decreases in Post-Conviction Supervision Fees (13,000), Pre-Trial Supervision Fees (7,000), Veterans Court Fees (1,000), Victim Impact Panel (700), Day Report Drug Testing (600), Pre-Charge Supervision Fees (750) and Donations (500). (23,550)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	708,926	777,506	777,506	358,309	753,630	779,747	779,747
FRINGE BENEFITS	304,797	306,160	306,160	161,525	293,660	319,310	319,310
TRAVEL/TRAINING	3,558	4,000	4,000	324	1,500	4,000	4,000
SUPPLIES	5,952	11,075	11,075	1,119	4,500	9,000	9,000
PURCHASED SERVICES	75,627	81,675	81,675	34,609	75,000	82,325	82,325
ALLOCATED APPLIED CREDIT	0	(5,225)	(5,225)	(2,613)	(5,225)	(5,225)	(5,225)
TOTAL EXPENDITURES	1,098,860	1,175,191	1,175,191	553,274	1,123,065	1,189,157	1,189,157
REVENUES:							
FEES, FINES & COSTS	96,595	107,466	107,466	38,745	63,299	84,416	84,416
MISCELLANEOUS	0	500	500	0	0	0	0
TOTAL REVENUES	96,595	107,966	107,966	38,745	63,299	84,416	84,416
NET DEPARTMENT COST (REVENUE)	1,002,265	1,067,225	1,067,225	514,529	1,059,766	1,104,741	1,104,741

FUND:	GENERAL 100	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CRIMINAL JUSTICE TREATMENT SERVICES / 1009100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	660,758	
PERMANENT PART-TIME	118,989	
TOTAL SALARIES:		779,747
FRINGE BENEFITS:		
PERMANENT FULL-TIME	300,758	
PERMANENT PART-TIME	18,006	
WORKER'S COMPENSATION INSURANCE	546	
TOTAL FRINGE BENEFITS:		319,310
TRAVEL/TRAINING:		
TRAVEL/TRAINING/CONFERENCES	4,000	
TOTAL TRAVEL/TRAINING:		4,000
SUPPLIES:		
OFFICE	1,800	
FUEL	3,000	
DRUG TESTING KITS	4,000	
EMPLOYEE APPRECIATION	200	
TOTAL SUPPLIES:		9,000
PURCHASED SERVICES:		
HONORARIUMS	750	
POSTAGE	500	
TELEPHONE	900	
PHOTOCOPIES FOR MAIN OFFICE / JAIL	800	
PROPERTY & LIABILITY INSURANCE	2,246	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
IT CHARGES - ALLOCATIONS	60,476	
IT CHARGES - MAINTENANCE CONTRACTS	2,403	
PRINTING SERVICES	1,500	
JAIL EDUCATION	3,250	
VETERANS TREATMENT COURT	6,500	
VEHICLE MAINTENANCE	1,500	
OTHER CONTRACTED SERVICES	1,500	
TOTAL PURCHASED SERVICES:		82,325
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(5,225)	
TOTAL ALLOCATED APPLIED CREDIT:		(5,225)
REVENUES:		
FEES, FINES & COSTS:		
JAIL INMATE EDUCATION (FROM JAIL TRUST)	11,532	
JAIL REIMBURSEMENT FOR CJTS SERVICES	21,600	
POST-CONVICTION SUPERVISION FEE	21,000	
PRE-TRIAL SERVICES SUPERVISION FEE	14,000	
VETERANS COURT FEE	3,500	
VICTIM IMPACT PANEL FEE	600	
DAY REPORT DRUG TESTING FEE	600	
SAFE EXCHANGE PROGRAM	10,834	
PRE-CHARGE SUPERVISION FEE	750	
TOTAL FEES, FINES & COSTS:		84,416

FUND:	OTHER RESTRICTED CONTRIBUTIONS/DONATIONS 214	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	OTHER RESTRICTED CONTR/DONATIONS / 2140100

MISSION STATEMENT:
To promote, develop and coordinate interventions that prevent and reduce criminal behavior.

BUDGET ISSUE:
In 2019, CJTS received a $10,000 grant from the Women's Fund for the Fox Valley Region and a $20,000 grant from the Community Foundation for the Fox Valley Region. Both grants are to be used to assist low income defendants with the full or partial cost of GPS (alcohol monitoring bracelets through a third party vendor). It is estimated that all but $3,500 of these funds will be spent 2020. All donations must be spent by June 30, 2021.

2020 ACCOMPLISHMENTS:
- In the first half of 2020, assisted seven low-income defendants pay for the full cost of electronic monitoring.

2021 OBJECTIVES:
- Assist at least three low-income defendants pay for the full or partial cost of electronic monitoring who otherwise would be incarcerated pending their trial.

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	2,739	23,500	23,500	9,060	20,000	3,500	3,500
TOTAL EXPENDITURES	2,739	23,500	23,500	9,060	20,000	3,500	3,500
REVENUES:							
MISCELLANEOUS	30,000	0	0	0	0	0	0
OTHER FINANCING SOURCES	0	23,500	23,500	23,500	23,500	3,500	3,500
TOTAL REVENUES	30,000	23,500	23,500	23,500	23,500	3,500	3,500
NET DEPARTMENT COST (REVENUE)	(27,261)	0	0	(14,440)	(3,500)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
PURCHASED SERVICES:			**OTHER FINANCING SOURCES:**		
ELECTRONIC MONITORING FEES	3,500		FUND BALANCE APPLIED	3,500	
TOTAL PURCHASED SERVICES:		3,500	**TOTAL FINANCING SOURCES OTHER:**		3,500

FUND:	STATE GRANTS / FUND 210	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TAD GRANT / 2101000

MISSION STATEMENT:
To continue and expand pretrial diversions, alternatives, and treatment-focused programs in the Outagamie County Justice System.

PROGRAM DESCRIPTION:
This is the seventh year for this grant funded program. The funding source is the Wisconsin Department of Justice. This program will assist in enhancing diversion programs that will address issues such as preventing low-risk offenders from remaining in custody, fast tracking cases that are low-risk to decrease courtroom time, and aligning alternative treatment and diversions programs with evidence-based practices. This program will provide accurate placement into treatment programming, more effective case management, and lower jail bed days while increasing the public's safety.

BUDGET ISSUES:
The TAD Grant is awarded in five-year cycles, with 2021 being the last year in the current cycle. Grant funding will need to be reapplied for in 2022.

2020 ACCOMPLISHMENTS:
- Implemented Moral Reconation Therapy (MRT) for Veterans Treatment Court participants.
- Revised the phase structure for all three treatment courts.
- The Veterans Treatment Court Team participated in an operational tune up.

2021 OBJECTIVES:
- Update the policies and procedures for all three treatment courts to reflect revised Wisconsin treatment court standards.
- Continue to assist and treat offenders in the Drug and Alcohol Treatment Court, Veterans Treatment Court and the Safe Exchange Treatment Options Program.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

FUND:	STATE GRANTS / FUND 210	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TAD GRANT / 2101000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	79,195	0	0	0	0	0	0
FRINGE BENEFITS	35,704	0	0	0	0	0	0
TRAVEL/TRAINING	2,538	12,500	12,500	3,180	3,180	12,500	12,500
SUPPLIES	0	14,000	14,000	0	14,000	14,000	14,000
PURCHASED SERVICES	57,264	151,843	151,843	2,235	151,843	151,843	151,843
TOTAL EXPENDITURES	174,701	178,343	178,343	5,415	169,023	178,343	178,343
REVENUES:							
INTERGOVERNMENTAL	174,701	178,343	178,343	19,905	169,023	178,343	178,343
TOTAL REVENUES	174,701	178,343	178,343	19,905	169,023	178,343	178,343
NET DEPARTMENT COST (REVENUE)	0	0	0	(14,490)	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
TRAVEL/TRAINING/CONFERENCES -		
OUT-OF-STATE TRAVEL, NATIONAL ASSOC.		
OF DRUG COURT, (WASHINGTON DC) 3 STAFF	6,500	
TRAVEL/TRAINING/CONFERENCES	6,000	
TOTAL TRAVEL/TRAINING:		12,500
SUPPLIES:		
TREATMENT COURT DRUG TESTING KITS	14,000	
TOTAL SUPPLIES:		14,000

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
SSTOP DRUG TESTING	3,000	
TREATMENT COURT DRUG TESTING	6,343	
DRUG COURT AODA TREATMENT	140,000	
TRANSITIONAL/SOBER LIVING	2,000	
TREATMENT COURT INCENTIVES	500	
TOTAL PURCHASED SERVICES:		151,843
REVENUES:		
INTERGOVERNMENTAL:		
TAD GRANT	178,343	
TOTAL INTERGOVERNMENTAL:		178,343

FUND:	STATE GRANTS / FUND 210	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAG GRANT / 2101100

MISSION STATEMENT:

To promote, develop and coordinate interventions that prevent and reduce criminal behavior.

BUDGET ISSUES:

It is uncertain if this grant will be available in 2022.

PROGRAM DESCRIPTION:

2021 will be the second full year of this grant. Outagamie County is one of seven counties in Wisconsin receiving this grant for the purpose of expanding and enhancing pretrial justice programming. These counties will be pretrial justice pilot sites for other counties to model their pretrial justice programs after.

2020 ACCOMPLISHMENTS:

- Worked closely with the Wisconsin Department of Justice in establishing policies and procedures related to pretrial justice programming.
- Implemented the Public Safety Assessment that is used by the Courts to assist in determining the risk of pretrial defendants.
- In the first half of 2020, assisted eight low-income defendants pay for the full cost of electronic monitoring.

2021 OBJECTIVES:

- Maintain a 95% appearance rate to court and a 90% safety rate for defendants in the pretrial justice program.
- Conduct pretrial risk assessments on at least 95% of in-custody defendants before their initial appearance.
- Assist at least 15 low-income defendants pay for the full or partial cost of electronic monitoring who otherwise would be incarcerated pending their trial.

MAJOR CHANGES IN EXPENDITURES:

Purchase Services decreased due to a decrease in Electronic Monitoring Fees. (8,200)

MAJOR CHANGES IN REVENUES:

Intergovernmental decreased in line with expenditures as this grant funds 100% of the costs. (8,195)

FUND:	STATE GRANTS / FUND 210	DEPARTMENT NAME:	CRIMINAL JUSTICE TREATMENT SERVICES
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAG GRANT / 2101100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	5,889	6,000	6,000	0	0	6,005	6,005
SUPPLIES	871	10,000	10,000	0	10,000	10,000	10,000
PURCHASED SERVICES	4,607	37,200	37,200	14,020	28,000	29,000	29,000
ALLOCATED APPLIED EXPENSE	0	5,225	5,225	2,613	5,225	5,225	5,225
TOTAL EXPENDITURES	11,367	58,425	58,425	16,633	43,225	50,230	50,230
REVENUES:							
INTERGOVERNMENTAL	11,367	58,425	58,425	0	43,225	50,230	50,230
TOTAL REVENUES	11,367	58,425	58,425	0	43,225	50,230	50,230
NET DEPARTMENT COST (REVENUE)	0	0	0	16,633	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
TRAVEL/TRAINING/CONFERENCES -		
OUT-OF-STATE TRAVEL NATIONAL ASSOC.	6,005	
OF PRETRIAL SVCS AGENCIES CONFERENCE		
FOR 3 STAFF, (NEW ORLEANS, LA)		
TOTAL TRAVEL/TRAINING:		6,005
SUPPLIES:		
DRUG TESTING KITS	10,000	
TOTAL SUPPLIES:		10,000

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
CRIME INFORMATION BUREAU FEE	1,500	
PRETRIAL SOFTWARE LICENSING FEE	6,000	
ELECTRONIC MONITORING FEES	20,000	
DRUG TESTING FEES	1,500	
TOTAL PURCHASED SERVICES:		29,000
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	5,225	
TOTAL ALLOCATED APPLIED EXPENSE:		5,225
REVENUES:		
INTERGOVERNMENTAL:		
JAG GRANT	50,230	
TOTAL INTERGOVERNMENTAL:		50,230

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER IN PROBATE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER IN PROBATE / 1006300

MISSION STATEMENT:

To provide accurate, up-to-date records to attorneys and the general public in estates, guardianships, conservatorships, and commitment cases; to serve the presiding judges as directed; to clerk all hearings related to estates, guardianships, and commitments; to assist the general public with the probate of estates, per statute, and with filing of minor guardianships per court policy.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	3	3	3	3	3
Part-Time Employees	1	1	1	1	1

ACTIVITY INDICATORS:

	2016	**2017**	**2018**	**2019**	**2020 (JAN-JULY)**
PROBATE – FORMAL	219	234	226	251	122
PROBATE – INFORMAL	200	180	199	194	96
GUARDIANSHIPS	145	157	170	179	76
MENTAL COMMITMENTS	370	421	526	782	313
ACTIVE GDN. ACCTS/REPORTS	1225	1266	1383	1425	1459
ACTIVE PROT. PLACEMENTS	356	363	419	433	449
ACTIVE TRUSTS	175	154	*1	*1	*1

*1 No longer responsible for monitoring trust annual accountings.

2020 ACCOMPLISHMENTS:

- Summer Intern addressed the following backlog:
  - Repacked files into banker boxes for storage (49 boxes).
  - Back scanned 51 files as of July 16, 2020.
  - Reviewed, data entered and filed 78 annual accounts as of July 16, 2020.
  - Wrote 67 letters to guardians to address problems with accountings.
  - Destroyed 2017-2020 guardianship files from storage room.
  - Entered data related to 679 destroyed guardianship cases.
  - Destroyed 2018-2020 confidential commitment files and entered data related to destroying cases.
- Summer Intern addresses the following daily activities.
  - Open and sort mail allowing the Deputy Register in Probate to address e-file queue.
  - Completes direct payment vouchers as necessary.
- Continued core services while training two new employees.
- Timely mailed out all annual account and report notices.
- Addressed delinquent special administration and estate cases.

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER IN PROBATE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER IN PROBATE / 1006300

2020 ACCOMPLISHMENTS CONTINUED:

- New staff addressed backlog of data entering while maintaining daily duties.

2021 OBJECTIVES:

- Continue scanning all active informal estate, formal estate, guardianship and commitment files.
- Continue to address backlog of reviewing annual accounts and also deal with any issues or problems associated with the account.
- Staff will monitor and address daily case management in timely fashion.
- Address backlog of daily calendar reminders on all case types.
- Obtain a summer intern for 2021.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to an increase in GAL expenses. 9,436

MAJOR CHANGES IN REVENUES:

Fess, Fines & Costs increased due to an increase in GAL payments from the State. 10,000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	208,070	228,169	228,169	105,339	228,169	232,511	232,511
FRINGE BENEFITS	99,936	101,503	101,503	49,260	101,503	102,270	102,270
TRAVEL/TRAINING	150	800	800	0	0	800	800
SUPPLIES	1,876	1,850	1,850	743	1,850	2,050	2,050
PURCHASED SERVICES	159,061	160,525	160,525	41,222	160,525	169,961	169,961
TOTAL EXPENDITURES	469,093	492,847	492,847	196,564	492,047	507,592	507,592
REVENUES:							
FEES, FINES & COSTS	254,921	172,000	172,000	29,181	172,000	182,000	182,000
TOTAL REVENUES	254,921	172,000	172,000	29,181	172,000	182,000	182,000
NET DEPARTMENT COST (REVENUE)	214,172	320,847	320,847	167,383	320,047	325,592	325,592

FUND:	GENERAL 100	DEPARTMENT NAME:	REGISTER IN PROBATE
FUNCTION:	GENERAL GOVERNMENT	COST CENTER NAME / NUMBER:	REGISTER IN PROBATE / 1006300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	192,555	
PART-TIME PERMANENT	34,278	
OVERTIME	5,678	
TOTAL SALARIES:		232,511
FRINGE BENEFITS:		
FULL-TIME PERMANENT	76,371	
PART-TIME PERMANENT	24,887	
OVERTIME	852	
WORKER'S COMPENSATION INSURANCE	160	
TOTAL FRINGE BENEFITS:		102,270
TRAVEL/TRAINING:		
REGISTER IN PROBATE:		
SPRING SEMINAR	400	
FALL SEMINAR	400	
TOTAL TRAVEL/TRAINING:		800
SUPPLIES:		
GENERAL OFFICE SUPPLIES	2,000	
EMPLOYEE APPRECIATION	50	
TOTAL SUPPLIES:		2,050

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
MAINTENANCE CONTRACT	50	
POSTAGE	2,900	
TELEPHONE	252	
DUES & SUBSCRIPTIONS	200	
OUTSIDE PRINTING	1,500	
PROPERTY & LIABILITY INSURANCE	917	
GAL EXPENSES	120,000	
OTHER GDN & MENTAL EXPENSES	5,000	
PSYCHIATRIC/MEDICAL EXAMS	25,500	
COPIER	600	
IT CHARGES - ALLOCATIONS	4,042	
SUMMER INTERN	9,000	
TOTAL PURCHASED SERVICES:		169,961
REVENUES:		
FEES, FINES & COSTS:		
GAL PAYMENT FROM STATE	90,000	
PROBATE FEES	42,000	
GAL RECOUPMENT	50,000	
TOTAL FEES, FINES & COSTS:		182,000

FUND:	GENERAL FUND 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SHERIFF ADMINISTRATION / ALL

RECAP: SHERIFF 2021 BUDGET

EXPENDITURES:	TOTAL	SALARIES	FRINGE BENEFITS	TRAVEL/ TRAINING	SUPPLIES	PURCHASED SERVICES	ALLOCATED APPLIED DEBIT/CREDIT	CAPITAL OUTLAY
ADMINISTRATION	1,675,403	776,486	381,911	12,500	19,438	485,068	0	0
PROCESS SERVER	90,034	61,284	28,750	0	0	0	0	0
TRAFFIC - PATROL	8,851,791	6,238,480	2,178,490	31,000	89,229	423,870	(238,078)	128,800
DRUG SQUAD	140,804	78,623	35,521	0	0	26,660	0	0
LAW ENFORCEMENT COMMUNIC.	3,913,895	2,178,493	784,756	17,420	10,500	922,726	0	0
CORRECTIONS/JAIL	10,596,295	5,705,037	2,156,135	24,000	174,700	2,494,985	0	41,438
SQUAD CARS	903,610	29,650	14,947	0	257,084	103,580	0	498,349
TRAFFIC SAFETY COMMISSION	5,474	300	24	125	5,000	25	0	0
TOTAL EXPENDITURES	26,177,306	15,068,353	5,580,534	85,045	555,951	4,456,914	(238,078)	668,587

REVENUES:	TOTAL	INTER-GOVERNMENTAL	FEES, FINES AND COSTS	CHARGES FOR SERVICES	MISC.
ADMINISTRATION	15,000	0	15,000	0	0
PROCESS SERVER	75,000	0	75,000	0	0
TRAFFIC - PATROL	1,611,833	50,000	16,250	1,441,188	104,395
LAW ENFORCEMENT COMMUNIC.	115,045	0	0	115,045	0
CORRECTIONS/JAIL	1,386,533	30,900	1,061,633	0	294,000
SQUAD CARS	113,900	0	0	61,800	52,100
TOTAL REVENUES	3,317,311	80,900	1,167,883	1,618,033	450,495

NET DEPARTMENT COST (REVENUE)	22,859,995

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SHERIFF ADMINISTRATION / 1008000

MISSION STATEMENT:

Provide administrative services to all divisions within the Sheriff's Office. This includes ensuring the successful operation of the correctional facility, the patrol division, and the regional 9-1-1 emergency dispatch center.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	190	191	192	197	198
Part-Time Employees	32	40	41	41	41

PROGRAM DESCRIPTION:

Sheriff Administration is responsible for the budgeting, staffing, management, long-range planning, and personnel-related matters for the department.

2020 ACCOMPLISHMENTS:

- The Spillman integrated Computer Aided Dispatch and Records Management Software system for the Communication Center, Patrol, Records and Jail division continued to be enhanced upon for improved functionality to all divisions. An upgrade to 2020.2 was completed on June 24, 2020. This allowed enhancements to the Winnebago CAD to CAD and EReferral to outside of Outagamie County District Attorney's offices.
- The Sheriff's Office in conjunction with Brewster Village and the Highway Department upgraded the shared Kronos payroll software system, which was postponed from the 4th quarter of 2019, on March 11, 2020. Prior to the upgrade, much time was spent on testing and formatting the software. Training for all staff was completed; documentation on various new and changed functionality was completed. This improved the functionality of payroll and scheduling for all divisions of the Sheriff's Office. Several employees attended Administration training to better understand and utilize the upgraded features.
- All Patrol, Investigations and Administration staff were issued a smart IPhone for better connectivity and more efficiency. This will allow for much faster data services. It provided for over one hundred important contacts to be imported to the iCloud which can be managed by groups. It also allows for use of Google photos to be used for gathering evidence and to be stored in the cloud.
- Received grant funding from the International Association for Clear Thinking (I'ACT) to provide evaluation and mental health support to law enforcement officers and emergency dispatchers.

2021 OBJECTIVES:

- Continue to work on improvements to the Spillman software and Sheriff's Office processes.
- Continue to work on improvements to the KRONOS payroll system software now that the upgrade was completed.

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits increased due to workers compensation insurance.	9,025
Purchased Services decreased due to Fox Valley Humane Association.	(4,500)
Purchased Services decreased due to cellular phones.	(3,768)
Purchased Services increased due to property and liability insurance.	30,420
Purchased Services decreased due to IT charges.	(18,949)

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SHERIFF ADMINISTRATION / 1008000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	782,250	743,745	743,745	351,211	743,745	776,486	776,486
FRINGE BENEFITS	375,906	362,328	362,328	229,590	365,539	381,911	381,911
TRAVEL/TRAINING	3,078	12,500	12,500	625	4,500	12,500	12,500
SUPPLIES	19,127	19,075	19,075	4,132	19,075	19,438	19,438
PURCHASED SERVICES	397,302	479,135	499,270	316,954	512,549	485,068	485,068
CAPITAL OUTLAY	4,865	0	0	0	0	0	0
TOTAL EXPENDITURES	1,582,528	1,616,783	1,636,918	902,512	1,645,408	1,675,403	1,675,403
REVENUES:							
FEES, FINES AND COSTS	18,945	16,000	16,000	4,881	10,600	15,000	15,000
MISCELLANEOUS	0	0	0	23,400	23,400	0	0
TOTAL REVENUES	18,945	16,000	16,000	28,281	34,000	15,000	15,000
NET DEPARTMENT COST (REVENUE)	1,563,583	1,600,783	1,620,918	874,231	1,611,408	1,660,403	1,660,403

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SHERIFF ADMINISTRATION / 1008000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	749,396	
PART-TIME PERMANENT	25,515	
OVERTIME	1,575	
TOTAL SALARIES:		776,486
FRINGE BENEFITS:		
FRINGE BENEFITS	285,629	
OVERTIME FRINGE BENEFITS	224	
WORKER'S COMPENSATION INSURANCE	96,058	
TOTAL FRINGE BENEFITS:		381,911
TRAVEL/TRAINING:		
MILEAGE/MEALS/LODGING	1,000	
TRAINING/SEMINARS	1,500	
OUT OF STATE - SPILLMAN CONFERENCE	10,000	
TOTAL TRAVEL/TRAINING:		12,500
SUPPLIES:		
OFFICE EQUIPMENT	2,000	
OFFICE/COMPUTER SUPPLIES	14,500	
EMPLOYEE RECOGNITION	2,938	
TOTAL SUPPLIES:		19,438

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE CHARGES	25,020	
TELEPHONE CELLULAR	34,032	
INTERPRETER FEES	1,500	
COPIER MULTIFUNCTIONAL DEVICES	360	
PROPERTY & LIABILITY INSURANCE	212,778	
POSTAGE	4,200	
DUES & SUBSCRIPTIONS	1,300	
SUNDRY SERVICES	500	
REPRODUCTION	2,900	
PRINTING - EXTERNAL	1,200	
EMPLOYEE EVALUATIONS	600	
IT CHARGES - ALLOCATIONS	105,484	
IT CHARGES - MAINTENANCE CONTRACTS	74,894	
EMPLOYEE DRUG TESTING	3,600	
EMPLOYEE SUPPORT SERVICES	13,100	
LEASE - SATELLITE OFFICE	3,600	
TOTAL PURCHASED SERVICES:		485,068
REVENUES:		
FEES, FINES & COSTS:		
SHERIFF IV-D	15,000	
TOTAL FEES, FINES, & COSTS:		15,000

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	PROCESS SERVER / 1008005

MISSION STATEMENT:

Civil process personnel serve papers relating to court actions. These include, but are not limited to, writs, temporary restraining orders (TRO'S), injunctions, subpoenas, notices, evictions, summons, complaints and other court orders. The unit also seizes property, and conducts Sheriff's sales of real estate and other property. Returns of service must also be prepared, and documentation of service actions is maintained.

PROGRAM DESCRIPTION:

The Sheriff's Office is required by State Statute 59.27 to serve or execute all processes, writs, precepts and orders issued or made by lawful authority and delivered to the Sheriff. Civil process personnel are responsible for execution of the statutory duty in a timely, professional manner and for the required return of notices to the courts.

BUDGET ISSUES:

2020 Estimated non-charge revenues:

	6 – MONTH AVERAGE	2020 ESTIMATE
OUTAGAMIE COURTS	$2,600	$33,750
INDIGENT	$850	$14,150
TEMPORARY RESTRAINING ORDERS	$600	$11,050
TOTALS	$4,050	$58,950

2020 ESTIMATED NON-CHARGE REVENUES	$58,950	2020 ESTIMATED TOTAL REVENUES	$125,950
2020 ESTIMATED BILLABLE REVENUES	$67,000	2020 ESTIMATED EXPENDITURES	$89,250
2020 ESTIMATED TOTAL REVENUES	$125,950	2020 ESTIMATED NET INCOME	$36,700

ACTIVITY INDICATORS:

	2016	2017	2018	2019	6-MONTH 2020	ESTIMATE 2020	ESTIMATE 2021
PAPERS SERVED*	1,926	1,876	3,019	4,263	1,552	3,592	4,200
NON-BILLABLE PAPERS SERVED	1,344	1,028	1,241	1,260	489	1,179	1,300
TOTAL PROCESS PAPERS SERVED	3,270	2,904	4,260	5,523	2,041	4,771	5,500

***Collection of statistical information changed when Spillman was implemented in July 2018.**

2020 ACCOMPLISHMENTS:

- Provided training and expertise to law enforcement officers. Coordinated service of papers for customers.
- Transitioned to a new payment system allowing customers to pay for service fees using a credit/debit card.
- Continued to improve on the efficiencies of record keeping and statistical accuracy in the Records Management System.
- Maintained service hours during the COVID-19 pandemic answering customers concerns and service needs.

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	PROCESS SERVER / 1008005

2021 OBJECTIVES:

- Meet all the statutory requirements for Civil Process functions, including the adoption and interpretation of Legislative changes for 2020.
- Work with the Wisconsin Civil Process Group to keep up to date with practices throughout the state.
- Work closely with Patrol and Jail Division supervisors to improve upon service challenges.
- Work with Corporation Counsel on providing service in 2021.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	PROCESS SERVER / 1008005

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	59,570	60,910	60,910	28,595	60,910	61,284	61,284
FRINGE BENEFITS	28,483	27,273	27,273	14,780	28,340	28,750	28,750
TOTAL EXPENDITURES	88,053	88,183	88,183	43,375	89,250	90,034	90,034
REVENUES:							
FEES, FINES AND COSTS	74,545	77,000	77,000	27,820	67,000	75,000	75,000
TOTAL REVENUES	74,545	77,000	77,000	27,820	67,000	75,000	75,000
NET DEPARTMENT COST (REVENUE)	13,508	11,183	11,183	15,555	22,250	15,034	15,034

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
SALARIES:			**FEES, FINES & COSTS:**		
FULL-TIME PERMANENT	61,284		SERVICE OF PROCESS	75,000	
TOTAL SALARIES:		61,284	**TOTAL FEES, FINES & COSTS:**		75,000
FRINGE BENEFITS:					
FRINGE BENEFITS	28,750				
TOTAL FRINGE BENEFITS:		28,750			

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TRAFFIC (PATROL) / 1008007

MISSION STATEMENT:

The mission of the Sheriff's Office is to enhance the quality of life in the County by working cooperatively with the public and within the framework of the U.S. Constitution to enforce laws, preserve the peace, reduce fear and provide for a safe environment. The patrol division works toward accomplishing that mission by monitoring traffic throughout the County, investigating traffic collisions, incidents, criminal offenses, civil and domestic disturbances, and suspicious activities that may threaten the health, safety and well being of all persons living and working in Outagamie County. The patrol division also provides boat patrol services, snowmobile patrol and enforcement, a regional bomb squad, a countywide Emergency Response Team (SWAT) and an explosives detection, drug detection and passive tracking K-9 unit.

PROGRAM DESCRIPTION:

The patrol division consists of 93 officers, which includes 1 captain, 3 lieutenants, 6 staff sergeants, 17 law enforcement specialist (LES) sergeants, 42 full-time and 24 part-time deputies. Two deputies are assigned to assist the Appleton Community Resource Unit (CRU). One lieutenant and two full-time deputies, as well as eighteen part-time deputies are assigned to courthouse security and prisoner transport in the Criminal Justice Unit (CJU). Six part-time deputies are assigned to provide security services at the airport. Six full-time officers fulfill the contract for law enforcement services in the Town of Buchanan/Village of Combined Locks. One LES sergeant is contracted by the Village of Combined Locks. The Town of Greenville contracts for one deputy's position. The Town of Freedom contracts for two deputy's positions. The Shiocton School District contracts for a School Resource Officer. The Seymour Community School District contracts for two School Resource Officers. The Emergency Response/SWAT Team, which consists of sixteen operators and six negotiators from the Sheriff's Office and eight operators and one negotiator from various municipal departments in the county. They stand ready to respond anywhere they may be needed in the county. The joint Brown-Outagamie County Bomb Squad remains active on a regional level. The K-9 program, consists of two explosive detection/passive tracking and two drug/passive tracking dogs. The K-9 units remain very active within our region.

2020 ACCOMPLISHMENTS:

- Developed a drone program with Forward Looking InfraRed (FLIR) technology to support the Emergency Response Team and Patrol.
- Developed a mental health notification system in Spillman to better address the needs of individuals with mental health issues.
- Obtained a Behavior Health Officer to serve as a liaison and advocate for individuals living with behavioral health conditions throughout Outagamie County. The Outagamie County Behavioral Health Officer is also implementing a new S.A.F.E. (Safety Alert Flag Enrollment) Program to provide information to first responders, relating to an individual's crisis state, to assist with de-escalation and communication.
- Obtained active shooter response equipment for all patrol deputies and forced entry kits for all patrol supervisor squad cars.
- Seymour Community School District contracted for two School Resource Officers to provide and enhance law enforcement services in their district.
- Received grant funding from the Department of Justice to cover overtime and to purchase supplies and equipment related to the COVID-19 pandemic.

2021 OBJECTIVES:

- Complete crisis intervention training with all deputies. Due to COVID-19 we were unable to accomplish this objective in 2020.
- Transition field training program to a new model. Due to COVID-19 it is unlikely we will accomplish this objective in 2020.
- Fill an open K9 position and an anticipated vacancy.

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TRAFFIC (PATROL) / 1008007

2021 OBJECTIVES (CONTINUED):

- Research and implement department wide diversity/implicit bias training.
- Complete department wide mental health wellness checks.
- Obtain signal key Encryption for all handheld patrol radios so covert tactical operations are not able to be monitored on radio scanners by the general public.
- Implement a new body camera system.

MAJOR CHANGES IN EXPENDITURES:

Salary increased due to a contract for two School Resource Officers with the Seymour Community School District.	83,272
Salary increased due to grant funding for the Behavioral Health Officer assignment.	35,653
Fringe Benefits increased due to a contract for two School Resource Officers with the Seymour Community School District.	42,158
Fringe Benefits increased due to grant funding for the Behavioral Health Officer assignment.	14,439
Purchased Services increased due to extradition costs.	3,000
Purchased Services increased due to an additional K9.	20,000
Purchased Services increased due to range fees.	2,000
Purchased Services increased due to IT charges.	22,204

MAJOR CHANGES IN REVENUES:

Intergovernmental increased due to police instruction/ICAC reimbursement.	3,800
Charges for Services increased due to salary and fringe benefits of the deputies/LES filling the Buchanan/Combined Locks contract.	24,212
Charges for Services increased due to salary and fringe benefits of the deputy filling the Greenville contract.	4,352
Charges for Services increased due to salary and fringe benefits of the deputies filling the Freedom contract.	18,921
Charges for Services increased due to salary and fringe benefits of the deputy filling the Shiocton School contract.	2,381
Charges for Services increased due to contract for two School Resource Officers for the Seymour Community School District.	115,036
Charges for Services increased due to salary of the deputies providing airport security.	6,284
Charges for Services decreased due to juvenile transports.	(10,000)
Miscellaneous increased due to reimbursement from Community Foundation for an additional K9.	20,000
Miscellaneous increased due to reimbursement for the Behavioral Health Officer assignment.	54,395

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TRAFFIC (PATROL) / 1008007

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	5,507,546	5,871,109	6,020,995	2,547,673	5,880,891	6,238,480	6,238,480
FRINGE BENEFITS	1,922,826	2,048,191	2,086,393	1,019,022	2,108,245	2,178,490	2,178,490
TRAVEL/TRAINING	25,391	31,000	31,000	6,169	20,000	31,000	31,000
SUPPLIES	154,801	84,925	112,414	68,821	141,634	89,229	89,229
PURCHASED SERVICES	480,453	376,534	490,231	219,670	473,297	423,870	423,870
ALLOCATED APPLIED CREDIT	(228,000)	(235,000)	(235,000)	(117,500)	(235,000)	(238,078)	(238,078)
CAPITAL OUTLAY	72,181	162,600	151,210	91,907	161,010	128,800	128,800
TOTAL EXPENDITURES	7,935,198	8,339,359	8,657,243	3,835,762	8,550,077	8,851,791	8,851,791
REVENUES:							
INTERGOVERNMENTAL	226,127	47,200	313,550	87,799	344,236	50,000	50,000
FEES, FINES AND COSTS	48,249	43,672	16,250	320	8,250	16,250	16,250
CHARGES FOR SERVICES	1,057,742	1,251,580	1,279,002	479,928	1,188,158	1,441,188	1,441,188
MISCELLANEOUS REVENUES	12,369	30,000	101,645	3,691	92,015	104,395	104,395
TOTAL REVENUES	1,344,487	1,372,452	1,710,447	571,738	1,632,659	1,611,833	1,611,833
NET DEPARTMENT COST (REVENUE)	6,590,711	6,966,907	6,946,796	3,264,024	6,917,418	7,239,958	7,239,958

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	4,873,721	
PART-TIME PERMANENT	687,830	
OVERTIME	676,929	
TOTAL SALARIES:		6,238,480
FRINGE BENEFITS:		
FRINGE BENEFITS	2,047,584	
OVERTIME FRINGE BENEFITS	130,906	
TOTAL FRINGE BENEFITS:		2,178,490
TRAVEL/TRAINING:		
MEALS/LODGING/OTHER	10,200	
TRAINING/SEMINARS/OUT OF STATE	20,800	
TOTAL TRAVEL/TRAINING:		31,000
SUPPLIES:		
DIGITAL PHOTOGRAPHY/PRINTING	2,300	
CRIME PREVENTION/EDUCATION	4,480	
ACCESSORIES - ARMOR, LEATHER, VIEVUS	19,645	
AMMUNITION/FIREARMS	23,500	
SNOW, BOAT & DIVE TEAM SUPPLIES	3,500	

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TRAFFIC (PATROL) / 1008007

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
SUPPLIES CONTINUED:		
EMERGENCY RESPONSE TEAM SUPPLIES	14,500	
PATROL SUPPLIES	21,304	
TOTAL SUPPLIES:		89,229
PURCHASED SERVICES:		
BLOOD/LAB TESTS/SUBPOENAS	5,500	
EMPLOYEE PHYSICALS/TESTING	3,500	
EQUIP. LEASE - DIVE TEAM/SNOW PATROL	9,100	
DUES/SUBSCRIPTIONS/RANGE FEES	6,000	
MAINTENANCE CONTRACT	1,795	
IMPOUNDS	3,000	
EQUIPMENT REPAIRS	2,500	
EXTRADITIONS	43,000	
CANINE UNIT - FOOD/VET COSTS	53,000	
IT CHARGES - ALLOCATIONS	180,792	
IT CHARGES - MAINTENANCE CONTRACTS	114,783	
INTERNET FOR INVESTIGATIONS	900	
TOTAL PURCHASED SERVICES:		423,870
ALLOCATED APPLIED CREDIT		
FACILITIES SECURITY	(238,078)	
TOTAL ALLOCATED APPLIED CREDIT		(238,078)
CAPITAL OUTLAY:		
MDC REPLACEMENTS	68,500	
TASERS	14,100	
GUN LOCKERS FOR CJU/JAIL	5,000	
ENCRYPT RADIOS	41,200	
TOTAL CAPITAL OUTLAY:		128,800

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
POLICE INSTRUCTION/ICAC	34,000	
BOAT PATROL	5,000	
SNOW PATROL	11,000	
TOTAL INTERGOVERNMENTAL:		50,000
FEES, FINES & COSTS:		
OTHER SET FEES	1,000	
POLICE ESCORTS	750	
CANINE REIMBURSEMENT - AIRPORT	7,000	
CANINE REIMBURSEMENT - SECURITY	7,500	
TOTAL FEES, FINES & COSTS:		16,250
CHARGES FOR SERVICES:		
BUCHANAN/COMBINED LOCKS CONTRACT	733,197	
GREENVILLE CONTRACT	87,232	
FREEDOM CONTRACT	195,434	
SHIOCTON SCHOOL RESOURCE	29,803	
SEYMOUR SCHOOL RESOURCE	115,036	
AIRPORT SERVICES	184,286	
HUMAN SERVICES MENTAL HEALTH TRANSP.	33,000	
SECURITY FOR PRIVATE EVENTS	13,200	
JUVENILE DETENTION TRANSPORTS	50,000	
TOTAL CHARGES FOR SERVICES:		1,441,188
MISCELLANEOUS:		
RESTITUTION/WITNESS FEES	10,000	
CANINE REIMB. - COMMUNITY FOUNDATION	40,000	
BHO POSITION REIMBURSEMENT	54,395	
TOTAL MISCELLANEOUS:		104,395

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	DRUG SQUAD / 1008011

MISSION STATEMENT:
The Sheriff's Office participation in the Lake Winnebago Area Metropolitan Enforcement Group (MEG) provides for the suppression of the illegal use and distribution of controlled substances in Outagamie, Winnebago, Calumet and Fond du Lac counties. The Drug Squad also educates the public through programs and presentations on the effects of drug abuse.

PROGRAM DESCRIPTION:
One deputy from the Sheriff's Office is assigned, along with officers from thirteen other police/sheriff agencies, to the Lake Winnebago Area Metropolitan Enforcement Group (MEG). This state led task force suppresses the distribution of controlled substances thru a coordinated effort with Federal, State and other task forces in the area.

BUDGET ISSUES:
The voluntary annual contribution to the MEG unit, in the amount of $26,660, will be made in 2021.

2020 ACCOMPLISHMENTS:
- The Outagamie County Sheriff's Office deputy assigned to the MEG unit participated in 130 criminal arrests on a total of 230 felony charges, 16 misdemeanor charges, 77 referrals for prosecution and 3 probation/parole and/or warrant offenses. Of the charges: 52 methamphetamine, 42 THC and 26 heroin related.
- The MEG unit conducted 29 consent searches, 89 controlled drug buys, 4 investigator drug buys and executed 84 search warrants. Approximately $90,704 was seized in asset forfeitures.
- The MEG unit continued to operate during COVID-19 pandemic with workplace restrictions and new personal protective equipment requirements set forth by the Department of Justice.
- MEG unit deputies and officers continued to focus heavily on the influx of heroin, fentanyl and methamphetamine entering the Fox Valley Area and the increased number of overdoses responded to in 2020.

2021 OBJECTIVES:
- Provide training and offer insight and expertise to patrol division deputies and investigators responding to drug related calls and safe handling of evidence.
- Build upon the MEG unit's Community Policing philosophy, offering training to the general public in the area of drug recognition and family safety, as well as what to look for when considering activity within the community to potentially be drug related.
- Work in conjunction with Outagamie County Sheriff's Office investigators to be a resource with crimes directly related to narcotics offenses and known suspects involved in drugs within the community.
- Provide formal training for the patrol division offering insight on responding to over-dose calls and proper procedure for evidence collection.

MAJOR CHANGES IN EXPENDITURES:
Fringe Benefits increased due to employee health insurance selection. 12,342

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	DRUG SQUAD / 1008011

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	59,051	78,038	78,038	29,013	70,390	78,623	78,623
FRINGE BENEFITS	22,302	23,023	23,023	15,340	31,058	35,521	35,521
PURCHASED SERVICES	0	26,660	26,660	13,330	26,660	26,660	26,660
TOTAL EXPENDITURES	81,353	127,721	127,721	57,683	128,108	140,804	140,804
NET DEPARTMENT COST (REVENUE)	81,353	127,721	127,721	57,683	128,108	140,804	140,804

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	64,821	
OVERTIME	13,802	
TOTAL SALARIES:		78,623
FRINGE BENEFITS:		
FRINGE BENEFITS	32,852	
OVERTIME FRINGE BENEFITS	2,669	
TOTAL FRINGE BENEFITS:		35,521

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
CONTRIBUTION	26,660	
TOTAL PURCHASED SERVICES:		26,660

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	LAW ENFORCEMENT COMMUNICATIONS / 1008013

MISSION STATEMENT:

The Outagamie County Public Safety Communications Center provides emergency and non-emergency telephone answering, dispatching, and support services to police, fire and EMS agencies within Outagamie County.

PROGRAM DESCRIPTION:

The Outagamie County Communications Center and related systems comprise the central answering point and dispatch facility for all emergency services within Outagamie County. Support services and information dissemination is provided to about 60 Public Safety Agencies. It is also the central answering point for E-9-1-1 services.

ACTIVITY INDICATORS:

	2016	2017	2018	2019	6 Months 2020	Estimated 2020	Estimated 2021
Calls for service	149,709	169,102	172,822	186,107	85,439	185,000	186,000
911 Calls	42,731	41,026	44,548	46,172	21,134	45,000	46,000

2020 ACCOMPLISHMENTS:

- A partnership with Rapid SOS was formed to assist with getting caller location and medical information during 911 calls.
- Updated Motorola Flex CAD to current version 2020.2 and enabled new features to reduce call processing time.
- Seven new Telecommunicators were hired in the first 6 months of 2020, while two resigned during the training process.
- Telecommunicator training program syllabus and training phases were updated.
- A full table of organization was hired for the Communications Center. As of June 30, 2020 we are fully staffed.
- Implemented new schedules to limit employee exposure and adapt to the COVID-19 pandemic with no change in service levels for the public or our responder agencies.

2021 OBJECTIVES:

- Continue to develop a workplace environment with trustworthy, supportive team members and open communication with supervisors. This will improve daily performance of duties and individual employee fulfillment.
- Continue public education efforts, put on hold due to COVID-19, to help promote 911 awareness, reduce misuse of 911, and promote 911 as a profession.
- Focus on training and continuous improvement efforts through committees and outside training for Communications Center staff.
- Encourage sit-alongs, post-COVID-19, from our responder groups to build rapport, trust and understanding between disciplines.
- Implement an improved schedule rotation for telecommunicators to help balance work-life and increase retention.
- Fully train the current full table of organization in the Communications Center.

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	LAW ENFORCEMENT COMMUNICATIONS / 1008013

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits decreased due to a reduction in health insurance selections.	(74,804)
Purchased Services decreased due to GIS managed services.	(2,525)
Purchased Services decreased due to radio maintenance.	(9,000)
Purchased Services increased due to TIME system fees and tower lease.	5,545
Purchased Services increased due to IT charges.	28,660

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	LAW ENFORCEMENT COMMUNICATIONS/1008013

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	1,934,522	2,143,386	2,143,386	897,639	2,059,536	2,178,493	2,178,493
FRINGE BENEFITS	765,709	856,325	856,325	374,952	758,895	784,756	784,756
TRAVEL/TRAINING	13,371	17,420	17,420	3,705	13,000	17,420	17,420
SUPPLIES	11,303	10,500	10,500	1,064	10,500	10,500	10,500
PURCHASED SERVICES	621,693	901,146	901,146	702,608	896,350	922,726	922,726
CAPITAL OUTLAY	5,827	0	0	0	0	0	0
TOTAL EXPENDITURES	3,352,425	3,928,777	3,928,777	1,979,968	3,738,281	3,913,895	3,913,895
REVENUES:							
INTERGOVERNMENTAL REVENUES	5,964	0	0	0	4,000	0	0
CHARGES FOR SERVICES	99,745	115,812	115,812	57,906	110,496	115,045	115,045
TOTAL REVENUES	105,709	115,812	115,812	57,906	114,496	115,045	115,045
NET DEPARTMENT COST (REVENUE)	3,246,716	3,812,965	3,812,965	1,922,062	3,623,785	3,798,850	3,798,850

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	LAW ENFORCEMENT COMMUNICATIONS /1008013

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	1,841,569	
OVERTIME	336,924	
TOTAL SALARIES:		2,178,493
FRINGE BENEFITS:		
FRINGE BENEFITS	736,745	
OVERTIME FRINGE BENEFITS	48,011	
TOTAL FRINGE BENEFITS:		784,756
TRAVEL/TRAINING:		
MILEAGE/MEALS/LODGING	1,700	
TRAINING/SEMINARS	15,720	
TOTAL TRAVEL/TRAINING:		17,420
SUPPLIES:		
BATTERIES/RADIO SUPPLIES	5,000	
OFFICE/EDUCATIONAL SUPPLIES	5,500	
TOTAL SUPPLIES:		10,500

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
EMPLOYEE TESTING	4,000	
EMPLOYEE PHYSICALS	1,500	
MAINTENANCE - RADIOS	603,000	
ELECTRICITY	34,000	
TIME SYSTEM FEES	20,780	
MAINTENANCE CONTRACTS	57,500	
DUES & SUBSCRIPTIONS	1,650	
IT CHARGES - ALLOCATIONS	34,231	
IT CHARGES - MAINTENANCE CONTRACTS	74,947	
IT CHARGES - DIRECT BILLED	21,600	
SUNDRY SERVICES	500	
GIS SERVICES	29,500	
TOWER LEASE	10,118	
WIRELESS 911 CHARGES	29,000	
COPIER MULTIFUNCTIONAL DEVICES	400	
TOTAL PURCHASED SERVICES:		922,726
REVENUES:		
CHARGES FOR SERVICES:		
911 DISPATCH CHARGES	115,045	
TOTAL CHARGES FOR SERVICES:		115,045

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

MISSION STATEMENT:

Administration of the County Jail is a major function of the Outagamie County Sheriff's Office. In attempting to fulfill this function, our overall goal is to operate a cost effective, constitutional and humane jail and to ensure the jail's obligation to meet the communities' expectations concerning incarceration.

PROGRAM DESCRIPTION:

The Corrections Division of the Sheriff's Office is responsible for the care, custody and control of inmates confined within the facility and supervised in the community. This supervision of inmates is a coordinated effort with the Patrol Division, Criminal Justice Treatment Services (CJTS), and several vendor agreements to provide the best possible care in a correctional setting.

BUDGET ISSUES:

Note: this is not typical data for ADP statistics due to COVID-19, which began in March 2020.

1. The average daily population for Lock up inmates for the most recent 12 month period of June to May had a 15.5% decrease or a daily average of forty-six (46) less lock up inmates in the facility than the previous identical 12 month period.
2. The average daily population for Huber inmates for the most recent 12 month period of June to May had a 40.6% decrease or a daily average of nine (9) less Huber inmates in the facility than the previous identical 12 month period.
3. The average daily population for Alternative to Incarceration (ATIP's) inmates for the most recent 12 month period of June to May had a 35.4% decrease or a daily average of seventeen (17) less ATIP's inmates than the previous identical 12 month period.

ACTIVITY INDICATORS:

AVERAGE DAILY POPULATION – BY YEAR

Population	2016	2017	2018	2019	6 MONTHS 2020	ESTIMATED 2020	ESTIMATED 2021
Inmate Retention Program	3	0	0	1	2	1	0
Extended Supervision Program	13	12	16	29	20	14	15
County	272	331	326	276	229	240	250
Huber	41	40	38	27	13	18	20
3 East	15	17	15	14	16	16	15
SUBTOTAL	**344**	**400**	**395**	**347**	**280**	**289**	**300**
GPS	48	42	43	39	33	35	40
Day Report	16	14	19	17	14	15	15
TOTAL	**408**	**456**	**457**	**403**	**327**	**339**	**355**

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

2020 ACCOMPLISHMENTS:

- Correctional staff worked in partnership with many criminal justice partners during COVID-19 to insure staff and inmates safety during this pandemic.
- In partnership with Outagamie County Maintenance, managed inmates and the inmate population through the second year waste pipe replacement project throughout the jail.
- Corrections second PREA (Prison Rape Elimination Act) audit was completed and all 45 standards were achieved related to a zero tolerance for sexual abuse or harassment in a correctional setting. An independent audit is required every three years to maintain PREA certification.
- In support of the NCCHC (National Commission on Correctional Health Care) accreditation process; a dental area was constructed from existing jail space and equipped with dental equipment. This allows inmates in need of dental care to receive it without having to leave the security of the jail.
- An unintended benefit of COVID-19 was the court video equipment that was installed in previous years' was successfully utilized by the jail and other criminal justice partners. This provided a secure area to insure the inmates in custody are able to have their criminal charges addressed by the courts.
- The RFP for Inmate Health Services requested several enhancements for our inmate population and their wellbeing. Reponses were received from five (5) providers. To balance the needs of our inmates and the cost of services, VitalCore Health Strategies was selected to provide the care for our inmates.
- Capital projects completed include:
    - IT is scheduled to complete the 2019 and 2020 planned cameras from analog to digital this fall.
    - The SCBA's (self-contained breathing apparatuses) were upgraded because of deteriorating facemasks.
    - A metal detection devices was purchased to aid in locating smaller and easier to concealed metal type items, such as razor blades.
    - A convection oven and stove was replaced in the jail kitchen.
- In partnership with the inmate telephone vendor, GTL, tablets were introduced into most housing units. These tablets provide similar access as the wall mounted tablets but allows more access opportunities for inmates in each housing unit.
- On-site video visitation was introduced which allows friends and family of inmates more opportunities to visit with one another.
- The use of part-time correctional officers continues to assist in reducing the overtime operating budget and reduces the strain of required overtime. In 2019, part-time corrections officers covered an average of 64% of the available shifts. Through May 2020, part-time corrections officers have covered an average of 63% of the available shifts. Some part-time officers are now receiving prorated benefits based on the number of hours worked.

2021 OBJECTIVES:

- Inmate Health Services remains a priority; with the changing of the inmate health care provider to VitalCore, some additional services will be obtained for our inmates beginning with this new agreement:
    - Intake Nurse –16 hours per day with a primary focus of aiding inmate health care as it relates to the admission's process.
    - Mental Health – Increased mental health services to better accommodate the needs of those incarcerated with mental health related issues.
    - An EKG and cardiologist to read the EKG results will be added.
    - Telehealth services will be available to Inmate Health Services staff.
    - Pharmacy cost is now covered by provider.

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

2021 OBJECTIVES (CONTINUED):

- The NCCHC (National Commission on Correctional Health Care) accreditation process will continue into 2021 primarily because of COVID-19. The NCCHC has 59 standards; 39 essential with 100% compliance required and 20 important with 85% compliance required. This accreditation can take over 12 months to complete and an independent audit by NCCHC staff is required. The new Inmate Health Care provider is contractual obligated and guarantees accreditation by December 31, 2021 or a monthly penalty of $5,000 per month will be imposed until accreditation is achieved.
- As a continued effort to invest in our most important assets, as well as the need for educational and training in the corrections profession, it is requested that selected staff attend out-of-state training sponsored by the National Institute of Justice (NIJ), National Institute of Corrections (NIC), American Corrections Associations (ACA), and/or any other out-of-state training that is applicable to operations. All training will be completed by December 31, 2021.
- Provide a safer jail environment for inmates and staff through the implementation of the capital items listed in this budget and CIP, approved capital items will be target for completion no later than December 31, 2021.
- Continue to utilize part-time correctional officers in an efficient and effective manner; reducing overtime while maintaining a safe and effective facility. Part time officers have successfully covered many available shifts. It is the goal to at least maintain current coverage percentages, but if possible, increase the percentage of average available shifts worked by part-time corrections officers by an additional 1% of the 2020 final average; this will be completed by December 31, 2021.

MAJOR CHANGES IN EXPENDITURES:

Fringe Benefits decreased due to health insurance selections.	(152,508)
Supplies decreased due to medical supplies provided by new inmate healthcare vendor.	(10,000)
Purchased Services increased due to enhanced medical services provided by new inmate healthcare vendor.	96,698
Purchased Services decreased due to inmate food service.	(20,471)
Purchased Services decreased due to electronic monitoring costs.	(16,000)
Purchased Services increased due to property and liability insurance.	44,619
Purchased Services increased due to IT charges.	17,396
Capital Outlay decreased due to various projects.	(25,174)

MAJOR CHANGES IN REVENUES:

Fees, Fines and Costs decreased due to ES Sanctions.	(98,344)
Fees, Fines and Costs decreased due to probation and parole holds.	(20,000)
Fees, Fines and Costs decreased due to inmates on Huber, GPS and DRC.	(158,191)
Fees, Fines and Costs decreased due to processing fee.	(5,000)

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	5,407,145	5,634,675	5,634,675	2,591,371	5,598,174	5,705,037	5,705,037
FRINGE BENEFITS	2,311,003	2,308,643	2,308,643	1,099,768	2,135,702	2,156,135	2,156,135
TRAVEL/TRAINING	15,499	24,000	24,000	1,845	10,000	24,000	24,000
SUPPLIES	173,086	184,700	184,700	73,422	184,700	174,700	174,700
PURCHASED SERVICES	2,047,488	2,373,423	2,373,423	1,331,020	2,278,981	2,494,985	2,494,985
CAPITAL OUTLAY	38,699	66,612	97,502	36,505	97,502	41,438	41,438
TOTAL EXPENDITURES	9,992,920	10,592,053	10,622,943	5,133,931	10,305,059	10,596,295	10,596,295
REVENUES:							
INTERGOVERNMENTAL	62,355	30,900	30,900	0	28,640	30,900	30,900
FEES, FINES AND COSTS	1,470,580	1,345,567	1,345,567	499,786	1,076,966	1,061,633	1,061,633
MISCELLANEOUS	292,754	294,000	294,000	142,017	284,035	294,000	294,000
TOTAL REVENUES	1,825,689	1,670,467	1,670,467	641,803	1,389,641	1,386,533	1,386,533
NET DEPARTMENT COST (REVENUE)	8,167,231	8,921,586	8,952,476	4,492,128	8,915,418	9,209,762	9,209,762

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	4,652,270	
PART-TIME PERMANENT	484,913	
OVERTIME	567,854	
TOTAL SALARIES:		5,705,037
FRINGE BENEFITS:		
FRINGE BENEFITS	2,016,588	
OVERTIME FRINGE BENEFITS	80,919	
WORKER'S COMPENSATION INSURANCE	58,628	
TOTAL FRINGE BENEFITS:		2,156,135
TRAVEL/TRAINING:		
MILEAGE/MEALS/LODGING	5,000	
TRAINING/SEMINARS	17,500	
OUT OF STATE TRAVEL:		
VARIOUS (SEE 2020 OBJECTIVES)	1,500	
TOTAL TRAVEL/TRAINING:		24,000
SUPPLIES:		
KITCHEN SUPPLIES	1,900	
INMATE MAINTENANCE/CONSUMED	62,700	
INMATE SUPPLIES	47,000	
MEDICAL STOCK EQUIPMENT	10,000	
COMPUTER/OFFICE SUPPLIES	27,000	
JAIL SUPPLIES	26,100	
TOTAL SUPPLIES:		174,700

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
MEDICAL SERVICES	1,414,298	
EMPLOYEE EVALUATIONS	4,000	
EMPLOYEE PHYSICALS	2,000	
COPIER MULTIFUNCTIONAL DEVICE	4,060	
PROPERTY & LIABILITY INSURANCE	188,984	
DUES & SUBSCRIPTIONS	7,300	
IT CHARGES - ALLOCATIONS	227,132	
IT CHARGES - MAINTENANCE CONTRACTS	97,242	
PRINTING	3,000	
JAIL REPAIRS & MAINTENANCE	12,580	
ELECTRONIC MONITORING FEES	82,000	
SCAAP GRANT FEES	2,160	
TELEPHONE CHARGES	700	
INMATE FOOD SERVICE	449,529	
TOTAL PURCHASED SERVICES:		2,494,985
CAPITAL OUTLAY:		
BOOKING COPIER	6,238	
PROOFERS FOR KITCHEN	7,200	
ELEVATOR FLOORING	2,500	
NEGATIVE PRESSURE MONITORING EQUIP.	15,500	
METAL DETECTOR	10,000	
TOTAL CAPITAL OUTLAY:		41,438

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	CORRECTIONS/JAIL / 1008015

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
POLICE INSTRUCTION	12,400	
DNA REIMBURSEMENT	6,500	
SCAAP GRANT	12,000	
TOTAL INTERGOVERNMENTAL:		30,900
FEES, FINES & COSTS:		
HUBER BOARD	123,790	
GPS PROGRAM FEE	248,477	
PATERNITY OFFENDERS PROGRAM	13,140	
STRAP FEE	4,400	
DAY REPORT PROGRAM (DRC)	103,532	
PROBATION & PAROLE HOLDS	180,000	
ALCOHOL SENSOR FEE (GPS)	25,550	
PROCESSING FEE	20,000	
MEDICAL REIMBURSEMENTS	32,000	
MISCELLANEOUS	29,000	
EXTENDED SUPERVISION PROGRAM	281,744	
TOTAL FEES, FINES & COSTS:		1,061,633
MISCELLANEOUS:		
TELEPHONE COMMISSIONS	294,000	
TOTAL MISCELLANEOUS:		294,000

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SQUAD CARS / 1008017

MISSION STATEMENT:
To provide vehicular support for law enforcement, criminal investigation, prisoner custody and transfer, traffic control and enforcement, warrant service, crime prevention, and community service.

PROGRAM DESCRIPTION:
The Sheriff's Office continues to deploy and maintain a one-to-one fleet program. The program continues to be highly successful, and offers an enhanced level of service to the community.

BUDGET ISSUES:
As of July 1, a mechanic will be added to the sheriff's office table of organization to work on the sheriff's fleet of vehicles. This is projected to save overall budget costs as some of the mechanics work will be completed in house verses being outsourced.

ACTIVITY INDICATORS:

Vehicle Purchases:	2017	2018	2019	2020	2021
Marked	8	5	8	0	0
Unmarked	2	1	1	2	3
SUV	3	5	2	7	10
Minivan	1	2	2	2	1
Full-size van	0	0	1	0	0
Truck	0	0	0	1	0

2020 ACCOMPLISHMENTS:
- Continued transition of our squad car fleet from the Chevrolet Impala platform to the Ford Explorer, due to the discontinuation of the Impala and Taurus as a police vehicle.
- Started to replace emergency lighting for the 2020 fleet.
- Replaced the 17 year old truck used by special teams for towing equipment and trailers.
- Updated and added safety equipment in patrol supervisor squad cars.

2021 OBJECTIVES:
- Continue to purchase SUVs to replace police sedans that are taken out of service.
- Continue to update lighting equipment and electronics which have been in service for over 10 years and are starting to fail.
- Update and add safety equipment for patrol supervisor squad cars.

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SQUAD CARS / 1008017

MAJOR CHANGES IN EXPENDITURES:

Salary increased due to new position.	29,650
Fringe Benefits increased due to new position.	14,947
Supplies decreased due to fuel.	(11,131)
Supplies increased due to new position.	18,941
Purchased Services increased due to vehicle registration.	1,080
Purchased Services decreased due to new position completing some of the repairs and maintenance instead of outsourcing that work.	(61,700)
Purchased Services decreased due to oil changes.	(1,500)
Capital Outlay increased due to squad purchases.	56,127

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to squad lease to municipalities.	4,800
Miscellaneous increased due to squad sales.	6,800

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SQUAD CARS / 1008017

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	0	0	0	0	0	29,650	29,650
FRINGE BENEFITS	0	0	0	0	0	14,947	14,947
SUPPLIES	235,501	249,274	261,649	68,259	224,500	257,084	257,084
PURCHASED SERVICES	116,046	165,700	173,800	68,996	173,800	103,580	103,580
CAPITAL OUTLAY	384,525	442,222	555,997	216,011	555,997	498,349	498,349
TOTAL EXPENDITURES	736,072	857,196	991,446	353,266	954,297	903,610	903,610
REVENUES:							
CHARGES FOR SERVICES	48,450	57,000	57,000	23,750	57,000	61,800	61,800
MISCELLANEOUS REVENUES	44,692	45,300	45,300	5,340	35,470	52,100	52,100
TOTAL REVENUES	93,142	102,300	102,300	29,090	92,470	113,900	113,900
NET DEPARTMENT COST (REVENUE)	642,930	754,896	889,146	324,176	861,827	789,710	789,710

FUND:	GENERAL 100	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	SQUAD CARS / 1008017

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
NEW POSITION	29,650	
TOTAL SALARIES:		29,650
FRINGE BENEFITS:		
NEW POSITION	14,947	
TOTAL FRINGE BENEFITS:		14,947
SUPPLIES:		
GASOLINE	211,643	
ACCESSORIES/TIRES	20,000	
STRIPING & PAINTING	5,000	
SQUAD SUPPLIES	3,000	
NEW POSITION	17,441	
TOTAL SUPPLIES:		257,084
PURCHASED SERVICES:		
LICENSE & REGISTRATION	2,380	
OUTSIDE REPAIRS/MAINTENANCE	35,000	
SQUAD WASHES	2,000	
HWY - VEHICLE MAINTENANCE	123,400	
NEW POSITION	(61,700)	
TOWING & BODY WORK	1,000	
OIL CHANGES	1,500	
TOTAL PURCHASED SERVICES:		103,580
CAPITAL OUTLAY:		
4 x 4 SQUADS - 10 @ $41,618	416,180	
UNMARKED SQUAD CARS - 3 @ $18,618	55,854	
MINIVAN - 1 @ $26,315	26,315	
TOTAL CAPITAL OUTLAY:		498,349

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
BUCHANAN/COMBINED LOCKS LEASE	43,260	
GREENVILLE LEASE	6,180	
FREEDOM LEASE	12,360	
TOTAL CHARGES FOR SERVICES		61,800
MISCELLANEOUS:		
SQUAD SALES	52,100	
TOTAL MISCELLANEOUS:		52,100

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT / 1003600

MISSION STATEMENT: Outagamie County Emergency Management coordinates effective mitigation, preparedness, response and recovery efforts relating to natural and technological disasters within Outagamie County. Through ongoing planning, training, and exercises, the department prepares our response personnel, partners and citizens to help minimize the loss of lives and property.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	3	3	3	3	3
Part-Time Employees	1	1	1	1	1

PROGRAMS:

- PLANNING: Review and update County Emergency Response Plan, Continuity of Operations Plan and Hazard Mitigation Plan annually.
- TRAINING: Develop, coordinate and conduct disaster response and recovery training for local and county partners.
- EXERCISES: Provide a robust exercise program to test and update emergency response plans for both public and private entities.
- DISASTER RESPONSE: Provide assistance and emergency response for large scale emergencies and disasters in the County.
- COORDINATION: Meet with local and county partners to update the County Emergency Response Plan and local emergency plans.
- LIAISON: Provide the connection with local, state and federal authorities during normal operations and emergencies/disasters.
- OUTREACH: Share emergency preparedness information with schools, civic organizations, businesses, and the public.
- NIMS: Act as the County's National Incident Management System (NIMS) Point of Contact with FEMA and the Department of Homeland Security.
- COMMUNITY EMERGENCY RESPONSE TEAM (CERT): Supports emergency management and local emergency response agencies by taking an active role in emergency preparedness, response and recovery.

BUDGET ISSUES:

The Emergency Management Department strives to provide the highest quality of service for the community in which we serve; as well as our local, county and state partners. The reliance of State and Federal grant funding for the department continues to make the annual budgeting difficult, when it directly affects the departments target budget. Demand for services the department provides continue to increase.

2020 ACCOMPLISHMENTS:

- Completed 100% of the FEMA and Wisconsin Plan-of-Work requirements.
- Trained Recycling & Solid Waste and County Clerk on use of the County Mass Notification System.
- Completed a Mass Fatality tabletop exercise involving multiple agencies with 57 participants/observers.
- Completed the tri-annual full-scale exercise at Appleton International Airport testing the Airport's Emergency Response Plan.
- Assisted Public Health with managing the response to the COVID-19 pandemic by providing Emergency Operations Center (EOC) support.
- Procured and distributed over 75,000 pieces of personal protective equipment (PPE) to local responders, healthcare facilities, funeral homes, dental offices and county departments during the COVID-19 response.
- Completed the close-out for the Presidential Disaster Declaration FEMA-4459-WI-DR for the July 20, 2019 storm event.
- Completed the FEMA 20-hour CERT Basic Training Course, adding 10 new CERT members to the active roster.

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT / 1003600

2021 OBJECTIVES:

- Develop and implement education and outreach campaigns for the general public and business sector.
- Continue to develop and implement Emergency Response Plan (ERP) for all county departments.
- Continue to assist and direct local emergency managers to train, exercise and meet their requirements.
- Provide Incident Command System (ICS) training to county staff with Emergency Operations Center (EOC) responsibilities.
- Provide refresher training to EOC staff on EOC operations and roles by May 2021.
- Develop and implement tabletop exercises for all county departments.
- Develop and implement Standard Operating Guidelines (SOGs) and polices for the use of Integrated Public Alert and Warning System (IPAWS) by March of 2021.
- Train Emergency Management staff and the Communications Center staff on the use of IPAWS by April of 2021.

MAJOR CHANGES IN EXPENDITURES:

Salaries/Fringe Benefits increased, in net, due to staff turnover and related benefits. 17,775

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	146,644	151,179	151,179	73,579	150,674	149,268	149,268
FRINGE BENEFITS	45,995	44,463	44,463	25,372	48,748	65,849	65,849
TRAVEL/TRAINING	2,777	4,200	4,200	900	2,000	4,200	4,200
SUPPLIES	9,951	36,495	37,495	24,338	37,295	36,545	36,545
PURCHASED SERVICES	102,232	80,261	116,361	49,875	114,874	84,942	84,942
TOTAL EXPENDITURES	307,599	316,598	353,698	174,064	353,591	340,804	340,804
REVENUES:							
INTERGOVERNMENTAL	98,448	97,005	97,005	0	97,005	97,696	97,696
MISCELLANEOUS	180	150	150	90	90	100	100
TOTAL REVENUES	98,628	97,155	97,155	90	97,095	97,796	97,796
NET DEPARTMENT COST (REVENUE)	208,971	219,443	256,543	173,974	256,496	243,008	243,008

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT / 1003600

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	145,008	
ON-CALL PAY	4,260	
TOTAL SALARIES:		149,268
FRINGE BENEFITS:		
FULL-TIME PERMANENT	61,461	
ON-CALL PAY	639	
WORKERS COMPENSATION INSURANCE	3,749	
TOTAL FRINGE BENEFITS:		65,849
TRAVEL/TRAINING:		
MEALS AND MILEAGE	4,200	
TOTAL TRAVEL/TRAINING:		4,200
SUPPLIES:		
SUNDRY CONSUMED SUPPLIES	300	
WEATHER RADIOS / OUTREACH	29,300	
CERT REHAB SUPPLIES	750	
OFFICE EQUIPMENT	645	
OFFICE SUPPLIES	2,700	
EMERGENCY OPERATION CENTER	300	
BATTERIES - EMERGENCY WARNING SYSTEM	1,000	
BLANKETS / SHELTER / EM TRAILER	500	
EMPLOYEE APPRECIATION	50	
PROTECTIVE EQUIPMENT	1,000	
TOTAL SUPPLIES:		36,545

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
UTILITIES - EMERGENCY WARNING SYSTEM	1,000	
MAINTENANCE - EMERG. OPERATIONS CENTER	300	
BADGING / ACCOUNTABILITY SYSTEM	500	
PROPERTY & LIABILITY INSURANCE	2,247	
EDUCATION / OUTREACH	3,578	
SUBSCRIPTIONS / DUES	460	
COPIER / MULTI-FUNCTION DEVICE	500	
IT CHARGES - ALLOCATIONS	29,279	
IT CHARGES - MAINTENANCE CONTRACTS	47,078	
TOTAL PURCHASED SERVICES:		84,942
REVENUES:		
INTERGOVERNMENTAL:		
EMERGENCY MANAGEMENT PLANNING GRANT	97,696	
TOTAL INTERGOVERNMENTAL:		97,696
MISCELLANEOUS:		
WEATHER RADIOS	100	
TOTAL MISCELLANEOUS:		100

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EPCRA / 1003602

MISSION STATEMENT:

Outagamie County Emergency Management (EM), authorized through federal regulation, protects the public from chemical hazards. This is done through investigation of chemical hazards in the community, developing emergency plans in case of a chemical release and seeking ways to prevent chemical accidents. A countywide emergency response capability for incidents involving extremely hazardous materials is provided by maintaining chemical lists and contracting a County HAZMAT Team.

PROGRAMS:

- PLANNING: Develop off-site plans and review on-site emergency plans for facilities possessing extremely hazardous substances.
- EMERGENCY RESPONSE: Provide facility information to Incident Command, assists emergency notifications, coordinates with public safety for measures to protect the public and ensure the spiller follows clean-up and restoration requirements.
- EMERGENCY PLANNING COMMUNITY RIGHT-TO-KNOW ACT (EPCRA): Provides information for public requests on chemicals in the community.
- LOCAL EMERGENCY PLANNING COMMITTEE (LEPC): Members representing emergency responders, industry, and the community actively participate in the emergency planning process for chemicals present on-site at facilities.

2020 ACCOMPLISHMENTS:

- Completed 50% of the 95 current extremely hazardous offsite plans under the SARA Title III Planning.
- Completed maintenance of the database of 199 planning and/or reporting facilities in Wisconsin Hazmat Online Planning and Reporting System (WHOPRS). Of these, 95 of the facilities are required planning facilities as directed by the state statutes.
- Completed maintenance of Computer-Aided Management of Emergency Operations (CAMEO) databases.
- Implemented an improved LEPC plan to continue to achieve the desired LEPC outcome.
- Completed exercises that develop, coordinate responses with Extremely Hazardous Substance (EHS) facilities.

2021 OBJECTIVES:

- Complete 50% of the 95 current extremely hazardous offsite plans under the SARA Title III Planning by September, 2021.
- Develop and conduct presentations/exercises for local departments on EPCRA planning, Tier II reporting, DNR reporting, Hazmat and clean-up.
- Develop and facilitate a multi-jurisdictional tabletop exercise to test the current Debris Management Plan.
- Continue to improve on the LEPC through planning and working with the committee on objectives and goals by December 2021.
- Maintain the database of 199 planning and/or reporting facilities in WHOPRS. Of these, 95 are required planning facilities as directed by state statutes.
- Develop, coordinate and implement tabletop exercises involving a facility with EHS, which is extremely beneficial to the responding public safety departments and the community as a whole.

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EPCRA / 1003602

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

Intergovernmental Revenues decreased due to restructuring of grant allocation formula. (5,393)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	87,022	93,825	93,825	46,136	97,542	95,523	95,523
FRINGE BENEFITS	20,608	20,958	20,958	10,895	21,686	21,466	21,466
TRAVEL/TRAINING	1,312	2,500	2,500	1,785	1,785	2,500	2,500
SUPPLIES	12,062	16,397	16,397	665	13,979	16,469	16,469
PURCHASED SERVICES	11,120	12,190	12,190	8,378	10,378	11,090	11,090
TOTAL EXPENDITURES	132,124	145,870	145,870	67,859	145,370	147,048	147,048
REVENUES:							
INTERGOVERNMENTAL	80,570	68,190	68,190	0	68,190	62,797	62,797
MISCELLANEOUS	0	500	500	0	0	0	0
TOTAL REVENUES	80,570	68,690	68,690	0	68,190	62,797	62,797
NET DEPARTMENT COST (REVENUE)	51,554	77,180	77,180	67,859	77,180	84,251	84,251

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EPCRA / 1003602

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	59,243	
PART-TIME PERMANENT	32,020	
ON-CALL PAY	4,260	
TOTAL SALARIES:		95,523
FRINGE BENEFITS:		
FULL-TIME PERMANENT	16,264	
PART-TIME PERMANENT	4,563	
ON-CALL PAY	639	
TOTAL FRINGE BENEFITS:		21,466
TRAVEL/TRAINING:		
CONFERENCES / CONVENTIONS	2,500	
TOTAL TRAVEL/TRAINING:		2,500
SUPPLIES:		
SUNDRY CONSUMED SUPPLIES	630	
COMPUTER SUPPLIES	600	
OFFICE SUPPLIES	3,449	
HAZMAT EQUIPMENT (GRANT REIMBURSED)	10,000	
PLANS / EXERCISING	1,390	
PROTECTIVE EQUIPMENT	400	
TOTAL SUPPLIES:		16,469

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
EMERGENCY BACK-UP TELEPHONES	800	
COMMUNICATIONS	3,600	
TELEPHONE DIRECTORY	90	
HAZMAT RESPONSE RETAINER	5,000	
POSTAGE	700	
PHOTOCOPYING / PRINTING	900	
TOTAL PURCHASED SERVICES:		11,090
REVENUES:		
INTERGOVERNMENTAL:		
EPCRA PLANNING GRANT	52,797	
EPCRA EQUIPMENT GRANT	10,000	
TOTAL INTERGOVERNMENTAL:		62,797

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	DISASTER COST CENTER/ 1003603

MISSION STATEMENT:
To provide County Emergency Management support or other County departments support as it relates to disaster response, providing coordination between the federal (FEMA) and state (WEM) emergency management or other Federal and State agencies and internal county departments, local municipalities and the general public.

BUDGET ISSUES:
This cost center is used specifically for declared disasters. As such, the county does not budget in advance due to the uncertainty of occurrence. As events arise and funding becomes available, a budget adjustment is brought forward for review and approval. With the uncertainty of the current COVID-19 pandemic, an estimate for 2020 is included for budgetary purposes. A budget adjustment will be forthcoming should the event extend into 2021 and costs are incurred and/or funding becomes available.

2020 ACCOMPLISHMENTS:
- Completed the close-out for the Presidential Disaster Declaration FEMA-4459-WI-DR for the July 20, 2019 storm event.
- Assisted Public Health with managing the response to the COVID-19 pandemic by providing Emergency Operations Center (EOC) support.
- Assisted with coordination and distribution of personal protective equipment (PPE) internally and externally related to the pandemic.
- Assisted with the coordination of a portion of the Federal CARES act and subsequent State of Wisconsin's Routes to Recovery Program reporting.
- Assisted with planning, onsite assistance and reporting for regional COVID-19 testing site.

2021 OBJECTIVES:
- Complete the close-out for the FEMA-3454-EM, Wisconsin Disaster Declaration related to the reporting of FEMA eligible costs, as needed.
- Complete and coordinate any funding that may occur should costs be incurred and/or grants become available if the COVID-19 pandemic extends into 2021.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

FUND:	GENERAL 100	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	DISASTER COST CENTER/ 1003603

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2018 ACTUAL**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**
SUPPLIES	0	0	0	0	62,901	150,000	0
PURCHASED SERVICES (*1)	0	0	0	0	29,520	2,000,000	0
TOTAL EXPENDITURES	0	0	0	0	92,421	2,150,000	0
REVENUES:							
MISCELLANEOUS	0	0	0	0	76,616	2,150,000	0
TOTAL REVENUES	0	0	0	0	76,616	2,150,000	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	15,805	0	0

PURCHASED SERVICES (*1) – Due to the uncertainty of the types of expenditures at this time, many of the estimated costs have currently been grouped under the Purchased Services line item. Once the breakdown is known, the amounts will be allocated to the proper object line item.

FUND:	STATE GRANTS 210	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT GRANTS / 2100600

MISSION STATEMENT:
To enhancement the capabilities of County Emergency Management as it relates to serving our public and private partners, utilizing available federal, state and/or local grant funding.

BUDGET ISSUES:
None

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL/TRAINING	4,051	0	0	0	0	0	0
PURCHASED SERVICES	0	0	0	0	0	0	0
TOTAL EXPENDITURES	4,051	0	0	0	0	0	0
REVENUES:							
MISCELLANEOUS	4,051	0	0	0	0	0	0
TOTAL REVENUES	4,051	0	0	0	0	0	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	0	0

FUND:	OTHER RESTRICTED CONTRIBUTIONS/DONATIONS 214	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT DONATIONS/ 2140200

MISSION STATEMENT:

The mission of Outagamie County CERT (Community Emergency Response Team) is to educate individual citizens about disaster preparedness and train them in basic disaster response skills such as fire safety, utility safety, team organization and basic disaster medical operations. Outagamie County CERT also offers Rehab support to local Emergency Response personnel. The CERT Rehab Team provides quality rehabilitation services along with a safe and secure resting area for all emergency response personnel throughout Outagamie County for extended emergency situations.

BUDGET ISSUES:

As of 12/31/19, this fund had a balance of $13,530. A fundraising event was held in 2020 raising $19,400 of which $11,700 will be expended in 2020 resulting in an estimated balance of $20,730 as of 12/31/20. An additional $20,000 is anticipated in 2021 with estimated expenditures of $14,000, leaving an estimated balance of $26,730 as of 12/31/21.

2020 ACCOMPLISHMENTS:

- CERT Basic Class was offered in January-February 2020. We retained 10 new members from this class bringing our roster to 54 members.
- Monthly meetings were held in January, February and March with various trainings and presentations offered.
- Activated for 5 Rehab call-outs during the 1st half of 2020, participated in Point-in-Time check for the homeless in January. CERT rehab was deactivated for several months during the onset of COVID-19.
- During the COVID-19 response, CERT members played a critical role for Public Health duties including, call taking, grocery and supply delivery and testing site support.
- CERT members have assisted with programming about 600 weather radios for the 2020 Outreach Program for citizens.

2021 OBJECTIVES:

- Implement and successfully complete a fundraising event to help support team sustainability.
- Continue to provide community preparedness outreach at area events.
- Implement a training protocol for wide-area search training to assist local emergency responders including the Outagamie County CERT.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	OTHER RESTRICTED CONTRIBUTIONS/DONATIONS 214	DEPARTMENT NAME:	EMERGENCY MANAGEMENT
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	EMERGENCY MANAGEMENT DONATIONS/ 2140200

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	4,129	13,000	13,000	10,693	11,700	13,000	13,000
PURCHASED SERVICES	608	1,000	1,000	211	500	1,000	1,000
TOTAL EXPENDITURES	4,737	14,000	14,000	10,904	12,200	14,000	14,000
REVENUES:							
MISCELLANEOUS	2,088	20,000	20,000	19,400	19,400	20,000	20,000
OTHER FINANCING SOURCES	1,000	0	0	0	0	0	0
TOTAL REVENUES	3,088	20,000	20,000	19,400	19,400	20,000	20,000
NET DEPARTMENT COST (REVENUE)	1,649	(6,000)	(6,000)	(8,496)	(7,200)	(6,000)	(6,000)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
SUNDRY VEHICLE/EQUIP SUPPLIES	13,000	
TOTAL SUPPLIES:		13,000
PURCHASED SERVICES:		
VEHICLE MAINTENANCE	1,000	
TOTAL PURCHASED SERVICES:		1,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
MISCELLANEOUS:		
DONATIONS	20,000	
TOTAL MISCELLANEOUS:		20,000

FUND:	JAIL ASSESSMENT FEES	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAIL ASSESSMENT / 7060100

MISSION STATEMENT:

This cost center provides for the construction, remodeling, repair or improvement of county jails as provided for in Ss. 53.46, Wis. Stats.

The imposition of a jail assessment fee was created by the State of Wisconsin and became effective October 1, 1987. The fee is based on 1% of the court imposed fine or forfeiture or $10.00, whichever is greater, and is assessed for violation of state law and municipal or county ordinance violations, except for non-moving traffic violations.

Wisconsin Statutes allow for the expenditure of these funds for the construction, remodeling, repair or improvement of county jails.

BUDGET ISSUES:

At the end of 2020, this fund is projected to have a small deficit balance of $2,229. Due to the deficit balance and with the Jail Assessment Fees to be collected in 2021 projected to decrease, the operating transfer out to the General Fund will decrease to $120,000 in the 2021 budget.

MAJOR CHANGES IN EXPENDITURES:

Operating Transfer Out decreased due to reducing the current deficit in the fund. (5,000)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs decreased due to an anticipated decrease in this revenue. (6,000)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
OPERATING TRANSFER OUT	130,000	125,000	125,000	125,000	125,000	120,000	120,000
TOTAL EXPENDITURES	130,000	125,000	125,000	125,000	125,000	120,000	120,000
REVENUES:							
FEES, FINES & COSTS	138,643	136,000	136,000	64,288	130,000	130,000	130,000
TOTAL REVENUES	138,643	136,000	136,000	64,288	130,000	130,000	130,000
NET DEPARTMENT COST (REVENUE)	(8,643)	(11,000)	(11,000)	60,712	(5,000)	(10,000)	(10,000)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
OPERATING TRANSFER OUT:			**FEES, FINES & COSTS:**		
GENERAL FUND	120,000		JAIL ASSESSMENT	130,000	
TOTAL OPERATING TRANSFER OUT:		120,000	**TOTAL FEES, FINES & COSTS:**		130,000

FUND:	GENERAL 100	DEPARTMENT NAME:	TRAFFIC SAFETY COMMISSION
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME /NUMBER:	TRAFFIC SAFETY COMMISSION / 1008009

MISSION STATEMENT:

The Outagamie County Highway Traffic Safety Commission (TSC) has ten members comprised of local representatives from law enforcement, education, the legal profession, medicine, highway engineering, highway safety and citizens in the community. Three Citizen Commission members are paid to attend the quarterly TSC meetings. All members of the TSC have the opportunity to attend the annual State of Wisconsin Traffic Safety Conference.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	0	0	0	0	0
Part-Time Employees	10	10	10	10	10

2020 ACCOMPLISHMENTS:

- Coordinated efforts with local law enforcement agencies and government groups, including the Wisconsin State Patrol, Outagamie County Highway Department, school districts and Wisconsin Department of Transportation to improve upon traffic safety.
- Deployed the Outagamie County Sheriff's Office radar speed board throughout Outagamie County.
- Conducted public presentations, specifically discussing safety and traffic issues in the county.
- Provided Outagamie County Sheriff's Office reports related to traffic enforcement and crash data to government agencies seeking statistical information.
- Utilized state traffic grant funding for extra traffic enforcement throughout the year.
- Expanded the use of social media to educate and inform the public of traffic safety concerns.
- Issued several media releases regarding traffic safety initiatives.

2021 OBJECTIVES:

- Continue to improve upon the use of social/public media as a means to educate the general public on traffic safety issues.
- Utilize state traffic grants as a means to focus on special enforcement initiatives.
- Improve upon our professional efforts addressing specific safety concerns of the public.
- Work closely with local law enforcement groups to develop professional protocol and planning as it pertains to specific traffic issues.
- Coordinate with the Highway Department and State DOT on roadway improvement projects.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	TRAFFIC SAFETY COMMISSION
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	TRAFFIC SAFETY COMMISSION / 1008009

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	150	300	300	25	150	300	300
FRINGE BENEFITS	11	24	24	2	11	24	24
TRAVEL/TRAINING	125	100	100	0	0	125	125
SUPPLIES	4,968	5,000	5,000	255	5,000	5,000	5,000
PURCHASED SERVICES	0	50	50	0	50	25	25
TOTAL EXPENDITURES	5,254	5,474	5,474	282	5,211	5,474	5,474
NET DEPARTMENT COST (REVENUE)	5,254	5,474	5,474	282	5,211	5,474	5,474

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PER DIEM	300	
TOTAL SALARIES:		300
FRINGE BENEFITS:		
FRINGE BENEFITS	24	
TOTAL FRINGE BENEFITS:		24
TRAVEL/TRAINING:		
6 STATEWIDE TRAINING SESSIONS	125	
TOTAL TRAVEL/TRAINING:		125
SUPPLIES:		
SCHOOL HANDOUTS & PROMOTIONS	2,500	
SAFETY PUBLICITY	2,500	
TOTAL SUPPLIES:		5,000
PURCHASED SERVICES:		
POSTAGE	25	
TOTAL PURCHASED SERVICES:		25

FUND:	JAIL FUND 212	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAIL FUND / 2120100

MISSION STATEMENT:
With the approval of the Sheriff, the County shall use the Jail Fund for maintaining the legitimate operation of the Outagamie County Jail and proper care and control of its inmates including, but not limited to, obtaining supplies and purchased services.

The Jail Fund consists of all funds generated through commissaries or sales of items to inmates, 5% of Huber/GPS/DRC/Paternity offenders' inmate fees, funds collected from coin operated machines, and other inmate miscellaneous revenues.

BUDGET ISSUES:
As of 12/31/2019 the Jail Fund has a fund balance of $88,350. It is estimated that $16,075 will be used from the fund balance in 2020 and approximately $4,634 will be used in 2021. The estimated fund balance, as of 12/31/2021, would be approximately $67,641.

2020 ACCOMPLISHMENTS:
- To support and promote inmate wellbeing and safety the shelf hooks were removed from each shelf in the inmate sleep areas (traditional lock up housing) on the 3rd, 4th and 5th floors.
- To support and promote inmate wellbeing and safety the shower vents are being replaced in the inmate showers to help prevent self-harm.
- Over the years the inmate mirrors have become scratched and difficult for our inmates to see themselves. In partnership with Maintenance, they are changing out mirrors as time permits in each of the individuals' cells.
- This budget continues to provide funding and support for inmate programs for Jail ministry, Criminal Justice Treatment Services programs and education for our inmate population.

2021 OBJECTIVES:
- Continue our painting initiative and reduce graffiti in the housing units. We will continue to paint 25% of the jail space per year, which establishes a complete painting rotation every four years; this will be achieved by December 31, 2021.
- The basic objective will be to continue providing educational, ministry, programming, and other essential services for the well-being and benefit of the inmate population; this objective will be met in the most efficient and cost effective manner as practical throughout the year. Programming will continue to be evaluated based on need and facilitators, program effectiveness will be evaluated after December 31, 2021.
- Continue to meet and assist those sentenced to Huber and facilitate employment, treatment, and/or other needs while incarcerated; partnering with CJTS to work with employment agencies and build inmate hiring relationships; this will be achieved by December 31, 2021.
- In an effort to increase the mental health services offered to our inmates, tele-psychiatry will be added. Eight hours per week will be provided as well as on call services available; this will begin with the new contract with the Inmate Health Services provider.

FUND:	JAIL FUND 212	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAIL FUND / 2120100

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to tele-psychiatry services.	36,400
Capital Outlay decreased due to various projects.	(54,400)

MAJOR CHANGES IN REVENUES:

Fees, Fines and Costs decreased due to inmates on Huber, GPS and DRC.	(8,026)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	13,234	17,450	17,450	11,649	19,450	19,450	19,450
PURCHASED SERVICES	128,792	108,217	108,217	34,425	107,517	143,917	143,917
CAPITAL OUTLAY	10,920	54,400	54,400	4,342	44,400	0	0
TOTAL EXPENDITURES	152,946	180,067	180,067	50,416	171,367	163,367	163,367
REVENUES:							
FEES, FINES AND COSTS	31,360	35,659	35,659	10,632	23,132	26,733	26,733
MISCELLANEOUS	129,974	129,600	129,600	59,475	130,000	130,000	130,000
INTEREST INCOME	1,762	1,320	1,320	1,162	2,160	2,000	2,000
FINANCING SOURCES OTHER	5,358	13,488	13,488	13,488	16,075	4,634	4,634
TOTAL REVENUES	168,454	180,067	180,067	84,757	171,367	163,367	163,367
NET DEPARTMENT COST (REVENUE)	(15,508)	0	0	(34,341)	0	0	0

FUND:	JAIL 212	DEPARTMENT NAME:	SHERIFF
FUNCTION:	PUBLIC SAFETY	COST CENTER NAME / NUMBER:	JAIL FUND / 2120100

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
BOOKS/EDUCATIONAL MATERIALS	2,100	
INMATE SUPPLIES	10,100	
OFFICE SUPPLIES	250	
PAINTING SUPPLIES	4,500	
SUNDRY SUPPLIES	2,500	
TOTAL SUPPLIES:		19,450
PURCHASED SERVICES:		
DUES & SUBSCRIPTIONS	4,490	
LEASE RENTALS	760	
PASTORAL SERVICES	24,000	
EDUCATIONAL SERVICES	7,335	
EDUCATIONAL SERVICES - CJTS	11,532	
TELE-PSYCHIATRY	36,400	
MAINTENANCE CONTRACT – OTHER	8,800	
CJTS SERVICES	21,600	
TRUSTY PAY	21,000	
INMATE PRINTING	8,000	
TOTAL PURCHASED SERVICES:		143,917

	AMOUNT	TOTAL AMOUNT
REVENUES:		
FEES, FINES & COSTS:		
5% OF HUBER, GPS & DRC	25,833	
INDIGENT PACK REIMBURSEMENT	900	
TOTAL FEES, FINES & COSTS:		26,733
MISCELLANEOUS:		
COMMISSIONS	130,000	
TOTAL MISCELLANEOUS:		130,000
INTEREST INCOME:		
INTEREST INCOME	2,000	
TOTAL INTEREST INCOME:		2,000
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	4,634	
TOTAL FINANCING SOURCES OTHER:		4,634

HEALTH & HUMAN SERVICES

FUND:	BREWSTER VILLAGE 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

MISSION STATEMENT AND GUIDING PRINCIPLES:

Brewster Village will excel at being a community where individuals receive services that emphasize independence and freedom of choice so that they continue to lead productive and fulfilling lives. Brewster Village provides short and long-term nursing home services to create individualized, residential experiences that are designed to meet individuals' social and medical needs. Brewster Village will maximize the health, independence, self-esteem, and intrinsic worth of each individual; promote person-directed living by encouraging personal choice and advocating for the rights of all individuals; collaborate with families, guardians, and other community resources to address the social and medical needs of each individual; function as a team, displaying a positive, professional attitude while treating villagers, families, visitors, and coworkers with dignity and respect; recognize the team as valuable resources and encourage continuous professional development to enrich their contributions; and adhere to applicable regulations and guidelines, as well as properly manage available resources.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	35	36	36	36	36
Part-Time Employees	0	1	1	1	1
FTE	186.4	186.4	186.4	186.4	186.4

BUDGET ISSUES:

The national health crisis has affected nursing homes all over the country and state including Brewster Village. Operationally, a multitude of changes have been implemented to combat the crisis. There has been an increased need for Personal Protective Equipment and cleaning supplies, all while these items were either completely unavailable, or only available with a significant markup in cost. Additional resources were utilized to allow for employee wellness screening, recurrent team member and villager COVID-19 testing, staffing resources for villager outdoor visitation, increased communication, and numerous other efforts to ensure correct infection control practices are taking place.

Due to the pandemic, all entry to Brewster Village by anyone other than "essential" employees and vendors was restricted. Therefore, capital projects such as the comprehensive window replacement project and flooring replacement were not able to be completed. Therefore, these projects and others are anticipated to have to be moved to 2021, and as a result, may result in a higher total cost, combined with the pressure of other necessary capital improvement projects already budgeted and scheduled for 2021.

Federal regulatory requirements continue to expand for nursing homes as Wisconsin remains among the lowest in the nation in terms of Medicaid reimbursement. The state Medicaid budget for nursing homes does include a 1% acuity increase this biennial year, though still significantly underfunded.

In the midst of the national health emergency, the caregiver shortage crisis continues. In the State of Wisconsin, 23% of caregiver jobs remain unfilled. This number has increased from 19% in 2018 and 14.5% in 2016. While the CNA required training hour requirement was reduced from 120 to 75, there remains fewer Certified Nursing Assistants on the registry each year. This is compounded by the fact that the population in Wisconsin age 85 or older is expected to increase by 112% in the next 20 years, and the number of Wisconsin residents diagnosed with dementia is projected to increase 88% by the year 2040.

FUND:	BREWSTER VILLAGE 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

BUDGET ISSUES CONTINUED:

Regarding the current financial position of Brewster Village, the fund is projected to have a surplus of $2.1M in 2020, which includes an unanticipated $441,000 certified public expenditure disbursement. This disbursement is provided to publicly owned nursing homes when there is a state budget surplus in this specific account. Brewster Village also received $874,000 as part of the provider relief during the coronavirus pandemic. These funds are to be used to prevent, prepare for, and respond to coronavirus, and the payment shall reimburse for health care related expenses or lost revenues that are attributable to coronavirus. This budget includes transferring $1,5M back to the general fund and retaining the remaining $600,000 which will be committed for future equipment/building replacement and major maintenance activities, in accordance with Brewster Village's long-range capital improvement plan. Brewster Village anticipates using $545,000 of the equipment replacement fund to start replacing sections of the roof and $250,000 for window replacement in 2021. At the end of 2021 it is projected the equipment/building stabilization fund will have a balance of $972,106 and the revenue stabilization fund will have a balance of $1,000,000.

The levy needed to support Brewster Villages operations for 2021 will be reduced substantially from the 2020 budget by a net $1.3 million dollars. This is mainly due to two items: Firstly, increases in both Medicare's and Medicaid's reimbursements rates over the past year as well as anticipated into 2021. These rate increases were years in the making. Secondly, the debt service expenses were reduced by $316,210 based on the declining debt schedule. 2021 is the last year any debt service payments will be needed for Brewster Village.

2020 ACCOMPLISHMENTS:

- Largely maintained team vacancy rates at or below 10% of total FTE.
- Completed the remodeling project for one household's spa room, improving the bathing experience for villagers, taking into account villager and team member feedback, increasing satisfaction and safety while providing for a more aesthetically pleasing, spa-like atmosphere.
- Reduced villager fall incidents through the Expressive Actions & Falls quality assurance subcommittee, thus ensuring continued support of villagers' independence, while increasing safety.
- Attained re-hospitalization rates which are significantly lower than expected levels through an initiative by the Corporate Compliance subcommittee's focus group.
- Villagers' call-for-assistance system and team member wireless communication system was replaced. The replacement system provides for increased location identification accuracy and is anticipated to lead to a reduction in assistance call response times, while improving team member communication via the wireless voice network.
- Completed a Federal Infection Control focused survey (inspection) with no noted deficiencies during the health emergency.
- Provided additional engagement offerings for villagers by expanding the Café and adding a Country Store.

2021 OBJECTIVES:

- Evaluate staffing strategy to increase *staffing* quality indicator in terms of "stars" as identified by Centers for Medicare & Medicaid Services.
- Identify solutions for sustainable recruitment & retention levels for Brewster Village team members to maintain vacancy rate at or below ten percent of total F.T.E.
- Reduce medication errors to two or less per month, as identified through the Infection Prevention, Pain Management and Pharmacy Quality Improvement Subcommittee, a *Performance Improvement Project* for quality assurance.

FUND:	BREWSTER VILLAGE 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

2021 OBJECTIVES CONTINUED:

- Review content in several areas of the Brewster Village Service Agreement in order to more clearly express and ensure understanding private payment responsibility if a third party payer denies a claim, in order to reduce the number of aging accounts which need to be sent to collection.
- Continue to evaluate operational opportunities for Brewster Village to best meet the needs of the community.

ACTIVITY INDICATORS:	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Estimate
Medical Assistance Days	33,545	35,313	35,944	38,657	37,656
Medicare Days	7,071	9,380	8,495	8,138	8,533
Private Pay / Commercial Insurance Days	29,376	24,355	23,387	21,025	20,751
Total Resident Days	69,992	69,048	67,826	67,820	66,940

MAJOR CHANGES IN EXPENDITURES:

Salaries increased due to salary increases, step increases and filling vacant positions.	310,995
Fringe Benefits decreased due to the health insurance premium decreases.	(24,980)
Purchased Services increased due to therapy utilization.	94,243
Capital Outlay increased due to the projects selected.	540,050
Principal Retirement decreased in accordance with the debt schedule.	(290,000)
Interest and Fiscal Charges decreased in accordance with the debt schedule.	(26,210)

MAJOR CHANGES IN REVENUES:

Intergovernmental revenue increased due to additional MA certified public expenditure disbursement amount.	72,721
Charges for Services increased due to increase in MA rates.	446,433
Charges for Services increased due to increase in Medicare days and rates.	820,737
Financing Sources Other increased due to the capital outlay project selected, using restricted building & equipment stabilization funds.	445,050

FUND:	BREWSTER VILLAGE 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER	BREWSTER VILLAGE / OVERALL SUMMARY

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	10,914,857	11,465,373	11,465,373	5,394,435	11,013,628	11,776,368	11,776,368
FRINGE BENEFITS	4,785,119	4,737,020	4,737,020	2,206,062	4,613,733	4,712,040	4,712,040
TRAVEL / TRAINING	33,413	44,015	44,015	8,516	17,533	45,600	45,600
SUPPLIES	1,399,264	1,523,520	1,525,846	704,068	1,453,657	1,560,768	1,560,768
PURCHASED SERVICES	2,789,171	3,036,640	3,177,705	1,387,157	3,120,622	3,130,883	3,130,883
CAPITAL OUTLAY	500,743	819,950	1,731,407	287,312	1,731,407	1,360,000	1,360,000
OPERATING TRANSFER OUT	2,250	0	0	0	0	0	0
PRINCIPAL RETIREMENT	1,425,000	1,400,000	1,400,000	1,400,000	1,400,000	1,110,000	1,110,000
INTEREST & FISCAL CHARGES	66,670	38,420	38,420	26,210	38,420	12,210	12,210
TOTAL EXPENDITURES	21,916,487	23,064,938	24,119,786	11,413,760	23,389,000	23,707,869	23,707,869
REVENUES:							
INTERGOVERNMENTAL	2,377,090	1,669,308	1,669,308	841,150	1,983,150	1,742,029	1,742,029
CHARGES FOR SERVICES	16,659,422	16,178,148	16,178,148	9,992,232	17,263,962	17,480,582	17,480,582
MISCELLANEOUS REVENUES	27,977	23,179	23,179	11,398	22,796	21,000	21,000
INTEREST INCOME	1,378	1,066	1,066	497	993	870	870
OPERATING TRANSFER IN	3,700	0	0	0	0	0	0
FINANCING SOURCES OTHER	1,170,546	349,950	1,404,798	1,404,798	1,404,798	795,000	795,000
TOTAL REVENUES	20,240,113	18,221,651	19,276,499	12,250,075	20,675,699	20,039,481	20,039,481
NET DEPARTMENT COST (REVENUE)	1,676,374	4,843,287	4,843,287	(836,315)	2,713,301	3,668,388	3,668,388

FUND:	BREWSTER VILLAGE - 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

RECAP: EXPENDITURES AND REVENUES

BREWSTER VILLAGE	TOTAL	SALARIES	FRINGE BENEFITS	TRAVEL/ TRAINING	SUPPLIES/ MATERIALS	PURCHASED SERVICES	CAPITAL OUTLAY
NURSING SERVICES	11,525,071	8,101,837	2,946,915	-	432,520	43,799	-
LAB	55,187	-	-	-	-	55,187	-
RADIOLOGY	22,154	-	-	-	-	22,154	-
PHARMACY	262,591	-	-	-	257,695	4,896	-
PT	657,077	-	-	-	-	657,077	-
AT/OT	1,479,446	857,494	378,875	-	52,500	190,577	-
PHYSICIANS SERVICES	142,520	-	-	-	-	142,520	-
SOCIAL SERVICES	605,370	453,864	151,506	-	-	-	-
DIETARY	2,321,417	1,196,103	550,657	-	572,637	2,020	-
PLANT OPERATION	1,249,684	237,226	114,793	-	101,600	796,065	-
HOUSEKEEPING	288,730	128,779	69,071	-	80,380	10,500	-
TRANSPORTATION	4,786	-	-	-	3,786	1,000	-
CENTRAL SUPPLY	231,163	75,572	50,456	-	12,000	93,135	-
MEDICAL RECORDS	206,721	128,899	77,822	-	-	-	-
ADMINISTRATION	3,533,742	596,594	371,945	45,600	47,650	1,111,953	1,360,000
TOTAL OPERATING EXPENDITURES	22,585,659	11,776,368	4,712,040	45,600	1,560,768	3,130,883	1,360,000
DEBT SERVICE	1,122,210						
TOTAL EXPENDITURES	23,707,869						
TOTAL REVENUES	20,039,481						
NET LEVY	3,668,388						

FUND:	BREWSTER VILLAGE - 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5017100 - NURSING SERVICES:		
SALARIES:		
FULL-TIME PERMANENT	2,767,599	
PART-TIME PERMANENT	4,709,238	
OVERTIME	625,000	
TOTAL SALARIES:		8,101,837
FRINGE BENEFITS:		
FRINGE BENEFITS	2,946,915	
TOTAL FRINGE BENEFITS:		2,946,915
SUPPLIES:		
MEDICAL SUPPLIES NON-BILLABLE	286,604	
INCONTINENT SUPPLIES	94,243	
MEDICARE SUPPLIES	1,358	
SUNDRY EQUIPMENT	15,000	
ADAPTIVE EQUIPMENT	13,263	
OXYGEN	22,052	
TOTAL SUPPLIES:		432,520
PURCHASED SERVICES:		
OTHER MEDICAL SERVICES	11,610	
MEDICARE OTHER	32,189	
TOTAL PURCHASED SERVICES:		43,799
5017221 - LAB:		
PURCHASED SERVICES:		
LAB TESTING SERVICES-MEDICARE	38,648	
LAB TESTING SERVICES-OTHER	13,136	
EKG SERVICES-MEDICARE	3,403	
TOTAL PURCHASED SERVICES:		55,187

	AMOUNT	TOTAL AMOUNT
5017222 - RADIOLOGY:		
PURCHASED SERVICES:		
RADIOLOGY-MEDICARE	22,154	
TOTAL PURCHASED SERVICES:		22,154
5017223 - PHARMACY:		
SUPPLIES:		
PHARMACY SUPPLIES-MEDICARE	257,695	
TOTAL SUPPLIES:		257,695
PURCHASED SERVICES:		
CONSULTING SERVICES	4,896	
TOTAL PURCHASED SERVICES:		4,896
5017224 - PHYSICAL THERAPY:		
PURCHASED SERVICES:		
PHYSICAL THERAPY	657,077	
TOTAL PURCHASED SERVICES:		657,077
5017226 - ACTIVITY/OCCUPATIONAL THERAPY:		
SALARIES:		
FULL-TIME PERMANENT	226,920	
PART-TIME PERMANENT	590,574	
OVERTIME	40,000	
TOTAL SALARIES:		857,494
FRINGE BENEFITS:		
FRINGE BENEFITS	378,875	
TOTAL FRINGE BENEFITS:		378,875

FUND:	BREWSTER VILLAGE - 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5017226 - ACTIVITY/OCCUPATIONAL THERAPY CONTINUED:		
SUPPLIES:		
SPECIALTY ITEMS	37,000	
SUNDRY CONSUMED SUPPLIES	13,000	
SUNDRY EQUIPMENT	2,500	
TOTAL SUPPLIES:		52,500
PURCHASED SERVICES:		
OTHER SPECIAL OBLIGATIONS	5,010	
OCCUPATIONAL THERAPY	93,733	
SPEECH THERAPY	91,834	
TOTAL PURCHASED SERVICES:		190,577
5017230 - PHYSICIAN SERVICES:		
PURCHASED SERVICES:		
PYSCHIATRIST SERVICES	17,520	
MEDICAL DIRECTOR	125,000	
TOTAL PURCHASED SERVICES:		142,520
5017235 - SOCIAL SERVICES:		
SALARIES:		
FULL-TIME PERMANENT	409,001	
PART-TIME PERMANENT	44,863	
TOTAL SALARIES:		453,864
FRINGE BENEFITS:		
FRINGE BENEFITS	151,506	
TOTAL FRINGE BENEFITS:		151,506

	AMOUNT	TOTAL AMOUNT
5017550 - DIETARY SERVICES:		
SALARIES:		
FULL-TIME PERMANENT	474,594	
PART-TIME PERMANENT	681,509	
OVERTIME	40,000	
TOTAL SALARIES:		1,196,103
FRINGE BENEFITS:		
FRINGE BENEFITS	550,657	
TOTAL FRINGE BENEFITS:		550,657
SUPPLIES:		
RAW FOOD	498,070	
KITCHEN UTENSILS	13,540	
JANITORIAL SUPPLIES	14,859	
DIETARY-LIQUID SUPPLEMENT	25,117	
SUNDRY EQUIPMENT	5,000	
SUNDRY	16,051	
TOTAL SUPPLIES:		572,637
PURCHASED SERVICES:		
OTHER SPECIAL OBLIGATIONS	2,020	
TOTAL PURCHASED SERVICES:		2,020
5017551 - PLANT OPERATIONS:		
SALARIES:		
FULL-TIME PERMANENT	227,226	
OVERTIME	10,000	
TOTAL SALARIES:		237,226
FRINGE BENEFITS:		
FRINGE BENEFITS	114,793	
TOTAL FRINGE BENEFITS:		114,793

FUND: BREWSTER VILLAGE - 501 DEPARTMENT NAME: BREWSTER VILLAGE

FUNCTION: HEALTH COST CENTER NAME / NUMBER: BREWSTER VILLAGE / OVERALL SUMMARY

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5017551 - PLANT OPERATIONS CONTINUED:		
SUPPLIES:		
LUMBER & OTHER MATERIALS	3,000	
GROUNDS MAINTENANCE	13,500	
PAINTS & COATINGS	3,700	
ELECTRICAL	40,000	
PLUMBING	16,000	
OTHER HARDWARE	20,000	
NURSE CALL HARDWARE	1,500	
SUNDRY EQUIPMENT	3,500	
DIESEL & PROPANE	400	
TOTAL SUPPLIES:		101,600
PURCHASED SERVICES:		
ELECTRICITY	321,437	
NATURAL GAS	98,131	
WATER/SEWER	71,000	
TELEPHONE-CHARGES	5,132	
TELEPHONE-EMERGENCY CELLULAR	3,000	
TELEPHONE ADVERTISING	400	
MAINTENANCE CONTRACTS	40,000	
MAINTENANCE CONTRACTS-ELEVATOR	4,000	
MAINTENANCE NURSE CALL	20,000	
MAINTENANCE-PLUMBING & ELECTRIC	35,000	
WASTE DISPOSAL	18,682	
MAINTENANCE OTHER REPAIRS	120,000	
GROUNDS MAINTENANCE	50,000	
MAINTENANCE–HEATING & COOLING	9,283	
TOTAL PURCHASED SERVICES:		796,065
5017552 - HOUSEKEEPING:		
SALARIES:		
FULL-TIME PERMANENT	37,461	
PART-TIME PERMANENT	86,318	
OVERTIME	5,000	
TOTAL SALARIES:		128,779

	AMOUNT	TOTAL AMOUNT
5017552 - HOUSEKEEPING CONTINUED:		
FRINGE BENEFITS:		
FRINGE BENEFITS	69,071	
TOTAL FRINGE BENEFITS:		69,071
SUPPLIES:		
JANITORIAL	25,000	
SUNDRY PROPERTY SUPPLIES	48,380	
SUNDRY EQUIPMENT	7,000	
TOTAL SUPPLIES:		80,380
PURCHASED SERVICES:		
EXTERMINATOR	2,500	
SUNDRY PROPERTY	8,000	
TOTAL PURCHASED SERVICES:		10,500
5017555 - TRANSPORTATION:		
SUPPLIES:		
GAS & DIESEL FUEL	3,536	
ACCESSORIES, TIRES, BATTERIES	250	
TOTAL SUPPLIES:		3,786
PURCHASED SERVICES:		
REPAIRS	1,000	
TOTAL PURCHASED SERVICES:		1,000
5017661 - CENTRAL SUPPLY:		
SALARIES:		
FULL-TIME PERMANENT	73,572	
OVERTIME	2,000	
TOTAL SALARIES:		75,572

FUND:	BREWSTER VILLAGE - 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5017661 - CENTRAL SUPPLY CONTINUED:		
FRINGE BENEFITS:		
FRINGE BENEFITS	50,456	
TOTAL FRINGE BENEFITS:		50,456
SUPPLIES:		
CONSUMED SUPPLIES-LAUNDRY	12,000	
TOTAL SUPPLIES:		12,000
PURCHASED SERVICES:		
LAUNDRY SERVICE	93,135	
TOTAL PURCHASED SERVICES:		93,135
5017663 - MEDICAL RECORDS:		
SALARIES:		
FULL-TIME PERMANENT	127,399	
OVERTIME	1,500	
TOTAL SALARIES:		128,899
FRINGE BENEFITS:		
FRINGE BENEFITS	77,822	
TOTAL FRINGE BENEFITS:		77,822
5017665 - ADMINISTRATION:		
SALARIES:		
FULL-TIME PERMANENT	530,750	
PART-TIME PERMANENT	58,844	
OVERTIME	7,000	
TOTAL SALARIES:		596,594

	AMOUNT	TOTAL AMOUNT
5017665 - ADMINISTRATION CONTINUED:		
FRINGE BENEFITS:		
FRINGE BENEFITS	227,742	
WORKERS' COMPENSATION INS.	144,203	
TOTAL FRINGE BENEFITS:		371,945
TRAVEL/TRAINING:		
MILEAGE	2,600	
MEALS & LODGING	9,500	
TRAINING & SEMINARS	30,000	
TUITION FEES	3,500	
TOTAL TRAVEL/TRAINING:		45,600
SUPPLIES:		
BOOKS & EDUCATIONAL MATERIALS	1,500	
OFFICE AND SUNDRY SUPPLIES	35,000	
EMPLOYEE APPRECIATION	3,650	
SUNDRY EQUIPMENT	7,500	
TOTAL SUPPLIES:		47,650
PURCHASED SERVICES:		
AUDITING SERVICES	3,639	
CONSULTING SERVICES	50,000	
EMPLOYEE TESTING SERVICES	9,000	
LEASE/RENTALS	1,247	
SPECIAL CONTRACTUAL SERVICES	65,000	
BED ASSESSMENT FEE (BED TAX)	416,160	
PROFESSIONAL LIABILITY INSURANCE	35,364	
PUBLIC OFFICIALS LIABILITY INS.	1,642	
VEHICLE LIABILITY INSURANCE	349	
PROPERTY INSURANCE	30,212	
COMPREHENSIVE GENERAL LIABILITY	10,993	

FUND:	BREWSTER VILLAGE - 501	DEPARTMENT NAME:	BREWSTER VILLAGE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	BREWSTER VILLAGE / OVERALL SUMMARY

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5017665 - ADMINISTRATION CONTINUED:		
PURCHASED SERVICES CONTINUED:		
BLANKET BOND-EMPLOYEE	475	
BOILER INSURANCE	2,382	
VEHICLE COMPREHENSIVE INSURANCE	1,444	
LOSS OF RENTS	5,643	
CONTRACTORS EQUIPMENT	57	
INSPECTION AND PLANNING FEES	600	
FACILITY LICENSE/REGULATION	1,224	
POSTAGE	5,000	
DUES & SUBSCRIPTIONS	60,000	
PRINTING	1,500	
ADVERTISING-OTHER	20,000	
ADVERTISING-EMPLOYMENT	18,000	
COPIERS MULTIFUNCTIONAL- COPIES	7,358	
IT CHARGES-ALLOCATIONS	241,058	
IT CHARGES-MAINT. CONTRACTS	62,926	
IT CHARGES-DIRECT BILLED	10,680	
BAD DEBT	50,000	
TOTAL PURCHASED SERVICES:		1,111,953
DEBT SERVICE:		
INTEREST EXPENSE	12,210	
PRINCIPAL RETIREMENT	1,110,000	
TOTAL DEBT SERVICE:		1,122,210
CAPITAL OUTLAY:		
RESIDENT CARE EQUIPMENT	347,000	
PLANT OPERATIONS EQUIPMENT	218,000	
ROOFING REPLACEMENT	545,000	
WINDOW REPLACEMENT	250,000	
TOTAL CAPITAL OUTLAY:		1,360,000

	AMOUNT	TOTAL AMOUNT
5010100 - BREWSTER VILLAGE REVENUES:		
REVENUES:		
INTERGOVERNMENTAL:		
SUPPLEMENTAL FUNDING	1,742,029	
TOTAL INTERGOVERNMENTAL:		1,742,029
CHARGES FOR SERVICES:		
MEDICAL ASSISTANCE	6,965,585	
MEDICARE A & B	4,183,410	
PRIVATE PAY/COMMERCIAL INS.	6,331,587	
TOTAL CHARGES FOR SERVICES:		17,480,582
MISCELLANEOUS:		
MISCELLANEOUS	21,000	
TOTAL MISCELLANEOUS:		21,000
INTEREST INCOME:		
INTEREST INCOME	870	
TOTAL INTEREST INCOME:		870
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	795,000	
TOTAL FINANCING SOURCES OTHER:		795,000

OUTAGAMIE COUNTY BREWSTER VILLAGE
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$17,263,962	$17,480,582
Miscellaneous	22,796	21,000
Total Operating Revenues	17,286,758	17,501,582
Operating Expenses:		
Salaries	11,013,628	11,776,368
Fringe Benefits	4,613,733	4,712,040
Travel/Training	17,533	45,600
Supplies	1,453,657	1,560,768
Purchased Services	3,120,622	3,130,883
Depreciation	1,013,057	1,088,635
Total Operating Expenses	21,232,230	22,314,294
Operating Income (Loss)	(3,945,472)	(4,812,712)
Nonoperating Revenues (Expenses)		
Intergovernmental Grants	1,983,150	1,742,029
General Property Tax	4,843,287	3,668,388
Interest Income	993	870
Operating Transfer In	0	0
Operating Transfer Out	0	0
Interest & Fiscal Charges	(31,420)	(6,105)
Total Nonoperating Revenue (Expenses)	6,796,010	5,405,182
Income (Loss) before Operating Transfers	2,850,538	592,470
Operating Transfers In (Out)	(1,529,986)	0
Net Income (Loss)	$1,320,552	$592,470

OUTAGAMIE COUNTY BREWSTER VILLAGE
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$17,286,758	$17,501,582
Intergovernmental Grants	1,983,150	1,742,029
Interest Earnings	993	870
Tax Payers	4,843,287	3,668,388
Operating Transfer In	0	0
Transfer from Restricted Funds	950,950	795,000
Prior Year Accounts Receivable	765,475	0
Decreases		
Cash Disbursed:		
To Employees	(11,013,628)	(11,776,368)
To Vendors for Supplies & Services	(9,205,545)	(9,449,291)
For Capital Assets	(1,731,407)	(1,360,000)
For Debt Principal	(1,400,000)	(1,110,000)
For Interest & Fiscal Charges	(38,420)	(12,210)
Transfer to Restricted Funds	(600,000)	0
Operating Transfer Out	0	0
Transfer to General Fund	(1,529,986)	0
Net Increase (Decrease) in Cash	311,627	0
Cash Balance, January 1	935,116	1,246,743
Cash Balance, December 31	$1,246,743	$1,246,743

Additional Restricted Cash and Investment (at cost)		
Revenue Stabilization	$1,000,000	$1,000,000
Equipment Repair/Replacement	1,567,106	972,106
Total	$2,567,106	$1,972,106

FUND:	HUMAN SERVICES - 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	SUMMARY / ALL

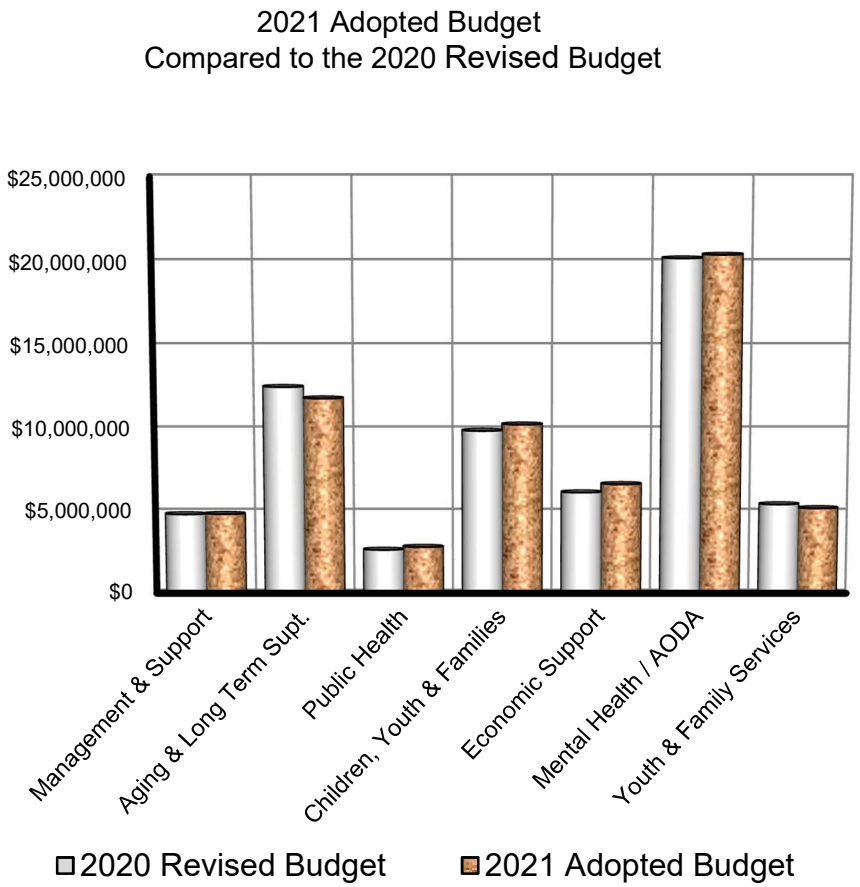
DEPARTMENT OF HEALTH & HUMAN SERVICES - RECAP OF EXPENDITURES AND REVENUES:

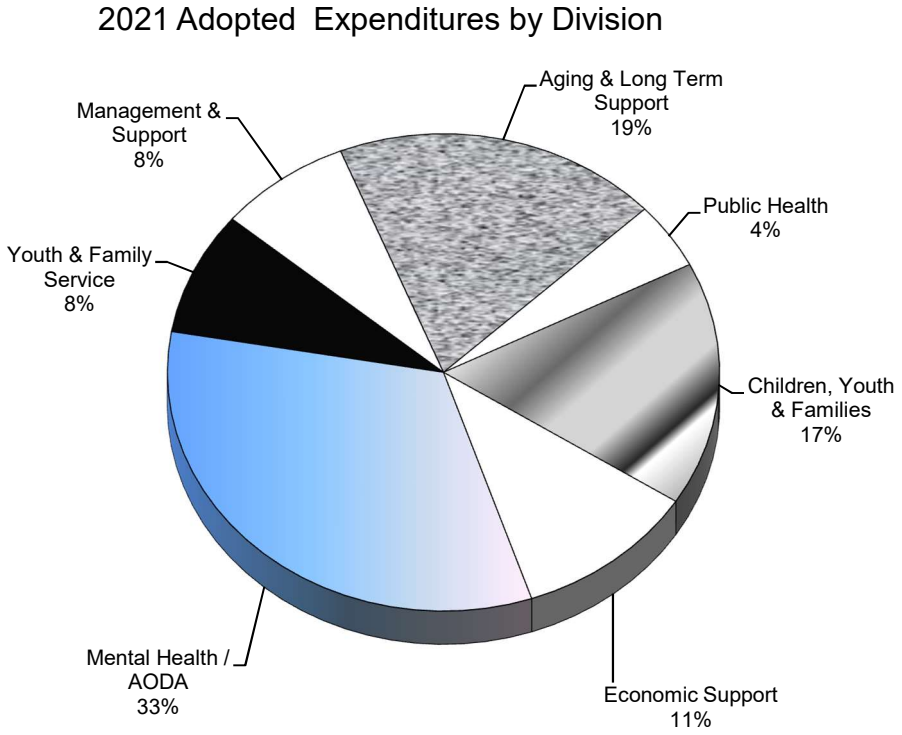
EXPENDITURES:	TOTAL	SALARIES	FRINGE BENEFITS	TRAVEL / TRAINING	SUPPLIES	PURCHASED SERVICES	ALLOCATED APPLIED EXP / OTHER FINANCING USES (1)	ALLOCATED APPLIED CREDIT	CAPITAL OUTLAY
MANAGEMENT & SUPPORT	5,002,843	1,334,989	699,772	19,813	84,290	2,848,485	24,416	(64,393)	55,471
AGING & LONG-TERM SUPPORT	10,187,763	1,718,406	650,977	52,072	4,554	6,880,947	809,332	(152,443)	223,918
CHILDREN, YOUTH & FAMILIES	10,140,068	3,825,158	1,460,757	91,754	9,046	5,438,584	-	(687,161)	1,930
MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE	17,597,053	4,558,601	1,649,640	130,500	22,259	11,314,937	43,414	(122,298)	-
ECONOMIC SUPPORT DIVISION	6,165,827	3,300,837	1,439,610	6,698	1,910	1,141,393	335,595	(60,216)	-
PUBLIC HEALTH	3,169,080	1,655,166	623,061	47,068	60,200	727,770	132,886	(77,071)	-
YOUTH & FAMILY SERVICES	5,015,413	2,328,025	875,320	44,800	39,548	1,730,121	(1,182)	(1,219)	-
TOTAL EXPENDITURES	57,278,047	18,721,182	7,399,137	392,705	221,807	30,082,237	1,344,461	(1,164,801)	281,319

REVENUES:	TOTAL	INTER - GOVERNMENTAL	FEES, FINES & COSTS	CHARGES FOR SERVICES	MISC.	FINANCING SOURCES OTHER
MANAGEMENT & SUPPORT	946,908	802,788	44,368	518	99,234	-
AGING & LONG-TERM SUPPORT	8,162,492	7,995,602	-	166,790	100	-
CHILDREN, YOUTH & FAMILIES	4,341,030	3,885,178	452,702	-	3,150	-
MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE	11,606,908	5,113,294	178,042	6,315,572	-	-
ECONOMIC SUPPORT DIVISION	5,220,683	5,196,720	23,963	-	-	-
PUBLIC HEALTH	1,818,885	1,551,568	259,308	6,159	1,850	-
YOUTH & FAMILY SERVICES	2,475,577	2,338,338	88,421	48,368	450	-
TOTAL REVENUES	34,572,483	26,883,488	1,046,804	6,537,407	104,784	-
NET DEPARTMENT COST (REVENUE)	22,705,564					

(1) This column includes both Allocated Applied Expense and Other Financing Uses (only in Management and Support)

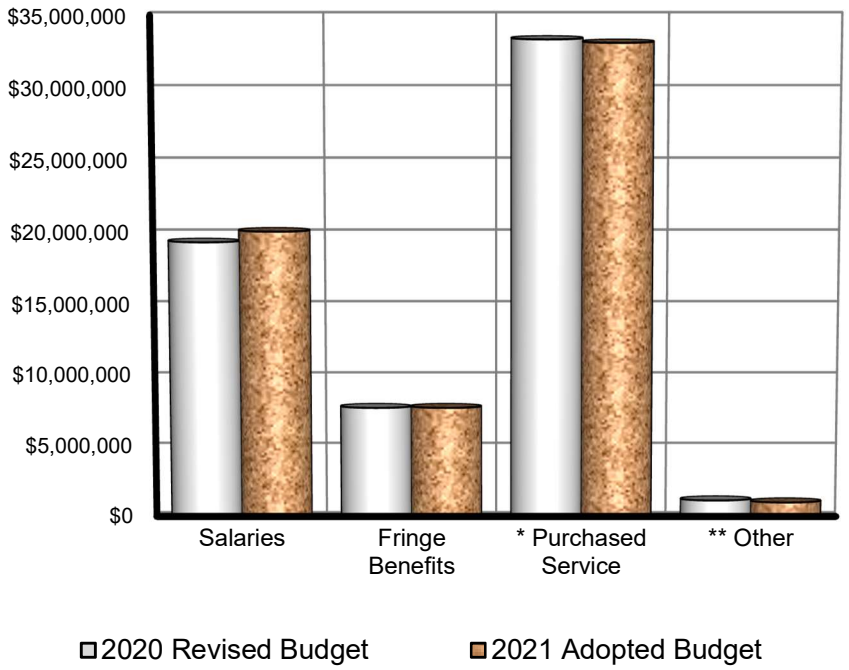
Department of Health & Human Services
Comparison of Expenditures by Division



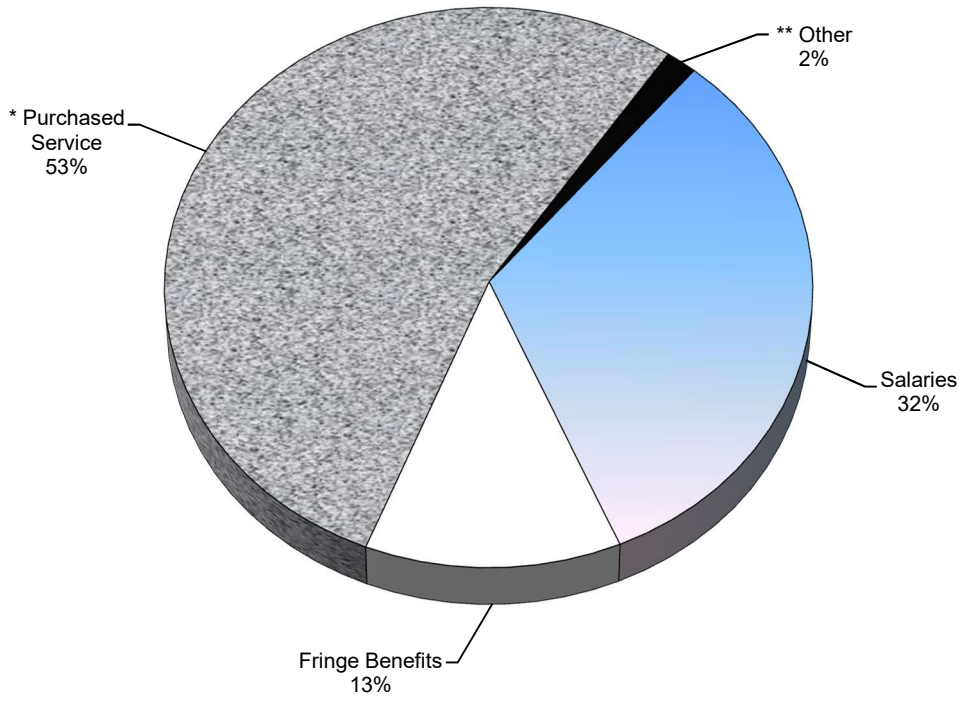


Department of Health & Human Services
Comparison of Expenditures by Type

2021 Adopted Budget
Compared to the 2020 Revised Budget

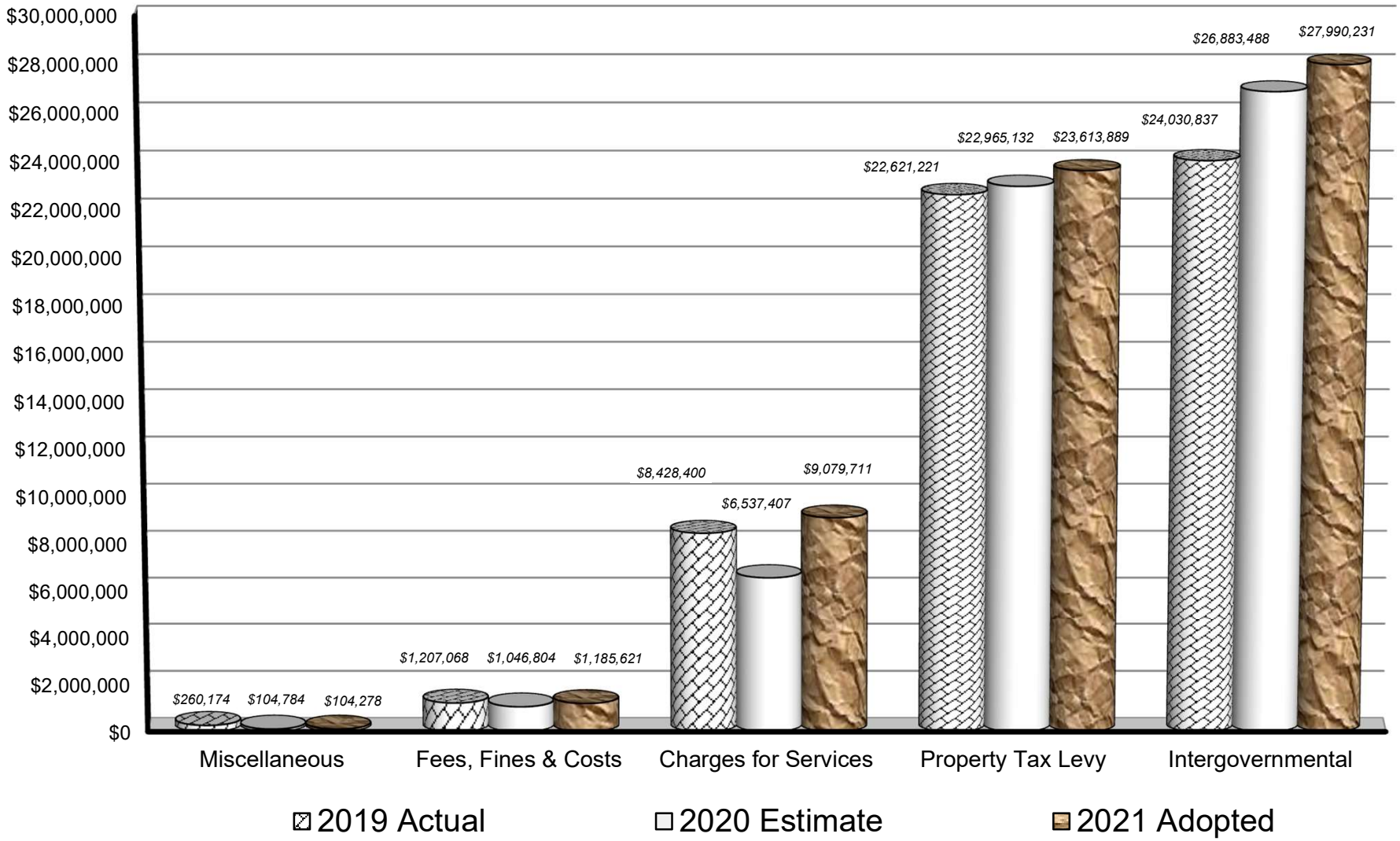


2021 Adopted Budget
Expenditures by Type



* 2021 Purchased Services includes Allocated Applied Expenses and Allocated Applied Credits.
** 2021 Other expense includes Travel/Training $533,550, Supplies $215,345 and Capital Outlay $249,174.

Department of Health & Human Services
Three Year Select Revenue Comparison



FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

MISSION STATEMENT:

The mission of agency management is to provide leadership and management to the Health & Human Services Department. The mission of the System Support Division is to provide state of the art, quality clerical support to all Department staff. The mission of the Fiscal Systems Unit is to plan and lead an effective and efficient fiscal system in the Department that is responsive to all customers.

PROGRAM DESCRIPTION:

This division includes the director, deputy director, fiscal manager, management assistant, supervisor of system support, two office supervisor, two administrative assistants, three systems analysts, and fourteen fiscal staff members. The division managers are budgeted in their respective cost centers.

Agency management staff provide leadership, strategic planning, financial oversight, program development and coordination of services for the Department. Agency management team members ensure that staff receive necessary and required training that all clients are handled with dignity and respect, and services are delivered professionally, timely, and efficiently to our county residents.

The System Support Division provides a wide variety of administrative assistance for the entire Department including:

- Telephone and reception for seven reception areas
- Appointment scheduling
- Mail and reprographics
- Typing, word processing, data entry
- Records and forms management including scanning into electronic client records
- Purchasing of office supplies/equipment
- Meeting logistics, agendas, minutes
- Training/travel arrangements
- Enter data into the Department database (The Clinical Manager) and state systems (PPS, eWiSACWIS, SAMS, WIR, KIDS, Rosie, WEDSS, Sphere, and CARES)
- Prepare requisitions and voucher payments
- Personnel and payroll functions
- Process legal documents, including filing of those documents at the Clerk of Courts Office, including mandatory e-filing of court documents
- Perform background checks on foster homes, guardians, volunteers, adoptions
- Food Share Electronic Benefit Transfer (EBT) priority carding and pinning
- Receipting payments and/or releasing benefits to customers
- Completes transcription across the Department
- Manages the Tyler payroll system
- New employee orientations for the Department
- Child Support Intake process

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

- Service of Process and/or coordination with private process servers
- Administrative support
- Database development and maintenance
- Completes e-filing for multiple divisions working with DA's office, Corp Counsel, Clerk of Courts, Probate and State Personnel.
- Monitor and edit the county AtHoc system for HHS employees
- Implement upgrades and maintain voice, text, and speech recognition software
- Provide ongoing training, problem solving, monitoring and data maintenance
- Complete Cube Reports for Management utilizing data from the Tyler system

The Fiscal Systems Unit provides the following services for the entire Department:

- Performing Accounts Receivable activities including:
  - Rate Setting
  - Fee Determinations
  - Invoicing individuals, Family Care entities, insurance, Medicaid, and Medicare
  - Receipting
  - Reprocessing of claims for denied services
- Completing Accounts Payable activities including:
  - Processing of service authorizations
  - Reviewing, confirming and payment of vendor invoices
- Preparation and monitoring of Provider Agency Contracts
- Preparation of monthly State Financial Reports including:
  - Department of Health Services (DHS) CARS
  - Department of Children & Families (DCF) SPARC
  - Department of Workforce Development (DWD) SPARC
  - Department of Administration (DOA) LIHEAP
  - Department of Health Services (DHS) GWAAR
  - Division of Vocational Rehabilitation (DVR)
- Tracking and monitoring costs and revenues relative to the Children's Long Term Support Medicaid Waiver and Autism Waiver funding sources. Activities include:
  - Technical oversight of Individual Service Plan preparation
  - Monitoring of service units and costs
  - Claiming costs via the Third Party Administrator (TPA) – WPS
  - Monitoring claims and payments processed by the Third Party Administrator (TPA)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

- Directing operations of Department fiscal functions:
  - Coordination of the annual budget
  - Preparation of monthly financial projections
  - Preparation of detailed cost and/or revenue analyses
  - Participation on operational program discussions and implementation planning
  - Coordination of the annual audit
- Acting as Representative Payee for clients of the MH/AODA Division

BUDGET ISSUES:

2021 will be a challenging year for staff of the Health and Human Services Department. Demand for services from our Department continues to increase, contract service providers are becoming scarcer to locate, and the COVID-19 pandemic has added additional considerations and challenges to our service delivery system. Funding sources, including Federal, State and third party insurance carrier payments are continuing at steady levels or seeing very minor increases. One additional challenge to highlight for calendar year 2021:

- The Department has requested funding in our 2021 Information Technology Plan to hire an outside contractor to help us prepare a formal selection process to evaluate and select a new software vendor to provide the Department's integrated fiscal and case management system. Health and Human Services software is very complicated and complex as it serves as an Electronic Health Record (EHR) system for our department and interfaces with numerous other information technology systems. Our hope is to begin implementing this new software system in calendar year 2022. Due to the size of our organization and the complexity of the system, it is envisioned that implementation of a new system could take up to 9 to 12 months.

2020 ACCOMPLISHMENTS:

The System Support Division:

- Handled approximately 2,397 phones calls across the department per week and 2,113 customer contacts per day, with no one filing a written complaint.
- Completed an average of 289 corrections each month from both internal and contracted staff through our database system, TCM. These have increased due to the Quality Assurance Specialist carefully monitoring productivity reports and Medicaid issues in TCM for proper billing purposes with our contract agencies.
- Continued implementing optical imaging of non-client records.
- Monitor all interface errors between the data transfer of case notes from Clinic 360 Dictation system to the TCM database.
- Related to our goal to turn around all dictated documents within 3 days, 75% of the time, the goal was met 100% of the time. In addition, all non-productive time was added into TCM for staff due to mandatory 100% time reporting requirements.
- Administrative staff continue to attend Human Resource training; System Support Supervisors are included in a Leadership Development group hosted by HR.
- Maintain E-filing through the state in all necessary areas. The System Support staff have averaged 411 cases in 4 divisions in each month. Each upload has anywhere from 1-50 documents requiring entry into the cases.
- Quarterly orientation by the management team for all new HHS employees, with a brief overview of each division in the department and their purpose.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

2021 OBJECTIVES:

- Continue to provide effective customer service throughout the Department. This will be measured by having a 5% or smaller complaint rate.
- Throughout 2021, turn around all dictated documents within 3 days, 75% of the time.
- Provide accurate and timely Department monthly financial projections, 100% of the time.
- Maximize outside financial resources to the greatest extent possible.
- Be responsive to and seek input from families, consumers, providers, and the community regarding customer service and the quality of service delivery.
- Promote efficiencies and service system changes in our daily operations as alternatives to budget reductions.
- Update all HHS policies and procedures and import into Policy Stat.
- Preserve our continuum of services at a level that ensures health, safety, well-being and self-sufficiency for our community's most vulnerable and needy populations.
- Meet 100% of federal and state performance standards and expectations in all our service divisions.
- Participate in statewide and regional planning efforts focusing on the mental health/substance abuse, economic support, and child welfare systems.
- Reduce the number of days of care provided at Winnebago and Mendota Mental Health Institutes by approximately 5% or more as compared to the total number of days utilized during calendar year 2020.
- Ensure that the East Central Income Maintenance Partnership continues to be a leader in the state of Wisconsin, meeting or exceeding all of our state and federal performance standards and finding new and innovative ways to create additional efficiencies to handle our growing workloads in this area.
- Continue to develop and train a competent, skilled workforce by working with Human Resources to create programs that attract and retain exceptional employees. Strive to maintain a Department turnover rate of 15% or less during calendar year 2021.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits decreased in total based on the following:

- Projected wage and benefit costs in addition to vacancy factor adjustments based on 2021 estimates and historical trends. 187,014
- Reduction of overtime based on recent historical usage. (5,000)
- Increased Worker's Compensation premium. 13,008

Travel/Training increased for anticipated tuition, training and travel costs. 6,920

Supplies and Capital Outlay decreased based on decrease in vehicle costs, reduction in office equipment needs and direct costs charged to various divisions. (76,242)

MAJOR CHANGES IN REVENUES:

Intergovernmental Revenues increased primarily due to the following:

- CLTS Admin funding available for Management and Support costs. 24,117
- ADRC Grant allocation available for Management and Support costs. 30,226

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	2,984,133	1,165,199	1,165,199	667,661	1,334,989	1,261,078	1,261,078
FRINGE BENEFITS	1,497,525	517,689	517,689	442,560	699,772	616,832	616,832
TRAVEL / TRAINING	28,156	24,813	24,813	4,687	19,813	31,733	31,733
SUPPLIES	79,343	84,290	84,290	24,185	84,290	63,519	63,519
PURCHASED SERVICES	2,795,620	2,865,353	2,971,063	1,054,531	2,848,485	2,857,882	2,857,882
ALLOCATED APPLIED EXPENSE	0	24,416	24,416	14,316	24,416	24,759	24,759
ALLOCATED APPLIED CREDIT	(20,366)	(24,092)	(24,092)	0	(64,393)	(20,366)	(20,366)
CAPITAL OUTLAY	29,635	55,471	55,471	0	55,471	0	0
TOTAL EXPENDITURES	7,394,046	4,713,139	4,818,849	2,207,940	5,002,843	4,835,437	4,835,437
REVENUES:							
INTERGOVERNMENTAL	7,691,625	777,955	777,955	1,493	802,788	835,302	835,302
FEES, FINES AND COSTS	46,302	44,849	44,849	4,859	44,368	45,324	45,324
CHARGES FOR SERVICES	1,142,860	1,036	1,036	260	518	1,082	1,082
MISCELLANEOUS	185,599	99,234	99,234	5,696	99,234	99,234	99,234
OPERATING TRANSFER IN	4,075	0	0	0	0	0	0
FINANCING SOURCES OTHER	0	0	105,710	0	0	0	0
TOTAL REVENUES	9,070,461	923,074	1,028,784	12,308	946,908	980,942	980,942
NET DEPARTMENT COST (REVENUE)	(1,676,415)	3,790,065	3,790,065	2,195,632	4,055,935	3,854,495	3,854,495

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

2065010 -- MANAGEMENT AND SUPPORT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	2,984,133	1,165,199	1,165,199	667,661	1,334,989	1,261,078	1,261,078
FRINGE BENEFITS	1,497,525	517,689	517,689	442,560	699,772	616,832	616,832
TRAVEL / TRAINING	28,156	24,813	24,813	4,687	19,813	31,733	31,733
SUPPLIES	79,343	84,290	84,290	24,185	84,290	63,519	63,519
PURCHASED SERVICES	1,394,352	1,464,085	1,569,795	704,214	1,447,217	1,456,614	1,456,614
ALLOCATED APPLIED EXPENSE	0	24,416	24,416	14,316	24,416	24,759	24,759
ALLOCATED APPLIED CREDIT	(20,366)	(24,092)	(24,092)	0	(64,393)	(20,366)	(20,366)
CAPITAL OUTLAY	29,635	55,471	55,471	0	55,471	0	0
TOTAL EXPENDITURES	5,992,778	3,311,871	3,417,581	1,857,623	3,601,575	3,434,169	3,434,169
REVENUES:							
INTERGOVERNMENTAL	1,147,304	777,955	777,955	1,493	802,788	835,302	835,302
FEES, FINES AND COSTS	46,302	44,849	44,849	4,859	44,368	45,324	45,324
CHARGES FOR SERVICES	744	1,036	1,036	260	518	1,082	1,082
MISCELLANEOUS	185,599	99,234	99,234	5,696	99,234	99,234	99,234
OPERATING TRANSFER IN	4,075	0	0	0	0	0	0
FINANCING SOURCES OTHER	0	0	105,710	0	0	0	0
TOTAL REVENUES	1,384,024	923,074	1,028,784	12,308	946,908	980,942	980,942
NET DEPARTMENT COST (REVENUE)	4,608,754	2,388,797	2,388,797	1,845,315	2,654,667	2,453,227	2,453,227

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

2065010 -- MANAGEMENT AND SUPPORT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	1,316,045	
OVERTIME	10,000	
VACANCY FACTOR 3.48%	(64,967)	
TOTAL SALARIES:		1,261,078
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	515,049	
VACANCY FACTOR 7.07%	(87,883)	
WORKERS COMPENSATION INSURANCE	189,666	
TOTAL FRINGE BENEFITS:		616,832
TRAVEL/TRAINING:		
MILEAGE	2,915	
MEALS/LODGING/OTHER	1,805	
TUITION	8,950	
TRAINING AND SEMINARS	15,463	
OUT OF STATE TRAVEL (DICTATION CONFERENCE - FLORIDA/TBD)	2,600	
TOTAL TRAVEL/TRAINING:		31,733
SUPPLIES:		
BOOKS & EDUCATIONAL MATERIALS	750	
AWARDS & RECOGNITION	4,075	
SUNDRY OFFICE SUPPLIES	57,026	
OFFICE EQUIPMENT	1,668	63,519
TOTAL SUPPLIES:		
PURCHASED SERVICES:		
INTERPRETER FEES	3,507	
TRANSCRIPT FEES	25	
AUDIT FEES	23,957	
CONSULTING SERVICES	12,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
SPECIAL INVESTIGATIONS	15,551	
SUNDRY PROPERTY SERVICES	2,817	
WASTE DISPOSAL/COLLECTION	4,500	
TELEPHONE - BASE CHARGE	16,855	
TELEPHONE - CELLULAR	13,147	
TELEPHONE - ADVERTISING	3,281	
MAINTENANCE CONTRACT - OFFICE EQUIPMENT	250	
OFFICE EQUIPMENT REPAIRS	968	
OTHER SPECIAL OBLIGATIONS	11,706	
COMPREHENSIVE GENERAL LIABILITY INS.	21,385	
PUBLIC OFFICIALS LIABILITY INS.	2,786	
VEHICLE LIABILITY INSURANCE	272	
SPECIAL RISK - VOLUNTEERS	772	
FIDELITY & SURETY BONDS	160	
BLANKET BOND EMPLOYEES	1,771	
PROPERTY INSURANCE	39,926	
BOILER & MACHINERY	350	
VEHICLE COMP AND COLLISION INSURANCE	931	
POSTAGE	70,296	
DUES & SUBSCRIPTIONS	4,500	
COMPUTER SERVICES	5,951	
PAGERS	191	
OUTSIDE PRINTING	3,528	
SUNDRY	160	
COPIERS MULTIFUNCTIONAL DEVICES	9,969	
ADVERTISING - EMPLOYMENT	2,137	
ADVERTISING - LEGAL NOTICES	1,349	
PHOTOCOPY/REPRODUCTION	46	
IT CHARGES - CONTRACTS	132,640	
IT CHARGES - PROCESSING SERVICES	983,103	
IT CHARGES - DIRECT BILLED	29,834	
PRINTING SERVICES	35,993	
TOTAL PURCHASED SERVICES:		1,456,614

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

2065010 -- MANAGEMENT AND SUPPORT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	24,759	
TOTAL ALLOCATED APPLIED EXPENSE:		24,759
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(20,366)	
TOTAL ALLOCATED APPLIED CREDIT:		(20,366)
REVENUES:		
INTERGOVERNMENTAL:		
TITLE III-C-1	3,451	
LOW INCOME CHILD CARE ADMINISTRATION	30,516	
CHILDREN'S WAIVER (CLTS)	239,494	
IV-D COSTS	159,736	
ADRC GRANT	160,295	
INCOME MAINTENANCE OVERMATCH	228,043	
FRAUD	13,767	
TOTAL INTERGOVERNMENTAL:		835,302

	AMOUNT	TOTAL AMOUNT
FEES, FINES AND COSTS:		
MISCELLANEOUS	45,324	
TOTAL FEES, FINES AND COSTS:		45,324
CHARGES FOR SERVICES:		
MISCELLANEOUS	1,082	
TOTAL CHARGES FOR SERVICES:		1,082
MISCELLANEOUS:		
OTHER PRIOR YEAR REVENUE	99,234	
TOTAL MISCELLANEOUS:		99,234

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGENCY MANAGEMENT & SUPPORT / VARIOUS

2065030 -- BASIC COUNTY ALLOCATION / CONTINGENCY FUND

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	1,401,268	1,401,268	1,401,268	350,317	1,401,268	1,401,268	1,401,268
TOTAL EXPENDITURES	1,401,268	1,401,268	1,401,268	350,317	1,401,268	1,401,268	1,401,268
REVENUES:							
INTERGOVERNMENTAL	6,544,321	0	0	0	0	0	0
CHARGES FOR SERVICES	1,142,116	0	0	0	0	0	0
TOTAL REVENUES	7,686,437	0	0	0	0	0	0
NET DEPARTMENT COST (REVENUE)	(6,285,169)	1,401,268	1,401,268	350,317	1,401,268	1,401,268	1,401,268

	AMOUNT	**TOTAL AMOUNT**
EXPENDITURES:		
PURCHASED SERVICES:		
FAMILY CARE CONTRIBUTION	1,401,268	
TOTAL PURCHASED SERVICES:		1,401,268

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

MISSION STATEMENT:

It is the mission of the Aging and Long-Term Support Division to provide resources, supportive services, and advocacy for individuals to maximize their safe level of independence while promoting community integration.

PROGRAM DESCRIPTION:

The Aging and Long Term Support Division has four service units that offer specialized services to our customers. This specialization allows the most appropriate utilization of staff skills and expertise and assures that staff is competent in all areas of these responsibilities.

Aging and Disability Resource Center (ADRC): This unit is a branch of a three-county ADRC Consortium that serves Waupaca, Calumet, and Outagamie counties. The ADRC provides a single point of contact for information and referral on long-term care and disabilities. Services provided by the ADRC include information and assistance / referral, unbiased options and long-term care enrollment counseling into the state funded long-term care benefit, benefit counseling to older adults and people with disabilities, short-term case management, transition services for young adults graduating from high school and entering the adult services system, prevention programming, eligibility determination for the state funded long-term support benefit (Family Care, Family Care Partnership, and IRIS).

Aging Services Unit: The Aging Services Unit coordinates Older Americans Act services for adults age 60 and older, including transportation services for the elderly and disabled, advocacy, Caregiver support, respite, nurse advocacy, and Nutrition Program meal service.

Developmental Disabilities Services Unit (DDSU): DDSU provides protective placement reviews, and guardianship services. In the area of protective placement reviews, staff complete annual protective placement reviews for individuals who are court ordered into out-of-home services to ensure placement is the least restrictive, most integrated environment necessary to meet the customer's needs. Guardianship services are assigned, reviewed, and discontinued in this area.

Supportive Home Care Unit: This unit provides light house cleaning, laundry, shopping / errand services, and medication runs for residents of Outagamie County age 65 and older with low incomes.

Contracted Services: The ALTS Division also purchases services required by our customers. Major categories of service include respite services to family caregivers, institutional stays, and Birth to 3 Services.

Children's Long Term Support (CLTS): CLTS Services include assessment, care planning, and ongoing service coordination for children enrolled in State funded children's waiver services. Children served have physical, developmental, and/or intellectual disabilities.

BUDGET ISSUES:

Aging Services (2063005):

- Outagamie, Calumet, and Winnebago counties currently assist in the funding of Valley Transit II services, the ADA para-transit service operated in the Valley Transit service area. In return for this support, Valley Transit coordinates elderly and disabled transit services in this service area, allowing these services to access approximately 57% state and federal transit aides.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

BUDGET ISSUES CONTINUED:

- The Outagamie County transportation system and Valley Transit are intertwined and interdependent. The loss of federal operating funds jeopardizes not only the fixed route urban service but then touches the urban para-transit system and the rural demand responsive para-transit service with the potential loss of federal operating revenue.
- In 2019/2020 Valley Transit reduced its fares to have one consistent fare. The $6 ADA Premium Service was reduced to $4 to be consistent with the ADA Basic service. This rate reduction has been well received and has had little impact on the budget to date.
- There has been increased federal and state service reporting and accountability for our contracted providers for the Older American Act funding. This has increased the cost to do business for our providers which requires additional funding to operate.

Nutrition (2063050):

- The Aging and Long Term Support Division continues to actively look at different meal service alternatives and opportunities to increase Nutrition Program Congregate Meal Service participation. Affordable transportation to and from Congregate Meal Sites is problematic and affects Congregate Meal Service participation. During the COVID 19 Pandemic, Outagamie County provided a Grab N Go Meal Service for Outagamie County residents 60 years of age and older. This service was well received and the Nutrition Program handed out approximately 400-450 meals per week. Outagamie County will continue to promote the Congregate Meal Sites and continue to provide meals to those who need the service, while trying to grow participation. Many connections are made in the community to promote this valuable service. Home Delivered Meals have decreased over the last 3 years, but it continues to be a service that is needed for those who are homebound and over 60 years of age. Providing a hot meal every weekday has proven to make the difference in the lives of those who need it.

Year	Home Delivered Meals Served	Congregate Meals Served	Year	Home Delivered Meals Served	Congregate Meals Served
2019	28,571	14,344	2013	34,907	22,285
2018	32,499	14,931	2012	31,967	21,733
2017	33,358	11,977	2011	30,547	20,575
2016	36,211	16,908	2010	34,492	22,902
2015	31,119	19,170	2009	35,764	23,982
2014	34,732	21,922			

- Volunteers are becoming increasingly difficult to recruit to assist in the Congregate Meal Service and to deliver Home Delivered Meals. At Congregate Meal Sites, many participants are becoming increasingly frail and are no longer able to volunteer, as they have in the past. “Younger” seniors are choosing not to participate in the Nutrition Program, and are continuing to lead active lives. Volunteer drivers are also aging and are difficult to recruit.
- Frozen meal delivery has met the need of homebound individuals who reside in areas of the county that fall outside boundaries of designated Nutrition Program Home Delivered Meal Service routes. Volunteers will be recruited and coordinated to deliver these meals to participants. Participants must be capable of safely heating a frozen meal, must have freezer space to store up to 5 meals per week, and a microwave oven and/or stove to heat meals.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

BUDGET ISSUES CONTINUED:

- Nutrition Program staffing continues to be a struggle, with long term vacancies. Nutrition Program positions are less than 20 hours per week with no health insurance or retirement benefits, which makes it very difficult to hire and retain employees.
- The Nutrition Program will continue to look at possible Congregate Meal Site across the County. The north side of Appleton is not currently being served. Program Staff will strive to open a Meal Site in this area in 2021.
- There has been an increase in state and federal program reporting and accountability, which becomes time consuming for staff involved.

Aging and Disability Resource Center (2063100):

This cost center includes all staff costs for: 1 Registered Nurse, 7 Community Support Specialists, 1.5 Elderly Benefit Specialists, 1 Supervisor, 5 System support staff.

- The allocation for the ADRC remains flat in the biennial budget.
- There has been movement at the State level to come up with a functional formula for allocation of funds to counties who operate the Aging and Disability Resource Centers. It has been communicated that this funding change will take effect in 2021. It is unknown how this will impact the ADRC Consortium of Calumet, Outagamie, and Waupaca counties.
- Customer satisfaction surveys indicate 98% satisfaction with the services they receive.
- The Community Living Specialist position in the ADRC was funded by a grant Money Follows the Person. The grant ran out at the end of 2017, but the funding allocation has continued due to under spending. The value of relocating individuals out of the Nursing Homes is significant as Nursing Home costs can range from $5000 to $7000 per month. In 2019, Outagamie County received 289 Nursing Home relocation referrals.
- Customer contacts in the ADRC are reflected below. Our current staffing pattern includes 8 Community Support Specialists employed by Outagamie County. The ADRC contracts with Valley Packaging for 1 Community Living Specialist, 3 Disability Benefit Specialists, and 1 ADRC Assistant. Calumet County employs the ADRC COW Regional Coordinator position, and Premier Staffing employs our Dementia Care Specialist.

ADRC CONTACTS	
Year	**Total**
2009	**5,490**
2010	**8,474**
2011	**8,878**
2012	**8,648**
2013	**8,750**
2014	**10,081**
2015	**10,591**
2016	**11,201**
2017	**11,285**
2018	**9,829**
2019	**10,084**

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

BUDGET ISSUES CONTINUED:

Contract – Aging and Long Term Support (ALTS) (2063590):

- The Early Intervention Program uses evidence based practices to provide support to families of children under the age of three who are demonstrating developmental delays or have a diagnosed disability who also reside in Outagamie County. The program provides screening and identification, evaluation and assessment, service coordination, speech, occupational and physical therapies, early childhood special education, and resource and referral. The goal of the Early Intervention Program is to increase a child's independence, participation, and engagement in everyday activities in their homes and communities. This is achieved through coaching, educating, and supporting families to help their children learn and grow. The Outagamie County Early Intervention Program will continue to increase child find efforts by offering assistance to local school districts when they expand their screenings, to include children under three years of age. The Early Intervention Team is continuing to pursue professional development opportunities in the areas of social/emotional development, trauma-informed care, and infant mental health in order to provide more comprehensive support to families and their children. The Early Intervention Program has proven fidelity of practice to the Primary Coach Approach to Teaming. The funding for the Early Intervention Program received a slight increase of $36,225. There has been a growing demand for the Early Intervention Program along with increased costs for staff salary and fringes. The Wisconsin County Human Services Association continues to advocate for increased funding for the Early Intervention Program.

Children's Long Term Support (2063595):

- In 2021, the CLTS Program will go through some more changes. DHS will no longer give counties allocations or require CARS reporting. DHS will provide funding as claims come in. DHS will also manage the Statewide Waitlist for the CLTS program. It is unknown how this will affect the Outagamie County CLTS Program, if at all.
- As funding and caseloads allow, Outagamie County has been removing children off the Waitlist for services.
- In 2021, 4 Community Support Specialists are currently budgeted in this cost center.

Developmental Disabilities Services (2063090):

- This cost center includes all staff costs for 1 Manager and 2 Community Support Specialists.
- The Department of Health and Human Services becomes involved in securing guardians when an individual is receiving services through our Adult Protective or Mental Health service system. To find a guardian, staff first look to family or others in the consumer's support network for an appropriate guardian. If no one is available or determined suitable, often due to credit or criminal background check concerns, staff then look toward volunteer guardians or paid corporate guardians.
- The Department currently has 7 Corporate Guardians that are used on a regular basis. Outagamie County currently has 354 individuals with Corporate Guardians. The Department has been and will be focused on recruiting more Volunteer Guardians to serve our Wards. The Ward's assets are the primary source of funding for the cost of Corporate Guardian services. If the Consumer's income / assets are not sufficient to cover the entire cost, other funding sources are looked at to make up the difference. If the individual is enrolled in state funded managed care programs and is residing in a substitute living arrangement, the Managed Care Organization (MCO) covers the full or partial cost of the Corporate Guardian fee after subtracting a personal allowance, room and board expenses, and court ordered fees. County levy funds are used as a funding source of last resort to pay guardianship costs.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

BUDGET ISSUES CONTINUED:

Supportive Home Care (2063065):

- Currently, this Program has 9 Homemaker Aides. At times, the Supportive Home Care program has individuals awaiting service assignment and individuals waiting for an assessment for services. The current wait for services between the point of eligibility determination and contact by a Supportive Home Care worker is between 7-8 weeks. This is in some parts due to time between staff leaving and new staff being hired.
- The Supportive Home Care Program currently serves 132 individuals.
- The Supportive Home Care Program is expecting 2 employees to retire in 2021.

2020 ACCOMPLISHMENTS:

- The ADRC is projecting 9,528 customer contacts in 2020, compared to 10,084 in 2019. The ADRC Information and Assistance Specialists are projected to perform 492 Long Term Care Functional Screens in 2020, compared to 504 Long Term Care Functional Screens in 2019. The COVID 19 Pandemic will have an effect on the customers walking into our building. This effect is unknown how it will impact the ADRC at this time.
- The ADRC Community Living Specialist (CLS) is projected to receive an estimated 268 referrals for individuals from nursing home settings within the County who would like to move back to their home, apartment, or a substitute living arrangement in the community. The monetary impact of the CLS is projected at $1,000,000 savings in nursing home costs alone.
- The Elder Benefit Specialist Program is expected to serve 475 unduplicated seniors in 2020. The monetary impact of the Elder Benefit Specialist Program is projected at approximately $4,000,000 in benefits. Disability Benefit Specialists are expected to serve 269 individuals in 2020. The monetary impact of their services is estimated at approximately $1,500,000 in benefits.
- With the addition of a Guardianship and Protective Placement Worker, the ADRC Staff have felt their time is freed up to do more extensive follow-up with our customers, making sure that the customer obtains the information and resources requested from the ADRC.
- The Guardian Assistance Program (GAP) continues to be a success in educating Guardians on the rules and regulations of the Guardianship statutes, and Outagamie County Probate rules and accountings. In 2020, GAP offered 4 classes on Introduction to Guardianship, 2 classes on Tips for Completing Annual Accounting, and 2 classes on Using Online Banking to Complete Ledgers.
- ADRC Outagamie County Branch published and distributed a 2020 Resource Directory, with a circulation of 16,600 copies. This is an $18,300 in-kind contribution by Multi Media Channels. The ADRC also accomplished getting our Resource Directory on-line. Our ADRC staff is able to make changes to the directory, and those changes are live to the public.
- All ADRC staff that are responsible for Information and Assistance completed Options Counseling training in the first few months of 2020. This training included DHS changes to Options Counseling.
- The Children's Long Term Support Program has navigated the changes to a statewide rate setting and also a statewide claims revision. All of the local systems were adjusted and modified accordingly. It turned out to be a smooth transition to the new format.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

2021 OBJECTIVES:

- The Aging and Long Term Support Division will continue to pursue Nutrition Program Congregate Meal Service alternatives and opportunities to increase Nutrition Program Congregate Meal Service participation. The Nutrition Program will explore opening another Congregate Mealsite on the north side of Appleton to make a Congregate Mealsite accessible to this over 60 years of age population.
- Improve and monitor Nutrition Program meal service with technical assistance from our Registered Dietitian in meeting state Nutrient Standards for the Nutrition Program. The Registered Dietician will be required to provide on-going nutrition education to participants monthly.
- Increase and sustain Nutrition Program volunteer network, with the goal of increasing volunteers in 2021 by 10% (10 additional volunteers).
- In order to maintain or improve oral and overall health of Outagamie County Nutrition Program Congregate meal site participants, the Nutrition Program will collaborate with the Fox Valley Technical College (FVTC) Dental Hygienist Program and area dental hygienists in providing one, no cost, oral health screening with oral health education on strategies for maintaining good oral health to 50% of Nutrition Program unduplicated Congregate meal site participants by 12/31/21. This objective was not anticipated to be met in 2020, therefore it will carry over to 2021.
- ADRC staff will collaborate with the Oneida Tribe of Indians of Wisconsin Tribal Aging and Disability Resource Specialist (ADRS) to provide options and enrollment counseling. The Tribal ADRS will be available to the Tribal members seeking services through the ADRC.
- To integrate advance care conversations and planning as an integral part of living for the older adults, family caregivers and other aging adult service providers the ADRC will participate on monthly Fox Valley Advance Care Planning Partnership Team meetings as well as train one or more staff members to become Advance Care Planning Facilitator certified which will assure that individuals will be cared for in the way they want consistent with their values, goals and end of life wishes.
- The ADRC staff will comply with DHS Family Care / IRIS mandated functions to provide unbiased enrollment counseling to assist individuals in making a choice of which integrated health agencies (IHA) to choose, perform initial functional eligibility screens, inform members of appeal rights, and serve as a resource for members. All ADRC staff were trained in Options Counseling at the beginning of 2020 to accommodate the DHS changes in Options Counseling.
- To engage and educate ADRC, ADRC COW, Winnebago County and GWAAR staff, Winnebago and Outagamie County Advisory Committees, regional elected officials, aging interest organizations, service providers and the public at large, the ADRC COW will organize a Legislative Breakfast in 2021 inviting regional state representatives for an open conversation addressing issues facing older adults and family caregivers. This objective is not anticipated to be met in 2020, therefore it will carry over to 2021.
- To increase the understanding and reduce the stigma associated with a dementia diagnosis, the ADRC will collaborate and partner with the Fox Valley Memory Project (FVMP), St. Paul Elder Services (SPES), Neuroscience Group, health care providers, Alzheimer's Association, the Brown and Winnebago County Dementia Care Specialists in developing a public awareness campaign by providing 2 or more public presentations and news articles about dementia, highlighting services and resources available resulting in the reception of more than 20 new unduplicated referrals received by the FVMP, SPES and Neuroscience Group from Outagamie County residents with dementia and their family caregivers.
- The ADRC will have a satellite presence outside of the building, especially in rural areas. This will include Information and Assistance, Elder Benefit Specialists, Disability Benefit Specialists, and Medicaid Application assistance. A strong focus will be on Elderly Apartment Complexes to educate on the benefits of an ADRC. A virtual Medicare ABCD Training will be offered to the residents of Outagamie County.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

2021 OBJECTIVES CONTINUED:

- The Aging Management Team will meet with contracted providers quarterly to assess status of funding and ensuring that they are meeting expectations.
- The Supportive Home Care Management Team will explore hoarding expansion for the customers who are living with this issue.
- The Children's Long Term Support Program will navigate changes from DHS of a state managed Waitlist and state managed funds for the program in 2021.
- The Birth to 3 Management Team will explore boosting Case Management billing to ease the burden on state funding sources.
- The COVID 19 Pandemic has certainly changed the way we do business as a Division. It has challenged us to change our processes and how we address individuals face to face. It is uncertain how the Pandemic will change our final numbers, but we are hopeful that our services are still valuable and county residents still seek out our assistance. The Division has opened the door to virtual customer service to our customers.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to:

- Projected wage and benefit increased costs and vacancy factor adjustments. 65,254
- The addition of one ALTS Supervisor. 99,721

Purchased Services increased overall due to:

- Transportation services increased primarily for the following:
  - Urban-VT II budget increased based on Outagamie County's share of ADA, Elderly and Sunday transportation costs. 71,891
  - Eagle Flats decreased based on 85.21 funding available to operate the route in 2021. (33,626)
- Various increases for provider agency programs and services for the Aging program. 82,277
- Nutrition increased based on anticipated congregate meals for new congregate site, along with an anticipated increase in demand for home delivered meals. 97,022
- Children's Long Term Support (CLTS) decreased based on services identified in individual case plans and anticipated needs of the children in 2021. (1,107,463)

Allocated Applied Credit (negative amount) decreased to reflect a reduction in services provided to other divisions by ALTS staff (229,709) offset by a decrease in Allocated Applied Expense for services provided to ALTS by other divisions (88,257). 141,452

Capital Outlay decreased due to the purchase of two buses for Valley Transit at the cost of $112,000 per bus (3 budgeted in 2020). (97,678)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

MAJOR CHANGES IN REVENUES:

Intergovernmental Revenues decreased primarily due to:

- Aging Services decreased due to the transfer of funds from the 85.21 Trust to purchase the two buses noted above. (59,752)
- Aging Title III-B and Title III-E funding increased based on projected expenditures and carry-over from 2020. 60,867
- Nutrition Program Title III C-1 and Title III C-2 (Congregate and Home Delivered Meals) increased based on projected expenditures and carryover from 2020. 143,641
- ADRC funding increased based on contract and allowable expenditures. 34,675
- Birth to Three increased based on estimated additional allocation for 2021. 36,225
- CLTS waiver funding decreased relative to the decrease in services/needs anticipated for 2021. (589,199)

Charges for Services increased primarily due to:

- Nutrition donations increased based on three year average meals served and average donation per meal. 19,650
- Transportation collections increased based on new provider added for 2021. 7,624

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG TERM SUPPORT / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,466,311	1,731,182	1,731,182	834,075	1,718,406	1,860,872	1,860,872
FRINGE BENEFITS	567,815	672,931	672,931	335,782	650,977	708,216	708,216
TRAVEL / TRAINING	62,665	70,034	70,034	15,866	52,072	63,654	63,654
SUPPLIES	1,681	3,698	3,698	2,517	4,554	11,086	11,086
PURCHASED SERVICES	5,685,603	9,147,052	9,147,052	1,737,923	6,880,947	8,253,873	8,253,873
ALLOCATED APPLIED EXPENSE	765,393	834,104	834,104	325,673	809,332	745,847	745,847
ALLOCATED APPLIED CREDIT	(203,958)	(275,602)	(275,602)	(57,876)	(152,443)	(45,893)	(45,893)
CAPITAL OUTLAY	127,165	331,144	331,144	9,466	223,918	231,600	231,600
TOTAL EXPENDITURES	8,472,675	12,514,543	12,514,543	3,203,426	10,187,763	11,829,255	11,829,255
REVENUES:							
INTERGOVERNMENTAL	6,454,910	10,068,881	10,068,881	1,468,358	7,995,602	9,691,143	9,691,143
CHARGES FOR SERVICES	184,912	192,395	192,395	82,988	166,790	219,650	219,650
MISCELLANEOUS	25,559	100	100	35	100	0	0
TOTAL REVENUES	6,665,381	10,261,376	10,261,376	1,551,381	8,162,492	9,910,793	9,910,793
NET DEPARTMENT COST (REVENUE)	1,807,294	2,253,167	2,253,167	1,652,045	2,025,271	1,918,462	1,918,462

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063005 -- AGING SERVICES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	874	637	637	154	392	84,522	84,522
FRINGE BENEFITS	67	49	49	12	31	13,027	13,027
TRAVEL / TRAINING	60	116	116	0	116	1,262	1,262
PURCHASED SERVICES	535,150	758,394	758,394	891,781	820,635	895,787	895,787
ALLOCATED APPLIED EXPENSE/(CREDIT)	26,540	24,771	24,771	12,782	32,556	(47,558)	(47,558)
CAPITAL OUTLAY	127,165	321,678	321,678	0	214,452	224,000	224,000
TOTAL EXPENDITURES	689,856	1,105,645	1,105,645	904,729	1,068,182	1,171,040	1,171,040
REVENUES:							
INTERGOVERNMENTAL	591,204	890,372	890,372	468,416	852,243	891,236	891,236
CHARGES FOR SERVICES	73,730	76,235	76,235	29,492	76,235	83,859	83,859
MISCELLANEOUS	100	100	100	35	100	0	0
TOTAL REVENUES	665,034	966,707	966,707	497,943	928,578	975,095	975,095
NET DEPARTMENT COST (REVENUE)	24,822	138,938	138,938	406,786	139,604	195,945	195,945

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063005 -- AGING SERVICES

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	84,522	
TOTAL SALARIES:		84,522
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	13,027	
TOTAL FRINGE BENEFITS:		13,027
TRAVEL/TRAINING:		
MILEAGE	850	
MEALS LODGING OTHER	212	
TRAINING AND SEMINARS	200	
TOTAL TRAVEL/TRAINING:		1,262
PURCHASED SERVICES:		
RURAL DEMAND RESPONSE	126,551	
URBAN TRANSPORTATION-VALLEY TRANSIT	234,113	
KOBUSSEN TICKETS	20,000	
EAGLE FLATS	70,646	
HORTONVILLE HELPING HANDS	23,710	
MAKE THE RIDE HAPPEN	58,173	
NAHBRS	65,024	
SENIOR SERVICES/THOMPSON CENTER	20,000	
ADRC COW	9,196	
FOX VALLEY MEMORY PROJECT	22,880	
HOME INSTEAD	50,000	
MOSAIC	64,336	
NAHBRS	43,218	
ST PAUL ELDER SERVICES	20,840	
VOLUNTEER FOX CITIES	67,100	
TOTAL PURCHASED SERVICES:		895,787

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE/(CREDIT):		
EXPENSE TRANSFER	(47,558)	
TOTAL ALLOCATED APPLIED EXPENSE:		(47,558)
CAPITAL OUTLAY		
TRANSPORTATION VEHICLES	224,000	
TOTAL CAPITAL OUTLAY		224,000
REVENUES:		
INTERGOVERNMENTAL:		
TITLE III-B	147,524	
TRANSPORTATION - WI 85.21	650,981	
TITLE III-D	9,196	
TITLE III-E	83,535	
TOTAL INTERGOVERNMENTAL:		891,236
CHARGES FOR SERVICES:		
TRANSPORTATION COLLECTION	83,859	
TOTAL CHARGES FOR SERVICES:		83,859

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063050 -- NUTRITION PROGRAM

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	92,540	128,949	128,949	52,473	117,773	163,354	163,354
FRINGE BENEFITS	8,630	35,471	35,471	16,374	33,351	40,178	40,178
TRAVEL / TRAINING	17,410	18,212	18,212	5,454	12,210	18,073	18,073
SUPPLIES	630	312	312	2,425	319	4,214	4,214
PURCHASED SERVICES	356,368	443,340	443,340	184,723	364,932	556,199	556,199
ALLOCATED APPLIED EXPENSE	77,412	83,206	83,206	28,097	67,434	83,602	83,602
TOTAL EXPENDITURES	552,990	709,490	709,490	289,546	596,019	865,620	865,620
REVENUES:							
INTERGOVERNMENTAL	352,291	390,138	390,138	118,112	505,501	528,045	528,045
CHARGES FOR SERVICES	110,830	116,104	116,104	47,869	90,518	135,754	135,754
MISCELLANEOUS	25,409	0	0	0	0	0	0
TOTAL REVENUES	488,530	506,242	506,242	165,981	596,019	663,799	663,799
NET DEPARTMENT COST (REVENUE)	64,460	203,248	203,248	123,565	0	201,821	201,821

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063050 -- NUTRITION PROGRAM

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	163,354	
TOTAL SALARIES:		163,354
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	40,178	
TOTAL FRINGE BENEFITS:		40,178
TRAVEL/TRAINING:		
MILEAGE	17,086	
MEALS / LODGING / OTHER	452	
TRAINING AND SEMINARS	535	
TOTAL TRAVEL/TRAINING:		18,073
SUPPLIES:		
MEAL SERVICE EQUIPMENT	4,050	
CONGREGATE MEALS SUPPLIES	64	
HOME DELIVERED MEALS SUPPLIES	100	
TOTAL SUPPLIES:		4,214
PURCHASED SERVICES:		
CONGREGATE MEALS	170,336	
HOME DELIVERED MEALS	268,321	
RECOGNITION SERVICES	925	
TRANSORTATION	400	
CONGREGATE MEALS EQUIP & MAINT	2,500	
HOME DELIVERED MEALS EQUIP & MAINT	350	
MEAL DELIVERY	107,001	
DUES AND SUBSCRIPTIONS	646	
ADVERTISING-PROMOTION	5,720	
TOTAL PURCHASED SERVICES:		556,199

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	83,602	
TOTAL ALLOCATED APPLIED EXPENSE:		83,602
REVENUES:		
INTERGOVERNMENTAL:		
TITLE III C-1	232,951	
TITLE III C-2	253,348	
SENIOR COMMUNITY SERVICE	10,634	
NUTRITIONAL SERVICE INCENTIVE PROGRAM	31,112	
TOTAL INTERGOVERNMENTAL:		528,045
CHARGES FOR SERVICES:		
DONATIONS - CONGREGATE	33,929	
DONATIONS - HOME DELIVERED MEALS	101,825	
TOTAL CHARGES FOR SERVICES:		135,754

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063065 -- SUPPORTIVE HOME CARE

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	362,389	364,880	364,880	183,663	398,950	447,570	447,570
FRINGE BENEFITS	185,389	200,012	200,012	101,384	200,520	216,992	216,992
TRAVEL / TRAINING	21,212	19,458	19,458	5,591	15,515	19,129	19,129
SUPPLIES	512	524	524	0	524	992	992
ALLOCATED APPLIED EXPENSE	0	97,934	97,934	0	0	0	0
ALLOCATED APPLIED CREDIT	(27,118)	(30,048)	(30,048)	(9,039)	(21,694)	(20,790)	(20,790)
TOTAL EXPENDITURES	542,384	652,760	652,760	281,599	593,815	663,893	663,893
REVENUES:							
INTERGOVERNMENTAL	0	45,000	45,000	16,409	45,000	45,000	45,000
TOTAL REVENUES	0	45,000	45,000	16,409	45,000	45,000	45,000
NET DEPARTMENT COST (REVENUE)	542,384	607,760	607,760	265,190	548,815	618,893	618,893

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063065 -- SUPPORTIVE HOME CARE

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	447,570	
TOTAL SALARIES:		447,570
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	216,992	
TOTAL FRINGE BENEFITS:		216,992
TRAVEL/TRAINING:		
MILEAGE	18,054	
MEALS/LODGING/OTHER	375	
TRAINING AND SEMINARS	700	
TOTAL TRAVEL/TRAINING:		19,129

	AMOUNT	TOTAL AMOUNT
SUPPLIES:		
SUNDRY	992	
TOTAL SUPPLIES:		992
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(20,790)	
TOTAL ALLOCATED APPLIED CREDIT:		(20,790)
REVENUES:		
INTERGOVERNMENTAL:		
DHS BCA	45,000	
TOTAL INTERGOVERNMENTAL:		45,000

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063090 -- DD SERVICES UNIT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	378,996	379,103	379,103	225,557	486,476	215,517	215,517
FRINGE BENEFITS	129,741	103,794	103,794	84,465	168,393	43,276	43,276
TRAVEL / TRAINING	12,193	17,006	17,006	2,853	12,902	6,060	6,060
SUPPLIES	0	2,310	2,310	0	3,264	1,795	1,795
PURCHASED SERVICES	92,322	99,173	99,173	28,511	71,008	85,968	85,968
ALLOCATED APPLIED EXPENSE	0	69,691	69,691	0	0	0	0
CAPITAL OUTLAY	0	9,466	9,466	9,466	9,466	7,600	7,600
TOTAL EXPENDITURES	613,252	680,543	680,543	350,852	751,509	360,216	360,216
REVENUES:							
INTERGOVERNMENTAL	0	55,000	55,000	20,056	55,000	55,000	55,000
TOTAL REVENUES	0	55,000	55,000	20,056	55,000	55,000	55,000
NET DEPARTMENT COST (REVENUE)	613,252	625,543	625,543	330,796	696,509	305,216	305,216

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063090 -- DD SERVICES UNIT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	261,983	
VACANCY FACTOR 3.48%	(46,466)	
TOTAL SALARIES:		215,517
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	81,933	
VACANCY FACTOR 7.07%	(38,657)	
TOTAL FRINGE BENEFITS:		43,276
TRAVEL/TRAINING:		
MILEAGE	5,160	
MEALS/LODGING/OTHER	300	
TRAINING AND SEMINARS	600	
TOTAL TRAVEL/TRAINING:		6,060
SUPPLIES:		
OFFICE EQUIPMENT	1,795	
TOTAL SUPPLIES:		1,795

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INTERPRETER FEES	5,650	
EMERGENCY SERVICES	30	
GUARDIANSHIPS	51,760	
GUARDIANSHIP ASSISTANCE PROG (PILOT)	26,947	
TRANSPORTATION	1,581	
TOTAL PURCHASED SERVICES:		85,968
CAPITAL OUTLAY		
FURNITURE AND OFFICE EQUIPMENT	7,600	
TOTAL SUPPLIES:		7,600
REVENUES:		
INTERGOVERNMENTAL:		
DHS BCA	55,000	
TOTAL INTERGOVERNMENTAL:		55,000

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063100 -- ADRC

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	631,512	857,613	857,613	372,228	714,815	709,345	709,345
FRINGE BENEFITS	243,988	333,605	333,605	133,547	248,682	293,757	293,757
TRAVEL / TRAINING	11,790	15,242	15,242	1,968	11,329	11,050	11,050
SUPPLIES	539	552	552	92	447	4,085	4,085
PURCHASED SERVICES	0	1,808	1,808	1,460	4,440	4,732	4,732
ALLOCATED APPLIED CREDIT	(176,840)	(245,554)	(245,554)	(48,837)	(130,749)	(25,103)	(25,103)
TOTAL EXPENDITURES	710,989	963,266	963,266	460,458	848,964	997,866	997,866
REVENUES:							
INTERGOVERNMENTAL	707,223	959,550	959,550	313,790	845,248	994,150	994,150
MISCELLANEOUS	50	0	0	0	0	0	0
TOTAL REVENUES	707,273	959,550	959,550	313,790	845,248	994,150	994,150
NET DEPARTMENT COST (REVENUE)	3,716	3,716	3,716	146,668	3,716	3,716	3,716

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063100 -- ADRC

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	641,061	
NEW POSITION-ADRC SUPERVISOR	68,284	
TOTAL SALARIES:		709,345
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	262,320	
NEW POSITION-ADRC SUPERVISOR	31,437	
TOTAL FRINGE BENEFITS:		293,757
TRAVEL/TRAINING:		
MILEAGE	7,850	
MEALS/LODGING/OTHER	900	
TRAINING AND SEMINARS	2,300	
TOTAL TRAVEL/TRAINING:		11,050
SUPPLIES		
SUNDRY	700	
OFFICE EQUIPMENT	3,385	
TOTAL PURCHASED SERVICES:		4,085

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INTERPRETER FEES	4,320	
TRANSPORTATION	50	
DUES & SUBSCRIPTIONS	170	
COMPUTER SERVICES	192	
TOTAL PURCHASED SERVICES:		4,732
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(25,103)	
TOTAL ALLOCATED APPLIED CREDIT:		(25,103)
REVENUES:		
INTERGOVERNMENTAL:		
BENEFIT SPECIALIST	33,438	
MMA	10,243	
ADRC GRANT	947,469	
SHIP GRANT	3,000	
TOTAL INTERGOVERNMENTAL:		994,150

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063590 -- C-DEVELOPMENTAL DISABILITIES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	1,051,449	1,001,275	1,001,275	414,815	1,034,805	975,588	975,588
ALLOCATED APPLIED EXPENSE	0	5,931	5,931	0	6,117	6,117	6,117
TOTAL EXPENDITURES	1,051,449	1,007,206	1,007,206	414,815	1,040,922	981,705	981,705
REVENUES:							
INTERGOVERNMENTAL	385,511	430,511	430,511	52,631	465,554	468,601	468,601
TOTAL REVENUES	385,511	430,511	430,511	52,631	465,554	468,601	468,601
NET DEPARTMENT COST (REVENUE)	665,938	576,695	576,695	362,184	575,368	513,104	513,104

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
STATE INSTITUTIONAL FEES - EXCEL	25,681	
RESPITE	13,208	
ALZHEIMER FAMILY CARE GIVER SUPPORT	55,054	
EARLY INTERVENTION PROGRAM	881,645	
TOTAL PURCHASED SERVICES:		975,588
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	6,117	
TOTAL ALLOCATED APPLIED EXPENSE:		6,117

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
DHS BCA	45,000	
ALZHEIMER FAMILY CARE GIVER SUPPORT	61,171	
BIRTH TO THREE	362,430	
TOTAL INTERGOVERNMENTAL:		468,601

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

2063595 -- C-CHILDRENS LONG TERM SUPPORT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	0	0	0	0	0	240,564	240,564
FRINGE BENEFITS	0	0	0	0	0	100,986	100,986
TRAVEL / TRAINING	0	0	0	0	0	8,080	8,080
PURCHASED SERVICES	3,650,315	6,843,062	6,843,062	216,633	4,585,127	5,735,599	5,735,599
ALLOCATED APPLIED EXPENSE	661,441	552,571	552,571	284,794	703,225	703,686	703,686
TOTAL EXPENDITURES	4,311,756	7,395,633	7,395,633	501,427	5,288,352	6,788,915	6,788,915
REVENUES:							
INTERGOVERNMENTAL	4,418,681	7,298,310	7,298,310	478,944	5,227,056	6,709,111	6,709,111
CHARGES FOR SERVICES	352	56	56	5,627	37	37	37
TOTAL REVENUES	4,419,033	7,298,366	7,298,366	484,571	5,227,093	6,709,148	6,709,148
NET DEPARTMENT COST (REVENUE)	(107,277)	97,267	97,267	16,856	61,259	79,767	79,767

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	AGING & LONG-TERM SUPPORT / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	240,564	
TOTAL SALARIES:		240,564
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	100,986	
TOTAL FRINGE BENEFITS:		100,986
TRAVEL/TRAINING:		
MILEAGE	6,880	
MEALS/LODGING/OTHER	400	
TRAINING AND SEMINARS	800	
TOTAL TRAVEL/TRAINING:		8,080
PURCHASED SERVICES:		
PHARMACY ITEMS	37,123	
CHILDREN'S COP (CCOP)	175,950	
SUNDRY-HOME/VEHICLE MODIFICATIONS	57,269	
MISCELLANEOUS EQUIPMENT	72,440	
CLTS - AUTISM	881,324	
TRANSPORTATION	398	
OTHER SPECIAL CONTRACTS/OBLIGATIONS	96,480	
NON-WAIVER BILLABLE	16,470	
TPA COSTS	4,397,602	
CRISIS NON-WAIVER BILLABLE	543	
TOTAL PURCHASED SERVICES:		5,735,599

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - CLTS	683,473	
EXPENSE TRANSFER - CCOP	20,213	
TOTAL ALLOCATED APPLIED EXPENSE:		703,686
REVENUES:		
INTERGOVERNMENTAL:		
CHILDRENS WAIVER	5,590,107	
CLTS - AUTISM	881,324	
CHILDRENS COP	237,680	
TOTAL INTERGOVERNMENTAL:		6,709,111
CHARGES FOR SERVICES:		
CCOP PARENT FEE	37	
TOTAL CHARGES FOR SERVICES:		37

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

MISSION STATEMENT:

To ensure the safety, permanence, and well-being of children within our community while striving to enhance self-sufficiency, hope, and resiliency. To utilize a trauma-informed, strengths-based approach in working with families, the community, and the legal system. To foster awareness and educate the community on the impact of child abuse and neglect as well as the resources available to help meet the need.

PROGRAM DESCRIPTION:

The Division of Children, Youth & Families (CYF) focuses on safety, well-being, and permanence of children. Our practice centers on:

- Assessment of a family's functionality and referrals to necessary services internally and externally.
- Children will be safely cared for in their own homes whenever possible, using temporary separation or temporary physical custody (TPC), only when safety cannot be managed.
- Work with the legal system when a child abuse/neglect case warrants it following standards and statutes.
- Work across divisions within the Agency to meet the needs of families including identifying dual status youth and children with disabilities or mental health issues that need prioritized attention.
- Partner with community organizations such as Harbor House, Children's Hospital, Family Services, and United Way, to improve access to services and innovate around best practices.
- Recruits, trains and licenses kin and foster parents to be available to children needing temporary to permanent care.
- Support, develop and coach staff in their career providing continual feedback to leadership regarding staff needs.

The Children, Youth and Families Division is made up of a division manager, 7 supervisors, 42 social work positions, (four part time social workers - two in on-going and two in family find duties), 3.5 human services specialists, 5 home consultants, 3 human services specialists, and 6 system support staff. Of the 40 full-time equivalent (FTE) social work positions, 13 perform intake duties, 18 perform ongoing duties, 2 perform community response, 5 perform foster care/kinship care duties, and 2 positions perform Family Find duties. A contracted AODA Specialist will consult and coordinate with CYF parents with substance use issues and a contracted home visitor from Family Services works with two county staff to perform Community Connections Program.

The services that are offered in our division are either provided by the staff, referred to an appropriate community resource, or purchased.

<u>Services provided by county staff include:</u>

- Child protection access and initial assessment.
- Child protection ongoing case management voluntary or through the children's court.
- Early intervention, referral and short term case management by the Community Connections Program.
- Foster care recruiting/licensing, kinship care & respite services, levels 1-5 foster care services for both Outagamie County and Calumet County.
- Home consultant services.
- Community education provided by staff through mandated reporter training, in-services, program presentations, and participation by staff in workgroups and partnerships in the community.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

Services provided by contracted staff include:

- AODA consultation, referral and coordination of treatment.
- Family Training Program.
- Domestic Abuse services and prevention.
- Childcare certification.
- Wrap-around and daily living skills for youth with special needs.
- Parent education & coaching.
- Supervised visitation.
- Child abuse and neglect prevention / early intervention services (Family Services).
- Community Connections Response Program.

BUDGET ISSUES:

In 2020, CYF focused on reducing the number of children in out of home care by attempting to safely plan with In Home Safety Services (IHSS) while assessing, developing education and processes to support staff in safety decision making, providing a resource to respond in crisis for families and focusing efforts on finding permanency through guardianship/termination of parental rights through the legal process. The supervisory team developed a set of 7 objectives aimed at bringing the overall number of children in care down. CYF has had a slight impact demonstrating a 5% decrease in the number of new children removed from their home. The total children in out of home care on any given day averaged 215.

The following priority areas for 2021 have been identified:

- Continued efforts to develop strategies to increase preservation through more effective use of new DCF funds entitled Targeted Safety Support and other strategies as outlined in objectives.
- The addition of a new full time second shift on-call social worker Monday through Friday to manage the increasing call volume between the hours of 4:30 pm and 10:00 pm.
- Developing evidenced based effective virtual parenting and supervised visit services to be delivered by Home Consultants and contracted providers.
- Contracting for a report consultant through the Information Technology (IT) budget to develop automated reports for CYF to improve operational efficiency.
- Reduce the number of youth needing out of state residential care by half, by working with our local provider Family Services Inc.
- Continued focus on building retention and resiliency for CYF staff through staff facilitated work centered on the four values of Speak Up, Trust and Be Brave, Practice Self Awareness, Mindful Supervision, and Learn How People Feel Valued. CYF has seen a gradual reduction in staff turn-over going from 17% in 2018 to 13% in 2019.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

2020 ACCOMPLISHMENTS:

- The Governor of Wisconsin and the legislature increased the Children and Families Allocation by $25 million for 2020, with Outagamie County receiving $799,000. Increased staffing patterns to meet Wisconsin and Federal guidelines by bringing the supervisor to staff ratio to 1:6 (added a 7th supervisor) and adding two social workers to the teams to bring down overall caseload size. In addition two of three human service specialist staff have been hired to work directly with social workers to ensure the necessary standards and documentation mandates are complete for families we serve.
- Applied and received three grants from the Department of Children and Families; one for the Relative Support Group ($9,757), one for Foster Care licensing ($19,900) and lastly, one for Targeted Safety Support Funds ($188,300) to keep children safely home with their parents.
- Successfully built in partnership with CLTS and Agape Inc., a level 5 shift staff foster home and moved two youth from Genesee Lakeside School (RCC) to the home so they can be in the community closer to family.
- Managed staff and families during Covid-19 in a professional manner, quickly adapting staff to working from home, developing safety measures for assessing child safety in person and virtually while keeping staff protected and continuing to provide the same level of services to families in our community. CYF purchased 38 Zoom licenses to allow staff to connect with parents and providers and purchased training on virtual safety assessment from Blue Spiral Consulting with funding by the Citizen Review Panel serving Outagamie County.
- Utilized Professional Services Group (PSG) to provide safety services, supervised visits and family mobile response to families. A decision was made in early 2020 to eliminate the supervised portion of the contract to build capacity in safety. For the first quarter of 2020, 97% of children referred for safety checks were preserved. In Family Mobile Team response 91% of the children receiving this response did not require hospitalization or removal.
- CYF has worked diligently to reduce the number of new youth entering the system. The intake team has continued to safely staff cases, enroll children in Targeted Safety Support Services and utilize PSG to assist in safety checks. Through May, CYF had placed 17 less children, however the total number of youth in out of home care remains high as compared to last year 218 versus 195 for the same time period.
- The on-going team has not conducted any out of home care challenges in 2020 due to a desire to revamp the process and due to staff working remotely.
- Through the efforts of Family Find and staff working hard to place children with family CYF has increased the number of children placed with family or like kin to 50%. In the 1st quarter of 2020, 20 children achieved permanency through adoption or guardianship, 100% of guardianships were with family and 25% of the 8 children for TPR were with family.
- Achieving permanency through the termination of parental rights legal process is a necessary part of the process. In 2019, 8 children achieved permanency through this process as compared to 22 in 2018. Thus far in 2020, 8 children were TPR'd with an additional 3 legally filed and awaiting court dates.
- In 2020, the Management Team worked on improving the Children's Integrated Services Team process for accessing mental health services and disability services for some of the children with complex needs. A training will be delivered to CYF, YFS, CCS and CLTS staff to understand roles, rules and resources.

2021 OBJECTIVES:

1. Reduce the number of new youth entering care in 2021 as compared to 2020 by 10%.
2. Increase the number of youth achieving permanency through TPR and guardianship by 20% compared to 2020 permanency numbers.
3. Increase the number of youth that reunify within 12 months by 10% compared to 2020 data.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

2021 OBJECTIVES CONTINUED:

4. Annually utilize a survey that has been created by the Retention and Resiliency group that monitors staff's perception of priority areas relating to communication, supervision, self-awareness and valuing staff. This data will be used to find out what is working, how things are working, as well as where improvement is needed and how that can be accomplished.

MAJOR CHANGES IN EXPENDITURES:

Salaries and fringe benefits increased due to:

- Projected wage and benefit costs in addition to vacancy factor adjustments based on 2021 estimates and historical trends. 65,530

Travel/Training decreased primarily due to reduction of mileage reimbursements due to usage of county-owned vehicle (18,598) and reduction in tuition fees (14,700) offset by increases in out of state travel (face to face visits with youth placed out of state (10,320)). (22,978)

Purchased Services increased overall primarily due to:

- Foster Home Recruit/Licensing increased for new contract to provide licensing services. 19,200
- Supportive Living increased based on purchasing approximately 9,100 hours of service at an average rate of $52.46/hour. 175,306
- Intensive Permanency Services decreased based on 2 slots at $1,650/month (2020 budget included 3 slots). (59,400)
- Residential Care Center decreased based on budgeting one slot with an In-State provider vs Out-of-State provider. (95,731)
- Foster Care increased to 40,557 days at an average rate of $32.41/day and 2 high cost placements at an average rate of $952.17/day; the 2019 budget included 48,007 days at an average rate of $29.55/day. This increase is partially offset by a reduction for anticipated transition of 39 children (TPR/guardianships). 365,965
- Group Homes increased based on 212 days at average cost of $370/day (2020 budget included 101 days at $245/day). 53,766
- In Home Safety Services increased based on current projections. 20,910
- Kinship Care increased based on projected services to be provided. 22,926

Allocated Applied Credit (negative amount) increased based on projected costs for CYF children eligible for the CLTS Waiver (ALTS division). (146,953)

MAJOR CHANGES IN REVENUES:

Intergovernmental Revenue increased primarily due to following:

- Foster Parent Retention increased for new funding received in 2020 carrying over into 2021. 17,500
- Foster Home Recruiting/Licensing increased based on additional funding for a contracted agency to provide licensing services. 19,900
- DCF BCA allocation reduction to contract level. (91,748)
- In Home Safety Services increased allocation based on current projection. 132,157
- Kinship Care increased based on current projection. 22,926

Miscellaneous Revenues decreased primarily due to expiration of prior year Community Response grant funding. (15,588

Fees, Fines & Cost decrease in Support Revenue. (23,887)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	3,108,875	3,790,267	3,790,267	1,795,363	3,825,158	3,937,894	3,937,894
FRINGE BENEFITS	1,270,295	1,577,258	1,577,258	740,963	1,460,757	1,495,161	1,495,161
TRAVEL / TRAINING	130,398	146,231	146,231	35,472	91,754	119,656	119,656
SUPPLIES	7,590	23,886	23,886	4,522	9,046	2,838	2,838
PURCHASED SERVICES	5,259,693	4,873,591	4,873,591	2,475,352	5,438,584	5,385,118	5,385,118
ALLOCATED APPLIED CREDIT	(641,228)	(536,520)	(536,520)	(284,794)	(687,161)	(683,473)	(683,473)
CAPITAL OUTLAY	5,548	1,930	1,930	0	1,930	0	0
TOTAL EXPENDITURES	9,141,171	9,876,643	9,876,643	4,766,878	10,140,068	10,257,194	10,257,194
REVENUES:							
INTERGOVERNMENTAL	634,508	3,708,545	3,708,545	430,189	3,885,178	3,811,138	3,811,138
FEES, FINES AND COSTS	466,663	487,180	487,180	269,157	452,702	474,483	474,483
MISCELLANEOUS	43,929	18,688	18,688	3,342	3,150	150	150
TOTAL REVENUES	1,145,100	4,214,413	4,214,413	702,688	4,341,030	4,285,771	4,285,771
NET DEPARTMENT COST (REVENUE)	7,996,071	5,662,230	5,662,230	4,064,190	5,799,038	5,971,423	5,971,423

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

2062040 -- CYF PROVIDED

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	3,108,875	3,790,267	3,790,267	1,795,363	3,825,158	3,937,894	3,937,894
FRINGE BENEFITS	1,270,295	1,577,258	1,577,258	740,963	1,460,757	1,495,161	1,495,161
TRAVEL / TRAINING	130,398	146,231	146,231	35,472	91,754	119,656	119,656
SUPPLIES	7,590	23,886	23,886	4,522	9,046	2,838	2,838
PURCHASED SERVICES	1,204,020	722,694	722,694	374,095	758,966	742,288	742,288
ALLOCATED APPLIED CREDIT	0	0	0	0	(4,149)	0	0
CAPITAL OUTLAY	5,548	1,930	1,930	0	1,930	0	0
TOTAL EXPENDITURES	5,726,726	6,262,266	6,262,266	2,950,415	6,143,462	6,297,837	6,297,837
REVENUES:							
INTERGOVERNMENTAL	508,074	655,715	655,715	236,937	811,438	806,220	806,220
FEES, FINES AND COSTS	93,341	84,858	84,858	34,010	77,318	96,048	96,048
MISCELLANEOUS	43,929	18,688	18,688	3,342	3,150	150	150
TOTAL REVENUES	645,344	759,261	759,261	274,289	891,906	902,418	902,418
NET DEPARTMENT COST (REVENUE)	5,081,382	5,503,005	5,503,005	2,676,126	5,251,556	5,395,419	5,395,419

FUND: HUMAN SERVICES 206 DEPARTMENT NAME: HEALTH & HUMAN SERVICES

FUNCTION: HEALTH / SOCIAL SERVICES COST CENTER NAME / NUMBER: CHILDREN, YOUTH & FAMILIES / VARIOUS

2062040 -- CYF PROVIDED

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	4,050,588	
OVERTIME	2,881	
VACANCY FACTOR 3.48%	(115,575)	
TOTAL SALARIES:		3,937,894
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	1,581,255	
VACANCY FACTOR 7.07%	(86,094)	
TOTAL FRINGE BENEFITS:		1,495,161
TRAVEL/TRAINING:		
MILEAGE	84,326	
MEALS / LODGING / OTHER	8,518	
TUITION FEES	2,450	
TRAINING AND SEMINARS	8,440	
OUT OF STATE TRAVEL (CONF IN NASHVILLE, TN OHIO (TBD); PLACEMENTS IN TN, GA AND/OR TBD)	15,922	
TOTAL TRAVEL/TRAINING:		119,656
SUPPLIES:		
BOOKS & EDUCATIONAL MATERIALS	1,250	
OFFICE EQUIPMENT	1,588	
TOTAL TRAVEL/TRAINING:		2,838
PURCHASED SERVICES:		
INTERPRETER FEES	38,393	
LOCATE FEES	1,494	
RECOGNITION / TRAINING / PHYSICALS	5,000	
FC CERTIFICATION-WELL TESTING	646	
SAFE & STABLE FAMILIES	16,655	
FOSTER PARENT TRAINING	5,560	
RELATIVE SUPPORT GROUP	6,218	
FOSTER PARENT RECRUIT/LICENSING	22,000	
TRANSPORTATION	84,813	
CONSULTING SERVICES	2,500	
TITLE IV-E LEGAL SERVICES	25,476	
FINGERPRINTING FEES	2,233	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
OUTSIDE REPAIRS/MAINTENANCE	1,140	
COMMUNITY RESPONSE	2,705	
FLEXIBLE FUNDING	44,556	
FLEXIBLE FUNDING COVID	1,000	
TEMPORARY EMPLOYMENT	61,826	
COMMUNITY BASED SERVICES	239,288	
ADVERTISING - PROMOTION	2,700	
DUES & SUBSCRIPTIONS	555	
COMPUTER SERVICES	7,296	
PRINTING - EXTERNAL	1,000	
DOMESTIC ABUSE PROGRAM	167,000	
ADVERTISING - LEGAL NOTICES	2,234	
TOTAL PURCHASED SERVICES:		742,288
REVENUES:		
INTERGOVERNMENTAL:		
DCF BCA	572,367	
SAFE AND STABLE FAMILIES	66,620	
CITIZENT REVIEW PANEL	2,400	
FOSTER PARENT TRAINING	2,224	
FOSTER PARENT RETENTION	17,500	
IHSS - IN HOME SAFETY SERVICES	111,247	
FOSTER HOME RECRUITING/LICENSING	19,900	
RELATIVE SUPPORT GROUP	6,218	
TITLE IV-E LEGAL SERVICES	7,744	
TOTAL INTERGOVERNMENTAL:		806,220
FEES, FINES & COSTS:		
MARRIAGE LICENSE FEES	10,730	
MISCELLANEOUS	11,974	
MISCELLANEOUS - CALUMET COUNTY	73,344	
TOTAL FEES, FINES & COSTS:		96,048
MISCELLANEOUS		
MISCELLANEOUS	100	
DONATIONS	50	
TOTAL MISCELLANEOUS		150

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	CHILDREN, YOUTH & FAMILIES / VARIOUS

2062520 -- C-COMMUNITY AIDS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	4,055,673	4,150,897	4,150,897	2,101,257	4,679,618	4,642,830	4,642,830
ALLOCATED APPLIED CREDIT	(641,228)	(536,520)	(536,520)	(284,794)	(683,012)	(683,473)	(683,473)
TOTAL EXPENDITURES	3,414,445	3,614,377	3,614,377	1,816,463	3,996,606	3,959,357	3,959,357
REVENUES:							
INTERGOVERNMENTAL	126,434	3,052,830	3,052,830	193,252	3,073,740	3,004,918	3,004,918
FEES, FINES & COSTS	373,322	402,322	402,322	235,147	375,384	378,435	378,435
TOTAL REVENUES	499,756	3,455,152	3,455,152	428,399	3,449,124	3,383,353	3,383,353
NET DEPARTMENT COST (REVENUE)	2,914,689	159,225	159,225	1,388,064	547,482	576,004	576,004

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
COUNSELING	242,100	
OHC RESPITE	193,930	
SUPPORTED LIVING	477,558	
SUPERVISED VISIT	190,350	
RESIDENTIAL CARE CENTER	877,843	
FOSTER CARE	1,784,572	
GROUP HOME	78,470	
KINSHIP	481,440	
EMER RESOURCE HOMES - BASE COST	25,102	
SUBSIDIZED GUARDIANSHIP	110,264	
PARENT COACHING	59,091	
IN HOME SAFETY SERVICES	122,110	
TOTAL PURCHASED SERVICES:		4,642,830

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED CREDITS:		
EXPENSE TRANSFER	(683,473)	
TOTAL ALLOCATED APPLIED CREDIT:		(683,473)
REVENUES:		
INTERGOVERNMENTAL		
DCF BCA	2,401,368	
KINSHIP CARE	481,440	
IHSS - IN HOME SAFETY SERVICES	122,110	
TOTAL INTERGOVERNMENTAL		3,004,918
FEES, FINES & COSTS:		
SUPPORT	378,435	
TOTAL FEES, FINES & COSTS:		378,435

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

MISSION STATEMENTS:

The mission of the Economic Support Unit is to provide basic needs for low income individuals and families.
The mission of the Child Support Unit is to provide services to establish paternity and collect child support for the well-being of children and families.

PROGRAM DESCRIPTION:

The Economic Support Agency administers the following programs:

- Medicaid (Elderly, Blind, and Disabled): for individuals age 65 or older, blind, or disabled whose family income is at or below the monthly program limit and that are citizens or legal immigrants.
- BadgerCare Plus: health care coverage for low-income Wisconsin residents that are parents or caretakers of children under 18 and dependent 18 year old, children under 19 years of age, pregnant women, and adults ages 19-64 below 100% of poverty.
- Food Share: created to help stop hunger and to improve nutrition and health. Food Share helps people with limited money to buy food they need for good health.
- Wisconsin Shares: child care subsidy program that helps families pay for child care.
- Caretaker Supplement: cash benefits available to parents that receive Supplemental Security Income (SSI) who are living with and caring for minor children and have limited income and assets. Cash benefits are $250 per month for the first eligible child and $150 per month for each additional child.
- Wisconsin Home Energy Assistance Program (WHEAP): helps keep families safe and healthy through initiatives that assist them with energy costs. In addition to regular heating and electric assistance, specialized services include Emergency Fuel Assistance, counseling for energy conservation and creating energy budgets, proactive co-payment plans, targeted outreach services, and emergency furnace repair and replacement.
- County Burials: payment of funeral and cemetery expenses if the estate and other resources of a decedent are insufficient. An application must be made prior to burial. Anyone that qualifies for the Wisconsin Funeral and Cemetery Aids Program is NOT eligible for a county burial.
- Program Integrity and Fraud Prevention, Investigation, and Prosecution: In an effort to prevent fraud prior to the issuance of benefits, Economic Support Specialists perform front-end verification; an intense scrutiny of individual cases or vendors/child care providers that exhibit evidence or characteristics of a potential error or program violation. The agency will initiate a fraud investigation if a recipient of public assistance is suspected of engaging in fraudulent activity to receive benefits or services he/she is not or was not eligible for. In addition to client fraud, provider fraud may occur in the Child Care Program. The provider may report inaccurate hours of attendance or neglect to report that a child is no longer in care. Overpayments are subject to benefit recovery. Referrals may be made for criminal prosecution.

Outagamie County Economic Support is part of the nine-county ECIMP (East Central Income Maintenance Partnership) Consortium. Partners include Calumet, Green Lake, Kewaunee, Manitowoc, Marquette, Outagamie, Waupaca, Waushara, and Winnebago Counties. All nine counties are responsible for staffing the Call Center, providing lobby services, processing applications and renewals, protecting the integrity of programs through front-end verification and fraud investigation, and meeting performance standards. The ECIMP Operations team coordinates establishment of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, best practices, standard operating procedures, the mobilization of resources to partner agencies when necessary, and meeting Income Maintenance and Call Center performance measures.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

In the past ten years, the number of unduplicated cases served per month in Outagamie County increased by 50.00%, from 9,153 cases in 2010 to 13,729 cases in 2020.

Economic Support staff process applications that are submitted by mail, walk-in, online via ACCESS, or by contacting the Call Center. In addition, staff receive electronic applications from the Federally Facilitated Marketplace (FFM) for individuals that applied for insurance coverage through the Marketplace but were assessed to be eligible for Medicaid or BadgerCare Plus. The Marketplace has open enrollment each year. The chart below illustrates the impact that FFM applications have on the workload in Economic Support.

Applications Received from the Federally Facilitated Marketplace (FFM)

		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2020	**ECIMP**	161	141	137	176	140								**755 YTD**
	Outagamie	83	62	71	81	73								**370 YTD** (49.01%)
2019	**ECIMP**	141	112	138	116	124	**103**	**104**	**111**	**117**	**94**	**985**	**1163**	**3,308**
	Outagamie	75	47	60	55	52	**48**	**45**	**52**	**43**	**47**	**446**	**513**	**1,483** (44.83%)
2018	**ECIMP**	161	143	132	129	130	110	102	110	105	111	846	792	**2,871**
	Outagamie	68	75	72	62	64	40	55	55	43	48	382	342	**1,306** (45.49%)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

ECIMP Income Maintenance Performance Standards:

Timely Case Processing: all Wisconsin Medicaid, BadgerCare Plus, and FoodShare applications (except those involving a disability determination) must be processed within 30 days. Expedited FoodShare benefits must be processed within seven (7) days. If the ECIMP consortium does not meet a standard of 95% for timely processing, the State of Wisconsin Department of Health Services may implement corrective action provisions.

	2020		2019		2018	
Month	Total Applications Processed	Percent of Applications Processed Timely	Total Applications Processed	Percent of Applications Processed Timely	Total Applications Processed	Percent of Applications Processed Timely
January	4,927	**99.03%**	4,328	97.85%	5,252	97.66%
February	3,755	**99.09%**	3,353	99.49%	3,268	98.13%
March	4,228	**99.27%**	3,606	99.20%	3,613	97.92%
April	6,008	**99.42%**	3,730	99.12%	3,460	98.87%
May	3,521	**99.40%**	3,629	99.34%	3,687	97.94%
June			3,382	99.50%	3,206	98.32%
July			3,826	98.90%	3,817	98.22%
August			3,813	99.21%	3,959	98.48%
September			3,740	98.82%	3,555	98.34%
October			3,996	99.22%	4,082	98.65%
November			4,081	99.41%	4,323	98.80%
December			4,997	98.13%	4,287	98.97%
TOTAL	22,439 YTD		46,481		46,509	

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

ECIMP Call Center Performance Standards:

As a consortium, the ECIMP operates a call center for the nine-county geographical region. The performance standards are:

1. Call/Change Center telephone lines and support will be available Monday through Friday for at least 35 hours per week. The ECIMP Call Center accepts calls **Monday – Wednesday and Friday 8:00 am – 4:00 pm; Thursday 12:00 Noon – 4:00 pm.** The consortium will still have 36 hours per week for customers to utilize the call center, and lobby hours remain the same, 8 am – 4:30 pm, Monday through Friday.
2. The Consortium will have a monthly speed of answer time that does not exceed 10 minutes. The ECIMP continues to meet this standard. *See charts below.

2020				
	Calls Offered	**Ave. Speed of Answer* (mins)**	Ave. Talk Time (mins)	Answer Rate %
QTR 1	47,777	**5.28**	8.26	91.03%

2019				
	Calls Offered	**Ave. Speed of Answer* (mins)**	Ave. Talk Time (mins)	Answer Rate %
QTR 1	49,405	**5.48**	9.80	90.43%
QTR 2	46,290	**5.31**	10.16	90.32%
QTR 3	49,329	**6.55**	10.38	88.04%
QTR 4	46,819	**6.38**	10.81	88.40%

2018				
	Calls Offered	**Ave. Speed of Answer* (mins)**	Ave. Talk Time (mins)	Answer Rate %
QTR 1	53,579	**5.55**	9.49	89.86%
QTR 2	48,614	**3.35**	9.37	94.24%
QTR 3	49,845	**4.18**	9.56	92.32%
QTR 4	51,467	**5.55**	9.89	90.01%

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

The Child Support Program encourages parental responsibility and offers social, economic, and medical benefits to families. By helping parents establish paternity and obtain legal orders for payment of child support, the program benefits not only the children and families who are directly affected but the general public as well.

The Child Support Agency provides the following services:

- Locate Services: the process of searching for information on the whereabouts, employment status, income or assets of a parent or alleged father whenever such information is needed to establish paternity, establish a support order, or enforce a child support obligation.
- Paternity Establishment: the process of legally determining the identity of the father of a non-marital child. Paternity must be established before a father may be ordered to pay child support or to provide other forms of support, such as health insurance coverage, unless the father has formally acknowledged paternity.
- Support Establishment and Enforcement: Support establishment is the process of obtaining court orders for the payment of support-related obligations, including child support, birth expenses, and health insurance. Support enforcement is the process of taking the administrative and legal actions necessary to ensure that parents comply with the provisions of their support orders. Techniques used to enforce support orders and collect current and past-due child support include, but are not limited to, the following:
    - Income withholding
    - Intercept of tax refunds, lottery winnings, unemployment insurance, and worker's compensation, which are then applied to child support debts.
    - Administrative enforcement which does not require court action. Strategies include property liens; suspension of professional, recreational, and driver's licenses; and financial account seizure.
    - Legal enforcement remedies, both civil and criminal, are available through the courts.
    - Criminal non-support actions taken by the District Attorney to prosecute a parent for failure to pay child support.
- Review and Adjust: child support cases are reviewed to determine whether the court should take action to modify the order. Reviews generally occur every three (3) years. Review services will be provided outside of the three-year cycle if a party demonstrates a substantial change in circumstances.
- Collection, Distribution, and Disbursement: receiving and recording money paid for child support, medical support, spousal support, and other child support-related debts such as fees or court costs. Distribution is the process of determining how payments are applied to current or past-due child support or related debts. Disbursement is the process of forwarding collected funds to a parent or to the appropriate state or county / tribal agency.

Benefits of the Child Support Program:

- Financial security for children.
- Both of the child's parents contribute financially to the child's upbringing. When paternity is established, so are inheritance rights, which may subsequently result in additional benefits such as eligibility to receive Social Security payments. Paternity establishment also makes information about their family backgrounds and medical histories available to children.
- Reduced taxpayer dollars when child support payments help families to become independent and reduce or eliminate the need for public assistance.
- The Program holds parents responsible for providing health insurance coverage for their children which, in turn, reduces Medicaid costs to the taxpayer.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

Performance Standards:

The state has combined federal incentive funding and state General Purpose Revenue (GPR) and is allocating it to child support agencies' ability to meet four (4) performance standards. The performance target for all standards is 80% for the Federal Fiscal Year (October 1st through Sept. 30th).

1. Court Order Rate: the percentage of child support cases with a court order. **As of May 2020, Outagamie County Child Support Agency's performance is 90.78% (State performance = 90.03%).**
2. Paternity Establishment Rate: the percentage of children who had paternity established compared to the number of children who needed paternity established at the end of the previous federal fiscal year (FFY). **As of May 2020, Outagamie County Child Support Agency's performance is 99.34 % (State performance = 101.57%).**
3. Current Support Collection Rate: the percentage of support collected in the period it was due. **As of May 2020, Outagamie County Child Support Agency's is 77.71 % (State performance = 76.78**%).
4. Arrears Collection Rate: the percentage of cases with past-due payments that received a collection in the current federal fiscal year (FFY). **As of May 2020, Outagamie County Child Support Agency's performance is 73.44% (State performance = 71.28**%).

Outagamie County Child Support Performance Rates (Target is 80% for all standards)

Federal Fiscal Year	Court Order Rate	Paternity Establishment Rate	Current Support Collection Rate	Arrears Collection Rate
2019	89.56%	104.74%	78.45%	76.81%
2018	89.37	104.65	78.34	76.54
2017	91.43	107.14	78.79	77.44
2016	91.26	110.28	78.59	78.58
2015	92.22	108.87	78.05	76.74
2014	91.17	111.49	77.03	76.15
2013	91.59	106.44	76.78	75.18

BUDGET ISSUES:

Economic Support:

In 2021, it is expected that the Economic Support caseload and workload will increase.

- The number of Food Share applications received increased dramatically. The number of FS Applications (831) received in March 2020 was 30.3% more than the number of FS Applications (638) received in March 2019. The number of FS Applications (780) received in April 2020 was 63.90% more than the number of Applications (476) received in March 2019.
- The number of FS recipients (12,024) in April 2020 was highest since January 2018 when there was 12,073 recipients.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

BUDGET ISSUES CONTINUED:

- In response to the COVID-19 public health emergency, the Wisconsin Department of Health Services temporarily changed program rules to help protect the health and safety of members. This included maintaining health care coverage for any individuals who were eligible during the COVID-19 public health emergency period. FoodShare recipients continued to receive benefits also. Reviews were pushed out several months and reporting requirements were reduced. The definition of Good Cause for not cooperating with Child Support was temporarily expanded during the public health emergency.
- Once these temporary policies are lifted, Economic Support staff will be managing not only an increased caseload but also the backlog of reviews and restarting the new requirements for the BadgerCare Plus Childless Adult population including tracking work requirements, payment of premiums and completing health survey.
- Long Term Care Medicaid applications have decreased significantly in the past several months due to the COVID19 emergency. New placements in nursing homes and CBRF's are being avoided unless it is an emergency situation. Once the COVID19 policies are lifted, we would expect an increase in these types of applications.
- Changes to the MAPP (Medicaid Purchase Plan) program are scheduled to take effect in July 2020. The premium amounts will be greatly reduced which would encourage more people to apply for the program. (Currently, any premiums are suspended until the COVID19 emergency is over.)
- Costs for equipment including scanners and webcams, are part of planning for the eventual opening of the Economic Support lobby. It will help us to ensure that appropriate social distancing occurs, and to limit the number of customers and staff in an area at a time. It will also help customers feel more comfortable/safe when visiting the agency.
- The turnover rate of Economic Support Specialists and Lead workers (staff that manage caseloads) is as follows:
    - 2014: 21.06%
    - 2015: 41.94%
    - 2016: 16.13%
    - 2017: 6.25%
    - 2018: 34.38%
    - 2019: 25.00%
    - 2020: 9.38% (as of May 10, 2020)

  The experience level of the current Economic Support Specialists and Lead Economic Support Specialists (staff that manage caseloads) is as follows:
    - < 1 year = 4 staff (one is vacant)
    - 1 – 2 years = 7 staff
    - 3 – 5 years = 13 staff
    - 6 or more years = 8 staff

  34.4% of the staff that determine eligibility and manage a caseload have 2 years or less of experience. 75% of the staff that determine eligibility and manage a caseload have 5 or fewer years of experience.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2020 ACCOMPLISHMENTS:

Economic Support:

- During the COVID-19 Health Emergency, Outagamie County Economic Support staff, with assistance of Information Technology staff, swiftly and effectively adapted to working remotely.
- The Call Center remained open for the same hours as prior to COVID-19. Shortly after the Stay at Home order, the Economic Support lobby was closed to protect the health and safety of customers, staff and the community at large. Applicants and recipients were/are encouraged to apply for and manage their Health Care, FoodShare, and Wisconsin Shares benefits by contacting the ECIMP Call Center, or by using the ACCESS website. They are also encouraged to use the MyACCESS mobile app to check the status of their benefits, get important reminders, and submit documents. Although the lobby was closed the ECIMP Call Center continued to operate with a high level of customer service.
- The ECIMP (East Central Income Maintenance Partnership) met Performance Measures by:
    - Operating the consortium call center Monday through Friday, for a minimum of 35 hours per week.
    - Maintaining an Average Speed of Answer of less than 10 minutes.
    - Processing 95% or more of the applications received in a timely manner.
- The Annual Management Evaluation Review for the FoodShare program will occur in July 2020.

Child Support:

- During the COVID-19 Health Emergency, Outagamie County Child Support staff, with assistance of Information Technology staff, swiftly and effectively adapted to working remotely. The Child Support Call Center remained open for the same hours as prior to COVID-19.
- Shortly after the Stay at Home order, the Child Support lobby was closed to protect the health and safety of customers, staff and the community at large. Customers were encouraged to utilize the Child Support Online Services (CSOS) web site. There they can view and update their address and telephone number, view and print payment information, view balance information, and view case activity information.
- Although the lobby was closed, the Child Support Call Center continued to operate with a high level of customer service. Customers needing to drop off mail did so at the security entrance versus coming to the Child Support Agency. Staff frequently went to the security area to pick up documents that were dropped off and to provide information in person while maintaining social distancing.
- In the second quarter of 2019, it was decided that the Children First Case Manager would attend hearings and meet with participants and process enrollments at that time. This has greatly improved the rate of enrollment.
- The Child Support staff were also provided the means to encrypt emails allowing them to share confidential information securely.
- Exceeded performance standards for Court Order Establishment and Paternity Establishment.
- Made improvements in the Current Support and Arrears performance measures by utilizing reports to target non-payers.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2021 OBJECTIVES:

Economic Support Unit:

- The ECIMP will timely process at least 95% of Income Maintenance and FoodShare applications and will maintain an average speed of answer in the Call Center of less than 10 minutes.
- Economic Support will ensure that 100% (96) of the ECIMP Call Center weekly shifts assigned to Outagamie County will be staffed.
- Economic Support staff will ensure the number of unprocessed documents will not exceed 3% (422) of Outagamie County's caseload. This ceiling is determined by the East Central Income Maintenance Partnership (ECIMP) Operations Management Team to ensure a high level of customer satisfaction and to lower the number of calls made to the Call Center by customers checking on the status of their case.
- For calendar year 2021, the Economic Support Division will maintain a turnover rate less than 20%.
- Economic Support staff will continue collaboration with PILLARS, the ADRC, and the Certified Application Counselors/Federally Facilitated Marketplace (FFM).

Child Support Unit:

- By 9/30/2021, 80% or more of Outagamie County Child Support cases will have a court order and paternity will be established.
- By 9/30/2021, the Child Support Agency will work to exceed a current support collection rate greater than the rate achieved in FY 2020 and an arrears collection rate greater than the rate achieved in FY2020.
- Outagamie County Child Support Agency will remain above the statewide average in all 4 performance measures.
- Continue automated outbound reminder calls to individuals with an upcoming court hearing or appointment with the Child Support Agency with a goal of 80% attendance.
- Explore the options of utilizing technology to offer better customer service, for example: use of text messaging as another means by which to communicate with customers.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to:

- Projected wage and benefit costs in addition to vacancy factor adjustments based on 2021 estimates and historical trends. 247,896
- Addition of one full-time Human Services Specialist II. 62,100
- Reduction in overtime costs based on recent historical trends. (40,000)

Purchased Services increased overall primarily due to:

- WHEAP contracted services. 65,725
- Indirect costs increased, primarily due to the new building. 161,501
- Blood/lab/paternity tests anticipated increase due to Administrative Paternity requirement effective August 2020. 12,495
- Cellular telephone services for remote work environment. 14,526
- Reduction in contracted positions transitioned to county position (Human Services Specialist II). (29,951)

Allocated Applied Expense increased for Mental Health staff performing Income Maintenance related duties. 26,363

Capital Outlay increased for purchase of copier with extra tray. 8,974

MAJOR CHANGES IN REVENUES:

Intergovernmental increased primarily due to:

- Income Maintenance Allocation overmatch based on anticipated expenditures. 118,511
- WHEAP contract increase. 65,725
- Fraud funding based upon staff time study data, increased allocation overall. 53,751
- Child Support IV-D (82,921) and State GPR (20,486) increases based on estimated earnings for services provided. 103,407
- Children First contract increase. 36,561

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	2,863,371	3,277,744	3,277,744	1,553,738	3,300,837	3,534,995	3,534,995
FRINGE BENEFITS	1,375,112	1,497,657	1,497,657	742,409	1,439,610	1,488,302	1,488,302
TRAVEL / TRAINING	11,234	19,464	19,464	1,191	6,698	19,685	19,685
SUPPLIES	0	100	100	734	1,910	6,864	6,864
PURCHASED SERVICES	1,022,152	1,098,340	1,098,340	471,231	1,141,393	1,318,924	1,318,924
ALLOCATED APPLIED EXPENSE	310,186	305,432	305,432	155,191	335,595	327,974	327,974
ALLOCATED APPLIED CREDIT	(49,568)	(44,732)	(44,732)	(21,949)	(60,216)	(51,134)	(51,134)
CAPITAL OUTLAY	0	0	0	0	0	8,974	8,974
TOTAL EXPENDITURES	5,532,487	6,154,005	6,154,005	2,902,545	6,165,827	6,654,584	6,654,584
REVENUES:							
INTERGOVERNMENTAL	5,064,856	5,131,372	5,131,372	1,712,759	5,196,720	5,503,214	5,503,214
FEES, FINES AND COSTS	21,765	24,246	24,246	15,281	23,963	29,449	29,449
TOTAL REVENUES	5,086,621	5,155,618	5,155,618	1,728,040	5,220,683	5,532,663	5,532,663
NET DEPARTMENT COST (REVENUE)	445,866	998,387	998,387	1,174,505	945,144	1,121,921	1,121,921

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064010 -- ECONOMIC SUPPORT ADMINISTRATION

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	1,902,058	2,112,727	2,112,727	1,014,100	2,152,481	2,331,887	2,331,887
FRINGE BENEFITS	929,833	972,048	972,048	482,344	934,617	941,690	941,690
TRAVEL / TRAINING	3,595	12,484	12,484	853	2,665	5,050	5,050
SUPPLIES	0	100	100	552	1,150	3,269	3,269
PURCHASED SERVICES	568,266	617,038	617,038	280,427	683,456	786,456	786,456
ALLOCATED APPLIED EXPENSE	89,978	79,918	79,918	45,105	107,957	106,935	106,935
ALLOCATED APPLIED CREDIT	(44,584)	(38,457)	(38,457)	(18,666)	(52,337)	(44,205)	(44,205)
CAPITAL OUTLAY	0	0	0	0	0	5,205	5,205
TOTAL EXPENDITURES	3,449,146	3,755,858	3,755,858	1,804,715	3,829,989	4,136,287	4,136,287
REVENUES:							
INTERGOVERNMENTAL	3,293,001	3,128,636	3,128,636	1,189,918	3,203,481	3,358,363	3,358,363
FEES, FINES AND COSTS	50	100	100	0	100	100	100
TOTAL REVENUES	3,293,051	3,128,736	3,128,736	1,189,918	3,203,581	3,358,463	3,358,463
NET DEPARTMENT COST (REVENUE)	156,095	627,122	627,122	614,797	626,408	777,824	777,824

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064010 -- ECONOMIC SUPPORT ADMINISTRATION

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	2,337,262	
OVERTIME	100,000	
VACANCY FACTOR 3.48%	(105,375)	
TOTAL SALARIES:		2,331,887
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	1,022,398	
VACANCY FACTOR 7.07%	(80,708)	
TOTAL FRINGE BENEFITS:		941,690
TRAVEL/TRAINING:		
MILEAGE	1,826	
MEALS / LODGING / OTHER	608	
TRAINING AND SEMINARS	1,170	
OUT OF STATE TRAVEL (2 STAFF - FNS MIDWEST PARTNERS CONF-INDIANAPOLIS, IN/TBD)	1,446	
TOTAL TRAVEL/TRAINING:		5,050
SUPPLIES:		
OFFICE EQUIPMENT	3,169	
BOOKS & EDUCATIONAL MATERIALS	100	
TOTAL SUPPLIES		3,269
PURCHASED SERVICES:		
INTERPRETER FEES	21,019	
SERVICE OF PROCESS	397	
SUNDRY	1,524	
TELEPHONE_CELLULAR	14,526	
OTHER SPECIAL CONTRACTS/OBLIGATIONS:		
LIHEAP	340,831	
CHILD CARE CERTIFICATION	14,926	
ADVERTISING-PROMOTION/PUBLICITY	1,000	
DUES & SUBSCRIPTIONS	600	
COMPUTER SERVICES	1,264	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INDIRECT COSTS	255,345	
BUILDING/SPACE RENTAL	135,024	
TOTAL PURCHASED SERVICES:		786,456
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	6,929	
EXPENSE TRANSFER - PPACA	100,006	
TOTAL ALLOCATED APPLIED EXPENSE:		106,935
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(44,205)	
TOTAL ALLOCATED APPLIED CREDIT:		(44,205)
CAPITAL OUTLAY:		
FURNITURE AND OFFICE EQUIPMENT	5,205	
TOTAL CAPITAL OUTLAY:		5,205
REVENUES:		
INTERGOVERNMENTAL:		
CHILD CARE ADMIN	218,068	
INCOME MAINTENANCE ALLOCATION	516,836	
INCOME MAINTENANCE OVERMATCH	1,670,932	
IM ENHANCED MEDICAID	329,354	
RMS FUNDS	73,162	
FRAUD (INCOME MAINTENANCE)	136,089	
FS AGENCY INCENTIVE	27,014	
MEDICAL ASSISTANCE-AGENCY INCENTIVE	30,311	
AFDC AGENCY INCENTIVE	360	
LIHEAP	340,831	
CHILD CARE FRAUD	15,406	
TOTAL INTERGOVERNMENTAL:		3,358,363
FEES, FINES AND COSTS:		
FRAUD SURCHARGE	100	
TOTAL FEES, FINES AND COSTS:		100

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064020 -- ECONOMIC SUPPORT GRANTS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2018 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	149,977	160,827	160,827	72,589	155,015	124,500	124,500
TOTAL EXPENDITURES	149,977	160,827	160,827	72,589	155,015	124,500	124,500
REVENUES:							
INTERGOVERNMENTAL	23,219	32,707	32,707	4,340	24,106	0	0
FEES, FINES AND COSTS	134	240	240	0	0	0	0
TOTAL REVENUES	23,353	32,947	32,947	4,340	24,106	0	0
NET DEPARTMENT COST (REVENUE)	126,624	127,880	127,880	68,249	130,909	124,500	124,500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
BURIALS - COUNTY FUNDED	4,500	
HOMELESS CONNECTIONS (PILLARS)	55,000	
PARTNERSHIP COMMUNITY HEALTH CENTER	20,000	
LEAVEN	45,000	
TOTAL PURCHASED SERVICES		124,500

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064050 -- CHILD SUPPORT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	961,313	1,165,017	1,165,017	539,638	1,148,356	1,167,631	1,167,631
FRINGE BENEFITS	445,279	525,609	525,609	260,065	504,993	519,989	519,989
TRAVEL / TRAINING	7,639	6,980	6,980	338	4,033	13,509	13,509
SUPPLIES	0	0	0	182	760	3,025	3,025
PURCHASED SERVICES	303,909	320,475	320,475	118,215	302,922	407,668	407,668
ALLOCATED APPLIED EXPENSE	220,208	225,514	225,514	110,086	227,638	221,039	221,039
ALLOCATED APPLIED CREDIT	(4,984)	(6,275)	(6,275)	(3,283)	(7,879)	(6,929)	(6,929)
CAPITAL OUTLAY	0	0	0	0	0	3,769	3,769
TOTAL EXPENDITURES	1,933,364	2,237,320	2,237,320	1,025,241	2,180,823	2,329,701	2,329,701
REVENUES:							
INTERGOVERNMENTAL	1,748,636	1,970,029	1,970,029	518,501	1,969,133	2,084,785	2,084,785
FEES, FINES AND COSTS	21,581	23,906	23,906	15,281	23,863	29,349	29,349
TOTAL REVENUES	1,770,217	1,993,935	1,993,935	533,782	1,992,996	2,114,134	2,114,134
NET DEPARTMENT COST (REVENUE)	163,147	243,385	243,385	491,459	187,827	215,567	215,567

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064050 -- CHILD SUPPORT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	1,167,631	
TOTAL SALARIES:		1,167,631
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	519,989	
TOTAL FRINGE BENEFITS:		519,989
TRAVEL/TRAINING:		
MILEAGE	1,660	
MEALS / LODGING / OTHER	4,776	
TRAINING AND SEMINARS	1,500	
OUT OF STATE TRAVEL (1 STAFF - POLICY FORUM IN WASHINGTON DC; 2 STAFF - NCSEA NATIONAL CONFERENCE IN AUSTIN, TX)	5,573	
TOTAL TRAVEL/TRAINING:		13,509
SUPPLIES:		
OFFICE EQUIPMENT	3,025	
TOTAL SUPPLIES:		3,025
PURCHASED SERVICES:		
INTERPRETER FEES	4,263	
SERVICE OF PROCESS	29,445	
TRANSCRIPT FEES	22	
BLOOD / LAB / PATERNITY TESTS	19,282	
EXTRADITION	18,629	
LOCATE FEES	994	
SPECIAL INVESTIGATIONS/FINGERPRINTING	45	
DUES & SUBSCRIPTIONS	1,110	
COMPUTER SERVICES	1,072	
SHERIFF IV-D	15,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
CLERK OF COURTS IV-D	105,000	
FAMILY COURT IV-D	26,100	
INDIRECT COSTS	186,706	
TOTAL PURCHASED SERVICES:		407,668
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	221,039	
TOTAL ALLOCATED APPLIED EXPENSE:		221,039
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(6,929)	
TOTAL ALLOCATED APPLIED CREDIT:		(6,929)
CAPITAL OUTLAY:		
FURNITURE AND OFFICE EQUIPMENT	3,769	
TOTAL CAPITAL OUTLAY:		3,769
REVENUES:		
INTERGOVERNMENTAL:		
PERFORMANCE BASED INCENTIVES	351,151	
IV-D COSTS	1,399,797	
MSL INCENTIVES	89,945	
STATE GPR	243,892	
TOTAL INTERGOVERNMENTAL:		2,084,785
FEES, FINES & COSTS:		
SERVICE OF PROCESS	11,929	
NON IV-D FEES	2,447	
EXTRADITION FEES	2,315	
CERTIFIED BIRTH CERTIFICATE FEES	252	
GENETIC TESTS	12,406	
TOTAL FEES, FINES & COSTS:		29,349

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064060 -- CHILDREN FIRST

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	0	0	0	0	0	35,477	35,477
FRINGE BENEFITS	0	0	0	0	0	26,623	26,623
TRAVEL / TRAINING	0	0	0	0	0	1,126	1,126
SUPPLIES	0	0	0	0	0	570	570
PURCHASED SERVICES	0	0	0	0	0	300	300
TOTAL EXPENDITURES	0	0	0	0	0	64,096	64,096
REVENUES:							
INTERGOVERNMENTAL	0	0	0	0	0	60,066	60,066
TOTAL REVENUES	0	0	0	0	0	60,066	60,066
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	4,030	4,030

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	ECONOMIC SUPPORT DIVISION / VARIOUS

2064060 -- CHILDREN FIRST

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
NEW POSITION-HUMAN SERVICES SPECIALIST II	35,477	
TOTAL SALARIES:		35,477
FRINGE BENEFITS:		
NEW POSITION-HUMAN SERVICES SPECIALIST II	26,623	
TOTAL FRINGE BENEFITS:		26,623
TRAVEL/TRAINING:		
MILEAGE	911	
MEALS / LODGING / OTHER	82	
TRAINING AND SEMINARS	133	
TOTAL TRAVEL/TRAINING:		1,126
SUPPLIES:		
SUNDRY (OFFICE SUPPLIES)	285	
OFFICE EQUIPMENT	285	
TOTAL TRAVEL/TRAINING:		570
PURCHASED SERVICES:		
CHLDREN FIRST DRUG TESTING	300	
TOTAL PURCHASED SERVICES:		300
REVENUES:		
INTERGOVERNMENTAL:		
PERFORMANCE BASED INCENTIVES	60,066	
TOTAL INTERGOVERNMENTAL:		60,066

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

MISSION STATEMENT:

PREVENT diseases and injury, **PROMOTE** wellness, and **PROTECT** the health of the community.

PROGRAM DESCRIPTION:

Core Functions and Essential Services

The core public health functions and essential services provide the framework for achieving our mission. The core functions are defined in the Wisconsin State Statutes as: assessment, policy development, and assurance. Local public health agencies across the country have adopted the national identity of **"Prevent. Promote. Protect."** to signify what public health does and what it achieves. You will see that represented in our mission statement above.

- Essential Services:
    1. Monitor health status to identify and solve community health problems.
    2. Diagnose and investigate health problems and health hazards in the community.
    3. Inform, educate, and empower people about health issues.
    4. Mobilize community partnerships and action to identify and solve health problems.
    5. Develop policies and plans that support individual and community health efforts.
    6. Enforce laws and regulations that protect health and ensure safety.
    7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
    8. Assure competent public and personal health care workforce.
    9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
    10. Research for new insights and innovative solutions to health problems.
- Focus Areas:

  Public Health Division priorities follow the state health plan: *Healthiest Wisconsin 2020*

  Health Focus Areas:
    - Adequate, appropriate, and safe food and nutrition
    - Alcohol and other drug use
    - Chronic disease prevention and management
    - Healthy growth and development
    - Communicable disease prevention and control
    - Environmental and occupational health
    - Mental health
    - Oral health
    - Physical activity
    - Reproductive and sexual health
    - Tobacco use and exposure
    - Injury and violence

  Infrastructure Focus Areas:
    - Access to high-quality health services
    - Collaborative partnerships for community health improvement
    - Diverse, sufficient, and competent workforce that promotes and protects health
    - Emergency preparedness, response, and recovery
    - Equitable, adequate, and stable public health financing
    - Health literacy
    - Public health capacity and quality
    - Public health research and evaluation
    - Systems to manage and share health information and knowledge

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

The Public Health Division is comprised of four units: Women, Infant & Children (WIC) Nutrition Program, Environmental Health, Public Health Nursing, and Community Health. The Community Health Unit is comprised of emergency preparedness and community health education, which includes the Community Health Improvement Process (CHIP) and Public Health Accreditation. Community Health, Public Health Nursing, and Environmental Health Services are provided within our division's jurisdiction (Outagamie County, outside of the City of Appleton). The WIC Program services are provided to all eligible county residents.

Division Programs

Most division programs cross units, and the staff from all four units work collaboratively to achieve the public health mission. The following is a list of the major program areas to which staff members dedicate time. There are many areas that staff assist or support other partners in the community to improve the health of Outagamie County.

- Communicable disease prevention, investigation, and control.
- Immunization consultation, education, and administration.
- Pregnancy testing and presumptive eligibility for Medical Assistance.
- Prenatal Care Coordination.
- First Breath Smoking Cessation Program for pregnant women.
- My Baby and Me – an alcohol abstinence program for pregnant women.
- New mom and baby telephonic consultation and home visiting services.
- Chronic disease prevention and control.
- Childhood blood lead screening and lead poisoning investigation, follow-up, and environmental control.
- Injury prevention – emphasis on child passenger safety, bike helmets and infant safe sleep practices.
- Community health education and community event participation.
- Supplemental Nutrition Program for Women, Infants and Children (WIC).
- Fit Families Program.
- Farmer's Market Nutrition Program.
- Breastfeeding Peer Counselor Program.
- Inspection and licensing of restaurants, retail food, lodging establishments, recreational pools, tattoo and body piercing, schools, and manufactured home communities.
- Environmental hazard and nuisance investigation and control.
- Radon testing promotion and education.
- Recreational pool and drinking water testing.
- Laboratory for private drinking water and licensed pool water analysis.
- Food and Drug Administration (FDA) Voluntary National Retail Food Regulatory Program Standards.
- Emergency preparedness planning and response.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

- Community Health Improvement Process: focus on nutrition, physical activity, and mental health.
- Public Health Accreditation.
- Regional and state coalition participation, representation, and collaboration.
- Ongoing staff training.

BUDGET ISSUES:

- State public health funding has not yet been finalized. The majority of funding the Public Health Division receives through the state is pass-through federal funding; however, state General Purpose Revenue (GPR) funding is included in the division's TB dispensary reimbursement, communicable disease and lead grant programs.
- The Public Health Division relies on a variety of categorical federal grants to support services in maternal-child health, immunization, Food and Drug Administration (FDA), Prevention Block Grant, Public Health Preparedness, Supplemental Nutrition Assistant Program – Education (SNAP-Ed) Fit Families and the Women, Infants and Children's (WIC) Nutrition Program. Each of the grants comes with various funding cycles and requirements, with some that cross county budget years.
- The caseload for the Supplemental Nutrition Program for Women, Infants, and Children throughout the state has decreased significantly related to lower birth rates, lower unemployment rates, and other factors. The budget formula that is used to determine caseload remained consistent in 2020. WIC has experienced steady decline in contracted caseload resulting in decreases in the overall WIC funding while maintaining categorical funding for specific areas within the program. For 2021, there will be a continued increased effort toward outreach with additional allocation to help increase participation through statewide media campaigns and enrollment leads. For the 2020 WIC budget, we were able to obtain additional funding related to covering increased caseload related to COVID-19 and preparing to resume in person contact for WIC certifications.

2020 ACCOMPLISHMENTS:

- Continued working with local health departments in Calumet County, Winnebago County, Outagamie County, and healthcare partners Ascension, ThedaCare, and Aurora Health Systems and Partnership Community Health Center on a regional Health Assessment and Improvement Plan process.
- Completed a community survey utilizing the Center for Disease Control & Prevention Behavior Risk Factor Survey as a foundation.
- Continued implementation of the Outagamie County Community Health Improvement Plan in conjunction with community partners.
- Continued implementation of the Public Health Division Strategic Plan to begin the process for the next division strategic plan.
- Continued enhancements to a Performance Management dashboard to monitor progress toward achieving measures in our CHIP, mandates, and Strategic Plan.
- Outagamie County Administrative Food Safety Advisory Group continued to meet, for advisement for the Environmental Health Unit for licensed facilities.
- Continued testing of public pools and private water systems to protect residents and visitors from waterborne diseases.
- Continued investigation of environmental human health hazards and public health nuisances.
- Hired staff for vacated Environmental Health Sanitarian positions, Public Health Nursing positions, and WIC staff positions.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2020 ACCOMPLISHMENTS CONTINUED:

- Since enrolling in the FDA Voluntary National Retail Food Program Standards in 2009, Outagamie County Public Health has continued efforts in advancing through the 9 standards.
- Continued to meet the Agent requirements for the Department of Agriculture, Trade and Consumer Protection inspection and regulation of licensed establishments.
- Continued work to become a Nationally Accredited Public Health agency.
- Continued testing of Point of Dispensing Plan as part of Public Health Preparedness efforts with school based influenza clinics.
- Expanded school based influenza clinics to rural areas of the county, partnering with one new school to provide immunizations in underserved area
- Continued efforts to integrate quality improvement into the division.
- Worked to meet parameters of the Women, Infants and Children (WIC) Nutrition Program contracted participant caseload.
    - Decreased overall no show rates for all appointments.
    - Increased the percentage of participants receiving the program required non-certification nutrition education.
    - Successfully implemented phone nutrition education process to improve participation and decrease barriers.
    - Developed relationships with local hospitals to promote WIC and improve breastfeeding practices through consistent effective messaging.
    - Completed the Biennial WIC Management Evaluation, serving as a pilot agency for improved evaluation tools.
        - Provided report with corrective action to be completed within 6 months of evaluation date.
    - Completed required vendor training. Received feedback from vendors on how WIC can improve the shopping experience for participants and vendors.
- Achieved deliverables for the Fit Families grant.
    - Enrolled 60 participants while maintaining contracted caseload of 50 participants.
    - Have created community partnerships with SNAP-Ed to promote WIC and Policy System and Environment (PSE) changes.
- Worked to meet or exceed all consolidated grant objectives for maternal child health, immunization, lead, Prevention Block Grant, and Preparedness.
    - Immunization grant: 81% of all clients received appropriate benchmark immunizations by age 2 years (target: 83%, national).
        - Increased accessibility of services to clients by moving clinics to coincide with WIC's late days.
        - Collaborated with WIC to increase childhood immunization rates through promoting, assessing and referring WIC clients not up to date with immunizations to clinic, without an appointment required.
        - Strengthen partnerships with daycare centers to promote immunization among attendees by offering educational presentations through the Child Care Resource and Referral site.
    - MCH objective: To improve breastfeeding initiation and duration rates, worked with four child care centers to update breastfeeding friendly designation. In addition, enrolled four childcare centers with the breastfeeding friendly designation. Initiated another strategy to include worksites in becoming designated as breastfeeding friendly. Assisted the Outagamie County Human Resources Department to create or update existing breastfeeding friendly rooms at all county locations for the county employees to use while at work.
    - Assured that appropriate follow-up care to children with elevated blood lead levels was provided.
- Continued to lead the Safe Kids Fox Valley Coalition in efforts to reduce preventable childhood injuries and provided safety education at six community events

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2021 OBJECTIVES:

- Meet or exceed all consolidated contract objectives for Maternal Child Health, prevention block grant, immunization, lead, and preparedness by the end of the contract year.
  - Immunization: Increase percent of children who receive all recommended vaccines by two years old to 83%.
    - Promote immunization of daycare attendees through educational presentations to employees through Childcare Resource and Referral Center.
    - Continue promoting immunization teaching in all health education activities targeted to MCH populations.
    - Continue active partnerships with local immunization coalition.
    - Market immunizations through website and Facebook posts.
  - Maternal Child Health:
    - Continue strategies to improve breastfeeding initiation and duration rates in the community.
    - Support workplaces and childcare sites to become breastfeeding friendly.
    - Implement new strategies involving supporting community sites to become breastfeeding friendly.
- Meet or exceed WIC Consolidated Contract
  - Maintain 97% or higher for WIC Program contracted caseload.
    - Implement Outreach and education opportunities with Head Start to increase WIC participation.
  - WIC staff will attend all required state sponsored meetings and trainings as appropriate.
  - Correct all corrective actions and address quality improvement suggestions from 2019 Management Evaluation.
  - Maintain quality measures for care plan entry within 14 days of certification (project standard of 7 days) and maintain non-certification education of at least 50% (end of 2019 was 66%).
- Meet Fit Families contracted participant caseload by the end of the contract year.
  - Increase community outreach events related to Fit Families.
- Increase Farmers' Market Nutrition Program redemption rate by 10%.
  - Participate in at least 2 Farmers' Market events to help promote use of Farmers Market benefits.
- Evaluate Breastfeeding Peer Counselor Program as we will hire for the position, improve policies to maintain the scope of the role and program.
- Complete process for becoming a Nationally Accredited Public Health Agency.
- Meet the objectives for FDA grant and continue efforts in advancing through the Voluntary National Retail Food Program Standards.
- Utilize the Department of Agriculture, Trade and Consumer Protection and FDA Voluntary National Retail Food Program Standards to train Environmental Health staff in ensuring consistency in the inspection and licensing program.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH/SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to:

- Projected wage and benefit increases including the addition of one Epidemiologist and one Public Health aide in the Fall of 2020, offset by adjustments to vacancy factors based on 2021 estimates and historical trends. 80,341

Purchased Services increased primarily due to the following:

- Anticipated expenditures related to COVID-19 including contracted and consulting services. 72,712
- Offset by reduction in FDA Program Standards grant due to no anticipated purchases in 2021. (10,000)

MAJOR CHANGES IN REVENUES:

Intergovernmental increased overall primarily due to:

- Additional COVID-19 funding. 48,006
- Women, Infants and Children's – decrease in Outreach funding. (8,860)
- Miscellaneous – reduction due to one-time FDA/NACCHO grant in 2020. (10,000)

Fees Fines and Costs decreased based on current year estimates for Inspection and License fees. 24,358

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,504,698	1,743,109	1,743,109	778,983	1,655,166	1,826,044	1,826,044
FRINGE BENEFITS	568,437	697,540	697,540	314,783	623,061	694,946	694,946
TRAVEL / TRAINING	48,064	67,704	67,704	11,280	47,068	72,795	72,795
SUPPLIES	44,426	44,407	44,407	17,681	60,200	56,041	56,041
PURCHASED SERVICES	57,750	96,553	96,553	49,058	727,770	167,890	167,890
ALLOCATED APPLIED EXPENSE	6,587	11,659	11,659	0	132,886	8,338	8,338
ALLOCATED APPLIED CREDIT	(20,484)	(23,159)	(23,159)	(1,357)	(77,071)	(24,229)	(24,229)
CAPITAL OUTLAY	0	0	0	0	0	8,600	8,600
TOTAL EXPENDITURES	2,209,478	2,637,813	2,637,813	1,170,428	3,169,080	2,810,425	2,810,425
REVENUES:							
INTERGOVERNMENTAL	734,514	732,772	732,772	169,140	1,551,568	764,996	764,996
FEES, FINES AND COSTS	391,074	373,227	373,227	220,177	259,308	348,683	348,683
CHARGES FOR SERVICES	6,795	7,725	7,725	1,624	6,159	5,544	5,544
MISCELLANEOUS	4,638	5,313	5,313	5,290	1,850	3,994	3,994
TOTAL REVENUES	1,137,021	1,119,037	1,119,037	396,231	1,818,885	1,123,217	1,123,217
NET DEPARTMENT COST (REVENUE)	1,072,457	1,518,776	1,518,776	774,197	1,350,195	1,687,208	1,687,208

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061010--COMMUNITY HEALTH

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	265,390	380,490	380,490	135,878	261,936	327,767	327,767
FRINGE BENEFITS	115,986	152,071	152,071	67,766	118,778	117,196	117,196
TRAVEL / TRAINING	25,074	22,680	22,680	5,003	17,683	24,220	24,220
SUPPLIES	0	1,477	1,477	4,136	10,224	7,135	7,135
PURCHASED SERVICES	16,202	28,050	28,050	7,371	671,623	101,339	101,339
ALLOCATED APPLIED EXPENSE	6,587	11,659	11,659	0	132,886	8,338	8,338
ALLOCATED APPLIED CREDIT	(13,897)	(11,500)	(11,500)	(1,235)	(2,300)	(15,891)	(15,891)
CAPITAL OUTLAY	0	0	0	0	0	8,600	8,600
TOTAL EXPENDITURES	415,342	584,927	584,927	218,919	1,210,830	578,704	578,704
REVENUES:							
INTERGOVERNMENTAL	88,198	96,619	96,619	20,641	878,424	144,050	144,050
TOTAL REVENUES	88,198	96,619	96,619	20,641	878,424	144,050	144,050
NET DEPARTMENT COST (REVENUE)	327,144	488,308	488,308	198,278	332,406	434,654	434,654

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061010--COMMUNITY HEALTH

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	348,881	
VACANCY FACTOR 5.69%	(104,149)	
NEW POSITION 1 FT EPIDEMIOLOGIST	83,035	
TOTAL SALARIES:		327,767
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	146,755	
VACANCY FACTOR 8.08%	(61,691)	
NEW POSITION 1 FT EPIDEMIOLOGIST	32,132	
TOTAL FRINGE BENEFITS:		117,196
TRAVEL/TRAINING:		
MILEAGE	3,400	
MEALS / LODGING / OTHER	3,150	
TRAINING AND SEMINARS	4,585	
OUT OF STATE TRAVEL (CONF IN ATLANTA, GA; SAN ANTONIO, TX; ORLANDO, FL; ALL LOCATIONS TENTATIVE)	13,085	
TOTAL TRAVEL/TRAINING:		24,220
SUPPLIES:		
BOOKS & EDUCATIONAL MATERIALS	300	
SUPPLIES	285	
OFFICE EQUIPMENT	2,625	
COVID OFFICE SUPPLIES	3,925	
TOTAL SUPPLIES:		7,135

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
CONSULTING-MEDICAL DIRECTOR	3,000	
COMMUNITY HEALTH ASSESSMENT	5,500	
AMERICORP INTERN	5,000	
TEMPORARY EMPLOYMENT	37,231	
COVID OTHER PURCHASED SERVICES	35,481	
HEALTH PROMOTION	800	
DUES & SUBSCRIPTIONS	11,150	
COMPUTER SERVICES	192	
IT DIRECT BILLED	2,985	
TOTAL PURCHASED SERVICES:		101,339
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	8,338	
TOTAL ALLOCATED APPLIED EXPENSE:		8,338
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(15,891)	
TOTAL ALLOCATED APPLIED CREDIT:		(15,891)
CAPITAL OUTLAY		
FURNITURE AND OFFICE EQUIPMENT	8,600	
TOTAL CAPITAL OUTLAY:		8,600
REVENUES:		
INTERGOVERNMENTAL:		
COVID OTHER GRANTS	48,006	
PREVENTION BLOCK GRANT	10,805	
PREPAREDNESS GRANT	85,239	
TOTAL INTERGOVERNMENTAL:		144,050

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061015--PUBLIC HEALTH NURSING

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	572,212	644,374	644,374	287,372	616,255	682,340	682,340
FRINGE BENEFITS	178,759	225,314	225,314	99,484	202,007	243,407	243,407
TRAVEL / TRAINING	9,305	16,907	16,907	1,497	12,100	19,119	19,119
SUPPLIES	28,026	28,532	28,532	8,106	29,545	31,398	31,398
PURCHASED SERVICES	26,028	42,704	42,704	27,754	37,288	44,596	44,596
ALLOCATED APPLIED CREDIT	0	0	0	(122)	(66,609)	0	0
TOTAL EXPENDITURES	814,330	957,831	957,831	424,091	830,586	1,020,860	1,020,860
REVENUES:							
INTERGOVERNMENTAL	90,464	85,757	85,757	1,981	85,275	85,516	85,516
FEES, FINES AND COSTS	273	440	440	0	0	254	254
CHARGES FOR SERVICES	6,795	7,725	7,725	1,624	6,159	5,544	5,544
MISCELLANEOUS	4,638	5,313	5,313	5,290	1,850	3,994	3,994
TOTAL REVENUES	102,170	99,235	99,235	8,895	93,284	95,308	95,308
NET DEPARTMENT COST (REVENUE)	712,160	858,596	858,596	415,196	737,302	925,552	925,552

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061015--PUBLIC HEALTH NURSING

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	682,340	
TOTAL SALARIES:		682,340
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	243,407	
TOTAL FRINGE BENEFITS:		243,407
TRAVEL/TRAINING:		
MILEAGE	8,500	
MEALS / LODGING / OTHER	3,600	
TUITION FEES	2,450	
TRAINING AND SEMINARS	4,569	
TOTAL TRAVEL/TRAINING:		19,119
SUPPLIES:		
MEDICAL SUPPLIES	21,000	
BOTS CAR SEATS	8,045	
BOOKS & EDUCATIONAL MATERIALS	500	
OFFICE EQUIPMENT	1,853	
TOTAL SUPPLIES		31,398
PURCHASED SERVICES:		
INTERPRETER FEES	10,412	
STD CONTRACT	17,968	
COMMUNICABLE DISEASE CONTRACT	2,000	
TRANSPORTATION	90	
TB DISPENSARY	2,000	
HEALTH PROMOTION	4,840	
SAFE KIDS - FOX VALLEY	1,500	
SAFE KIDS - BRANDONS CHAMPIONS	2,194	
TB INCENTIVE	300	
NURSES PROFESSIONAL LIABILITY INSURANCE	2,478	
DUES & SUBSCRIPTIONS	670	
COMPUTER SERVICES	144	
TOTAL PURCHASED SERVICES:		44,596

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
TB DISPENSARY	2,000	
MATERNAL CHILD HEALTH (M2A)	36,680	
LEAD GRANT	5,562	
IMMUNIZATION GRANT	22,791	
COMMUNICABLE DISEASE CONTRACT	7,800	
OTHER - MISCELLANEOUS	2,638	
BOTS CAR SEAT GRANT	8,045	
TOTAL INTERGOVERNMENTAL:		85,516
FEES FINES AND COSTS:		
MISCELLANEOUS - CLINICS	150	
MISCELLANEOUS - CAR SEATS	104	
TOTAL FEES FINES AND COSTS		254
CHARGES FOR SERVICES:		
MEDICAL ASSISTANCE REIMBURSEMENT	5,534	
MISCELLANEOUS	10	
TOTAL CHARGES FOR SERVICES		5,544
MISCELLANEOUS:		
DONATIONS - SAFE KIDS	1,500	
DONATIONS - BRANDONS CHAMPIONS	2,194	
TB INCENTIVE	300	
TOTAL MISCELLANEOUS		3,994

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061020--WIC

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	392,097	410,046	410,046	203,645	440,239	451,260	451,260
FRINGE BENEFITS	164,061	170,609	170,609	82,003	165,800	169,764	169,764
TRAVEL / TRAINING	1,339	5,354	5,354	285	1,435	4,270	4,270
SUPPLIES	9,657	5,910	5,910	1,461	11,943	6,145	6,145
PURCHASED SERVICES	15,224	15,038	15,038	13,828	17,098	18,434	18,434
ALLOCATED APPLIED CREDIT	(6,587)	(11,659)	(11,659)	0	(8,162)	(8,338)	(8,338)
TOTAL EXPENDITURES	575,791	595,298	595,298	301,222	628,353	641,535	641,535
REVENUES:							
INTERGOVERNMENTAL	555,852	537,396	537,396	146,518	582,369	532,430	532,430
TOTAL REVENUES	555,852	537,396	537,396	146,518	582,369	532,430	532,430
NET DEPARTMENT COST (REVENUE)	19,939	57,902	57,902	154,704	45,984	109,105	109,105

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061020--WIC

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	451,260	
TOTAL SALARIES:		451,260
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	169,764	
TOTAL FRINGE BENEFITS:		169,764
TRAVEL/TRAINING:		
MILEAGE	500	
MEALS / LODGING / OTHER	401	
TRAINING AND SEMINARS	1,300	
OUT OF STATE TRAVEL (CONFERENCE IN EITHER NEW ORLEANS, LA OR ORLANDO, FL)	2,069	
TOTAL TRAVEL/TRAINING:		4,270
SUPPLIES:		
MEDICAL SUPPLIES	4,175	
BOOKS & EDUCATIONAL MATLS	900	
SUNDRY	155	
OFFICE EQUIPMENT	765	
BREAST FEEDING PROMOTION	150	
TOTAL SUPPLIES:		6,145

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INTERPRETER FEES	4,500	
OTHER SPECIAL CONTRACTS & OBLIGATIONS	11,658	
FIT FAMILY GRANT	1,007	
DUES & SUBSCRIPTIONS	150	
COMPUTER SERVICES	1,119	
TOTAL PURCHASED SERVICES:		18,434
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(8,338)	
TOTAL ALLOCATED APPLIED CREDIT:		(8,338)
REVENUES:		
INTERGOVERNMENTAL:		
CORE FUNCTION-PEER COUNSELING	21,020	
GENERAL OUTREACH	11,658	
FARMER'S MARKET	3,535	
FIT FAMILIES GRANT	17,957	
WOMEN / INFANTS / CHILDREN - FNS	475,660	
STATE REIMBURSED INTERPRETER FEES	2,000	
STATE REIMBURSED INTAKE IQ FEES	600	
TOTAL INTERGOVERNMENTAL:		532,430

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061050--ENVIRONMENTAL HEALTH SANITARIAN

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	274,999	308,199	308,199	152,088	336,736	364,677	364,677
FRINGE BENEFITS	109,631	149,546	149,546	65,530	136,476	164,579	164,579
TRAVEL / TRAINING	12,346	22,763	22,763	4,495	15,850	25,186	25,186
SUPPLIES	6,743	8,488	8,488	3,978	8,488	11,363	11,363
PURCHASED SERVICES	296	10,761	10,761	105	1,761	3,521	3,521
ALLOCATED APPLIED CREDIT	0	0	0	0	0	0	0
TOTAL EXPENDITURES	404,015	499,757	499,757	226,196	499,311	569,326	569,326
REVENUES:							
INTERGOVERNMENTAL	0	13,000	13,000	0	5,500	3,000	3,000
FEES, FINES AND COSTS	390,801	372,787	372,787	220,177	259,308	348,429	348,429
TOTAL REVENUES	390,801	385,787	385,787	220,177	264,808	351,429	351,429
NET DEPARTMENT COST (REVENUE)	13,214	113,970	113,970	6,019	234,503	217,897	217,897

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	PUBLIC HEALTH / VARIOUS

2061050--ENVIRONMENTAL HEALTH SANITARIAN

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	309,172	
NEW POSITION 1 FT PUBLIC HEALTH AIDE	55,505	
TOTAL SALARIES:		364,677
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	135,417	
NEW POSITION 1 FT PUBLIC HEALTH AIDE	29,162	
TOTAL FRINGE BENEFITS:		164,579
TRAVEL/TRAINING:		
MILEAGE	12,400	
MEALS / LODGING / OTHER	4,052	
TRAINING AND SEMINARS	3,165	
OUT OF STATE TRAVEL (CONFERENCE IN WASHINGTON DC OR TBD)	5,569	
TOTAL TRAVEL/TRAINING:		25,186
SUPPLIES:		
INSPECTION SUPPLIES	927	
LABORATORY SUPPLIES	6,991	
RADON SUPPLIES	500	
BOOKS & EDUCATIONAL MATERIALS	300	
SUPPLIES	285	
OFFICE EQUIPMENT	2,360	
TOTAL SUPPLIES:		11,363

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
LAB TESTING SERVICES	305	
FOOD SAMPLE PURCHASES	10	
POSTAGE	500	
DUES AND SUBSCRIPTIONS	446	
PRINTING - EXTERNAL	500	
IT DIRECT BILLED	1,760	
TOTAL PURCHASED SERVICES:		3,521
REVENUES:		
INTERGOVERNMENTAL:		
MISCELLANEOUS - FDA/NACCHO GRANT	3,000	
TOTAL INTERGOVERNMENTAL:		3,000
FEES, FINES & COSTS:		
SANITARY FEES	363	
INSPECTION / LICENSE FEES	347,766	
RADON KIT FEE	300	
TOTAL FEES, FINES & COSTS:		348,429

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE/VARIOUS

MISSION STATEMENT:

The mission of the Division of Mental Health & Alcohol and Other Drug Abuse is to provide services to individuals and their families who are affected by mental illness and/or alcohol and other drug abuse, which meets their needs and assists them in living independently in the community in the least restrictive setting.

The mission of the Mental Health Court and the Drug and Alcohol Treatment Court is to return to the community law abiding, productive, responsible, and self-sufficient people who are better prepared to be successful in family, work, and the community.

PROGRAM DESCRIPTION:

The Division of Mental Health & Alcohol and Other Drug Abuse is comprised of Department provided mental health outpatient services, contracted alcohol and other drug abuse services, contracted psychiatry, and mental health purchased services. Our services are based on a continuum of care. Our most intensive level of care is the Community Support Program (CSP). The CSP Unit provides assessments and Assertive Community Treatment (ACT Model) to consumers with severe and persistent mental illnesses. The Case Management (CM) and Comprehensive Community Service (CCS) Units provide assessment and arrange for psychosocial rehabilitation services and treatment planning, which includes the consumer and their team members in a recovery-focused model. In early 2020, we initiated a higher level of CCS services known as CCS-Assertive Community Treatment Programming (CCS-ACT). The CCS-ACT program is targeted to serve adult consumers with severe and persistent mental illness and alcohol or other drug use treatment needs. In 2021, the goal will be to serve 54 CCS-ACT consumers. The Evaluation & Psychotherapy Unit (EPU) provides a Crisis Walk-In Program for initial assessments and urgent care needs, ongoing outpatient mental health services to children, adults, and families experiencing a broad range of mental health illnesses, and counseling services. The EPU also provides psychological evaluations for court-ordered assessments and referrals from other divisions and the community. The Crisis Intervention Unit provides 24/7 crisis phone counseling, triage and mobile mental health and AODA crisis intervention services, as well as adult protective services. In addition, the division has purchase of service contracts with community organizations and other county and state agencies to provide mental health services (residential, work-related, and inpatient treatment) and alcohol and other drug abuse services (outpatient services, residential, inpatient detoxification and treatment, and prevention services).

The Drug and Alcohol Treatment Court and the Mental Health Court programs provide coordination of the courts and needed services to participants.

BUDGET ISSUES:

- Outagamie County currently contracts with six psychiatrists for outpatient psychiatric services. The hourly rate of $180.35 is proposed to increase to $183.13 (1.54% increase) in 2021.
- Due to ongoing psychiatric service needs of our consumers, decrease in psychiatry hours available for contracting, and no progress in contracting with an Advanced Practice Psychiatric Nurse Practitioner; Outagamie County will implement Tele-psychiatry services in 2020. The estimated cost to contract for Tele-psychiatry services in 2020 is $91,520, which is estimated to provide 416 additional hours of psychiatric services at $220 an hour.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE/VARIOUS

BUDGET ISSUES CONTINUED:

- Overall usage and county funded admissions for adults placed at Winnebago and Mendota Mental Health Institutes has increased. For calendar year 2020, we budgeted for 1,250 days of care to be provided during the year. Through April 2020, we have used 637 days, with a projected usage of 1,511 days of care to be provided during the year. Increased usage is believed to be associated with fewer consumers having health care and Medicaid coverage, limited access to private psychiatric hospitals, and more consumers requiring the specialized services of the State mental health institutes.
- Overall usage and county funded admissions for children placed at Winnebago Mental Health Institute has been consistent with our projected use. For calendar year 2020, we budgeted for 892 days of care to be provided during the year. Through April 2020, we used 253 days of care. We project total usage of 759 days of care for calendar year 2020. Usage is being impacted by a variety of factors including:

  More and more children being served by the private sector are exceeding acute care hospitals' treatment abilities and are ending up as admissions to the state institute. Children's needs continue to increase in complexity, and many have complications that private sector hospitals can no longer adequately address. We are also seeing children remaining in the state IMD for longer periods of time for psychiatric stabilization.
- Approximately fifteen years ago, the Department started a Medicaid eligibility group to help ensure that we were maximizing third party coverage for inpatient hospitalization stays and for hospital diversion services. During the past few years, we have seen modest increases in consumers needing inpatient levels of care and with increased complexities, including consumers that require long-term placements to address psychiatric and medical needs, consumers who are diagnosed with severe and persistent mental illnesses who are physically aggressive and unable to be transferred to community placements, and more children needing inpatient levels of care for longer periods of time. As a result of these continued efforts by staff to increase diversions and maximize third party payments, we are projecting a slight decrease (-.2%) in total inpatient costs compared to 2019 actuals.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 Estimate	2021 Budget
Inpatient Hospital Charges	$1,319,176	$1,232,049	$1,066,600	$1,510,945	$1,729,864	$1,565,742	$1,141,111	$819,081	$491,362	$460,333	$547,235	$547,235	$546,112
Change from Prior Year	-19.7%	-6.6%	-13.4%	+ 41.7%	+14.5%	-9.5%	-27.1%	-28.0%	-40.0%	-6.58%	+18.88%	0.0%	-.2%

- We are expecting hospital rates to increase by approximately 3% for 2021. The current average hospital cost for 2020 is $1,144 per day and is expected to increase to $1,174 per day. In general, multiple factors continue to impact this service area including continued growth of county residents, changes in eligibility for Medicaid, maximum utilization of our diversion programs, changes to health care coverage, and the continued struggle for many in our county to find employment with health insurance benefits.
- Due to increased needs for consumers with dementia and decreased availability of nursing home facilities in this area to address the needs of this population, Outagamie County entered into the Mississippi Valley Consortium in 2010, which allows access to the Lakeview Nursing Home in La Crosse, WI. Lakeview Nursing Home specializes in the care of consumers with dementia and associated behavioral challenges. In 2016, Lakeview Nursing Home decreased the capacity of their beds by approximately 50%. Due to decreased availability of these specialized nursing home beds, we entered into the Woodland Enhanced

BUDGET ISSUES CONTINUED:

Health Services Commission, which provides for specialized nursing services at Clark County Rehabilitation and Living Center. To date, we have had three consumers placed into this facility. We continue to work with local nursing homes to manage these consumers within their homes more effectively, and we have seen an increased capacity of nursing homes in this region to manage consumers with these needs. For 2021, we are budgeting 158 days at Clark County Rehabilitation and Living Center.

- Over the past three years, we have transitioned a significant number of mental health consumers with severe and persistent mental illnesses from Community Based Residential Facilities (CBRF's) to more independent living settings. Currently, we have 32 consumers in CBRF/AFH facilities, and we will budget for 38 consumers in 2021.
- Crisis diversion services are provided by Outagamie County's 24/7 mobile crisis staff. Diversion is the process of careful assessment to determine the least-restrictive services that meet the individual's needs. Diversion may include placement at the Eastwood 8 bed facility, crisis transitional apartments, or the return of the individual to his/her home with a safety plan in place.
- Due to consistent utilization of crisis diversion, Eastwood's capacity has been used steadily over the past years, as noted below. The projected drop in crisis diversion to Eastwood for 2020 is due to the impact of the COVID-19 Pandemic and the decrease in admissions to Eastwood starting in March, 2020.

2009	83%	2010	71%	2011	85%	2012	76%	2013	80%	2014	83%	2015	78%	2016	73%
2017	75%	2018	69%	2019	68.5%	2020 Estimate	60%								

- Placement into short-term crisis residential programs or transitional apartments is essential to maintain our efforts at reducing inpatient costs and meeting the needs of consumers. In 2013, we expanded the use of transitional apartments, allowing for increased utilization of our crisis diversion unit and developing two transitional units with capacity for four adults. We will continue to monitor this program to assess utilization of these apartments in 2020-21. Currently, 34 consumers have transitioned into the apartment program. In the past, these individuals may have required more costly group home (CBRF) placement.
- For 2021, Comprehensive Community Services (CCS) will budget services for 57 children with severe emotional disorders. Currently, we are serving 41 children in this program. Providing services to these children and their families will help to prevent more costly services such as inpatient or out-of-home placements. Historically, admitting children into the CCS program results in significant decreases in the use of state institutions and private hospitals.
- Peer support specialists engage and encourage mental health consumers in recovery, promote wellness, independent living, and empowerment. In 2013, Outagamie County developed a pilot internship to incorporate a peer support specialist within our mental health programs. This evidence-based practice will assist in the recovery focus of our consumers and enhance our professional recovery team. Outagamie County is continuing to contract this level of service through Valley Packing Industries. In 2021, we will continue to contract up to 20 hours per week for a certified peer support specialist.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE/VARIOUS

2020 ACCOMPLISHMENTS:

- In 2020, an additional 23 consumers were moved from institutional, residential, and supported apartment placements to more independent living settings (11-CCS/Adult; 6-CSP; 6-Crisis/CM).
- In 2020, the regional Juvenile Sex Offender project with Calumet and Winnebago counties and Partnership Community Health Center was continued, with 74 Outagamie children completing specialized Juvenile Sex Offender (JSO) treatment since program inception in 2010. To date, 113 Outagamie County children/adolescents have been assessed or treated in this tri-county project.
- In early 2016, we began a Walk-In Clinic, providing urgent care services to consumers in Outagamie County. Through utilization of this clinic, Outagamie County residents are able to see a mental health professional that day and decrease the potential for more costly crisis services. Over the past year, 878 consumers have used the Walk-In Clinic, with an average of 4 consumers being assisted each day.
- In 2020, we began piloting a Comprehensive Community Services – Assertive Community Treatment Program (CCS-ACT) for adult consumers with high levels of need. The goal is to meet the needs of these individuals within the community while increase Medical Assistance revenue to support this level of care.
- Since 2009, 309 individuals have been referred and 165 individuals participated in the Drug and Alcohol Treatment Court (DATC). This program improves the lives of these individuals and their families and decreases the need for jail beds. Moreover, in January, 2019, a separate track of the DATC was developed for individuals charged with a 4th or greater Operating While Intoxicated (OWI) offense. In 2019, 22 individuals have been referred to the OWI – DATC court.
- In mid-2018, a second shift Crisis Clinical Therapist was piloted. Due to its success, in 2019 we restructured the Crisis Unit and permanently added a second shift Clinical Therapist to the Crisis Unit to address the need for mobile crisis services during the time frame of 3 PM – 11 PM. This not only improved Crisis Services, but it increased crisis diversions. During 2019, approximately 589 crisis consumers were assessed and diverted from costly inpatient care.
- In 2020, we discontinued contracting for AODA Crisis Services and now provide these services with county staff saving the county tax levy dollars and overall, improving coordination of AODA crisis services.
- In 2019, we contracted to expand our Individualized Placement Support (IPS) Specialist program and added a second IPS provider, given the success of this program. Throughout the year, community-based competitive employment opportunities for 74 consumers within the Comprehensive Community Services (CCS) program and the Community Support Program (CSP) have been achieved with 53% obtaining employment.
- We coordinated with Brown, Calumet, Manitowoc, Sheboygan and Winnebago counties on the regionalization of Comprehensive Community Services (CCS) for children and adults to enhance services, expand on the sharing of knowledge and training, and increase overall efficiencies across the defined region. In 2020, Fond du Lac County joined the CCS Regional Consortium.
- Through Federal and State grants, the Mental Health Division launched two initiatives to help meet the mental health needs of children and those transitioning into adulthood. These programs include Project YES (Youth Empowered Solutions) for clients between the ages of 16-25. We completed the overall goals of this project and have implemented the evidenced-based services found to be effective from this project into our CCS program. In addition, we continue to provide Functional Family Therapy for children and their families needing intensive in-home psychotherapy services. Functional Family Services utilizes evidence-based tools and treatment to help improve outcomes for families we serve. Outagamie County meets or exceeds national norms for outcomes.
- We served 75 individuals in the Mental Health Court, to improve the lives of these individuals and their families and decrease the need for jail beds.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE/VARIOUS

2021 OBJECTIVES:

- Expand Tele-psychiatry services in 2021 to meet the growing demand for psychiatric services in our County.
- We are currently maintaining insurance coverage for 94% of our mental health clients. We will continue to proactively work with all department mental health and AODA clients to ensure that 90% or more obtain and maintain some form of third party health insurance coverage and continue to expand our mental health revenue billings and collections.
- Implement an AODA residential program that is CCS billable to increase MA revenue for AODA service needs.
- Fully implement the CCS-ACT program to serve 54 high need consumers in 2021.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased due to:

- Projected wage and benefit costs (staff turnover) and vacancy factor adjustments based on 2021 estimates and historical trends. 8,132
- The addition of one Community Support Specialists and one Medicaid Quality Assurance Specialist 156,669

Purchased Services increased overall primarily due to:

- Overall reduction in AODA Level1A days in various facilities (reduction of 1,640 days). (118,032)
- AODA Level 3 Services, increased based on an increase of approximately 187 days at various rates. 10,642
- State Institutional Fees increased – Adult services budgeted at 1,395 days at $1,212/day (2020: 1,250 days at $1,100/day). Children's Services budgeted at 764 days at $1,219/day (2020: 892 days at $1,083/day). Both adult and children figures are offset by collections. 325,230
- Nursing Home charges decreased based on reduction of 183 days at $154.50/day. (25,446)
- Other Hospital Charges decreased based on an overall reduction of 80 days at $1,288/day. (103,598)
- Residential Services decreased based on an overall reduction of 629 days at various rates. (172,443)
- Institute for Mental Disease increased based on 1,825 days at $339.30/day net rate (2020: 1,098 days at $338.70/day). 247,322
- Supportive Living services decreased based on overall reduction in service hours at various rates. (113,100)
- Brighter Futures Initiative grant expenditures transferred from YFS division. 215,446
- Residential Services, in Mental Health and AODA Treatment Courts, decreased based on projected number of days and grant funds. (114,750)
- AODA Level 3 Services, in Mental Health and AODA Treatment Courts, decreased based on projected number of days and grant funds. (69,302)

Allocated Applied Credit increased (negative amount) to reflect services provided to other divisions by Mental Health staff (73,367)
offset by Increases in Allocated Applied Expense for services provided to Mental Health by other divisions (40,490). (32,877)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE/VARIOUS

MAJOR CHANGES IN REVENUES:

Intergovernmental Revenues increased for the following:

- Mental Health Block Grant (61,232) and AODA Bock Grant (106,201) decreased funding for 2021. (167,433)
- Brighter Futures grant funding transferred to MH division. 150,000

Fees, Fines and Costs decreased based on three year average actual collections. (28,712)

Charges for Services increased primarily due to the following:

- CCS Medical Assistance (MA revenues) increased for services provided to both adults and children. 226,556
- MA CSP revenues increased based on 2020 projection and new individualized placement services. 26,013
- IPS Revenue decreased based on prior year actuals. (187,928)
- Other Collection fees decreased based on three year averages. (36,794)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	4,028,270	5,074,161	5,106,937	2,163,837	4,558,601	5,223,252	5,223,252
FRINGE BENEFITS	1,583,865	1,915,497	1,938,261	839,872	1,649,640	1,932,587	1,932,587
TRAVEL / TRAINING	161,219	139,662	140,962	41,554	130,500	160,868	160,868
SUPPLIES	3,459	32,651	33,151	6,557	22,259	32,586	32,586
PURCHASED SERVICES	12,955,693	13,028,031	13,029,181	3,570,943	11,314,937	13,146,086	13,146,086
ALLOCATED APPLIED EXPENSE	116,076	6,520	6,520	20,906	43,414	47,010	47,010
ALLOCATED APPLIED CREDIT	(99,381)	(73,643)	(73,643)	(45,521)	(122,298)	(147,010)	(147,010)
CAPITAL OUTLAY	0	0	1,765	0	0	0	0
TOTAL EXPENDITURES	18,749,201	20,122,879	20,183,134	6,598,148	17,597,053	20,395,379	20,395,379
REVENUES:							
INTERGOVERNMENTAL	1,073,310	5,178,912	5,178,912	1,171,680	5,113,294	5,169,337	5,169,337
FEES, FINES AND COSTS	212,851	217,082	217,082	72,601	178,042	180,288	180,288
CHARGES FOR SERVICES	7,046,210	8,801,316	8,861,571	2,195,758	6,315,572	8,816,331	8,816,331
TOTAL REVENUES	8,332,371	14,197,310	14,257,565	3,440,039	11,606,908	14,165,956	14,165,956
NET DEPARTMENT COST (REVENUE)	10,416,830	5,925,569	5,925,569	3,158,109	5,990,145	6,229,423	6,229,423

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066090--MH-PROVIDED

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	3,894,241	4,936,721	4,969,497	2,106,559	4,435,459	5,101,735	5,101,735
FRINGE BENEFITS	1,544,662	1,876,550	1,899,314	820,837	1,612,432	1,876,415	1,876,415
TRAVEL / TRAINING	159,060	137,147	138,447	41,554	128,970	157,067	157,067
SUPPLIES	684	19,335	19,835	6,370	21,932	19,759	19,759
PURCHASED SERVICES	768,134	881,294	882,444	348,276	777,787	910,237	910,237
ALLOCATED APPLIED EXP	100,005	0	0	16,996	39,505	47,010	47,010
ALLOCATED APPLIED CREDIT	(99,381)	(73,643)	(73,643)	(45,521)	(98,793)	(100,000)	(100,000)
CAPITAL OUTLAY	0	0	1,765	0	0	0	0
TOTAL EXPENDITURES	6,367,405	7,777,404	7,837,659	3,295,071	6,917,292	8,012,223	8,012,223
REVENUES:							
INTERGOVERNMENTAL	534,507	569,123	569,123	101,916	588,253	530,320	530,320
CHARGES FOR SERVICES	4,321,781	5,646,862	5,707,117	1,477,308	4,371,411	5,593,822	5,593,822
TOTAL REVENUES	4,856,288	6,215,985	6,276,240	1,579,224	4,959,664	6,124,142	6,124,142
NET DEPARTMENT COST (REVENUE)	1,511,117	1,561,419	1,561,419	1,715,847	1,957,628	1,888,081	1,888,081

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066090--MH PROVIDED

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	5,118,853	
NEW POSITIONS - 2 TOTAL FTE*	99,269	
OVERTIME	15,030	
VACANCY FACTOR 3.48%	(131,417)	
TOTAL SALARIES:		5,101,735
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	1,913,012	
NEW POSITIONS - 2 TOTAL FTE*	57,400	
VACANCY FACTOR 7.07%	(93,997)	
TOTAL FRINGE BENEFITS:		1,876,415
TRAVEL/TRAINING:		
MILEAGE	128,210	
MEALS/LODGING/OTHER	7,099	
TUITION FEES	8,950	
TRAINING AND SEMINARS	12,808	
TOTAL TRAVEL/TRAINING:		157,067
SUPPLIES:		
MEDICAL SUPPLIES	2,008	
BOOKS & EDUCATIONAL MATERIALS	4,750	
SUPPLIES	2,046	
OFFICE EQUIPMENT	10,955	
TOTAL SUPPLIES:		19,759
PURCHASED SERVICES:		
INTERPRETER FEES	8,775	
PRESCRIPTION MEDICATION	2,284	
PSYCHIATRIC FEES	815,250	
EMERGENCY FUNDS	3,330	
GUARDIANSHIPS	43,056	
ELDER ABUSE GRANT	500	
CLIENT TRANSPORTATION	1,345	
ENRICHMENT	3,123	
SPECIAL CONTRACTS/OBLIGATIONS	12,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES (CONT):		
PEER SUPPORT	8,229	
NURSES PROFESSIONAL LIABILITY INSURANCE	1,220	
ADS - PROMOTION	350	
DUES & SUBSCRIPTIONS	2,740	
COMPUTER SERVICES	3,270	
IT DIRECT BILLED	4,765	
TOTAL PURCHASED SERVICES:		910,237
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	47,010	
TOTAL ALLOCATED APPLIED CREDIT:		47,010
ALLOCATED APPLIED CREDITS:		
EXPENSE TRANSFER	(100,000)	
TOTAL ALLOCATED APPLIED CREDIT:		(100,000)
REVENUES:		
INTERGOVERNMENTAL:		
MENTAL HEALTH BLOCK GRANT	64,126	
ELDER ABUSE GRANT	47,735	
ADULT PROTECTIVE SVS	127,388	
VOCA GRANT	22,429	
COMMUNITY MENTAL HEALTH	268,642	
TOTAL INTERGOVERNMENTAL:		530,320
CHARGES FOR SERVICES:		
MEDICAL ASSISTANCE CASE MANAGEMENT	27,609	
MEDICAL ASSISTANCE CSP	394,589	
WIMCR MAINTENANCE OF EFFORT	683,003	
MA CRISIS	603,239	
MA COMPREHENSIVE COMMUNITY SERVICES	2,887,455	
WIMCR BCA OFFSET	454,025	
CRISIS PHONE SERVICE	28,382	
OUTPATIENT COLLECTIONS	505,416	
COLLECTION AGENCY	4,500	
MISCELLANEOUS	5,604	
TOTAL CHARGES FOR SERVICES:		5,593,822

* NEW POSITIONS: COMMUNITY SUPPORT SPECIALIST AND MEDIAID QUALITY ASSURANCE SPECIALIST

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066560--C-ALCOHOL & OTHER DRUG ABUSE

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	2,559,359	2,804,438	2,804,438	798,712	2,457,223	2,701,035	2,701,035
TOTAL EXPENDITURES	2,559,359	2,804,438	2,804,438	798,712	2,457,223	2,701,035	2,701,035
REVENUES:							
INTERGOVERNMENTAL	352,606	742,203	742,203	153,283	636,002	636,002	636,002
FEES, FINES AND COSTS	137,554	146,055	146,055	56,562	138,095	138,095	138,095
CHARGES FOR SERVICES	32,134	20,168	20,168	47,013	111,149	70,186	70,186
TOTAL REVENUES	522,294	908,426	908,426	256,858	885,246	844,283	844,283
NET DEPARTMENT COST (REVENUE)	2,037,065	1,896,012	1,896,012	541,854	1,571,977	1,856,752	1,856,752

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066560--C-ALCOHOL & OTHER DRUG ABUSE

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
MEDICAL FEES - LABS: OPTIONS LAB	41,137	
INPATIENT - DETOXIFICATION	23,447	
AODA LEVEL 3 SERVICES:		
APRICITY PROGRAMS	381,296	
BEACON HOUSE	128,100	
BLANDINE HOUSE	62,642	
ASCENSION ST MICHAELS	114,057	
NOVA COUNSELING	236,006	
PATHWAYS TO A BETTER LIFE	171,437	
AODA LEVEL 1A - RESIDENTIAL/APARTMT:		
APRICITY PROGRAMS	994,104	
NOVA COUNSELING	85,495	
COUNSELING - OUTPATIENT		
ASCENSION (MINISTRY BEHAVIORAL HEALTH)	10,443	
OPTIONS TREATMENT PROGRAMS	72,481	
THEDA CARE BEHAVIORAL HEALTH	47,070	
VALLEY PACKAGING	172,242	
COUNSELING AODA BLK	87,787	
PROJECT PRE-ACTION	72,891	
TRANSPORTATION	400	
TOTAL PURCHASED SERVICES:		2,701,035

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
DHS BCA	400,000	
AODA BLOCK GRANT	236,002	
TOTAL INTERGOVERNMENTAL:		636,002
FEES, FINES & COSTS:		
DRIVER'S IMPROVEMENT SURCHARGE	139,501	
GASB REVENUE - FFC COURTS	(1,406)	
TOTAL FEES, FINES & COSTS:		138,095
CHARGES FOR SERVICES:		
INPATIENT REVENUE	5,483	
MA CCS	42,408	
OUTPATIENT PAYMENTS	2,543	
OTHER COLLECTION FEES	19,226	
COLLECTION AGENCY - OTHER	526	
TOTAL CHARGES FOR SERVICES:		70,186

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066580--C-MENTAL HEALTH

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	8,750,864	9,080,000	9,080,000	2,334,885	7,976,600	9,440,733	9,440,733
TOTAL EXPENDITURES	8,750,864	9,080,000	9,080,000	2,334,885	7,976,600	9,440,733	9,440,733
REVENUES:							
INTERGOVERNMENTAL	57,926	3,867,586	3,867,586	916,481	3,875,444	4,003,015	4,003,015
FEES, FINES AND COSTS	59,779	58,111	58,111	10,914	29,399	29,399	29,399
CHARGES FOR SERVICES	2,195,212	3,123,219	3,123,219	632,951	1,788,726	3,137,023	3,137,023
TOTAL REVENUES	2,312,917	7,048,916	7,048,916	1,560,346	5,693,569	7,169,437	7,169,437
NET DEPARTMENT COST (REVENUE)	6,437,947	2,031,084	2,031,084	774,539	2,283,031	2,271,296	2,271,296

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066580--C-MENTAL HEALTH

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
MEDICAL FEES - LABS	544	
WMHI/MMHI - ADULTS	1,102,922	
WMHI/MMHI - KIDS	353,888	
OTHER HOSPITAL CHARGES	546,112	
NURSING HOME CHARGES	24,437	
RESIDENTIAL SERVICES:		
HEARTWOOD HOMES	142,292	
LIBERTY FRONTIDA	13,262	
LIVING TREE ESTATES	26,581	
LUTHERAN SOCIAL SERVICES	543,544	
MATTHEWS SENIOR LIVING	49,954	
MISTY ARBOR SENIOR LIVING	95,083	
PNUMA	345,600	
PRODUCTIVE LIVING SYSTEMS	146,672	
REHABILITATION HOUSE	155,490	
ROBERT E BERRY HOUSE	38,723	
TREMPEALEAU COUNTY	42,251	
VILLA PHOENIX	609,587	
ADULT FAMILY HOMES		
PRODUCTIVE LIVING SYSTEMS	105,056	
RESPITE - CHILDREN	25,106	
INSTITUTE FOR MENTAL DISEASE (IMD)	619,217	
NON RESIDENT	42,209	
CRISIS DIVERSION		
INNOVATIVE SERVICES - STEP DOWN	28,800	
LSS - EASTWOOD	650,084	
SUPPORTIVE SERVICES - ADULTS:		
INNOVATIVE SERVICES	578,323	
LIMITLESS	801,540	
LUTHERAN SOCIAL SERVICES	290,657	
PINE VALLEY	55,104	
PNUMA	23,361	
PRODUCTIVE LIVING SYSTEMS	47,855	
PURCHASED SERVICES CONTINUED:		
SUPPORTIVE SERVICES - CHILDREN:		
FAMILY SERVICES	181,716	
INNOVATIVE	414,426	
PSG	552,822	
WORK RELATED SERVICES:		
GOODWILL	6,640	
INNOVATIVE	237,938	
VALLEY PACKAGING	288,941	
TRANSPORTATION	34,565	
BRIGHTER FUTURES - FFT TRAINING	26,453	
BRIGHTER FUTURES - FFT SERVICES	93,908	
BRIGHTER FUTURES - MATCH/OVERMATCH	95,085	
MISCELLANEOUS - TB TESTS	3,985	
TOTAL PURCHASED SERVICES:		9,440,733
REVENUES:		
INTERGOVERNMENTAL:		
DHS BCA	3,833,235	
NON RESIDENT	42,209	
BRIGHTER FUTURES	127,571	
TOTAL INTERGOVERNMENTAL:		4,003,015
FEES, FINES, AND COSTS		
FAMILY CARE	29,399	
TOTAL FINES, FEES, AND COSTS		29,399
CHARGES FOR SERVICES:		
MA CSP	27,726	
MA COMPREHENSIVE COMMUNITY SERVICES	2,485,461	
OTHER INPATIENT - PRIVATE	200,484	
COLLECTION AGENCY - INPATIENT	2,474	
OTHER COLLECTION FEES	342,256	
IPS REVENUE	78,622	
TOTAL CHARGES FOR SERVICES:		3,137,023

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066585--PROJECT YES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	645,603	0	0	38,672	38,672	0	0
ALLOCATED APPLIED EXPENSE	16,071	0	0	3,910	3,909	0	0
TOTAL EXPENDITURES	661,674	0	0	42,582	42,581	0	0
REVENUES:							
INTERGOVERNMENTAL	128,271	0	0	0	13,595	0	0
CHARGES FOR SERVICES	478,733	0	0	28,986	28,986	0	0
TOTAL REVENUES	607,004	0	0	28,986	42,581	0	0
NET DEPARTMENT COST (REVENUE)	54,670	0	0	13,596	0	0	0

GRANT ENDS 2020 (CARRY OVER FROM 2019)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066590-MH COURT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	71,957	73,910	73,910	39,041	78,784	65,182	65,182
FRINGE BENEFITS	10,369	10,938	10,938	9,769	18,201	28,837	28,837
TRAVEL / TRAINING	1,153	992	992	0	507	1,153	1,153
SUPPLIES	86	2,866	2,866	37	111	2,611	2,611
PURCHASED SERVICES	96,622	108,370	108,370	11,521	48,681	64,442	64,442
ALLOCATED APPLIED EXPENSE	0	6,520	6,520	0	0	0	0
ALLOCATED APPLIED CREDIT	0	0	0	0	(23,505)	(47,010)	(47,010)
TOTAL EXPENDITURES	180,187	203,596	203,596	60,368	122,779	115,215	115,215
REVENUES:							
FEES FINES AND COSTS	1,790	2,027	2,027	330	696	900	900
CHARGES FOR SERVICES	18,350	11,067	11,067	9,500	15,300	15,300	15,300
TOTAL REVENUES	20,140	13,094	13,094	9,830	15,996	16,200	16,200
NET DEPARTMENT COST (REVENUE)	160,047	190,502	190,502	50,538	106,783	99,015	99,015

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066590-MH COURT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	65,182	
TOTAL SALARIES:		65,182
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	28,837	
TOTAL FRINGE BENEFITS:		28,837
TRAVEL/TRAINING:		
MILEAGE	298	
MEALS/LODGING/OTHER	315	
TRAINING AND SEMINARS	540	
TOTAL TRAVEL/TRAINING:		1,153
SUPPLIES:		
MEDICAL SUPPLIES	2,500	
SUNDRY (OFFICE SUPPLIES)	111	
TOTAL SUPPLIES:		2,611

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
MEDICAL FEES	1,073	
AODA LEVEL 3	4,080	
RESIDENTIAL SERVICES	4,880	
AODA APARTMENT	6,908	
COUNSELING	1,145	
WORK RELATED SERVICES	45,956	
ENRICHMENT	400	
TOTAL PURCHASED SERVICES:		64,442
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(47,010)	
TOTAL ALLOCATED APPLIED CREDIT		(47,010)
REVENUES:		
FEES FINES AND COSTS:		
UA FEES	900	
TOTAL FEES FINES AND COSTS:		900
CHARGES FOR SERVICES:		
IPS REVENUE	5,300	
MA CCS REVENUE	10,000	
TOTAL FEES FINES AND COSTS:		15,300

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066595-DRUG AND ALCOHOL TREATMENT COURT

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	62,072	63,530	63,530	18,237	44,358	56,335	56,335
FRINGE BENEFITS	28,834	28,009	28,009	9,266	19,007	27,335	27,335
TRAVEL / TRAINING	1,006	1,523	1,523	0	1,023	2,648	2,648
SUPPLIES	2,689	10,450	10,450	150	216	10,216	10,216
PURCHASED SERVICES	135,111	153,929	153,929	38,877	15,974	29,639	29,639
TOTAL EXPENDITURES	229,712	257,441	257,441	66,530	80,578	126,173	126,173
REVENUES:							
FEES FINES AND COSTS	13,728	10,889	10,889	4,795	9,852	11,894	11,894
TOTAL REVENUES	13,728	10,889	10,889	4,795	9,852	11,894	11,894
NET DEPARTMENT COST (REVENUE)	215,984	246,552	246,552	61,735	70,726	114,279	114,279

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	MENTAL HEALTH/ ALCOHOL & OTHER DRUG ABUSE / VARIOUS

2066595-DRUG AND ALCOHOL TREATMENT COURT

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	56,335	
TOTAL SALARIES:		56,335
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	27,335	
TOTAL FRINGE BENEFITS:		27,335
TRAVEL/TRAINING:		
MILEAGE	298	
MEALS/LODGING/OTHER	381	
TRAINING AND SEMINARS	540	
OUT OF STATE TRAVEL	1,429	
TOTAL TRAVEL/TRAINING:		2,648
SUPPLIES:		
MEDICAL SUPPLIES	10,000	
SUNDRY	216	
TOTAL SUPPLIES:		10,216

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
LAB SERVICES	15,288	
AODA LEVEL 3 SERVICES	8,800	
SERVICES LEVEL 1A - RESIDENTIAL/APT	2,480	
AODA APARTMENT	1,880	
COUNSELING	691	
ENRICHMENT	500	
TOTAL PURCHASED SERVICES:		29,639
REVENUES:		
FEES, FINES AND COSTS:		
DATC FEES	11,894	
TOTAL FEES, FINES AND COSTS:		11,894

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH & FAMILY SERVICES / VARIOUS

MISSION STATEMENT:

In partnership with the community, the mission of the Division of Youth & Family Services is to promote a Youth Justice System that balances protection of the community with youth and family accountability, and competency development for youth to live responsibly and productively in the community. Based on individual needs, the division will create opportunities for youth to develop pro-social lifestyles and build successful relationships with their family and community.

PROGRAM DESCRIPTION:

The Division of Youth & Family Services consists of four units: Youth Social Work Services Unit I, II, III and IV. Unit IV includes all services related to Shelter Care operations. Services are located in the Youth & Family Services facility.

Division staff serve the youth and families of Outagamie County who are within the jurisdiction of the Juvenile Court for committing crimes and/or are in need of protection or services for status offense behavior. In addition, independent living services are provided to youth ages 14 to 18 who are in out-of-home placements. Youth substance abuse services contracts are monitored through this division. Mentoring services for children served through the Children, Youth and Families and Youth and Family Services divisions, as well as the coordination of volunteer services for the entire department, are also provided through the division. In collaboration with the District Attorney's Office, the Division also provides diversion services for youth aged 17 who are charged with an adult criminal non-violent offense.

Juvenile Court Intake Services (Youth Social Work Services Unit III):

- Provides court intake services 24 hours per day, 7 days per week, for the purpose of screening children taken into custody.
- Provides crisis management during the intake process.
- Receives court referral information, conducts intake inquiries, and makes recommendations for court.
- Applies the Youth Assessment and Screening Instrument (YASI) assessment tool in decision making.
- Makes referrals of cases to other agencies appropriate to fit the needs of the family.
- Operates the "Families in Action" diversion program.
- Notifies victims requesting statements of loss and victim impact statements.
- Screens, assesses, and provides voluntary diversion services to youth charged with an adult criminal non-violent offense at age 17.

Ongoing Services (Youth Social Work Services Unit I, II and III):

- Supervises youth on Deferred Prosecution Agreements, Consent Decrees, or formal Court Orders; assists families in maintaining children in their own homes.
- Prepares Court Reports to recommend a plan of rehabilitation, treatment, and care.
- Assists youth in obtaining employment and collects monetary restitution from youth who owe victims for property damage or loss.
- Provides the Community Service Program for youth who work voluntarily at a community site as a restorative repayment for community costs.
- Provides adult mentors for high risk youth.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH & FAMILY SERVICES / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

- Provides liaison with youth in foster care, group homes and residential care centers, and with the Department of Corrections for youth in corrections and for those released on aftercare.
- Facilitates victim offender mediation sessions.
- Provides Thinking for Change group work.
- Provides Aggression Replacement Training (ART).
- Provides Electronic Monitoring services as part of the Intensive Community Service Program.
- Provides Report Center/Positive Youth Development Services.
- Provides Independent Living and Transitional Living services.
- Develops release plans with families whose youth are placed in Shelter Care or Secure Detention.
- Assists in the assessment and service provision to youth involved in the Tri-County Juvenile Sex Offender (JSO) Program.

Juvenile Resources (Unit IV):

- Provides a safe, temporary, non-secure placement in an 16-bed Shelter Care facility for youth who cannot return to their own home.
- Provides psychosocial, educational, and recreational programming to teach youth responsibilities and alternatives to antisocial behavior.
- Provides competency development training to youth on supervision.

Anti-Human Trafficking Regional Hub (Unit 1):

- Provides anti-human trafficking (AHT) services to seventeen counties and three Tribes in Wisconsin Region 2.
- Provides technical assistance and support to Region 2 in the detection, identification, rescue, crisis intervention, crisis stabilization, treatment, family engagement, reintegration, advocacy and long term support to youth who are at risk of or who have been sex trafficked.
- Provides community-wide strategies and activities that establish practices, procedures, protocols, and policies for needed systems and social change.
- Develops and implements anti-human trafficking prevention strategies, protection strategies, and prosecution strategies.

Volunteer Services coordinates 13 volunteer programs: Companion, Family Interaction Volunteer, NOAHH – Neighbors Offering A Helping Hand, Representative Payee, Transportation, Legal Guardian, Thanksgiving Food Baskets, Holiday Gift Giving, Christmas in August, Back To School, Immunization/Flu Clinics, Victim/ Offender Conferencing, Chain Reaction Day in spring and fall, and One Warm Coat. Thanks to our many volunteers, county residents were able to stay in their own homes, get to necessary appointments, and have access to many important programs that make many families' holidays brighter and daily lives more enjoyable.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH & FAMILY SERVICES / VARIOUS

PROGRAM DESCRIPTION CONTINUED:

Administration of these volunteer programs includes:

- Recruitment, retention, and supervision of volunteers.
- Program management/development, which includes evaluation of current programs and developing new programs to meet the needs of clients and volunteers.
- Complete quarterly and yearly volunteer statistics.
- Public relations: working with community, agencies, businesses, and media to keep them informed of our volunteer programs/needs and how they can assist us.
- Working closely with Volunteer Fox Cities and the Volunteer Action Council (two local volunteer agencies promoting volunteerism), and with the Wisconsin Volunteer Coordinators Association (WVCA, a statewide organization).
- Volunteer recognition includes an annual recognition; weekly, monthly, and yearly community volunteer awards; and personal notes.
- Keep all departmental units informed of community assistance that may benefit their clients.

BUDGET ISSUES:

As of June 8, 2020, there were 2 youth in corrections, 0 in relative placements, 0 in foster care, 1 in group homes, 3 in residential care centers, and 1 youth awaiting placement in a residential or group home facility. The 2020 budget presently includes funding for 2.13 slots in corrections, 2.5 slots in foster care, 1 slot in a group home, and 3.5 slots in residential care centers. There remains a great need for a variety of community-based alternatives such as client transportation, wraparound programming, and other specialized services. Maintenance of sufficient community-based funding is necessary if we expect to keep out-of-home placement costs low.

2020 ACCOMPLISHMENTS:

- The Division developed a Prevention Program for siblings of youth on supervision.
- The Young Adult Offender Program has diverted 21 young adults from the adult court system.
- Juvenile Intake has diverted 59% of juvenile referrals from the formal court system.
- The Division worked with Appleton Area School District to develop resources to address the loss of Truancy Court. One component is a voluntary program for elementary aged children with attendance issues.
- The Division has continued to expand collaboration with community agencies. An example being the Trout Museum working with our Restorative Justice and Shelter Care youth providing them opportunities to explore their art interests.
- The Electronic Monitoring Program has developed more individualized programming tailored to the needs of each youth.
- The Division group coordination has been consolidated under one person making for better use of resources.
- The Anti Trafficking HUB has provided new and additional resources and training to those counties and tribes in the region.
- There has been a stabilization of staff and programming in Shelter Care.
- Independent Living Services offered to youth in out of home care have been expanded through reassignment of those duties to the Restorative Justice Coordinator.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH & FAMILY SERVICES / VARIOUS

2020 ACCOMPLISHMENTS CONTINUED:

- Report Center programming has been revised to be more individualized and focused on Positive Youth Development.
- Volunteer Services has worked with other Divisions to start using volunteers again as the community adjusts to COVID concerns. In 2019, volunteers provided 755 rides totaling over 69,485 miles to Department clients. This transportation assistance helped facilitate parent/child visitation for children placed out of home, transportation to court appearances, and transportation to other appointments. In addition, over 275 families received holiday support (meals, gifts) through coordination of community donations by the Volunteer Services Program.
- Back to School Program provided backpacks and school supplies to over 800 children to start the 2019-2020 school year.

2021 OBJECTIVES:

By March 31, 2021, establish Anti-Human Trafficking Regional Hub training and resources to counties/tribes in the region allowing for self-sustaining programs in each county/tribe.

By December 31, 2021,

- Intake will divert 50% of youth referred from formal court involvement through the use of deferred prosecution agreements, voluntary case management, referring to the supervising social worker for handling, or case closings.
- YFS Provided staff will divert 40 to 50 seventeen year old youth from receiving a criminal court conviction by holding them accountable and providing developmentally appropriate supervision and treatment services in the juvenile system.
- The Mentoring Program will supervise and support 50 to 60 ongoing adult matches with children and youth annually.
- At least 80% of youth referred to the restitution program will successfully complete their payment obligations by the end of their court order, consent decree, or deferred prosecution agreement.
- At least 95% of youth will successfully complete the assigned community service hours by the end of their court order, consent decree, or deferred prosecution agreement.
- All placement cases will be assessed for the Family Find process.
- Baseline outcome measures for all programs the division offers will be reported, including contracted services.
- Integrate data from the three current data systems presently used in the YFS and CYF divisions (eWiSACWIS, YASI Caseworks, and TCM) to measure and report program outcomes and to evaluate and analyze service delivery.
- Volunteer Services will recruit 10 new family interaction volunteers.
- Volunteer Services will recruit 10 new guardians.
- Recruit and maintain a volunteer base sufficient to meet 90% of the transportation requests for volunteer services received for the year.

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH & FAMILY SERVICES / VARIOUS

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits decreased due to:

- Projected wage and benefit costs offset by vacancy factor adjustments based on 2021 estimates and historical trends. (45,067)
- One vacant social worker position not planned to be filled in 2021 based on anticipated caseloads. (79,059)

Travel/Training increased due to increased mileage based on three year average (10,769), out of state travel (2,000) and increased training costs including the annual contribution to the Behavioral Health Training Partnership for staff training (10,077). 22,846

Supplies decreased based on anticipated 2021 supplies and equipment replacements in comparison to the prior year. (8,045)

Purchased Services decreased primarily due to:

- Emergency Care/Shelter decreased based on usage of 730 days at $125/day plus 257 days at $175/day. (12,700)
- Counseling decreased based on projected Family Training Program usage by 5 families/month at $807/month; 1 Parent Coaching slot using 6 units/month at $116.32/unit for 12 months. (13,055)
- Supportive Living Services increased to 1,990 hours at $45.47/hour offset by reduction of 468 hours at $38.83 to CCS (Mental Health). (15,752)
- Residential Care Centers increased slots to 2.50 slots at $476.23/day (2020 budget reflected 2.75 slots at $401.77/day). 31,116
- Corrections increased based on 546 days at $615/day and 549 days at $689/day (2020 budget reflected 780 days at $541/day). 165,984
- Transferred Brighter Futures functional family therapy from this division to the Mental Health division. (245,748)
- Early Intervention program reduction due to grant ending. (36,700)

MAJOR CHANGES IN REVENUES:

Intergovernmental decreased primarily due to

- Transfer of Bright Futures program to the Mental Health division. (150,000)
- Early Intervention grant ending in 2020. (36,700)
- Youth Aids allocation based on expenditure reductions. (57,646)
- Offset by an increase in the Community Intervention funding. 8,948

Charges for Services decreased primarily due to the Brighter Futures transfer to the Mental Health division. (17,119)

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	2,146,549	2,545,464	2,545,464	1,095,600	2,328,025	2,455,643	2,455,643
FRINGE BENEFITS	834,182	860,380	860,380	441,523	875,320	826,075	826,075
TRAVEL / TRAINING	43,847	42,313	42,313	18,542	44,800	65,159	65,159
SUPPLIES	31,225	50,456	50,456	16,288	39,548	42,411	42,411
PURCHASED SERVICES	1,476,804	1,929,550	1,929,550	654,952	1,730,121	1,802,168	1,802,168
ALLOCATED APPLIED EXPENSE	1,372	2,095	2,095	0	(1,182)	1,219	1,219
ALLOCATED APPLIED CREDIT	(1,219)	(2,095)	(2,095)	0	(1,219)	(1,219)	(1,219)
TOTAL EXPENDITURES	4,532,760	5,428,163	5,428,163	2,226,905	5,015,413	5,191,456	5,191,456
REVENUES:							
INTERGOVERNMENTAL	2,377,113	2,449,018	2,449,018	262,517	2,338,338	2,215,101	2,215,101
FEES, FINES AND COSTS	68,412	107,788	107,788	48,110	88,421	107,394	107,394
CHARGES FOR SERVICES	47,620	54,319	54,319	12,999	48,368	37,104	37,104
MISCELLANEOUS REVENUES	449	100	100	0	450	900	900
TOTAL REVENUES	2,493,594	2,611,225	2,611,225	323,626	2,475,577	2,360,499	2,360,499
NET DEPARTMENT COST (REVENUE)	2,039,166	2,816,938	2,816,938	1,903,279	2,539,836	2,830,957	2,830,957

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067020--JUVENILE RESOURCES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	682,647	741,204	741,204	359,759	776,761	790,032	790,032
FRINGE BENEFITS	269,710	268,203	268,203	156,337	316,323	341,120	341,120
TRAVEL / TRAINING	5,022	5,485	5,485	1,427	6,193	9,548	9,548
SUPPLIES	29,906	50,456	50,456	16,288	39,548	42,411	42,411
PURCHASED SERVICES	45,288	50,489	50,489	13,279	44,258	39,603	39,603
ALLOCATED APPLIED EXPENSE	153	0	0	0	0	0	0
ALLOCATED APPLIED CREDIT	(1,219)	(2,095)	(2,095)	0	(1,219)	(1,219)	(1,219)
TOTAL EXPENDITURES	1,031,507	1,113,742	1,113,742	547,090	1,181,864	1,221,495	1,221,495
REVENUES:							
FEES, FINES AND COSTS	16,192	46,046	46,046	18,769	27,603	43,344	43,344
CHARGES FOR SERVICES	30,271	37,200	37,200	12,999	36,802	37,104	37,104
MISCELLANEOUS	0	0	0	0	0	0	0
TOTAL REVENUES	46,463	83,246	83,246	31,768	64,405	80,448	80,448
NET DEPARTMENT COST (REVENUE)	985,044	1,030,496	1,030,496	515,322	1,117,459	1,141,047	1,141,047

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067020--JUVENILE RESOURCES

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	763,343	
OVERTIME	26,689	
TOTAL SALARIES:		790,032
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	341,120	
TOTAL FRINGE BENEFITS:		341,120
TRAVEL/TRAINING:		
MILEAGE	318	
MEALS / LODGING / OTHER	1,025	
TUITION FEES	4,900	
TRAINING AND SEMINARS	3,305	
TOTAL TRAVEL/TRAINING:		9,548
SUPPLIES:		
GAS AND DIESEL	1,080	
RAW FOOD	21,869	
SPECIAL ITEMS - RECREATION	1,575	
BOOKS & EDUCATIONAL MATERIALS	1,500	
HOUSEHOLD SUPPLIES	4,635	
OFFICE EQUIPMENT	11,752	
TOTAL SUPPLIES:		42,411

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
ELECTRICITY	26,623	
NATURAL GAS	5,599	
WATER/SEWER	4,620	
OUTSIDE REPAIRS/MAINTENANCE - AUTO	900	
OTHER CLIENT RELATED SERVICES	500	
INCENTIVES/ALTERNATIVE RESPONSES	500	
DUES & SUBSCRIPTIONS	495	
SUNDRY	366	
TOTAL PURCHASED SERVICES:		39,603
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER	(1,219)	
TOTAL ALLOCATED APPLIED CREDIT:		(1,219)
REVENUES:		
FEES, FINES, & COSTS:		
MISCELLANEOUS OUT-OF-COUNTY	43,344	
TOTAL FEES, FINES & COSTS:		43,344
CHARGES FOR SERVICES:		
COLLECTION AGENCY	23,134	
JUVENILE SUPPORT	13,970	
TOTAL CHARGES FOR SERVICES:		37,104

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067040--YOUTH SERVICES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	1,463,902	1,804,260	1,804,260	735,841	1,551,264	1,665,611	1,665,611
FRINGE BENEFITS	564,472	592,177	592,177	285,186	558,997	484,955	484,955
TRAVEL / TRAINING	38,825	36,828	36,828	17,115	38,607	55,611	55,611
SUPPLIES	1,319	0	0	0	0	0	0
PURCHASED SERVICES	9,270	1,181	1,181	937	3,705	6,239	6,239
ALLOCATED APPLIED EXPENSE	1,219	2,095	2,095	0	(1,182)	1,219	1,219
TOTAL EXPENDITURES	2,079,007	2,436,541	2,436,541	1,039,079	2,151,391	2,213,635	2,213,635
REVENUES:							
INTERGOVERNMENTAL	1,010,938	876,820	876,820	24,206	823,648	828,122	828,122
FEES, FINES AND COSTS	15,199	13,455	13,455	5,115	13,470	16,900	16,900
TOTAL REVENUES	1,026,137	890,275	890,275	29,321	837,118	845,022	845,022
NET DEPARTMENT COST (REVENUE)	1,052,870	1,546,266	1,546,266	1,009,758	1,314,273	1,368,613	1,368,613

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067040--YOUTH SERVICES

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT EMPLOYEES	1,748,765	
OVERTIME	1,182	
VACANCY FACTOR 5.69%	(84,336)	
TOTAL SALARIES:		1,665,611
FRINGE BENEFITS:		
EMPLOYEE FRINGE BENEFITS	598,199	
VACANCY FACTOR 8.08%	(113,244)	
TOTAL FRINGE BENEFITS:		484,955
TRAVEL/TRAINING:		
MILEAGE	30,619	
MEALS / LODGING / OTHER	7,950	
TUITION FEES	4,900	
TRAINING AND SEMINARS	10,142	
OUT OF STATE TRAVEL (PLACEMENTS IN) ATLANTA, GA AND/OR TBD)	2,000	
TOTAL TRAVEL/TRAINING:		55,611

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
INTERPRETER FEES	5,005	
DUSE & SUBSCRIPTIONS	850	
COMPUTER SERVICES - YASI FEE	384	
TOTAL PURCHASED SERVICES:		6,239
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER	1,219	
TOTAL ALLOCATED APPLIED EXPENSE:		1,219
REVENUES:		
INTERGOVERNMENTAL:		
YOUTH AIDS ALLOCATION	722,354	
COMMUNITY INTERVENTION PROGRAM	105,768	
TOTAL INTERGOVERNMENTAL:		828,122
FEES, FINES & COSTS:		
MISCELLANEOUS	1,260	
SUPERVISION FEES	15,640	
TOTAL FEES, FINES & COSTS:		16,900

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067540--C-YOUTH AIDS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
PURCHASED SERVICES	1,422,246	1,877,880	1,877,880	640,736	1,682,158	1,756,326	1,756,326
TOTAL EXPENDITURES	1,422,246	1,877,880	1,877,880	640,736	1,682,158	1,756,326	1,756,326
REVENUES:							
INTERGOVERNMENTAL	1,366,175	1,572,198	1,572,198	238,311	1,514,690	1,386,979	1,386,979
FEES, FINES AND COSTS	37,021	48,287	48,287	24,226	47,348	47,150	47,150
CHARGES FOR SERVICES	17,349	17,119	17,119	0	11,566	0	0
MISCELLANEOUS	449	100	100	0	450	900	900
TOTAL REVENUES	1,420,994	1,637,704	1,637,704	262,537	1,574,054	1,435,029	1,435,029
NET DEPARTMENT COST (REVENUE)	1,252	240,176	240,176	378,199	108,104	321,297	321,297

FUND:	HUMAN SERVICES 206	DEPARTMENT NAME:	HEALTH & HUMAN SERVICES
FUNCTION:	HEALTH / SOCIAL SERVICES	COST CENTER NAME / NUMBER:	YOUTH AND FAMILY SERVICES / VARIOUS

2067540--C-YOUTH AIDS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
EMERGENCY CARE/SHELTER	138,050	
COUNSELING	56,795	
COUNSELING - AODA	485	
SUPPORTIVE LIVING SERVICES	72,312	
TRANSPORTATION	55,416	
RESIDENTIAL CARE CENTERS	435,296	
FOSTER HOMES	63,510	
GROUP HOMES	76,906	
CORRECTIONS	587,964	
ELECTRONIC MONITORING	14,965	
KINSHIP CARE	4,572	
ANTI-HUMAN TRAFFICKING (AHT)	199,305	
TAX EXEMPT TRANSPIRATION	4,000	
RESPITE / NON-PARENT	11,250	
GROUP WORK	5,000	
JOB SITE REIMBURSEMENT	1,000	
TRANSPORTATION	10,000	
SEX OFFENDER SERVICES	500	
MENTOR PROGRAM	7,000	
OTHER CLIENT RELATED SERVICES	5,000	
REPORT CENTER	2,500	
VOLUNTEERS	3,000	
CHAIN REACTION	300	
INCENTIVES / ALTERNATIVE RESPONSES	1,200	
PURCHASED SERVICES:		1,756,326

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
YOUTH AIDS ALLOCATION	1,155,736	
AODA YOUTH TREATMENT	27,366	
KINSHIP CARE	4,572	
ANTI-HUMAN TRAFFICKING (AHT)	199,305	
TOTAL INTERGOVERNMENTAL:		1,386,979
FEES, FINES & COSTS:		
SUPPORT	47,150	
TOTAL FEES, FINES & COSTS:		47,150
MISCELLANEOUS:		
DONATIONS	600	
DONATIONS - CHAIN REACTION DAY	300	
TOTAL MISCELLANEOUS:		900

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	STATE GENERAL HOSPITAL / 1002255

MISSION STATEMENT:

State General Hospital represents charges incurred by other counties for Outagamie residents relating to legal commitments per State Statutes. Payments are based on previous year's charges.

MAJOR CHANGES IN EXPENDITURES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES							
COUNTY GENERAL HOSPITAL	2,756	2,721	2,721	2,721	2,721	2,843	2,843
TOTAL EXPENDITURES	2,756	2,721	2,721	2,721	2,721	2,843	2,843
NET DEPARTMENT COST (REVENUE)	2,756	2,721	2,721	2,721	2,721	2,843	2,843

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
COUNTY HOSPITAL CHARGES	2,843	
TOTAL PURCHASED SERVICES:		2,843

FUND:	GENERAL 100	DEPARTMENT NAME:	VETERANS SERVICES
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	VETERANS SERVICE OFFICE / 1008700

MISSION STATEMENT:

Assist all County Veterans and eligible dependents with State and Federal Veteran's Administration (VA) benefits and services.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	5	5	5	5	5
Part-Time Employees	1	1	2	2	2
Seasonal / Temporary Employees	3	3	3	3	3

PROGRAM DESCRIPTION:

Provide information and assistance with entitlement programs for veterans and their eligible family members. Assist veterans filing applications for various State and Federal veterans' benefits.

ACTIVITY INDICATORS:	**2015**	**2016**	**2017**	**2018**	**2019**
Office visits	1,319	1,964	2,553	2,932	3,467
Phone contacts	2,196	3,781	5,707	6,667	8,935
Outgoing correspondence via mail	1,328	1,877	2,125	1,708	1,827
Claims filed for VA compensation	214	250	309	292	349
Claims filed for VA disability pension	37	51	45	52	50
Claims filed for survivor pension/DIC	59	61	76	90	90
All other federal application & ancillary forms completed	2,473	2,268	3,371	5,131	5,889
Retroactive VA awards	$502,006	$826,362	$1,648,333	$1,523,587	$1,237,961

2020 ACCOMPLISHMENTS:

- Created Standard Operating Procedure for working at home.
- Purchased a cellphone for the office with hotspot capability.
- Hired Benefits Specialist, started 3/2/2020.
- Conducted 12 outreach events. (2nd Battalion 127th Infantry Yellow Ribbon, State Senator press conference Hmong-Lao Veterans Day, Green Bay Vet Center, Hosted Veterans Rountable, Helped organize Veteran symposium on Agent Orange and Burn Pits, Fox Cities Housing Coalition, …)
- Established storage office meeting space for third party vendors. (Green Bay Vet Center, Center for Veterans Issues (CVI), Veterans Outreach Recovery Program (VORP).

FUND:	GENERAL 100	DEPARTMENT NAME:	VETERANS SERVICES
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	VETERANS SERVICE OFFICE / 1008700

2021 OBJECTIVES:

- Continue to establish relationships with Doctors (Chiropractors and Psychiatrists) to provide Nexus Opinions for VA claims.
- Increase in Home visits by 10 %.
- Continue to maintain accreditation for all staff through National/State training.
- Attend various Post meetings (American Legion, VFW, AMVETS, Vietnam Veterans of America, Military Order of the Purple Heart) each 1-2 times per year.
- Research new software/technology to assist veterans and department staff.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	274,647	280,579	280,579	112,941	227,036	289,070	289,070
FRINGE BENEFITS	101,398	97,836	97,836	44,591	93,120	106,888	106,888
TRAVEL/TRAINING	5,634	7,000	7,000	134	5,630	7,000	7,000
SUPPLIES	3,476	5,000	5,000	1,676	3,352	5,075	5,075
PURCHASED SERVICES	33,698	28,466	28,466	14,393	28,786	31,656	31,656
TOTAL EXPENDITURES	418,853	418,881	418,881	173,735	357,924	439,689	439,689
REVENUES:							
INTERGOVERNMENTAL	13,000	13,000	13,000	13,000	13,000	13,000	13,000
MISCELLANEOUS REVENUE	620	0	0	300	300	0	0
TOTAL REVENUES	13,620	13,000	13,000	13,300	13,300	13,000	13,000
NET DEPARTMENT COST (REVENUE)	405,233	405,881	405,881	160,435	344,624	426,689	426,689

FUND:	GENERAL 100	DEPARTMENT NAME:	VETERANS SERVICES
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	VETERANS SERVICE OFFICE / 1008700

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	243,413	
PART-TIME PERMANENT	43,157	
OVERTIME	2,500	
TOTAL SALARIES:		289,070
FRINGE BENEFITS:		
FULL-TIME PERMANENT	95,959	
PART-TIME PERMANENT	10,341	
OVERTIME FRINGES	375	
WORKERS' COMPENSATION INSURANCE	213	
TOTAL FRINGE BENEFITS:		106,888
TRAVEL/TRAINING:		
CONFERENCES/CONVENTIONS (MAINLY FOR MEETING CERTIFICATIONS)	5,000	
MILEAGE	2,000	
TOTAL TRAVEL/TRAINING:		7,000
SUPPLIES:		
GENERAL OFFICE SUPPLIES	5,000	
EMPLOYEE APPRECIATION	75	
TOTAL SUPPLIES:		5,075

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE AND CELL PHONE	1,400	
PROPERTY & LIABILITY INSURANCE	1,308	
COPIER MAINTENANCE	250	
POSTAGE	2,700	
DUES & SUBSCRIPTIONS	900	
ADVERTISING & BROCHURES	1,500	
SUNDRY	1,188	
PRINTING SERVICE - INTERNAL/EXTERNAL	300	
IT CHARGES - ALLOCATIONS	17,400	
IT CHARGES - MAINTENANCE CONTRACTS	4,710	
TOTAL PURCHASED SERVICES:		31,656
REVENUES:		
INTERGOVERNMENTAL:		
ANNUAL COUNTY VETERANS SERVICE OFFICE GRANT	13,000	
TOTAL INTERGOVERNMENTAL:		13,000

FUND:	GENERAL 100	DEPARTMENT NAME:	VETERANS SERVICES
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	VETERANS RELIEF / 1008800

MISSION STATEMENT:
To provide temporary and emergency aid to qualified veterans as stipulated in the Wisconsin State Statutes.

PROGRAM DESCRIPTION:
Provide temporary emergency assistance to veterans for basic needs such as housing, food, utilities and transportation.

ACTIVITY INDICATORS:	**2015**	**2016**	**2017**	**2018**	**2019**
Veterans/Families Receiving Emergency Assistance:	42	40	51	51	47

2020 ACCOMPLISHMENTS:
- Worked with the LEAVEN agency to provide temporary assistance to veterans and their dependents at risk of eviction/foreclosure.
- Worked with Fox Valley Veterans Council (FVVC) to provide temporary assistance for needy Veterans faced with utility disconnection.

2021 OBJECTIVES:
- Continue to work with LEAVEN to assist clients in difficult financial circumstances and make appropriate referrals to other agencies or organizations for financial aid or counseling, if the funds are available.
- Support the efforts of the Fox Valley Veterans Council in both fund raising and contributions to needy veterans through their SAVE4VETS program.

MAJOR CHANGES IN EXPENDITURES:
None

FUND:	GENERAL 100	DEPARTMENT NAME:	VETERANS SERVICES
FUNCTION:	VETERANS SERVICES	COST CENTER NAME / NUMBER:	VETERANS RELIEF / 1008800

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	75	75	75	0	75	75	75
FRINGE BENEFITS	6	6	6	0	6	6	6
TRAVEL/TRAINING	0	10	10	0	10	10	10
PURCHASED SERVICES	20,198	21,154	21,154	437	21,154	21,154	21,154
TOTAL EXPENDITURES	20,279	21,245	21,245	437	21,245	21,245	21,245
NET DEPARTMENT COST (REVENUE)	20,279	21,245	21,245	437	21,245	21,245	21,245

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PER DIEM	75	
TOTAL SALARIES:		75
FRINGE BENEFITS:		
FRINGE BENEFITS	6	
TOTAL FRINGE BENEFITS:		6

	AMOUNT	TOTAL AMOUNT
TRAVEL/TRAINING:		
IN-STATE MILEAGE/MEETING	10	
TOTAL TRAVEL/TRAINING:		10
PURCHASED SERVICES:		
VETERANS RELIEF PAYMENTS	21,154	
TOTAL PURCHASED SERVICES:		21,154

ENVIRONMENT, PARKS & EDUCATION

FUND:	GENERAL 100	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION / 1008200

MISSION STATEMENT:
Provide professional services that advance the awareness, protection and enhancement of County soil and water resources by collaborating with landowners and other partners to identify and implement sustainable solutions.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	12	12	13	13	13
Seasonal / Temporary Employees	3	3	3	3	3

PROGRAM DESCRIPTION:
The Land Conservation Department (LCD) is committed to improving the soil and water resources of the County and Region. In addition to County Levy, the LCD utilizes multiple grant sources and programs to work towards this overarching goal. Relying on a highly trained and dedicated staff, the Department continues moving towards achieving these goals by working with landowners to design and install conservation practices ranging from complex structural projects to agronomic practices which improve soil health and decrease soil and nutrient runoff.

Various programs administered by the Department include the Farmland Preservation Program (a tax credit program by which participants receive tax credits by maintaining compliance with runoff standards), implementation of the County Land and Water Resource Management Plan (this plan identifies key resource concerns and makes the County eligible to receive State funding to address identified concerns), and implementation of the County's Livestock Waste and Agriculture Performance Standards Ordinance.

The LCD is also a key stakeholder in the Implementation of the Lower Fox River and now Upper Fox/Wolf River TMDL (Total Maximum Daily Load) watershed projects. By applying for and administering multiple grants, the LCD works with landowners and Point Sources to reduce the overall load of nutrients and sediment to the Lower Fox and Wolf Rivers which ultimately work to improve water quality in Green Bay, which has been identified by the EPA as an Area of Concern for Nutrient and Sediment loading to the Great Lakes. By breaking these larger projects into smaller subwatersheds and developing individual implementation plans, the LCD is able to apply for additional grant funding and intensify these implementation efforts.

Additionally, the LCD provides educational opportunities in the area of natural resources to youth as well as the general public in the County.

BUDGET ISSUES:
The reliance of State and Federal grant funding for a large portion of Departmental staff expenditures makes annual budgeting very difficult in this financial climate as many of the State and Federal grant programs become more competitive. The LCD continually seeks additional funding opportunities to help offset the budget and the Department has become very successful in obtaining many of these grants.

Currently, the Department receives funding from the Department of Agriculture, Trade and Consumer Protection (DATCP), the Department of Natural Resources (DNR) through its Targeted Runoff Management (TRM) grant program, the Natural Resources Conservation Service (NRCS) through contribution agreements,

FUND:	GENERAL 100	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION / 1008200

BUDGET ISSUES CONTINUED:

Green Bay Metropolitan Sewerage District (aka NEW Water), technical assistance agreements with the Oneida Tribe, the Outagamie County Drainage Board, and through substantial grants through the Environmental Protection Agency (EPA) in cooperation with the Fox/Wolf Watershed Alliance, as well as several other smaller grants. To simplify tracking and provide increased transparency for the larger Watershed projects and multiple other grant funded programs, these funding streams are tracked through additional cost centers (cost centers 2090300, 2090400, 2090500, 2090600 and 2100400).

2020 ACCOMPLISHMENTS:

- Department staff worked effectively to administer the $84,005 in General Purpose Revenue (GPR) grant funding as well as the $75,000 in Segregated Nutrient Management funds through the Land and Water Resource Management Program grant from DATCP and the DNR. Approximately 20 landowners utilized these grant funds to install conservation practices. Technical staff also assisted NRCS staff to implement over $750,000 in cost-shared conservation projects with landowners.
- Secured $178,579 in staffing grants through the DATCP's Soil and Water Grant Program.
- Installed nearly $218,500 in conservation practices through TRM grants secured in previous years.
- Worked with NEW Water to begin implementation in the Dutchman/Ashwaubenon Creeks Adaptive Management watershed project.
- Completed 9 Key Element Watershed Plan for the Dutchman/Aswaubenon Creek watersheds in the Lower Fox Basin utilizing grant funding from NEW Water.
- Started construction of Soil Health Training facility/shop for conservation equipment.
- Secured $4,600 Grant from NEW Water to assist in mapping priority buffer areas.
- Secured a second $260,000 Grant from Great Lakes Sediment and Nutrient Reduction Program (GLSNRP) funding to implement conservation cropping systems in the Plum and Kankapot Watersheds.
- Secured a $781,945 grant to cost-share long term cropping systems on a group of farms to demonstrate long-term improvements in soil health working with the Fox/Wolf Watershed Alliance on a Great Lakes Restoration Initiative Grant.
- Applied for two additional Large-scale Targeted Runoff Management Grants through the DNR totaling $1,131,998 over 3 years which includes staff funding and cost-share dollars for conservation practices.
- Received $14,900 grant from NEW Water for purchase of UTV and trailer for departmental use.

2021 OBJECTIVES:

- Continue implementation of the Agricultural Performance Standards by inventorying additional farms as grant funding becomes available. Bring at least 10 non-complying farms into compliance by installing conservation practices through the various cost-sharing grant programs.
- Utilize CityView permitting system to complete the first 25% of spot checks for the Farmland Preservation program (approximately 100 farms).
- Seek out and apply for additional grants to aid in implementation of Lower Fox/Green Bay TMDL and the Upper Fox/Wolf River TMDL Watershed projects.

FUND:	GENERAL 100	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION / 1008200

2021 OBJECTIVES CONTINUED:

- Continue working with the Outagamie County Drainage Board to bring district ditches into compliance with Chapter 88 through maintenance.
- Utilize $30,000 of grant funding from the Oneida Tribe of Indians to provide technical assistance for writing 9 key element watershed plans for watersheds within the tribal boundary.
- Complete 9-Key Element Plan for next sub-watershed of the Lower Fox River TMDL Project in order to make it eligible for federal funding for implementation.

MAJOR CHANGES IN EXPENDITURES:

Purchases Services decreased primarily due to a decrease in cost-share funding from DATCP. (29,100)

MAJOR CHANGES IN REVENUES:

Intergovernmental revenues decreased to reflect the reduction in DATCP cost-share funding noted above. (29,100)
Miscellaneous revenue increased primarily based on anticipated additional revenue from tree sale. 5,360

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	457,194	472,736	472,736	215,115	476,732	489,531	489,531
FRINGE BENEFITS	189,861	187,356	187,356	94,653	186,261	174,272	174,272
TRAVEL/TRAINING	13,406	13,400	13,400	3,522	5,000	12,400	12,400
SUPPLIES	31,689	46,928	46,928	33,320	46,928	56,445	56,445
PURCHASED SERVICES	170,925	219,836	235,193	75,508	200,000	192,673	192,673
CAPITAL OUTLAY	37,263	37,000	218,000	34,099	218,000	40,000	40,000
TOTAL EXPENDITURES	900,338	977,256	1,173,613	456,217	1,132,921	965,321	965,321
REVENUES:							
INTERGOVERNMENTAL	317,611	333,750	421,107	3,202	408,750	309,379	309,379
FEES, FINES AND COSTS	5,750	7,000	7,000	1,900	6,900	7,000	7,000
CHARGES FOR SERVICES	10,050	10,000	10,000	1,388	10,000	10,000	10,000
MISCELLANOUS	12,072	34,850	34,850	31,040	34,850	40,273	40,273
TOTAL REVENUES	345,483	385,600	472,957	37,530	460,500	366,652	366,652
NET DEPARTMENT COST (REVENUE)	554,855	591,656	700,656	418,687	672,421	598,669	598,669

FUND:	GENERAL 100	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION / 1008200

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	480,211	
TEMPORARY PART-TIME (LCC)	1,000	
SEASONAL EMPLOYEES	8,320	
TOTAL SALARIES:		489,531
FRINGE BENEFITS:		
PERMANENT FULL-TIME	167,761	
TEMPORARY PART-TIME (LCC)	77	
SEASONAL EMPLOYEE	635	
WORKER'S COMPENSATION INSURANCE	5,799	
TOTAL FRINGE BENEFITS:		174,272
TRAVEL/TRAINING:		
MILEAGE - FARM SERVICE AGENCY & CITIZEN MEMBER (LCC)	500	
REGISTRATION & TRAINING - LCD & LCC	9,400	
OUT OF STATE TRAVEL - NATIONAL ASSOCIATION OF CONSERVATION DISTRICTS - NEW ORLEANS AND COLD WATER STREAM RESTORATION TRAINING - LOCATION TBD	2,500	
TOTAL TRAVEL/TRAINING:		12,400

	AMOUNT	TOTAL AMOUNT
SUPPLIES:		
OFFICE SUPPLIES	9,745	
TROPHIES & CERTIFICATES	400	
VEHICLE GAS	10,878	
CONSERVATION FIELD DAYS	2,000	
CONSERVATION TREE AND SHRUB SALE	33,259	
EMPLOYEE APPRECIATION FUNDS	163	
TOTAL SUPPLIES:		56,445
PURCHASED SERVICES:		
POSTAGE & METER CONTRACT	2,000	
TELEPHONE	6,000	
COPIER-MULTIFUNCTIONAL DEVICE	750	
PRINTING	1,500	
DUES	6,500	
MAINTENANCE - COUNTY VEHICLES	3,000	
SOIL HEALTH BUILDING EXPENSES	5,000	
PROPERTY & LIABILITY INSURANCE	5,600	
IT CHARGES - ALLOCATIONS	41,802	
IT CHARGES - MAINTENANCE CONTRACTS	13,546	
COST SHARE REIMBURSABLE EXPENSES	106,650	
GROUNDS MAINTENANCE, WIL-KIL	325	
TOTAL PURCHASED SERVICES:		192,673
CAPITAL OUTLAY:		
REPLACE CARLSON SURVEY UNIT	12,000	
REPLACE ONE PICKUP TRUCK	28,000	
TOTAL CAPITAL OUTLAY:		40,000

FUND:	GENERAL 100	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION / 1008200

DETAILED SUMMARY OF EXPENDITURES AND REVENUES CONTINUED:

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
LCD - DATCP/DNR	182,729	
COST SHARE GRANT	106,650	
NRCS CONTRIBUTION GRANT	20,000	
TOTAL INTERGOVERNMENTAL:		309,379
FEES, FINES & COSTS:		
LIVESTOCK WASTE ORDINANCE FEES	1,500	
WLI CONSERVATION CERTIFICATE FEE	5,000	
AG DRAINAGE DITCH ASSISTANCE FEE	250	
POND ASSISTANCE FEE	250	
TOTAL FEES, FINES & COSTS:		7,000
CHARGES FOR SERVICES:		
DRAINAGE BOARD	10,000	
TOTAL CHARGES FOR SERVICES:		10,000
MISCELLANEOUS:		
RENTAL EQUIPMENT	750	
CONSERVATION TREE & SHRUB SALE	38,360	
MISCELLANEOUS	1,163	
TOTAL MISCELLANEOUS:		40,273

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-P and K / 2090300

PROGRAM DESCRIPTION:
As part of the Lower Fox River TMDL implementation, the larger basin is being broken down in to smaller subwatersheds in order to concentrate recovery efforts. This cost center contains all grants specific to the Plum/Kankapot (P&K) Creeks subwatershed.

BUDGET ISSUES:
Since much of the TMDL implementation is dependent on grants, annual budgeting is challenging as grants often come and go throughout the year. However, the outlook is very good for grants to continue for an extended period (15-20 years) for implementation of the Lower/Upper Fox River projects. LCD has continued to successfully secure funding now for multiple large-scale watershed projects in Outagamie County.

For 2020, LCD was awarded a 3-yr EPA Great Lakes Restoration Initiative (GLRI) grant (our second) in the amount of $781,945 for both staffing and cost-sharing. In addition, the department was awarded a 3-yr Great Lakes Sediment & Nutrient Reduction Program (GLSNRP) grant (our second) in the amount of $199,268 for both staffing and cost-sharing. In addition to these new grants, project staff will continue implementation of the Large Scale TRM Grant awarded in 2019.

2020 ACCOMPLISHMENTS:
- Installed approx. 20,000 linear feet of stream buffer (17 acres), planted approx. 2,000 acres of cover crops, and 1,000 acres of high residue management.
- Stabilized over 5,000 linear feet of streambank.
- Received a second Wi-DNR Large Scale TRM grant for P&K in the amount of $999,999 for the next 3 years.
- Applied for and received a second Great Lakes Commission (GLC) Sediment and Nutrient Reduction Program (GLSNRP) grant in the amount of $199,268 for the next 3 years.
- Received an additional GLRI grant for implementation for $781,945.
- Continued to work closely with the Fox Demo Farms, an NRCS funded initiative.
- Signed 6 long term cropping cost-share agreements to satisfy the GLRI and GLSNRP signup requirements.

2021 OBJECTIVES:
- Continue watershed implementation, including the addition of the 2 new implementation grants.
- Sign a minimum of 10 contracts with landowners for practice implementation.
- Continue to install structural practices with the Large Scale TRM grant.
- Install 2,000 acres of residue management and contract 2,000 acres of cover crops.
- Continue to demonstrate and facilitate the use of the equipment purchased by the original GLRI grant.

MAJOR CHANGES IN EXPENDITURES:
Purchased Services increased primarily for additional cost share payments based on acquiring two new grants for the project area. 195,000

MAJOR CHANGES IN REVENUES:
Intergovernmental revenues increased based on an overall increase in anticipated expenditures, primarily cost share payments as noted. 199,148

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-P and K / 2090300

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	136,180	112,977	112,977	55,339	118,095	124,706	124,706
FRINGE BENEFITS	51,904	41,462	41,462	22,368	42,655	41,385	41,385
TRAVEL/TRAINING	618	3,550	3,550	1,101	3,550	4,300	4,300
SUPPLIES	4,314	4,500	4,500	2,471	4,500	2,500	2,500
PURCHASED SERVICES	502,400	546,650	546,650	126,267	700,000	740,500	740,500
CAPITAL OUTLAY	0	5,000	5,000	1,133	5,000	0	0
TOTAL EXPENDITURES	695,416	714,139	714,139	208,679	873,800	913,391	913,391
REVENUES:							
INTERGOVERNMENTAL	695,416	714,139	714,139	32,865	873,800	913,391	913,391
TOTAL REVENUES	695,416	714,139	714,139	32,865	873,800	913,391	913,391
NET DEPARTMENT COST (REVENUE)	0	0	0	175,814	0	0	0

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-P and K / 2090300

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	124,706	
TOTAL SALARIES:		124,706
FRINGE BENEFITS:		
PERMANENT FULL-TIME	41,385	
TOTAL FRINGE BENEFITS:		41,385
TRAVEL/TRAINING:		
MILEAGE	1,800	
OUT OF STATE TRAVEL - GLSNRP PROJECT MEETING - ANN ARBOR, MI	2,500	
TOTAL TRAVEL/TRAINING:		4,300
SUPPLIES:		
OUTREACH/MATERIALS/BROCHURES & MEETING EXPENSES	2,500	
TOTAL SUPPLIES:		2,500

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
COST-SHARE REIMBURSABLE EXP (GLRI)	195,000	
COST-SHARE REIMBURSABLE EXP (TRM)	400,000	
COST-SHARE REIMBURSABLE EXP (GLSNRP)	140,000	
TELEPHONE	1,100	
POSTAGE	200	
PHOTOCOPIES	200	
CONTRACTED SERVICES (FWWA)	4,000	
TOTAL PURCHASED SERVICES:		740,500
REVENUES:		
INTERGOVERNMENTAL:		
P & K PROJECT (TRM)	448,575	
P & K PROJECT (GLSNRP)	212,780	
P & K PROJECT (GLRI)	252,036	
TOTAL INTERGOVERNMENTAL:		913,391

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-Upper Duck / 2090400

PROGRAM DESCRIPTION:

As part of the Lower Fox River TMDL implementation, the larger basin is being broken down in to smaller subwatersheds in order to concentrate recovery efforts. This cost center contains all grants specific to the Upper Duck Creek subwatershed.

BUDGET ISSUES:

LCD has been working with two, 3-yr grants in this watershed. Upper Duck Large Scale TRM grant ended in 2020. A second grant was applied for in 2020, and if awarded, would become available in 2021. The Upper Duck EPA-GLRI Buffer Grant had a no-cost 18 month time extension approved by EPA to extend this grant through 2021. Staff will continue to implement the funding sources available as a budget neutral project.

2020 ACCOMPLISHMENTS:

- Contracted 20 acres of stream buffer (approx. 25,000 feet).
- Contracted and installed of 2,000+ acres of residue management.
- Contracted and installed 1,200 acres of cover crops.

2021 OBJECTIVES:

- Continue to meet with landowners to offer assistance with cropping practices and to identify funding needs for future grant applications.
- Contract and install 35 acres of stream buffer (approx. 40,000 feet).

MAJOR CHANGES IN EXPENDITURES:

Salaries decreased (14,660) offsetting an increase in Fringe Benefits (15,624) for employee insurance selection, with an overall net increase.	964
Purchased Services decreased based on anticipated cost-sharing payments to landowners.	(235,000)

MAJOR CHANGES IN REVENUES:

Intergovernmental revenues decreased primarily based on overall reduction in anticipated expenditures.	(233,085)

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-Upper Duck / 2090400

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	59,742	71,366	71,366	25,864	61,063	56,706	56,706
FRINGE BENEFITS	9,580	10,821	10,821	7,452	15,631	26,445	26,445
SUPPLIES	2,003	2,049	2,049	0	1,000	3,000	3,000
PURCHASED SERVICES	90,641	485,000	485,000	75,884	485,000	250,000	250,000
TOTAL EXPENDITURES	161,966	569,236	569,236	109,200	562,694	336,151	336,151
REVENUES:							
INTERGOVERNMENTAL	161,966	569,236	569,236	0	562,694	336,151	336,151
TOTAL REVENUES	161,966	569,236	569,236	0	562,694	336,151	336,151
NET DEPARTMENT COST (REVENUE)	0	0	0	109,200	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	56,706	
TOTAL SALARIES:		56,706
FRINGE BENEFITS:		
PERMANENT FULL-TIME	26,445	
TOTAL FRINGE BENEFITS:		26,445
SUPPLIES:		
OUTREACH/MATERIALS/BROCHURES & MEETING EXPENSES	3,000	
TOTAL SUPPLIES:		3,000
PURCHASED SERVICES:		
COST-SHARE REIMBURSABLE EXP (GLRI)	250,000	
TOTAL PURCHASED SERVICES:		250,000
REVENUES:		
INTERGOVERNMENTAL:		
UPPER DUCK PROJECT (GLRI)	336,151	
TOTAL INTERGOVERNMENTAL:		336,151

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-APPLE CREEK / 2090500

PROGRAM DESCRIPTION:

As part of the Lower Fox River TMDL implementation, the larger basin is being broken down in to smaller subwatersheds in order to concentrate recovery efforts. This cost-center contains all grants specific to the Apple Creek subwatershed.

BUDGET ISSUES:

None. Staff will continue to implement the funding sources available as a budget neutral project. We applied for a second Large Scale TRM Grant to continue implementation efforts in this watershed. Should LCD be awarded, the department would begin to utilize these funds in 2021.

2020 ACCOMPLISHMENTS:

- Contracted and installed 1,000 acres of residue management.
- Contracted and installed 1,000 acres of cover crops.
- Contracted and install 1,500 lineal feet of streambank stabilization.

2021 OBJECTIVES:

- Contract and install 1,500 acres of residue management.
- Contract and install 1,000 acres of cover crops.
- Sign 2 contracts with landowners for structural practices.
- Meet with 50% of landowners/producers.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits increased based on staffing needs anticipated within this subwatershed.	26,478
Purchased Services increased based on anticipated cost-sharing payments to landowners.	110,000

MAJOR CHANGES IN REVENUES:

Intergovernmental revenues increased based on increased staffing costs and anticipated cost-sharing payments to landowners.	136,478

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-APPLE CREEK / 2090500

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	18,234	8,906	8,906	6,135	16,467	27,074	27,074
FRINGE BENEFITS	4,157	1,316	1,316	1,680	4,026	9,626	9,626
PURCHASED SERVICES	38,604	390,000	390,000	32,857	390,000	500,000	500,000
TOTAL EXPENDITURES	60,995	400,222	400,222	40,672	410,493	536,700	536,700
REVENUES:							
INTERGOVERNMENTAL	60,995	400,222	400,222	0	410,493	536,700	536,700
TOTAL REVENUES	60,995	400,222	400,222	0	410,493	536,700	536,700
NET DEPARTMENT COST (REVENUE)	0	0	0	40,672	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	27,074	
TOTAL SALARIES:		27,074
FRINGE BENEFITS:		
PERMANENT FULL-TIME	9,626	
TOTAL FRINGE BENEFITS:		9,626
PURCHASED SERVICES:		
COST-SHARE REIMBURSABLE EXP (TRM)	500,000	
TOTAL PURCHASED SERVICES:		500,000
REVENUES:		
INTERGOVERNMENTAL:		
APPLE CREEK PROJECT (TRM)	536,700	
TOTAL INTERGOVERNMENTAL:		536,700

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-NEW WATER / 2090600

PROGRAM DESCRIPTION:

As part of the Lower Fox River TMDL implementation, Point Source Dischargers of wastewater into the Lower Fox River are also required to make reductions in their pollutant discharge levels. One option is for them to select an impaired smaller watershed within the basin, to bring water quality within that watershed to TMDL water quality goals (aka Adaptive Management), rather than upgrading their own facility to reduce discharge rates by a small percentage. This is both cost-effective for the Point Source, and potentially better for water quality as it requires larger scale reduction on the non-point side. NEW Water (formerly Green Bay Metropolitan Sewerage District) is working with Outagamie County to implement one of these Adaptive Management projects within the Silver Creek pilot project, and now moving into the full scale Dutchman/Ashwaubenon Creek Adaptive Management Project (AC/DC) which will be active for the next 15-20 years.

BUDGET ISSUES:

In 2016, the LCD began working with NEW Water on the Silver Creek Pilot AM watershed. They provided funding for 1 full time Conservation Technician for the project. Proving this as a viable option for the Point Source to meet its permit requirements, NEW Water is now moving into full implementation and will be providing funding up to $72,000 for 2021 for staffing costs as well as $270,000 for cost-sharing with landowners in the project area.

2020 ACCOMPLISHMENTS:

- Performed maintenance inspections of all previously installed projects in Silver Creek pilot project area.
- Began establishing relationships with landowners in new AC/DC project area and establishing where future reductions will come from and educated landowners of future cost-share program opportunities.
- Assisted farm in establishing 90 acres of intensive rotational grazing on farm including fencing, water lines, and access roads. Planned two additional sites.
- Installed clean water diversions on one farm in project area to prevent clean water from coming into contact with animal lot areas and manure.
- Completed over 2,000 acres of field walks to identify resource concerns and begin planning for practices for 2021.
- Installed water quality monitoring devices in several locations to begin collecting data to monitor water quality improvements as project continues.
- Designed Agricultural Stormwater retention system to be installed in 2021 in project area.

2021 OBJECTIVES:

- Begin signing contracts with landowners in Dutchmen/Ashwaubenon Creeks watershed.
- Monitor first year of implementing practices in new project area.
- Install 2 additional grazing operations in project area and Agricultural stormwater retention system designed in 2020.
- Complete any remaining field inspections for data in Dutchmen and Ashwaubenon.

MAJOR CHANGES IN EXPENDITURES:

Salaries/Fringe Benefits decreased as one Agronomist position is not anticipated to be filled for 2021, given change in project scope.	(84,105)
Purchased Services increased for anticipated cost shares as the AC/DC project moves into full implementation.	220,000

MAJOR CHANGES IN REVENUES:

Intergovernmental revenues increased due to anticipated cost shares offset by reduction in staffing costs noted above.	135,895

FUND:	WATERSHED PROJECTS 209	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	TMDL-NEW WATER / 2090600

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	41,438	110,334	110,334	37,535	73,424	54,890	54,890
FRINGE BENEFITS	6,097	36,802	36,802	9,898	16,901	8,141	8,141
SUPPLIES	0	0	0	254	500	0	0
PURCHASED SERVICES	44,437	50,000	50,000	9,822	18,500	270,000	270,000
CAPITAL OUTLAY	0	0	0	13,958	14,600	0	0
TOTAL EXPENDITURES	91,972	197,136	197,136	71,467	123,925	333,031	333,031
REVENUES:							
INTERGOVERNMENTAL	91,972	197,136	197,136	0	123,925	333,031	333,031
TOTAL REVENUES	91,972	197,136	197,136	0	123,925	333,031	333,031
NET DEPARTMENT COST (REVENUE)	0	0	0	71,467	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	54,890	
TOTAL SALARIES:		54,890
FRINGE BENEFITS:		
PERMANENT FULL-TIME	8,141	
TOTAL FRINGE BENEFITS:		8,141
PURCHASED SERVICES:		
COST-SHARE REIMBURSABLE EXPENSES		
VEGETATED FILTER STRIPS	270,000	
TOTAL PURCHASED SERVICES:		270,000
REVENUES:		
INTERGOVERNMENTAL:		
NEW WATER CONTRACT	333,031	
TOTAL INTERGOVERNMENTAL:		333,031

FUND:	STATE AND OTHER GRANTS 210	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION GRANTS / 2100400

PROGRAM DESCRIPTION:

The Department regularly seeks and applies for available grants as they align with the overall mission of protecting and improving water quality in the County. This cost center accounts for various additional revenues received by the Land Conservation Department from these funding sources (will vary from year to year), including DNR small-scale Targeted Runoff Management (TRM) grants, Wildlife Damage Program Administration funding, Pheasants Forever, the Multi-Discharger Variance Program, Natural Resource Damage Assessment (NRDA), the Nature Conservancy, the Oneida Tribe of Indians, and others as they become available.

BUDGET ISSUES:

These smaller grants become available at varying times throughout the year which makes annual budgeting for them challenging.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Fringe Benefits decreased to reflect reduction in Oneida watershed planning grant and other small grants/contracts.	(28,645)
Purchased Services decreased reflecting anticipated reductions in NRDA cost share payments.	(98,414)

MAJOR CHANGES IN REVENUES:

Intergovernmental revenue primarily decreased in alignment with the NRDA cost share anticipated reductions.	(98,414)
Miscellaneous revenues also decreased in alignment with the reduction in the watershed planning grant and other grants/contracts.	(27,000)

FUND:	STATE AND OTHER GRANTS 210	DEPARTMENT NAME:	LAND CONSERVATION
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	LAND CONSERVATION GRANTS / 2100400

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	17,021	52,290	52,290	5,691	5,827	32,050	32,050
FRINGE BENEFITS	4,299	20,505	20,505	2,495	2,532	12,100	12,100
PURCHASED SERVICES	547,203	204,914	407,281	8,144	268,609	106,500	106,500
TOTAL EXPENDITURES	568,523	277,709	480,076	16,330	276,968	150,650	150,650
REVENUES:							
INTERGOVERNMENTAL	537,580	215,709	418,076	6,060	268,609	115,650	115,650
MISCELLANEOUS	30,943	62,000	62,000	605	8,359	35,000	35,000
TOTAL REVENUES	568,523	277,709	480,076	6,665	276,968	150,650	150,650
NET DEPARTMENT COST (REVENUE)	0	0	0	9,665	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PERMANENT FULL-TIME	32,050	
TOTAL SALARIES:		32,050
FRINGE BENEFITS:		
PERMANENT FULL-TIME	12,100	
TOTAL FRINGE BENEFITS:		12,100
PURCHASED SERVICES:		
COST-SHARE REIMBURSABLE EXP	56,500	
APHIS-DEER CROP DAMAGE CLAIMS, ABATEMENT & ADMINISTRATION	50,000	
TOTAL PURCHASED SERVICES:		106,500

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL REVENUE:		
WILDLIFE ABATEMENT	50,650	
NATURAL RESOURCES DAMAGE ASSESSMENT	55,000	
MULTI-DISCHARGER VARIANCE	10,000	
TOTAL INTERGOVERNMENTAL REVENUE:		115,650
MISCELLANEOUS:		
PHEASANTS FOREVER	5,000	
ONEIDA TRIBE GRANT	30,000	
TOTAL MISCELLANEOUS:		35,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	COUNTY PARKS SYSTEM / 1006200

MISSION STATEMENT:

The mission of the Outagamie County Parks Department is to enrich the lives of our residents by providing and creating recreational opportunities while promoting citizen involvement for the betterment of our community and visitors alike.

PROGRAM DESCRIPTION:

The Outagamie County Parks System administrative office is located within Plamann Park, just north of Appleton, Wisconsin. The park system has a full-time staff of 5 park employees, 4 nature center employees; 2 permanent part-time evening caretakers, and numerous seasonal part-time staff. The department oversees and operates over 900 acres of County Park sites. Our primary park facilities consist of the 257-acre Plamann Park and the 441-acre Mosquito Hill Nature Center. An additional 5 parks offer fishing and boating access to the Wolf River while also providing handicap fishing/nature viewing opportunities. The County Parks System also operates numerous other recreational sites such as the Casaloma Conservancy, View Ridge Natural Area, and the Old Stone Bridge Wooded Area and Trail. Hikers and bikers will find that the 5.3 mile CE Trail, the 5.9 mile Wiouwash State Trail and the 31.7 mile Newton Blackmour State Trail will meet their recreational needs. The County Parks system offers many other family oriented activities such as a man-made swimming lake that offers swimming lessons and an inflatable aqua park. We also feature a seasonal Children's Farm which operates solely from donations; Grand Chute Youth Baseball Leagues, Pop Warner Football, 4 picnic shelters, and a 27 hole disc golf course at Plamann Park. At Mosquito Hill Nature Center, families will find captivating displays, a planetarium, arts and craft shows, and various workshops. The center also offers 2 pond platforms for viewing nature and some challenging hiking trails. The Outagamie County Parks Department also operates and manages the very popular, year-round, fenced in 17-acre County Dog Park. Winter activities include snowmobile trails, cross country skiing, sledding, snowshoeing trails, a winter camping weekend and many other activities and educational programs. Our numerous volunteers support many of our park activities. Without volunteer help and donations, we would not be able to offer the wide variety of recreational opportunities that Parks has to offer. We encourage all residents to view the Outagamie County Parks Department website at http://www.outagamie.org/parks to learn more about the many locations and programs available to our residents.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	8	8	8	9	9
Part-Time Employees	2	2	2	2	2
Seasonal / Temporary Employees	20	24	As needed	As needed	As needed

*Please note that of the 9 full-time positions, 4 work at Mosquito Hill and 5 are headquartered at the main office in Plamann Park. Plamann Park also has 2 part-time permanent employees. Seasonal/Part-time temporary positions will be filled on an "as needed" basis and as the budget allows.

BUDGET ISSUES:

Outagamie County residents value and understand the important role that parks in our community plays as it pertains to quality of life. We continue to see increased usage in our parks system on an annual basis. While it is our mission to get our residents and specifically our youth to take advantage of all that we have to offer, this increased usage is straining the parks maintenance staff and infrastructure. Due to an aging infrastructure in the parks system, general maintenance expenses are increasing and capital projects continue to be needed in the coming years.

Residential development continues to explode in the areas surrounding Plamann Park and park system usage continues to grow at an ever increasing rate. The Parks Department also has an increasing demand for events in Plamann Park, shelter rentals and participants in various youth activities.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	COUNTY PARKS SYSTEM / 1006200

BUDGET ISSUES CONTINUED:

Grand Chute Youth Baseball and Pop Warner Football, which have approximately 300 and 1,000 members respectively, continue to show stability with their membership. The growing usage of family activities such as the Children's Farm, the Dog Park, the 27 Hole Disc Golf Course, and picnic areas also continue to strain parks staff. Trails like the Wiouwash State Trail, the Newton Blackmour State Trail, the CE Trail and the Old Stone Bridge Trail are popular as an affordable family outdoor activity and provide opportunities for families all over the County but are difficult to maintain to a high standard with our small workforce and limited budget. In addition to the current workload, the department must also comply with recent federal regulations regarding accessibility standards known as the 2010 ADA Standards for Accessible Design, "2010 Standards". Given the current landscape in the economy, it has been difficult to find contractors who are willing and able to take on some of our ADA projects and taking them on in-house with our current workforce proves to be difficult. The addition of the Parks Foreman position has helped bridge the gap by providing an additional resource to meet the growing needs of the Parks Department.

2020 ACCOMPLISHMENTS:

- Performed ADA accessibility improvements throughout the Parks System.
- Added additional amenities to the Lake to help accommodate the increase in attendance.
- Improved drainage on the Wiouwash State Trail.
- Partnered with Grand Chute Baseball by installing drain tile in and around the baseball fields and added new batting cages.
- Performed culvert replacements along the CE Trail.
- Installed wayfinding signage on the Newton Blackmour State Trail.
- Performed parking lot, entrance, and picnic area improvements to the Buchman Access by utilizing a County Conservation Aids Grant.
- Began implementation of "Phase 1" of the Plamann Park master plan and budgeted accordingly for the construction of a replacement pavilion by working closely with Development & Land Services (DLS) and the Finance Department.

2021 OBJECTIVES:

- Provide stringent oversight of the Pavilion replacement project.
- Apply for another round of County Conservation Aids Grant and perform upgrades at our accesses.
- Continue to work with Corporation Counsel to perform much-needed updates to our ordinances. Revisions will aid in meeting revenue goals and simplifying enforcement practices.
- Work with staff to continue exploring new revenue sources. Increase overall revenue by another 2% in 2021.
- Continue with ADA accessibility improvements throughout the Parks System.
- Continue implementation of the Plamann Park master plan and Dog Park assessment/strategic plan by working closely with DLS & Finance.
- Continue with our Emerald Ash Borer (EAB) tree replacement program and further market our donation/memorial tree program.

MAJOR CHANGES IN EXPENDITURES:

Salaries increased based on employee staffing changes and related step increases.	27,221
Fringe Benefits decreased primarily due to changes in employee insurance selection.	(9,159)

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs decreased due to the unavailability of the pavilion during planned construction.	(4,900)

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	COUNTY PARKS SYSTEM / 1006200

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	317,114	388,708	388,708	167,475	360,000	415,929	411,529
FRINGE BENEFITS	131,433	154,294	154,294	70,702	152,000	145,135	144,507
TRAVEL/TRAINING	3,799	6,300	6,300	650	1,500	6,300	6,300
SUPPLIES	42,216	54,444	54,444	25,954	54,000	53,898	53,898
PURCHASED SERVICES	141,328	150,078	150,078	47,940	148,000	149,460	149,460
CAPITAL OUTLAY	24,482	64,000	88,563	36,145	84,000	48,000	48,000
TOTAL EXPENDITURES	660,372	817,824	842,387	348,866	799,500	818,722	813,694
REVENUES:							
FEES, FINES & COSTS	11,404	19,900	19,900	5,855	8,500	15,000	15,000
CHARGES FOR SERVICES	30,840	35,332	35,332	10,473	24,000	37,007	37,007
TOTAL REVENUES	42,244	55,232	55,232	16,328	32,500	52,007	52,007
NET DEPARTMENT COST (REVENUE)	618,128	762,592	787,155	332,538	767,000	766,715	761,687

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	322,548	
PART-TIME PERMANENT	39,651	
PART-TIME TEMPORARY	50,730	
OVERTIME	3,000	
COUNTY BOARD ACTION		
DECREASE RECLASS ERROR	(4,400)	
TOTAL SALARIES:		411,529

	AMOUNT	TOTAL AMOUNT
FRINGE BENEFITS:		
FULL-TIME PERMANENT	126,157	
PART-TIME PERMANENT	5,649	
PART-TIME TEMPORARY	3,879	
WORKER'S COMPENSATION INSURANCE	9,000	
OVERTIME	450	
COUNTY BOARD ACTION		
DECREASE RECLASS ERROR	(628)	
TOTAL FRINGE BENEFITS:		144,507

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	COUNTY PARKS SYSTEM / 1006200

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

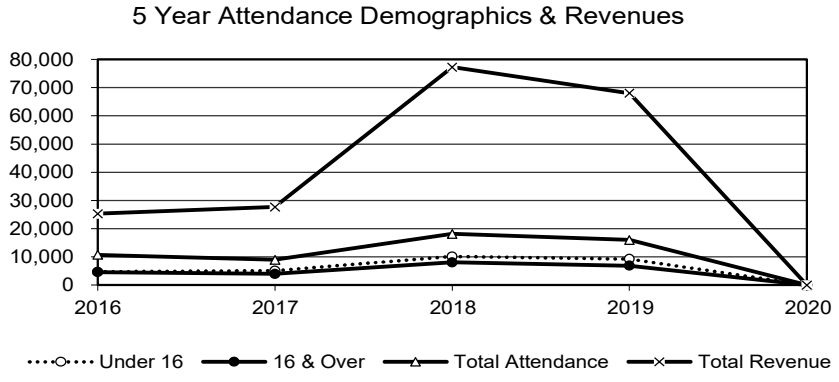
	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
TRAINING AND SEMINARS (INCLUDING NRPA NATIONAL CONF ORLANDO, FL)	6,300	
TOTAL TRAVEL/TRAINING:		6,300
SUPPLIES:		
FUEL & OILS	16,000	
EQUIPMENT MAINTENANCE & REPAIRS	12,000	
EAB REPLACEMENT TREES	1,200	
BUILDINGS & GROUNDS MAINTENANCE	10,500	
SUNDRY BUILDING SUPPLIES	4,500	
AWARDS & RECOGNITION	138	
STAFF WORK BOOT ALLOWANCE	360	
SAFETY SUPPLIES (PPE)	1,000	
OFFICE SUPPLIES	1,200	
PICNIC TABLES (6 TO 8)	3,000	
TOOLS & SMALL EQUIPMENT	2,500	
PLAYGROUND SUPPLIES	1,500	
TOTAL SUPPLIES:		53,898
PURCHASED SERVICES:		
ELECTRICITY	24,000	
PRINTING SERVICES	600	
IT CHARGES - ALLOCATIONS	22,110	
IT CHARGES - MAINTENANCE CONTRACTS	2,178	
BUILDING REPAIRS	2,000	
ARC FLASH TESTING	1,400	
PURCHASED SERVICES CONTINUED:		
WASTE DISPOSAL	10,200	
ROAD/TRAIL MAINTENANCE	2,500	
TELEPHONES	2,200	
REPAIRS/VEHICLES/EQUIPMENT	6,500	
POSTAGE	300	
RENTAL EQUIPMENT	500	
PROPERTY & LIABILITY INSURANCE	9,972	
STORM WATER CHARGES	65,000	
TOTAL PURCHASED SERVICES:		149,460
CAPITAL OUTLAY:		
REPLACEMENT MOWER	28,000	
STATE TRAIL MAINTENANCE DRAG	20,000	
TOTAL CAPITAL OUTLAY:		48,000
REVENUES:		
FEES, FINES & COSTS:		
REC FEES - SHELTER RENTAL	15,000	
TOTAL FEES, FINES & COSTS:		15,000
CHARGES FOR SERVICES:		
BREWSTER VILLAGE GROUNDS MAINT	12,000	
ATHLETIC FIELD SERVICES	6,007	
MOWING FOR MONTESSORI SCHOOL	1,000	
EQUIPMENT RENTAL	18,000	
TOTAL CHARGES FOR SERVICES:		37,007

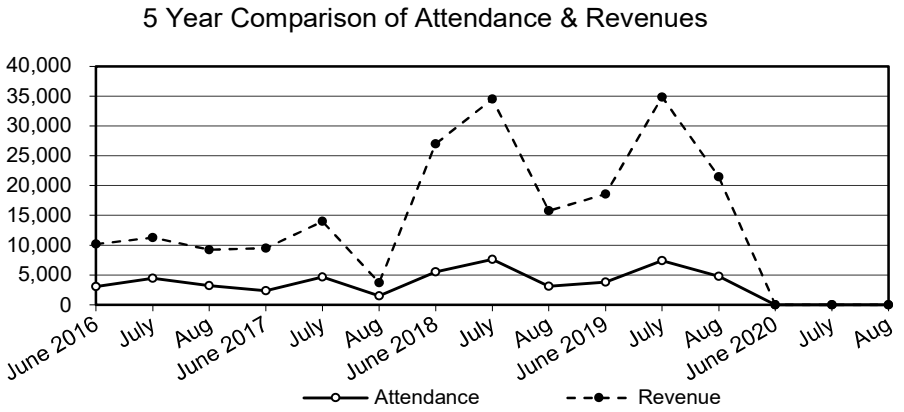
FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	PLAMANN LAKE / 1006500

MISSION STATEMENT:
To provide recreational swimming and swimming instruction for County residents in a fresh water lake setting.

BUDGET ISSUES:
On any given year, weather directly coincides with staff salary, supplies needed for concession sales, and revenue numbers as a whole for a given season. For this reason, budget numbers are difficult to project. The building is also reaching an age where additional repairs are expected.

ACTIVITY INDICATORS:
Given the 2020 COVID-19 pandemic, it was determined that Plamann Lake should close for the season.





MAJOR CHANGES IN EXPENDITURES:

Supplies increased due to anticipated concession sales and necessary supplies to reopen the Lake for the 2021 season.	3,145

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs increased due to anticipated higher attendance and concession sales.	3,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	PLAMANN LAKE / 1006500

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	55,303	58,335	58,335	0	0	59,092	59,092
FRINGE BENEFITS	4,231	4,460	4,460	0	0	4,560	4,560
SUPPLIES	12,849	9,800	9,800	119	4,000	12,945	12,945
PURCHASED SERVICES	3,486	6,234	6,234	95	2,000	6,300	6,300
CAPITAL OUTLAY	0	0	0	0	0	20,000	20,000
TOTAL EXPENDITURES	75,869	78,829	78,829	214	6,000	102,897	102,897
REVENUES:							
FEES, FINES & COSTS	80,313	65,000	65,000	0	100	68,000	68,000
TOTAL REVENUES	80,313	65,000	65,000	0	100	68,000	68,000
NET DEPARTMENT COST (REVENUE)	(4,444)	13,829	13,829	214	5,900	34,897	34,897

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
PART-TIME TEMPORARY	59,092	
TOTAL SALARIES:		59,092
FRINGE BENEFITS:		
PART-TIME TEMPORARY	4,560	
TOTAL FRINGE BENEFITS:		4,560
SUPPLIES:		
GOODS FOR RESALE	9,000	
SUNDRY SUPPLIES	945	
RECREATION SUPPLIES	2,000	
JANITORIAL SUPPLIES	1,000	
TOTAL SUPPLIES:		12,945
PURCHASED SERVICES:		
SEPTIC PUMPING	650	
ELECTRICITY	4,400	
ADVERTISING	800	
BUILDING MAINTENANCE	450	
TOTAL PURCHASED SERVICES:		6,300
CAPITAL OUTLAY:		
PLAMANN LAKE IMPROVEMENTS	20,000	
TOTAL CAPITAL OUTLAY:		20,000
REVENUES:		
FEES, FINES & COSTS:		
ADMISSIONS, LESSONS & CONCESSION SALES	68,000	
TOTAL FEES, FINES & COSTS:		68,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	NATURE CENTER / 1006900

MISSION STATEMENT:

To serve the residents of Outagamie County by providing quality nature related programs and scenic walking trails that highlights all that Mosquito Hill Nature Center has to offer.

ACTIVITY INDICATORS:	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Total Revenues	$38,696	$34,922	$38,202	$29,700	$34,489	$31,352
Special Program Revenues	$28,653	$28,287	$26,385	$22,202	$26,343	$23,610
Program Attendance	8,465	6,347	6,380	6,822	6,438	5,453

**Please note that 2020 attendance numbers will be provided at year's end.*

2020 ACCOMPLISHMENTS:

- Hiking trails were kept open and maintained during the COVID-19 Safer-at-home order to serve as an outlet for exercise and mental well-being for the residents of Outagamie County.
- Five Eagle Scout Projects totaling approximately $10,000 in donated materials and labor were completed during 2020 to improve the Nature Center building and grounds.
- The duties of the part-time volunteer coordinator position, which was funded by the Friends of Mosquito Hill, were transitioned to Nature Center Staff.
- Implemented a volunteer management software program to enable volunteers to apply for volunteer positions and track volunteer hours, online or at the nature center at a self-service kiosk.
- Worked in conjunction with the Friends of Mosquito Hill to recruit and maintain a corps of more than 350 volunteers that logged more than 3,000 hours of volunteer service hours during 2020.

2021 OBJECTIVES:

- To provide environmental education field trips for more than 3,000 K-12 students from Outagamie and surrounding counties by December 31, 2021.
- To provide environmental education opportunities for approximately 3,000 people by offering weekend programs and field trips for scout, church, and other groups by December 31, 2021.
- To stay within budgetary means and raise additional private funding to maintain high quality educational exhibits and nature trails for more than 10,000 visitors to the nature center during 2021.
- To work in conjunction with the Friends of Mosquito Hill to recruit and maintain a corps of more than 350 volunteers that will provide approximately 5,000 hours of volunteer service throughout 2021.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	NATURE CENTER / 1006900

MAJOR CHANGES IN EXPENDITURES:

Supplies decreased based on historical trends and anticipated needs. (4,311)

Purchased Services increased based on anticipated equipment repair needs (5,000) along with electrical arc flash maintenance recommended by the county maintenance department (1,350), offset by a reduction in safety services (2,700). 3,650

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	198,839	209,222	209,222	95,496	203,800	212,432	212,432
FRINGE BENEFITS	97,353	93,747	93,747	49,274	93,350	96,588	96,588
TRAVEL/TRAINING	1,763	2,000	2,000	62	500	2,500	2,500
SUPPLIES	14,925	23,111	23,111	9,171	15,000	18,800	18,800
PURCHASED SERVICES	23,162	26,250	26,250	18,721	31,000	29,900	29,900
CAPITAL OUTLAY	26,388	35,000	47,000	0	47,000	25,000	25,000
TOTAL EXPENDITURES	362,430	389,330	401,330	172,724	390,650	385,220	385,220
REVENUES:							
FEES, FINES & COSTS	23,610	34,000	34,000	5,376	20,000	33,000	33,000
MISCELLANEOUS REVENUES	7,742	8,000	8,000	2,806	5,000	9,000	9,000
TOTAL REVENUES	31,352	42,000	42,000	8,182	25,000	42,000	42,000
NET DEPARTMENT COST (REVENUE)	331,078	347,330	359,330	164,542	365,650	343,220	343,220

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	NATURE CENTER / 1006900

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	207,014	
PART-TIME TEMPORARY	5,418	
TOTAL SALARIES:		212,432
FRINGE BENEFITS:		
FULL-TIME PERMANENT	96,174	
PART-TIME TEMPORARY	414	
TOTAL FRINGE BENEFITS:		96,588
TRAVEL/TRAINING:		
TRAINING AND SEMINARS	1,500	
MILEAGE/TUITION REIMBURSEMENT	1,000	
TOTAL TRAVEL/TRAINING:		2,500
SUPPLIES:		
PROGRAM SUPPLIES	7,000	
GOODS FOR RESALE	3,000	
MAINTENANCE SUPPLIES	5,200	
TRAIL MAINTENANCE	2,000	
OFFICE SUPPLIES	600	
SMALL EQUIPMENT/TOOLS	500	
EQUIPMENT REPAIR PARTS/MAINTENANCE	500	
TOTAL SUPPLIES:		18,800

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
TELEPHONE	2,500	
ELECTRICITY	13,500	
POSTAGE	200	
PRINTING/OUTSIDE CONTRACTS	1,500	
EQUIPMENT REPAIRS	7,150	
ELECTRICAL ARC FLASH MAINTENANCE	1,350	
ROAD/TRAIL MAINTENANCE	400	
HONORARIUMS	1,000	
WASTE DISPOSAL/RECYCLING	1,000	
SAFETY SERVICES	1,300	
TOTAL PURCHASED SERVICES:		29,900
CAPITAL OUTLAY:		
REPLACE FLOORING-INTERPRETIVE BUILDING	25,000	
TOTAL CAPITAL OUTLAY:		25,000
REVENUES:		
FEES, FINES & COSTS:		
PROGRAM FEES	33,000	
TOTAL FEES, FINES & COSTS:		33,000
MISCELLANEOUS:		
SALE OF GOODS	4,500	
ROOM RENTAL	4,500	
TOTAL MISCELLANEOUS:		9,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	SNOWMOBILE TRAILS / 1007100

MISSION STATEMENT:

To provide pass-through funding from the Wisconsin Department of Natural Resources to 18 local snowmobile clubs for maintaining 299.3 miles of groomed recreational snowmobile trails throughout the County.

BUDGET ISSUES:

None

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TRAVEL / TRAINING	0	150	150	0	0	150	150
SUPPLIES	722	1,000	1,000	0	1,000	1,000	1,000
PURCHASED SERVICES	171,459	89,790	89,790	48,635	87,790	89,790	89,790
TOTAL EXPENDITURES	172,181	90,940	90,940	48,635	88,790	90,940	90,940
REVENUES:							
INTERGOVERNMENTAL	171,459	89,790	89,790	4,280	89,790	89,790	89,790
TOTAL REVENUES	171,459	89,790	89,790	4,280	89,790	89,790	89,790
NET DEPARTMENT COST (REVENUE)	722	1,150	1,150	44,356	(1,000)	1,150	1,150

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
TRAVEL/TRAINING:		
MILEAGE/TRAINING AND SEMINARS	150	
TOTAL TRAVEL/TRAINING:		150
SUPPLIES:		
TRAIL STAKES/SIGNS/BUILDING MATERIALS	1,000	
TOTAL SUPPLIES:		1,000
PURCHASED SERVICES:		
TRAIL GROOMING	89,790	
TOTAL PURCHASED SERVICES:		89,790
REVENUES:		
INTERGOVERNMENTAL:		
SNOWMOBILE TRAIL MAINTENANCE	89,790	
TOTAL INTERGOVERNMENTAL:		89,790

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY PARKS
FUNCTION:	LAND USE AND FACILITIES MANAGEMENT	COST CENTER NAME / NUMBER:	CONSERVATION AIDS / 1008505

MISSION STATEMENT:

The purpose of the Conservation Aids program is to improve fish and game habitat and improve the environment.

2019 ACCOMPLISHMENTS:

- Performed repairs to the Wiouwash State Trail.

2020 OBJECTIVES:

- No projects planned since it is anticipated that these funds will be spent in 2020.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	1,301	0	130	0	130	0	0
TOTAL EXPENDITURES	1,301	0	130	0	130	0	0
NET DEPARTMENT COST (REVENUE)	1,301	0	130	0	130	0	0

FUND:	CONTRIBUTIONS/ IMPROVEMENTS 703, 704, 705 & 709	DEPARTMENT NAME:	COUNTY PARKS	7030100, 7040100, 7050100 &
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	PARKS CONTRIBUTIONS/IMPROVEMENTS / 7090100	

MISSION STATEMENT:

The purpose of this budget is to accept donations and/or contributions to the Plamann Park Children's Farm (fund 703), Plamann Park (fund 704) and Trails (fund 709) and Mosquito Hill Nature Center (fund 705). Donations should be utilized for equipment purchases, display materials, and teaching aids. The purpose of separate funds is to assure contributors that these donations/contributions are to be used exclusively for improvements to the aforementioned areas.

BUDGET ISSUES:

Plamann Park Children's Farm: As of 12/31/2019, this fund had a balance of $1,474. With the closure of the Children's Farm in 2020 due to the COVID-19 pandemic, the estimated balance at the end of 2020 remains the same, at $1,474. For 2021, it is estimated that $500 will be used an additional $1,000 will be received in donations, leaving an estimated balance of $1,974 as of 12/31/2021.

Plamann Park and Trails: As of 12/31/2019, this fund had a balance of $13,334. For 2020, it is estimated $2,000 will be used, with donations of $683 and charges for service of $75 will be received, leaving a balance of approximately $12,092 as of 12/31/2020. For 2021, it is estimated $2,500 will be used, and donations of $1,500 and charges for service of $4,000 will be received, leaving an estimated balance of $15,092 as of 12/31/2021.

Mosquito Hill Nature Center: As of 12/31/2019, this fund had a balance of $87,899. For 2020, it is estimated $8,000 will be used, and donations of $6,000 received, leaving a balance of approximately $85,899 as of 12/31/2020. For 2021, it is estimated $15,000 will be used, and donations of $4,000 received, leaving an estimated balance of $74,899 as of 12/31/2021.

2020 ACCOMPLISHMENTS:

- Mosquito Hill Nature Center re-landscaped its backyard wildlife habitat and bird feeding demonstration area, which included a water feature and a wildlife viewing blind. This project was accomplished solely with donations and volunteer labor.
- Performed much needed fencing updates at the Children's Farm.
- Added new benches on the disc golf course.

2021 OBJECTIVES:

- Continue to work at obtaining additional contributions through various means, as well as using funds on hand, to continue upgrading amenities at Plamann Park Children's Farm, Plamann Park and Trails and Mosquito Hill Nature Center.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

FUND:	CONTRIBUTIONS/ IMPROVEMENTS 703, 704, 705 & 709	DEPARTMENT NAME:	COUNTY PARKS 7030100, 7040100, 7050100 &
FUNCTION:	RECREATION	COST CENTER NAME / NUMBER:	PARKS CONTRIBUTIONS/IMPROVEMENTS / 7090100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	6,725	7,500	7,500	462	7,000	8,000	8,000
PURCHASED SERVICES	7,808	5,000	5,000	293	500	5,000	5,000
CAPITAL OUTLAY	0	5,000	5,000	0	2,500	5,000	5,000
TOTAL EXPENDITURES	14,533	17,500	17,500	755	10,000	18,000	18,000
REVENUES:							
CHARGES FOR SERVICES	125	3,000	3,000	75	75	4,000	4,000
MISCELLANEOUS	22,212	5,500	5,500	4,542	6,683	6,500	6,500
OTHER FINANCING SOURCES	12,000	11,000	11,000	11,000	11,000	11,000	11,000
TOTAL REVENUES	34,337	19,500	19,500	15,617	17,758	21,500	21,500
NET DEPARTMENT COST (REVENUE)	(19,804)	(2,000)	(2,000)	(14,862)	(7,758)	(3,500)	(3,500)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
SUNDRY - CHILDRENS FARM	500	
SUNDRY - PLAMANN PARK/TRAILS	2,500	
SUNDRY - MOSQUITO HILL	5,000	
TOTAL SUPPLIES:		8,000
PURCHASED SERVICES:		
SUNDRY - MOSQUITO HILL	5,000	
TOTAL PURCHASED SERVICES:		5,000
CAPITAL OUTLAY:		
SUNDRY - MOSQUITO HILL	5,000	
TOTAL CAPITAL OUTLAY:		5,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
KIDS DAY - PLAMANN PARK	4,000	
TOTAL CHARGES FOR SERVICES:		4,000
MISCELLANEOUS:		
DONATIONS - CHILDRENS FARM	1,000	
DONATIONS - PLAMANN PARK/TRAILS	1,500	
DONATIONS - MOSQUITO HILL	4,000	
TOTAL MISCELLANEOUS:		6,500
OTHER FINANCING SOURCES:		
FUND BALANCED APPLIED - MOSQUITO HILL	11,000	
TOTAL OTHER FINANCING SOURCES:		11,000

FUND:	ENVIRONMENTAL STEWARDSHIP 208	DEPARTMENT NAME:	PARKS
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	ENVIRONMENTAL STEWARDSHIP / 2080100

MISSION STATEMENT:

The Environmental Stewardship Fund was established in recognition of Outagamie County's commitment to sound environmental practices and its stewardship responsibilities to future generations. Expenditures consist of repair, maintenance, and outlays for the various County parks and trails.

BUDGET ISSUES:

This cost center accounted for the remaining funds from a property tax recorded in this fund many years ago. As of December 31, 2019, the remaining funds were fully expended.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
EXPENDITURES:							
PURCHASED SERVICES	577	0	0	0	0	0	0
TOTAL EXPENDITURES	577	0	0	0	0	0	0
REVENUES:							
FINANCING SOURCES OTHER	577	0	0	0	0	0	0
TOTAL REVENUES	577	0	0	0	0	0	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	0	0

FUND:	ENVIRONMENTAL STEWARDSHIP 208	DEPARTMENT NAME:	PARKS
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	AMERICAN TRANS. CO. PAYMENT / 2080200

MISSION STATEMENT:

This cost center was created to account for a one-time payment from the American Transmission Company (ATC) that will be used by the County for eligible projects under state statute 16.969(4). The County is holding the original principal received of $666,603 and an additional payment of $42,029 (total of $708,632) in this fund to be used for future park development. An additional $1,510,539 was received in 2016 from ATC from another ATC project. Also, $370,500 was added to this cost center from the sale of land to the airport with $80,400 of these funds being used to upgrade the Plamann Lake swimming area. The original funds, along with the additional 2016 funding and potential future funding, may be used for future park land purchases, parks development/improvements, land conservation projects and Greenways trails/grants. The interest earned on the fund balance is utilized for trail maintenance or parks purposes.

BUDGET ISSUES:

As of December 31, 2019, a total of $2,104,701 was available in this fund. The County had put together a plan in 2016 as to how this amount would be spent. The plan is to spend the $699,132 for parks improvements and development on an as needed basis, $50,000 per year on the Land Conservation program practices starting in 2016 and $25,000 per year on the Greenways trails starting in 2017 and $1,500,000 would be spent on the Fox River Greenway/Park Corridor Program. Assuming 2020 net expenditures of $577,637, there will be an estimated $1,527,064 in this fund at the end of 2020. Therefore, for the 2021 budget, the County will budget $142,838 for various Plamann Park or Parks trail related projects, $8,000 for the Fishing Pier DNR grant project, $71,181 for Land Conservation program practices, $4,045 for the Greenways Trails program and $1,300,000 for the Fox River Greenway/Park Corridor Program. Unspent funds for these programs will be carried over to the following year(s). If all of the 2021 budgeted funds are spent, the fund will be fully spent by the end of December 31, 2021. In all instances, the intent is for these dollars to be leveraged with other funding (grants, other government partnerships, etc.) to maximize the impacts.

2020 ACCOMPLISHMENTS:

- Completed additional priority ADA items to the Outagamie County Parks system.
- Completed various Drainage projects.
- Completed various Land Conservation program practices.
- Approved and expended various Greenways Trail program grants.
- Completed the Buchman DNR grant project.
- Completed a Parks Master Plan study and the Comprehensive Open Space & Recreation Plan.
- Completed various parks trails improvement projects.

2021 OBJECTIVES:

- Complete additional priority ADA items within the Outagamie County Parks system.
- Complete various Land Conservation program practices.
- Approve and expend any Greenways Trail program grants as requested within the programs eligibility criteria.
- Complete various grants that meet the requirements of the Fox River Greenway/Park Corridor Program.
- Complete work on various Fishing Piers.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to funds available for Land Conservation cost share projects.	21,181
Capital Outlay decreased due to the projects expected to be completed in 2021 verses 2020.	(176,619)

FUND:	ENVIRONMENTAL STEWARDSHIP 208	DEPARTMENT NAME:	PARKS
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	AMERICAN TRANS. CO. PAYMENT / 2080200

MAJOR CHANGES IN REVENUES:

Financing Sources Other decreased due to applying the necessary fund balance for the various projects listed under expenditures. 154,438

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	50,374	50,000	97,200	7,446	97,200	71,181	71,181
CAPITAL OUTLAY	51,867	1,641,502	1,862,697	10,380	562,697	1,464,883	1,464,883
TOTAL EXPENDITURES	102,241	1,691,502	1,959,897	17,826	659,897	1,536,064	1,536,064
REVENUES:							
INTEREST INCOME	50,968	5,000	5,000	21,787	30,000	5,000	5,000
INTERGOVERNMENTAL REVENUE	4,379	5,000	5,000	0	5,000	4,000	4,000
MISCELLANEOUS REVENUE	4,426	0	0	8,826	8,826	0	0
FINANCING SOURCES OTHER	1,984,864	1,681,502	1,949,897	1,862,697	1,862,697	1,527,064	1,527,064
TOTAL REVENUES	2,044,637	1,691,502	1,959,897	1,893,310	1,906,523	1,536,064	1,536,064
NET DEPARTMENT COST (REVENUE)	(1,942,396)	0	0	(1,875,484)	(1,246,626)	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES		
LAND CONSERVATION PROJECTS	71,181	
TOTAL PURCHASED SERVICES		71,181
CAPITAL OUTLAY:		
ADA COMPLIANCE ITEMS AT PLAMANN PARK	137,838	
GREENWAYS TRAILS	4,045	
FISHING PIERS STUDY	15,000	
FOX RIVER GREENWAYS/TRAILS CORRIDOR PROGRAM	1,300,000	
FISHING PIERS DNR GRANT	8,000	
TOTAL CAPITAL OUTLAY:		1,464,883

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTEREST INCOME:		
INTEREST INCOME	5,000	
TOTAL INTEREST INCOME:		5,000
INTERGOVERMENTAL REVENUE:		
FISHING PIERS DNR GRANT	4,000	
TOTAL INTERGOVERMENTAL REVENUE:		4,000
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	1,527,064	
TOTAL FINANCING SOURCES OTHER:		1,527,064

FUND:	ENVIRONMENTAL STEWARDSHIP 208	DEPARTMENT NAME:	PARKS
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	PARKS GRANTS / 2080300

MISSION STATEMENT:
This cost center was established to account for major parks related grants.

BUDGET ISSUES:
This cost center accounted for the DNR grant relating to the Newton-Blackmour trail. It is anticipated that this project will be completed in 2020.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY	43,650	0	48,811	0	48,811	0	0
TOTAL EXPENDITURES	43,650	0	48,811	0	48,811	0	0
REVENUES:							
INTERGOVERNMENTAL	43,650	0	48,811	0	48,811	0	0
TOTAL REVENUES	43,650	0	48,811	0	48,811	0	0
NET DEPARTMENT COST (REVENUE)	0	0	0	0	0	0	0

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SOLID WASTE AND SINGLE STREAM

RECAP: ALL SOLID WASTE AND SINGLE STREAM PROCESSING OPERATIONS

EXPENDITURES:	**(A) TRI-COUNTY LANDFILL OPERATIONS**	**(B) OUT. COUNTY INTERNAL SOLID WASTE OPERATIONS**	**(C) OUT. COUNTY INTERNAL RECYCLING OPERATIONS**	**(D) TRI-COUNTY SINGLE STREAM PROCESSING OPERATIONS**	**TOTAL**
SALARIES	940,911	93,090	93,316	701,069	1,828,386
ALLOCATED APPLIED EXPENSE	549,489	49,156	54,496	383,151	1,036,292
TRAVEL / TRAINING	5,200	16,700	8,750	10,000	40,650
SUPPLIES	724,650	138,100	13,700	842,900	1,719,350
PURCHASED SERVICES	10,568,433	1,282,861	3,110,137	4,975,106	19,936,537
PROFIT DISTRIBUTION	0	0	0	451,037	451,037
CAPITAL OUTLAY	1,095,000	4,600,000	0	3,690,000	9,385,000
APPLIED CREDIT	0	(286,233)	0	0	(286,233)
PRINCIPAL RETIREMENT	1,040,000	0	0	220,892	1,260,892
INTEREST AND FISCAL CHARGES	89,350	0	0	10,800	100,150
OPERATING TRANSFER OUT (RECYCLING)	0	0	120,629	(120,629)	0
TOTAL EXPENDITURES	15,013,033	5,893,674	3,401,028	11,164,326	35,472,061
REVENUES:					
INTERGOVERNMENTAL	0	0	585,000	500,000	1,085,000
CHARGES FOR SERVICES	15,651,382	3,015,119	1,914,000	7,583,891	28,164,392
REVENUES FROM OTHERS	0	0	0	14,152	14,152
CONTRIBUTED CAPITAL REVENUE	0	0	0	455,883	455,883
INTEREST INCOME	0	555,000	0	1,000	556,000
PROCEEDS OF DEBT	0	4,500,000	0	1,800,000	6,300,000
OPERATING TRANSFER IN (SSR)	0	0	0	0	0
FINANCING SOURCES OTHER	0	0	0	809,400	809,400
TOTAL REVENUES	15,651,382	8,070,119	2,499,000	11,164,326	37,384,827
NET DEPARTMENT COST (REVENUE)	(638,349)	(2,176,445)	902,028	0	(1,912,766)

(A) ACCOUNTS FOR THE BROWN, OUTAGAMIE AND WINNEBAGO (BOW) TRI-COUNTY LANDFILL PARTNERSHIP. (B) ACCOUNTS FOR ALL OTHER OUTAGAMIE COUNTY SOLID WASTE INTERNAL OPERATIONS. (C) ACCOUNTS FOR OUTAGAMIE COUNTY INTERNAL RECYCLING OPERATIONS (INCLUDING COLLECTION) EXCEPT FOR SINGLE STREAM PROCESSING. (D) THE SINGLE STREAM OPERATIONS ARE ACCOUNTED FOR IN FUND 504.

FUND:	SOLID WASTE - 503 (A, B & C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SOLID WASTE / OVERALL SUMMARY

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,029,216	1,096,336	1,096,336	551,119	1,075,239	1,127,317	1,127,317
ALLOCATED APPLIED EXPENSE	288,362	590,721	590,721	253,339	574,229	653,141	653,141
TRAVEL / TRAINING	14,254	37,350	37,350	3,312	10,366	30,650	30,650
SUPPLIES	705,529	829,825	829,825	252,246	532,990	876,450	876,450
PURCHASED SERVICES	14,484,029	14,742,387	15,003,227	6,569,713	13,490,083	14,961,431	14,961,431
APPLIED CREDIT	0	0	0	0	0	(286,233)	(286,233)
CAPITAL OUTLAY	1,443,580	6,850,000	7,468,825	1,950,709	6,406,325	5,695,000	5,695,000
OPERATING TRANSFER OUT	2,250	0	318,829	0	0	0	0
PRINCIPAL RETIREMENT	1,590,000	1,480,000	1,480,000	0	1,480,000	1,040,000	1,040,000
INTEREST AND FISCAL CHARGES	160,330	127,250	127,250	63,625	127,250	89,350	89,350
TOTAL EXPENDITURES	19,717,550	25,753,869	26,952,363	9,644,063	23,696,482	24,187,106	24,187,106
REVENUES:							
INTERGOVERNMENTAL	585,315	584,084	584,084	584,419	584,419	585,000	585,000
CHARGES FOR SERVICES	20,198,686	19,347,995	19,347,995	10,103,392	18,866,646	20,580,501	20,580,501
MISCELLANEOUS	41,970	0	0	166	166	0	0
INTEREST INCOME	843,319	765,000	765,000	440,168	820,000	555,000	555,000
PROCEEDS FROM DEBT	0	1,475,000	1,475,000	0	0	4,500,000	4,500,000
OPERATING TRANSFER IN	325	15,616	161,417	4,839	110,742	(120,629)	(120,629)
FINANCING SOURCES OTHER	873,342	3,566,174	4,618,867	4,618,867	4,618,867	0	0
TOTAL REVENUES	22,542,957	25,753,869	26,952,363	15,751,851	25,000,840	26,099,872	26,099,872
NET DEPARTMENT COST (REVENUE)	(2,825,407)	0	0	(6,107,788)	(1,304,358)	(1,912,766)	(1,912,766)

(A) ACCOUNTS FOR THE BROWN, OUTAGAMIE AND WINNEBAGO (BOW) TRI-COUNTY LANDFILL PARTNERSHIP. (B) ACCOUNTS FOR ALL OTHER OUTAGAMIE COUNTY SOLID WASTE INTERNAL OPERATIONS. (C) ACCOUNTS FOR OUTAGAMIE COUNTY INTERNAL RECYCLING OPERATIONS (INCLUDING COLLECTION) EXCEPT FOR SINGLE STREAM PROCESSING. THE SINGLE STREAM OPERATIONS ARE ACCOUNTED FOR IN FUND 504.

FUND:	SOLID WASTE 503 (A, B, & C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SOLID WASTE / OVERALL SUMMARY

RECAP: SOLID WASTE OVERALL SUMMARY EXCLUDING SINGLE STREAM RECYCLING FUND (504)

EXPENDITURES:	SALARIES	ALLOCATED APPLIED EXP.	TRAVEL TRAINING	SUPPLIES	PURCHASED SERVICES	DEBT SERVICE / (APPLD CREDIT)	CAPITAL OUTLAY	TOTAL
LANDFILL OPERATIONS (A & B)	$ 1,034,001	$ 598,645	$ 21,900	$ 862,750	$ 11,851,294	$ 843,117	5,695,000	$ 20,906,707
RECYCLING PROGRAMS (C)	93,316	54,496	8,750	13,700	3,110,137	-	-	3,280,399
TOTAL	$ 1,127,317	$ 653,141	$ 30,650	$ 876,450	$ 14,961,431	$ 843,117	$ 5,695,000	$ 24,187,106

REVENUES:	INTER-GOVERNMENTAL	CHARGE FOR SERVICES	MISC.	INTEREST INCOME	NET OPERATING TRANSFER	PROCEEDS FROM GO DEBT	FINANCING SOURCES OTHER	TOTAL
LANDFILL OPERATIONS (A & B)	$ -	$ 18,666,501	$ -	$ 555,000	$ -	$ 4,500,000	$ -	$ 23,721,501
RECYCLING PROGRAMS (C)	585,000	1,914,000	-	-	(120,629)	-	-	2,378,371
TOTAL	$ 585,000	$ 20,580,501	$ -	$ 555,000	$ (120,629)	$ 4,500,000	$ -	$ 26,099,872

NET DEPARTMENT COST (REVENUE)	$ (1,912,766)

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

MISSION STATEMENT:

The Outagamie County landfill operation provides a cost-efficient and reliable means for disposal of solid waste. Outagamie County manages over 650,000 tons/year of solid waste that is generated by its own 32 municipalities and hundreds of commercial and industrial businesses as well as by our 2 regional partners, Brown and Winnebago Counties. The Outagamie County landfill operation is part of a comprehensive integrated solid waste management program that also includes production of renewable energy from landfill gas and recycling of residential and commercial materials. As of 2012, Outagamie's solid waste and recycling facilities serves as the regional landfill for the Tri-County population base of more than 500,000.

Fund 503 accounts for the operations of the Brown, Outagamie and Winnebago (BOW) Tri-County landfill partnership (noted with an A on the attached pages) as well as for all other Outagamie County solid waste or landfill operations (noted with a B on the attached pages). Fund 503 also accounts for Outagamie County's own recycling operations (including collection) with the exclusion of single-stream processing (noted with a C on the attached pages). Single-stream processing for the three county BOW partnership is accounted for in Fund 504 (noted with a D on the attached pages).

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	27	27	27	30	30
Part-Time Employees	-	-	-	-	-

The Table of Organization summary above indicates departmental staffing levels each year.

BUDGET ISSUES:

Outagamie County opened the Northeast Landfill in 2012 and began its operation as the Tri-County Regional Landfill for Brown, Outagamie and Winnebago Counties. Based on annual tonnage projections and available air space the regional landfill operation is projected to continue at Outagamie County for approximately 3 to 4 years. There are essentially two (2) key fees that apply to the overall budget projections.

Type of Fee	**2020 Rate**	**2021 Proposed Rate**
Gate Rate (Non-municipal)	$42.00/ton	$46.00/ton
MSW (Municipal Solid Waste)	$48/ton (includes $14/ton for curbside recycling collct)	$50/ton (includes $14/ton for curbside recycling collct)

Outagamie County Recycling and Solid Waste Department strive to provide efficient and reliable means for disposal of solid waste, recycling services and household hazardous waste collection. The (RU) Responsible Unit Municipal Solid Waste and Recycling Rate will increase by $2 per ton from $48.00/ton to $50.00/ton. This rate is applied to all 32 municipalities within Outagamie County which includes the curbside recycling collection fee of $14/ton. This is needed due to the lower commodity prices and the large increase in the curbside collection contract.

The Non-Municipal Solid Waste gate fee for 2021 will be adjusted by $4.00 per ton from $42.00/ton to $46.00/ton. Future hauling of waste and additional operating costs across the tri-county integrated waste management system will be operated under an expanded shared cost structure. The two components involved are the sharing in hauling and transfer stations costs for all of the tri-counties waste that are managed in the regional landfill system. While this increase will not cover the total shared costs that Outagamie will be required to share in, it's the first step of increases over several years in order to moderate the increase over a period of time and not just in one year.

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

BUDGET ISSUES CONTINUED:

Outagamie County Recycling and Solid Waste will continue to offer many recycling services to our residents. In 2016, Recycling and Solid Waste implemented an integrated funding approach by applying fees to specific non-municipal gate fee categories to support internal recycling and resource recovery programs. The 2021 rate adjustments herein will also be applied to the recycling side of our business in direct relationship to the impact China's import restrictions have on Outagamie County's share of the commodity sales at the Tri-County Recycling Facility. The recent import restrictions have flooded local markets with additional recyclables which have moved overall revenues significantly lower. Proceeds from sales help support our internal recycling programs which provide two free tire weeks, household hazardous waste collection events, and additional resource recovery and landfill diversion programs. In the future the County will continue to take a measured approach towards rate adjustments that insures increased sustainability of future resource recovery efforts that continues to maximize landfill airspace, and provide for sufficient buffering against future landfill development and transportation costs.

Other services include the very popular household hazardous waste collection program, tires, electronics, yard and wood waste collection services. Other resource recovery programs include clean wood separation to be used as a decking source material for truck routing in and out of the landfill. Additional recovery of rigid plastics, metals, cardboards and other materials identified as having a recoverable value within the recycling and solid waste operation is ongoing. These landfill diversion and resource recovery efforts will help extend the life of the Outagamie County Regional Landfill and have the potential to provide additional monetary value as recoverable materials can then be marketed. As with all landfill operations a critical factor that is considered in setting fees is the need to maintain an adequate unrestricted cash and investment balance in the Solid Waste Fund with designated amounts set aside for specific long-term post closure care needs for the Northeast landfill. In regards to annual tonnage considerations, a key element that will be introduced in 2021 will be how landfill operations are funded through a net percentage of tons approach by each counties contributions of net tons brought into the regional system. All other alternative cover and beneficial use materials along with all non tri-county waste will be not be considered part of the net tons to operate the regional landfills and any remaining revenues associated will be shared on the net tons percentage basis back to the tri-county partners once all operating expenses are accounted for. This new model will be more equitable across the tri-county system by creating less competition for these specific types of materials.

ACTIVITY INDICATORS:

	In-County Residential Waste Tipping Fees ($/ton)					
	2016	**2017**	**2018**	**2019**	**2020**	**2021**
LANDFILL TIPPING FEE	20.00	20.00	20.00	21.00	21.00	23.00
RECYCLING TIPPING FEE	12.00	12.00	12.00	12.00	14.00	14.00
STATE OF WI TIPPING FEE	13.00	13.00	13.00	13.00	13.00	13.00
TOTAL FOR LANDFILL, RECYCLING & STATE FEES	45.00	45.00	45.00	46.00	48.00	50.00

	Annual Landfill Tonnages					
	2016	**2017**	**2018**	**2019**	**EST 2020**	**EST 2021**
Outagamie	251,548	285,697	271,560	262,581	168,325	171,351
Brown, Outagamie & Winnebago	605,454	668,773	702,926	731,588	625,040	642,621

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

CLOSURE AND POST-CLOSURE CARE COSTS:

Federal and State laws and regulations require the Outagamie County Landfill to place covers on landfill increments as they are filled (closure costs) and to perform certain maintenance and monitoring functions (post-closure care) of the landfill site for forty years after the landfill stops accepting waste. Most closure costs are paid when individual landfill increments reach capacity for accepting waste, and post-closure care costs will normally be paid after the entire landfill stops accepting waste. In accordance with GASB Statement No. 18, the Outagamie County Landfill annually records an estimate of these closure and post-closure care costs as an operating expense and liability during the life of the landfill based on landfill capacity used compared to total estimated capacity available. The resultant liability for these estimated operating expenses is reduced each year for actual payments made in the current year. In addition, the County is required to fund the liability by maintaining separate restricted cash and investment accounts that can only be used for expenses relating to closure and post-closure care.

The County is funding the closure and post-closure care financial requirements as required by GASB No. 18. Shown below is a projected analysis of the closure and post-closure liability and restricted cash and investment accounts for the 2021 budget year for the East and Northeast Landfills.

EAST LANDFILL Projected	Closure and Post Closure Liability	Restricted Cash And Investments	Difference
Balance January 1, 2020	$9,215,983	$7,327,861	($1,888,122)
2020 Activity			
Current Year Expense	(135,000)	(90,690)	44,310
Current Year Interest Earnings	0	110,000	110,000
Balance December 31, 2020	9,080,983	7,347,171	(1,742,324)
2021 Activity			
Current Year Expense	(286,233)	(100,000)	186,233
Current Year Interest Earnings	0	90,000	115,000
Balance December 31, 2021	$8,794,750	$7,337,171	(1,457,579)

On a cash basis, the estimated funds available at December 31, 2021 are not sufficient to meet the projected liability as of that same date. However, when the cash flows for the expenditures are projected at a 3% inflation rate out 40 years and the interest earnings on the restricted funds available are projected out at a 4.1% interest earnings rate over the 40 year period we are required to monitor the landfill (a future value basis), the funds project out to be sufficient to cover all liabilities over the same 40 year period.

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

CLOSURE AND POST-CLOSURE CARE COSTS CONTINUED:

NORTHEAST LANDFILL Projected	Closure and Post Closure Liability	Restricted Cash And Investments	Difference
Balance January 1, 2020	$11,479,161	$8,993,986	($2,485,175)
2020 Activity			
Current Year Expense	(1,500,000)	0	(1,500,000)
Current Year Interest Earnings	0	140,000	140,000
Current Year Additn/(Reductn)	(2,400,000)	501,858	2,901,858
Balance December 31, 2020	10,579,161	9,635,844	(943,317)
2021 Activity			
Current Year Expense	(1,600,000)	0	(1,600,000)
Current Year Reduction	0	(2,400,000)	(2,400,000)
Current Year Interest Earnings	0	125,000	125,000
Current Year Addition	0	501,858	501,858
Balance December 31, 2021	$12,179,161	$7,862,702	($4,316,459)

On a cash basis, the estimated funds available at December 31, 2021 are not sufficient to meet the projected liability as of that same date. However, when the cash flows for the expenditures are projected at a 3% inflation rate out 40 years and the interest earnings on the restricted funds available are projected out at a 4.1% interest earnings rate over the 40 year period we are required to monitor the landfill (a future value basis), the funds project out to be sufficient to cover all liabilities over the same 40 year period.

2020 ACCOMPLISHMENTS:

- Reconfigured and expanded the Residential Drop Off facilities.
- Ramped up Construction and Demolition diversion activities with the addition of a material shredder.
- Submitted the Plan of Operations for the Northwest Landfill.
- Completed a 14 acre partial final cover on the Northeast Landfill.
- Installed a third scale to facilitate increased flow and create redundancy.

2021 OBJECTIVES:

- Finalize Northwest Plan of Operation and acquire license.
- Begin construction activities related to the development of the Northwest Landfill.
- Continue to improve Resource Recovery Programs to achieve higher diversion tonnages away from the landfill.

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

2021 OBJECTIVES CONTINUED:

- Continue to enhance daily landfilling operations in areas of higher densities of waste compaction and alternative daily cover practices as part of the BOW Tri-County Strategic Plan for Waste Resource Management.
- Continue to develop information to educate our municipal and business customers regarding the benefits of the Outagamie County low-cost, comprehensive recycling and solid waste services offered.

MAJOR CHANGES IN EXPENDITURES:

Allocated Applied Expense increased mainly due to account for health insurance plan selections.	50,000
Purchased Services increased due to leachate and water services.	125,000
Purchased Services decreased due to DNR fees for tonnages based on the budgeted types of tonnages put into the landfill.	(400,000)
Purchased Services increased due to Northwest Landfill expansion and permitting.	140,000
Applied Credit increased due to the recording of the East landfill reimbursement from the Long-term Care restricted funds.	286,233
Capital Outlay decreased due to the types of projects/equipment purchases planned for 2021.	(1,155,000)
Debt Services decreased according to the repayment schedules.	(477,900)

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to slightly increased full-fee tonnages and the rate increases.	1,093,506
Interest Income from LTC & Closure and general funds decreased due to a decrease in interest rates.	(210,000)
Proceeds of Debt increased due to a planned debt issue in 2021 for the Northwest landfill construction.	3,025,000
Financing Sources Other decreased due to the financing of the Northeast landfill phase 1 closure from restricted cash reserves in 2020.	(2,600,000)
Financing Sources Other decreased due to less need for financing overall recycling and landfill operations.	(966,174)

FUND:	SOLID WASTE 503 (A & B)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	975,097	991,959	991,959	519,819	1,010,303	1,034,001	1,034,001
ALLOCATED APPLIED EXPENSE	259,741	529,070	529,070	234,519	535,318	598,645	598,645
TRAVEL / TRAINING	8,912	28,600	28,600	3,312	4,311	21,900	21,900
SUPPLIES	676,986	815,575	815,575	245,396	521,450	862,750	862,750
PURCHASED SERVICES	12,067,431	11,670,577	11,931,417	5,354,048	10,992,562	11,851,294	11,851,294
APPLIED CREDIT	0	0	0	0	0	(286,233)	(286,233)
CAPITAL OUTLAY	1,443,580	6,850,000	7,468,825	1,950,709	6,406,325	5,695,000	5,695,000
OPERATING TRANSFER OUT	2,250	0	0	0	0	0	0
PRINCIPAL RETIREMENT	1,590,000	1,480,000	1,480,000	0	1,480,000	1,040,000	1,040,000
INTEREST & FISCAL CHARGES	160,330	127,250	127,250	63,625	127,250	89,350	89,350
TOTAL EXPENDITURES	17,184,327	22,493,031	23,372,696	8,371,428	21,077,519	20,906,707	20,906,707
REVENUES:							
CHARGES FOR SERVICES	18,341,336	17,572,995	17,572,995	9,164,378	17,225,835	18,666,501	18,666,501
MISCELLANEOUS REVENUES	4,673	0	0	166	166	0	0
INTEREST INCOME	843,319	765,000	765,000	440,168	820,000	555,000	555,000
PROCEEDS OF DEBT	0	1,475,000	1,475,000	0	0	4,500,000	4,500,000
OPERATING TRANSFER IN	325	0	0	0	0	0	0
FINANCING SOURCES OTHER	873,342	3,566,174	4,618,867	4,618,867	4,618,867	0	0
TOTAL REVENUES	20,062,995	23,379,169	24,431,862	14,223,579	22,664,868	23,721,501	23,721,501
NET DEPARTMENT COST (REVENUE)	(2,878,668)	(886,138)	(1,059,166)	(5,852,151)	(1,587,349)	(2,814,794)	(2,814,794)

FUND:	SOLID WASTE 503 (A&B)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

RECAP: LANDFILL OPERATIONS:

	SALARIES	ALLOCATED APPLIED EXP.	TRAVEL TRAINING	SUPPLIES	PURCHASED SERVICES	DEBT SERVICE / (APPLIED CREDIT)	CAPITAL OUTLAY	TOTAL
EXPENDITURES:								
TRI-COUNTY LANDFILL OPERATIONS (A)	$ 940,911	$ 549,489	$ 5,200	$ 724,650	$ 10,568,433	$ 1,129,350	$ 1,095,000	$ 15,013,033
OUT. COUNTY INTRNL SOL WST OPS (B)	57,831	28,565	11,700	22,600	516,961	-	-	637,657
NW LANDFILL EXPANSION (B)	3,354	1,959	-	-	270,000	-	4,500,000	4,775,313
EAST LANDFILL OPS	10,059	5,874	-	5,000	165,300	(286,233)	100,000	-
WEST LANDFILL OPS	10,059	5,874	-	5,000	78,600	-	-	99,533
RESOURCE RECOVERY PARK	11,787	6,884	5,000	105,500	252,000	-	-	381,171
TOTAL	$ 1,034,001	$ 598,645	$ 21,900	$ 862,750	$ 11,851,294	$ 843,117	$ 5,695,000	$ 20,906,707

	INTERGOVERN-MENTAL	CHARGE FOR SERVICES	MISCELL.	INTEREST INCOME	PROCEEDS FROM GO BONDS	FINANCING SOURCES OTHER	TOTAL
REVENUES:							
TRI-COUNTY LANDFILL OPERATIONS (A)	$ -	$ 15,651,382	$ -	$ -	$ -	$ -	$ 15,651,382
OUT. COUNTY INTRNL SOL WST OPS (B)	-	2,940,119	-	555,000	4,500,000	-	7,995,119
GAS & LEACHATE MANAGEMENT (B)	-	75,000	-	-	-	-	75,000
REVENUES	$ -	$ 18,666,501	$ -	$ 555,000	$ 4,500,000	$ -	$ 23,721,501

NET DEPARMENT LOSS (REVENUE) $ (2,814,794)

(A) - BROWN, OUTAGAMIE AND WINNEBAGO (BOW) TRI-COUNTY PARTNERSHIP
(B) - ALL OTHER SOLID WASTE INTERNAL OPERATIONS

FUND:	SOLID WASTE 503 (A & B)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5039000 – TRI-COUNTY LANDFILL OPERATIONS:		
SALARIES:		
FULL-TIME PERMANENT	940,911	
TOTAL SALARIES:		940,911
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	549,489	
TOTAL ALLOCATED APPLIED EXPENSE: ,		549,489
TRAVEL/TRAINING:		
TRAVEL & TRAINING:	2,700	
OUT OF STATE - TO BE DETERMINED	2,500	
TOTAL TRAVEL/TRAINING:		5,200
SUPPLIES:		
O&M COUNTY PROPERTIES & LF COVR	244,250	
O&M VEHICLE & EQUIPMENT & FUEL	471,000	
OFFICE AND ADMINISTRATION	4,900	
MATERIALS & PROTECTIVE EQUIPMENT	4,500	
TOTAL SUPPLIES:		724,650
PURCHASED SERVICES		
OUTSIDE PROFESSIONAL SERVICES		
CONSULTING/ENGINEERING SERVICES	529,341	
INSPECTION/PLANNING FEES	50,000	
GROUND WATER MONITORING	100,000	
OTHER LEGAL, ACCTG, ETC.	3,000	
O&M COUNTY PROPERTIES		
GROUNDS MAINTENANCE	222,500	
UTILITIES	52,200	
SEWER & LEACHATE TREATMENT	550,000	
REPAIRS & MAINTENANCE	200,000	
OPERATION & MAINT VEHICLES	135,000	
O&M OFFICE & OTHER EQUIPMENT	8,500	
SPECIAL CONTRACTS/OBLIGATIONS		
DNR LANDFILL SURCHARGES	92,000	
INVESTMENT FEES	25,000	
WDNR TONNAGE FEES	3,130,506	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
WDNR RECYCLING FEES	3,652,257	
CLSR & LT CARE - NE LANDFILL	1,600,000	
INSURANCE	23,419	
OUTSD OFF ADMIN & OTHER SVCS	3,500	
ADVERTISING	2,750	
HIGHWAY CHARGES	25,000	
IT ALLOCATION	21,676	
IT MAINTENANCE CONTRACTS	5,017	
IT DIRECT BILLED	59,350	
INDIRECT COSTS	77,417	
TOTAL PURCHASED SERVICES:		10,568,433
DEBT SERVICE:		
PRINCIPAL RETIREMENT	1,040,000	
INTEREST AND FISCAL CHARGES	89,350	
TOTAL DEBT SERVICE:		1,129,350
CAPITAL OUTLAY:		
NE LANDFILL LEACHATE AND GAS PIPING	250,000	
NELF LFG VERTICAL WELLS	150,000	
NELF WELLHEADS AND PUMPS	100,000	
STREET SWEEPER (USED)	150,000	
LANDFILL SERV BLDG MEZANINE BUILDOUT	50,000	
LAWNMOWER (REPLACEMENT	20,000	
BULK SPREADER (DAILY COVER APPLCTN)	100,000	
TRACK REPLACEMENTS	180,000	
PORTABLE LITTER FENCES	65,000	
NEW FLEET RADIOS	30,000	
TOTAL CAPITAL OUTLAY		1,095,000
5039002 – OUTAGAMIE COUNTY LANDFILL OPERATIONS		
SALARIES:		
FULL-TIME PERMANENT	57,831	
TOTAL SALARIES:		57,831
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	28,565	
TOTAL ALLOCATED APPLIED EXPENSE:		28,565

FUND:	SOLID WASTE 503 (A & B)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
TRAVEL/TRAINING:		
TRAVEL/TRAINING	8,200	
OUT OF STATE - TO BE DETERMINED	3,500	
TOTAL TRAVEL/TRAINING:		11,700
SUPPLIES:		
O&M COUNTY PROPERTIES	4,525	
O&M VEHICLES AND EQUIPMENT & FUEL	13,000	
OFFICE AND ADMINISTRATION	4,200	
MISC - PROTECTIVE EQUIPMENT	500	
EMPLOYEE APPRECIATION	375	
TOTAL SUPPLIES:		22,600
EXPENDITURES:		
PURCHASED SERVICES:		
OUTSIDE PROFESSIONAL SERVICES	51,500	
O&M COUNTY PROPERTIES		
GROUNDS MAINTENANCE	12,200	
UTILITIES	45,950	
MAINTENANCE & REPAIRS	20,000	
OPERATION & MAINT. VEHICLES	20,000	
O&M OFFICE & OTHER EQUIPMENT	5,000	
SPECIAL CONTRACTS/OBLIGATIONS		
BOW ADMIN FEES	220,000	
DISPOSAL COSTS	30,000	
INSURANCE	11,334	
OUTSD OFF ADMIN & OTHER SVCS	4,250	
HIGHWAY MAINTENANCE	10,000	
IT ALLOCATIONS	31,710	
IT MAINTENANCE CONTRACTS	5,017	
INDIRECT COSTS	25,000	
SUSTAINABILITY INITIATIVES	25,000	
TOTAL PURCHASED SERVICES:		516,961
5039323 – OUTAGAMIE COUNTY NW LANDFILL EXPANSION		
SALARIES:		
FULL-TIME PERMANENT	3,354	
TOTAL SALARIES:		3,354
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	1,959	
TOTAL ALLOCATED APPLIED EXPENSE:		1,959
PURCHASED SERVICES:		
OUTSIDE PROFESSIONAL SERVICES		
CONSULTING, ENGINEERING & TESTING	270,000	
TOTAL PURCHASED SERVICES:		270,000
CAPITAL OUTLAY:		
NW LANDFILL INITIAL GRADING AND WELL ABANDONMENT	4,500,000	
TOTAL CAPITAL OUTLAY		4,500,000
5039260 – OUTAGAMIE COUNTY EAST LANDFILL		
SALARIES:		
FULL-TIME PERMANENT	10,059	
TOTAL SALARIES:		10,059
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	5,874	
TOTAL ALLOCATED APPLIED EXPENSE:		5,874
SUPPLIES:		
O&M VEHICLES AND EQUIPMENT & FUEL	5,000	
TOTAL SUPPLIES:		5,000
PURCHASED SERVICES:		
OUTSIDE PROFESSIONAL SERVICES	65,000	
O&M COUNTY PROPERTIES	100,300	
TOTAL PURCHASED SERVICES:		165,300
CAPITAL OUTLAY:		
EAST LF LEACHATE PUMP RECONFIG	100,000	
TOTAL CAPITAL OUTLAY		100,000
APPLIED CREDIT:		
EAST LF REIMBURSEMENT LTC FUNDS	(286,233)	
TOTAL APPLIED CREDIT:		(286,233)

FUND:	SOLID WASTE 503 (A & B)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	LANDFILL OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5039261 – OUTAGAMIE COUNTY WEST LANDFILL		
SALARIES:		
FULL-TIME PERMANENT	10,059	
TOTAL SALARIES:		10,059
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	5,874	
TOTAL ALLOCATED APPLIED EXPENSE:		5,874
SUPPLIES:		
O&M VEHICLES AND EQUIPMENT & FUEL	5,000	
TOTAL SUPPLIES:		5,000
PURCHASED SERVICES:		
OUTSIDE PROFESSIONAL SERVICES	65,000	
O&M COUNTY PROPERTIES	13,600	
TOTAL PURCHASED SERVICES:		78,600
5039005 – RESOURCE RECOVERY PARK		
SALARIES:		
FULL-TIME PERMANENT	11,787	
TOTAL SALARIES:		11,787
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	6,884	
TOTAL ALLOCATED APPLIED EXPENSE:		6,884
TRAVEL/TRAINING:		
TRAVEL & TRAINING:	3,000	
OUT OF STATE - TO BE DETERMINED	2,000	
TOTAL TRAVEL/TRAINING:		5,000
SUPPLIES:		
O&M COUNTY PROPERTIES	4,500	
O&M VEHICLES AND EQUIPMENT & FUEL	101,000	
TOTAL SUPPLIES:		105,500

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
OUTSIDE PROFESSIONAL SERVICES	6,000	
O&M COUNTY PROPERTIES	220,000	
O&M COUNTY EQUIPMENT	25,000	
ADVERTISING	1,000	
TOTAL PURCHASED SERVICES:		252,000
REVENUES:		
5039000 - TRI-COUNTY LANDFILL OPERATIONS:		
CHARGES FOR SERVICES:		
SOLID WASTE DISPOSAL FEE	19,741,501	
RECYCLING DISPOSAL FEES		
CHARGE 55,000 @ $14.00	(770,000)	
CHARGE 95,000 @ $4.00	(380,000)	
LESS: OUTAGAMIE COUNTY PORTION	(2,940,119)	
TOTAL CHARGES FOR SERVICES:		15,651,382
5039002 - OUTAGAMIE COUNTY LANDFILL OPERATIONS:		
CHARGES FOR SERVICES:		
SOL WSTE DISPOSAL FEE (OC PORTION)	2,940,119	
HIGHWAY	15,000	
GAS TO ENERGY	60,000	
TOTAL CHARGES FOR SERVICES:		3,015,119
TOTAL INTEREST INCOME:		
LONG-TERM CARE & CLOSURE RESTRICTED ASSETS INTEREST INC.	215,000	
GENERAL INTEREST INCOME	340,000	
TOTAL INTEREST INCOME:		555,000
PROCEEDS OF DEBT:		
PROCEEDS OF DEBT	4,500,000	
TOTAL PROCEEDS OF DEBT:		4,500,000

OUTAGAMIE COUNTY SOLID WASTE
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$18,866,646	$20,580,501
Miscellaneous	166	0
Total Operating Revenues	18,866,812	20,580,501
Operating Expenses:		
Salaries	1,075,239	1,127,317
Travel/Training	10,366	30,650
Supplies	532,990	876,450
Purchased Services	11,990,083	13,361,431
Pur. Ser. Long-term Care & Closure	1,500,000	1,600,000
Capital Outlay not Capitalized	2,686,205	130,000
Net Applied Expense	574,229	653,141
Depreciation/Amortization	2,520,000	2,570,000
Total Operating Expenses	20,889,112	20,348,989
Operating Income (Loss)	(2,022,300)	231,512
Nonoperating Revenues (Expenses)		
Intergovernmental Grants	584,419	585,000
Contributed Capital Grants	0	0
General Property Tax	0	0
Interest Income	820,000	555,000
Interest & Fiscal Charges	(127,250)	(89,350)
Total Nonoperating Revenue (Expenses)	1,277,169	1,050,650
Income (Loss) before Operating Transfers	(745,131)	1,282,162
Operating Transfers In (Out)	110,742	(120,629)
Net Income (Loss)	($634,389)	$1,161,533

*1 - State Fees Adjustment - The Recycling and Solid Waste Department is required to collect a $13.00 fee on all applicable tonnages and remit that amount to the State DNR. Some of these fees are paid quarterly and some are annually. The amounts included here represent the portion that is collected and first remitted to the State in May of the following year. Therefore, we have shown the adjusted cash balance as if these state fees were paid in the year collected.

OUTAGAMIE COUNTY SOLID WASTE
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$18,866,812	$20,580,501
Intergovernmental Grants	584,419	585,000
Interest Earnings - General	570,000	340,000
Interest Earnings - Restricted	250,000	215,000
From Restr. Assets - Closure	2,400,000	286,233
Proceeds from Debt	0	4,500,000
Operating Transfr In/Out frm Single Stream	110,742	(120,629)
Decreases		
Cash Disbursed:		
To Employees	(1,075,239)	(1,127,317)
To Vendors for Supplies & Services	(15,793,873)	(15,051,672)
For Capital Assets	(3,720,120)	(5,565,000)
Principal on Debt	(1,480,000)	(1,040,000)
Interest and Fiscal Charges	(127,250)	(89,350)
Prior Year Accounts Payable (BOW)	(1,317,995)	0
For West Recontouring and Reconstruction	0	0
For Closure and LTC - East/NE Landfill	(501,858)	(788,091)
For Restricted Assets - Interest	(250,000)	(215,000)
Net Increase (Decrease) in Cash	(1,484,362)	2,509,675
Cash Balance, January 1	26,425,567	24,941,205
Subtotal Cash Balance, December 31	24,941,205	27,450,880
State Fees Adjustment (*1)	(4,300,000)	(4,300,000)
Adjusted Cash Balance, December 31	$20,641,205	$23,150,880

Additional Restricted Cash & Investments (at Cost)

	2020	2021
Environmental Trust Fund	$1,065,529	$1,065,529
Long-Term Care - East Landfill	7,504,890	7,494,890
Long-Term Care - Northeast Landfill	3,858,819	4,425,677
Closure - Northeast Landfill	3,521,547	3,581,547
Restricted Cash/Invst Balance, December 31	$15,950,785	$16,567,643

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	INTERNAL RECYCLING PROGRAM / VARIOUS

MISSION STATEMENT:

Under Chapter 287 of the Wisconsin Statutes, Outagamie County is the legally-established Responsible Unit (RU) for developing, implementing and maintaining state-mandated recycling for the entire County. This program, which Outagamie County has been operating for over 68,000 households in 32 municipalities since 1993, complies with the recycling-related Wisconsin Statutes and Administrative Codes and significantly extends the life of the landfill.

Fund 503 accounts for the operations of the Brown, Outagamie and Winnebago (BOW) Tri-County landfill partnership (noted with an A on the attached pages) as well as for all other Outagamie County solid waste or landfill operations (noted with a B on the attached pages). Fund 503 also accounts for Outagamie County's own recycling operations (including collection) with the exclusion of single-stream processing (noted with a C on the attached pages). Single stream processing for the three county BOW partnerships is accounted for in Fund 504 (noted with a D on the attached pages).

BUDGET ISSUES:

The largest budgetary concerns in our recycling program for 2021 continue to be the ongoing concerns of reduced grant funding from the state recycling fund, increases in curbside collection costs, as well as budgeting for the current low market pricing for recycling commodities. This budget assumes commodity pricing will be similar to the last 18 month averages. In 2020, a 3 month average was used due to the market conditions trending lower each month. Current market conditions continue to trend low each month, but have remained steady so an 18 month average was used to calculate the 2021 budget. The grant funding is anticipated to be similar to the 2020 level at $569,000 although this could change depending on legislative proposals. The curbside collection contract has increased $520,000 from the 2019 due to increased costs and a new contract that was bid out in 2019.

Outagamie County will continue to provide free tire disposal for residents twice each year. The cost for tire disposal will increase next year due to signing a new 2 year contract; however, the communities appreciate these opportunities annually. In addition, the clean sweep program for household hazardous material is provided several times each year to all residents in the County. Costs for the clean sweep program also continue to be high; however, the hazardous material collection program keeps significant amounts of household chemicals out of the landfill and thereby provides long-term environmental benefits.

The County's overall recycling program is projected to have a deficit of ($902,028). It is the County's intent to have the recycling program recover all of its costs through recycling revenues. This is largely dependent on sale of recyclable revenues, tipping fees, state aids, and curbside collection costs. We will continue to review each of these on an annual basis to determine what the appropriate tipping fee rates should be. Due to the expected low market pricing for commodities the responsible unit portion of the tip fee will increase $2/ton which will bring in an estimated $110,000 in revenues for 2021.

Due to the company that handled construction and demolition waste (C&D) going out of business, the C&D program has changed to the County separating the materials to recover, shred, or landfill.

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	INTERNAL RECYCLING PROGRAM / VARIOUS

ACTIVITY INDICATORS:

- Outagamie County estimated curbside single stream recycling collection tonnages from 68,000 households.

2019 Tonnage	2020 Estimated Tonnage	2021 Estimated Tonnage
15,600	15,800	16,000

- **Household hazardous waste collection including Outagamie County** clean sweeps and Tri-county clean sweeps:

	2020 Estimate	2021 Estimate
Participants	350	700
Pounds Collected	17,400	34,060

- Automated curbside carts increase recycling rates, decrease litter and provide a more efficient recycling collection program. Currently 66,864 households (98%) of Outagamie County households have an automated cart for curbside recycling collection; our goal is 100% of the households use automated carts.

2019 Automated Carts	2020 Automated Carts	2021 Automated Carts Est.
66,864	67,780	68,117

SUMMARY OF RECYCLING OPERATIONS:

The County's various recycling programs, including the hazardous waste collection events; appliances, electronics, yard materials, curbside recycling collection, free tire weeks and other responsible unit programs, have an estimated net deficit as shown below:

Total Recycling Program Expenditures	$	3,280,399
Less: Total Recycling Program Revenues		2,378,371
2020 Projected Recycling Programs Surplus (Deficit)	$	(902,028)

2020 ACCOMPLISHMENTS:

- The Recycling & Solid Waste Department continued to work with Outagamie Counties Public Health Division and Winnebago County Solid Waste and Public Health Departments to create a sharps collection program. This program is designed to work with local pharmacies to offer proper disposal opportunities for Sharps throughout each respective County. The success of this program will help OC Public Health reach out to all pharmacies within Outagamie County borders to participate in a full-time Sharps Collection Program in which Public Health would provide patients/customers with educational materials while Recycling & Solid Waste pay disposal costs.
- Worked closely with haulers, outside customers, and municipalities within our MRF shed to ensure our acceptable materials list is followed in order to decrease contamination.
- Converted a non-carted community to supply residents with recycling carts, and also started weekly trash collection for residents that were previously subscription service.

FUND:	SOLID WASTE 503	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	INTERNAL RECYCLING PROGRAM / VARIOUS

2020 ACCOMPLISHMENTS CONTINUED:

- Moved the appliance/electronics/tires recycling area to a more convenient location for the public and improved the design.
- Held Hazardous Waste collections to collect hazardous, poisonous, and corrosive materials from Outagamie residents. This year's events were held with new regulations to protect staff and the public from the spread of COVID-19.

2021 OBJECTIVES:

- Convert the remaining non-carted municipalities by showcasing the benefits of automated recycling carts.
- Expand recycling outreach message with customers and municipalities within our MRFshed.
- Expand the resource recovery and diversion efforts in the residential drop off using the shredder to produce shippable materials with viable markets.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased due to the increase in curbside collection costs.	95,215
Purchased Services increased due to an increase in disposal costs for tires.	70,000

MAJOR CHANGES IN REVENUES:

Charges for Services was increased due to $2/ton increase on the responsible unit portion of the landfill tip fee.	110,000
Charges for Services was increased due to the revenues generated by a rate increase for tires due to the increased disposal costs.	70,000
Operating Transfer In from single stream operations was decreased due to a decrease expected from the prior year.	(136,245)

FUND:	SOLID WASTE 503 (C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	RECYCLING PROGRAMS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	54,119	104,377	104,377	31,300	64,936	93,316	93,316
ALLOCATED APPLIED EXPENSE	28,622	61,651	61,651	18,820	38,911	54,496	54,496
TRAVEL / TRAINING	5,342	8,750	8,750	0	6,055	8,750	8,750
SUPPLIES	28,543	14,250	14,250	6,850	11,540	13,700	13,700
PURCHASED SERVICES	2,416,440	3,071,810	3,071,810	1,215,665	2,497,521	3,110,137	3,110,137
TOTAL EXPENDITURES	2,533,066	3,260,838	3,260,838	1,272,635	2,618,963	3,280,399	3,280,399
REVENUES:							
INTERGOVERNMENTAL	585,315	584,084	584,084	584,419	584,419	585,000	585,000
CHARGES FOR SERVICES	1,857,349	1,775,000	1,775,000	939,014	1,640,811	1,914,000	1,914,000
OPERATING TRANSFER IN (OUT) NET	1,078,565	15,616	(157,412)	4,839	110,742	(120,629)	(120,629)
TOTAL REVENUES	3,521,229	2,374,700	2,201,672	1,528,272	2,335,972	2,378,371	2,378,371
NET DEPARTMENT COST (REVENUE)	(988,163)	886,138	1,059,166	(255,637)	282,991	902,028	902,028

FUND:	SOLID WASTE 503 (C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	RECYCLING PROGRAMS / VARIOUS

RECAP: RECYCLING PROGRAM (C)

	SALARIES	ALLOCATED APPLIED EXP.	TRAVEL TRAINING	SUPPLIES	PURCHASED SERVICES	CAPITAL OUTLAY	TOTAL
EXPENDITURES:							
LANDFILL RECYCLING	$ 35,174	$ 20,542	$ 1,500	$ 10,000	$ 432,400	$ -	$ 499,616
CLEAN SWEEP	8,934	5,217	2,000	500	101,000	-	117,651
RESPONSIBLE UNIT	49,208	28,737	5,250	3,200	2,576,737	-	2,663,132
TOTAL	$ 93,316	$ 54,496	$ 8,750	$ 13,700	$ 3,110,137	$ -	$ 3,280,399

	INTER-GOVERNMENTAL	CHARGES FOR SERVICES	OPERATING TRANSFERS	TOTAL
REVENUES:				
LANDFILL RECYCLING	$ -	$ 1,144,000	$ -	$ 1,144,000
CLEAN SWEEP	15,000	-	-	15,000
RESPONSIBLE UNIT	570,000	770,000	-	1,340,000
SINGLE STREAM ACTIVITY	-	-	(120,629)	(120,629)
TOTAL	$ 585,000	$ 1,914,000	$ (120,629)	$ 2,378,371
NET DEPARTMENT COST (REVENUE)				$ 902,028

FUND:	SOLID WASTE 503 (C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	RECYCLING PROGRAMS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5039908 – LANDFILL RECYCLING:		
SALARIES:		
FULL-TIME PERMANENT	35,174	
TOTAL SALARIES:		35,174
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	20,542	
TOTAL ALLOCATED APPLIED EXPENSE:		20,542
TRAVEL/TRAINING:		
RECYCLING CONFERENCE/SEMINARS	1,500	
TOTAL TRAVEL/TRAINING:		1,500
SUPPLIES:		
MISCELLANEOUS	10,000	
TOTAL SUPPLIES:		10,000
PURCHASED SERVICES:		
GROUNDS MAINTENANCE	432,400	
TOTAL PURCHASED SERVICES:		432,400
REVENUES:		
CHARGES FOR SERVICES:		
TIRES	240,000	
APPLIANCES	63,000	
METAL	45,000	
YARD WASTE	98,000	
ELECTRONICS	106,000	
SHINGLES	210,000	
MISC	2,000	
LANDFILL RECYCLING FEE	380,000	
TOTAL CHARGES FOR SERVICES:		1,144,000

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5039910 – CLEAN SWEEP:		
SALARIES:		
FULL-TIME PERMANENT	8,934	
TOTAL SALARIES:		8,934
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	5,217	
TOTAL ALLOCATED APPLIED EXPENSE:		5,217
TRAVEL/TRAINING:		
RECYCLING CONFERENCE/SEMINARS	2,000	
TOTAL TRAVEL/TRAINING:		2,000
SUPPLIES:		
MISCELLANEOUS	500	
TOTAL SUPPLIES:		500
PURCHASED SERVICES:		
PROFESSIONAL SERVICES	98,000	
PRINTING / ADVERTISING	3,000	
TOTAL PURCHASED SERVICES:		101,000
REVENUES:		
INTERGOVERNMENTAL:		
CLEAN SWEEP GRANT	15,000	
TOTAL INTERGOVERNMENTAL:		15,000

FUND:	SOLID WASTE 503 (C)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	RECYCLING PROGRAMS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
5039915 – RESPONSIBLE UNIT:		
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	49,208	
TOTAL SALARIES:		49,208
ALLOCATED APPLIED EXPENSE:		
FRINGE BENEFITS	28,737	
TOTAL ALLOCATED APPLIED EXPENSE:		28,737
TRAVEL/TRAINING:		
RECYCLING CONFERENCE/SEMINARS	5,250	
TOTAL TRAVEL/TRAINING:		5,250
SUPPLIES:		
MISCELLANEOUS	3,200	
TOTAL SUPPLIES:		3,200
PURCHASED SERVICES:		
AUDIT COSTS	194	
CONSULTING	15,000	
IT CHARGES- ALLOCATIONS	14,604	
UTILITIES	11,450	
INSURANCE	2,282	
LEASES & RENTALS	500	
INDIRECT COSTS	10,242	
EDUCATIONAL/MARKETING SERVICES	24,250	
GROUNDS MAINTENANCE	2,500	
MAINTENANCE OTHER REPAIRS	500	
CURBSIDE COLLECTION	2,495,215	
TOTAL PURCHASED SERVICES:		2,576,737

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
RECYCLING GRANT	570,000	
TOTAL INTERGOVERNMENTAL:		570,000
CHARGES FOR SERVICES:		
MUNICIPAL SOLID WASTE TIPPING FEES	770,000	
TOTAL CHARGES FOR SERVICES:		770,000
5039004 - SINGLE STREAM ACTIVITY		
OPERATING TRANSFERS:		
OPERATING TRANSFER OUT TO		
SINGLE STREAM RECYCLING - DEBT	(118,140)	
SINGLE STREAM RCYCLNG - CAP OUT	(234,117)	
OPERATING TRANSFER IN FROM		
SINGLE STREAM RECYCLING	231,628	
TOTAL OPERATING TRANSFERS IN (OUT):		(120,629)

FUND:	SINGLE STREAM 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / VARIOUS

MISSION STATEMENT:

In 2001, Brown, Outagamie and Winnebago Counties signed an agreement to share recycling services between the three Counties. The agreement was amended in 2008 to include the planning, construction and operation of a new single-stream recycling facility, located at and operated by Outagamie County. Operation of the facility began in July 2009.

This facility is designed to process residential and commercial recyclables generated within the Tri-County area and extended geographic areas. All three Counties share in the capital costs as well as the operating costs and revenues. Our mission is to process recyclables in the most cost-effective, efficient manor while maximizing revenues to offset the costs. Single stream processing for the Brown, Outagamie and Winnebago (BOW) Tri-County partnership is accounted for in Fund 504 (noted with a D on the attached pages).

BUDGET ISSUES:

The 2021 budget assumes that the commodity prices will remain steadily low and will use an 18 month average to calculate the commodity sale pricing. Last years budget used a 3 month average pricing for commodities due to major fluctuations and low pricing incurred by China's national sword policy. We continue to sell the commodities for over published index prices. This budget assumes incoming tonnage to be at 103,000 tons which is what was processed in the last few years. Based on this tonnage and pricing structure of the 2020 market trends, for the 2021 budget we anticipate the facility will produce a gross surplus of $231,628 from MRF operations for Outagamie County. This operating surplus will be used to pay for our share of debt service and current year capital investments of $352,257 for a net deficit of $120,629. As stated above, for the 2021 budget we are projecting the incoming tonnage to be 103,000 tons although this will be contingent on the success of extending our current contracts with private haulers for incoming recycling tonnages. For 2020, we are estimating a net surplus of $110,742 with much of the difference due to applying restricted cash amounts already on hand in 2020 for capital projects.

If the Single Stream fund generates enough revenues over expenses in any given year, the Directors of the three BOW entities determine if they want to set aside and retain additional funds to be used for future repair or replacement of major equipment needed to run the facility. Based on 2020's projected positive surplus, we are preparing the 2021 budget with setting aside $500,000 to be used to aid in funding 2021 capital expenses. As of December 31, 2019, $2,150,000 is currently being retained for future repairs or replacements of major equipment. Based on using $1.95 million in the 2020 budget and adding an additional $500,000 in 2020, the restricted cash balance is estimated to be $700,000 at the end of 2020. Annually, the three Directors determine if any, and how much of the surpluses will be retained to add to the equipment replacement fund. Capital expenditures that total $2.89 million planned for 2021 are loader replacement, roller chain replacement, baler room building expansion, relocating the glass clean up system, installing building security, sorting machine shafts, debris roll screen replacement, a new infrared camera system, and replacement of the residual compactors. Due to the reduction in commodity prices and the need for updated equipment, the three Directors have agreed to use all of the $700,000 million of the remaining restricted cash amount in 2021 to fund a portion of these planned capital outlay items. We are also planning on taking out $1.5 million in debt to finance the MRF baler room expansion.

ACTIVITY INDICATORS:	ACTUAL 2019	BUDGETED 2020	ESTIMATED 2020	ESTIMATED 2021
Single Stream Tonnage	103,923	100,000	101,430	103,000

FUND:	SINGLE STREAM 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / VARIOUS

2020 ACCOMPLISHMENTS:

- Modified existing glass processing to allow for 25% of the glass to be diverted to sand blasting media.
- Used CMMS software system, eMaint, to identify preventive maintenance needed, schedule, and document all maintenance-related activities to help accomplish world-class downtime percentage of only 1.61% in 2020 for the MRF.
- Transitioned 25% of commodity buyers to direct deposit which improves the cash to cash cycle time and reduces administrative burden.
- Created a recycling assessment tool for use in identifying specific recycling concepts people do not understand. Results will be used to target educational messaging to help improve the inbound recycling stream quality.
- Upgraded 2 key pieces of equipment over a 2 day operational shutdown that resulted in increased material recovery and better quality bales.
- Completed other CIP projects during the 2 day operational shutdown including replacing the metering bin apron conveyor, replacing News Sort 1 shafts, and the Container Baler reline.
- Maintained operations and the health and safety of staff during the COVID-19 Pandemic.

2021 OBJECTIVES:

- Continue to work on increasing contract labor staffing levels.
- Maintain a downtime percentage of 5% or less.
- Increase bale quality through bale audits and quality checks.

MAJOR CHANGES IN EXPENDITURES:

Salaries and Allocated Applied Credit were decreased due to a slightly less allocation for MRF operations from staff than the prior year.	(99,591)
Supplies increased due to more parts for the aging equipment and increased baler wire costs.	42,900
Purchased Services decreased due to better budgeting comparisons of sorting contract since contract has now completed 2 years.	(275,000)
Purchased Services decreased due to lower budgeted residual disposal costs.	(50,000)
Purchased Services decreased due to lower budgeted repairs and maintenance costs.	(75,000)
Net Profit Distribution and Operating Transfer Out (In) increased due to expected surpluses to distribute to all BOW partners.	37,219
Capital Outlay increased due to the types of projects to be completed in 2020 verses 2021.	845,000

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to an increase in tonnages of 3,000 tons.	166,260
Charges for Services to customers decreased due to expected lower budget charges to customers.	(939,780)
Charges for Services increased due to the slightly higher commodity prices.	682,411
Contributed Capital increased due to funding of the capital outlay projects.	395,814
Proceeds of Debt increased due to financing the MRF baler room expansion with debt proceeds.	1,500,000
Financing Sources Other decreased due to using more restricted cash in 2020 ($1.95 million) verses $700,000 in 2021.	(1,250,000)

FUND:	SINGLE STREAM RECYCLING 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / OVERALL SUMMARY

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	708,666	744,224	744,224	310,643	665,643	701,069	701,069
ALLOCATED APPLIED EXPENSE	467,236	439,587	439,587	195,805	419,362	383,151	383,151
TRAVEL / TRAINING	9,948	10,000	10,000	448	897	10,000	10,000
SUPPLIES	784,509	800,000	800,000	240,874	551,748	842,900	842,900
PURCHASED SERVICES	4,015,566	5,253,199	5,253,199	2,200,452	4,741,945	4,975,106	4,975,106
PROFIT DISTRIBUTION	834,325	277,573	277,573	9,305	451,602	451,037	451,037
CAPITAL OUTLAY	936,542	2,045,000	2,526,190	1,810,376	1,980,376	2,890,000	3,690,000
PRINCIPAL RETIREMENT	210,892	205,892	205,892	0	205,892	220,892	220,892
INTEREST AND FISCAL CHARGES	17,010	13,950	13,950	6,975	13,950	10,800	10,800
OPERATING TRANSFER OUT (IN)	37,298	15,616	(157,612)	4,839	110,742	(120,629)	(120,629)
TOTAL EXPENDITURES	8,021,992	9,805,041	10,113,003	4,779,717	9,142,157	10,364,326	11,164,326
REVENUES:							
INTERGOVERNMENTAL	0	0	0	0	0	0	500,000
CHARGES FOR SERVICES	7,486,127	7,675,000	7,675,000	3,766,741	7,533,482	7,583,891	7,583,891
REVENUES FROM OTHER GOVERNMENTS (MISC)	20,158	15,364	15,364	1,280	16,644	14,152	14,152
CONTRIBUTED CAPITAL REVENUE	562,197	60,069	368,031	0	20,069	455,883	455,883
INTEREST INCOME	47,262	1,000	1,000	15,854	18,354	1,000	1,000
PROCEEDS OF DEBT	0	0	0	0	0	1,500,000	1,800,000
FINANCING SOURCES OTHER	101,708	2,053,608	2,053,608	2,053,608	2,053,608	809,400	809,400
TOTAL REVENUES	8,217,452	9,805,041	10,113,003	5,837,483	9,642,157	10,364,326	11,164,326
NET DEPARTMENT COST (REVENUE)	(195,460)	0	0	(1,057,766)	(500,000)	0	0

FUND:	SINGLE STREAM 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / VARIOUS

RECAP: RECYCLING PROGRAM (D)

	SALARIES	ALLOCATED APPLIED EXP.	TRAVEL TRAINING	SUPPLIES	PURCHASED SERVICES	PROFIT DISTRIBUTION	NET OPERATING TRANSFER	CAPITAL OUTLAY	DEBT SERVICE	TOTAL
EXPENDITURES:										
SINGLE STREAM OPERATIONS	$ 701,069	$ 383,151	$ 10,000	$ 842,900	$ 4,975,106	$ 451,037	$ (120,629)	$ -	$ -	$ 7,242,634
SINGLE STREAM - CAPITAL OUTLAY	-	-	-	-	-	-	-	3,690,000	-	3,690,000
SINGLE STREAM - DEBT SERVICE	-	-	-	-	-	-	-	-	231,692	231,692
TOTAL	$ 701,069	$ 383,151	$ 10,000	$ 842,900	$ 4,975,106	$ 451,037	$ (120,629)	$ 3,690,000	$ 231,692	$ 11,164,326

	INTER-GOVERNMENTAL	CHARGES FOR SERVICES	REVENUES FROM OTHER MISC	CONTRIBUTED CAPITAL	INTEREST INCOME	PROCEEDS FROM DEBT	FINANCING SOURCES OTHER	TOTAL
REVENUES:								
SINGLE STREAM - OPERATIONS	$ -	$ 7,583,891	$ 14,152	$ -	$ 1,000	$ -	$ -	$ 7,599,043
SINGLE STREAM - CAPITAL OUTLAY	500,000	-	-	455,883	-	1,800,000	700,000	3,455,883
SINGLE STREAM - DEBT SERVICE	-	-	-	-	-	-	109,400	109,400
TOTAL	$ 500,000	$ 7,583,891	$ 14,152	$ 455,883	$ 1,000	$ 1,800,000	$ 809,400	$ 11,164,326
NET DEPARTMENT COST (REVENUE)								-

FUND:	SINGLE STREAM 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5040100 - SINGLE STREAM OPERATIONS:		
EXPENDITURES:		
SALARIES		
FULL-TIME PERMANENT	635,695	
OVERTIME	65,374	
TOTAL SALARIES:		701,069
ALLOCATED APPLIED EXPENSES:		
FRINGE BENEFITS	383,151	
TOTAL ALLOCATED APPLIED EXPENSES:		383,151
TRAVEL/TRAINING:		
RECYCLING CONFERENCE/SEMINARS	5,000	
OUT OF STATE TRAVEL - TO BE DETERMINED	5,000	
TOTAL TRAVEL/TRAINING:		10,000
SUPPLIES:		
OPERATING SUPPLIES & MRF EQUIPMENT PARTS/SUPPLIES	435,000	
BALER WIRE	200,000	
EDUCATIONAL	500	
OIL/LUBRICANTS/PROPANE/LP/DIESEL	88,000	
PERSONAL PROTECTIVE EQUIPMENT	10,000	
PARTS VEHICLE	79,500	
MISCELLANEOUS	29,900	
TOTAL SUPPLIES:		842,900
PURCHASED SERVICES:		
CONSULTING/ENGINEERING	25,000	
SORTING CONTRACT	2,900,000	
IT CHARGES - ALLOCATIONS	18,756	
UTILITIES	170,700	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES - CONTINUED		
INSURANCE	18,844	
INDIRECT COSTS	42,091	
AUDIT	1,536	
EDUCATIONAL/MARKETING	93,000	
RESIDUAL DISPOSAL	217,800	
LEASES & RENTALS	20,000	
GROUNDS MAINTENANCE	84,800	
MAINTENANCE OTHER REPAIRS	450,000	
PROFIT SHARING WITH CUSTOMERS NONE PROJECTED IN 2020	0	
GLASS HAULING	80,000	
HAULING TO MRF	462,579	
HAULING TO PAPER & PLASTIC MARKET	300,000	
GLASS AS BENEFICAL REUSE	90,000	
TOTAL PURCHASED SERVICES:		4,779,406
PROFIT DISTRIBUTION:		
BROWN COUNTY	292,590	
WINNEBAGO COUNTY	158,447	
TOTAL PROFIT DISTRIBUTION:		451,037
OPERATING TRANSFERS:		
OPERATING TRANSFER IN FROM SOLID WASTE RECYCLING - DEBT	(118,140)	
SOLID WASTE RECYCLING - CAPITAL	(234,117)	
OPERATING TRANSFER OUT TO SOLID WASTE RECYCLING	231,628	
TOTAL OPERATING TRANSFERS (IN) OUT:		(120,629)

FUND:	SINGLE STREAM 504 (D)	DEPARTMENT NAME:	RECYCLING AND SOLID WASTE
FUNCTION:	SANITATION	COST CENTER NAME / NUMBER:	SINGLE STREAM MRF / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
COUNTY BOARD ACTION*		
RECYCLING PARTNERSHIP GRANT	500,000	
TOTAL INTERGOVERNMENTAL:		500,000
CHARGES FOR SERVICES:		
SALE OF RECYCLABLES	5,708,671	
CHARGES TO CUSTOMERS	1,875,220	
TOTAL CHARGES FOR SERVICES:		7,583,891
MISC REVENUES FROM OTHERS:		
WINNEBAGO COUNTY - DEBT INTEREST	4,152	
EDUCATIONAL FUNDING	10,000	
TOTAL MISC REVENUES FROM OTHERS		14,152
CONTRIBUTED CAPITAL REVENUE:		
BROWN COUNTY - CAPITAL OUTLAY	295,734	
WINNEBAGO COUNTY - CAPITAL OUTLAY	160,149	
TOTAL CONTRIBUTED CAPITAL REV:		455,883
INTEREST INCOME:		
INTEREST INCOME	1,000	
TOTAL INTEREST INCOME:		1,000
PROCEEDS OF DEBT:		
PROCEEDS OF DEBT	1,500,000	
COUNTY BOARD ACTION*		
INCREASE FOR ADDITIONAL CAPITAL	300,000	
TOTAL PROCEEDS OF DEBT:		1,800,000

	AMOUNT	TOTAL AMOUNT
FINANCING SOURCES OTHER:		
BROWN COUNTY - DEBT PRINCIPAL	39,751	
WINNEBAGO COUNTY - DEBT PRINCIPAL	69,649	
FUND BALANCE APPLIED - FROM RESTRICTED		
CASH FUNDS	700,000	
TOTAL FINANCING SOURCES OTHER:		809,400
5040200 - SS CAPITAL OUTLAY:		
EXPENDITURES:		
CAPITAL OUTLAY:		
FORKLIFT REPLACEMENT	60,000	
ROLLER CHAIN REPLACEMENT	100,000	
SORTING MACHINE SHAFTS	100,000	
FIRE MONITORING SYSTEM	50,000	
MRF BALER ROOM EXPANSION	1,500,000	
LOADER REPLACEMENT	280,000	
RELOCATE GLASS CLEAN UP SYSTEM	200,000	
BUILDING SECURITY	75,000	
ARCFLASH ONE LINE DOCUMENTS	40,000	
DRY ICE BLASTER	60,000	
OCC DUST HOOD	75,000	
REPAIR MRF YARD ASPHALT	200,000	
LOUVERS ON THE TIP FLOOR	50,000	
CONTAINER BAILER RELINE	100,000	
COUNTY BOARD ACTION*		
TECHNOLOGY UPGRADES	800,000	
TOTAL CAPITAL OUTLAY:		3,690,000
5040400 - SS DEBT SERVICE:		
EXPENDITURES:		
DEBT SERVICE:		
EXISTING BUILDING PAYMENT	100,892	
PRINCIPAL RETIREMENT	120,000	
INTEREST AND FISCAL CHARGES	10,800	
TOTAL DEBT SERVICE:		231,692

*COUNTY BOARD ACTION CHANGES ARE NOT REFLECTED IN THE DEPARTMENT'S PRIOR NARRATIVES ON BUDGET ISSUES OR MAJOR CHANGES IN REVENEUS OR EXP.

OUTAGAMIE COUNTY SINGLE STREAM
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$7,533,482	$7,583,891
Miscellaneous	16,644	14,152
Total Operating Revenues	7,550,126	7,598,043
Operating Expenses:		
Salaries	665,643	701,069
Travel/Training	897	10,000
Supplies	551,748	842,900
Purchased Services	4,741,945	4,975,106
Capital Outlay not Capitalized	279,718	240,000
Allocated Applied Expense	419,362	383,151
Depreciation	1,180,000	1,240,000
Total Operating Expenses	7,839,313	8,392,226
Operating Income (Loss)	(289,187)	(794,183)
Nonoperating Revenues (Expenses)		
Intergovernmental Grants	0	500,000
Revenues from other Governments	123,677	565,283
General Property Tax	0	0
Interest Income	18,354	1,000
Distributions to Other Governments	(451,602)	(451,037)
Interest & Fiscal Charges	(13,950)	(10,800)
Total Nonoperating Revenue (Expenses)	(323,521)	604,446
Income (Loss) before Operating Transfers	(612,708)	(189,737)
Operating Transfers In (Out)	(110,742)	120,629
Net Income (Loss)	($723,450)	($69,108)

OUTAGAMIE COUNTY SINGLE STREAM
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$7,550,126	$7,598,043
Intergovernmental	0	500,000
Interest Earnings	18,354	1,000
From Restr. Assets - Equipment Replacmnt	1,950,000	700,000
From Other Governments	123,677	565,283
Debt Proceeds	0	1,800,000
Decreases		
Cash Disbursed:		
To Employees	(665,643)	(701,069)
To Vendors for Supplies & Services	(5,993,670)	(6,451,157)
For Capital Assets	(1,700,658)	(3,450,000)
To Other Governments	(451,602)	(451,037)
For Restricted Cash and Investments	(500,000)	0
Operating Transfers (Out) In	(110,742)	120,629
Principal on Debt	(205,892)	(220,892)
Interest and Fiscal Charges	(13,950)	(10,800)
Net Increase (Decrease) in Cash	0	0
Cash Balance, January 1	0	0
Cash Balance, December 31	$0	$0

Net Income (Loss) is shared among the BOW entities according to their annual tonnage percentages.

	2020	2021
Additional Restricted Cash & Investments		
Equipment Repair and Replacement	$700,000	$0

FUND:	GENERAL 100	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	EXTENSION OUTAGAMIE COUNTY / 1008500

MISSION STATEMENT:

With an office in each Wisconsin county, the University of Wisconsin-Madison Division of Extension develops practical educational programs tailored to local needs based on university knowledge and research. County-based Extension educators are University of Wisconsin-Madison faculty and staff who are experts in Agriculture and Agribusiness, Community Development, Human Development and Relationships, Health and Well-Being, and 4-H Positive Youth Development. Collaboration between county and campus faculty is the hallmark of Extension programming in Wisconsin.

TABLE OF ORGANIZATION SUMMARY:	2017	2018	2019	2020	2021 Proposed
Full-Time Employees	2	2	2	2	2
Part-Time Employees	3	4	4	4	4
Seasonal/Temporary/Sunset Employees	1	0	1	1	1

PROGRAM DESCRIPTION:

Extension Outagamie County extends the research, teaching, general information and counsel of the University of Wisconsin available to the citizens of Outagamie County through the university's extension agents and educators. Local oversight is provided by the Extension Education Committee of the Outagamie County Board of Supervisors. Extension programs and staff are supported by a combination of county, state, and federal revenues. Salaries and fringes for the UW-Madison staff, which include agents, educators and coordinators, can be found in the purchased services portion of this budget. Three areas of focus have been identified that the Agent/Educators/Coordinators work within for outreach and impact. The three areas include: Volunteers at Work, Educational Outreach and Partnerships. An overview of our work can be found on our website: https://outagamie.extension.wisc.edu.

BUDGET ISSUES:

State budget uncertainty during challenging times may impact UW Division of Extension.

2020 ACCOMPLISHMENTS:

Volunteers at Work

- Extension staff have trained, supported, and managed 228 4-H Volunteers, 117 Master Gardener Volunteers, along with many other adults who support Extension programs.

Educational Outreach Areas Included

- Rent Smart Financial Education
- Food Safety and Preservation
- Civil Rights training for county staff
- Forage analysis and research
- Home food production from a horticultural perspective
- Food Production taught to youth at Conservation Field Days
- Quality Assurance Training for Beef Producers and Youth Livestock producers
- Taking Care of You, research based stress reduction training

FUND:	GENERAL 100	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	EXTENSION OUTAGAMIE COUNTY / 1008500

2020 ACCOMPLISHMENTS CONTINUED:

Partnerships

- Planning lead with Hortonville Senior Activities Committee's Senior Autumn Fest.
- Children Caught in the Middle co-taught with Family Court Services Mediators.
- Agricultural Awareness Tour was a collaboration with Extension and Hortonville Area Schools.
- FoodWIse Healthy Communities Coordinator (hired in January to work toward improving food environments in four counties) has begun building relationships with 15 community partners and participated in three coalitions serving Outagamie County.
- Extension Outagamie County is an active partner in Money Smart Week, reaching 975 youth.

2021 OBJECTIVES:

The following identified issues will serve as priority areas of programming for Extension Outagamie County staff - in most cases, a shift to virtual, no-contact, or small group education will be implemented.

Volunteers at Work

- Continue to increase support of volunteers in 4-H Programs.
- Supporting Master Gardeners with continuing education efforts and programmatic change.

Educational Outreach

- Farm Profitability (Dairy, Livestock, and Crops/Forage) and Farm Safety including Mental and Physical Health
- Farm Producer Quality Assurance
- Financial Security
- Mental Health of All Ages
- Lifespan Education Outreach will include programs for adults and caregivers and foster community networks and connections
- Creating networks for Entrepreneurs of Color

Partnerships

- Co-Parenting with Family Court Services
- Caregiver Coalition Partners and DHHS
- FoodWIse will continue to build relationships with area schools and plans to implement the Smarter Lunchrooms initiative in at least one school
- Addressing permanent farmland protection tools with the Village of Greenville
- Workplace readiness training for young adults

MAJOR CHANGES IN EXPENDITURES:

Purchased Services increased based on the UW/County shared position formula which includes a per educator fixed cost amount plus the actual costs for the Dairy/Livestock educator position.	19,891
Purchased Services decreased in other various areas to align with anticipated program changes shifting to virtual programming.	(6,046)

MAJOR CHANGES IN REVENUES:

None

FUND:	GENERAL 100	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	EXTENSION OUTAGAMIE COUNTY / 1008500

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	179,864	185,795	185,795	87,379	185,795	192,481	192,481
FRINGE BENEFITS	95,923	91,998	91,998	41,529	85,998	86,095	86,095
TRAVEL/TRAINING	15,233	28,700	28,700	2,711	10,000	27,500	27,500
SUPPLIES	12,632	23,050	23,050	3,819	6,000	20,988	20,988
PURCHASED SERVICES	276,477	306,530	302,030	144,535	302,030	320,375	320,375
CAPITAL OUTLAY	4,989	0	0	0	0	0	0
TOTAL EXPENDITURES	585,118	636,073	631,573	279,972	589,823	647,439	647,439
REVENUES:							
INTERGOVERNMENTAL	1,443	3,000	3,000	0	1,500	3,000	3,000
MISCELLANEOUS	10,699	12,450	12,450	789	800	11,900	11,900
TOTAL REVENUES	12,142	15,450	15,450	789	2,300	14,900	14,900
NET DEPARTMENT COST (REVENUE)	572,976	620,623	616,123	279,183	587,523	632,539	632,539

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**FRINGE BENEFITS:**		
SALARIES:			PERMANENT FULL-TIME	52,458	
PERMANENT FULL-TIME	84,111		PERMANENT PART-TIME	33,497	
PERMANENT PART-TIME	108,370		WORKER'S COMPENSATION INSURANCE	140	
TOTAL SALARIES:		192,481	**TOTAL FRINGE BENEFITS:**		86,095

FUND:	GENERAL 100	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	EXTENSION OUTAGAMIE COUNTY / 1008500

DETAILED SUMMARY OF EXPENDITURES AND REVENUES CONTINUED:

	AMOUNT	TOTAL AMOUNT
TRAVEL/TRAINING:		
MILEAGE - EXTENSION EDUCATORS/AGENTS	20,500	
MEALS & LODGING	1,000	
PROFESSIONAL DEVELOPMENT	6,000	
BILLABLE TRAVEL/TRAINING***		
TOTAL TRAVEL/TRAINING:		27,500
SUPPLIES:		
OFFICE & COMPUTER SUPPLIES	14,000	
PROPERTY SUPPLIES	1,250	
MEDIA & MARKETING	1,000	
DEPT OF AG. & NATURAL RESOURCES	600	
DEPT OF YOUTH, FAMILY & COMMUNITY DEV	1,050	
BILLABLE SUPPLIES***	1,500	
OFFICE FURNITURE / EQUIPMENT	1,500	
EMPLOYEE APPRECIATION FUND	88	
TOTAL SUPPLIES:		20,988
PURCHASED SERVICES:		
BILLABLE SERVICES***	3,250	
POSTAGE COUNTY	5,000	
TELEPHONE CHARGES	2,000	
MEDIA RESOURCES	600	
PRINTING INTERNAL	10,000	
PRINTING EXTERNAL	500	
DUES & SUBSCRIPTIONS	1,500	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
MEETING ROOM RENTAL	300	
COMPUTER SVC PROGRAMMING/USER FEE	1,250	
SERVICE & LEASE AGREEMENT	1,100	
COPIER MULTI-FUNCTIONAL DEVICES	1,200	
SOIL & FEED TESTING***	2,000	
PROPERTY & LIABILITY INSURANCE	1,402	
PROFESSIONAL SERVICES	2,500	
AGENT CONTRACTS & SUPPORT	245,519	
IT CHARGES - ALLOCATIONS	40,907	
IT CHARGES - MAINTENANCE CONTRACTS	1,347	
TOTAL PURCHASED SERVICES:		320,375
***REVENUE WILL BE GENERATED BEFORE EXPENSES ARE PAID.		
REVENUES:		
INTERGOVERNMENTAL:		
PROGRAM OUTREACH (BILLABLE PROGRAMS)***	3,000	
TOTAL INTERGOVERNMENTAL:		3,000
MISCELLANEOUS:		
STATE POSTAGE REIMBURSEMENT	5,800	
BILLABLE PROGRAMS***	4,000	
COPIER	50	
BULLETIN SALES	50	
SOIL & FEED TESTING	2,000	
TOTAL MISCELLANEOUS:		11,900

FUND:	UW EXTENSION 708	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	UW-EXTENSION FUNDS / 7080100

MISSION STATEMENT:
University of Wisconsin Madison Extension – Outagamie offers programming that extends the resources of the University to the community and surrounding areas.

PROGRAM DESCRIPTION:
Conferences and other programs are intended to be self-supporting and that has income to cover expenses. One example is the annual Joy Conference. Conferences and programs can be in person events or may be virtual learning opportunities

BUDGET ISSUES:
A budget has been prepared to account for the Extension - Outagamie County programming activities that flow through the County. We have included the Joy Conference into this cost center and have prepared a budget encompassing both the programming and conference activity. Many of the 4-H programming revenues are collected and disbursed through the Extension – Outagamie County office.

2020 ACCOMPLISHMENTS:
- Worked with the decision makers to create the mechanisms needed to offer a successful conference and evaluated the outcome impacts of the 45th Annual Joy Conference.

2021 OBJECTIVES:
- Explore how Extension Educators can virtually provide programs and workshops to professionals and the community with relevant topics and resources (Agriculture, Horticulture, Human Development & Relationships, Community Development, Positive Youth Development and 4H programs).
- Evaluate a potential formatting change for the Joy Conference. A virtual or similar JOY event may be offered later in the calendar year.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

FUND:	UW EXTENSION 708	DEPARTMENT NAME:	UW-MADISON – EXTENSION OUTAGAMIE COUNTY
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	UW-EXTENSION FUNDS / 7080100

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SUPPLIES	108	1,045	1,045	75	75	1,000	1,000
PURCHASED SERVICES	51,114	39,000	39,000	13,690	31,690	39,000	39,000
TOTAL EXPENDITURES	51,222	40,045	40,045	13,765	31,765	40,000	40,000
REVENUES:							
MISCELLANEOUS	51,189	40,045	40,045	13,950	31,690	40,000	40,000
TOTAL REVENUES	51,189	40,045	40,045	13,950	31,690	40,000	40,000
NET DEPARTMENT COST (REVENUE)	33	0	0	(185)	75	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SUPPLIES:		
OFFICE SUPPLIES	200	
MISCELLANEOUS	800	
TOTAL SUPPLIES:		1,000
PURCHASED SERVICES:		
PROGRAMMING EXPENSES	18,000	
SPEAKER FEES & EXPENSES	12,500	
CONFERENCE EXPENSES (JOY CONF)	7,400	
INTERNAL PRINTING	300	
EXTERNAL PRINTING	400	
POSTAGE	400	
TOTAL PURCHASED SERVICES:		39,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
MISCELLANEOUS:		
REGISTRATION FEES (JOY CONFERENCE)	22,000	
PROGRAMMING FEES	18,000	
MISCELLANEOUS		
TOTAL REVENUE:		40,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	COUNTY FAIR / 1008509

MISSION STATEMENT:

The County Fair provides the opportunity for youth and adults to display their extension service program efforts to the general public. Project exhibits are required to be educational. **Mission statement as adopted by the Outagamie County Fair Association Board of Directors:

> "Our mission is to provide education and quality entertainment and to promote agriculture, youth development and family fun for Outagamie County and fair-goers of Northeastern Wisconsin."

2020 ACCOMPLISHMENTS:

- Made the difficult decision to significantly modify the 2020 fair due to COVID-19.

2021 OBJECTIVES:

- Elimination of grandstand concerts – these cause a great deal of financial instability due to the high expense of entertainers, unpredictable weather, substantial fixed costs regardless of annual income from ticket sales.
- Decrease in capital expenses – most buildings now have steel roofs and side walls. New and expanded electric service is mostly complete.
- Change in carnival provider – Spectrum Entertainment has not had a good reputation for bringing exceptional rides to Outagamie County. In 2019 they brought fewer rides and these were of lower quality than they had brought in the past. In the fall of 2019 the board of directors selected a new carnival (A&P Enterprises) to begin providing the carnival for the fair. This carnival has an exceptional reputation across the state and provides many rides for the Wisconsin State Fair.
- Parking fees have been increased from $3.00 to $5.00.

MAJOR CHANGES IN EXPENDITURES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL EXPENDITURES	25,000	25,000	25,000	25,000	25,000	25,000	25,000
NET DEPARTMENT COST (REVENUE)	25,000	25,000	25,000	25,000	25,000	25,000	25,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
COUNTY AID	25,000	
TOTAL PURCHASED SERVICES:		25,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
DIVISION:	COUNTY EXECUTIVE	COST CENTER NAME / NUMBER:	UWO-FOX CITIES / 1002257

MISSION STATEMENT:

The University of Wisconsin Oshkosh - Fox Cities, delivers accessible and high quality university education providing liberal arts and pre-professional instruction that engages students in baccalaureate and professional programs. The learning environment allows our students to seek and discover their potential for leadership, service, and responsible citizenship and encourages life-long learning. UWO - Fox Cities serves our community through civic engagement by providing access to information, knowledge and cultural enrichment opportunities. The University of Wisconsin Oshkosh - Fox Cities will be an innovative and responsive educational leader, providing superior education to undergraduate students and improving the quality of life and work in the region.

PROGRAM DESCRIPTION:

Through an agreement made in 1959 with the State of Wisconsin, Winnebago and Outagamie Counties jointly own the buildings and grounds of the campus of the University of Wisconsin Oshkosh - Fox Cities. County funding provides for the maintenance and improvement of these campus facilities. The University of Wisconsin, with state, federal and program funds, provide the campus budget for salaries and program expenses, totaling $8 million for the 2018-2019 fiscal year. Additionally, UWO - Fox Cities students received $3 million in scholarships, grants, loans, and work-study earnings in 2018-2019 adding further to the economic impact in the Fox Valley. The campus web site is https://uwosh.edu/fox/.

The University of Wisconsin Oshkosh - Fox Cities commits itself to the following goals:

- To plan and deliver the freshman-sophomore years of baccalaureate programs and professional studies.
- To place major emphasis on teaching excellence.
- To support the development, testing, and use of effective teaching methods.
- To assess the learning outcomes of our students.
- To foster the development and provide collaborative bachelor's degree programs in high-demand areas for adult learners, such as engineering and engineering technology.
- To provide, in collaboration with UW - Oshkosh, an accelerated path for teacher certification and licensure.
- To expect scholarly activity including research, scholarship and creative endeavor, that supports its programs at the associate degree level.
- To serve the citizens in the UWO - Fox Cities service area by (1) promoting the integration of the extension function and encouraging faculty and staff to participate in outreach activity through, for example, providing continuing educational programs, (2) facilitating the delivery of programs offered by other University of Wisconsin System institutions.
- To participate in inter-institutional relationships including but not limited to private colleges, public schools, other University of Wisconsin institutions, the College of the Menominee Nation and the Wisconsin Technical College System in order to maximize educational opportunity and resources for the citizens of the area.
- To serve the special needs of minority, disadvantaged, disabled and nontraditional students, especially those in immediate service areas.
- To provide opportunities for cultural enrichment.
- To make available, as a service to business, industry and the general public, the unique professional expertise of the faculty and staff.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
DIVISION:	COUNTY EXECUTIVE	COST CENTER NAME / NUMBER:	UWO-FOX CITIES / 1002257

2020 ACCOMPLISHMENTS:

- Successfully transitioned hundreds of academic courses and thousands of credit hours to an online format following decision to move operations away from campus due to COVID-19 for Spring 2020 semester;
- This was our first academic year (2019-2020) offering our newly approved UWO curriculum to the Fox Cities campus, using our new UWO scheduling, based on decisions made during UW System restructuring;
- Served 700 community members and students with no-cost financial literacy programming in Continuing Education through a grant program developed with Guardian Life;
- Communication Arts Center celebrated its tenth anniversary season with special community performances and reunions of former cast members;
- Outlined and executed a new cooperation agreement between UWO and UW-Platteville to support engineering and engineering technology programs across the three UWO campuses;
- Celebrated our first "all university" commencement ceremony recognizing the graduates from UWO Fox Cities in a virtual event;
- Introduced a new food service vendor (Aladdin) to UWO Fox Cities campus following a competitive bid process that secured a long term contract to all three locations;
- Completed interior and exterior signage rebranding of the campus using wayfinding signage, and updates to Midway Road / Highway 441 signs using UWO logos and colors; refreshed interior colors of main hallways with branded paint colors.
- UWO Fox Cities was designated by the Arbor Day Foundation as having achieved Tree Campus USA status (for 2019) recognizing the campus' and counties' commitment to effectively manage its trees; develop connectivity with the community beyond campus borders in order to foster healthy, urban forests; and to engage its student population to utilize service learning opportunities centered on the campus, community and forestry efforts.

2021 OBJECTIVES:

- Create a safe and flexible learning and work environment for academic year 2020-2021 using UW System guiding principles as a response to COVID-19.
- UW System will prioritize student and employee health and student academic progress in planning and delivering its mission for the Fall 2020 semester.
- UW System campuses' goal is to maximize in-person instruction for the Fall 2020 semester.
- Housing will be open and available for students in the Fall 2020 semester.
- UW System will offer flexibility for employees, particularly in high-risk categories, to work remotely to the extent practicable.
- Finish design and complete construction of University Children's Center in upcoming academic year.
- Serve approximately 2,200 students with high-quality, close-to-home, and reasonably priced university education through the sophomore year, and assist those students in completing university degrees through successful transitions and transfer.
- Design updated and enlarged food service and commons / union space to enable meal plan service for all students and employees, offer club / meeting rooms, flexible student event areas.
- Develop, manage, and maintain the buildings and grounds of the campus, by using efficient, cost effective management.
- Continue development and implementation of an intentional plan for maintenance and repair through UW - Oshkosh.
- Continue to work with County leaders to plan for long-range improvements to the facility.
- Continue to demonstrate excellence in care of the grounds through a Tree Campus USA status for 2020 from the Arbor Foundation.
- Integrate preventative maintenance program into UW Oshkosh facilities planning software to improve and prolong the life of campus grounds and buildings.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
DIVISION:	COUNTY EXECUTIVE	COST CENTER NAME / NUMBER:	UWO-FOX CITIES / 1002257

MAJOR CHANGES IN EXPENDITURES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	124,910	119,032	120,160	22,970	120,160	125,160	125,160
CAPITAL OUTLAY	23,056	30,000	30,000	0	30,000	25,000	25,000
TOTAL EXPENDITURES	147,966	149,032	150,160	22,970	150,160	150,160	150,160
NET DEPARTMENT COST (REVENUE)	147,966	149,032	150,160	22,970	150,160	150,160	150,160

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
BUILDING MAINTENANCE AND REPAIR	31,895	
SMALL EQUIPMENT	3,600	
OTHER PURCHASED SERVICES	37,986	
GROUNDS MAINTENANCE	36,000	
PROPERTY INSURANCE	15,679	
TOTAL PURCHASED SERVICES:		125,160

	AMOUNT	TOTAL AMOUNT
CAPITAL OUTLAY:		
GEOLOGY LAB FLOORING REPLACEMENT	10,103	
REPAIR WALL/WINDOWS ON SCIENCE WING	5,897	
CARD ACCESS UPGRADES	9,000	
TOTAL CAPITAL OUTLAY:		25,000

TRANSPORTATION

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT / OVERALL SUMMARY

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	1,446,431	1,398,352	1,398,352	632,453	1,347,176	1,398,240	1,398,240
FRINGE BENEFITS	524,440	523,119	523,119	265,883	514,329	536,640	536,640
TRAVEL / TRAINING	107,063	99,650	99,650	29,426	58,039	119,050	119,050
SUPPLIES	3,116,128	2,860,857	2,860,857	862,647	1,688,710	2,024,317	2,024,317
PURCHASED SERVICES	4,605,363	4,547,651	4,638,551	2,114,979	4,702,718	5,169,452	5,169,452
ALLOCATED APPLIED EXPENSE	1,813,237	1,841,308	1,841,308	920,654	1,841,308	1,007,601	1,007,601
ALLOCATED APPLIED CREDIT	(1,813,237)	(1,841,308)	(1,841,308)	(920,654)	(1,841,308)	(1,007,601)	(1,007,601)
CAPITAL OUTLAY	17,392,201	10,788,000	23,779,377	1,293,388	20,488,595	9,800,500	9,800,500
PRINCIPAL RETIREMENT	2,040,000	745,000	745,000	0	780,000	770,000	770,000
INTEREST & FISCAL CHARGES	508,395	466,775	466,775	210,913	466,775	412,450	412,450
OPERATING TRANSFER OUT	2,250	0	0	0	0	0	0
TOTAL EXPENDITURES	29,742,271	21,429,404	34,511,681	5,409,689	30,046,342	20,230,649	20,230,649
REVENUES:							
INTERGOVERNMENTAL	11,493,676	1,284,000	7,504,929	0	12,781,096	6,519,977	6,519,977
CHARGES FOR SERVICES	17,709,547	17,618,556	17,614,515	6,336,040	10,995,482	13,986,035	13,986,035
MISCELLANEOUS REVENUES	20,542	4,000	4,000	32,059	33,350	3,850	3,850
INTEREST INCOME	408,081	89,000	89,000	165,395	255,521	160,700	160,700
PROCEEDS FROM DEBT	1,355,000	2,000,000	2,000,000	0	0	2,000,000	2,000,000
OPERATING TRANSFER IN	300	0	0	0	0	0	0
FINANCING SOURCES OTHER	6,510,181	433,848	7,299,237	7,299,237	7,299,237	0	0
TOTAL REVENUES	37,497,327	21,429,404	34,511,681	13,832,731	31,364,686	22,670,562	22,670,562
NET DEPARTMENT COST (REVENUE)	(7,755,056)	0	0	(8,423,042)	(1,318,344)	(2,439,913)	(2,439,913)

FUND: AIRPORT 500 DEPARTMENT NAME: AIRPORT

FUNCTION: TRANSPORTATION COST CENTER NAME / NUMBER: AIRPORT / OVERALL SUMMARY

RECAP: ALL AIRPORT COST CENTERS

EXPENDITURES:	TOTAL	SALARIES	FRINGE BENEFITS	TRAVEL/ TRAINING	SUPPLIES/ MATERIALS	PURCHASED SERVICES	ALLOCATED APPLIED EXPENSE	ALLOCATED APPLIED CREDITS	CAPITAL OUTLAY	PRINCIPAL RETIREMENT	INTEREST & FISCAL CHARGES
AIRPORT OPERATIONS	12,785,649	1,398,240	536,640	119,050	2,024,317	5,169,452	1,007,601	(1,007,601)	2,355,500	770,000	412,450
AIRPORT GRANT PROJECTS	3,500,000	0	0	0	0	0	0	0	3,500,000	0	0
AIRPORT GRANT PROJ-DISCRETIONARY	0	0	0	0	0	0	0	0	0	0	0
IMPROVEMENTS CAPITAL PROJECTS	3,575,000	0	0	0	0	0	0	0	3,575,000	0	0
CUSTOMER FACILITY CHARGES	0	0	0	0	0	0	0	0	0	0	0
PASSENGER FACILITY CHARGES	370,000	0	0	0	0	0	0	0	370,000	0	0
TOTAL EXPENDITURES	20,230,649	1,398,240	536,640	119,050	2,024,317	5,169,452	1,007,601	(1,007,601)	9,800,500	770,000	412,450

REVENUES:	TOTAL	INTER-GOVERNMENTAL	CHARGES FOR SERVICES	MISC.	INTEREST INCOME	PROCEEDS FROM DEBT	FINANCING SOURCES OTHER
AIRPORT OPERATIONS	17,935,320	3,419,977	12,360,793	3,850	150,700	2,000,000	0
AIRPORT GRANT PROJECTS	3,100,000	3,100,000	0	0	0	0	0
AIRPORT GRANT PROJ-DISCRETIONARY	0	0	0	0	0	0	0
IMPROVEMENTS CAPITAL PROJECTS	0	0	0	0	0	0	0
CUSTOMER FACILITY CHARGES	587,617	0	582,617	0	5,000	0	0
PASSENGER FACILITY CHARGES	1,047,625	0	1,042,625	0	5,000	0	0
TOTAL REVENUES	22,670,562	6,519,977	13,986,035	3,850	160,700	2,000,000	0

NET DEPARTMENT COST (REVENUE) (2,439,913)

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

MISSION STATEMENT:

The Appleton International Airport (ATW) is operated as a self-funded enterprise. Fueled by a people powered approach, ATW offers custom-tailored aviation solutions and service excellence from the ground up. ATW is a valuable asset to our community that continuously promotes aviation and fosters economic development by operating the most effective and efficient airport in northeast Wisconsin.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	21	21	22	22	22
Seasonal / Temporary Employees	3	12	12	12	12

BUDGET ISSUES:

The Airport's goals toward fiscal responsibility include remaining self-sufficient by remaining off of the County tax levy. This is accomplished through strengthening our financial position by increasing non-airline revenue, optimizing operational and maintenance expenses and ensuring timely funding for existing and future capital improvement projects. The COVID19 pandemic has obviously impacted airline a travel a great deal. The 2021 budget was completed estimating approximately at a 30% to 40% travel capacity when compared to the 2019 all-time high. The airport is eligible for Federal CARES Act funding of $14.9 million dollars and the airport will use these reimbursement funds to cover expenses over a four year period with approximately $3.3 and $3.4 million to be reimbursed in 2020 and 2021 respectively.

AIRPORT REVENUE	2019 REVENUES	PERCENTAGE	2020 EXPECTED REVENUES	PERCENTAGE	2021 PROPOSED REVENUES	PERCENTAGE
Airline and Related Revenue	$7,921,276	52%	$4,479,877	44%	$6,039,570	49%
Other Aeronautical Revenue	2,535,316	16%	2,838,925	28%	2,888,924	23%
Fixed Based Operator	3,821,282	25%	1,950,837	19%	2,333,428	19%
Cargo and Non-Aeronautical Revenue	929,061	7%	955,012	9%	1,102,721	9%
	$15,206,935	100%	$10,224,651	100%	$12,364,643	100%

The Airport maintains a certain level of cash reserves to cover operating costs in case of emergency, for future capital purchases, for cash flow purposes, for stabilization of rates and charges, and to be able to adapt to changes in the airline industry due to its volatility. The cash balances projected for the end of budget year 2020 and 2021 fall within the Airport's normal cash reserves.

ACTIVITY INDICATORS:

PASSENGERS *	2016	2017	2018	2019	Est. 2020	Est. 2021
Enplanements	274,895	288,261	360,107	396,769	142,246	249,996
Deplanements	275,104	286,961	357,650	393,431	142,246	249,996
TOTAL	549,999	575,222	717,757	790,199	284,492	499,992
CARGO (LBS.)						
Freight Enplaned	9,685,052	10,156,234	10,978,383	10,791,232	7,655,767	7,655,767
Freight Deplaned	11,877,121	11,529,131	11,871,112	10,936,443	9,581,858	9,581,858
TOTAL	21,562,173	21,685,365	22,849,495	21,727,675	17,237,625	17,237,625

*Passenger statistics include both revenue and non-revenue passengers.

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

2020 ACCOMPLISHMENTS:

- Continued air service development initiatives with investment in corporate business travel trends.
- Furthered sustainable initiatives for the airport terminal building.
- Installed new passenger boarding bridges.
- Launched ATW Clean initiative.
- Successfully completed a tri-annual full scale drill.
- Completed improvements to the airside restaurant and the remodel of the Airport Administration offices.
- Completed development of Airport Northwest Apron and Taxiway to facilitate economic growth.
- Completed construction of Regional ARFF training facility in partnership with FVTC.

2021 OBJECTIVES:

- Continue General Aviation growth.
- Continue installation of additional passenger boarding bridges.
- Support Old Glory Honor Flight missions.
- Support Wings for Autism and Make a Wish flights.
- Re-invest in air service development.

MAJOR CHANGES IN EXPENDITURES:

Travel/Training increased due to additional conferences being scheduled.	19,400
Supplies decreased due to anticipated reduction in fuel cost, as a result of lower fuel sales from the pandemic.	(884,140)
Supplies increased due to increases in the following: vehicle parts cost due to aging fleet (10,000); snow removal costs (15,000); electrical costs (12,000); and sanitary sewer system supplies (10,000) as Town of Greenville no longer supports the system.	47,000
Purchased Services increased due to increases in the following: marketing costs (302,000); consulting costs (22,500) in order to stimulate travel and additional routes post pandemic; temporary employment services (120,000) in order to implement new airport initiatives; management costs for public parking (62,700); salaries for CBP officers (35,000); maintenance costs (20,000) for repairs needed on rental properties rates and increased insurance costs (49,900); and costs for fuel meters recalibration (14,000).	626,100
Capital Outlay decreased due to the change of priority equipment to be purchased.	(285,500)

MAJOR CHANGES IN REVENUES:

Charges for Services decreased due to a significant decline in passengers related to the pandemic leading to decreased parking, airline landing fees and concessions.	(1,577,978)
Charges for Services decreased due to anticipated reductions in fuel sales from decrease in commercial, corporate and general aviation traffic, along with average fuel price reductions.	(1,471,195)
Intergovernmental revenues increased due to the CARES Act grant funding.	3,419,977

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
SALARIES	1,446,431	1,398,352	1,398,352	632,453	1,347,176	1,398,240	1,398,240
FRINGE BENEFITS	524,440	523,119	523,119	265,883	514,329	536,640	536,640
TRAVEL / TRAINING	107,063	99,650	99,650	29,426	58,039	119,050	119,050
SUPPLIES	3,116,128	2,860,857	2,860,857	862,647	1,688,710	2,024,317	2,024,317
PURCHASED SERVICES	4,605,363	4,547,651	4,638,551	2,114,979	4,702,718	5,169,452	5,169,452
ALLOCATED APPLIED EXPENSE	1,813,237	1,841,308	1,841,308	920,654	1,841,308	1,007,601	1,007,601
ALLOCATED APPLIED CREDIT	(1,813,237)	(1,841,308)	(1,841,308)	(920,654)	(1,841,308)	(1,007,601)	(1,007,601)
CAPITAL OUTLAY	588,401	2,641,000	2,842,511	160,879	521,319	2,355,500	2,355,500
PRINCIPAL RETIREMENT	2,040,000	745,000	745,000	0	780,000	770,000	770,000
INTEREST & FISCAL CHARGES	508,395	466,775	466,775	210,913	466,775	412,450	412,450
OPERATING TRANSFER OUT	2,250	0	0	0	0	0	0
TOTAL EXPENDITURES	12,938,471	13,282,404	13,574,815	4,277,180	10,079,066	12,785,649	12,785,649
REVENUES:							
CHARGES FOR SERVICES	15,186,393	15,409,966	15,405,925	5,734,669	10,191,301	12,360,793	12,360,793
INTERGOVERNMENTAL	0	0	0	0	3,278,420	3,419,977	3,419,977
MISCELLANEOUS REVENUES	20,542	4,000	4,000	32,059	33,350	3,850	3,850
INTEREST INCOME	346,068	80,000	80,000	147,935	230,700	150,700	150,700
PROCEEDS FROM DEBT	1,355,000	2,000,000	2,000,000	0	0	2,000,000	2,000,000
OPERATING TRANSFER IN	300	0	0	0	0	0	0
FINANCING SOURCES OTHER	6,510,181	433,848	7,299,237	7,299,237	7,299,237	0	0
TOTAL REVENUES	23,418,484	17,927,814	24,789,162	13,213,900	21,033,008	17,935,320	17,935,320
NET DEPARTMENT COST (REVENUE)	(10,480,013)	(4,645,410)	(11,214,347)	(8,936,720)	(10,953,942)	(5,149,671)	(5,149,671)

FUND: AIRPORT 500 DEPARTMENT NAME: AIRPORT

FUNCTION: TRANSPORTATION COST CENTER NAME / NUMBER: AIRPORT OPERATIONS / VARIOUS

RECAP: EXPENDITURES & REVENUES

AIRPORT OPERATIONS	TOTAL	5000110 TERMINAL	5000111 T-HANGARS	5000112 AOA	5000113 GULFSTREAM HANGARS	5000114 CAR RENTAL PARKING LOT	5000115 EMPLOYEE PARKING LOT	5000116 PUBLIC PARKING LOT	5000117 RENTAL PROPERTIES	5000118 PUBLIC SAFETY	5000119 FIXED BASED OPERATOR
SALARIES	1,398,240	1,398,240	0	0	0	0	0	0	0	0	0
FRINGE BENEFITS	536,640	536,640	0	0	0	0	0	0	0	0	0
TRAVEL / TRAINING	119,050	119,050	0	0	0	0	0	0	0	0	0
SUPPLIES	2,024,317	179,300	1,500	388,200	3,000	10,000	2,500	20,250	5,500	42,800	1,371,267
PURCHASED SERVICES	5,169,452	2,039,208	18,593	314,534	17,091	40,745	6,048	462,606	282,969	927,355	1,060,303
ALLOCATED APPLIED EXPENSE	1,007,601	0	50,380	503,801	60,456	60,456	60,456	70,532	70,532	0	130,988
ALLOCATED APPLIED CREDIT	(1,007,601)	(1,007,601)	0	0	0	0	0	0	0	0	0
CAPITAL OUTLAY	2,355,500	74,500	0	115,000	0	0	0	0	0	16,000	2,150,000
PRINCIPAL RETIREMENT	770,000	0	0	0	0	0	0	0	620,000	0	150,000
INTEREST & FISCAL CHARGES	412,450	0	0	0	0	0	0	0	352,437	0	60,013
TOTAL EXPENDITURES	12,785,649	3,339,337	70,473	1,321,535	80,547	111,201	69,004	553,388	1,331,438	986,155	4,922,571
REVENUES:											
CHARGES FOR SERVICES	12,360,793	2,568,390	130,645	499,351	725,649	1,231,922	34,500	2,314,965	1,937,524	134,250	2,783,597
INTERGOVERNMENTAL	3,419,977	620,000	0	631,372	0	0	0	0	972,437	986,155	210,013
MISCELLANEOUS REVENUES	3,850	3,850	0	0	0	0	0	0	0	0	0
INTEREST INCOME	150,700	150,700	0	0	0	0	0	0	0	0	0
PROCEEDS FROM DEBT	2,000,000	0	0	0	0	0	0	0	0	0	2,000,000
FINANCING SOURCES OTHER	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	17,935,320	3,342,940	130,645	1,130,723	725,649	1,231,922	34,500	2,314,965	2,909,961	1,120,405	4,993,610
NET DEPARTMENT COST (REVENUE)	(5,149,671)	(3,603)	(60,172)	190,812	(645,102)	(1,120,721)	34,504	(1,761,577)	(1,578,523)	(134,250)	(71,039)

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5000110 – TERMINAL		
SALARIES:		
FULL-TIME PERMANENT	1,297,759	
PART-TIME/CASUAL CALL	21,645	
OVERTIME	71,530	
ON CALL PAGERS	7,306	
TOTAL SALARIES:		1,398,240
FRINGE BENEFITS:		
FRINGE BENEFITS	503,644	
OVERTIME FRINGE	10,190	
WORKERS COMP	22,806	
TOTAL FRINGE BENEFITS:		536,640
TRAVEL/TRAINING: **		
AIRPORT DIRECTOR CONF./MEETINGS	46,600	
FINANCE MANAGER CONFERENCES	4,000	
MARKETING MANAGER CONFERENCES	44,900	
MARKETING & COMM. ASSIST. CONFERENCES	7,000	
OPERATIONS MANAGER CONFERENCES	4,975	
SUPERVISOR AIRSIDE CONFERENCES	3,500	
LANDSIDE LEAD WORKER CONFERENCES	275	
AIRPORT ELECTRICIAN CONFERENCES	2,600	
AIRPORT CONFERENCE - CORP COUNSEL	1,700	
OTHER STAFF TRAINING	2,000	
CUSTOMER SUPPORT SPECIALIST TRAINING	1,500	
TOTAL TRAVEL/TRAINING:		119,050

** All travel is within the continent of North America, primarily in the United States.
Any additional travel outside North America will be approved
in advance by the County Executive and the Property/Airport Committee.

	AMOUNT	TOTAL AMOUNT
SUPPLIES:		
GROUNDS MAINTENANCE	9,000	
MAINTENANCE SUPPLIES	18,000	
PAINTING & COATING	1,500	
JANITORIAL	60,000	
PLUMBING SUPPLIES	1,000	
ELECTRICAL SUPPLIES	13,000	
OTHER HARDWARE	500	
SUNDRY PROPERTY SUPPLIES	1,500	
SECURITY SYSTEM SUPPLIES	6,000	
SNOW REMOVAL SUPPLIES	5,000	
BOARDING BRIDGE SUPPLIES	8,000	
HEATING & COOLING SUPPLIES	7,500	
SANITARY SEWER SYSTEM SUPPLIES	10,000	
GASOLINE/FUEL	10,000	
ACCESSORIES	500	
VEHICLE REPAIR PARTS	15,000	
UNIFORMS	3,500	
COMPUTER SUPPLIES	500	
AWARDS & RECONGNITION	500	
SUNDRY SUPPLIES	300	
OFFICE EQUIPMENT	2,500	
OFFICE SUPPLIES	5,500	
TOTAL SUPPLIES:		179,300
PURCHASED SERVICES:		
AUDITING SERVICES - COUNTY	2,805	
BANK SERVICES	500	
CONSULTING	276,000	
ELECTRICITY	208,000	
NATURAL GAS	39,000	
WATER/SEWER	13,000	
WASTE DISPOSAL	13,000	
TELEPHONE - BASE, CELLULAR & ADVERTISING	14,500	
BUILDING REPAIRS - PLUMBING & ELECT.	3,500	
BUILDING REPAIRS - OTHER	25,000	
STORM WATER ASSESSMENTS	834	

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
BOARDING BRIDGE REPAIR	4,000	
HEATING & COOLING MAINTENANCE	10,000	
OUTSIDE REPAIRS AND MAINTENANCE	8,000	
MAINTENANCE CONTRACTS	32,500	
LEASES AND RENTALS	1,500	
DIGITAL LICENSING CONTRACTS	500	
TEMPORARY SERVICES	152,000	
WEB HOST/MAINTENANCE	480	
INSURANCE	82,638	
ADVERTISING	484,370	
COMMUNITY PARTNERSHIPS	39,300	
PROMOTIONS	119,530	
MISCELLANEOUS MARKETING	166,800	
POSTAGE	3,500	
DUES & SUBSCRIPTIONS	19,250	
SUNDRY	250	
COPIERS - MULTIFUNCTIONAL DEVICES	1,500	
LEGAL NOTICES	200	
HIGHWAY-SNOW REMOVAL	2,500	
IT CHARGES - ALLOCATIONS	152,031	
IT CHARGES - MAINTENANCE CONTRACTS	58,205	
IT CHARGES - DIRECT BILL	39,615	
INDIRECT COSTS	64,400	
TOTAL PURCHASED SERVICES:		2,039,208
ALLOCATED APPLIED CREDIT:		
EXPENSE TRANSFER - TERMINAL	(1,007,601)	
TOTAL ALLOCATED APPLIED CREDIT:		(1,007,601)

	AMOUNT	TOTAL AMOUNT
CAPITAL OUTLAY:		
BOARDING BRIDGE REPAIRS	12,000	
LIGHTING UPGRADES	15,000	
TERAZZO REPAIRS	7,500	
METALPLESS BLADE	32,000	
COPY MACHINE	8,000	
TOTAL CAPITAL OUTLAY:		74,500
REVENUES:		
CHARGES FOR SERVICES:		
AIRPORT ELECTRICIAN	1,000	
TERMINAL LEASE REVENUE		
AIRLINES	1,379,456	
SECURITY	89,749	
AERONAUTICAL LEASES	547,424	
CONCESSIONAIRE FEES		
RESTAURANT	119,498	
GIFT SHOP	32,000	
GROUND TRANSPORTATION	8,000	
MISCELLANEOUS CHARGES		
DISPLAY CASES	388,679	
ATM COMMISSIONS	2,584	
TOTAL CHARGES FOR SERVICES:		2,568,390
INTERGOVERNMENTAL		
CARES ACT FUNDS	620,000	
TOTAL INTERGOVERNMENTAL		620,000
MISCELLANEOUS:		
MISC RENTALS AND REIMBURSEMENTS	3,850	
TOTAL MISCELLANEOUS:		3,850
INTEREST INCOME:		
INTEREST INCOME	150,700	
TOTAL INTEREST INCOME:		150,700

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5000111 – T-HANGARS		
SUPPLIES:		
GROUNDS MAINTENANCE	500	
MAINTENACE SUPPLIES	500	
SUNDRY PROPERTY SUPPLIES	500	
TOTAL SUPPLIES:		1,500
PURCHASED SERVICES:		
ELECTRICITY	4,000	
WATER & SEWER	700	
BUILDING REPAIRS	3,000	
STORM WATER ASSESSMENT	2,680	
INSURANCE	1,734	
BUSINESS INCOME (LOSS OF RENTS)	39	
INDIRECT COSTS	6,440	
TOTAL PURCHASED SERVICES:		18,593
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	50,380	
TOTAL ALLOCATED APPLIED EXP:		50,380
REVENUES:		
CHARGES FOR SERVICES:		
LARGE T-HANGAR	28,206	
SMALL T-HANGAR	82,280	
SOUTH GA LAND LEASES	20,159	
TOTAL CHARGES FOR SERVICES:		130,645
EXPENDITURES:		
5000112 – AOA		
SUPPLIES:		
MAINTENANCE SUPPLIES	17,000	
PAINT & COATINGS	24,000	
JANITORIAL SUPPLIES	600	
ELECTRICAL SUPPLIES	14,000	
OTHER HARDWARE	500	

	AMOUNT	TOTAL AMOUNT
SUPPLIES CONTINUED:		
SUNDRY PROPERTY SUPPLIES	5,000	
SNOW REMOVAL SUPPLIES	175,000	
R/W T/W LIGHTING	9,600	
GASOLINE/DIESEL FUEL	65,000	
OIL/LUBRICANTS	6,000	
ACCESSORIES	2,000	
TIRES & BATTERIES	9,000	
AUTO & TRUCK REPAIRS	60,000	
UNIFORMS	500	
TOTAL SUPPLIES:		388,200
PURCHASED SERVICES:		
ELECTRICITY	64,000	
NATURAL GAS	23,000	
WATER/SEWER	4,000	
WASTE DISPOSAL	4,000	
TELEPHONE - BASE CHARGES	1,000	
TELEPHONE - CELLULAR	3,500	
DIGGERS HOTLINE	400	
MAINTENANCE - OTHER REPAIRS	12,000	
FENCE & GATE REPAIRS	5,000	
RADIO REPAIRS	2,500	
STORM WATER ASSESSMENT	61,875	
LICENSES AND REGISTRATION	1,200	
LEASES AND RENTALS	5,000	
OUTSIDE REPAIRS & MAINTENANCE	17,000	
MAINTENANCE CONTRACTS	3,000	
INSURANCE	56,659	
DUES AND SUBSCRIPTIONS	150	
AIRFIELD MAINTENANCE - HIGHWAY	10,000	
INDIRECT COSTS	40,250	
TOTAL PURCHASED SERVICES:		314,534
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	503,801	
TOTAL ALLOCATED APPLIED EXPENSE:		503,801

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
CAPITAL OUTLAY:		
REPLACE FADED SIGN PANELS	40,000	
SANDBLAST SRE DEICER TANKS	20,000	
REPLACE WINDSOCK	10,000	
REPLACE JOHN DEERE TRI-DECK MOWER	45,000	
TOTAL CAPITAL OUTLAY:		115,000
REVENUES:		
CHARGES FOR SERVICES:		
LANDING FEES		
AIRLINES	309,811	
CARGO	177,540	
MISCELLANEOUS LANDINGS	2,000	
MISCELLANEOUS REIMBURSEMENTS	10,000	
TOTAL CHARGES FOR SERVICES:		499,351
INTERGOVERNMENTAL		
CARES ACT FUNDS	631,372	
TOTAL INTERGOVERNMENTAL		631,372
EXPENDITURES:		
5000113 - GULFSTREAM HANGAR		
SUPPLIES:		
SUNDRY PROPERTY SUPPLIES	1,000	
SNOW REMOVAL SUPPLIES	2,000	
TOTAL SUPPLIES:		3,000
PURCHASED SERVICES:		
MAINTENANCE REPAIRS	500	
STORM WATER ASSESSMENTS	13,371	
INDIRECT COSTS	3,220	
TOTAL PURCHASED SERVICES:		17,091

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	60,456	
TOTAL ALLOCATED APPLIED EXPENSE:		60,456
REVENUES:		
CHARGES FOR SERVICES:		
NORTH HANGAR	587,067	
NORTH HANGAR LAND	112,182	
CARGO BUILDING	26,400	
TOTAL CHARGES FOR SERVICES:		725,649
EXPENDITURES:		
5000114 - CAR RENTAL LOT		
SUPPLIES:		
GROUNDS MAINTENANCE	500	
MAINTENANCE SUPPLIES	1,000	
PAINT AND COATINGS	500	
JANITORIAL	2,000	
ELECTRICAL	500	
OTHER HARDWARE	500	
SNOW REMOVAL SUPPLIES	5,000	
TOTAL SUPPLIES:		10,000
PURCHASED SERVICES:		
ELECTRICITY	13,000	
NATURAL GAS	2,300	
WATER/SEWER	600	
MAINTENANCE - OTHER REPAIRS	5,500	
STORM WATER ASSESSMENTS	1,747	
CONSULTING	500	
INSURANCE	3,438	
HIGHWAY SNOW REMOVAL	4,000	
INDIRECT COSTS	9,660	
TOTAL PURCHASED SERVICES:		40,745

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	60,456	
TOTAL ALLOCATED APPLIED EXPENSE:		60,456
REVENUES:		
CHARGES FOR SERVICES:		
PARKING LOT FEES	260,100	
BUILDING LEASES	179,335	
CONCESSION FEES	792,487	
TOTAL CHARGES FOR SERVICES:		1,231,922
EXPENDITURES:		
5000115 – EMPLOYEE PARKING LOT		
SUPPLIES:		
SUNDRY SUPPLIES	500	
SNOW REMOVAL SUPPLIES	2,000	
TOTAL SUPPLIES:		2,500
PURCHASED SERVICES:		
MAINTENANCE - OTHER REPAIRS	500	
STORM WATER ASSESSMENTS	1,328	
HIGHWAY SNOW REMOVAL	1,000	
INDIRECT COSTS	3,220	
TOTAL PURCHASED SERVICES:		6,048
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	60,456	
TOTAL ALLOCATED APPLIED EXPENSE:		60,456
REVENUES:		
CHARGES FOR SERVICES:		
TENANT PARKING FEES	34,500	
TOTAL CHARGES FOR SERVICES:		34,500

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5000116 – PUBLIC PARKING LOT		
SUPPLIES:		
ELECTRICAL SUPPLIES	12,000	
SUNDRY SUPPLIES	1,000	
SNOW REMOVAL SUPPLIES	7,000	
OFFICE SUPPLIES	250	
TOTAL SUPPLIES:		20,250
PURCHASED SERVICES:		
BANK SERVICES	50,000	
ELECTRICITY	21,000	
NATURAL GAS	150	
WATER/SEWER	340	
TELEPHONE BASE CHARGE	100	
MAINT - OTHER REPAIRS	15,000	
STORM WATER ASSESSMENTS	10,484	
PARKING LOT MANAGEMENT	202,737	
VALET SERVICES	140,000	
TOWING AND BODY WORK	500	
INSURANCE	635	
HIGHWAY SNOW REMOVAL	12,000	
INDIRECT COSTS	9,660	
TOTAL PURCHASED SERVICES:		462,606
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	70,532	
TOTAL ALLOCATED APPLIED EXPENSE:		70,532
REVENUES:		
CHARGES FOR SERVICES:		
CONCESSION FEES	173,997	
CHARGE CARD FEES	2,000,968	
VALET FEES	140,000	
TOTAL CHARGES FOR SERVICES:		2,314,965

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
5000117 – AIRPORT RENTAL PROPERTIES		
SUPPLIES:		
SUNDRY PROPERTY SUPPLIES	1,000	
SNOW REMOVAL SUPPLIES	2,500	
HEATING & COOLING CBP	500	
MAINTENANCE SUPPLIES CBP	1,500	
TOTAL SUPPLIES:		5,500
PURCHASED SERVICES:		
ELECTRICITY	26,000	
NATURAL GAS	2,000	
WATER/SEWER	500	
TELEPHONE	3,700	
MAINTENANCE CONTRACTS & OTHER REPAIR	33,000	
STORM WATER ASSESSMENTS	8,260	
ASSESSMENTS	200	
CUSTOMS AND BORDER PATROL (CBP)	175,000	
INSURANCE	17,209	
HIGHWAY SNOW REMOVAL	1,000	
INDIRECT COSTS	16,100	
TOTAL PURCHASED SERVICES:		282,969
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	70,532	
TOTAL ALLOCATED APPLIED EXPENSE:		70,532
DEBT SERVICE:		
PRINCIPAL RETIREMENT	620,000	
INTEREST & FISCAL CHARGES	352,437	
TOTAL DEBT SERVICE:		972,437

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
AERONAUTICAL LEASES	1,406,735	
CARGO LEASES	225,737	
NON-AERONAUTICAL LEASES	202,887	
WATER & SEWER	18,500	
FUEL FLOWAGE FEE	56,871	
CUSTOMS AND BORDER PATROL FEES	3,000	
GROUNDS MAINTENANCE	600	
PHONE & INTERNET CHARGES	23,194	
TOTAL CHARGES FOR SERVICES:		1,937,524
INTERGOVERNMENTAL		
CARES ACT FUNDS	972,437	
TOTAL INTERGOVERNMENTAL		972,437
EXPENDITURES:		
5000118 – PUBLIC SAFETY		
SUPPLIES:		
MAINTENANCE SUPPLIES	2,000	
PAINT & COATINGS	3,000	
FIREFIGHTING SUPPLIES	9,000	
WILDLIFE DETERRENT SUPPLIES	1,000	
FIRE EXTINGUISHER SUPPLIES	3,000	
JANITORIAL SUPPLIES	1,000	
ELECTRICAL SUPPLIES	2,000	
HEATING & COOLING SUPPLIES	500	
GAS & DIESEL	4,000	
TIRES & BATTERIES	3,100	
PARTS - VEHICLES	5,000	
CLOTHING	3,600	
MEDICAL SUPPLIES	600	
SUNDRY	2,000	
OFFICE SUPPLIES	1,000	
HAZMAT SUPPLIES	2,000	
TOTAL SUPPLIES:		42,800

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
CANINE UNIT - FOOD/VET COSTS	7,000	
WILDLIFE DETERRENT SERVICES	1,200	
FINGERPRINT FEES	9,000	
CONTRACTOR TRAINING	7,000	
BADGING MAINTENANCE FEES	7,000	
ELECTRICITY	13,000	
NATURAL GAS	6,000	
WATER/SEWER	1,500	
ARFF SERVICES	649,000	
SECURITY SYSTEM	21,000	
MAINTENANCE & OTHER REPAIRS	5,000	
OUTSIDE REPAIRS & MAINT	2,000	
MAINTENANCE CONTRACTS	5,900	
TOWING & BODYWORK	600	
PROPERTY INSURANCE	1,669	
PERFORMANCE TESTING	1,200	
HAZARDOUS WASTE DISPOSAL	4,000	
DUES & SUBSCRIPTIONS	500	
LICENSES & REGISTRATION	500	
SHERIFF SECURITY SERVICES	184,286	
TOTAL PURCHASED SERVICES:		927,355
CAPITAL OUTLAY:		
FIRE TURNOUT GEAR	6,000	
SCBA TANKS	10,000	
TOTAL CAPITAL OUTLAY:		16,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
TRANSPORTATION SECURITY ADMIN.	110,000	
TRAFFIC/SAFETY VIOLATIONS	1,000	
ID BADGE REVENUE	15,000	
FINGERPRINT REIMBURSEMENT	6,000	
HAZMAT REVENUE	500	
FIRE EXTINGUISHER MAINT/INSPECTION FEE	250	
FIRE EXTINGUISHER TRAINING	500	
FUEL SAFETY TRAINING	1,000	
TOTAL CHARGES FOR SERVICES:		134,250
INTERGOVERNMENTAL		
CARES ACT FUNDS	986,155	
TOTAL INTERGOVERNMENTAL		986,155
EXPENDITURES:		
5000119 – FIXED BASED OPERATOR		
SUPPLIES:		
MAINTENANCE AND GROUNDS SUPPLIES	8,500	
JANITORIAL	1,000	
ELECTRICAL SUPPLIES	1,500	
GAS/DIESEL	1,331,667	
OIL & LUBRICANTS	1,000	
DEICING FLUID	15,000	
SNOW REMOVAL SUPPLIES	5,000	
HEATING & COOLING SUPPLIES	1,000	
EQUIPMENT PARTS AND TIRES	6,000	
CATERING	600	
TOTAL SUPPLIES:		1,371,267

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	AIRPORT OPERATIONS / VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES:		
BANK SERVICES	30,000	
GROUNDS MAINTENANCE	500	
ELECTRICITY	29,000	
NATURAL GAS	20,000	
WATER/SEWER	1,500	
WASTE DISPOSAL	3,000	
TELEPHONE	2,400	
MAINTENANCE-PLUMBING AND ELECTRICAL	3,500	
STORM WATER ASSESSMENTS	8,009	
LEASES AND RENTALS	27,000	
LICENSES AND REGISTRATION	350	
OUTSIDE REPAIRS AND MAINTENANCE	10,000	
MAINTENANCE CONTRACTS	2,000	
METER REGISTRATION	19,000	
FBO MANAGEMENT AND OPERATIONS - EAS	751,106	
EAA EXPENSES	15,000	
FUEL POINTS PROGRAM	2,500	
INSURANCE	81,908	
WEB HOST MAINTENANCE	480	
ADVERTISING, PROMOTION & PUBLICITY	40,000	
DUES AND SUBSCRIPTIONS	4,000	
HIGHWAY SNOW REMOVAL	1,000	
INDIRECT COSTS	8,050	
TOTAL PURCHASED SERVICES:		1,060,303
ALLOCATED APPLIED EXPENSE:		
EXPENSE TRANSFER - TERMINAL	130,988	
TOTAL ALLOCATED APPLIED EXPENSE:		130,988

	AMOUNT	TOTAL AMOUNT
CAPITAL OUTLAY:		
AIRCRAFT HANGAR	2,000,000	
BUILDING IMPROVEMENTS	150,000	
TOTAL CAPITAL OUTLAY:		2,150,000
DEBT SERVICE:		
PRINCIPAL RETIREMENT	150,000	
INTEREST & FISCAL CHARGES	60,013	
TOTAL DEBT SERVICE:		210,013
REVENUES:		
CHARGES FOR SERVICES:		
AERONAUTICAL LEASES	184,500	
NON-AERONAUTICAL LEASES	28,500	
FUEL SALES	1,984,609	
DEICE FLUID AND SERVICES	46,600	
RAMP FEES	40,000	
COMMERCIAL INTO-PLANE REVENUE	450,169	
EAA FEES	38,000	
OTHER REVENUE	11,219	
TOTAL CHARGES FOR SERVICES:		2,783,597
INTERGOVERNMENTAL		
CARES ACT FUNDS	210,013	
TOTAL INTERGOVERNMENTAL		210,013
PROCEEDS FROM DEBT:		
PROCEEDS FROM DEBT	2,000,000	
TOTAL PROCEEDS FROM DEBT:		2,000,000

APPLETON INTERNATIONAL AIRPORT
PROJECTED INCOME STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$11,028,832	$13,989,885
Total Operating Revenues	11,028,832	13,989,885
Operating Expenses:		
Salaries	1,264,906	1,384,396
Fringe Benefits	514,329	534,563
Travel/Training	58,039	119,050
Supplies	1,688,710	2,024,317
Purchased Services	4,702,718	5,169,452
Capital Outlay not Capitalized	1,506,806	205,500
Depreciation	5,383,991	5,805,929
Total Operating Expenses	15,119,499	15,243,207
Operating Income (Loss)	(4,090,667)	(1,253,322)
Nonoperating Revenues (Expenses)		
Intergovernmental Grants - Cash	3,278,420	3,419,977
Intergovernmental Grants - Non-Cash	9,502,676	3,100,000
Interest Income	255,521	160,700
Interest & Fiscal Charges	(466,775)	(412,450)
Total Nonoperating Revenue (Expenses)	12,569,842	6,268,227
Income (Loss) before Operating Transfers	8,479,175	5,014,905
Operating Transfers In (Out)	0	0
Net Income (Loss)	$8,479,175	$5,014,905

APPLETON INTERNATIONAL AIRPORT
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$10,224,651	$12,364,643
Intergovernmental Grants	3,278,420	3,419,977
Interest Earnings	230,700	150,700
Interest Earnings (CFC)	4,821	5,000
Interest Earnings (PFC)	20,000	5,000
Proceeds from GO Notes/Bonds	0	2,000,000
From Restricted Cash (Bond proceeds)	0	0
Customer Facility Charges (CFC)	273,502	582,617
Passenger Facility Charges (PFC)	530,679	1,042,625
Transfers In (Out)	0	0
Decreases		
Cash Disbursed:		
To Employees	(1,264,906)	(1,384,396)
To Vendors for Supplies & Services	(6,963,796)	(7,847,382)
To Vendors for Supplies & Services (CFC)	0	0
To Vendors for Supplies & Services (PFC)	0	0
For Capital Assets	(1,803,519)	(5,930,500)
For Capital Assets State/Federal projects	(615,922)	(400,000)
For Capital Assets PFC	(8,566,478)	(370,000)
For Capital Assets CFC	0	0
For Debt Principal	(2,096,608)	(770,000)
For (CFC) Restricted Cash	(278,323)	(587,617)
For (PFC) Restricted Cash	3,180,694	0
For Interest & Fiscal Charges	(466,775)	(412,450)
Net Increase (Decrease) in Cash	(4,312,860)	1,868,217
Operating Cash Balance, January 1	14,480,137	10,167,277
Operating Cash Balance, December 31	$10,167,277	$12,035,494

Additional Information		
Passenger Facility Charge		
Fund Balance / (Deficit)	($4,835,105)	($4,157,480)
Customer Facility Charge		
Fund Balance / (Deficit)	$805,480	$1,393,097

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	GRANT PROJECTS / VARIOUS

MISSION STATEMENT:

The projects in this budget are fully or partially funded by Federal and State grant programs. Federal grant (AIP) projects are funded 90% Federal dollars, 5% State dollars and 5% Airport dollars. State grant (SA) funded planning projects are funded 50% State dollars and 50% Airport dollars. State grant funded construction projects are funded 80% State dollars and 20% Airport (Sponsor) dollars. Projects may have portions that are not grant eligible (improvements that generate revenue, such as pavement in public parking lot). Those portions of projects are funded by 100% Airport funds.

BUDGET ISSUES:

AIP 53	This project includes the completion of the terminal modifications and safety and security checkpoint construction. The original project was funded 90% Federal share, 5% State share and 5% Sponsor share. The remainder of this project in 2020 ($192,395) is solely the Sponsor's share.
AIP 56	This project will construct additional apron and taxiway. This project will be funded utilizing a combination of Federal entitlements, Federal Discretionary funds, State Aid as well as Airport funds. The 2020 portion of the project ($4,948,827) will be funded with approximately $2,328,501 of Federal Entitlement funds, $2,122,406 of Federal Discretionary funds, $247,273 of State Aid and $250,647 of Airport Funds.
STATE AID 90	This project is to complete the installation of a passenger boarding bridge. The remainder of this project in 2020 ($418,000) will be funded 80% State share and 20% Sponsor share.
STATE AID 2020	This 2020 project will include an update to the Airport Layout Plan and the Airport Master Plan. This project will be funded with approximately $810,000 of Federal Entitlements, $45,000 of State Aid and $45,000 of Airport Funds.
STATE AID 2020/2021	This project, which will be funded over multiple years, will design and construct the rehabilitation of general aviation taxi lanes. This project ($1,680,000) will be funded 80% State share and 20% Sponsor share.
AIP 2021	These 2021 projects include the design of the Airport concourse expansion as well as design of additional ramp and taxiway phase II. The design portion of the concourse expansion project ($1,000,000) will be funded with approximately $900,000 of Federal Entitlement funds, $50,000 of State Aid and $50,000 of Airport Funds. The design portion of the additional ramp and taxiway phase II ($1,000,000) will be funded with approximately $900,000 of Federal Entitlement funds, $50,000 of State Aid and $50,000 of Airport Funds.

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	GRANT PROJECTS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY:							
FEDERAL AIP 50 (5000469)							
CONSTRUCT SRE BUILDING EXPANSION	4,832	0	0	0	0	0	0
FEDERAL AIP 52 (5000470)							
DESIGN TERMINAL MODIFICATIONS AND SECURITY CHECKPOINT	900	0	0	0	0	0	0
FEDERAL AIP 53 (5000472)							
TERMINAL MODIFICATIONS/SECURITY	213,750	0	0	26,003	192,395	0	0
STATE AID 90 (5000490)							
PASSENGER BOARDING BRIDGE	1,313,981	0	418,000	8,850	418,000	0	0
STATE AID 2020 (5000475)							
ALP UPDATE PLANNING/MASTER PLAN GRANT	0	0	350,000	0	900,000	0	0
FEDERAL AIP 56 (5000473)							
DESIGN/CONSTRUCT APRON ADDITION	0	0	2,669,355	9,462	2,826,421	0	0
STATE AID 2020/2021 (5000491)							
DESIGN/CONSTRUCT TAXI-LANE REHAB	0	180,000	180,000	0	180,000	1,500,000	1,500,000
FEDERAL AID 2021 (5000478)							
DESIGN CONCOURSE ADDITION	0	1,200,000	2,400,000	150	150	1,000,000	1,000,000
DESIGN RAMP ADDITION	0	0	0	0	0	1,000,000	1,000,000
TOTAL CAPITAL OUTLAY EXPENDITURES	1,533,463	1,380,000	6,017,355	44,465	4,516,966	3,500,000	3,500,000
REVENUES							
INTERGOVERNMENTAL	1,357,653	1,284,000	7,424,329	0	3,909,174	3,100,000	3,100,000
TOTAL REVENUES	1,357,653	1,284,000	7,424,329	0	3,909,174	3,100,000	3,100,000
NET DEPARTMENT COST (REVENUE)	175,810	96,000	(1,406,974)	44,465	607,792	400,000	400,000

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME & NUMBER:	GRANT PROJECTS – DISCRETIONARY / VARIOUS

MISSION STATEMENT:

The projects shown in this section of the budget, Grant Projects – Discretionary, will be pursued only if Federal Discretionary Funds or State Aid funds become available. The projects in this budget are fully or partially funded by Federal and State grant programs. Federal grant (AIP) projects are funded 90% Federal dollars, 5% State dollars and 5% Airport dollars. State grant (SA) funded planning projects are funded 50% State dollars and 50% Airport (Sponsor) dollars. State grant funded construction projects are funded 80% State dollars and 20% Airport dollars. Projects may have portions that are not grant eligible (improvements that generate revenue, such as pavement in public paid parking lot). Those portions of projects are funded by 100% Airport funds.

BUDGET ISSUES:

The Federal fiscal year 2018 omnibus appropriations bill included an additional $1B of supplemental discretionary "Grants-In-Aid" for Airports. The Airport applied for but did not receive supplemental discretionary funds for eligible capital improvement projects in years 2019-2020.

The Airport is actively seeking discretionary funds for eligible projects in future years.

2020 FEDERAL DISCRETIONARY PROJECTS:

- Completed terminal solar project phase III.
- Completed Public Safety Regional Training Facility.
- Completed additional apron and taxiway.

2021 FEDERAL DISCRETIONARY PROJECTS:

None

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	GRANT PROJECTS-DISCRETIONARY / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY:							
FEDERAL AIP 51 (5000471)							
TERMINAL SOLAR	761	0	0		0	0	0
FEDERAL AIP 54 (5000477)							
TERMINAL SOLAR PHASE III	818,720	0	139,400	6,399	139,400	0	0
FEDERAL AIP 55 (5000476)							
PUBLIC SAFETY REGIONAL TRAINING FACILITY	9,414,991	0	0	59,879	3,339,826	0	0
FEDERAL AIP 56 (5000473)							
DESIGN/CONSTRUCT APRON ADDITION	0	0	2,122,406	0	2,122,406	0	0
FEDERAL AIP - 2019 (5000479)							
NORTH GENERAL AVIATION RAMP/							
ACCESS ROAD PROJECT	972,591	0	1,527,410	(85,970)	0	0	0
TOTAL CAPITAL OUTLAY EXPENDITURES	11,207,063	0	3,789,216	(19,692)	5,601,632	0	0
REVENUES:							
INTERGOVERNMENTAL	10,010,034	0	80,600	0	5,593,502	0	0
TOTAL REVENUES	10,010,034	0	80,600	0	5,593,502	0	0
NET DEPARTMENT COST (REVENUE)	1,197,029	0	3,708,616	(19,692)	8,130	0	0

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME:	IMPROVEMENTS CAPITAL PROJECTS / VARIOUS

MISSION STATEMENT:

Consistent with our mission statement to operate as a self-funded enterprise, Airport improvements are necessary to keep pace with the industry and competing airports. All major capital improvements funded entirely by Airport funds are accounted for in this budget. All maintenance/repair type projects are accounted for within their individual cost centers.

2020 ACCOMPLISHMENTS:

- Continued annual asphalt pavement maintenance.
- Completed migration of Access Control equipment.
- Expanded/Remodeled Airport hangar and administration areas.
- Continued upgrades of parking equipment.

2021 OBJECTIVES:

- Continue annual asphalt pavement maintenance.
- Continue terminal sustainable initiatives.
- Purchase parking lot revenue control barcode scanners.
- Acquire land adjacent to Airport.
- Improve concourse skylight system.

MAJOR CHANGES IN EXPENDITURES:

Capital Outlay decreased due to various capital improvement projects. (95,000)

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	IMPROVEMENTS CAPITAL PROJECTS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
CAPITAL OUTLAY:							
GENERAL ASPHALT PAVE MAINT (5002353)	330,008	75,000	175,000	14,242	175,000	75,000	75,000
TENANT PARKING LOT (5002369)	0	360,000	360,000	0	360,000	0	0
TERMINAL SUSTAINABLE INITIATIVES (5002370)	62,970	100,000	100,000	24,007	25,000	50,000	50,000
T-HANGAR UPGRADES (5002386)	0	0	100,000	0	0	0	0
LAND ACQUISITIONS (5002377)	346,301	0	0	1,727	2,000	3,000,000	3,000,000
AIRSIDE MOWER	0	170,000	170,000	0	0	0	0
ACCESS CONTROL MIGRATION	0	0	160,000	0	177,000	0	0
SEALCOAT VARIOUS ROADWAYS	0	0	50,000	0	0	0	0
DIGITAL SIGNAGE	47,328	0	0	0	0	0	0
NORTHWEST MAINTENANCE HANGAR (5002395)	2,747,390	0	0	(25,000)	0	0	0
PUBLIC SAFETY OVERHEAD DOORS (5002396)	38,748	0	0	0	0	0	0
TERMINAL PUBLIC ANNOUNCEMENT SYST (5002397)	0	0	100,000	0	0	0	0
PUBLIC SAFETY ROOFING PROJECT (5002398)	0	0	125,000	0	0	0	0
MAIN LANDSIDE PLOW TRUCK (5002400)	78,208	0	0	0	0	0	0
HANGAR AND OFFICE REMODEL (5002401)	1,800	0	423,200	9,937	423,200	0	0
FBO STORAGE BUILDING (5002402)	0	1,000,000	1,000,000	0	0	0	0
REFURBISH JET FUEL TRUCKS (5002403)	0	120,000	120,000	0	0	0	0
TERMINAL GROUND SERV EQUIP STORAGE (5002404)	0	950,000	950,000	0	0	0	0
REPLACE SOUTH BOILERS (5002405)	0	120,000	120,000	0	0	0	0
TENANT HEATING & COOLING UPGRADES (5002347)	0	500,000	500,000	0	0	0	0
CUSTOMER EXPERIENCE SOFTWARE (5002406)	0	75,000	75,000	0	0	0	0
PARKING EQUIPMENT UPGRADES (5002375)	0	100,000	100,000	4,833	20,000	25,000	25,000
CONCOURSE SKYLIGHT SYSTEM	0	0	0	0	0	425,000	425,000
REHAB TERMINAL DRIVE LANES (5002312)	0	100,000	100,000	0	100,000	0	0
TOTAL EXPENDITURES	3,652,753	3,670,000	4,728,200	29,746	1,282,200	3,575,000	3,575,000
REVENUES:							
INTERGOVERNMENTAL	125,989	0	0	0	0	0	0
TOTAL REVENUES	125,989	0	0	0	0	0	0
NET DEPARTMENT COST (REVENUE)	3,526,764	3,670,000	4,728,200	29,746	1,282,200	3,575,000	3,575,000

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	CUSTOMER FACILITY CHARGE / 5002700

MISSION STATEMENT:
The Appleton International Airport established a Customer Facility Charge (CFC) in fiscal year 2009. Funds collected utilizing this program are used to fund projects that preserve and enhance capacity, safety, security and development at the Airport. Use of these funds does not require a County match and they are only to be used for payment of expenses related to eligible capital projects or portions of projects.

PROGRAM DESCRIPTION:
Rental car agencies are charged $4.50 per day for each car rented at the Appleton International Airport. The proceeds from CFCs are used to finance approved, capital projects.

All funds collected are segregated to account for their collection and use. This budget section accounts for the expenses and revenues for CFC approved projects.

BUDGET ISSUES:
The County has collected the CFC charge since 2009. The Airport utilized the accumulated funds for design and construction of the consolidated rental car facility. The Airport recovered the difference between the total cost of the facility and the accumulated funds by continuing to collect the CFC charge. CFC revenues will continue to be collected for future design and construction projects. These funds are maintained in a restricted account.

2021 OBJECTIVES:
- Continue to collect CFC revenues for future design and construction projects.

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
Charges for Services decreased due to decreased passenger traffic from the COVID pandemic. (31,383)

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	CUSTOMER FACILITY CHARGE / 5002700

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY							
CONSTRUCT CONSTD. RENTAL CAR FACILITY	111,155	0	0	0	0	0	0
TOTAL EXPENDITURES	111,155	0	0	0	0	0	0
REVENUES:							
CHARGES FOR SERVICES - CFC	877,789	614,000	614,000	211,051	273,502	582,617	582,617
INTEREST INCOME	5,514	4,000	4,000	2,639	4,821	5,000	5,000
TOTAL REVENUES	883,303	618,000	618,000	213,690	278,323	587,617	587,617
NET DEPARTMENT COST (REVENUE)	(772,148)	(618,000)	(618,000)	(213,690)	(278,323)	(587,617)	(587,617)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES		
CURRENT YEAR CFC REVENUE	582,617	
TOTAL CHARGES FOR SERVICES		582,617
INTEREST INCOME:		
INTEREST INCOME	5,000	
TOTAL INTEREST INCOME:		5,000

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER	PASSENGER FACILITY CHARGE / 5002800's

MISSION STATEMENT:
In accordance with Federal Regulations, the Appleton International Airport participates in the Passenger Facility Charge (PFC) collection program. Funds collected utilizing this program are used to fund eligible projects of airport improvements in addition to State and Federal Grant monies available. Use of these funds does not require a County match and they are only to be used for payment of expenses related to eligible projects or portions of projects.

PROGRAM DESCRIPTION:
The PFC program allows commercial service airports to impose up to a $4.50 charge to each passenger enplaned at their airport. The proceeds from such PFCs are used to finance approved, eligible airport-related projects that preserve or enhance safety, capacity, or security of the National Air Transportation System; reduce noise or mitigate noise impacts resulting from an airport; or furnish opportunities for enhanced competition between or among air carriers.

Airports are required to segregate these funds and to account for their collection and use separate from all other revenues. This budget section accounts for the expenses and revenues for PFC approved budgets.

2020 ACCOMPLISHMENTS:
- Replaced Two Passenger Boarding Bridges.
- Completed Rehabilitation of Airport Terminal Loop Road and Realigned Airport Entrance.

2021 OBJECTIVES:
- Purchase Airfield Snow Removal Tractor.
- Purchase Airfield Snow Blower.

MAJOR CHANGES IN EXPENDITURES:
Capital Outlay decreased primarily due to the completion of terminal loop road project and boarding bridges. (2,727,000)

MAJOR CHANGES IN REVENUES:
PFC revenue will decrease due to decreased enplanements resulting from the COVID pandemic. (551,965)

FUND:	AIRPORT 500	DEPARTMENT NAME:	AIRPORT
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	PASSENGER FACILITY CHARGE / 5002800

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY							
SNOW REMOVAL EQUIPMENT	0	0	0	197,500	197,500	370,000	370,000
PASSENGER BOARDING BRIDGES	6,769	1,597,000	4,902,095	579,331	4,902,095	0	0
REHABILITATE TERMINAL LOOP ROAD	292,597	1,500,000	1,500,000	301,159	3,466,883	0	0
TOTAL EXPENDITURES	299,366	3,097,000	6,402,095	1,077,990	8,566,478	370,000	370,000
REVENUES:							
CHARGES FOR SERVICES - PFC	1,645,365	1,594,590	1,594,590	390,320	530,679	1,042,625	1,042,625
INTEREST INCOME	56,499	5,000	5,000	14,821	20,000	5,000	5,000
TOTAL REVENUES	1,701,864	1,599,590	1,599,590	405,141	550,679	1,047,625	1,047,625
NET DEPARTMENT COST (REVENUE)	(1,402,498)	1,497,410	4,802,505	672,849	8,015,799	(677,625)	(677,625)

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
CAPITAL OUTLAY:		
ACQUIRE AIRFIELD SNOW REMOVAL TRACTOR	170,000	
ACQUIRE AIRFIELD SNOW BLOWER	200,000	
TOTAL CAPITAL OUTLAY:		370,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES		
CURRENT YEAR PFC REVENUE	1,042,625	
TOTAL CHARGES FOR SERVICES		1,042,625
INTEREST INCOME:		
INTEREST INCOME	5,000	
TOTAL INTEREST INCOME:		5,000

FUND:	COUNTY ROADS & BRIDGES 207	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	VARIOUS / VARIOUS

MISSION STATEMENT:

The County Roads and Bridges special revenue fund provides the funding for maintenance and construction of roads and bridges for the county trunk highway system.

BUDGET ISSUES:

The Outagamie County Highway Department is projecting a slight increase in the 2021 State General Transportation Aids as compared to 2020. With the county becoming more urbanized the project costs are increasing, reducing the ability to do as many projects on an annual basis. The department will maintain the increased level of general maintenance activities to help prolong the life of the county roadway and bridge infrastructure.

MAJOR CHANGES IN EXPENDITURES:

Construction expenditures decreased due to allocation of county, state & federal resources and the selection of projects in 2021.	(4,137,931)
Bituminous expenditures increased due to allocation of county & state resources and the selection of projects in 2021.	83,076
County Aid Bridges increased due to the type, and size of bridges in the 2021 budget.	509,900

MAJOR CHANGES IN REVENUES:

Intergovernmental revenues decreased due to various state and federal funding available in 2021.	(3,229,988)
Financing Sources Other decreased due to the amount of uncommitted funds and revolving funds available in the County Roads & Bridges fund being applied to 2021 projects.	(409,967)

FUND:	COUNTY ROADS & BRIDGES 207	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	VARIOUS / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES							
COUNTY HIGHWAY-MAINTENANCE	4,936,063	5,070,000	5,070,000	2,294,225	5,070,000	5,020,000	4,960,000
CAPITAL OUTLAY							
CONSTRUCTION-FEDERAL/NON FED.	5,763,626	6,846,080	7,425,892	360,240	7,425,892	2,708,149	2,708,149
BITUMINOUS	476,828	852,000	964,424	105,973	964,424	935,076	935,076
COUNTY AID-BRIDGES	209,181	75,000	398,163	320,809	398,163	584,900	584,900
TOTAL EXPENDITURES	11,385,698	12,843,080	13,858,479	3,081,247	13,858,479	9,248,125	9,188,125
REVENUES:							
INTERGOVERNMENTAL	7,060,081	8,868,560	8,968,118	400,400	8,968,118	5,638,572	5,578,572
OPERATING TRANSFER IN	95,733	0	0	0	0	0	0
FINANCING SOURCES OTHER	2,005,453	409,967	1,325,808	1,325,808	1,325,808	0	0
TOTAL REVENUES	9,161,267	9,278,527	10,293,926	1,726,208	10,293,926	5,638,572	5,578,572
NET DEPARTMENT COST (REVENUE)	2,224,431	3,564,553	3,564,553	1,355,040	3,564,553	3,609,553	3,609,553

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
COUNTY HIGHWAY MAINTENANCE	5,020,000	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(60,000)	
TOTAL PURCHASED SERVICES:		4,960,000
CAPITAL OUTLAY:		
CONSTRUCTION-FEDERAL/NON FEDERAL	2,708,149	
BITUMINOUS	935,076	
COUNTY AID BRIDGES	584,900	
TOTAL CAPITAL OUTLAY:		4,228,125

	AMOUNT	TOTAL AMOUNT
REVENUES:		
INTERGOVERNMENTAL:		
STATE TRANSPORTATION AIDS	3,442,099	
STP-URBAN	507,040	
CHI FUNDING	644,183	
FEDERAL FUNDING BRIDGES	795,250	
STATE JURISDICTIONAL TRANSFER FUNDS	250,000	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(60,000)	
TOTAL INTERGOVERNMENTAL:		5,578,572

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	HIGHWAY / OVERALL SUMMARY

OUTAGAMIE COUNTY HIGHWAY DEPARTMENT

2021 BUDGET SUMMARY

COST CENTER	**EXPENDITURES**	*** CHARGES FOR SERVICES *** FEES, FINES & COSTS	MISCELLANEOUS	STATE/ FED	LOCAL	COUNTY	OPERATING TRANSFER IN	FINANCING SOURCES OTHER	**TOTAL REVENUE**
ADMINISTRATION	**381,147**	72,500	7,000		0	0	0	301,647	**381,147**
MAINTENANCE - CTH SYSTEM GENERAL / WINTER	**4,960,000**	0	0	0	0	4,960,000	0	0	**4,960,000**
CONSTRUCTION	**6,394,538**	0	0	1,591,497	693,313	4,109,728	0	0	**6,394,538**
BITUMINOUS	**3,404,000**	0	0	220,076	87,000	3,096,924	0	0	**3,404,000**
COUNTY & TOWN AID BRIDGES	**784,900**	0	0	384,900	200,000	200,000	0	0	**784,900**
MAINTENANCE - TOWNS & OTHERS	**3,300,000**	0	0	0	2,525,000	775,000	0	0	**3,300,000**
MAINTENANCE - STHS	**2,300,000**	0	0	2,300,000	0	0	0	0	**2,300,000**
COST INCIDENT TO LABOR CIL EXPENSE: $2,942,460 CIL APPLIED: ($2,942,460)	**0**	0	0	0	0	0	0	0	**0**
HIGHWAY FACILITIES	**105,000**	0	0	0	0	0	0	105,000	**105,000**
MACHINERY & EQUIPMENT	**1,071,583**	0	16,200	164,500	62,500	62,500	0	765,883	**1,071,583**
TOTAL	**22,701,168**	72,500	23,200	4,660,973	3,567,813	13,204,152	0	1,172,530	**22,701,168**

2021 BUDGET EXPENDITURE DETAIL *

HIGHWAY	SALARIES	TRAVEL	SUPPLIES	PURC SERV	CAPITAL	DEBT	OTHER			TOTAL
							DEPRECIATION	ALLOCATED APPLIED EXPENSES	ALLOCATED APPLIED CREDITS	
Administration	375,718	5,000	8,088	102,586	7,500	-	-	162,255	(280,000)	381,147
CTH Maintenance	1,400,423	15,000	2,092,794	171,448	-	-	-	1,280,335	-	4,960,000
Fed/Non Federal Aid Construction	1,004,691	-	2,289,848	2,145,548	-	-	-	954,451	-	6,394,538
Bituminous Projects	312,552	-	2,208,924	191,000	-	-	-	691,524	-	3,404,000
County/Town Bridges	84,248	-	201,146	396,900	-	-	-	102,606	-	784,900
Maintenance Towns & Others	441,077	-	1,820,111	-	-	-	-	1,038,812	-	3,300,000
STHS Maintenance	732,921	-	297,072	-	-	-	-	1,270,007	-	2,300,000
Highway Facilities	-	-	-	-	105,000	-	-	-	-	105,000
Machinery/Equip/Shop/Overhead/CIL	509,835	2,500	1,489,038	589,428	1,030,000	-	1,075,291	1,015,491	(4,640,000)	1,071,583
TOTAL HIGHWAY	4,861,465	22,500	10,407,021	3,596,910	1,142,500	-	1,075,291	6,515,481	(4,920,000)	22,701,168

*** The Highway Budget is adopted at the total project level as included in the Highway Department's detailed budget section.**
This worksheet is intended to present those costs allocated to the object level line items, similar to the other county departments.

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	ADMINISTRATION / 6008000

MISSION STATEMENT:

To provide administrative responsibilities for the operations of the Highway Department.

TABLE OF ORGANIZATION SUMMARY:	**2017**	**2018**	**2019**	**2020**	**2021 Proposed**
Full-Time Employees	81	80	80	81	81

2021 OBJECTIVES:

The objective is to manage the Highway Department in the most effective and efficient manner.

MAJOR CHANGES IN EXPENDITURES:

Allocated Applied Expense decreased due to reduction in Cost Incident to Labor rate for this cost center.	(27,137)
Supplies increased due to employee appreciation.	1,088
Purchased Services decreased due to the following: Auditing Services decreased ($21), Insurance increased $56, Dues and Subscriptions decreased ($150), Copiers – Multifunction Devices increased $800, Printing Services (IT) increased $75, IT Charges - Allocations decreased ($8,425), IT Charges – Maintenance Contracts increased $2,828, and Depreciation increased $10.	(4,827)
Allocated Applied Credit increased based on increases in joint municipal projects.	19,500

MAJOR CHANGES IN REVENUES:

Fees, Fines & Costs increased due to projections and comparison to 2020 revenues.	15,000
Financing Sources Other decreased due to the net change needed in expenses and revenues.	(62,005)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	ADMINISTRATION / 6008000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	396,211	362,387	362,387	173,833	370,278	369,044	375,718
ALLOCATED APPLIED EXPENSE	164,683	188,441	188,441	71,902	153,157	161,304	162,255
TRAVEL/TRAINING	1,700	6,000	6,000	1,676	2,500	5,000	5,000
SUPPLIES	17,959	7,000	7,000	2,219	5,000	8,088	8,088
PURCHASED SERVICES	88,706	107,413	107,413	49,886	107,413	102,586	102,586
ALLOCATED APPLIED CREDIT	(272,556)	(260,500)	(260,500)	(112,815)	(240,305)	(280,000)	(280,000)
CAPITAL OUTLAY	0	9,286	9,286	9,286	9,286	7,500	7,500
TOTAL EXPENDITURES	396,703	420,027	420,027	195,986	407,329	373,522	381,147
REVENUES:							
FEES, FINES & COSTS	69,464	57,500	57,500	42,138	62,500	72,500	72,500
MISCELLANEOUS REVENUES	6,300	6,500	6,500	8,720	10,520	7,000	7,000
OPERATING TRANSFER IN	1,000	0	0	0	0	0	0
FINANCING SOURCES OTHER	286,389	356,027	356,027	356,027	356,027	294,022	301,647
TOTAL REVENUES	363,153	420,027	420,027	406,885	429,047	373,522	381,147
NET DEPARTMENT COST (REVENUE)	33,550	0	0	(210,899)	(21,718)	0	0

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	ADMINISTRATION / 6008000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FULL-TIME PERMANENT	362,998	
OVERTIME	6,046	
COUNTY BOARD ACTION		
INCREASE DUE TO RECLASS MISSED	6,674	
TOTAL SALARIES:		375,718
ALLOCATED APPLIED EXPENSE:		
COST INCIDENT TO LABOR (CIL)	161,304	
COUNTY BOARD ACTION		
INCREASE DUE TO RECLASS MISSED	951	
TOTAL ALLOCATED APPLIED EXPENSE:		162,255
TRAVEL/TRAINING:		
MEALS/LODGING/OTHER/MILEAGE	1,000	
CONFERENCE/CONVENTION	2,000	
TRAINING/SEMINARS	2,000	
TOTAL TRAVEL/TRAINING:		5,000
SUPPLIES:		
OFFICE SUPPLIES	7,000	
EMPLOYEE APPRECIATION	1,088	
TOTAL SUPPLIES:		8,088
PURCHASED SERVICES:		
AUDITING SERVICES	1,977	
GROUNDS MAINTENANCE	11,000	
INSURANCE	223	
POSTAGE	3,000	
DUES & SUBSCRIPTIONS	500	
COPIERS - MULTIFUNCTION DEVICES	2,000	

	AMOUNT	TOTAL AMOUNT
PURCHASED SERVICES CONTINUED:		
PRINTING SERVICES (IT)	250	
IT CHARGES - ALLOCATIONS	48,864	
IT CHARGES - MAINTENANCE CONTRACTS	34,122	
DEPRECIATION	650	
TOTAL PURCHASED SERVICES:		102,586
ALLOCATED APPLIED CREDIT:		
RECORDS & REPORTS	(280,000)	
TOTAL ALLOCATED APPLIED CREDIT:		(280,000)
CAPITAL OUTLAY		
CONFERENCE ROOM FURNITURE	7,500	
TOTAL CAPITAL OUTLAY		7,500
REVENUES:		
FEES, FINES & COSTS:		
MOVING PERMITS	15,000	
ENTRANCE PERMITS	7,500	
UTILITY PERMITS	47,000	
ATV/UTV	3,000	
TOTAL FEES, FINES & COSTS:		72,500
MISCELLANEOUS:		
MISCELLANEOUS GPL REIMB. & OTHER	7,000	
TOTAL MISCELLANEOUS:		7,000
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	294,022	
COUNTY BOARD ACTION		
INCREASE DUE TO RECLASS MISSED	7,625	
TOTAL FINANCING SOURCES OTHER:		301,647

OUTAGAMIE COUNTY HIGHWAY DEPT
PROJECTED OPERATING STATEMENT
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Operating Revenues:		
Charges for Services	$31,090,244	$21,432,938
Fees, Fines & Costs	57,500	72,500
Miscellaneous	21,500	23,200
Total Operating Revenues	31,169,244	21,528,638
Operating Expenses:		
Administration	355,658	381,147
Projects	29,953,551	20,342,072
Includes construction and bituminous projects, highway and road maintenance for the State, County, Towns and others, County and Town aid for bridges, and the cost of highway facilities.		
Depreciation	1,080,000	1,100,000
Total Operating Expenses	31,389,209	21,823,219
Operating Income (Loss)	(219,965)	(294,581)
Nonoperating Revenues (Expenses)		
Intergovernmental Grants	0	0
Interest & Fiscal Charges	0	0
Total Nonoperating Revenues (Expenses)	0	0
Income (Loss) before Operating Transfers	(219,965)	(294,581)
Operating Transfers In (Out)	0	0
Net Income (Loss)	($219,965)	($294,581)

OUTAGAMIE COUNTY HIGHWAY DEPT
PROJECTED WORKING CASH BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2021

	2020	2021
Increases		
Cash Receipts:		
Customers	$31,169,244	$21,528,638
Intergovernmental Grants	0	0
Decreases		
Cash Disbursed:		
Administration	(355,658)	(381,147)
Projects	(29,953,551)	(20,342,072)
Includes construction and bituminous projects, highway and road maintenance for the State, County, Towns and others, and work on bridges and culverts.		
Prior Year Receivable (Payables) Changes	717,750	0
Capital Outlay	(1,241,827)	(1,105,000)
Debt Service	0	0
Net Increase (Decrease) in Cash	335,958	(299,581)
Cash Balance, January 1	1,228,785	1,564,743
Cash Balance, December 31	$1,564,743	$1,265,162

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	CTHS – MAINTENANCE / 6005000/6005020

MISSION STATEMENT:
To perform cost effective maintenance activities on 344 center line miles of road and 63 bridges that make up the county trunk highway system.

PROGRAM ACTIVITIES:
The major maintenance activities are shown below:

- Snow removal and ice control
- Pavement and shoulder repair
- Mowing and brush/weed control
- Bridge inspections and repair
- Guard rail repair
- Signing, pavement marking and traffic signal maintenance
- Ditching and drainage improvements
- Patrolling and trash pickup

BUDGET ISSUES:
The General Maintenance budget will be maintaining a similar level of expenditures as in the prior year, to help preserve and increase the life of the county's roads and bridges, and to help the department sustain the level of service expected by the public.

2020 ACCOMPLISHMENTS:

- Performed maintenance activities as listed in the program description.
- Implemented route optimization for improved winter maintenance services.
- Produced over 1,142,264 gallons up from 640,000 gallons of brine for State, County & Other Customers; applied 235,146 (144,722 – PY) gallons on the County Trunk Highway System.
- Completed 29 lane miles of sealcoating.
- Improved construction/work zone signage by converting from 36" to 48" signs.
- Trained one mechanic in continuous improvement of paving operations.
- Hired an Assistant Highway Engineer to reduce contracted engineering services.

2021 OBJECTIVES:

- Perform the maintenance activities listed in the program activities in accordance with state guidelines in a timely, effective manner. These activities help in providing the public a safe county trunk highway system.
- To continue utilizing route optimization software and other techniques to provide efficient and cost effective winter operations.
- For continuous improvement of our grade program, train several employees in equipment operations.

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	CTHS – MAINTENANCE / 6005000/6005020

MAJOR CHANGES IN EXPENDITURES:
None

MAJOR CHANGES IN REVENUES:
None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
GENERAL MAINTENANCE	3,124,906	3,620,000	3,620,000	1,562,234	3,620,000	3,550,000	3,520,000
WINTER MAINTENANCE	1,886,142	1,450,000	1,450,000	737,362	1,450,000	1,470,000	1,440,000
TOTAL EXPENDITURES	5,011,048	5,070,000	5,070,000	2,299,596	5,070,000	5,020,000	4,960,000
REVENUES:							
CHARGES FOR SERVICES	4,936,063	5,070,000	5,070,000	2,294,225	5,070,000	5,020,000	4,960,000
FINANCING SOURCES OTHER	74,985	0	0	0	0	0	0
TOTAL REVENUES	5,011,048	5,070,000	5,070,000	2,294,225	5,070,000	5,020,000	4,960,000
NET DEPARTMENT COST (REVENUE)	0	0	0	5,371	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
GENERAL MAINTENANCE	3,550,000	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(30,000)	
WINTER MAINTENANCE	1,470,000	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(30,000)	
TOTAL EXPENDITURES:		4,960,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
HWY-INTRA COUNTY	5,020,000	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(30,000)	
COUNTY BOARD ACTION		
ADJ FOR DECREASE IN STATE TRANS AIDS	(30,000)	
TOTAL CHARGES FOR SERVICES:		4,960,000

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	FED/NON-FEDERAL AID CONSTRUCTION / 6005800 - 6005899

MISSION STATEMENT:
To reconstruct the county trunk highway system in the most efficient way possible in an effort to sustain the level of service expected by the public.

PROGRAM DESCRIPTION:
The major functions performed in the construction budget are shown below:

- Design engineering
- Right-of-way negotiation and acquisition
- Construction by county forces and private contractors
- Bridge reconstruction and rehabilitation

BUDGET ISSUES:
Demands on the county highway system continue to increase primarily within urban and semi-urban areas due to crash, congestion, and capacity issues being identified and addressed.

2020 ACCOMPLISHMENTS:

- Traffic Signals & Intersection Improvements – CTH N/Wallace Street Intersection (signalization).
- Engineering is in process or completed on CTH CE/Railroad Street Intersection, CTH N/Evergreen Road Intersection, CTH OO/CTH E (Ballard Road), CTH OO/Oneida Street, CTH OO/Roemer Road, CTH Z (Haas Road to Outagamie Road), CTH CA/Mall Drive, CTH OO/French Road.
- Right of Way acquisition is in process or completed on CTH CC Bridge, CTH CE (CTH Q to Haas Road), CTH KK/N Intersection, CTH N/Wallace Street Intersection, CTH U (I41 to CTH S), CTH JJ (CTH N to STH 55).
- Reconstruction is in process or completed on CTH A (STH 76 to Mayflower Road), CTH CA (CTH CB to Casaloma Drive), CTH CE (CTH Q to Haas Road), CTH CC Bridge Replacement.

2021 OBJECTIVES:

- The objective of the construction program is to update highway segments, intersections and infrastructure components that are dangerous, too costly to maintain or inadequate to handle traffic movements and increased traffic volumes. With that in mind, the goal is to replace or rehabilitate obsolete bridges and to reconstruct segments of highways and intersections as they are identified and included in our five year capital improvement plan. 2021 project descriptions can be reviewed on the Construction Explanation page.

MAJOR CHANGES IN EXPENDITURES:
Expenditures decreased due to the allocation of county, state & federal resources and the selection of projects for 2021. (9,367,206)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	FED/NON-FEDERAL AID CONSTRUCTION / 6005800 - 6005899

MAJOR CHANGES IN REVENUES:

Charges for Services decreased due to the decrease in expenditures caused by the selection of projects for 2021. All costs are 100% reimbursed from the CR&B fund, capital project funds, local share, state and federal funding. (9,367,206)

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PROJECT EXPENDITURES	8,898,222	15,761,744	16,938,464	1,560,405	16,538,464	6,394,538	6,394,538
TOTAL EXPENDITURES	8,898,222	15,761,744	16,938,464	1,560,405	16,538,464	6,394,538	6,394,538
REVENUES:							
CHARGES FOR SERVICES	8,898,222	15,761,744	16,938,464	1,353,803	16,538,464	6,394,538	6,394,538
TOTAL REVENUES	8,898,222	15,761,744	16,938,464	1,353,803	16,538,464	6,394,538	6,394,538
NET DEPARTMENT COST (REVENUE)	0	0	0	206,602	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
CONSTRUCTION PROJECTS	6,394,538	
TOTAL EXPENDITURES:		6,394,538

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
HWY INTRA-COUNTY ROADS & BRIDGES	2,708,149	
HWY INTRA-CAPITAL PROJECTS	2,993,076	
LOCAL FUNDING	693,313	
TOTAL CHARGES FOR SERVICES:		6,394,538

2021 CONSTRUCTION PROJECTS

			PROJECT FUNDING SOURCES SUMMARY				NON-COUNTY FUNDING SOURCES DETAIL			****COUNTY FUNDING SOURCES DETAIL****		
DESCRIPTION	HIGHWAY PROJECT NUMBER	CAPITAL PROJECT SUB - LEDGER	TOTAL PROJECT COST	TOTAL STATE / FEDERAL	TOTAL LOCAL	TOTAL COUNTY	STATE / FEDERAL PAID DIRECT	STATE / FEDERAL REIMB TO COUNTY (CR&B)	LOCAL REIMB TO COUNTY (HWY)	CR & B FUND REVOLVING/ UNCOMMITTED	CAPITAL PROJECTS FUNDS	CR & B (LEVY)
CTH N - CTH KK TO CTH CE	6005827		**482,000**	347,040	67,480	67,480		347,040	67,480			67,480
CTH CA & MALL DRIVE INTERSECTION	6005806		**120,000**	0	60,000	60,000			60,000			60,000
CTH N & WALLACE STREET INTERSECTION	6005817		**25,000**	0	8,333	16,667			8,333			16,667
CTH N & EVERGREEN DR INTERSECTION	6005816		**100,000**	0	50,000	50,000			50,000			50,000
CTH OO & CTH E (BALLARD) INTERSECTION	6005818		**400,000**	0	180,000	220,000			180,000		220,000	
CTH OO & ONEIDA ST INTERSECTION	6005819		**300,000**	0	135,000	165,000			135,000		15,683	149,317
CTH OO & ROEMER RD INTERSECTION	6005820		**335,000**	0	167,500	167,500			167,500		167,500	
CTH OO & FRENCH RD INTERSECTION	6005812		**50,000**	0	25,000	25,000			25,000			25,000
CTH A - STH 76 TO MAYFLOWER	6005870		**900,000**	424,107	0	475,893		424,107			475,893	
CTH JJ (OLD STH 15)- VILLAGE OF HORTONVILLE, INDUSTRIAL PARK DR TO DOUGLAS ST	6005822		**100,000**	100,000	0	0		100,000				
CTH JJ (OLD STH 15)- VILLAGE OF HORTONVILLE, DOUGLAS ST TO WARNER ST	6005823		**100,000**	100,000	0	0		100,000				

2021 CONSTRUCTION PROJECTS

			PROJECT FUNDING SOURCES SUMMARY				NON-COUNTY FUNDING SOURCES DETAIL			****COUNTY FUNDING SOURCES DETAIL****		
DESCRIPTION	HIGHWAY PROJECT NUMBER	CAPITAL PROJECT SUB - LEDGER	TOTAL PROJECT COST	TOTAL STATE / FEDERAL	TOTAL LOCAL	TOTAL COUNTY	STATE / FEDERAL PAID DIRECT	STATE / FEDERAL REIMB TO COUNTY (CR&B)	LOCAL REIMB TO COUNTY (HWY)	CR & B FUND REVOLVING/ UNCOMMITTED	CAPITAL PROJECTS FUNDS	CR & B (LEVY)
CTH U - I-41 TO CTH S	6005894		**2,114,000**	0	0	2,114,000					2,114,000	
CTH VV - HOLZER RD TO CTH Y	6005824		**60,000**	0	0	60,000						60,000
CTH Z - HAAS RD TO OUTAGAMIE RD	6005821		**200,000**	160,000	0	40,000		160,000				40,000
BRIDGE P-44-0950 CC OVER APPLE CREEK	6005813		**525,000**	410,350	0	114,650		410,350				114,650
BRIDGE B-44-0709 CTH JJ (OLD 15) OVER BLACK OTTER CREEK	6005825		**50,000**	50,000	0	0		50,000				0
BRIDGE B-44-0003 CTH KK OVER KANKOPOT CREEK	6005815		**60,000**	0	0	60,000						60,000
BRIDGE B-44-0187 CTH N OVER FOX RIVER	6005826		**225,000**	0	0	225,000						225,000
CULVERT REPLACEMENT PROGRAM	6005899		**248,538**	0	0	248,538						248,538
TOTAL			**6,394,538**	**1,591,497**	**693,313**	**4,109,728**	**0**	**1,591,497**	**693,313**	**0**	**2,993,076**	**1,116,652**

2021 CONSTRUCTION PROJECTS

PROJECT EXPLANATION

CTH N (CTH KK TO CTH CE)

This project is for design, right-of-way, and ultimate reconstruction of this segment of highway. A 3-lane urbanized pavement section is planned as well as expanding the existing Emons/Buchanan Rd roundabout in order to improve capacity. Federal funding has been awarded through the STP-Urban program.

CTH N & WALLACE STREET INTERSECTION

The intersection of CTH N & Wallace Street is in need of operational improvements. This project will include design, right-of-way, and construction of a new traffic signal. This will improve the safety of the intersection and allow for future development. This project includes a cost share with the Village of Combined Locks.

CTH OO & CTH E (BALLARD) INTERSECTION

This project will construct minor geometric improvements and upgrade the existing traffic signals to current standards. This project will include a cost share with the City of Appleton.

CTH OO & ROEMER RD INTERSECTION

This project will construct minor geometric improvements and upgrade the existing traffic signals. This project will include a cost share with the City of Appleton.

CTH Z (KAVANAUGH RD TO OUTAGAMIE RD)

This project is for design, right-of-way, and ultimate reconstruction of this segment of highway to current County highway standards. Federal funding has been awarded through the STP-Rural program.

CTH CA & MALL DRIVE INTERSECTION

This project includes a traffic study of the intersection and adjacent roadway system, and will lead to future design and construction of intersection improvements. The intersection has significant capacity and safety issues that need to be addressed. This project includes a cost share with the Town of Grand Chute.

CTH N & EVERGREEN DR INTERSECTION

This project is for the design, right-of-way, and ultimate construction of intersection improvements at the CTH N & Evergreen Drive intersection. A controlled intersection with traffic signals is the preferred alternative at this location. This project will include a cost share with the Village of Little Chute.

CTH OO & ONEIDA ST INTERSECTION

This project will construct minor geometric improvements and upgrade the existing traffic signals to current standards. This project will include a cost share with the City of Appleton and Town of Grand Chute.

CTH OO & FRENCH RD INTERSECTION

This project is for a traffic study, design and ultimate construction of intersection improvements at the CTH OO & French Rd intersection. A temporary traffic signal, and restrictions to the intersection or nearby median openings are two possible alternatives. This project includes a cost share with the City of Appleton, Town of Grand Chute, & Village of Little Chute.

2021 CONSTRUCTION PROJECTS

PROJECT EXPLANATION

CTH A (STH 76 TO MAYFLOWER)

This project will reconstruct CTH A within the Town of Bovina. The highway is in need of wider paved lanes, paved shoulders, and flatter ditch slopes to meet current County highway design and safety standards. Grading, base, drainage improvements and the lower layer of asphalt are planned for year 2020. Surface paving is planned for 2021.

CTH JJ (OLD STH 15) - VIL. OF HORTONVILLE, DOUGLAS ST TO WARNER ST

This project is for the design, possible right-of-way and ultimate reconstruction of the existing roadway through the Village of Hortonville upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

CTH VV (HOLZER RD TO CTH Y)

This project will study the feasibility of lowering the roadway profile to allow for a wider paved surface and shoulders. The roadway will be pulverized, salvaged base would be stockpiled and reused as new road base, and a new asphaltic pavement would be placed.

BRIDGE P-44-0950 (CC OVER BR APPLE CREEK) TOWN OF VANDENBROEK

This project is for the reconstruction of the existing bridge on CTH CC, located about 1/4 mile south of CTH JJ. Federal funding has been awarded through the Local Bridge program. Design and right-of-way of this improvement have been completed under prior years funding.

BRIDGE B-44-0003 (CTH KK OVER KANKOPOT CREEK)

This project is for the design, right-of-way, and reconstruction of this County highway structure to current standards. Federal funding will be pursued through the Local Bridge program.

CTH JJ (OLD STH 15) - VIL. OF HORTONVILLE, INDUSTRIAL PARK DR TO DOUGLAS ST

This project will partially reconstruct and replace the existing pavement through the Village of Hortonville upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

CTH U (I-41 TO CTH S)

This project is for the design, right-of-way, and ultimate reconstruction of CTH U to current rural county standards, with wider lanes, paved shoulders and flatter ditch slopes. In addition, an existing box culvert will be widened and drainage improved. Right-of-way will be acquired in 2020, with reconstruction currently planned for 2021.

BRIDGE B-44-0709 (CTH JJ (OLD 15) OVER BLACK OTTER CREEK)

This project is for the design, right-of-way, and future reconstruction of this bridge structure to current standards upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

BRIDGE B-44-0187 (CTH N OVER FOX RIVER)

This project is for the placement of an epoxy overlay system over the existing concrete deck to provide a resistant wearing surface for this critical highway structure.

CULVERT REPLACEMENT PROGRAM

This project will replace various County highway culverts throughout Outagamie County.

REVOLVING AND OTHER FUNDS APPLIED TO 2021 CONSTRUCTION PROJECTS

ESTIMATED BALANCES / DEFICITS IN CONSTRUCTION PROJECTS AS OF 12/31/20 TO BE APPLIED TO 2021 PROJECT(S)

DESCRIPTION	COST CENTER	AMOUNT TO BE APPLIED
NONE		
TOTAL CR&B REVOLVING FUNDS APPLIED TO 2021		-

COUNTY ROADS & BRIDGE UNCOMMITTED FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

DESCRIPTION	COST CENTER	AMOUNT TO BE APPLIED
NONE		
TOTAL CR&B FUND BALANCE APPLIED TO 2021		-

CAPITAL PROJECTS FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

DESCRIPTION	COST CENTER	AMOUNT TO BE APPLIED
NONE		
TOTAL CAP PROJ FUND BALANCE APPLIED TO 2021		-

HIGHWAY UNCOMMITTED FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

DESCRIPTION	COST CENTER	AMOUNT TO BE APPLIED
NONE		
TOTAL HWY FUND BALANCE APPLIED TO 2021		-

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	BITUMINOUS PROJECTS / 6005900 - 6005999

MISSION STATEMENT:

To continuously improve the pavement on the county trunk highway system in the most economical way possible, in an effort to sustain the level of highway transportation expected by the public.

BUDGET ISSUES:

Paving cost per mile continues to increase due to increase costs for labor, machinery & materials. The roads are also being paved wider for safety purposes and to accommodate traffic movements, heavier vehicles and more traffic. We are also dealing with the volatility in asphalt pricing. Thus department maintenance activities (i.e. chip sealing) have increased in an effort to maximize pavement life.

ACTIVITY INDICATORS:

	2016	2017	2018	2019	2020	PROPOSED 2021
Lane Miles of Paving	17.12	31.86	30.46	37.08	21.66	32.99

2020 ACCOMPLISHMENTS:

- The paving accomplishments on the county trunk highway system are summarized as follows: Noticeable improvement in paving quality and ride-ability, completed lower and upper layers of asphaltic pavement on reclaimed highways of 6.74 lane miles, completed lower and upper layers of asphaltic pavement on a reconstruction project of 1.22 miles, completed hot-in-place asphaltic pavement of 4.76 miles, completed 6.00 lane miles of concrete pavement and lower layer of asphaltic pavement on a reconstruction project.

2021 OBJECTIVES:

- Outagamie County's bituminous program is derived on the need to resurface bituminous pavements on a twelve to twenty year cycle, depending on the method of base preparation used. 2021 project descriptions can be reviewed on the Bituminous Explanation page.
- Construct a mix of bituminous project types including: asphaltic overlays, mill and overlays, and pulverize shape and pave, to attain a consistent number of lane miles of paving needed to maintain the county trunk system.
- Select projects in both the rural and urbanized areas to provide a balanced approach in maintaining a quality county highway system countywide.
- Continuous improvement of asphalt paving operations.

MAJOR CHANGES IN EXPENDITURES:

Expenditures decreased due to the scope and limits of the projects identified in the 2021 program. (851,000)

MAJOR CHANGES IN REVENUES:

Charges for Services decreased due to a decrease in expenditures as there is a 100% reimbursement of costs from the CR&B fund, capital projects funds, local share revenue and state/federal funding. (851,000)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	BITUMINOUS PROJECTS / 6005900 - 6005999

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
BITUMINOUS PROJECTS	4,446,447	4,255,000	5,176,226	898,931	5,014,666	3,404,000	3,404,000
TOTAL EXPENDITURES	4,446,447	4,255,000	5,176,226	898,931	5,014,666	3,404,000	3,404,000
REVENUES:							
CHARGES FOR SERVICES	4,446,447	4,255,000	5,176,226	882,564	5,014,666	3,404,000	3,404,000
TOTAL REVENUES	4,446,447	4,255,000	5,176,226	882,564	5,014,666	3,404,000	3,404,000
NET DEPARTMENT COST (REVENUE)	0	0	0	16,367	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
BITIMINOUS PROJECTS	3,404,000	
TOTAL EXPENDITURES:		3,404,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
HWY INTRA-COUNTY ROADS & BRIDGES	935,076	
HWY INTRA-CAPITAL PROJECTS	2,381,924	
LOCAL FUNDING	87,000	
TOTAL CHARGES FOR SERVICES:		3,404,000

2021 BITUMINOUS PROJECTS

					PROJECT FUNDING SOURCE SUMMARY			NON-COUNTY FUNDING SOURCES DETAIL				**** COUNTY FUNDING SOURCES DETAIL ****			
DESCRIPTION	HWY PROJECT NUMBER	CENTER LANE MILES	TOTAL LANE MILES	TOTAL PROJECT COST	TOTAL STATE / FEDERAL	TOTAL LOCAL	TOTAL COUNTY	STATE / FEDERAL PAID DIRECT	STATE / FEDERAL REIMB TO COUNTY (CR & B)	LOCAL PAID DIRECT	LOCAL REIMB TO COUNTY (HWY)	CR & B FUND REVOLVING/ UNCOMMITTED	CAPITAL PROJECTS FUNDS UNCOMMITTED	CAPITAL PROJECTS FUNDS	CR & B (LEVY)
CTH CB - SPENCER ST TO STH 96	6005993	0.96	4.80	**624,000**	0	0	624,000							624,000	
CTH E - CTH OO TO I-41	6005970	0.53	2.65	**290,000**	0	0	290,000							290,000	
CTH N - FOX RIVER BRIDGE TO CTH OO	6005988	0.42	0.84	**100,000**	0	15,000	85,000				15,000				85,000
CTH Z - CTH HH TO STH 55	6005989	0.98	1.96	**480,000**	0	72,000	408,000				72,000			408,000	
CTH C - CTH J TO CTH EE	6005995	2.00	4.00	**430,000**	0	0	430,000							430,000	
CTH D - SCHWEITZER RD TO STH 76	6005996	2.00	4.00	**480,000**	0	0	480,000								480,000
CTH D - STH 76 TO CTH XX	6005998	4.15	8.30	**150,000**	0	0	150,000								150,000
CTH E - CTH EE TO HOLLAND RD	6005901	3.22	6.44	**850,000**	220,076	0	629,924		220,076					629,924	
TOTAL		**14.26**	**32.99**	**3,404,000**	**220,076**	**87,000**	**3,096,924**	**0**	**220,076**	**0**	**87,000**	**0**	**0**	**2,381,924**	**715,000**

REVOLVING FUNDS APPLIED TO 2021 PROJECTS

ESTIMATED BALANCES / DEFICITS IN BITUMINOUS PROJECTS AS OF 12/31/20 TO BE APPLIED TO 2021 PROJECT(S)

COST CENTER AND DESCRIPTION	AMOUNT TO BE APPLIED
TOTAL CR&B REVOLVING FUNDS APPLIED TO 2021	-

COUNTY ROAD & BRIDGE UNCOMMITTED FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

COST CENTER AND DESCRIPTION	AMOUNT TO BE APPLIED
TOTAL CR&B FUND BALANCE APPLIED TO 2021	-

CAPITAL PROJECTS UNCOMMITTED FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

COST CENTER AND DESCRIPTION	AMOUNT TO BE APPLIED
TOTAL CAP PROJ FUND BALANCE APPLIED TO 2021	-

HIGHWAY UNCOMMITTED FUND BALANCE TO BE APPLIED TO 2021 PROJECT(S)

COST CENTER AND DESCRIPTION	AMOUNT TO BE APPLIED
NONE	
TOTAL HIGHWAY FUND BALANCE APPLIED TO 2021	-

2021 BITUMINOUS PROJECTS

PROJECT EXPLANATION

CTH CB (SPENCER ST TO STH 96)

This project will improve the existing asphaltic surface by milling and installing a new asphalt overlay for this segment of highway.

CTH N (STH 96 TO CTH OO)

A pavement evaluation report indicated that the recommended corrective action is to rubbilize the existing concrete pavement and place a new asphalt overlay on this segment of highway. Minor roadway and drainage improvements may also be completed in coordination with the Village of Little Chute.

CTH C (CTH J TO CTH EE)

This project will improve the existing asphaltic surface by profile milling and installing a new asphalt overlay for this segment of rural highway.

CTH D (STH 76 TO CTH XX)

This project includes a drainage study to determine improvements to the area, design, and ultimate construction of roadway, drainage, and pavement improvements.

CTH E (CTH OO TO I-41)

This urban roadway exhibits significant to severe concrete joint deterioration. This project place a new asphalt overlay on this segment of highway and make spot concrete repairs north of the Capitol Drive intersection. The City of Appleton is replacing local utilities along this segment of highway in 2020.

CTH Z (CTH HH TO STH 55)

This project will replace the existing asphalt pavement for this segment of highway. Spot drainage and safety improvements may also be made. This project may include a cost share with the City of Kaukauna for participating cost-share items.

CTH D (SCHWEITZER RD TO STH 76)

This project will improve the existing asphaltic surface by pavement wedging and installing a new asphalt overlay for this segment of highway. Culvert replacements and spot ditching may also be included to improve overall roadway drainage.

CTH E (CTH EE TO HOLLAND RD)

This project will improve the existing asphaltic surface by profile milling and installing a new asphalt overlay, or by placing an asphaltic levelling layer and installing a new asphalt overlay for this segment of highway. State funding has been awarded through the Local Road Improvement Program.

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	COUNTY & TOWN AID BRIDGES / 6008500 - 6008599

MISSION STATEMENT:

To aid local government units in the replacement of bridges and culverts in accordance with State Statute 82.08.

2020 ACCOMPLISHMENTS:

- The following county and town aid bridge projects were recipients of funding in 2020: Town of Grand Chute – Apple Creek Bridge, Town of Vandenbroek – Hickory Road Bridge, Town of Freedom – Maloney Road Bridge, and Town of Cicero – Old 47 Bridge.

2021 OBJECTIVES:

- Outagamie County has approximately 80 bridges and approximately 2,000 culverts that are eligible for this program. The goal is to assist the local units of government in repairing or replacing structures as needed according to our responsibilities outlined in State Statute 82.08.

MAJOR CHANGES IN EXPENDITURES:

Expenditures increased due to the type, and size of bridges anticipated being replaced in 2021. 634,900

MAJOR CHANGES IN REVENUES:

Charges for Services increased in line with the expenditures as this account is 100% reimbursed from county roads & bridges fund and local share.
The 2021 budget includes $384,900 of federal funding sources for three of the bridge aid projects. 634,900

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
BRIDGE PROJECTS	433,993	150,000	432,149	333,960	432,149	784,900	784,900
TOTAL EXPENDITURES	433,993	150,000	432,149	333,960	432,149	784,900	784,900
REVENUES:							
CHARGES FOR SERVICES	433,993	150,000	432,149	320,236	432,149	784,900	784,900
TOTAL REVENUES	433,993	150,000	432,149	320,236	432,149	784,900	784,900
NET DEPARTMENT COST (REVENUE)	0	0	0	13,724	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
BRIDGE PROJECTS	784,900		**CHARGES FOR SERVICES:**		
TOTAL EXPENDITURES:		784,900	LOCAL SHARE	200,000	
			HWY INTRA-COUNTY ROADS & BRIDGES	584,900	
			TOTAL CHARGES FOR SERVICES:		784,900

2021 COUNTY & TOWN AID BRIDGES

			PROJECT FUNDING SOURCE SUMMARY			NON-COUNTY FUNDING SOURCES DETAIL		COUNTY FUNDING SOURCES DETAIL		
DESCRIPTION	HWY PROJECT NUMBER	TOTAL PROJECT COST	TOTAL STATE / FEDERAL	TOTAL LOCAL	TOTAL COUNTY	STATE / FED REIMBURSE COUNTY	LOCAL REIMBURSE COUNTY	COUNTY BRIDGE AID REVOLVING	CAPITAL PROJECTS FUNDS LEVY	CR & B LEVY
UNALLOCATED BRIDGE FUNDS	6008500	**303,770**	0	151,885	151,885		151,885			151,885
BRIDGE P-44-906 OLD 47 BRIDGE - TN OF CICERO	6008585	**41,300**	33,040	4,130	4,130	33,040	4,130			4,130
BRIDGE B-44-477 HICKORY BRIDGE - TN OF VANDENBROEK	6008587	**397,200**	317,760	39,720	39,720	317,760	39,720			39,720
BRIDGE P-44-113 MALONEY RD BRIDGE - TN OF FREEDOM	6008580	**42,630**	34,100	4,265	4,265	34,100	4,265			4,265
TOTAL		**784,900**	**384,900**	**200,000**	**200,000**	**384,900**	**200,000**	**0**	**0**	**200,000**

REVOLVING FUNDS APPLIED TO 2021 COUNTY AND TOWN AID BRIDGE PROJECTS

ESTIMATED BALANCES / DEFICITS IN COUNTY & TOWN AID BRIDGES AS OF 12/31/20 TO BE APPLIED TO 2021 PROJECT(S)

COST CENTER, MUNICIPALITY & BRIDGE	AMOUNT TO BE APPLIED
NONE	
TOTAL	-

ESTIMATE ON AMOUNTS TO BE REVOLVED TO SAME PROJECT(S)

COST CENTER, MUNICIPALITY & BRIDGE	AMOUNT TO BE APPLIED
NONE	
TOTAL	-

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	MAINTENANCE FOR TOWNS AND OTHERS / 6006600 SERIES

MISSION STATEMENT:

To provide quality and cost effective services to local units of government, county departments and others.

PROGRAM DESCRIPTION:

Outagamie County held annual maintenance contracts with 16 municipalities in 2020. The major maintenance activities are shown below:

- Snow removal and ice control
- Mowing and brush/weed control
- Pavement and shoulder repairs
- Bridge inspections and repairs
- Sign repair
- Vehicle maintenance for other County departments

MAJOR CHANGES IN EXPENDITURES:

Expenditures decreased due to the Sheriff's Department now having an in-house mechanic to service their vehicles & equipment. (100,000)

MAJOR CHANGES IN REVENUES:

Charges for Services decreased in line with expenditures as all costs are 100% reimbursed from customers. (100,000)

FUND: HIGHWAY 600 DEPARTMENT NAME: HIGHWAY

FUNCTION: TRANSPORTATION COST CENTER NAME / NUMBER: MAINTENANCE FOR TOWNS AND OTHERS / 6006600 SERIES

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
MAINTENANCE/CONSTRUCTION	4,169,430	3,400,000	3,400,000	1,203,283	3,400,000	3,300,000	3,300,000
TOTAL EXPENDITURES	4,169,430	3,400,000	3,400,000	1,203,283	3,400,000	3,300,000	3,300,000
REVENUES:							
CHARGES FOR SERVICES	4,168,069	3,400,000	3,400,000	1,202,152	3,400,000	3,300,000	3,300,000
TOTAL REVENUES	4,168,069	3,400,000	3,400,000	1,202,152	3,400,000	3,300,000	3,300,000
NET DEPARTMENT COST (REVENUE)	1,361	0	0	1,131	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
MAINTENANCE/CONSTRUCTION - TOWNS & OTHERS	3,300,000	
TOTAL EXPENDITURES:		3,300,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
MAINTENANCE OF ROADS	2,470,000	
DAMAGE CLAIMS - INDIVIDUALS/OTHERS	55,000	
HIGHWAY INTRA-COUNTY-SHERIFF	25,000	
HIGHWAY INTRA-COUNTY-OTHERS	750,000	
TOTAL CHARGES FOR SERVICES:		3,300,000

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	STHS – MAINTENANCE / 6001300 & 6001500

MISSION STATEMENT:
To provide routine maintenance and discretionary maintenance on the state highway system.

BUDGET ISSUES:
The estimated routine maintenance expenditures are based on level of service calculations and maintenance allocations from the state.

There is an anticipated decrease in the State Routine Maintenance Agreement (RMA) in 2021.

PROGRAM DESCRIPTION:
The major maintenance activities are show below:

- Snow removal and ice control
- Emergency response for accidents, flooding, fog, storm clean-up, etc.
- Mowing and brush/weed control
- Pavement and shoulder repairs
- Patrolling and trash pickup
- Roadside sign maintenance and repairs
- Bridge repairs and guard rail repair

ACTIVITY INDICATORS:

	2016	2017	2018	2019	ESTIMATED 2020	ESTIMATED 2021
Routine Maintenance Expenditures (RMA) (Does not include discretionary maintenance or project based maintenance (PBMs)	$2,994,599	$2,307,943	$2,476,522	$2,134,900	$2,134,900	$2,134,900

MAJOR CHANGES IN EXPENDITURES:

Expenditures decreased due to an anticipated decrease in the State RMA.	(200,000)

MAJOR CHANGES IN REVENUES:

Charges for Services decreased as 100% of expenditures are reimbursed by the State.	(200,000)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	STHS – MAINTENANCE / 6001300 & 6001500

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
TOTAL EXPENDITURES	3,055,939	2,500,000	2,500,000	1,679,963	2,500,000	2,300,000	2,300,000
REVENUES:							
CHARGES FOR SERVICES	3,195,290	2,500,000	2,500,000	1,680,817	2,500,000	2,300,000	2,300,000
TOTAL REVENUES	3,195,290	2,500,000	2,500,000	1,680,817	2,500,000	2,300,000	2,300,000
NET DEPARTMENT COST (REVENUE)	(139,351)	0	0	(854)	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
STHS GENERAL/WINTER MAINTENANCE	2,134,890	
DISCRETIONARY MAINTENANCE & ADVANCE CONSTRUCTION	165,110	
TOTAL EXPENDITURES:		2,300,000

	AMOUNT	TOTAL AMOUNT
REVENUES:		
CHARGES FOR SERVICES:		
STHS GENERAL/WINTER MAINTENANCE	2,134,890	
DISCRETIONARY MAINTENANCE & ADVANCE CONSTRUCTION	165,110	
TOTAL CHARGES FOR SERVICES:		2,300,000

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	COST INCIDENT TO LABOR / 6008001

MISSION STATEMENT:

This cost center records the cost of fringe benefits for county highway employees. These costs are subsequently allocated to highway projects based on a percentage of direct labor dollars devoted to each project. This rate is called the Cost Incident to Labor (CIL) rate. As such, for every dollar of direct labor charged, there is an indirect fringe benefit factor that is added to the direct labor cost. For example, if we used the 2020 CIL rate noted below, if we charge $1 dollar of direct labor to a project, an additional 64.49% or 65 cents would be added to the cost of that project. At the end of a year, if the County collected more from the CIL rate than actual fringe benefit costs, the difference would cause the CIL rate to be adjusted or reduced in the next year. If the County collected less from the CIL rate than actual fringe benefit costs, the difference would cause the CIL rate to be adjusted or increased in the next year. These adjustments are noted in the Variance Adjustment row noted below.

ACTIVITY INDICATORS:

	2016	2017	2018	2019	2020
Time Off With Pay	16.27%	14.57%	15.41%	17.45%	16.39%
Retirement	8.17	7.36	8.02	8.13	8.60
FICA	9.36	8.32	8.95	9.73	10.02
Health, LTD & Dental	35.32	33.29	37.21	39.90	33.65
Life Insurance	.20	.20	.19	.20	.19
Worker's	2.59	2.39	2.39	2.71	2.74
Mileage	.00	.00	.35	.36	.36
Unemployment	.06	.05	.05	.05	.05
Subtotal	71.97	66.18	72.57	78.53	76.84
Variance Adjustment	2.78	(5.06)	(.39)	(8.45)	(12.35)
TOTAL CIL RATE	74.75%	61.12%	72.18%	70.08%	64.49%

MAJOR CHANGES IN EXPENDITURES:

Salaries increased due to projected 2021 time off with pay.	39,400
Fringe Benefits increased due to the following: Social security/Medicare increased 24,924, health insurance decreased (15,307), life insurance decreased (486), LTD insurance increased 1,393, dental insurance decreased (4,702), retirement increased 23,307, worker's compensation increased 3,318, and unemployment increased 400.	32,847

MAJOR CHANGES IN REVENUES:

Allocated Applied Credit increased in line with expenditures projected in 2021.	72,247

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	COST INCIDENT TO LABOR / 6008001

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
SALARIES	633,037	634,500	634,500	256,798	632,000	673,900	673,900
FRINGE BENEFITS	2,258,600	2,221,713	2,221,713	1,154,217	2,202,505	2,254,560	2,254,560
TRAVEL/TRAINING	11,721	14,000	14,000	4,615	11,500	14,000	14,000
ALLOCATED APPLIED CREDIT	(3,001,300)	(2,870,213)	(2,870,213)	(1,417,200)	(2,846,005)	(2,942,460)	(2,942,460)
TOTAL EXPENDITURES	(97,942)	0	0	(1,569)	0	0	0
NET DEPARTMENT COST (REVENUE)	(97,942)	0	0	(1,569)	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
SALARIES:		
FUNERAL LEAVE	11,000	
HOLIDAY	174,000	
VACATION	317,900	
SICK	171,000	
TOTAL SALARIES:		673,900
FRINGE BENEFITS:		
SOCIAL SECURITY/MEDICARE	412,553	
HEALTH INSURANCE	1,298,595	
LIFE INSURANCE	6,804	
LTD INSURANCE	22,579	

	AMOUNT	TOTAL AMOUNT
FRINGE BENEFITS CONTINUED:		
DENTAL INSURANCE	46,182	
RETIREMENT	356,100	
WORKER'S COMPENSATION INSURANCE	109,247	
UNEMPLOYMENT	2,500	
TOTAL FRINGE BENEFITS:		2,254,560
TRAVEL/TRAINING		
MILEAGE	14,000	
TOTAL TRAVEL/TRAINING:		14,000
ALLOCATED APPLIED CREDIT:		
COST INCIDENT TO LABOR (CIL) APPLIED	(2,942,460)	
TOTAL ALLOCATED APPLIED CREDIT:		(2,942,460)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	HIGHWAY FACILITIES / 6008250

MISSION STATEMENT:

This cost center is used for the construction of highway facilities, and to account for other capital projects related to existing highway facilities.

MAJOR CHANGES IN EXPENDITURES:

Capital Outlay increased due to the selection of projects in 2021. 50,000

2021 PROJECT(S)

- Replace the sprinkler system in the ZEBRA 12 building
- Space utilization study to plan for future usage with upcoming road expansions.

MAJOR CHANGES IN REVENUES:

Financing Sources Other increased in line with expenditures to fund the 2021 projects. 50,000

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2021 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
CAPITAL OUTLAY	0	55,000	110,000	72,547	110,000	105,000	105,000
TOTAL EXPENDITURES	0	55,000	110,000	72,547	110,000	105,000	105,000
REVENUES:							
FINANCING SOURCES OTHER	55,000	55,000	110,000	110,000	110,000	105,000	105,000
TOTAL REVENUES	55,000	55,000	110,000	110,000	110,000	105,000	105,000
NET DEPARTMENT COST (REVENUE)	(55,000)	0	0	(37,454)	0	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
CAPITAL OUTLAY:			**FINANCING SOURCES OTHER:**		
ZEBRA 12 SPRINKLER SYSTEM	75,000		HIGHWAY FUND	105,000	
SPACE UTILIZATION STUDY	30,000		**TOTAL FINANCING SOURCES OTHER:**		
TOTAL CAPITAL OUTLAY:		105,000			105,000

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	MACHINERY/EQUIPMENT & OVERHEAD 6001000/6008003/6001010/OTHER

MISSION STATEMENT:

To efficiently and cost effectively maintain and account for the operation and maintenance costs on all highway machinery/equipment and highway facilities. Capital purchases for new highway equipment are also recorded in this budget area.

2020 ACCOMPLISHMENTS:

- Purchased and put into service: 2 Quad-axle trucks with plow equipment, 1 4500 crew cab with dump body & lift gate, 1 motor grader, and 1 anti-icing/water truck conversion.
- Utilize the Wisconsin Surplus statewide online auction to sell obsolete grader, patrol trucks with accessories, and compactor.
- Sold a grader to Solid Waste, a vehicle to Parks, and a Gradall to Dodge County.

2021 OBJECTIVES:

- Continue to service, update and dispose of equipment as needed to maintain an efficient fleet by reducing fuel consumption and meeting emissions standards.
- Continue to maintain all highway facilities and improve operations to achieve the most effective and efficient shop/building operations as possible.

MAJOR CHANGES IN EXPENDITURES:

Operation of machinery and equipment expenditures will have a slight increase due to increases in wages, equipment parts/supplies, and shop overhead costs.	68,677
Maintenance of shop and outlying facilities expenditures increased slightly based on projected 2021 expenditures.	99
Capital Outlay decreased due to the types of equipment being purchased.	(211,827)
Allocated Applied Credit - Shop Overhead decreased to more accurately reflect charges for overhead in 2021.	(16,000)
Machinery Revenue decreased based on projections for 2021 and rates have been reduced in 2020 by WisDOT.	(50,000)

MAJOR CHANGES IN REVENUES:

Charges for Services increased due to an increase in winter readiness reimbursement from the state.	36,000
Miscellaneous Revenues increased due to 2021 projections.	1,200
Financing Sources Other decreased, as this funding source is the reconciling amount with expenditures.	(114,251)

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	MACHINERY/EQUIPMENT & OVERHEAD 6001000/6008003/6001010/OTHER

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
OPERATION MACHINERY/EQUIPMENT	3,875,158	3,602,827	3,602,827	2,085,411	3,628,714	3,671,504	3,671,504
MAINTENANCE SHOP/OUTLYING FACILITIES	928,049	1,009,980	1,009,980	569,775	1,010,562	1,010,079	1,010,079
CAPITAL OUTLAY	1,138,153	1,241,827	1,648,005	420,801	1,648,005	1,030,000	1,030,000
ALLOCATED APPLIED CREDIT-SHOP OVERHEAD	(621,472)	(656,000)	(656,000)	(328,729)	(656,000)	(640,000)	(640,000)
MACHINERY REVENUE	(4,148,423)	(4,050,000)	(4,050,000)	(1,840,587)	(4,050,000)	(4,000,000)	(4,000,000)
TOTAL EXPENDITURES	1,171,465	1,148,634	1,554,812	906,671	1,581,281	1,071,583	1,071,583
REVENUES:							
CHARGES FOR SERVICES	248,386	253,500	253,500	225,492	287,469	289,500	289,500
MISCELLANEOUS REVENUES	18,584	15,000	15,000	4,169	7,500	16,200	16,200
FINANCING SOURCES OTHER	1,313,436	880,134	1,286,312	1,286,312	1,286,312	765,883	765,883
TOTAL REVENUES	1,580,406	1,148,634	1,554,812	1,515,973	1,581,281	1,071,583	1,071,583
NET DEPARTMENT COST (REVENUE)	(408,941)	0	0	(609,302)	0	0	0

FUND:	HIGHWAY 600	DEPARTMENT NAME:	HIGHWAY
FUNCTION:	TRANSPORTATION	COST CENTER NAME / NUMBER:	MACHINERY/EQUIPMENT & OVERHEAD 6001000/6008003/6001010/OTHER

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
OPERATION MACHINERY & EQUIPMENT:		
LABOR & COST INCIDENT TO LABOR (CIL)	614,976	
FUEL	550,000	
OIL, LUBE & ANTIFREEZE	35,000	
TIRES & BATTERIES	100,000	
PARTS VEHICLES	700,000	
SUNDRY	2,100	
VEHICLE LIABILITY INSURANCE	139,428	
DEPRECIATION	950,000	
OVERHEAD	580,000	
TOTAL OPERATION MACHINERY & EQUIPMENT:		3,671,504
MAINTENANCE SHOP & OUTLYING GARAGES:		
MAINTENANCE SHOP	725,568	
OUTLYING GARAGES	284,511	
TOTAL MAINT. SHOP & OUTLYING GARAGES:		1,010,079
CAPITAL OUTLAY:		
2- ATTENUATOR TRAILER	40,000	
2- ISLAND MOWER	25,000	
1 -QUAD AXLE TRUCKS WITH ATTACHMENTS	285,000	
1-TANDEM AXLE WITH SNOW PLOW & BLADE	260,000	
1-4500 CREW CAB W/DUMP BODY & LIFTGATE	80,000	
1-LOADER W/PLOW & WING ATTACHMENTS	260,000	
1-TRAFFIC CONTROL TANDEM TRAILER	50,000	
MISC EQUIPMENT	30,000	
TOTAL CAPITAL OUTLAY:		1,030,000

	AMOUNT	TOTAL AMOUNT
ALLOCATED APPLIED CREDIT:		
SHOP OVERHEAD APPLIED	(640,000)	
MACHINERY APPLIED	(4,000,000)	
TOTAL ALLOCATED APPLIED CREDIT:		(4,640,000)
REVENUES:		
CHARGES FOR SERVICES:		
WINTER READINESS	46,000	
INVENTORY HANDLING CHARGE	125,000	
SALT STORAGE REIMBURSEMENT	11,000	
RADIO REIMBURSEMENT	2,500	
STORAGE REIMBURSEMENT FROM STATE	105,000	
TOTAL CHARGES FOR SERVICES:		289,500
MISCELLANEOUS:		
SALE OF MATERIALS	15,000	
RENTAL FEE	1,200	
TOTAL MISCELLANEOUS:		16,200
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	765,883	
TOTAL FINANCING SOURCES OTHER:		765,883

NON-DEPARTMENTAL

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	EAST CENT WI REG PLAN COMMISSION / 1002215

MISSION STATEMENT:

East Central's Mission Statement is to "*build relationships and cooperative, visionary growth strategies that keep our region beautiful, healthy, and prosperous*". The functions, duties and responsibilities of regional planning commissions are established under Section 66.0309 of the Wisconsin Statutes.

BUDGET ISSUES:

The preliminary 2021 budget and levy will go to the Commission board for their review on Friday, July 31, 2020. The levy rate was decreased from .000015873 to .000011259, which is a decrease of 25.41% or a decreased amount of $200,027 for the entire Commission. The total Commission levy for 2021 at $587,177. The rate is applied to the 2019 equalized property value minus any TID increment, per the Commission's adopted methodology. Outagamie County's portion of the levy for 2021 is anticipated to be $181,009, a decrease of $59,895, or -24.86% from 2020. This amount decreased is due to the reorganization plan that was approved at the April, 2020 Commission Board meeting and is outlined within the Intergovernmental Agreement between Outagamie County and ECWRPC. The detailed expenditures for 2021 are included in the *ECWRPC 2021 Preliminary Budget* that is anticipated to be reviewed and approved by the Commission on July 31, 2020. It is anticipated that funding levels for the Transportation will remain the same with possibly a slight increase. ECWRPC applied for an EDA institutional grant for two years with a federal funding that could be up to $400,000 with no local match (100% federal funding) from the CARES Act funding.

2020 ACCOMPLISHMENTS:

Administrative & Regional Comprehensive Plan - Developed and approved a reorganization plan to re-align the agency with core programs (Regional Comprehensive Planning, Economic Development, Sewer Service Area, Transportation (including the Regional Safe Routes to School Program) and the NR-135 program, which ranked as high priorities during the ECWRPC Strategic Plan Process. Worked with Outagamie County to develop an intergovernmental agreement based on the reorganization plan. Began updating the Regional Comprehensive Plan.

Transportation Program- Worked with WisDOT, Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) to meet requirements of the FAST ACT under the federal Metropolitan Planning Organization (MPO) designation. Updated the Long Range Transportation Plan for the Appleton (Fox Cities) Transportation Management Area. Prepared the 2020 Appleton (Fox Cities) Transportation Improvement Program (TIP). Continued work with Valley Transit staff on implementation activities for the Transit Development Plan. Work with partner organizations to implement activities related to the Regional Mobility Manager program. Implemented activities outlined in the Appleton TMA & Oshkosh MPO Bicycle and Pedestrian Plan. Administer the Regional Safe Routes to School Program.

Economic Development Program – Serve at the federally designated EDA Economic Development District and prepare the 2020 Comprehensive Economic Development Strategy Annual Update. Worked with communities and partner organizations on the implementation of COVID-19 Recovery Assistance.

Sewer Service Area (SSA) Program - Administer the NR-121 Sewer Service Area Planning program for the Fox Cities, Black Creek, and Freedom areas. A comprehensive update of the four (4) Fox Cities Sewer Service Area Plans (3 of which lie in Outagamie County) is anticipated for approval in 2020/early 2021. Continue to work with WDNR, local communities and sanitary districts regarding SSA amendments.

Open Space and Recreation Program - Assisted the Village of Hortonville and the City of New London on the update of their Comprehensive Open Space Recreation Plans and these will be completed in 2020.

NR-135 Non-Metallic Mining Program - Administered the NR-135 Non-Metallic Mining Reclamation Program for the County.

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	EAST CENT WI REG PLAN COMMISSION / 1002215

2021 OBJECTIVES:

The detailed work activities will be included in the East Central WI Regional Planning Commission's *2021 Annual Work Program and Budget*.

Administrative & Regional Comprehensive Plan- Continue to implement the reorganization plan to align the agency with core programs, (Regional Comprehensive Planning, Economic Development, Sewer Service Area, Transportation (including the Regional Safe Routes to School Program) and the NR-135 program. Complete the ECWRPC Strategic Plan and begin implementation. Update the East Central's Regional Comprehensive Plan.

Transportation Program - Work with WisDOT, FHWA and FTA to meet the requirements of the FAST ACT under the federal Metropolitan Planning Organization (MPO) designation. With the U.S. Census data, a re-designation of the Appleton (Fox Cities) Transportation Management Area (TMA). Complete the 2022 Work Program and Budget. Implement the Long Range Transportation Program. Prepare the 2022 Appleton (Fox Cities) Transportation Improvement Program (TIP). Develop an annual Performance Measures Report for the Appleton (Fox Cities) TMA. Continue to work with Valley Transit staff on the implementation activities for the Transit Development Plan. Work with partner organizations to implement activities related to the Regional Mobility Manager program. Update the Appleton (Fox Cities) TMA and Oshkosh MPO Bicycle and Pedestrian Plan. Administer the SRTS Program. Update the Congestion Management Plan for the Appleton (Fox Cities) TMA. Administer the Regional Safe Routes to School Program.

Economic Development Program - Serve at the federally designated EDA Economic Development District and prepare the federally required 2021 Comprehensive Economic Development Strategy Annual Update for the region. Worked with communities and partner organizations on the implementation of COVID-19 Recovery Assistance and began developing of a Regional Resiliency Plan.

Sewer Service Area Program- Administer the NR-121 Sewer Service Area Planning program for the Fox Cities, Black Creek, and Freedom areas. Finalize the update of the four (4) Fox Cities Sewer Service Area Plans (3 of which lie in Outagamie County) is anticipated for approval in 2020/early 2021. Continue to work with WDNR, local communities and sanitary districts regarding SSA amendments.

NR-135 Non-Metallic Mining Program- Administrator and monitor activities for the NR-135 Non- Metallic Mining Reclamation Program.

Open Space and Recreation Program- Assist communities with the update of their Comprehensive Open Space Recreation Plans.

MAJOR CHANGES IN EXPENDITURES:

Purchased Services decreased due to ECWRPC's Reorganization Plan and the intergovernmental agreement between
Outagamie County and East Central Wisconsin Regional Planning Commission. (59,895)

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	CONSERVATION & DEVELOPMENT	COST CENTER NAME / NUMBER:	EAST CENT WI REG PLAN COMMISSION / 1002215

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	236,437	240,904	240,904	120,452	240,904	181,009	181,009
TOTAL EXPENDITURES	236,437	240,904	240,904	120,452	240,904	181,009	181,009
NET DEPARTMENT COST (REVENUE)	236,437	240,904	240,904	120,452	240,904	181,009	181,009

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
ECWRPC LEVY	181,009	
TOTAL PURCHASED SERVICES:		181,009

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	COMMUNITY GRANTS / VARIOUS

MISSION STATEMENT:
The quality of life in Outagamie County is one reason for the sustained economic growth this region enjoys. The organizations below represent a fundamental part of the quality of life.

PROGRAM DESCRIPTION:
Historical Society – History Museum at the Castle (1002227) collects, preserves, exhibits and interprets the history of Outagamie County, emphasizing regional economic, technological and social history. The Historical Society is the only professional agency preserving the County's rich history. It owns and operates the History Museum at the Castle.

1,000 Islands Environmental Center (1002235) provides environmental programs for students in pre-school through technical school, summer programs for children and adults, and outdoor recreation and cooperative efforts with the County's juvenile and adult restitution programs.

MAJOR CHANGES IN EXPENDITURES:
None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES							
HISTORY MUSEUM	60,000	60,000	60,000	30,000	60,000	60,000	60,000
1,000 ISLANDS ENVRNMNTL CTR	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL EXPENDITURES	70,000	70,000	70,000	40,000	70,000	70,000	70,000
NET DEPARTMENT COST (REVENUE)	70,000	70,000	70,000	40,000	70,000	70,000	70,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
HISTORY MUSEUM	60,000	
1,000 ISLANDS ENVIRONMENTAL CENTER	10,000	
TOTAL PURCHASED SERVICES:		70,000

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	HEALTH	COST CENTER NAME / NUMBER:	HUMANE ASSOCIATION / 1002233

MISSION STATEMENT:

The Fox Valley Humane Association shelters stray and unwanted animals, provides educational programs to the community and schools, provides animals for nursing home visitations, acts as an information source and provides a 24-hour emergency service. Dog license fees collected are distributed by the county treasurer to the state (5%), to the county for expenses incurred by the county and the remaining amount is paid to the humane society in the subsequent year's budget.

MAJOR CHANGES IN EXPENDITURES:

None

MAJOR CHANGES IN REVENUES:

None

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	33,231	47,655	47,655	47,654	47,654	43,456	43,456
TOTAL EXPENDITURES	33,231	47,655	47,655	47,654	47,654	43,456	43,456
REVENUES:							
FEES, FINES & COSTS	33,231	32,655	32,655	32,654	32,654	28,456	28,456
TOTAL REVENUES	33,231	32,655	32,655	32,654	32,654	28,456	28,456
NET DEPARTMENT COST (REVENUE)	0	15,000	15,000	15,000	15,000	15,000	15,000

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT		AMOUNT	TOTAL AMOUNT
EXPENDITURES:			**REVENUES:**		
PURCHASED SERVICES:			**FEES, FINES & COSTS:**		
CONTRACT	28,456		DOG LICENSE FEES	28,456	
HUMANE OFFICER	15,000		**TOTAL FEES, FINES & COSTS:**		28,456
TOTAL PURCHASED SERVICES:		43,456			

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	LIBRARY COUNTY AIDS / 1002239

MISSION STATEMENT:

Under Wisconsin law, Outagamie County is responsible for providing public library services to county residents who reside outside of communities that maintain their own libraries. In order to provide convenient access to high quality library services, Outagamie County relies on existing municipal libraries to provide countywide library services. The County is also responsible for adequately compensating municipal libraries for this service.

PROGRAM DESCRIPTION:

The method and level of funding to be provided by the County to reimburse municipal libraries for serving residents of those jurisdictions in the county that don't operate a public library is specified in the *Outagamie County Library Service Plan.* This budget request is based on the methodology contained in the *Outagamie County Library Service Plan: 2020-2024.* The plan, which was approved by the Outagamie County Board of Supervisors in 2019, revised the previous funding formula to include electronic circulation. Anticipating that this formula change would increase library reimbursements, the plan calls for phasing in the change over five years.

Annually, OWLS collects library use and expenditure data from municipal public libraries and prepares a budget request based on the service plan funding methodology. Funding for the Library County Aids budget is raised by taxing the residents of towns and villages that do not maintain public libraries. Residents of cities and villages that operate libraries are exempt from the county library tax. Outagamie County pays its annual library appropriation to OWLS for distribution to the municipal libraries. The service agreement between Outagamie County and the Oneida Nation specifies that the Oneida library's costs will be based on an average of comparable library costs because the programming offered at the Oneida library costs more than traditional library services.

BUDGET ISSUES:

Equity

The current system of paying for library services has the potential to be fair and equitable for all parties. Residents of communities with libraries support their libraries through their municipal property taxes, and all other county residents pay for library service as part of their county taxes. However, when the County reimburses municipal libraries for less than their full costs for providing countywide library service (i.e., less than 100% funding), the residents of these municipalities pay higher taxes to subsidize use of their libraries by non-residents.

Levy Limit Exemption

The county library tax is levied only on property in towns and villages that do not operate public libraries. In accordance with Section 66.0602(3)(e)(4), the amount that the County levies to make payments to public libraries is not included in the County's levy limit calculation. Consequently, Outagamie County has the ability to increase library funding and the County tax levy without impacting the levy limit calculation or other county budgets.

Library Use

The combined circulation of physical and electronic items borrowed from municipal libraries in Outagamie County in 2019 decreased by 3.8%, and the number of items borrowed by residents of towns and villages without libraries decreased by 2.1%. However, the use of municipal libraries remains strong. In 2019, over 225,000 items were digitally downloaded (an increase of 18%). In addition, more than 785,000 visits were made to Outagamie County libraries during 2019, public Internet computers were used over 86,000 times, wireless internet service was used over 70,000 times, and nearly 80,000 people attended library programs.

BUDGET ISSUES CONTINUED:

Unit Costs

The cost of maintaining the libraries increased 3.6% in 2019, and the number of circulations decreased, but the inclusion of electronic circulation in the new formula caused the per circulation (unit) cost to decrease by $0.10 from the prior year.

County Share of Library Service Costs

The county has compensated municipal public libraries at 100% of their costs for providing countywide library service in 2014 through 2020. That goal was first accomplished in 2014, as the funding level increased from 78.4% in 2007 to 100% in 2014.

Year:	2014	2015	2016	2017	2018	2019	2020	2021
Funding Level:	100%	100%	100%	100%	100%	100%	100%	97.4%

A goal of the *County Library Service Plan: 2020-2024* is to continue to compensate municipal public libraries for 100% of their costs, based on the county funding formula. This goal has been possible because of the levy exemption, and it is understood that the recommended funding methodology would need to be revisited should library payments no longer be exempt from county levy limits.

Total circulation (and county circulation) can fluctuate from year to year causing decreases and increases. Occasionally, significant changes in library expenditures also create volatility, which is illustrated this year by a significant correction in Hortonville Public Library's reimbursement. That correction combined with the phase-in of the new county formula would result in a budget increase of 7.08% or $125,056. In recognition that the increase is greater than anticipated and that county revenues are impacted by the COVID-19 pandemic, the OWLS Board of Trustees has revised the request to 97.4% of costs, resulting in a 4.3% funding increase over 2020. We will request to resume 100% funding of the formula in subsequent years.

Achieving Equitable Support

When municipal libraries are not reimbursed for all the countywide service they provide, residents of municipalities with libraries pay more for library service to subsidize use by rural residents. By reaching the 100% funding level, county residents are reimbursing municipal libraries for their full cost of providing service to them.

Library Service is a Bargain for the County

Contracting with municipalities for library service continues to be a bargain for Outagamie County. It is estimated that the owner of a $100,000 home paying for library service through county taxes would pay less than $23 in 2020, i.e. less than the cost of one new hardcover book. Even at the 100% funding level, residents living outside of communities with libraries continue to pay significantly less for the same service than those living in communities with libraries.

Additional Brown County Library Payment

Due to a law change in 2013, Outagamie County reimburses the Brown County Consolidated Library system at approximately $30,000 per year. This is due to residents who live in Outagamie County in municipalities that do not maintain a municipal library who use a Brown County library branch. In turn, the Brown

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	LIBRARY COUNTY AIDS / 1002239

BUDGET ISSUES CONTINUED:
County Consolidated Library makes approximately $30,000 worth of payments directly to public libraries with certain municipalities to somewhat offset this additional payment.

Development in System Services
OWLS always seeks to improve system services to member libraries and reduce costs through efficiencies. In 2019 and 2020, we implemented wireless print management at several member libraries, which allows patrons to print from their personal mobile devices. In 2020, we have applied for grant funding to help libraries purchase laptops to lend to patrons, to add wifi access points both inside and outside of library buildings, and to purchase self-checkout machines.

The following are the payments made from the 2019 and 2020 library county aids budget and the proposed allocation for 2021:

LIBRARY RECEIVING OWLS FUNDING	2019 PAYMENT	2020 PAYMENT	LIBRARY REQUESTED 2021 SHARE	COUNTY EXECUTIVE PROPOSED 2021 SHARE	COUNTY BOARD ADOPTED 2021 SHARE
Appleton	$917,287	$943,158	$963,434	$963,434	$963,434
Black Creek	$107,859	$106,321	$114,561	$114,561	$114,561
Clintonville	$19,970	$20,596	$18,573	$18,573	$18,573
Hortonville	$127,939	$99,693	$132,708	$132,708	$132,708
Kaukauna	$160,106	$160,883	$164,604	$164,604	$164,604
Kimberly – Little Chute	$203,084	$208,663	$216,515	$216,515	$216,515
New London	$75,713	$70,552	$70,408	$70,408	$70,408
Seymour	$102,830	$99,827	$101,759	$101,759	$101,759
Shiocton	$29,035	$29,634	$29,225	$29,225	$29,225
Oneida	$26,474	$26,895	$30,318	$30,318	$30,318
Total	$1,770,297	$1,766,222	$1,842,105	$1,842,105	$1,842,105
Average Funding Level	100.0%	100.0%	97.4%	97.4%	97.4%

FUND:	GENERAL 100	DEPARTMENT NAME:	COUNTY EXECUTIVE
FUNCTION:	EDUCATION	COST CENTER NAME / NUMBER:	LIBRARY COUNTY AIDS / 1002239

MAJOR CHANGES IN EXPENDITURES:

The 2020 request for Hortonville Public Library decreased $28,246 (22%) compared to the 2019 reimbursement due to unusually low expenditures in 2018 related to a director transition combined with increasing circulation. In 2019, Hortonville Public Library's spending returned to normal, causing their 2021 reimbursement to increase by over $33,000. It is worth noting that Hortonville's requested 2021 reimbursement represents a less than 4% increase from 2019.

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PURCHASED SERVICES	1,800,518	1,793,552	1,793,552	1,793,552	1,793,552	1,869,476	1,869,476
TOTAL EXPENDITURES	1,800,518	1,793,552	1,793,552	1,793,552	1,793,552	1,869,476	1,869,476
NET DEPARTMENT COST (REVENUE)	1,800,518	1,793,552	1,793,552	1,793,552	1,793,552	1,869,476	1,869,476

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
LIBRARY REIMBURSEMENT - OWLS	1,842,105	
BROWN COUNTY LIBRARY	27,371	
TOTAL PURCHASED SERVICES:		1,869,476

CAPITAL IMPROVEMENTS

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

MISSION STATEMENT:

To account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

PROGRAM DESCRIPTION:

For a full description of the capital improvements program and a detailed listing of the projects therein, please see the "2021-2025 Outagamie County Capital Improvements Program" report. This document is published under a separate cover. Most of the major projects included in this section are nonrecurring in nature as they are one-time projects except for many of the highway related projects. While the individual highway projects may change, the County is always working on our highway infrastructure and we will have annual expenses for highway related projects. Most of the items included in the Capital Outlay sections of the other parts of this budget are a combination of recurring and nonrecurring projects. Much of the major equipment and vehicles are replaced on a 5 to 10 year cycle and are recurring while most of the other projects are nonrecurring.

BUDGET ISSUES:

Due to general fund department surpluses from 2019 as well as a projected surplus from 2020's operations, the County has calculated $7,824,478 million is available to apply to capital projects. Some of this is due to the County electing to decrease our fund balance policy reserve from 14.5% to 13.0% and transferring that additional 1.5% to this fund. Therefore, this additional 1.5% amounts to $2.1 million that will be transferred to this fund to fund one-time projects. Additionally, the County has $1,651,140 from prior year projects that were completed or are expected to be completed under budget that we will be applying towards funding 2021 projects. The 13.0% is still in the middle of the County's Fund Balance policy of between 10% and 16% of selected expenditures.

This budget includes the funding of various new projects totaling approximately $17.5 million dollars. It is anticipated that these projects will be funded with a combination of tax levy for $1 million, miscellaneous revenues of $82,680, a transfer in from the general fund noted above of $7.8 million dollars, $1.65 million from prior year projects that came in under budget, $2.7 from sales tax revenues and long-term bonding of $4.2 million. This budget also includes revolving $3,308,186 from the 2020 budget into the 2021 budget for several multi-year projects that were already funded but have not been able to be completed yet.

FUND:	CAPITAL PROJECTS				DEPARTMENT NAME:	VARIOUS			
FUNCTION:	CAPITAL PROJECTS				COST CENTER NAME:	VARIOUS			
CURRENT YEAR NEW PROJECTS		**COST CENTER**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
EXPENDITURES:									
PURCHASED SERVICES:									
BOND ISSUANCE COSTS - 2021		4610100	0	0	0	0	0	59,604	58,604
SOLID WASTE/HIGHWAY LAND MASTER PLAN		4600100	0	0	0	0	0	30,000	30,000
ALLIANCE FOR GREAT LAKES INITIATIVE		4600100	0	0	0	0	0	20,000	20,000
SHERIFF - COMM CENTER MASTER PLAN		4600100	0	0	0	0	0	25,000	25,000
CAPITAL OUTLAY:									
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2021		4600200	0	0	0	0	0	570,000	570,000
FAIR - PARKING OR BUILDING IMPROVEMENTS		4600300	0	0	0	0	0	35,000	35,000
HISTORY MUSEUM BUILDING PROJECTS		4600400	0	0	0	0	0	210,000	210,000
LAND MITIGATION BANK		4600500	0	0	0	0	0	750,000	750,000
REPLACE ROOF ON HS SOUTH BUILDING		4600600	0	0	0	0	0	318,000	318,000
INSTALL TWO LEVEL CHAIR LIFT IN CAB		4600700	0	0	0	0	0	135,436	135,436
REPLACE MAINTENANCE BROOM EQUIPMENT		4600800	0	0	0	0	0	46,010	46,010
REPLACE 10 ROOFTOP AC UNITS		4600900	0	0	0	0	0	146,689	146,689
REPLACE AIR HANDLING UNIT IN NORTH BLDG		4601000	0	0	0	0	0	63,852	63,852
SHERIFF - CAMERA REPLACMENTS		4601100	0	0	0	0	0	50,000	50,000
SHERIFF - VEHICLE MAINTENANCE STATION		4601200	0	0	0	0	0	153,300	153,300
SHERIFF - BODY CAMERAS		4601300	0	0	0	0	0	157,500	157,500
SHERIFF - RADIO MICROWAVE SYSTEM		4601400	0	0	0	0	0	621,000	621,000
PARKS - DESIGN - VARIOUS PHASE 1 PROJECTS		4601500	0	0	0	0	0	181,938	181,938
PARKS - WATER AND SEWER PROJECT		4601600	0	0	0	0	0	1,900,000	1,900,000
PARKS - PAVILION CONSTRUCTION - NONDEBT		4601700	0	0	0	0	0	3,300,000	1,310,000
PARKS - CENTRAL PARKING LOT CONSTRUCTION		4601800	0	0	0	0	0	550,000	550,000
UWO FOX CTY - BUILDING PURCHASE		4601900	0	0	0	0	0	375,000	375,000
UWO FOX CTY - NATURE CENTER		4602000	0	0	0	0	0	50,000	50,000
UWO FOX CTY - STUDENT DEV/FOOD SERVICE CONST		N/A	0	0	0	0	0	2,209,000	0
UWO FOX CTY - SCIENCE ROOM FUME HOODS		4602100	0	0	0	0	0	116,150	116,150
GREENWAYS/TRAILS PROGRAM		4602200	0	0	0	0	0	25,000	25,000
HIGHWAY CONSTRUCTION - 2021 (NONDEBT)		4602300	0	0	0	0	0	1,175,000	5,375,000
HIGHWAY CONSTRUCTION - 2021 (DEBT)		N/A	0	0	0	0	0	4,200,000	0
PARKS - PAVILION CONSTRUCTION - DEBT		4610200	0	0	0	0	0	4,200,000	1,990,000
TOTAL EXPENDITURES			0	0	0	0	0	21,673,479	15,263,479
REVENUES:									
COUNTY SALES TAX			0	0	0	0	0	2,705,481	2,705,481
MISCELLANEOUS REVENUES			0	0	0	0	0	82,680	82,680
PROCEEDS OF GENERAL OBLIGATION BONDS / NOTES			0	0	0	0	0	4,200,000	1,990,000
OPERATING TRANSFER IN			0	0	0	0	0	9,475,618	9,475,618
TOTAL REVENUES			0	0	0	0	0	16,463,779	14,253,779
NET DEPARTMENT COST (REVENUE)			0	0	0	0	0	5,209,700	1,009,700

FUND:	CAPITAL PROJECTS			DEPARTMENT NAME:	VARIOUS			
FUNCTION:	CAPITAL PROJECTS			COST CENTER NAME:	VARIOUS			
PRIOR YEAR APPROVED PROJECTS	**COST CENTER**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
EXPENDITURES:								
PURCHASED SERVICES:								
BOND ISSUANCE COSTS - 2019	4570100	50,715	0	0	0	0	0	0
BOND ISSUANCE COSTS - 2020	4590100	0	40,568	40,568	0	40,568	0	0
STREAMBANK RESTORATION	4580200	0	20,000	20,000	0	20,000	0	0
CAPITAL OUTLAY:								
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2012	4430300	0	5,238	0	0	0	0	0
JUSTICE CENTER HEAT RECOVERY UNIT	4450500	9,993	0	16,639	1,732	16,639	0	0
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2014	4460200	13,243	0	0	0	0	0	0
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2015	4480200	0	0	167,366	0	167,366	0	0
GREENWAYS COMMITTEE - TRAILS 2015	4480500	2,500	0	0	0	0	0	0
VARIS IT/CNTY SYST. UPGRADES - 2016 NONDEBT	4500200	10,691	0	109,009	33,040	109,009	0	0
GREENWAYS COMMITTEE - TRAILS 2016	4500400	0	0	16,700	0	16,700	0	0
SECURITY AND SPACE NEEDS PARKING	4500800	3,801	1,887,939	1,914,138	89	20,138	1,894,000	1,894,000
SECURITY AND SPACE NEEDS SMALL PROJECTS	4500900	36,575	144,546	157,971	4,723	30,971	127,000	127,000
VARIOUS IT/CNTY SYST. UPGRADES - 2016 DEBT	4510200	4,049	0	0	0	0	0	0
COURTROOMS VIDEO CONFERENCING	4510300	27,085	53,792	53,792	11,127	15,000	38,792	38,792
VARIS IT/CNTY SYST. UPGRADES - 2017 NONDEBT	4520200	0	0	155,588	120,397	155,588	0	0
ENTERPRISE PERMITTING SYSTEM	4520400	78,657	0	0	0	0	0	0
SEC & SPACE NEEDS PRJCTS CONSTR. (NONDEBT)	4521000	1,628,258	0	1,232,347	676	676	291,671	291,671
SHERIFF 4TH FLOOR JAIL REMODEL CONSTRUCTION	4521100	20,943	0	0	0	0	0	0
SHERIFF CAD/RMS/JMS (NONDEBT)	4521200	0	54,600	9,362	0	9,362	0	0
UW FOX VALLEY EXTERIOR WALL SYSTEM	4521800	0	0	20,811	0	0	0	0
SHERIFFS CAD/RMS/JMS (DEBT)	4530500	415,181	330,746	695,565	209,075	209,075	250,000	250,000
ELECTION EQUIPMENT/SYSTEM REPLACEMENT	4530600	2,806	0	0	0	0	0	0
REPLACE BOILERS AT YFS	4540600	62,809	0	0	0	0	0	0
JUSTICE CENTER PIPING INSPECTION/ENGIN	4540900	45,007	10,007	0	0	0	0	0
SHERIFF JAIL CAMERA REPLACEMENTS - 2018	4541100	547	0	4,363	0	4,363	0	0
SHERIFF SECURITY SYSTEM REPLACEMENT	4541300	204,491	0	1,821	1,821	1,821	0	0
UW FOX VAL CHILD CARE ADDITION DESIGN	4541500	0	0	3,167	0	0	3,167	3,167
UW FOX VAL STUDENT DEV & FOOD SER FAC ENGIN	4541600	0	131,948	131,948	0	0	131,948	131,948
HIGHWAY CONSTRUCTION - 2018 (NONDEBT)	4541700	0	0	201,730	0	201,731	0	0
ELECTION EQUIPMENT - 2018 (NONDEBT)	4541800	16,418	27,374	20,956	0	20,956	0	0
JUSTICE CENTER PIPING PROJECT - 2018 (DEBT)	4550300	14,930	0	9,820	3,670	3,820	0	0
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2019	4560200	3,585	0	312,651	237,777	312,651	0	0
FAIR - PARKING OR BUILDING IMPROVEMENTS	4560300	35,000	0	0	0	0	0	0
HISTORY MUSEUM BUILDING PROJECTS	4560400	107,492	0	0	0	0	0	0
SIRENS/WEATHER RADIOS - 2019	4560500	28,908	0	21,092	0	21,092	0	0
REPLACE CHILLER AT YFS	4560600	59,204	0	0	0	0	0	0
REPLACE FLOOR IN JUSTICE CENTER LOBBY	4560700	50,177	0	0	0	0	0	0

FUND:	CAPITAL PROJECTS			DEPARTMENT NAME:	VARIOUS			
FUNCTION:	CAPITAL PROJECTS			COST CENTER NAME:	VARIOUS			
PRIOR YEAR APPROVED PROJECTS	**COST CENTER**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
INSTALL NEW CARPETING AT AG SERVICES BLDG	4560800	33,980	0	0	0	0	0	0
REPLACE BREWSTER STREET WATERMAIN	4560900	114,979	0	15,021	4,797	10,021	0	0
JUSTICE CENTER SANITARY PIPING PROJECT	4561000	1,387,654	355,000	867,346	390,641	537,346	0	0
SHERIFF JAIL CAMERA REPLACEMENTS - 2019	4561100	0	0	75,000	967	75,000	0	0
PARKS PAVILION DESIGN	4561200	0	40,000	50,000	41,322	42,000	0	0
UW FOX VALLEY ROOF REPAIRS	4561300	9,680	0	15,208	0	0	15,208	15,208
UW FOX VAL CHILD CARE ADDITION DESIGN	4561500	0	20,822	20,822	0	0	20,822	20,822
HIGHWAY CONSTRUCTION - 2019 (DEBT)	4570200	4,344,531	418,000	1,154,736	522,978	1,154,736	0	0
JUSTICE CENTER SANITARY PIPING PROJECT - DEBT	4570300	1,745,000	0	0	0	0	0	0
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2020	4580300	0	718,671	718,671	227,937	718,671	0	0
COUNTY PHONE SYSTEM (NONDEBT)	4580400	0	2,000,000	2,000,000	10,088	1,500,000	0	0
FAIR - PARKING OR BUILDING IMPROVEMENTS	4580500	0	35,000	35,000	35,000	35,000	0	0
HISTORY MUSEUM BUILDING PROJECTS	4580600	0	125,000	125,000	0	125,000	0	0
REPLACE PLOW TRUCK	4580800	0	45,000	45,000	28,227	45,000	0	0
UPGRADE JUSTICE CENTER FIRE AND ALARM SYSTM	4580900	0	209,888	209,888	193,787	209,888	0	0
JUSTICE CENTER ENERGY RECOVERY UNITS	4581000	0	251,808	251,808	42	251,808	0	0
SHERIFF DENTAL SUITE	4581100	0	150,000	150,000	84,877	150,000	0	0
SHERIFF JAIL CAMERA REPLACEMENTS - 2020	4581200	0	50,250	50,250	0	50,250	0	0
CE TRAIL PAVEMENT	4581300	0	50,000	50,000	0	50,000	0	0
PARKS PAVILION DESIGN - PHASE I	4581400	0	520,000	520,000	0	520,000	0	0
PARKS CENTRAL PARKING LOT DESIGN - PHASE I	4581500	0	70,000	70,000	0	70,000	0	0
UWO FOX CTY - FIRE ALARM SYSTEM	4581600	0	15,000	15,000	0	0	15,000	15,000
UWO FOX CTY - STH PARKING LOT RECNSTRCTN	4581700	0	167,636	167,636	0	0	62,797	62,797
UWO FOX CTY - PARKING LOT STRIPING	4581800	0	17,500	17,500	0	0	17,500	17,500
UWO FOX CTY - STUDENT DEV & FOOD SER DESIGN	4581900	0	175,000	175,000	0	0	175,000	175,000
UWO FOX CTY - AC ROOF TOP RPR/RPLCE ST AFFRS	4582000	0	18,000	18,000	0	0	18,000	18,000
UWO FOX CTY - CHILD CARE ADDITION CONSTRUCTN	4582100	0	247,281	247,281	0	0	247,281	247,281
HIGHWAY CONSTRUCTION - 2020 (NONDEBT)	4582200	0	4,607,664	4,607,664	0	4,607,664	0	0
HIGHWAY CONSTRUCTION - 2020 (DEBT)	4590200	0	3,250,000	3,250,000	1,190,896	3,250,000	0	0
OPERATING TRANSFERS OUT		1,134,323	0	16,000	0	0	0	0
TOTAL EXPENDITURES		11,703,212	16,264,278	20,255,235	3,355,686	14,779,910	3,308,186	3,308,186

FUND:	CAPITAL PROJECTS			DEPARTMENT NAME:	VARIOUS			
FUNCTION:	CAPITAL PROJECTS			COST CENTER NAME:	VARIOUS			
PRIOR YEAR APPROVED PROJECTS	**COST CENTER**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
REVENUES:								
SALES TAX		0	5,000,000	5,000,000	0	2,450,000	0	0
INTEREST INCOME		36,666	0	0	4,130	5,000	0	0
MISCELLANEOUS REVENUES		139,015	82,680	82,680	41,340	82,680	0	0
PROCEEDS OF GENERAL OBLIGATION BONDS / NOTES		6,620,000	3,250,000	3,250,000	0	5,800,000	0	0
OPERATING TRANSFER IN		2,847,531	3,720,977	3,720,977	3,720,977	3,720,977	0	0
FINANCING SOURCES OTHER		8,553,719	3,480,012	7,470,969	7,470,969	7,470,969	3,308,186	3,308,186
TOTAL REVENUES		18,196,931	15,533,669	19,524,626	11,237,416	19,529,626	3,308,186	3,308,186
NET DEPARTMENT COST (REVENUE)		(6,493,719)	730,609	730,609	(7,881,730)	(4,749,716)	0	0

TOTAL ALL CAPITAL PROJECTS	**COST CENTER**	**2019 ACTUAL**	**2020 BUDGET**	**2020 REVISED BUDGET**	**2020 6 MONTH ACTUAL**	**2020 ESTIMATE**	**2021 PROPOSED**	**2021 ADOPTED**
EXPENDITURES:								
PURCHASED SERVICES		50,715	60,568	60,568	0	60,568	134,604	133,604
CAPITAL OUTLAY		10,518,174	16,203,710	20,178,667	3,339,686	14,703,342	20,647,061	18,438,061
OPERATING TRANSFER OUT		1,134,323	0	16,000	16,000	16,000	0	0
TOTAL EXPENDITURES		11,703,212	16,264,278	20,255,235	3,355,686	14,779,910	20,781,665	18,571,665
REVENUES:								
COUNTY SALES TAX		0	5,000,000	5,000,000	0	2,450,000	2,705,481	2,705,481
INTEREST INCOME		36,666	0	0	4,130	5,000	0	0
MISCELLANEOUS REVENUES		139,015	82,680	82,680	41,340	82,680	82,680	82,680
PROCEEDS OF GENERAL OBLIGATION BONDS / NOTES		6,620,000	3,250,000	3,250,000	0	5,800,000	4,200,000	1,990,000
OPERATING TRANSFER IN		2,847,531	3,720,977	3,720,977	3,720,977	3,720,977	9,475,618	9,475,618
FINANCING SOURCES OTHER		8,553,719	3,480,012	7,470,969	7,470,969	7,470,969	3,308,186	3,308,186
TOTAL REVENUES		18,196,931	15,533,669	19,524,626	11,237,416	19,529,626	19,771,965	17,561,965
NET DEPARTMENT COST (REVENUE)		(6,493,719)	730,609	730,609	(7,881,730)	(4,749,716)	1,009,700	1,009,700

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NUMBER:	VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PURCHASED SERVICES:		
BOND ISSUANCE COSTS - 2021	59,604	
COUNTY BOARD ACTION*		
REDUCE BOND ISSUANCE COSTS	(1,000)	
SOLID WASTE/HIGHWAY LAND MASTER PLAN	30,000	
ALLIANCE FOR GREAT LAKES INITIATIVE	20,000	
SHERIFF - COMM CENTER MASTER PLAN	25,000	
TOTAL PURCHASED SERVICES:		133,604
CAPITAL OUTLAY:		
SECURITY AND SPACE NEEDS PARKING	1,894,000	
SECURITY AND SPACE NEEDS SMALL PROJECTS	127,000	
COURTROOMS VIDEO CONFERENCING	38,792	
SEC & SPACE NEEDS PRJCTS CONSTR. (NONDEBT)	291,671	
SHERIFFS CAD/RMS/JMS (DEBT)	250,000	
UW FOX VAL CHILD CARE ADDITION DESIGN	3,167	
UW FOX VAL STUDENT DEV & FOOD SER FAC ENGIN	131,948	
UW FOX VALLEY ROOF REPAIRS	15,208	
UW FOX VAL CHILD CARE ADDITION DESIGN	20,822	
UWO FOX CTY - FIRE ALARM SYSTEM	15,000	
UWO FOX CTY - STH PARKING LOT RECNSTRCTN	62,797	
UWO FOX CTY - PARKING LOT STRIPING	17,500	
UWO FOX CTY - STUDENT DEV & FOOD SER DESIGN	175,000	
UWO FOX CTY - AC ROOF TOP RPR/RPLCE ST AFFRS	18,000	
UWO FOX CTY - CHILD CARE ADDITION CONSTRUCTN	247,281	
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2021	570,000	
FAIR - PARKING OR BUILDING IMPROVEMENTS	35,000	
HISTORY MUSEUM BUILDING PROJECTS	210,000	
LAND MITIGATION BANK	750,000	
REPLACE ROOF ON HS SOUTH BUILDING	318,000	
INSTALL TWO LEVEL CHAIR LIFT IN CAB	135,436	
REPLACE MAINTENANCE BROOM EQUIPMENT	46,010	
REPLACE 10 ROOFTOP AC UNITS	146,689	
REPLACE AIR HANDLING UNIT IN NORTH BLDG	63,852	
SHERIFF - CAMERA REPLACMENTS	50,000	
SHERIFF - VEHICLE MAINTENANCE STATION	153,300	
SHERIFF - BODY CAMERAS	157,500	

	AMOUNT	TOTAL AMOUNT
CAPITAL OUTLAY CONTINUED		
SHERIFF - RADIO MICROWAVE SYSTEM	621,000	
PARKS - DESIGN - VARIOUS PHASE 1 PROJECTS	181,938	
PARKS - WATER AND SEWER PROJECT	1,900,000	
PARKS - PAVILION CONSTRUCTION	3,300,000	
COUNTY BOARD ACTION*		
TAKE OUT PARKS PAVILION PROJECT	(3,300,000)	
REINSERT PARKS PAVILION PROJECT - NONDEBT	1,310,000	
REINSERT PARKS PAVILION PROJECT - DEBT	1,990,000	
PARKS - CENTRAL PARKING LOT CONSTRUCTION	550,000	
UWO FOX CTY - BUILDING PURCHASE	375,000	
UWO FOX CTY - NATURE CENTER	50,000	
UWO FOX CTY - STDNT DEV/FOOD SERVICE CONST.	2,209,000	
COUNTY BOARD ACTION*		
TAKE OUT UWO FOX CTY STDNT DEV/FOOD PRJCT	(2,209,000)	
UWO FOX CTY - SCIENCE ROOM FUME HOODS	116,150	
GREENWAYS/TRAILS PROGRAM	25,000	
HIGHWAY CONSTRUCTION - 2021 (NONDEBT)	1,175,000	
COUNTY BOARD ACTION*		
HIGHWAY CONSTRUCTION - 2021 (NONDEBT)	2,210,000	
HIGHWAY CONSTRUCTION - 2021 (NONDEBT)	1,990,000	
HIGHWAY CONSTRUCTION - 2021 (DEBT)	4,200,000	
COUNTY BOARD ACTION*		
HIGHWAY CONSTRUCTION - 2021 (DEBT)	(2,210,000)	
HIGHWAY CONSTRUCTION - 2021 (DEBT)	(1,990,000)	
TOTAL CAPITAL OUTLAY		18,438,061

*COUNTY BOARD ACTION CHANGES ARE NOT REFLECTED IN THE DEPARTMENT'S PRIOR NARRATIVES ON BUDGET ISSUES OR MAJOR CHANGES IN REVENEUS OR EXP.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NUMBER:	VARIOUS

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
REVENUES:		
COUNTY SALES TAX:		
COUNTY SALES TAX REVENUES	2,705,481	
TOTAL COUNTY SALES TAX:		2,705,481
MISCELLANEOUS REVENUES:		
VALLEY PACKAGING LEASE	82,680	
TOTAL MISCELLANEOUS REVENUES:		82,680
PROCEEDS OF GO BONDS/NOTES:		
PROCEEDS OF GO BONDS/NOTES	4,200,000	
COUNTY BOARD ACTION*		
TAKE OUT UWO FOX CTY STDNT DEV/FOOD PRJCT AND ADJUST BOND ISSUANCE COSTS	(2,210,000)	
TAKE OUT PARKS PAVILION PROJECT	(1,990,000)	
REINSERT PARKS PAVILION PROJECT - NONDEBT	1,990,000	
TOTAL PROCEEDS OF GO BONDS/NOTES:		1,990,000
OPERATING TRANSFER IN:		
OPERATING TRAN IN FROM GEN FUND	7,824,478	
COUNTY BOARD ACTION*		
TAKE OUT PARKS PAVILION PROJECT	(1,310,000)	
REINSERT PARKS PAVILION PROJECT - NONDEBT	1,310,000	
OPERATING TRAN IN 2017 CAP PRJCTS UNSPENT BUILDING PROJECT FUNDS	940,000	
OPERATING TRAN IN 2019 CAP PRJCTS UNSPENT PIPING PROJECT FUNDS	330,000	
OPERATING TRAN IN FROM 2017 GO DEBT FUNDS UNSPENT SHERIFF CAD/RMS/JMS FUNDS	236,490	
OPERATING TRAN IN FROM OTHER CAP PRJCTS MAINLY UWO-FOX CITIES STH PARKING LOT	144,650	
TOTAL OPERATING TRANSFER IN:		9,475,618

	AMOUNT	TOTAL AMOUNT
FINANCING SOURCES OTHER:		
SECURITY AND SPACE NEEDS PARKING	1,894,000	
SECURITY AND SPACE NEEDS SMALL PROJECTS	127,000	
COURTROOMS VIDEO CONFERENCING	38,792	
SEC & SPACE NEEDS PRJCTS CONSTR. (NONDEBT)	291,671	
SHERIFFS CAD/RMS/JMS (DEBT)	250,000	
UW FOX VAL CHILD CARE ADDITION DESIGN	3,167	
UW FOX VAL STUDENT DEV & FOOD SER FAC ENGIN	131,948	
UW FOX VALLEY ROOF REPAIRS	15,208	
UW FOX VAL CHILD CARE ADDITION DESIGN	20,822	
UWO FOX CTY - FIRE ALARM SYSTEM	15,000	
UWO FOX CTY - STH PARKING LOT RECNSTRCTN	62,797	
UWO FOX CTY - PARKING LOT STRIPING	17,500	
UWO FOX CTY - STUDENT DEV & FOOD SER DESIGN	175,000	
UWO FOX CTY - AC ROOF TOP RPR/RPLCE ST AFFRS	18,000	
UWO FOX CTY - CHILD CARE ADDITION CONSTRUCTN	247,281	
TOTAL FINANCING SOURCES OTHER:		3,308,186

*COUNTY BOARD ACTION CHANGES ARE NOT REFLECTED IN THE DEPARTMENT'S PRIOR NARRATIVES ON BUDGET ISSUES OR MAJOR CHANGES IN REVENEUS OR EXP.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

RECAP OF 2020 - 2021 CAPITAL PROJECTS WITH FUNDING IN THE 2020 OR 2021 BUDGET. PROJECTS WITH ONLY ACTUAL EXPENDITURES IN 2018 or 2019 ARE NOT INCLUDED IN THIS SUMMARY:

HIGHWAY CONSTRUCTION – VARIOUS YEARS: This project includes bituminous and construction work on various roads or bridges within the County. See the Highway budget for the detail of roads or bridges included.

FAIR 4-H BUILDING/LAND AND PARKING IMPROVEMENTS (VARIOUS YEARS): It is projected that work will be needed for the Fairgrounds for various building, land or parking improvements. In 2020 - 2021 other similar projects will take place which will result in improvements to the fairgrounds. The projects listed above reflect needed upgrades and improvements at or around the Fairgrounds in Seymour. The proposed improvements are necessary to keep the facilities functional and safe for the general public attending the events held at the Fairgrounds. There is no financial operating impact for Outagamie County. Starting in 2019, the split between County funding and Fair Association funding will be at a 50/50 split verses prior years when it was a County 35% and Fair Association 65% split.

JUSTICE CENTER HEAT RECOVERY UNIT: This project upgrades the heat recovery system used on the 3rd, 4th, and 5th levels for the Justice Center Jail cell and dayroom areas. The present heat recovery units are calculated to be only 46 to 53% efficient during the winter period and 0% efficient during the summer. The new energy wheel technologies routinely see efficiencies in the 80% range, both during the winter and summer periods. Based on these numbers, it is estimated that we would reduce our energy consumption by 19,500 therms of natural gas and 90,000 kWh's of electricity.

COURTS VIDEO/TELECONFERENCING PROJECT (2015 THROUGH 2020): The audio, multi-media, teleconferencing and video conferencing equipment are past their original life expectancy and the equipment is no longer supported by the manufacturers. As equipment fails, replacement parts are becoming increasingly difficult to find on the used parts market. Currently, 6 of the courtrooms have equipment failures that impact either the teleconferencing, video conferencing, courtroom audio quality and/or multi-media displays. There will be a slight increase in operating expenditures as technical and software support will be contracted with an outside vendor.

GREENWAYS COMMITTEE – TRAILS – (VARIOUS YEARS): The Greenway Implementation Fund is distributed as a partnership grant program for local units of government to further develop Outagamie County's greenway system. The Greenway Implementation Fund leverages partnerships with units of government in Outagamie County by funding up to 25% of a greenway project's costs on a reimbursement basis. This program helps implement goals set forth in the County Comprehensive Plan and County Greenway Plan for an interconnected network of greenways. Projects are selected via a competitive application process; ongoing maintenance and repairs of greenway facilities are not eligible expenditures and are the responsibility of the sponsoring local unit of government.

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2015:

- An upgrade to The Clinical Manager (TCM) system ($200,000) is required to make the system HIPAA Compliant for EHR certification and Meaningful Use Requirements in 2015. If the system does not meet all HIPAA compliances for EHR and meaningful use, another vendor's system may be purchased in 2016. No financial operating impact is anticipated.
- This project is for the replacement of various servers with an ESX host server ($80,000).

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

- The email software will be nearing the end of support from the vendor and will need to be upgraded ($203,895). This upgrade will replace all servers and upgrade all server and client licensing. The financial impact is only the purchase of hardware and software. There is no change in the financial operating impact, and no additional maintenance costs.

SECURITY OR SPACE NEEDS ENGINEERING/ARCHITECTUAL, CONSTRUCTION OR OTHER RELATED WORK (VARIOUS YEARS): Design/Engineering/Architectural and construct all related work required to meet the future security and space needs assessment for the County that were defined in the Counties security and space needs study completed in 2015 and 2016. This design/engineering/architectural and construction and other related work is the next step in meeting the project requirements of this study, which has been developed as a systematic master plan for the downtown and UW/Land Conservation Facilities, and Sheriff's Administration and Law Enforcement Facilities through 2030. It is projected the projects will start in 2017 and be completed in 2021.

SECURITY OR SPACE NEEDS ENGINEERING/ARCHITECURAL OR OTHER RELATED WORK – SMALL PROJECTS: Many departments are currently at full capacity in relation to the existing space and have needs to accommodate immediate growth. This project consists of numerous smaller projects that will allow for growth and efficiencies in current spaces, until a new addition can be constructed and/or add safety components to their offices. Some of these projects include new and reconfigured work spaces as well as small remodel projects. There are no financial operating impacts.

SECURITY AND SPACE NEEDS PROJECT RELATED PARKING: Building additions in the North parking lot will create the need for parking in other locations. This project will use the funds from the sale of the St. Joe's parking lot to fund parking expansion projects, address various parking related projects or alternative parking solutions included renting stalls in various parking ramps or other properties which will replace parking lost to new building construction.

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2016: DHHS The Clinical Manager (TCM) Programming ($50,000) - In order to keep the TCM software up to date and allow for future enhancements, this budget is set aside for programming services. Specifically, the Health Information programming will be programmed.

SHERIFF SECURITY CAMERA REPLACEMENT (VARIOUS YEARS): This project will convert the current analog cameras to digital recording cameras. Digital provides a greater image detail and enhanced picture quality. Since there are over 300 cameras in the jail, this project will occur over multiple years and is estimated to take six to seven years to complete at a rate of approximately 50 cameras converted each year to digital. The current picture quality captured from analog cameras makes it difficult to easily identify offenders. At times staff has to actually follow the inmate throughout the housing unit to gain a positive identification. The switch to digital will provide better picture quality and allow the user to zoom in on either a person or item with little to no distortion in the picture. The new cameras in inmate housing and living areas will also be capable of recording audio, which will provide that missing element to the video capturing currently in use.

PARKS EQUIPMENT (VARIOUS YEARS): Purchase various parks equipment capable of performing much needed work throughout the parks system. It will allow the department to efficiently load/unload trucks, move materials, prepare ground for projects, plow, etc. The addition of this equipment will greatly improve efficiency.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2017:

- TCM Programming ($50,000): In order to keep the TCM software up to date and allow for future enhancements, this budget is set aside for programming services.
- AAMFON ($30,000): The DOT is constructing a roundabout at 441 and Oneida St. The county has been notified that we are to remove our AAMFON (Appleton Area Metropolitan Fiber Optic Network) fiber optic cable that runs through the future construction zone. We must re-route the fiber prior to the DOT starting construction (which is now targeted for 2017). City of Appleton has now decided to redo Oneida St. from Valley Rd. going north which further impacting our cabling, adding up to an additional $30,000 to the project.
- Replacement Servers and Server upgrades ($76,800) - Servers are on a 3-5 year replacement cycle and different servers are scheduled for replacement each year. This includes replacement hardware, replacement parts and supplies.
- Replace SAN/VMare Switches ($145,330) - These switches were installed in 2011 and have come to end of life (no longer sold or repaired). The Storage Area Networks (SAN) and VMware environment all run over these switches. It is vital that we replace these switches to ensure uninterrupted functionality to all our county users. In addition new technology for SAN and VMware require 10 Gig interfaces which the older switches are not capable of.

PLAMANN PARK NEW PAVILION DESIGN: This project would provide design services and the replacement of the Plamann Park Pavilion shelter. Programming has drastically changing in the 40+ years since the Pavilion was built and it no longer serves the public well. The building also needs numerous repairs and upgrades that would not be cost effective. The new building would increase rental revenues, provide much needed public restrooms, and offer a larger rentable area for potential weddings, large family gatherings and corporate events. A more efficient building would create a slight decrease to our operating expenses.

UWO FOX CITIES STUDENT DEVELOPMENT AND FOOD SERVICE FACILITY DESIGN/ENGINEERING/CONSTRUCTION: Renovate food preparation/storage, kitchen service area (constructed in 1959 with few improvements since then). Add square footage to union activity/student organization area. Existing facilities for food storage, preparation and service have had little improvement since original construction in 1959. Areas are too small to serve the numbers of students and other customers on a daily basis. Existing utilities limit the quality and type of food service equipment to adequately serve campus needs. Additional space is to be added to the existing activity space constructed 1989 to better serve and encourage student participation in organized academic and entertainment interests.

SHERIFF CAD/RMS/JMS SYSTEM REPLACEMENT: The Outagamie Sheriff's Department serves as the sole Public Safety Answering Point and Emergency Dispatch Center for Fire, Law and EMS in the County, and is in need of a new Computer Aided Dispatch (CAD) System, as well as a new Law Records Management System (LRMS) that serves all law enforcement agencies within the County and a Jail Records Management (RMS) system. Outagamie County's experience with our current LRMS, FOXCOMM, and the impending end of life of our current CAD System resulted in the issuance of an RFI and an RFP (Request for Information and Request for Proposal). The RFP process resulted in the decision to enter into negotiations to contract with a vendor for the option they proposed, which consists of a seamless system with no interface between CAD and LRMS that meets the needs of all public safety agencies within the County.

HISTORY MUSEUM BUILDING PROJECTS: This project will address several high-priority updates required to meet code, improve safety and improve various portions of the facilities aging infrastructure.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

JUSTICE CENTER PIPING INSPECTION/ENGINEERING/REPLACEMENT: This project will include a conditions study of the cast iron sanitary piping within the Justice Center to determine the extent of corroding pipes within the building. This project will also include initial engineering fees needed to solve any issues that were found during the conditions study and once completed, the work necessary to fix and replace any issues. The cast iron sanitary piping within the Justice Center is original to the 1991 era building. We are finding several sections of cast iron piping that are deteriorating from the inside out. Initial reviews and engineering will be performed in order to develop a corrective action plan for any problem areas. Currently, a $4 million dollar estimate has been projected by an engineering analysis. There are no operational cost impacts.

SHERIFF SECURITY SYSTEM REPLACEMENT: Due to equipment obsolescence, the jail's electronic security control system needs to be upgraded. The current operation system has been in place since 2006 and is at end of life and will no longer be supported after 2019. Insuring the system remains functional is critical to corrections operations. Switching to Wonderware System Platform will enable the system to be more easily maintained with annual maintenance. There will be a financial operating impact due to the annual maintenance fees.

UWO FOX CITIES CHILD CARE ADDITION DESIGN/ENGINEERING/CONSTRUCTION: The addition of 1,800 square feet to serve parent and teacher needs in the campus child care center. Project costs indicated are projected for concept and cost projection (2018), and engineering and budget cost (2019). Construction is planned for 2021. Constructed in 1990, the child care center lacks a private area for parent/teacher conversations, space for teacher preparation, and sufficient storage area. Additional area is also needed for children's activities. There will be no financial operating impact to Outagamie County.

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2019: Core Switches ($316,236): To replace the main Core computer switches throughout many of the downtown campus buildings. They have not been replaced in about 10+ years and updates are necessary as they are wearing out and parts are becoming no longer available.

UWO FOX CITIES ROOF REPAIRS: Repair all roofs at UW-Fox Valley to extend life expectancy to 10 years. It will allow the facility to spend less on yearly expenses and allow less repairs to ceiling tiles, flooring and extend the life expectancy of the buildings roofs.

UWO FOX CITIES SOUTH PARKING LOT RECONSTRUCTION: This project is to reconstruct the South Parking Lot that is in need of major repair. This lot is used daily by a large majority of students and faculty and the reconstruction is needed. Constructed in 1990 over poor soil conditions and with poor drainage, the parking lot has deteriorated over time to a point where annual maintenance is putting patches on patches. Surface conditions are deteriorating beyond remediation. A single project to reconstruct the 82,000 square foot parking lot will result in a parking lot that drains well and will require fewer dollars for repair and maintenance over the long term. A portion of the costs will be offset by parking fees which are not yet determined at this time. This also includes restriping the parking lot.

REPLACE BREWSTER VILLAGE WATERMAIN: This project will replace a 10" water main along the north side of West Brewster Street. This water main feeds the Ag Services building, several fire hydrants and is also the backup water main for Brewster Village., It has been determined that this older water main is deteriorating and in need of replacement. The replacement of this county owned water main will help to provide reliable water service to the Ag Services building, surrounding county fire hydrants and a back-up water main for Brewster Village. There are no financial operating impacts associated with this project.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2020: These projects include an ESX host replacement for $200,000, the upgrade and replacement of servers for the JD Edwards financial system for $250,000, adding video-conferencing equipment in courtrooms B, C and D, and replacing a 17 year old County phone system.

UPGRADE JUSTICE CENTER FIRE AND ALARM SYSTEMS: This project is to replace and upgrade the fire alarm systems in the Justice Center and Youth and Family Services building. The Fire alarm system in the Justice Center is original to the building and will be 29 years old at the time of replacement. The fire alarm system in the Youth and Family Services building will be 23 years old at the time of replacement. Components for both of these systems are now obsolete and are deteriorating with age. This project will replace existing detection and alarm devices, control panels and operating software to assure the reliability of these life safety systems. There is no financial operating impact associated with this project.

JUSTICE CENTER ENERGY RECOVERY UNITS: This project is to replace the ductwork, fans and an energy wheel on the energy recovery air-handlers in the Justice Center. This project will correct ductwork and fan design issues on two energy recovery air handling units that were installed in 2013. A failed energy recovery wheel will also be replaced in one of the energy recovery air handlers. These units supply code required outside air exchange to jail portion of the Justice Center and must be maintained in order to assure compliance and safe indoor air quality for the building occupants.

SHERIFF DENTAL SUITE: This project is to create an area in the jail to provide for the oral care of our inmates on site rather than transporting to dental offices. Inmate Health Services sees many inmates weekly related to oral care and oral pain. Over the years we have treated and cared for these situations by addressing the symptoms and not the cause. In 2020 we intend to be accredited by the National Commission on Correctional Health Care (NCCHC). The NCCHC has 39 essential standards that must be met. One of these essential standards is J-E-06 related to inmate Oral Care. This standard requires a more complete dental care plan for our inmates. The creation of a dental area within the jail will allow a licensed dentist to come on site to evaluate, diagnose, treat and care for the oral issues of our inmates in a safe and secure environment which will produce better inmate patient outcomes.

UWO FOX CITIES FIRE ALARM SYSTEM UPGRADE: This project will bring facility back up to code and allow for less false alarms and issues due to outdated equipment. There is no financial operating impact to Outagamie County.

UWO FOX CITIES ROOF TOP A/C UNITS REPAIR AND REPLACEMENT: This project is to Repair/Replace the Roof Top A/C units in the Administration and Student Affairs area. This will reduce significant repair costs to vendors for the facility. The Administration area and Student Affairs area will be easier to maintain and result in less issues due to poor running HVAC and Heating Units.

PARKS CE TRAIL EXTENSION: This project involves providing financial assistance to the City of Kaukauna for extending the trail in 2020 east to Haas Rd and replacing the pavement on the CE Trail.

VARIOUS IT/COUNTY SYSTEMS UPGRADES – 2021: These projects include replacing the Storage Area Network (SAN) hardware for $450,000 and the replacement of the backup main data center tape drive units for $120,000.

FUND:	CAPITAL PROJECTS	DEPARTMENT NAME:	VARIOUS
FUNCTION:	CAPITAL PROJECTS	COST CENTER NAME / NUMBER:	VARIOUS

DLS-RECYCLING AND SOLID WASTE / HIGHWAY FACILITY AND LAND USE PLANNING: There has been no recent comprehensive, long-range land use/facility plan for the Solid Waste/Hwy combined campus, nor for the satellite operational sites for the Highway Department. As both departments have grown over time, and are anticipated to grow, there is a need for a coordinated plan so both departments can plan land uses and capital projects appropriately, to achieve operational goals. There is also a need to coordinate related land uses on-site (Zebra 12 storage, Dog Park) that may require relocation or repurposing in the future so plans can be made to relocate these misc. functions currently housed on-campus.

COMMUNICATIONS CENTER REMODEL STUDY: The Communications Center layout was last updated in 2014, when a new console was added to bring the total to eight fully functional workstations. Minimum staffing levels are as high as six Telecommunicators at a time. We do not have surge capacity to handle large incidents. Consoles are arranged back to back with 4 to 6 feet of space between desks, which leaves only a few inches between chairs. Adding space and additional consoles will add surge capacity for the Comm. Center. This will also prepare the space for future staffing needs. An increase in minimum staffing levels will be needed soon as we have seen increased inbound phone calls each year since 2014.

LAND MITIGATION BANK: This project would entail the County purchasing land and constructing a land mitigation bank in the following year. This would allow the Highway department, as well as other developers to buy credits with this land when they are dealing with wetland mitigation issues.

VARIOUS MAINTENANCE/FACILITY RELATED PROJECTS 2021: These projects include the following: Replacing the roof in the Health and Human Services South building that is 30 years old and is incurring recurring water issues for $318,000, Installing a two-level chair lift in the CAB building to allow a second option for getting to the CAB building second floor if the elevator is out this will assure ADA access to the 2nd floor $135,436, Replacing various equipment for $46,010, Replacing 10 rooftop Air Conditioning units that reached their end of life for $146,689 and Replacing the Air Handling Unit in the North Building as that unit has also reached its end of life for $63,852.

SHERIFF CONSTRUCT A VEHICLE MAINTENANCE STATION: According to the Highway Department the Sheriff's Office squad maintenance and marked squad conversions currently uses all the regularly scheduled hours of one full time mechanic at the Highway Department. The Sheriff's Office also contracts hundreds of hours per year with other companies to complete routine maintenance and marked squad conversions. Having a vehicle maintenance station and full time mechanic at the Sheriff's Office will improve efficiency and allow more oversight by the Sheriff's Office. The Highway Department indicated they support reassigning the mechanic position assigned to work on Sheriff's Office vehicles to the Sheriff's Office.

SHERIFF REPLACE BODY CAMERAS: Replace current VieVu Body Cameras with a new Body Cameras System which would include CAD integration software, activation of video recording with firearm or taser, secure storage, mobile viewing, redaction software and video management. The project would include a body camera issued to every patrol officer and investigator along with the necessary equipment.

SHERIFF REPLACE MICROWAVE RADIO SYSTEM: The Radio Microwave system is the secondary means of communication between tower sites in Outagamie County. It is vital infrastructure for the continued use of the radio network. The system is used for all emergency and non-emergency radio communications for Law Enforcement, Fire, and Emergency Medical Services in Outagamie County. The microwave equipment that is in place now is reaching end of life and needs to be

replaced. If the microwave system is not replaced, failures in communication between tower sites leading to loss of radio coverage could occur; therefore, putting the lives and property of the public and first responders in jeopardy.

UWO FOX CITIES BUILDING PURCHASE: This project will be to purchase the Accurate Appraisal building located adjacent to the UWO-FC campus.

UWO FOX CITIES NATURE CENTER CLEANUP: The nature center area is in need of updating and a clean-up. This project will accomplish that need.

UWO FOX CITIES SCIENCE CENTER REPLACE FUME HOOD: The science room fume hood is in need of replacement. This project will accomplish this much needed update

PARKS PAVILION: This project would provide the replacement of the Plamann Park Pavilion shelter (125 person meeting room capacity, divisible). This project was initially identified in the Plamann Park Masterplan. The project was further refined in the Plamann Pavilion & Parking lot Pre-Design study, and was defined as "Option A: Low". The current pavilion needs numerous repairs and upgrades that are not cost effective. The new pavilion would provide much needed public area & restrooms, and offer a rentable space for family, organizational, and community gatherings. Pavilion revenues should offset most new expenditures related to this building.

PARKS PARKING LOT: This project would provide design services and the replacement of 75% of the central parking lot (240 stalls). This project was initially identified in the Plamann Park Masterplan. The central parking lot replacement will improve traffic flow and serve the pavilion and nearby athletic fields.

PARKS WATER AND SEWER PROJECT: Plamann Park is currently served by private wells and holding tanks, which are reaching the end of the lifespan and, in the case of the holding tanks, are not designed to meet the increasing usage of the park. The sewer & water project was identified in the Plamann Park masterplan as a means to effectively meet sewer and water needs of the park for the long term in the safest and most efficient manner possible.

PARKS DESIGN OF VARIOUS PHASE 1 PROJECTS: To complete the design for various Parks Master Plan – Phase 1 projects including replacing the tennis hard surface courts and parking lot that has reached its end of life, replacing various footbridges within the park and replacing the East road, Southeast parking lot and Lake parking lot that have reached the end of their lifespans and need replacement.

2021 CAPITAL PROJECTS FUNDING - ADOPTED BUDGET

PROJECT	COST CENTER	2021 Proposed Expenditures	FUNDING					
			Property Tax Levy	Financing Sources Other	Operating Transfer In	Sales Tax	Intergovernmental Grant/Other Revenue Sources	Proceeds of Debt
EXPENDITURES:								
PURCHASED SERVICES:								
BOND ISSUANCE COSTS - 2021	4610100	58,604	58,604	0	0	0	0	0
SOLID WASTE/HIGHWAY LAND MASTER PLAN	4600100	30,000	30,000	0	0	0	0	0
ALLIANCE FOR GREAT LAKES INITIATIVE	4600100	20,000	20,000	0	0	0	0	0
SHERIFF - COMM CENTER MASTER PLAN	4600100	25,000	25,000	0	0	0	0	0
CAPITAL OUTLAY:								
SECURITY AND SPACE NEEDS PARKING	4500800	1,894,000	0	1,894,000	0	0	0	0
SECURITY AND SPACE NEEDS SMALL PROJECTS	4500900	127,000	0	127,000	0	0	0	0
COURTROOMS VIDEO CONFERENCING	4510300	38,792	0	38,792	0	0	0	0
SEC & SPACE NEEDS PRJCTS CONSTR. (NONDEBT)	4521000	291,671	0	291,671	0	0	0	0
SHERIFFS CAD/RMS/JMS (DEBT)	4530500	250,000	0	250,000	0	0	0	0
UW FOX VAL CHILD CARE ADDITION DESIGN	4541500	3,167	0	3,167	0	0	0	0
UW FOX VAL STUDENT DEV & FOOD SER FAC ENGIN	4541600	131,948	0	131,948	0	0	0	0
UW FOX VALLEY ROOF REPAIRS	4561300	15,208	0	15,208	0	0	0	0
UW FOX VAL CHILD CARE ADDITION DESIGN	4561500	20,822	0	20,822	0	0	0	0
UWO FOX CTY - FIRE ALARM SYSTEM	4581600	15,000	0	15,000	0	0	0	0
UWO FOX CTY - STH PARKING LOT RECNSTRCTN	4581700	62,797	0	62,797	0	0	0	0
UWO FOX CTY - PARKING LOT STRIPING	4581800	17,500	0	17,500	0	0	0	0
UWO FOX CTY - STUDENT DEV & FOOD SER DESIGN	4581900	175,000	0	175,000	0	0	0	0
UWO FOX CTY - AC ROOF TOP RPR/RPLCE ST AFFRS	4582000	18,000	0	18,000	0	0	0	0
UWO FOX CTY - CHILD CARE ADDITION CONSTRUCTN	4582100	247,281	0	247,281	0	0	0	0
VARIOUS IT/COUNTY SYSTEM UPGRADES - 2021	4600200	570,000	0	0	570,000	0	0	0
FAIR - PARKING OR BUILDING IMPROVEMENTS	4600300	35,000	35,000	0	0	0	0	0
HISTORY MUSEUM BUILDING PROJECTS	4600400	210,000	0	0	210,000	0	0	0
LAND MITIGATION BANK	4600500	750,000	0	0	750,000	0	0	0
REPLACE ROOF ON HS SOUTH BUILDING	4600600	318,000	0	0	318,000	0	0	0
INSTALL TWO LEVEL CHAIR LIFT IN CAB	4600700	135,436	0	0	135,436	0	0	0
REPLACE MAINTENANCE BROOM EQUIPMENT	4600800	46,010	46,010	0	0	0	0	0
REPLACE 10 ROOFTOP AC UNITS	4600900	146,689	146,689	0	0	0	0	0
REPLACE AIR HANDLING UNIT IN NORTH BLDG	4601000	63,852	63,852	0	0	0	0	0
SHERIFF - CAMERA REPLACMENTS	4601100	50,000	50,000	0	0	0	0	0
SHERIFF - VEHICLE MAINTENANCE STATION	4601200	153,300	86,637	0	66,663	0	0	0
SHERIFF - BODY CAMERAS	4601300	157,500	157,500	0	0	0	0	0
SHERIFF - RADIO MICROWAVE SYSTEM	4601400	621,000	0	0	621,000	0	0	0
PARKS - DESIGN - VARIOUS PHASE 1 PROJECTS	4601500	181,938	181,938	0	0	0	0	0
PARKS - WATER AND SEWER PROJECT	4601600	1,900,000	0	0	1,900,000	0	0	0
PARKS - PAVILION CONSTRUCTION - NONDEBT	4601700	1,310,000	0	0	1,310,000	0	0	0
PARKS - CENTRAL PARKING LOT CONSTRUCTION	4601800	550,000	0	0	550,000	0	0	0
UWO FOX CTY - BUILDING PURCHASE	4601900	375,000	0	0	375,000	0	0	0
UWO FOX CTY - NATURE CENTER	4602000	50,000	50,000	0	0	0	0	0
UWO FOX CTY - SCIENCE ROOM FUME HOODS	4602100	116,150	33,470	0	0	0	82,680	0
GREENWAYS/TRAILS PROGRAM	4602200	25,000	25,000	0	0	0	0	0
HIGHWAY CONSTRUCTION - 2021 (NONDEBT)	4602300	5,375,000	0	0	2,669,519	2,705,481	0	0
PARKS - PAVILION CONSTRUCTION - DEBT	4610200	1,990,000	0	0	0	0	0	1,990,000
TOTAL EXPENDITURES		18,571,665	1,009,700	3,308,186	9,475,618	2,705,481	82,680	1,990,000

CAPITAL IMPROVEMENT PROGRAM METHODOLOGY

Capital improvement programming and budgeting involves the development of a long-term plan for capital expenditures for the County. The County prepares a separate Capital Improvement Program (CIP) document that estimates the timing and costs of major capital projects to be undertaken by the County over the next five years. The expenditures for these projects may be expended over several years, however, for the purpose of this document, a project is included when there is future financing which is yet to be achieved. A project is then deleted from the document when all necessary funds for the project have been accumulated.

Capital projects can be described as the acquisition, construction or improvement of land, facilities or equipment with a cost of at least $50,000 in any one year. Two year projects are also included if the cost totals at least $50,000 for any two consecutive years. The projects must have a useful life of several years.

The CIP is developed annually in conjunction with the annual budget process. Proposed projects are submitted by departments with concurrence of their county board committee or jurisdiction, to the County Executive based on the need for the project and financial plan of the County.

The CIP includes a description and justification for each project. The financial summary for each project includes detail on the project costs, the source of funds, the financial impact on annual operating costs and the annual debt service and tax levy impact. Projects are then summarized by fund and year.

For a comprehensive report on the projects or summaries, please see the Outagamie County "2021-2025 Outagamie County Capital Improvements Programs" document. These documents are available from the Finance Department and the county website at www.outagamie.org click Government – Finance – CIP.

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR

Note: All Costs are in thousands of dollars.

Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
HIGHWAY								
18-28	Bridge B-44-0003 (CTH KK over Kankopot Crk)	80.0	60.0	10.0	600.0	-	-	750.0
15-15	Bridge B-44-0027 (CTH OO over Bongers Crk)	-	-	-	-	200.0	-	200.0
20-10	Bridge B-44-0051 (CTH U over Apple Crk)	-	-	-	100.0	20.0	1,000.0	1,120.0
20-21	Bridge B-44-0089 (F over Wolf River)	-	-	-	-	-	725.0	725.0
19-06	Bridge B-44-0187 (CTH N over Fox River)	-	225.0	-	-	-	-	225.0
19-11	Bridge B-44-0265 (CTH OO over Soo Line RR)	-	-	50.0	-	-	-	50.0
19-12	Bridge B-44-0282 (CTH S over Wolf River)	-	-	80.0	-	-	-	80.0
20-09	Bridge B-44-0709 (CTH JJ over Black Otter Crk)	-	50.0	-	10.0	460.0	-	520.0
18-29	Bridge P-44-0950 (CTH CC over Apple Creek)	36.0	525.0	-	-	-	-	561.0
20-17	County - Culvert Replacement Program	-	248.5	100.0	100.0	100.0	100.0	648.5
15-01	CTH A (CTH JJ East to CTH JJ West)	-	-	-	280.0	-	-	280.0
19-03	CTH A (CTH JJ west to STH 47)	-	-	-	-	1,350.0	-	1,350.0
19-02	CTH A (I-41 overpass to CTH JJ east)	-	-	-	580.0	-	-	580.0
13-01	CTH A (STH 76 to Mayflower Road)	3,046.2	900.0	-	-	-	-	3,946.2
20-03	CTH C (CTH E to CTH J)	-	-	-	-	-	855.0	855.0
20-04	CTH C (CTH EE to STH 54)	-	-	-	-	-	840.0	840.0
17-02	CTH C (CTH J to CTH EE)	-	430.0	-	-	-	-	430.0
17-03	CTH CA (CTH CA & Mall Drive Intersection)	60.0	120.0	200.0	750.0	-	-	1,130.0
18-02	CTH CB & CTH BB Corridor (Intersection Imp)	-	-	-	-	50.0	25.0	75.0
15-04	CTH CB (Spencer St to STH 96)	-	624.0	-	-	-	-	624.0
18-04	CTH CE (CTH CE & Railroad St Intersection)	80.0	-	-	1,250.0	-	-	1,330.0
17-17	CTH CE Culvert Repair (East of CTH N)	-	-	420.0	-	-	-	420.0
19-04	CTH D (Schweitzer Rd to STH 76)	-	480.0	-	-	-	-	480.0
16-01	CTH D (STH 76 to CTH XX)	-	150.0	1,725.0	575.0	-	-	2,450.0
18-05	CTH E (CTH EE (Ballard Rd) to Holland Rd)	-	850.0	-	-	-	-	850.0
09-05	CTH E (CTH JJ to Apple Creek Rd)	-	-	-	-	180.0	100.0	280.0
17-05	CTH E (CTH OO to I-41)	35.0	290.0	-	-	-	-	325.0
17-06	CTH EE (Apple Creek Rd to Apple Hill Blvd)	-	-	-	-	180.0	100.0	280.0
20-08	CTH EE (CTH E to E. County Line)	-	-	-	-	520.0	-	520.0

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR
Note: All Costs are in thousands of dollars.

Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
20-05	CTH EE (STH 55 to CTH E)	-	-	-	-	890.0	-	890.0
17-07	CTH F (Nichols West Village Limits to STH 47)	-	-	-	-	335.0	-	335.0
18-07	CTH F (STH 187 to Shioc River Bridge)	-	-	-	-	-	990.0	990.0
18-09	CTH G (Isaar Rd to CTH Y)	-	-	40.0	500.0	-	-	540.0
18-10	CTH GG (CTH KK to CTH CE)	-	-	-	-	145.0	-	145.0
17-08	CTH GV (STH 96 to Silver Spring Rd.)	-	-	-	365.0	-	-	365.0
14-09	CTH J (I-41 to CTH JJ)	-	-	200.0	-	-	-	200.0
14-10	CTH J (STH 55 to Lamplighter Dr.)	-	-	420.0	-	-	-	420.0
18-12	CTH JJ & French Rd (Intersection Improvement)	-	-	-	50.0	250.0	-	300.0
16-03	CTH JJ (CTH A to STH 47)	-	-	175.0	175.0	250.0	-	600.0
16-02	CTH JJ (CTH N to STH 55)	223.0	-	880.0	220.0	-	-	1,323.0
12-13c	CTH JJ (Lightning Dr. to French Rd.)	-	-	-	100.0	100.0	-	200.0
20-02	CTH JJ -Vil of Hrtnvll, Douglas St. to Warner St.	-	100.0	40.0	-	2,110.0	-	2,250.0
20-01	CTH JJ -Vil of Hrtnvll, Indust Prk Dr-Douglas St.	-	100.0	30.0	-	1,675.0	-	1,805.0
18-13	CTH K (CTH CE to CTH HH)	-	-	405.0	-	-	-	405.0
20-07	CTH KK-Calumet St Traffic Signal/Safety Upgrd	-	-	80.0	-	-	-	80.0
18-16	CTH N & Evergreen Dr (Intersection Imp)	300.0	100.0	-	-	-	-	400.0
11-12	CTH N (CTH KK to CTH CE)	-	482.0	-	275.0	-	4,295.5	5,052.5
19-05	CTH N (CTH N & Wallace St - Intersection Imp)	200.0	25.0	-	-	-	-	225.0
20-13	CTH N (STH 96 to CTH OO)	200.0	100.0	-	-	-	-	300.0
19-09	CTH O (CTH EE to CTH E)	-	-	400.0	-	-	-	400.0
15-12	CTH OO & CTH E (Ballard Road Intersection)	40.0	400.0	-	-	-	-	440.0
18-21	CTH OO & French Rd Intersection	160.0	50.0	250.0	-	-	-	460.0
18-20	CTH OO & Holland Rd Intersection	-	-	120.0	50.0	-	-	170.0
18-19	CTH OO & Oneida Street (Intersection Imp)	30.0	300.0	-	-	-	-	330.0
19-01	CTH OO (CTH OO & Roemer Rd Intersection)	30.0	335.0	-	-	-	-	365.0
18-18	CTH OO (I-41 to CTH AA Corridor Study)	-	-	-	-	100.0	-	100.0
20-14	CTH OO (Mason St to STH 47)	-	-	-	-	-	160.0	160.0
18-22	CTH PP (CTH S to Wolfe Rd)	-	-	-	-	1,050.0	-	1,050.0
16-05	CTH Q (CTH CE to CTH Z)	-	-	540.0	-	-	-	540.0

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR

Note: All Costs are in thousands of dollars.

Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
20-15	CTH S (Kelley Rd to CTH A)	-	-	-	-	-	2,100.0	2,100.0
19-10	CTH S (STH 47 to CTH C)	-	-	-	-	850.0	-	850.0
17-13	CTH T (USH 45 to CTH D)	-	-	425.0	-	-	-	425.0
20-16	CTH TT (CTH T to CTH M)	-	-	-	-	-	750.0	750.0
18-23	CTH U (CTH S to CTH EE)	-	-	60.0	-	1,000.0	-	1,060.0
14-16	CTH U (I-41 to CTH S)	560.0	2,114.0	525.0	-	-	-	3,199.0
18-24	CTH U (STH 96 to CTH DD)	-	-	-	85.0	-	-	85.0
18-25	CTH VV (Holzer Rd to CTH Y)	-	60.0	-	1,300.0	-	-	1,360.0
18-26	CTH W (Roloff to CTH WW)	-	-	-	775.0	-	-	775.0
20-20	CTH WW (CTH D to Bubolz Rd)	-	-	270.0	-	-	-	270.0
17-14	CTH WW (West County Line to CTH D)	-	-	150.0	-	-	-	150.0
17-15	CTH Z (CTH HH to STH 55)	-	480.0	-	-	-	-	480.0
17-16	CTH Z (Kavanaugh Rd to Outagamie Rd)	15.0	200.0	452.5	200.0	360.0	4,466.8	5,694.3
16-10	Highway - Hortonville Facility Salt Shed	-	-	300.0	-	-	-	300.0
20-24	Highway -Fuel Systems - Shiocton, Appleton	-	-	175.0	-	-	400.0	575.0
20-19	Highway Machinery and Equipment	-	1,030.0	1,295.0	1,290.0	1,235.0	1,220.0	6,070.0
20-12	Highway-Appleton Facility Salt Shed	-	-	-	600.0	-	-	600.0
20-25	HighwayBrine Facility (Hortonville & Appleton)	-	-	-	200.0	-	200.0	400.0
20-22	Highway-Lighting Outlying Garages	-	-	100.0	-	-	-	100.0
20-26	Highway-Rplc Sprinkler Sys-Outback/Zebra Bld	-	75.0	-	-	-	-	75.0
20-23	Highway-Security Doors in Hallway	-	-	50.0	-	-	-	50.0
20-06	Tn of Buchanan - Cty Line Rd Bridge P-44-935	-	-	-	395.7	-	-	395.7
20-11	Tn of Buchanan - New Road Bridge P-44-903	-	-	-	430.1	-	-	430.1
19-13	Tn of Cicero-Old 47 Bridge over Toad Creek)	-	41.2	186.6	-	-	-	227.8
19-14	Tn of Freedom-Maloney Rd Brdg over Apple Ck)	-	42.7	208.4	-	-	-	251.1
19-07	Tn of Vandenbroek - Hickory Rd Bridge	-	397.2	-	-	-	-	397.2
20-18	Town / County Aid Bridges - Unallocated	-	303.8	150.0	150.0	150.0	150.0	903.8
	Total Highway	5,095.2	11,688.4	10,512.5	11,405.8	13,560.0	18,477.3	70,739.2

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR
Note: All Costs are in thousands of dollars.

Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
AIRPORT								
17-44	Aircraft Hangar	-	2,000.0	-	-	-	-	2,000.0
20-31	Airfield Snow Blower	-	200.0	-	-	-	-	200.0
20-30	Airfield Snow Removal Tractor	-	170.0	-	-	-	-	170.0
06-24	Apron, Txy PH1, PH2 and PH 3	-	1,000.0	8,500.0	8,725.0	13,000.0	-	31,225.0
17-21	Concourse Modifications PH 1, PH 2 and PH 3	-	1,000.0	2,000.0	30,407.0	-	-	33,407.0
14-27	Design & Construct Taxi Lane Rehab	180.0	1,500.0	-	-	-	-	1,680.0
18-35	Design/Construct Air Traffic Control Tower	-	-	-	250.0	100.0	5,000.0	5,350.0
17-46	Electronic Fuel Meter System (FBO)	-	-	50.0	-	-	-	50.0
20-28	FBO Hangar and Building Improvements	-	150.0	-	-	-	-	150.0
20-34	FBO Snow Removal Equipment	-	-	-	75.0	-	-	75.0
20-33	FBO Tugs	-	-	40.0	40.0	-	-	80.0
20-27	General Asphalt Pavement Maintenance	-	75.0	75.0	75.0	75.0	75.0	375.0
17-39	Ground Support Equipment (GSE)	-	-	50.0	50.0	-	-	100.0
17-31	Jet A Refueler 5000 Gallon (FBO)	-	-	325.0	-	-	-	325.0
20-32	Land Acquisition and Development	-	3,000.0	-	-	-	-	3,000.0
19-21	Rehabilitation of Terminal Building Façade	-	-	-	-	3,000.0	-	3,000.0
18-50	Repave Public Parking Lot Center Area	-	-	-	1,000.0	-	-	1,000.0
17-42	Replace 5 Revenue Control Ticket Dispensers	-	25.0	-	-	-	-	25.0
18-39	Replace Airfield Mower with Highspeed Model	-	-	-	180.0	-	-	180.0
18-46	Replace Concourse Boilers	-	-	-	150.0	-	-	150.0
20-29	Replace Concourse Skylight System	-	425.0	-	-	-	-	425.0
19-20	Replace Parking Technology	-	-	-	525.0	-	-	525.0
18-43	Replace Terminal South Roof	-	-	200.0	-	-	-	200.0
19-22	Runway Edge Lighting	-	-	-	-	328.0	-	328.0
18-44	Sand Storage Building	-	-	500.0	-	-	-	500.0
17-26	Sustainability/Lighting Upgrades	-	50.0	100.0	100.0	100.0	100.0	450.0
17-40	Tenant HVAC Upgrade, PH-1	-	-	-	400.0	-	-	400.0

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR
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Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
18-49	Update INET/Access Xpert Hardware Items	-	-	-	500.0	-	-	500.0
18-48	Update Security Gate Operators	-	-	-	300.0	-	-	300.0
	Total Airport	180.0	9,595.0	11,840.0	42,777.0	16,603.0	5,175.0	86,170.0

SOLID WASTE

20-38	9732, 9733, 9739 Loader (track replacements)	-	180.0	-	-	-	-	180.0
20-48	Arc Flash One Line Documents	-	40.0	-	-	-	-	40.0
15-27	Baler Replacement	-	-	850.0	900.0	-	-	1,750.0
19-38	Baler Room Expansion / Elec Serv Move	-	1,500.0	-	-	-	-	1,500.0
20-49	Building Security	-	75.0	-	-	-	-	75.0
20-36	Bulk Spreader (daily cover application)	-	100.0	-	-	-	-	100.0
20-45	Dry Ice Blaster	-	60.0	-	-	-	-	60.0
20-41	East LF North Leachate Pump Reconfiguration	-	100.0	-	-	-	-	100.0
20-51	Fiber Baler Reline	-	100.0	-	-	-	-	100.0
20-47	Fire Monitoring System	-	50.0	-	-	-	-	50.0
20-40	Fleet Radios (new)	-	30.0	-	-	-	-	30.0
20-42	Lawnmower (replacement)	-	20.0	-	-	-	-	20.0
20-46	Louvers On Tip Floor	-	50.0	-	-	-	-	50.0
19-39	MRF Expansion-Enclose Compactor/Glass Sys	-	-	-	600.0	-	-	600.0
13-18	NE Landfill LFG Vertical Wells	-	150.0	150.0	150.0	-	-	450.0
20-37	NE Landfill Wellheads and Pumps 2021	-	100.0	100.0	100.0	-	-	300.0
20-35	New Service Building Mezzanine Buildout	-	50.0	-	-	-	-	50.0
11-38	Northeast Landfill Leachate and Gas Piping	-	250.0	-	-	-	-	250.0
20-43	NWLF Bulk Excavation Phase 1	-	4,500.0	-	-	-	-	4,500.0
19-41	OCC Dust Hood	-	75.0	-	-	-	-	75.0
20-39	Portable Litter Fence	-	65.0	-	-	-	-	65.0
20-50	Recycling Equipment	-	340.0	535.0	60.0	300.0	-	1,235.0
19-34	Relocate (GCUS) Glass Clean Up System	-	200.0	-	-	-	-	200.0

Table 1
CAPITAL PROJECT COST SUMMARY BY YEAR
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Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
19-32	Replace Roller Chain Conveyers	-	100.0	100.0	100.0	100.0	100.0	500.0
19-33	Replace Sorting Machine Shafts	-	100.0	100.0	100.0	100.0	100.0	500.0
19-23	Replace the MRF Metering Bin.	-	-	350.0	-	-	-	350.0
15-31	Replace Walking Floors	-	-	-	80.0	-	-	80.0
19-40	Resurface and Expand MRF Yard	-	200.0	-	-	-	-	200.0
20-44	Street Sweeper (used)	-	150.0	-	-	-	-	150.0
	Total Solid Waste	-	8,585.0	2,185.0	2,090.0	500.0	200.0	13,560.0
INFORMATION TECHNOLOGY								
20-56	Additional Backup Storage	-	-	50.0	-	-	-	50.0
20-59	Additional SAN Storage	-	-	-	-	-	150.0	150.0
19-49	Additional Virtual Server Hosts	-	-	-	50.0	-	-	50.0
16-36	Business Intelligence (BI) Tool	-	-	-	100.0	-	-	100.0
18-60	CAD/RMS/JMS Hardware Replacement	-	-	-	300.0	-	-	300.0
14-57	Citrix - Netscaler Upgrade	-	-	55.0	-	-	-	55.0
19-50	COOP Air Conditioner Replacement	-	-	-	-	20.0	-	20.0
16-30	Email Upgrade	-	-	-	300.0	-	-	300.0
20-58	High Availability Firewall	-	-	-	-	65.0	-	65.0
17-70	High Availability Internet Firewall	-	-	-	-	65.0	-	65.0
17-73	LAN Switch Replacement	-	-	-	480.0	-	-	480.0
19-44	MDC Replacements	-	68.5	68.5	68.5	68.5	68.5	342.5
16-29	Microsoft Office Suite	-	-	450.0	-	-	-	450.0
17-60	Outagamie County Security Assessment	-	-	-	-	50.0	-	50.0
20-57	Outdoor Paging Equipment at Solid Waste	-	-	-	65.0	-	-	65.0
17-68	Replace Airport Camera System and Storage	-	-	100.0	-	-	-	100.0
19-51	Replace Backup Tape Drives	-	120.0	-	-	-	-	120.0
20-60	Replace Change Management Server	-	-	-	-	-	60.0	60.0
17-69	Replace Jail Camera System and Storage	-	140.0	-	-	-	-	140.0

Table 1
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Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
20-53	Replace Multimode Fiber	-	-	150.0	-	-	-	150.0
17-72	Replace Server Disk Backup System	-	-	-	-	160.0	-	160.0
20-54	Replace Wireless Network Equipment	-	-	375.0	-	-	-	375.0
19-45	Replacement PCs and Laptops	-	239.5	135.0	178.0	160.0	201.5	914.0
19-46	Replacement Servers	-	106.4	102.0	145.0	75.0	75.0	503.4
16-31	SAN Replacements	-	450.0	-	-	-	-	450.0
20-52	Server Replication Software	-	50.0	-	-	-	50.0	100.0
12-43	Sheriff 911 Recording System Replacement	-	-	65.0	-	-	-	65.0
15-38	TCM Programming	-	50.0	-	-	-	-	50.0
18-68	TCM Replacement	-	70.0	950.0	176.1	-	-	1,196.1
17-74	Upgrade Server Logging System	-	-	100.0	-	-	-	100.0
20-55	Website Refresh	-	-	60.0	-	-	-	60.0
16-37	Windows OS Server Upgrades	-	-	-	-	300.0	-	300.0
	Total Information Technology	-	1,294.4	2,660.5	1,862.6	963.5	605.0	7,386.0

GENERAL

15-62	Brewster Village-Building/Equipment Updates	-	795.0	499.0	638.0	-	-	1,932.0
20-76	Brewster Village-Equipment and Furnishings	-	565.0	490.0	495.0	500.0	500.0	2,550.0
20-77	Brewster Village-Vehicle Replacement	-	-	-	20.0	70.0	45.0	135.0
20-72	Cty Exec-Fairgrounds Updates	-	70.0	70.0	70.0	70.0	70.0	350.0
18-76	Cty Exec-History Museum Building Projects	322.5	210.0	155.0	-	-	-	687.5
19-81	DLS-Orthoimagery Data Acquisition	-	60.0	-	-	-	-	60.0
20-74	DLS-Outagamie Cty Greenway Implementation	56.5	25.0	25.0	25.0	25.0	25.0	181.5
20-75	DLS-Recycling & SW/Hwy Land Use Planning	-	90.0	-	-	-	-	90.0
20-78	HHS-Vehicles	-	224.0	-	-	-	-	224.0
20-70	LCD DLS-Wetland Mitigation Bank	-	750.0	300.0	-	-	-	1,050.0
19-67	LCD-Replace Carlson GPS Survey Units	-	12.0	12.0	12.0	12.0	12.0	60.0
20-69	LCD-Vehicle Replacement	-	28.0	28.0	30.0	28.0	28.0	142.0

Table 1
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Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
15-48	Maint-Fire Alarm Notification Updates HSSB	-	-	-	-	-	128.3	128.3
20-61	Maint-Install Two Level Chair Lift in CAB	-	135.4	-	-	-	-	135.4
20-64	Maint-Mill and Resurface North Parking Lot	-	-	-	60.0	-	-	60.0
20-63	Maint-Mill/Resurface YFS and 227 Parking Lots	-	-	55.0	-	-	-	55.0
20-62	Maint-Replace 10 Rooftop Units at VPI	-	146.7	-	-	-	-	146.7
19-55	Maint-Replace 2002 John Deere Broom	-	46.0	-	-	-	-	46.0
19-57	Maint-Replace 2003 John Deere Broom	-	-	47.4	-	-	-	47.4
19-58	Maint-Replace Air Handler 1st floor North Bldg	-	63.9	-	-	-	-	63.9
19-60	Maint-Replace Roof on Ag Services Building	-	-	-	-	95.0	-	95.0
14-72	Maint-Replace Roof on HSSB	-	318.0	-	-	-	-	318.0
19-59	Maint-Upgrade CAB Elevator Controls	-	-	127.3	-	-	-	127.3
13-26	Maint-Upgrade HSSB Air Handling Systems	-	-	-	320.0	-	-	320.0
19-92	Parks-Fox River Greenway/Trail Corridor	50.0	1,300.0	150.0	-	-	-	1,500.0
19-86	Parks-Hard Surface Courts & Parking Lot	-	51.3	374.2	-	-	-	425.5
15-53	Parks-Park Improvements/Development	111.0	137.8	-	-	-	-	248.8
14-79	Parks-Pavilion & Central Parking Lot Rplc	715.0	3,850.0	-	-	-	-	4,565.0
19-87	Parks-Phase I Plamann - Footbridge Rplc	-	12.8	102.5	-	-	-	115.3
19-85	Parks-Phase I Plamann Park-Baseball Complex	-	-	207.7	1,515.4	-	-	1,723.1
19-89	Parks-Phase I Plamann Paving	-	117.9	850.0	-	-	-	967.9
19-91	Parks-Phase I Pop Warner Challenger Field	-	97.4	717.5	-	-	-	814.9
19-88	Parks-Phase II Plamann Paving	-	-	-	373.9	2,921.2	-	3,295.1
16-47	Parks-Plamann Lake Upgrade	136.0	20.0	80.0	15.0	15.0	-	266.0
19-90	Parks-Plamann Park Sewer/Water/Streambank	230.0	2,908.8	-	-	-	-	3,138.8
20-80	Parks-Plamann Phase II: Children's Farm Imp	-	-	-	-	77.6	595.9	673.5
20-79	Parks-Vehicle & Equipment Replacement	-	28.0	88.5	40.0	60.0	-	216.5
19-61	Sheriff-Body Cameras	-	157.5	-	-	-	-	157.5
20-65	Sheriff-Communications Center Remodel	-	25.0	400.0	-	-	-	425.0
20-68	Sheriff-Evidence/Crime Scene Van	-	-	75.0	-	-	-	75.0
20-66	Sheriff-Next Generation 911	-	-	-	110.0	-	-	110.0
20-67	Sheriff-OUSO/APD Command Trailer	-	-	135.0	-	-	-	135.0

Table 1
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Project No.	PROJECT NAME	2020 & PRIOR YEARS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	PROJECT TOTAL
19-64	Sheriff-Radio Microwave System Replacement	-	621.0	-	-	-	-	621.0
15-52	Sheriff-Security Camera Replacement	-	50.0	75.0	75.0	-	-	200.0
19-65	Sheriff-Vehicle Maintenance Station	-	153.3	-	-	-	-	153.3
19-63	Sheriff-Vehicle Replacement	-	498.3	572.0	516.9	561.2	621.0	2,769.4
20-71	Treasurer & Finance-General Receipting Sys	24.5	33.6	-	-	-	-	58.1
19-69	UWO Fox Cities-Accurate Appraisal Bld Purc	-	375.0	-	-	-	-	375.0
10-28	UWO Fox Cities-Astronomical Observation Fac	-	-	6.0	75.6	-	-	81.6
19-73	UWO Fox Cities-Clean Up/Update Nature Ctr	-	50.0	-	-	-	-	50.0
19-70	UWO Fox Cities-Flooring in 1300 Wing	-	-	-	106.7	-	-	106.7
19-71	UWO Fox Cities-Flooring in Library	-	-	-	-	77.5	-	77.5
13-34	UWO Fox Cities-Food Service/Union Facilities	175.0	2,209.0	-	-	-	-	2,384.0
19-75	UWO Fox Cities-New UTV Maintenance	-	-	-	30.0	-	-	30.0
20-73	UWO Fox Cities-Repair Blacktop Main Entrance	-	-	-	40.0	-	-	40.0
19-72	UWO Fox Cities-Rplc Flooring Science Wing	-	-	98.8	-	-	-	98.8
18-80	UWO Fox Cities-RTU Repairs Art/Music Wing	-	-	-	15.0	-	-	15.0
19-74	UWO Fox Cities-Science Room Fume Hood	-	116.2	-	-	-	-	116.2
	Total General	1,820.5	16,351.9	5,740.9	4,583.5	4,512.5	2,025.2	35,034.5
	TOTAL	7,095.7	47,514.7	32,938.9	62,718.9	36,139.0	26,482.5	212,889.7

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE

Note: All Costs are in thousands of dollars.

Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
HIGHWAY							
18-28	Bridge B-44-0003 (CTH KK over Kankopot Crk)	-	480.0	-	270.0	-	750.0
15-15	Bridge B-44-0027 (CTH OO over Bongers Crk)	-	-	-	200.0	-	200.0
20-10	Bridge B-44-0051 (CTH U over Apple Crk)	-	880.0	-	240.0	-	1,120.0
20-21	Bridge B-44-0089 (F over Wolf River)	-	-	-	725.0	-	725.0
19-06	Bridge B-44-0187 (CTH N over Fox River)	-	-	-	225.0	-	225.0
19-11	Bridge B-44-0265 (CTH OO over Soo Line RR)	-	-	-	50.0	-	50.0
19-12	Bridge B-44-0282 (CTH S over Wolf River)	-	-	-	80.0	-	80.0
20-09	Bridge B-44-0709 (CTH JJ over Black Otter Crk)	-	-	-	-	520.0	520.0
18-29	Bridge P-44-0950 (CTH CC over Apple Creek)	-	410.3	-	150.7	-	561.0
20-17	County - Culvert Replacement Program	-	-	-	648.5	-	648.5
15-01	CTH A (CTH JJ East to CTH JJ West)	-	-	-	280.0	-	280.0
19-03	CTH A (CTH JJ west to STH 47)	1,350.0	-	-	-	-	1,350.0
19-02	CTH A (I-41 overpass to CTH JJ east)	580.0	-	-	-	-	580.0
13-01	CTH A (STH 76 to Mayflower Road)	3,272.1	424.1	-	250.0	-	3,946.2
20-03	CTH C (CTH E to CTH J)	855.0	-	-	-	-	855.0
20-04	CTH C (CTH EE to STH 54)	840.0	-	-	-	-	840.0
17-02	CTH C (CTH J to CTH EE)	430.0	-	-	-	-	430.0
17-03	CTH CA (CTH CA & Mall Drive Intersection)	375.0	-	-	290.0	465.0	1,130.0
18-02	CTH CB & CTH BB Corridor (Intersection Imp)	-	-	-	75.0	-	75.0
15-04	CTH CB (Spencer St to STH 96)	624.0	-	-	-	-	624.0
18-04	CTH CE (CTH CE & Railroad St Intersection)	625.0	-	-	60.0	645.0	1,330.0
17-17	CTH CE Culvert Repair (East of CTH N)	420.0	-	-	-	-	420.0
19-04	CTH D (Schweitzer Rd to STH 76)	-	-	-	480.0	-	480.0
16-01	CTH D (STH 76 to CTH XX)	2,300.0	-	-	150.0	-	2,450.0
18-05	CTH E (CTH EE (Ballard Rd) to Holland Rd)	629.9	-	220.1	-	-	850.0
09-05	CTH E (CTH JJ to Apple Creek Rd)	-	-	-	190.0	90.0	280.0
17-05	CTH E (CTH OO to I-41)	290.0	-	-	35.0	-	325.0
17-06	CTH EE (Apple Creek Rd to Apple Hill Blvd)	-	-	-	190.0	90.0	280.0
20-08	CTH EE (CTH E to E. County Line)	173.0	-	-	347.0	-	520.0

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE

Note: All Costs are in thousands of dollars.

Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
20-05	CTH EE (STH 55 to CTH E)	890.0	-	-	-	-	890.0
17-07	CTH F (Nichols West Village Limits to STH 47)	-	-	-	335.0	-	335.0
18-07	CTH F (STH 187 to Shioc River Bridge)	990.0	-	-	-	-	990.0
18-09	CTH G (Isaar Rd to CTH Y)	500.0	-	-	40.0	-	540.0
18-10	CTH GG (CTH KK to CTH CE)	-	-	-	145.0	-	145.0
17-08	CTH GV (STH 96 to Silver Spring Rd.)	95.0	-	-	270.0	-	365.0
14-09	CTH J (I-41 to CTH JJ)	-	-	-	200.0	-	200.0
14-10	CTH J (STH 55 to Lamplighter Dr.)	420.0	-	-	-	-	420.0
18-12	CTH JJ & French Rd (Intersection Improvement)	-	-	-	150.0	150.0	300.0
16-03	CTH JJ (CTH A to STH 47)	-	-	-	425.0	175.0	600.0
16-02	CTH JJ (CTH N to STH 55)	1,100.0	-	-	223.0	-	1,323.0
12-13c	CTH JJ (Lightning Dr. to French Rd.)	-	-	-	200.0	-	200.0
20-02	CTH JJ -Vil of Hrtnvll, Douglas St. to Warner St.	-	-	2,250.0	-	-	2,250.0
20-01	CTH JJ -Vil of Hrtnvll, Indust Prk Dr-Douglas St.	-	-	1,805.0	-	-	1,805.0
18-13	CTH K (CTH CE to CTH HH)	405.0	-	-	-	-	405.0
20-07	CTH KK-Calumet St Traffic Signal/Safety Upgrd	-	-	-	80.0	-	80.0
18-16	CTH N & Evergreen Dr (Intersection Imp)	-	-	-	200.0	200.0	400.0
11-12	CTH N (CTH KK to CTH CE)	1,476.4	3,441.1	-	67.5	67.5	5,052.5
19-05	CTH N (CTH N & Wallace St - Intersection Imp)	-	-	-	150.7	74.3	225.0
20-13	CTH N (STH 96 to CTH OO)	-	-	-	285.0	15.0	300.0
19-09	CTH O (CTH EE to CTH E)	50.0	-	-	350.0	-	400.0
15-12	CTH OO & CTH E (Ballard Road Intersection)	220.0	-	-	30.0	190.0	440.0
18-21	CTH OO & French Rd Intersection	-	-	-	230.0	230.0	460.0
18-20	CTH OO & Holland Rd Intersection	-	-	-	110.0	60.0	170.0
18-19	CTH OO & Oneida Street (Intersection Imp)	15.7	-	-	164.3	150.0	330.0
19-01	CTH OO (CTH OO & Roemer Rd Intersection)	167.5	-	-	15.0	182.5	365.0
18-18	CTH OO (I-41 to CTH AA Corridor Study)	-	-	-	100.0	-	100.0
20-14	CTH OO (Mason St to STH 47)	-	-	-	80.0	80.0	160.0
18-22	CTH PP (CTH S to Wolfe Rd)	1,050.0	-	-	-	-	1,050.0
16-05	CTH Q (CTH CE to CTH Z)	540.0	-	-	-	-	540.0

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE

Note: All Costs are in thousands of dollars.

Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
20-15	CTH S (Kelley Rd to CTH A)	1,350.0	-	750.0	-	-	2,100.0
19-10	CTH S (STH 47 to CTH C)	850.0	-	-	-	-	850.0
17-13	CTH T (USH 45 to CTH D)	425.0	-	-	-	-	425.0
20-16	CTH TT (CTH T to CTH M)	70.0	-	-	680.0	-	750.0
18-23	CTH U (CTH S to CTH EE)	1,000.0	-	-	60.0	-	1,060.0
14-16	CTH U (I-41 to CTH S)	1,464.0	-	-	1,498.5	236.5	3,199.0
18-24	CTH U (STH 96 to CTH DD)	-	-	-	85.0	-	85.0
18-25	CTH VV (Holzer Rd to CTH Y)	1,300.0	-	-	60.0	-	1,360.0
18-26	CTH W (Roloff to CTH WW)	775.0	-	-	-	-	775.0
20-20	CTH WW (CTH D to Bubolz Rd)	-	-	-	270.0	-	270.0
17-14	CTH WW (West County Line to CTH D)	-	-	-	150.0	-	150.0
17-15	CTH Z (CTH HH to STH 55)	408.0	-	-	-	72.0	480.0
17-16	CTH Z (Kavanaugh Rd to Outagamie Rd)	794.0	3,672.8	521.1	345.3	361.1	5,694.3
20-12	Highway - Appleton Facility Salt Shed	300.0	-	300.0	-	-	600.0
16-10	Highway - Hortonville Facility Salt Shed	-	-	150.0	-	150.0	300.0
20-19	Highway Machinery and Equipment	-	-	-	-	6,070.0	6,070.0
20-25	Highway-Brine Facility (Hortonville & Appleton)	-	-	-	-	400.0	400.0
20-24	Highway-Fuel Systems - Shiocton, Appleton	400.0	-	-	-	175.0	575.0
20-22	Highway-Lighting Outlying Garages	-	-	-	-	100.0	100.0
20-26	Highway-Rplc Sprinkler Sys-Outback/Zebra Bld	-	-	-	-	75.0	75.0
20-23	Highway-Security Doors in Hallway	-	-	-	-	50.0	50.0
20-06	Tn of Buchanan - Cty Line Rd Bridge P-44-935	-	316.5	-	39.6	39.6	395.7
20-11	Tn of Buchanan - New Road Bridge P-44-903	-	344.1	-	43.0	43.0	430.1
19-13	Tn of Cicero-Old 47 Bridge over Toad Creek)	-	182.2	-	22.8	22.8	227.8
19-14	Tn of Freedom-Maloney Rd Brdg over Apple Ck)	-	200.9	-	25.1	25.1	251.1
19-07	Tn of Vandenbroek - Hickory Rd Bridge	-	317.8	-	39.7	39.7	397.2
20-18	Town / County Aid Bridges - Unallocated	-	-	-	451.9	451.9	903.8
	Total Highway	29,819.6	10,669.8	5,996.2	12,557.6	11,696.0	70,739.2

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE

Note: All Costs are in thousands of dollars.

Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
AIRPORT							
17-44	Aircraft Hangar	2,000.0	-	-	-	-	2,000.0
20-31	Airfield Snow Blower	-	-	-	-	200.0	200.0
20-30	Airfield Snow Removal Tractor	-	-	-	-	170.0	170.0
06-24	Apron, Txy PH1, PH2 and PH 3	-	27,900.0	1,730.0	-	1,595.0	31,225.0
17-21	Concourse Modifications PH 1, PH 2 and PH 3	-	24,825.5	1,400.0	-	7,181.5	33,407.0
14-27	Design & Construct Taxi Lane Rehab	-	-	1,344.0	-	336.0	1,680.0
18-35	Design/Construct Air Traffic Control Tower	-	-	3,780.0	1,250.0	320.0	5,350.0
17-46	Electronic Fuel Meter System (FBO)	-	-	-	-	50.0	50.0
20-28	FBO Hangar and Building Improvements	-	-	-	-	150.0	150.0
20-34	FBO Snow Removal Equipment	-	-	-	-	75.0	75.0
20-33	FBO Tugs	-	-	-	-	80.0	80.0
20-27	General Asphalt Pavement Maintenance	-	-	-	-	375.0	375.0
17-39	Ground Support Equipment (GSE)	-	-	-	-	100.0	100.0
17-31	Jet A Refueler 5000 Gallon (FBO)	-	-	-	-	325.0	325.0
20-32	Land Acquisition and Development	-	-	-	-	3,000.0	3,000.0
19-21	Rehabilitation of Terminal Building Façade	-	-	-	-	3,000.0	3,000.0
18-50	Repave Public Parking Lot Center Area	-	-	-	-	1,000.0	1,000.0
17-42	Replace 5 Revenue Control Ticket Dispensers	-	-	-	-	25.0	25.0
18-39	Replace Airfield Mower with Highspeed Model	-	-	-	-	180.0	180.0
18-46	Replace Concourse Boilers	-	-	-	-	150.0	150.0
20-29	Replace Concourse Skylight System	-	-	-	-	425.0	425.0
19-20	Replace Parking Technology	-	-	-	-	525.0	525.0
18-43	Replace Terminal South Roof	-	-	-	-	200.0	200.0
19-22	Runway Edge Lighting	-	-	-	-	328.0	328.0
18-44	Sand Storage Building	-	-	-	-	500.0	500.0
17-26	Sustainability/Lighting Upgrades	-	-	-	-	450.0	450.0
17-40	Tenant HVAC Upgrade, PH-1	-	-	-	-	400.0	400.0

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE
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Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
18-49	Update INET/Access Xpert Hardware Items	-	-	-	-	500.0	500.0
18-48	Update Security Gate Operators	-	-	-	-	300.0	300.0
	Total Airport	2,000.0	52,725.5	8,254.0	1,250.0	21,940.5	86,170.0

SOLID WASTE

20-38	9732, 9733, 9739 Loader (track replacements)	-	-	-	-	180.0	180.0
20-48	Arc Flash One Line Documents	-	-	-	-	40.0	40.0
15-27	Baler Replacement	-	-	-	-	1,750.0	1,750.0
19-38	Baler Room Expansion / Elec Serv Move	1,500.0	-	-	-	-	1,500.0
20-49	Building Security	-	-	-	-	75.0	75.0
20-36	Bulk Spreader (daily cover application)	-	-	-	-	100.0	100.0
20-45	Dry Ice Blaster	-	-	-	-	60.0	60.0
20-41	East LF North Leachate Pump Reconfiguration	-	-	-	-	100.0	100.0
20-51	Fiber Baler Reline	-	-	-	-	100.0	100.0
20-47	Fire Monitoring System	-	-	-	-	50.0	50.0
20-40	Fleet Radios (new)	-	-	-	-	30.0	30.0
20-42	Lawnmower (replacement)	-	-	-	-	20.0	20.0
20-46	Louvers On Tip Floor	-	-	-	-	50.0	50.0
19-39	MRF Expansion-Enclose Compactor/Glass Sys	-	-	-	-	600.0	600.0
13-18	NE Landfill LFG Vertical Wells	-	-	-	-	450.0	450.0
20-37	NE Landfill Wellheads and Pumps 2021	-	-	-	-	300.0	300.0
20-35	New Service Building Mezzanine Buildout	-	-	-	-	50.0	50.0
11-38	Northeast Landfill Leachate and Gas Piping	-	-	-	-	250.0	250.0
20-43	NWLF Bulk Excavation Phase 1	4,500.0	-	-	-	-	4,500.0
19-41	OCC Dust Hood	-	-	-	-	75.0	75.0
20-39	Portable Litter Fence	-	-	-	-	65.0	65.0
20-50	Recycling Equipment	-	-	-	-	1,235.0	1,235.0
19-34	Relocate (GCUS) Glass Clean Up System	-	-	-	-	200.0	200.0

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE
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Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
19-32	Replace Roller Chain Conveyers	-	-	-	-	500.0	500.0
19-33	Replace Sorting Machine Shafts	-	-	-	-	500.0	500.0
19-23	Replace the MRF Metering Bin.	-	-	-	-	350.0	350.0
15-31	Replace Walking Floors	-	-	-	-	80.0	80.0
19-40	Resurface and Expand MRF Yard	-	-	-	-	200.0	200.0
20-44	Street Sweeper (used)	-	-	-	-	150.0	150.0
	Total Solid Waste	6,000.0	-	-	-	7,560.0	13,560.0

INFORMATION TECHNOLOGY

20-56	Additional Backup Storage	-	-	-	50.0	-	50.0
20-59	Additional SAN Storage	-	-	-	150.0	-	150.0
19-49	Additional Virtual Server Hosts	-	-	-	50.0	-	50.0
16-36	Business Intelligence (BI) Tool	-	-	-	100.0	-	100.0
18-60	CAD/RMS/JMS Hardware Replacement	-	-	-	300.0	-	300.0
14-57	Citrix - Netscaler Upgrade	-	-	-	55.0	-	55.0
19-50	COOP Air Conditioner Replacement	-	-	-	20.0	-	20.0
16-30	Email Upgrade	-	-	-	300.0	-	300.0
20-58	High Availability Firewall	-	-	-	65.0	-	65.0
17-70	High Availability Internet Firewall	-	-	-	65.0	-	65.0
17-73	LAN Switch Replacement	-	-	-	480.0	-	480.0
19-44	MDC Replacements	-	-	-	342.5	-	342.5
16-29	Microsoft Office Suite	-	-	-	450.0	-	450.0
17-60	Outagamie County Security Assessment	-	-	-	50.0	-	50.0
20-57	Outdoor Paging Equipment at Solid Waste	-	-	-	-	65.0	65.0
17-68	Replace Airport Camera System and Storage	-	-	-	-	100.0	100.0
19-51	Replace Backup Tape Drives	-	-	-	-	120.0	120.0
20-60	Replace Change Management Server	-	-	-	60.0	-	60.0
17-69	Replace Jail Camera System and Storage	-	-	-	140.0	-	140.0

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Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
20-53	Replace Multimode Fiber	-	-	-	150.0	-	150.0
17-72	Replace Server Disk Backup System	-	-	-	160.0	-	160.0
20-54	Replace Wireless Network Equipment	-	-	-	375.0	-	375.0
19-45	Replacement PCs and Laptops	-	-	-	914.0	-	914.0
19-46	Replacement Servers	-	-	-	503.4	-	503.4
16-31	SAN Replacements	-	-	-	-	450.0	450.0
20-52	Server Replication Software	-	-	-	100.0	-	100.0
12-43	Sheriff 911 Recording System Replacement	-	-	-	65.0	-	65.0
15-38	TCM Programming	-	-	-	50.0	-	50.0
18-68	TCM Replacement	-	-	-	1,196.1	-	1,196.1
17-74	Upgrade Server Logging System	-	-	-	100.0	-	100.0
20-55	Website Refresh	-	-	-	60.0	-	60.0
16-37	Windows OS Server Upgrades	-	-	-	300.0	-	300.0
	Total Information Technology	-	-	-	6,651.0	735.0	7,386.0

GENERAL

15-62	Brewster Village-Building/Equipment Updates	-	-	-	-	1,932.0	1,932.0
20-76	Brewster Village-Equipment and Furnishings	-	-	-	2,550.0	-	2,550.0
20-77	Brewster Village-Vehicle Replacement	-	-	-	135.0	-	135.0
20-72	Cty Exec-Fairgrounds Updates	-	-	-	175.0	175.0	350.0
18-76	Cty Exec-History Museum Building Projects	-	-	-	477.5	210.0	687.5
19-81	DLS-Orthoimagery Data Acquisition	-	-	-	-	60.0	60.0
20-74	DLS-Outagamie Cty Greenway Implementation	-	-	-	125.0	56.5	181.5
20-75	DLS-Recycling & SW/Hwy Land Use Planning	-	-	-	30.0	60.0	90.0
20-78	HHS-Vehicles	-	-	-	-	224.0	224.0
20-70	LCD DLS-Wetland Mitigation Bank	-	-	-	-	1,050.0	1,050.0
19-67	LCD-Replace Carlson GPS Survey Units	-	-	-	60.0	-	60.0
20-69	LCD-Vehicle Replacement	-	-	-	142.0	-	142.0

Table 2
CAPITAL PROJECT COST SUMMARY BY FUNDING SOURCE

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Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
15-48	Maint-Fire Alarm Notification Updates HSSB	-	-	-	128.3	-	128.3
20-61	Maint-Install Two Level Chair Lift in CAB	-	-	-	-	135.4	135.4
20-64	Maint-Mill and Resurface North Parking Lot	-	-	-	60.0	-	60.0
20-63	Maint-Mill/Resurface YFS and 227 Parking Lots	-	-	-	55.0	-	55.0
20-62	Maint-Replace 10 Rooftop Units at VPI	-	-	-	146.7	-	146.7
19-55	Maint-Replace 2002 John Deere Broom	-	-	-	46.0	-	46.0
19-57	Maint-Replace 2003 John Deere Broom	-	-	-	47.4	-	47.4
19-58	Maint-Replace Air Handler 1st floor North Bldg	-	-	-	63.9	-	63.9
19-60	Maint-Replace Roof on Ag Services Building	-	-	-	95.0	-	95.0
14-72	Maint-Replace Roof on HSSB	-	-	-	-	318.0	318.0
19-59	Maint-Upgrade CAB Elevator Controls	-	-	-	127.3	-	127.3
13-26	Maint-Upgrade HSSB Air Handling Systems	-	-	-	320.0	-	320.0
19-92	Parks-Fox River Greenway/Trail Corridor	-	-	-	-	1,500.0	1,500.0
19-86	Parks-Hard Surface Courts & Parking Lot	374.2	-	-	51.3	-	425.5
15-53	Parks-Park Improvements/Development	-	-	-	-	248.8	248.8
14-79	Parks-Pavilion & Central Parking Lot Rplc	-	-	-	1,887.0	2,678.0	4,565.0
19-87	Parks-Phase I Plamann - Footbridge Rplc	-	-	-	115.3	-	115.3
19-85	Parks-Phase I Plamann Park-Baseball Complex	865.7	-	-	118.0	739.4	1,723.1
19-89	Parks-Phase I Plamann Paving	850.0	-	-	117.9	-	967.9
19-91	Parks-Phase I Pop Warner Challenger Field	-	-	-	-	814.9	814.9
19-88	Parks-Phase II Plamann Paving	2,939.2	-	-	79.2	276.7	3,295.1
16-47	Parks-Plamann Lake Upgrade	-	-	-	148.0	118.0	266.0
19-90	Parks-Plamann Park Sewer/Water/Streambank	-	-	-	20.0	3,118.8	3,138.8
20-80	Parks-Plamann Phase II: Children's Farm Imp	595.9	-	-	77.6	-	673.5
20-79	Parks-Vehicle & Equipment Replacement	-	-	-	216.5	-	216.5
19-61	Sheriff-Body Cameras	-	-	-	157.5	-	157.5
20-65	Sheriff-Communications Center Remodel	-	-	-	425.0	-	425.0
20-68	Sheriff-Evidence/Crime Scene Van	-	-	-	75.0	-	75.0
20-66	Sheriff-Next Generation 911	-	-	-	110.0	-	110.0
20-67	Sheriff-OUSO/APD Command Trailer	-	-	-	135.0	-	135.0

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Project No.	Project Name	Long Trm Financing	Federal	State	Levy & Sales Tax	Other	TOTAL COST
19-64	Sheriff-Radio Microwave System Replacement	-	-	-	-	621.0	621.0
15-52	Sheriff-Security Camera Replacement	-	-	-	200.0	-	200.0
19-65	Sheriff-Vehicle Maintenance Station	-	-	-	85.6	67.7	153.3
19-63	Sheriff-Vehicle Replacement	-	-	-	2,769.4	-	2,769.4
20-71	Treasurer & Finance-General Receipting Sys	-	-	-	58.1	-	58.1
19-69	UWO Fox Cities-Accurate Appraisal Bld Purc	-	-	-	-	375.0	375.0
10-28	UWO Fox Cities-Astronomical Observation Fac	-	-	-	81.6	-	81.6
19-73	UWO Fox Cities-Clean Up/Update Nature Ctr	-	-	-	50.0	-	50.0
19-70	UWO Fox Cities-Flooring in 1300 Wing	-	-	-	106.7	-	106.7
19-71	UWO Fox Cities-Flooring in Library	-	-	-	77.5	-	77.5
13-34	UWO Fox Cities-Food Service/Union Facilities	-	-	-	34.4	2,349.6	2,384.0
19-75	UWO Fox Cities-New UTV Maintenance	-	-	-	30.0	-	30.0
20-73	UWO Fox Cities-Repair Blacktop Main Entrance	-	-	-	40.0	-	40.0
19-72	UWO Fox Cities-Rplc Flooring Science Wing	-	-	-	98.8	-	98.8
18-80	UWO Fox Cities-RTU Repairs Art/Music Wing	-	-	-	15.0	-	15.0
19-74	UWO Fox Cities-Science Room Fume Hood	-	-	-	33.5	82.7	116.2
	Total General	5,625.0	-	-	12,198.0	17,211.5	35,034.5
	TOTAL	43,444.6	63,395.3	14,250.2	32,656.6	59,143.0	212,889.7

TABLE 3

GENERAL FUNDING SUMMARY BY YEAR AND SOURCE

Note: All costs are in thousands of dollars.

SOURCE OF FUNDS	2020 & Prior Yrs	2021	2022	2023	2024	2025	TOTAL
L.Term Financing	2,796.2	12,200.0	6,614.2	6,747.1	7,990.8	7,096.3	43,444.6
Federal	0.0	3,366.3	9,766.0	31,006.1	12,160.0	7,566.9	63,395.3
State	144.0	1,880.1	946.1	2,355.0	4,675.0	4,250.0	14,250.2
Levy & Sales Tax	2,452.4	7,576.7	7,313.3	5,393.1	4,586.8	5,334.3	32,656.6
Other	1,703.1	22,491.6	8,299.3	17,227.6	7,186.4	2,235.0	59,143.0
TOTAL	7,095.7	47,514.7	32,938.9	62,718.9	36,139.0	26,482.5	212,889.7

TABLE 4

PROJECTED DEBT SERVICE REQUIREMENTS

DEBT SERVICE FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	********** NEW PROJECT DEBT PAYMENTS ********** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	6,072,340	-	-	-	-	-	6,072,340
2022	6,604,538	492,368	-	-	-	-	7,096,906
2023	6,066,890	492,368	738,163	-	-	-	7,297,421
2024	5,528,388	492,368	738,163	773,616	-	-	7,532,535
2025	4,973,039	492,368	738,163	773,616	871,342	-	7,848,528
2026	4,445,319	492,368	738,163	773,616	871,342	855,036	8,175,844
2027	4,040,726	492,368	738,163	773,616	871,342	855,036	7,771,251
2028	3,592,239	492,368	738,163	773,616	871,342	855,036	7,322,764
2029	3,151,623	492,368	738,163	773,616	871,342	855,036	6,882,148
2030	2,420,804	492,368	738,163	773,616	871,342	855,036	6,151,329
2031	1,763,153	492,368	738,163	773,616	871,342	855,036	5,493,678
2032	1,765,591	-	738,163	773,616	871,342	855,036	5,003,748
2033	1,590,486	-	106,291	773,616	871,342	855,036	4,196,771
2034	1,587,669	-	106,291	97,860	871,342	855,036	3,518,198
2035	1,583,077	-	106,291	97,860	232,500	855,036	2,874,764
2036	1,561,493	-	106,291	97,860	232,500	53,596	2,051,740
2037	1,353,313	-	106,291	97,860	232,500	53,596	1,843,560
2038	196,745	-	-	97,860	232,500	53,596	580,701
2039		-	-	-	232,500	53,596	286,096
2040	-	-	-	-	-	53,596	53,596
2041	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-
TOTAL	**58,297,433**	**4,923,680**	**7,913,085**	**8,225,460**	**9,875,920**	**8,818,340**	**98,053,918**

PROJECTED DEBT SERVICE REQUIREMENTS

BREWSTER VILLAGE FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	******** NEW PROJECT DEBT PAYMENTS ******** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	1,122,210	-	-	-	-	-	1,122,210
2022	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-
TOTAL	**1,122,210**	**-**	**-**	**-**	**-**	**-**	**1,122,210**

PROJECTED DEBT SERVICE REQUIREMENTS

HIGHWAY FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	******** NEW PROJECT DEBT PAYMENTS ******** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	-	-	-	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**

No Highway Fund Debt at this time.

TABLE 4

PROJECTED DEBT SERVICE REQUIREMENTS
AIRPORT FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	********** NEW PROJECT DEBT PAYMENTS ********** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	1,182,450	-	-	-	-	-	1,182,450
2022	1,169,218	140,722	-	-	-	-	1,309,940
2023	1,164,580	140,722	-	-	-	-	1,305,302
2024	1,158,794	140,722	-	-	-	-	1,299,516
2025	1,197,001	140,722	-	-	-	-	1,337,723
2026	1,177,607	140,722	-	-	-	-	1,318,329
2027	1,172,158	140,722	-	-	-	-	1,312,880
2028	1,156,504	140,722	-	-	-	-	1,297,226
2029	1,189,836	140,722	-	-	-	-	1,330,558
2030	1,180,394	140,722	-	-	-	-	1,321,116
2031	1,024,111	140,722	-	-	-	-	1,164,833
2032	1,045,236	140,722	-	-	-	-	1,185,958
2033	808,347	140,722	-	-	-	-	949,069
2034	142,977	140,722	-	-	-	-	283,699
2035	143,603	140,722	-	-	-	-	284,325
2036	139,053	140,722	-	-	-	-	279,775
2037	129,437	140,722	-	-	-	-	270,159
2038	-	140,722	-	-	-	-	140,722
2039		140,722	-	-	-	-	140,722
2040	-	140,722	-	-	-	-	140,722
2041	-	140,722	-	-	-	-	140,722
2042	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-
TOTAL	**15,181,306**	**2,814,440**	**-**	**-**	**-**	**-**	**17,995,746**

PROJECTED DEBT SERVICE REQUIREMENTS
SOLID WASTE FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	********** NEW PROJECT DEBT PAYMENTS ********** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	1,129,350	-	-	-	-	-	1,129,350
2022	946,400	982,596	-	-	-	-	1,928,996
2023	946,600	982,596	-	-	-	-	1,929,196
2024	326,400	982,596	-	-	-	-	1,308,996
2025	168,900	982,596	-	-	-	-	1,151,496
2026	169,400	982,596	-	-	-	-	1,151,996
2027	169,750	-	-	-	-	-	169,750
2028	169,950	-	-	-	-	-	169,950
TOTAL	**4,026,750**	**4,912,980**	**-**	**-**	**-**	**-**	**8,939,730**

PROJECTED DEBT SERVICE REQUIREMENTS
SINGLE STREAM FUND (principal and interest)

YEAR	CURRENT DEBT PAYMENTS	********** NEW PROJECT DEBT PAYMENTS ********** 2021	2022	2023	2024	2025	TOTAL DEBT PAYMENTS
2021	130,800	-	-	-	-	-	130,800
2022	127,200	105,542	-	-	-	-	232,742
2023	123,600	105,542	-	-	-	-	229,142
2024	-	105,542	-	-	-	-	105,542
2025	-	105,542	-	-	-	-	105,542
2026	-	105,542	-	-	-	-	105,542
2027	-	105,542	-	-	-	-	105,542
2028	-	105,542	-	-	-	-	105,542
2029	-	105,542	-	-	-	-	105,542
2030	-	105,542	-	-	-	-	105,542
2031	-	105,542	-	-	-	-	105,542
2032	-	105,542	-	-	-	-	105,542
2033	-	105,542	-	-	-	-	105,542
2034	-	105,542	-	-	-	-	105,542
2035	-	105,542	-	-	-	-	105,542
2036	-	105,542	-	-	-	-	105,542
2037	-	105,542	-	-	-	-	105,542
2038	-	105,542	-	-	-	-	105,542
2039	-	105,542	-	-	-	-	105,542
2040	-	105,542	-	-	-	-	105,542
2041	-	105,542	-	-	-	-	105,542
TOTAL	**381,600**	**2,110,840**	**-**	**-**	**-**	**-**	**2,492,440**

2021 CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

The "Debt Impact" is the total cost of debt payments for a particular project beginning in 2021. The "Operating Impact" is the additional annual expenses (or cost savings if negative) the project will generate beginning in 2021.

ALL COSTS ARE IN $1,000 OF DOLLARS

HIGHWAY

The County maintains an ongoing program to repair and reconstruct County Trunk Highways & Bridges. By having a scheduled program, the County maintains a relatively level annual financial commitment and avoids erratic highway expenditures. This annual commitment to repairing and resurfacing our road system also prevents costly premature

Since the County is not adding additional highway miles (only updating existing highways) to the County Highway inventory, the highway projects will not significantly affect annual operating costs. Consequently, most of the following highway projects indicate "minimal" for the operating impact. Also, when identified, certain segments of highway safety improvements are incorporated as part of the project costs and are not considered part of the annual operating impact.

Bridge B-44-0003 (CTH KK over Kankopot Creek) 18-28

This project is for the design, right-of-way, and reconstruction of this County highway structure to current standards. Federal funding will be pursued through the Local Bridge program.

2021 Cost:	60.0	Levy/Sale Tax 2021	60.0
Debt Impact:	None	Operating Impact:	Minimal

Bridge B-44-0187 (CTH N over Fox River) 19-06

This project is for the placement of an epoxy overlay system over the existing concrete deck to provide a resistant wearing surface for this critical highway structure.

2021 Cost:	225.0	Levy/Sale Tax 2021	225.0
Debt Impact:	None	Operating Impact:	Minimal

Bridge B-44-0709 (CTH JJ (Old 15) over Black Otter Creek), Village of Hortonville 20-09

This project is for the design, right-of-way, and future reconstruction of this bridge structure to current standards upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

2021 Cost: 50.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

Bridge P-44-0950 (CTH CC over Apple Creek), Town of Vandenbroek 18-29

This project is for the reconstruction of the existing bridge on CTH CC, located about 1/4 mile south of CTH JJ. Federal funding has been awarded through the Local Bridge program. Design and right-of-way of this improvement have been completed under prior years funding.

2021 Cost: 525.0 Levy/Sale Tax 2021 114.7
Debt Impact: None Operating Impact: Minimal

County - Culvert Replacement Program 20-17

This project will replace various County highway culverts throughout Outagamie County. This is an annual project.

2021 Cost: 248.5 Levy/Sale Tax 2021 248.5
Debt Impact: None Operating Impact: Minimal

CTH A (STH 76 to Mayflower Road) 13-01

This project will reconstruct CTH A within the Town of Bovina. The highway is in need of wider paved lanes, paved shoulders, and flatter ditch slopes to meet current County highway design and safety standards. Grading, base, drainage improvements and the lower layer of asphalt are planned for year 2020. Surface paving is planned for 2021.

2021 Cost: 900.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

CTH C (CTH J to CTH EE) 17-02

This project will improve the existing asphaltic surface by profile milling and installing a new asphalt overlay for this segment of rural highway.

2021 Cost: 430.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

CTH CA (CTH CA & Mall Drive Intersection) 17-03

This project includes a traffic study of the intersection and adjacent roadway system, and will lead to future design and construction of intersection improvements. The intersection has significant capacity and safety issues that need to be addressed. This project includes a cost share with the Town of Grand Chute.

2021 Cost: 120.0 Levy/Sale Tax 2021 60.0
Debt Impact: None Operating Impact: Minimal

CTH CB (Spencer St to STH 96) 15-04

This project will improve the existing asphaltic surface by milling and installing a new asphalt overlay for this segment of highway.

2021 Cost: 624.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

CTH D (Schweitzer Rd to STH 76) 19-04

This project will improve the existing asphaltic surface by pavement wedging and installing a new asphalt overlay for this segment of highway. Culvert replacements and spot ditching may also be included to improve overall roadway drainage.

2021 Cost: 480.0 Levy/Sale Tax 2021 480.0
Debt Impact: None Operating Impact: Minimal

CTH D (STH 76 to CTH XX) 16-01

This project includes a drainage study to determine improvements to the area, design, and ultimate construction of roadway, drainage, and pavement improvements.

2021 Cost: 150.0 Levy/Sale Tax 2021 150.0
Debt Impact: None Operating Impact: Minimal

CTH E (CTH EE (Ballard Rd) to Holland Rd) 18-05

This project will improve the existing asphaltic surface by profile milling and installing a new asphalt overlay, or by placing an asphaltic levelling layer and installing a new asphalt overlay for this segment of highway. State funding has been awarded through the Local Road Improvement Program.

2021 Cost: 850.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

CTH E (CTH OO to I-41) 17-05

This urban roadway exhibits significant to severe concrete joint deterioration. This project places a new asphalt overlay on this segment of highway and makes spot concrete repairs north of the Capitol Drive intersection. The City of Appleton is replacing local utilities along this segment of highway in 2020.

2021 Cost: 290.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: Minimal

CTH JJ (Old STH 15) - Village of Hortonville, Douglas St. to Warner St. 20-02

This project is for the design, possible right-of-way and ultimate reconstruction of the existing roadway through the Village of Hortonville upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: Minimal

CTH JJ (Old STH 15) - Village of Hortonville, Industrial Park Dr. to Douglas St. 20-01

This project will partially reconstruct and replace the existing pavement through the Village of Hortonville upon completion of a jurisdictional transfer of WIS 15. This project will be funded by the Wisconsin Department of Transportation as part of the jurisdictional transfer.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: Minimal

CTH N & Evergreen Dr (Intersection Improvement) 18-16

This project is for the design, right-of-way, and ultimate construction of intersection improvements at the CTH N & Evergreen Drive intersection. A controlled intersection with traffic signals is the preferred alternative at this location. This project will include a cost share with the Village of Little Chute.

2021 Cost: 100.0 Levy/Sale Tax 2021 50.0

Debt Impact: None Operating Impact: Minimal

CTH N (CTH KK to CTH CE) 11-12

This project is for design, right-of-way, and ultimate reconstruction of this segment of highway. A 3-lane urbanized pavement section is planned as well as expanding the existing Emons/Buchanan Rd roundabout in order to improve capacity. Federal funding has been awarded through the STP-Urban program.

2021 Cost: 482.0 Levy/Sale Tax 2021 67.5
Debt Impact: None Operating Impact: Minimal

CTH N (CTH N & Wallace St - Intersection Improvements) 19-05

The intersection of CTH N & Wallace Street is in need of operational improvements. This project will include design, right-of-way, and construction of a new traffic signal. This will improve the safety of the intersection and allow for future development. This project includes a cost share with the Village of Combined Locks.

2021 Cost: 25.0 Levy/Sale Tax 2021 16.7
Debt Impact: None Operating Impact: Minimal

CTH N (STH 96 to CTH OO) 20-13

A pavement evaluation report indicated that the recommended corrective action is to rubbilize the existing concrete pavement and place a new asphalt overlay on this segment of highway. Minor roadway and drainage improvements may also be completed in coordination with the Village of Little Chute.

2021 Cost: 100.0 Levy/Sale Tax 2021 85.0
Debt Impact: None Operating Impact: Minimal

CTH OO & CTH E (Ballard Road Intersection) 15-12

This project will construct minor geometric improvements and upgrade the existing traffic signals to current standards. This project will include a cost share with the City of Appleton.

2021 Cost: 400.0 Levy/Sale Tax 2021 0.0
Debt Impact: None Operating Impact: Minimal

CTH OO & French Rd Intersection 18-21

This project is for a traffic study, design and ultimate construction of intersection improvements at the CTH OO & French Rd intersection. A temporary traffic signal, and restrictions to the intersection or nearby median openings are two possible alternatives. This project includes a cost share with the City of Appleton, Town of Grand Chute, & Village of

2021 Cost:	50.0	Levy/Sale Tax 2021	25.0
Debt Impact:	None	Operating Impact:	Minimal

CTH OO & Oneida Street (Intersection Improvements) 18-19

This project will construct minor geometric improvements and upgrade the existing traffic signals to current standards. This project will include a cost share with the City of Appleton and Town of Grand Chute.

2021 Cost:	300.0	Levy/Sale Tax 2021	149.3
Debt Impact:	None	Operating Impact:	Minimal

CTH OO (CTH OO & Roemer Rd Intersection) 19-01

This project will construct minor geometric improvements and upgrade the existing traffic signals. This project will include a cost share with the City of Appleton.

2021 Cost:	335.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	Minimal

CTH U (I-41 to CTH S) 14-16

This project is for the design, right-of-way, and ultimate reconstruction of CTH U to current rural county standards, with wider lanes, paved shoulders and flatter ditch slopes. In addition, an existing box culvert will be widened and drainage improved. Right-of-way will be acquired in 2020, with reconstruction currently planned for 2021.

2021 Cost:	2,114.0	Levy/Sale Tax 2021	938.5
Debt Impact:	None	Operating Impact:	0.0

CTH VV (Holzer Rd to CTH Y) 18-25

This project will study the feasibility of lowering the roadway profile to allow for a wider paved surface and shoulders. The roadway will be pulverized, salvaged base would be stockpiled and reused as new road base, and a new asphaltic pavement would be placed.

2021 Cost:	60.0	Levy/Sale Tax 2021	60.0
Debt Impact:	None	Operating Impact:	Minimal

CTH Z (CTH HH to STH 55) 17-15

This project will replace the existing asphalt pavement for this segment of highway. Spot drainage and safety improvements may also be made. This project may include a cost share with the City of Kaukauna for participating cost-share items. The City of Kaukauna is replacing local utilities along this segment of highway in 2020.

2021 Cost:	480.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	Minimal

CTH Z (Kavanaugh Rd to Outagamie Rd) 17-16

This project is for design, right-of-way, and ultimate reconstruction of this segment of highway to current County highway standards. Federal funding has been awarded through the STP-Rural program.

2021 Cost:	200.0	Levy/Sale Tax 2021	40.0
Debt Impact:	None	Operating Impact:	Minimal

Highway Machinery and Equipment 20-19

This project involves the capital purchase of machinery & equipment for the Highway Department.

2021 Cost:	1,030.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Replace Sprinkler System - Outback/Zebra Building (8104) 20-26

This is to replace the failing sprinkler system in the Outback/Zebra Building.

2021 Cost:	75.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Town / County Aid Bridges - Unallocated 20-18

This project will replace various culvert pipes / bridges throughout the county as needs are identified by the local participants in the County and Town Bridge Aid Program. This is an annual request.

2021 Cost:	303.8	Levy/Sale Tax 2021	151.9
Debt Impact:	None	Operating Impact:	Minimal

Town Aid Bridge (T Vandenbroek - Hickory Rd Bridge) 19-07

This project is for the reconstruction of the existing bridge on Hickory Road located about 1/4 mile west of CTH CC. Federal funding has been awarded through the Local Bridge program. Design and right-of-way of this improvement have been completed under prior years funding.

2021 Cost:	397.2	Levy/Sale Tax 2021	39.7
Debt Impact:	None	Operating Impact:	Minimal

Town Aid Bridge (Tn Cicero-Old 47 Bridge over Toad Creek) 19-13

This project is for replacement of a deteriorated bridge structure located on Old 47 Road approximately 1/2-mile north of WIS 47. Federal funding has been awarded through the Local Bridge program.

2021 Cost:	41.2	Levy/Sale Tax 2021	4.1
Debt Impact:	None	Operating Impact:	Minimal

Town Aid Bridge (Tn Freedom-Maloney Rd Bridge over Apple Creek) 19-14

This project is for the replacement of the existing bridge located on Maloney Road approximately 1/2-mile south of CTH UU. Federal funding has been awarded through the Local Bridge program.

2021 Cost:	42.7	Levy/Sale Tax 2021	4.3
Debt Impact:	None	Operating Impact:	0.0

AIRPORT

Aircraft Hangar 17-44

Construct a 12,000 square foot aircraft storage hangar.

2021 Cost: 2,000.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 5.0

Airfield Snow Blower 20-31

Purchase Airfield Snowblower.

2021 Cost: 200.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 2.0

Airfield Snow Removal Tractor 20-30

Purchase Airfield Snow Removal Tractor.

2021 Cost: 170.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: -2.0

Apron, Txy PH1, PH2 and PH 3 06-24

This project will design and construct a new apron, taxiway and new public access roads for the existing air industrial park located on the northwest side of the airport.

2021 Cost: 1,000.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Concourse Modifications PH 1, PH 2 and PH 3 17-21

Design and construct terminal concourse modifications to include adding an additional concourse to the end of the current airport terminal.

2021 Cost: 1,000.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 10.0

Design & Construct Taxi Lane Rehab 14-27

Design and construct taxi lane rehabilitation for the south t-hangar general aviation areas.

2021 Cost: 1,500.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

FBO Hangar and Building Improvements 20-28

Improve Hangar and General Aviation terminal facilities for the FBO.

2021 Cost: 150.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

General Asphalt Pavement Maintenance 20-27

Replace deteriorated pavement at airport parking lots, roadways, and service drives.

2021 Cost: 75.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Land Acquisition and Development 20-32

Acquire vacant land on various parcels near the airport.

2021 Cost: 3,000.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Replace 5 Revenue Control Ticket Dispensers with Barcode Models 17-42

Install 5 revenue control ticket dispensers with barcode models to replace current magnetic stripe models.

2021 Cost: 25.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: -1.0

Replace Concourse Skylight System 20-29

Replace Skylight system on Terminal Concourse Roof.

2021 Cost: 425.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Sustainability/Lighting Upgrades 17-26

Add sustainability initiatives to the airport campus and upgrade fixtures to LED technology.

2021 Cost:	50.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	-4.0

SOLID WASTE

9732 D6T, 9733 D6T, and 9739 Loader (track replacements) 20-38

Required track replacements for landfill equipment.

2021 Cost:	180.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Arc Flash One Line Documents 20-48

Update the one line drawings of the electrical system throughout all County Departments.

2021 Cost:	40.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Baler Room Expansion / Electrical Service Move 19-38

The current building footprint that houses the balers prevents the purchase of a robust baler that meets the long-term needs of the MRF. The electrical service will be moved from next to the water service to the baler room expansion.

2021 Cost:	1,500.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Building Security 20-49

Install access requirements at each entry door. Staff will be required to "badge in" for entry.

2021 Cost:	75.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Bulk Spreader (daily cover application) 20-36

Landfill operations will be adding a bulk spreader.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Dry Ice Blaster 20-45

Dry ice blasting cleans all types of production and ancillary equipment without damage, the use of chemicals or creating a secondary waste source. This Dry Ice Blaster would allow us to clean equipment that cannot be cleaned in a traditional

2021 Cost: 60.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

East Landfill north leachate pump reconfiguration 20-41

East Landfill pump station 1 replacement.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Fiber Baler Reline 20-51

The American Fiber Baler was commissioned in 2014. It is in operation at least 5 days per week for 18 hours per day. It produces a 2000 pound bale every 3 to 4 minutes. With this continuous use, it has begun to wear and needs attention.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Fire Monitoring System 20-47

The current fire monitoring system is outdated and obsolete. The hardware and signaling devices will be replaced and the entire system will be brought up to present day fire code standards.

2021 Cost: 50.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Fleet Radios (new) 20-40

OCRSWD will be replacing radio communications in the landfill equipment.

2021 Cost: 30.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Lawnmower (replacement) 20-42

Zero turn lawnmower replacement.

2021 Cost: 20.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Louvers On Tip Floor 20-46

Due to the tip floor overhead doors opening to the West, wind is always an issue. Without any outlet for the wind, it causes a flew effect though the Presort cabin making it very difficult to heat.

2021 Cost: 50.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

NE Landfill LFG Vertical Wells 13-18

This project will include the replacement of existing landfill gas wells and installation of new vertical wells for gas collection on an annual basis.

2021 Cost: 150.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

NE Landfill Wellheads and Pumps 2021 20-37

Wellheads and leachate pumps for NELF vertical wells.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

New Service Building Mezzanine Buildout (Storage/Office Space) 20-35

OCRSWD will be developing the partially used mezzanine in the service building into a separate space for proper storage as well as the addition of two work stations for our SW Maintenance Technician and SW Environmental Technician.

2021 Cost: 50.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Northeast Landfill Leachate and Gas Piping 2021 11-38

Installation of piping to collect landfill gas and recirculate leachate in the Northeast Landfill as solid waste is placed into the landfill. Piping will be installed at pre-planned elevations as waste filling progresses upward. This is an annual type

2021 Cost: 250.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

NWLF Bulk Excavation Phase 1, NWLF Groundwater well abandonments and replacement 20-43

Northwest Landfill Bulk excavation, groundwater well abandonments and replacements related to the development of the Northwest Landfill.

2021 Cost: 4,500.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

OCC Dust Hood 19-41

Add a dust hood over the OCC screens. The majority of dust generated in the MRF operation comes from the OCC screens.

2021 Cost: 75.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Portable Litter Fence 20-39

Portable litter control fences for daily landfill operations.

2021 Cost: 65.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Recycling Equipment 20-50

Equipment purchases for 2021.

2021 Cost: 340.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Relocate (GCUS) Glass Clean Up System 19-34

Move the glass clean up system from it's current location and place it over the "last chance" 100 belt.

2021 Cost: 200.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Replace Roller Chain Conveyers 19-32

Replace roller chain conveyors after their useful life is expired. This will be an annual type of project.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Replace Sorting Machine Shafts 19-33

Routine replacement of sorting machine shafts. This is an annual type of project.

2021 Cost: 100.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Resurface and Expand MRF Yard 19-40

An adequate yard area needs to be created in anticipation of expanding the MRF Tip Floor. The remaining yard is also in need of resurfacing.

2021 Cost: 200.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.5

Street Sweeper (used) 20-44

OCRSWD will be adding a street sweeper to the operation.

2021 Cost: 150.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

INFORMATION TECHNOLOGY

MDC Replacements 19-44

This project will replace Mobile Data Computers used in County Squad cars.

2021 Cost:	68.5	Levy/Sale Tax 2021	68.5
Debt Impact:	None	Operating Impact:	0.0

Replace Backup Tape Drives 19-51

Replace backup tape drives in main data center and COOP (Continuity of Operations) data center.

2021 Cost:	120.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Replace Jail Camera System and Storage 17-69

Camera equipment installed in 2016 will reach end of life and need to be replaced. This project involves replacing the camera server and storage.

2021 Cost:	140.0	Levy/Sale Tax 2021	140.0
Debt Impact:	None	Operating Impact:	0.0

Replacement PCs and Laptops 19-45

The county desktops and laptops are on a 5 year replacement cycle.

2021 Cost:	239.5	Levy/Sale Tax 2021	239.5
Debt Impact:	None	Operating Impact:	0.0

Replacement Servers 19-46

Servers are on a 4-6 year replacement cycle and different servers are scheduled for replacement each year.

2021 Cost:	106.4	Levy/Sale Tax 2021	106.4
Debt Impact:	None	Operating Impact:	0.0

SAN Replacements 16-31

This project replaces the current SAN (Storage Area Network) hardware. This system is used for network data storage.

2021 Cost: 450.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Server Replication Software 20-52

Purchase software that provides another layer of data recovery should we experience a server failure.

2021 Cost: 50.0 Levy/Sale Tax 2021 50.0

Debt Impact: None Operating Impact: 0.0

TCM Programming 15-38

Programming services for TCM (The Clinical Manager) software used by the Health and Human Services Department.

2021 Cost: 50.0 Levy/Sale Tax 2021 50.0

Debt Impact: None Operating Impact: 0.0

TCM Replacement 18-68

Replace The Clinical Manager (TCM) if it no longer meets our requirements.

2021 Cost: 70.0 Levy/Sale Tax 2021 70.0

Debt Impact: None Operating Impact: 0.0

GENERAL/CAPITAL PROJECTS

Brewster Village-Building/Equipment Updates 15-62

Roof and Window replacement.

2021 Cost: 795.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Brewster Village-Equipment and Furnishings 20-76

To replace aging equipment and furnishings that have come to the end of their useful life.

2021 Cost:	565.0	Levy/Sale Tax 2021	565.0
Debt Impact:	None	Operating Impact:	0.0

Cty Exec-Fairgrounds Updates 20-72

2021 projects may include new roof on office and livestock buildings and pole barn post replacement.

2021 Cost:	70.0	Levy/Sale Tax 2021	35.0
Debt Impact:	None	Operating Impact:	0.0

Cty Exec-History Museum Building Projects 18-76

History Museum building upgrades and improvements.

2021 Cost:	210.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

DLS-Orthoimagery Data Acquisition 19-81

Acquisition of digital orthophotography.

2021 Cost:	60.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

DLS-Outagamie County Greenway Implementation - Partnership Fund 20-74

The Greenway Implementation Fund is distributed as a partnership grant program for local units of government to further develop Outagamie County's greenway system.

2021 Cost:	25.0	Levy/Sale Tax 2021	25.0
Debt Impact:	None	Operating Impact:	0.0

DLS-Recycling & Solid Waste / Hwy Facility and Land Use Planning 20-75

Facility & land use planning for the Solid Waste / Highway Campus, including misc. uses within and around Zebra 12 (EM, Sheriff, etc.) and Dog Park. Strategic review of current & future operational needs & recommendations for outlying Highway Dept. operational sites and satellite offices.

2021 Cost:	90.0	Levy/Sale Tax 2021	30.0
Debt Impact:	None	Operating Impact:	0.0

HHS-Vehicles 20-78

2 buses to be operated by Valley Transit - $112,000 each, total $224,000.

2021 Cost:	224.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

LCD & DLS-Wetland Mitigation Bank 20-70

To purchase and construct a wetland mitigation bank that can be used by our Highway Department as well as other local developers.

2021 Cost:	750.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

LCD-Replace Carlson GPS Survey Units 19-67

Replace 7+ year old Carlson GPS Survey Unit with a new Carlson RTK Survey Unit.

2021 Cost:	12.0	Levy/Sale Tax 2021	12.0
Debt Impact:	None	Operating Impact:	0.0

LCD-Vehicle Replacement 20-69

Replace 2011 Dodge Ram 1500 Extended Cab Pick-up with similar new model.

2021 Cost:	28.0	Levy/Sale Tax 2021	28.0
Debt Impact:	None	Operating Impact:	0.0

Maint-Install Two Level Chair Lift in CAB 20-61

This project will add a two level chair lift between first and second floor of the County Administration Building.

2021 Cost:	135.4	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	1.2

Maint-Replace 10 Rooftop Units at VPI 20-62

Replacement of 10 rooftop HVAC units at the Brewster Street Valley Packaging building.

2021 Cost:	146.7	Levy/Sale Tax 2021	146.7
Debt Impact:	None	Operating Impact:	0.0

Maint-Replace 2002 John Deere Broom 19-55

Replace model year 2002 John Deere tractor and broom.

2021 Cost:	46.0	Levy/Sale Tax 2021	46.0
Debt Impact:	None	Operating Impact:	0.0

Maint-Replace Air Handler 1st floor North Building 19-58

Replace the model year 1973 air handler on the 1st floor of the Human Services North building.

2021 Cost:	63.9	Levy/Sale Tax 2021	63.9
Debt Impact:	None	Operating Impact:	0.0

Maint-Replace Roof on Human Services South Building 14-72

Replace the roof on the Health and Human Services South Building.

2021 Cost:	318.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Parks-Fox River Greenway/Trail Corridor Program 19-92

The Fox River Greenway/Trail Corridor Program is distributed as a partnership grant program for eligible local units of government to further develop the "Loop the Locks" Greenway/Trail system.

2021 Cost:	1,300.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

Parks-Hard Surface Courts & Parking Lot Replacement (Design & Construction) 19-86

Replace dilapidated tennis courts & parking lot with multi-use courts & new adjacent parking lot, as identified in the Plamann Park Masterplan.

2021 Cost:	51.3	Levy/Sale Tax 2021	51.3
Debt Impact:	None	Operating Impact:	0.0

Parks-Park Improvements/Development 15-53

This project is for ADA compliance requirements at Plamann Park.

2021 Cost: 137.8 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Parks-Pavilion & Central Parking Lot Replacement/Improvements in Plamann Park 14-79

This project would provide design services and the replacement of the Plamann Park Pavilion shelter (125 person meeting room capacity, divisible), a new playground and Phase 1 (75%) of the associated central parking lot (240 stalls).

2021 Cost: 3,850.0 Levy/Sale Tax 2021 1,767.0

Debt Impact: None Operating Impact: 0.0

Parks-Phase I Plamann - Footbridge Replacements (Design & Construction) 19-87

Replace four (5) existing footbridges that are part of the NE hiking network.

2021 Cost: 12.8 Levy/Sale Tax 2021 12.8

Debt Impact: None Operating Impact: 0.0

Parks-Phase I Plamann Park - "Pop Warner" Challenger League Football Field 19-91

Construct an accessible football field that meets the needs of Pop Warners "Challenger League" that serves children with functional limitations.

2021 Cost: 97.4 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Parks-Phase I Plamann Paving - Design & Construction 19-89

Replace East Rd, SE Parking Lot & Lake Parking Lot and associated grading and storm water mitigation if required.

2021 Cost: 117.9 Levy/Sale Tax 2021 117.9

Debt Impact: None Operating Impact: 0.0

Parks-Plamann Lake Upgrade 16-47

This project would allow us to continue to add additional open-water features and other enhancements to Plamann Lake and create a unique recreational opportunity in the Fox Valley.

2021 Cost: 20.0 Levy/Sale Tax 2021 20.0

Debt Impact: None Operating Impact: -1.0

Parks-Plamann Park - Sewer, Water & Streambank Restoration Project (Design & Construction) 19-90

In partnership with the City of Appleton and the Land Conservation department, install municipal sewer and water service to serve Plamann Park & its facilities, and corresponding streambank restoration for Apple Creek.

2021 Cost: 2,908.8 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Parks-Vehicle & Equipment Replacement 20-79

Scheduled replacement of vehicles & equipment: 1 Mower in 2021.

2021 Cost: 28.0 Levy/Sale Tax 2021 28.0

Debt Impact: None Operating Impact: 0.0

Sheriff-Body Cameras 19-61

Replace current VieVu Body Cameras with a new Body Cameras System which would include CAD integration software, activation of video recording with firearm or taser, secure storage, mobile viewing, redaction software and video management. The project would include a body camera issued to every patrol officer and investigator along with

2021 Cost: 157.5 Levy/Sale Tax 2021 157.5

Debt Impact: None Operating Impact: 0.0

Sheriff-Communications Center Remodel 20-65

The Sheriff's Office is requesting to purchase services from a design firm to analyze the feasibility and option of a future expansion and remodel of the Communication Center to add additional consoles, bringing the number of consoles up to recommended national guidelines or to consider other options available to the department regarding the Communication

2021 Cost: 25.0 Levy/Sale Tax 2021 25.0

Debt Impact: None Operating Impact: 0.0

Sheriff-Radio Microwave System Replacement 19-64

Replace existing radio microwave equipment that is reaching end of life.

2021 Cost: 621.0 Levy/Sale Tax 2021 0.0

Debt Impact: None Operating Impact: 0.0

Sheriff-Security Camera Replacement 15-52

This project will convert the current analog cameras to digital recording cameras. Digital provides a greater image detail and enhanced picture quality. Since there are over 300 cameras in the jail, this project will occur over multiple years and is estimated to take six to seven years to complete at a rate of approximately 50 cameras converted each year to digital.

2021 Cost:	50.0	Levy/Sale Tax 2021	50.0
Debt Impact:	None	Operating Impact:	0.0

Sheriff-Vehicle Maintenance Station 19-65

Utilize a portion of the current warehouse space at the Sheriff's Office and convert it into a vehicle maintenance station. Modify the loading dock for vehicle access, install two vehicle lifts, tire changer, wheel balancer, air compressor, forklift and other necessary equipment.

2021 Cost:	153.3	Levy/Sale Tax 2021	85.6
Debt Impact:	None	Operating Impact:	0.0

Sheriff-Vehicle Replacement 19-63

The project involves the replacement of law enforcement vehicles.

2021 Cost:	498.3	Levy/Sale Tax 2021	498.3
Debt Impact:	None	Operating Impact:	0.0

Treasurer and Finance - General Receipting System 20-71

This project would replace the current receipting system.

2021 Cost:	33.6	Levy/Sale Tax 2021	33.6
Debt Impact:	None	Operating Impact:	5.0

UWO Fox Cities-Accurate Appraisal Bldg Purchase 19-69

The purchase of the Accurate Appraisal building located adjacent to the UW Oshkosh-Fox Cities campus.

2021 Cost:	375.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

UWO Fox Cities-Clean Up/Update Nature Center 19-73

This project involves updating and clean-up of the nature center.

2021 Cost:	50.0	Levy/Sale Tax 2021	50.0
Debt Impact:	None	Operating Impact:	0.0

UWO Fox Cities-Food Service and Union Facilities 13-34

Renovate food preparation/storage, kitchen, service area (constructed in 1959 with few improvements since then). Add square footage to union activity/student organization area.

2021 Cost:	2,209.0	Levy/Sale Tax 2021	0.0
Debt Impact:	None	Operating Impact:	0.0

UWO Fox Cities-Science Room Fume Hood 19-74

Replace science room fume hood.

2021 Cost:	116.2	Levy/Sale Tax 2021	33.5
Debt Impact:	None	Operating Impact:	0.0

DEBT SERVICE

FUND:	DEBT SERVICE	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	DEBT SERVICE	COST CENTER NAME / NUMBER:	DEBT SERVICE (PRINCIPAL & INTEREST) / VARIOUS

MISSION STATEMENT:
The debt service fund is used to account for the accumulation of resources and the payment of general long-term debt principal, interest and related costs. Annual debt service requirements for the Airport, Brewster Village, Solid Waste, Solid Waste Single Stream and Highway funds are included in their respective budgets. Per Ss. 65.90 Wis. Stats., included with this budget is a schedule of outstanding indebtedness as of December 31, 2020.

BUDGET ISSUES: The 2021 funding for Debt Service is increasing a net $564,257. The increase in the debt maturity schedule is primarily funded by a sales tax increase of $594,519 which is $30,262 greater than the net increase, due to a reduction in the County's excess debt service related funding from $96,050 (in 2020) to $65,788 available (in 2021). The current debt repayment proposed for 2021 is subject to change based on projected/actual sales tax collections. Due to the COVID19 pandemic, it is anticipated sales tax collections will fall short of the 2020 original budgeted amounts (only 85% to 90% instead of 100%). Therefore, additional debt will be needed to be taken out in 2020 to fund the approved 2020 projects. This 2021 budget currently estimates an additional $278,000 in principal and interest payments that were not anticipated. Each 1% additional sales tax collection above the currently projected amount of 85% would decrease the amount of debt service by approximately $18,900.

MAJOR CHANGES IN EXPENDITURES:

Expenditures increased reflecting the current maturity schedule.	564,257

MAJOR CHANGES IN REVENUES:

Financing Sources Other decreased due to the amount of premiums received with the 2019A GO Note Issue.	(30,262)
County Sales Tax increased to match the increase in the 2021 maturity schedule and the decrease in Financing Sources Other.	594,519

FUND:	DEBT SERVICE	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	DEBT SERVICE	COST CENTER NAME / NUMBER:	DEBT SERVICE (PRINCIPAL & INTEREST) / VARIOUS

SUMMARY OF EXPENDITURES AND REVENUES:

EXPENDITURES:	2019 ACTUAL	2020 BUDGET	2020 REVISED BUDGET	2020 6 MONTH ACTUAL	2020 ESTIMATE	2021 PROPOSED	2021 ADOPTED
PRINCIPAL RETIREMENT	4,375,000	4,315,000	4,315,000	0	4,310,000	4,785,000	4,785,000
INTEREST & FISCAL CHARGES	1,267,025	1,190,382	1,190,382	590,000	1,210,894	1,284,639	1,284,639
TOTAL EXPENDITURES	5,642,025	5,505,382	5,505,382	590,000	5,520,894	6,069,639	6,069,639
REVENUES:							
COUNTY SALES TAX	0	5,409,332	5,409,332	0	5,409,332	6,003,851	6,003,851
INTEREST INCOME	13,610	0	0	1,648	2,000	0	0
MISCELLANEOUS	311	0	0	236	236	0	0
FINANCING SOURCES OTHER	435,298	96,050	96,050	96,050	96,050	65,788	65,788
TOTAL REVENUES	449,219	5,505,382	5,505,382	97,934	5,507,618	6,069,639	6,069,639
NET DEPARTMENT COST (REVENUE)	5,192,806	0	0	492,066	13,276	0	0

DETAILED SUMMARY OF EXPENDITURES AND REVENUES:

	AMOUNT	TOTAL AMOUNT
EXPENDITURES:		
PRINCIPAL RETIREMENT:		
PRINCIPAL ON G.O. NOTES	3,535,000	
PRINCIPAL ON BONDS	1,250,000	
TOTAL PRINCIPAL RETIREMENT:		4,785,000
INTEREST & FISCAL CHARGES:		
INTEREST ON G.O. NOTES	613,075	
INTEREST ON BONDS	671,564	
TOTAL INTEREST & FISCAL CHARGES:		1,284,639

	AMOUNT	TOTAL AMOUNT
REVENUES:		
COUNTY SALES TAX:		
COUNTY SALES TAX	6,003,851	
TOTAL COUNTY SALES TAX:		6,003,851
FINANCING SOURCES OTHER:		
FUND BALANCE APPLIED	65,788	
TOTAL FINANCING SOURCES OTHER:		65,788

2021 BUDGET
OUTAGAMIE COUNTY
SCHEDULE OF DEBT SERVICE REQUIREMENTS
BY ISSUE AND FUND

LONG TERM DEBT BY ISSUE	2021 PRINCIPAL PAYMENTS	2021 INTEREST PAYMENTS	2021 TOTAL PAYMENTS	AMOUNT AVAILABLE	NET TOTAL PAYMENTS
GENERAL OBLIGATION NOTES					
Series 2014	190,000	7,300	197,300	0	197,300
Series 2015	350,000	37,000	387,000	0	387,000
Series 2016B	785,000	111,400	896,400	0	896,400
Series 2017A	1,605,000	150,175	1,755,175	4,675	1,750,500
Series 2018A	635,000	142,650	777,650	1,232	776,418
Series 2019A	615,000	119,700	734,700	53,024	681,676
Series 2020A (*1)	560,000	51,717	611,717	0	611,717
GENERAL OBLIGATION BONDS					
Refunding Series 2012	1,110,000	12,210	1,122,210	0	1,122,210
Series 2012A	925,000	78,688	1,003,688	0	1,003,688
Series 2012 Taxable	150,000	60,013	210,013	0	210,013
Series 2013 Taxable	80,000	55,805	135,805	0	135,805
Series 2016A	135,000	85,600	220,600	0	220,600
Series 2017B Taxable	85,000	58,980	143,980	0	143,980
Series 2017C	75,000	414,438	489,438	5,907	483,531
Series 2018B	115,000	92,838	207,838	950	206,888
Series 2018C Taxable	345,000	210,807	555,807	0	555,807
Series 2019B Taxable	110,000	26,845	136,845	0	136,845
TOTAL DEBT BY ISSUE	7,870,000	1,716,166	9,586,166	65,788	9,520,378

(*1) – The Series 2020A Debt was issued on November 17th, 2020 and the actual principal and interest amounts differ slightly from the adopted budget amounts that were approved by the County Board on November 2nd.

2021 BUDGET
OUTAGAMIE COUNTY
SCHEDULE OF DEBT SERVICE REQUIREMENTS
BY ISSUE AND FUND

LONG TERM DEBT BY FUND	2021 PRINCIPAL PAYMENTS	2021 INTEREST PAYMENTS	2021 TOTAL PAYMENTS	AMOUNT AVAILABLE	NET TOTAL PAYMENTS
DEBT SERVICE FUND					
GENERAL OBLIGATION NOTES					
Series 2014 (322)	190,000	7,300	197,300	0	197,300
Series 2015 (323)	350,000	37,000	387,000	0	387,000
Series 2016B (324)	600,000	107,700	707,700	0	707,700
Series 2017A (325)	965,000	107,575	1,072,575	4,675	1,067,900
Series 2018A (326)	300,000	88,800	388,800	1,232	387,568
Series 2019A (327)	615,000	119,700	734,700	53,024	681,676
Series 2020A (328) (*1)	560,000	51,717	611,717	0	611,717
GENERAL OBLIGATION BONDS					
Series 2012A (359)	925,000	78,688	1,003,688	0	1,003,688
Series 2016A (360)	135,000	85,600	220,600	0	220,600
Series 2017C (361)	75,000	414,438	489,438	5,907	483,531
Series 2018B (362)	115,000	92,838	207,838	950	206,888
TOTAL DEBT SERVICE FUND	4,830,000	1,191,356	6,021,356	65,788	5,955,568
AIRPORT					
Series 2012 Taxable Bonds	150,000	60,013	210,013	0	210,013
Series 2013 Taxable Bonds	80,000	55,805	135,805	0	135,805
Series 2017B Taxable Bonds	85,000	58,980	143,980	0	143,980
Series 2018C Taxable Bonds	345,000	210,807	555,807	0	555,807
Series 2019B Taxable Bonds	110,000	26,845	136,845	0	136,845
TOTAL AIRPORT	770,000	412,450	1,182,450	0	1,182,450
BREWSTER VILLAGE					
GO Refunding Bonds Series 2012	1,110,000	12,210	1,122,210	0	1,122,210

(*1) – The Series 2020A Debt was issued on November 17th, 2020 and the actual principal and interest amounts differ slightly from the adopted budget amounts that were approved by the County Board on November 2nd.

2021 BUDGET
OUTAGAMIE COUNTY
SCHEDULE OF DEBT SERVICE REQUIREMENTS
BY ISSUE AND FUND

	2021 PRINCIPAL PAYMENTS	2021 INTEREST PAYMENTS	2021 TOTAL PAYMENTS	AMOUNT AVAILABLE	NET TOTAL PAYMENTS
SOLID WASTE					
GO Notes 2016B	185,000	3,700	188,700	0	188,700
GO Notes 2017A	640,000	42,600	682,600	0	682,600
GO Notes 2018A	215,000	43,050	258,050	0	258,050
TOTAL SOLID WASTE	1,040,000	89,350	1,129,350	0	1,129,350
SINGLE STREAM					
GO Notes 2018A	120,000	10,800	130,800	0	130,800
TOTAL SINGLE STREAM	120,000	10,800	130,800	0	130,800
TOTAL DEBT BY FUND	7,870,000	1,716,166	9,586,166	65,788	9,520,378

2021 BUDGET
OUTAGAMIE COUNTY
SCHEDULE OF OUTSTANDING INDEBTEDNESS REQUIREMENTS
BY ISSUE AND FUND

LONG TERM DEBT BY ISSUE	ISSUE DATE	INTEREST RATE	MATURITY DATE	12/31/2020 PRINCIPAL OUTSTANDING	12/31/2020 INTEREST OUTSTANDING	TOTAL OUTSTANDING
GENERAL OBLIGATION NOTES						
Series 2014	11/17/2014	1.00 to 2.00	11/1/2022	365,000	10,800	375,800
Series 2015	10/27/2015	1.00 to 2.00	10/1/2025	1,850,000	113,500	1,963,500
Series 2016B	12/28/2016	2.00 to 3.00	12/1/2026	3,975,000	402,850	4,377,850
Series 2017A	11/7/2017	2.00 to 3.00	11/1/2027	7,345,000	466,950	7,811,950
Series 2018A	11/6/2018	3.00	11/1/2028	4,755,000	627,750	5,382,750
Series 2019A	11/25/2019	2.00	9/1/2029	5,985,000	614,200	6,599,200
Series 2020A	12/10/2020	1.00	11/1/2030	5,800,000	317,217	6,117,217
GENERAL OBLIGATION BONDS						
Series 2012 GO Refunding Bonds	4/11/2012	2.00 to 2.20	4/1/2021	1,110,000	12,210	1,122,210
Series 2012A	12/27/2012	2.00 to 2.625	12/1/2032	3,650,000	375,751	4,025,751
Series 2012 Taxable	12/27/2012	2.00 to 3.45	12/1/2032	2,125,000	451,701	2,576,701
Series 2013 Taxable	11/18/2013	2.00 to 4.70	9/1/2033	1,325,000	441,970	1,766,970
Series 2016A	12/28/2016	3.00 to 3.625	12/1/2036	2,670,000	803,538	3,473,538
Series 2017B Taxable	11/7/2017	1.55 to 3.55	11/1/2037	1,865,000	600,508	2,465,508
Series 2017C	11/7/2017	2.20 to 3.20	11/1/2037	14,185,000	4,298,401	18,483,401
Series 2018B	11/6/2018	3.00 to 4.00	11/1/2038	2,650,000	935,035	3,585,035
Series 2018C Taxable	11/6/2018	3.60 to 4.00	11/1/2033	5,430,000	1,559,462	6,989,462
Series 2019B Taxable	11/25/2019	1.80 to 2.60	9/1/2030	1,220,000	162,665	1,382,665
TOTAL DEBT BY ISSUE				66,305,000	12,194,508	78,499,508

2021 BUDGET
OUTAGAMIE COUNTY
SCHEDULE OF OUTSTANDING INDEBTEDNESS REQUIREMENTS
BY ISSUE AND FUND

LONG TERM DEBT BY FUND	ISSUE DATE	INTEREST RATE	MATURITY DATE	12/31/2020 PRINCIPAL OUTSTANDING	12/31/2020 INTEREST OUTSTANDING	TOTAL OUTSTANDING
DEBT SERVICE FUND						
GENERAL OBLIGATION NOTES						
Series 2014 (322)				365,000	10,800	375,800
Series 2015 (323)				1,850,000	113,500	1,963,500
Series 2016B (324)				3,790,000	399,150	4,189,150
Series 2017A (325)				5,215,000	374,950	5,589,950
Series 2018A (326)				2,960,000	425,100	3,385,100
Series 2019A (327)				5,985,000	614,200	6,599,200
Series 2020A (328)				5,800,000	317,217	6,117,217
GENERAL OBLIGATION BONDS						
Series 2012A (359)				3,650,000	375,751	4,025,751
Series 2016A (360)				2,670,000	803,538	3,473,538
Series 2017C (361)				14,185,000	4,298,401	18,483,401
Series 2018B (362)				2,650,000	935,035	3,585,035
TOTAL DEBT SERVICE FUND				49,120,000	8,667,642	57,787,642
AIRPORT						
GO Bonds 2012 Taxable				2,125,000	451,701	2,576,701
GO Bonds 2013 Taxable				1,325,000	441,970	1,766,970
GO Bonds 2017B Taxable				1,865,000	600,508	2,465,508
GO Bonds 2018C Taxable				5,430,000	1,559,462	6,989,462
GO Bonds 2019B Taxable				1,220,000	162,665	1,382,665
TOTAL AIRPORT				11,965,000	3,216,306	15,181,306
BREWSTER VILLAGE						
Refunding GO Bonds Series 2012				1,110,000	12,210	1,122,210
SOLID WASTE						
GO Notes Series 2016B				185,000	3,700	188,700
GO Notes Series 2017A				2,130,000	92,000	2,222,000
GO Notes Series 2018A				1,435,000	181,050	1,616,050
TOTAL SOLID WASTE				3,750,000	276,750	4,026,750
SINGLE STREAM						
GO Notes Series 2018A				360,000	21,600	381,600
TOTAL DEBT BY FUND				66,305,000	12,194,508	78,499,508

FUND:	DEBT SERVICE	DEPARTMENT NAME:	FINANCIAL SERVICES
FUNCTION:	DEBT SERVICE	COST CENTER NAME / NUMBER:	DEBT SERVICE (PRINCIPAL & INTEREST) / VARIOUS

OUTAGAMIE COUNTY
DEBT MANAGEMENT PROGRAM

The Outagamie County debt management program is the product of years of deliberate and sometimes painful decision making by the leaders of the county. The result of these years of thoughtful planning is an Aaa national credit rating by Moody's rating agency.

Debt service in Outagamie County is provided for in various funds by various sources. Below is a description of the funds and funding sources:

1. Debt Service Funds: The debt service payments in these funds are provided by the general tax levies, miscellaneous excess project funds and interest income earned on invested project funds.

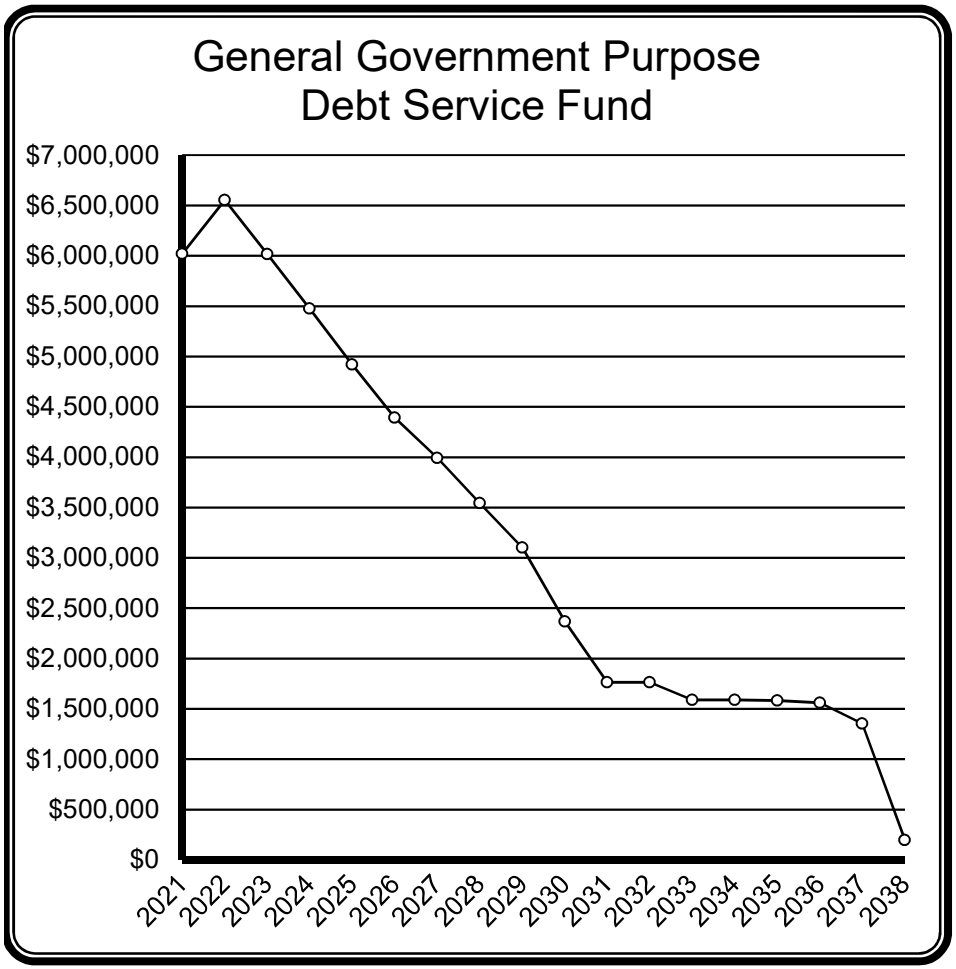
2. Brewster Village and Highway: The debt service payments in these funds are provided by a combination of general tax levies and user fees.

3. Airport, Solid Waste and Solid Waste Single Stream Funds: The debt service payments in these funds are entirely from user fees.

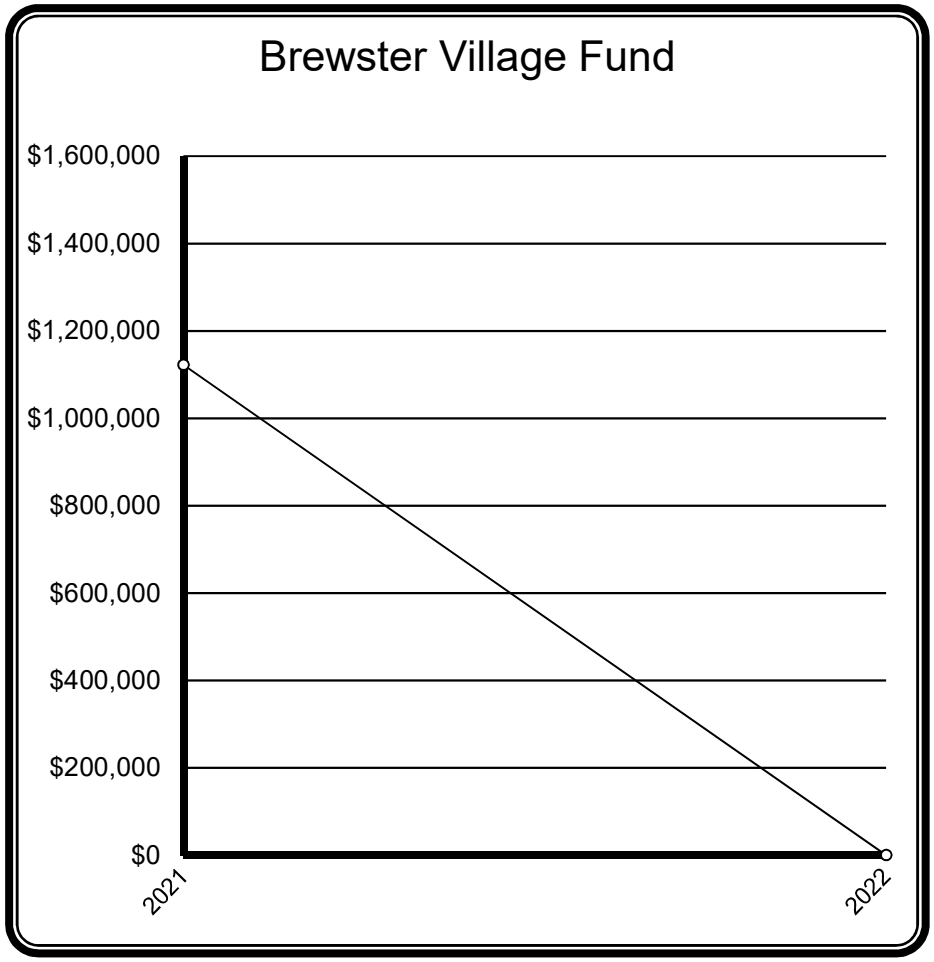
Below is a computation of legal debt margin, per Wisconsin statutory limitations, based on present outstanding debt.

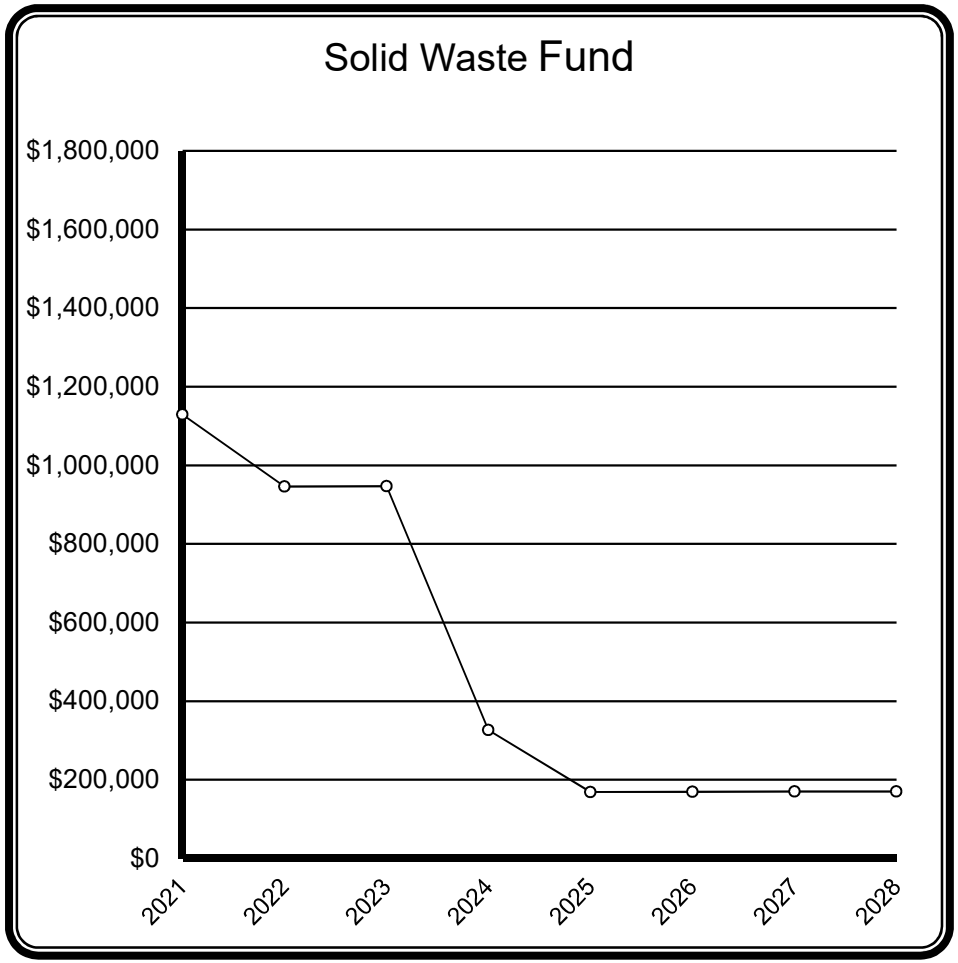
Equalized Value of Real and Personal Property……	$17,772,577,200
Debt Limit, Five (5) Percent of Equalized Valuation……..	$ 888,628,860
Amount of Debt Applicable to Debt Limitation:	
Projected Outstanding at 12-31-20	$ 66,305,000
Less Amount Available in Debt Service Fund	(65,788)
Net Projected Outstanding at 12-31-20	$ 66,239,212
Net Legal Debt Margin	$ 822,389,648
Percent of Debt Limit Used	7.45%

Debt Service, Future Payments

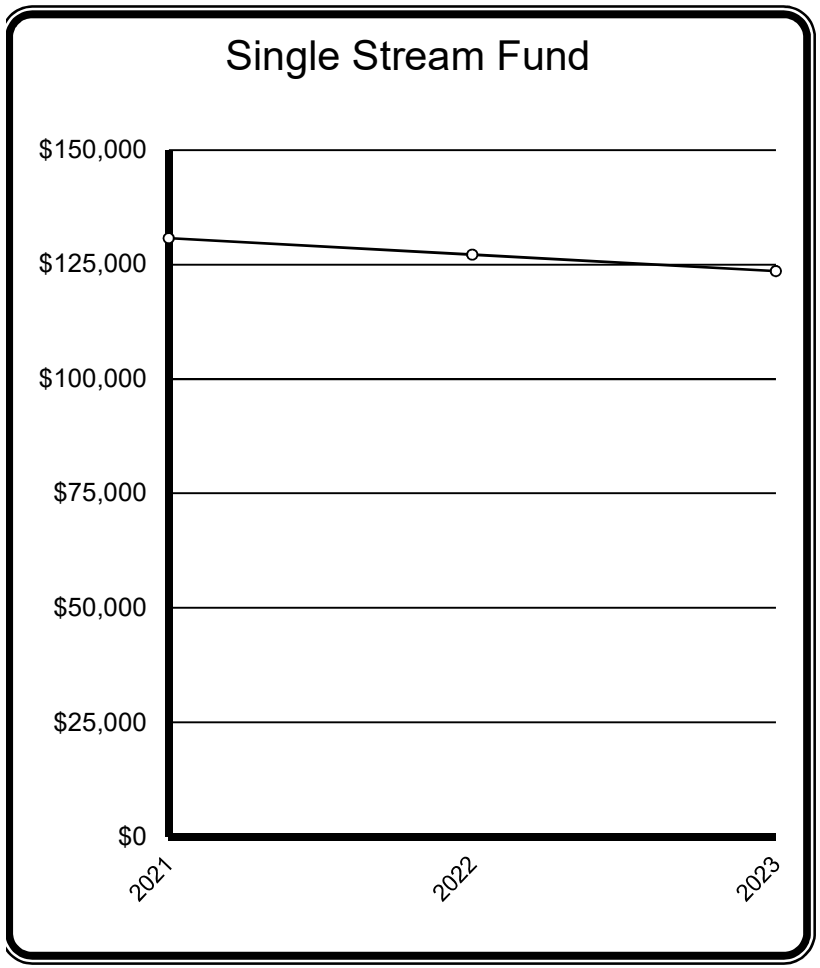


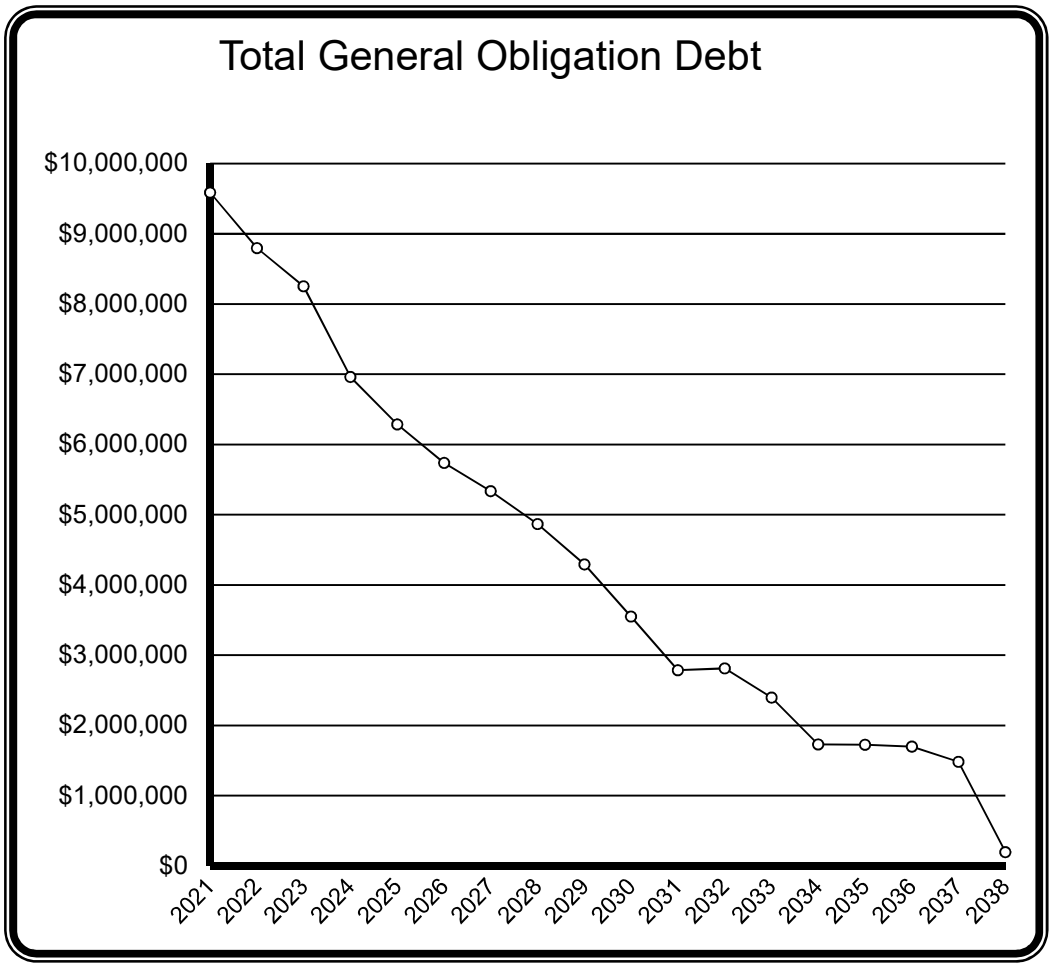
Debt Service, Future Payments





Debt Service, Future Payments





STATISTICAL, GLOSSARY, INDEX

OUTAGAMIE COUNTY, WISCONSIN
TEN PRINCIPAL INDUSTRIES & COMMERCIAL ENTITIES
DECEMBER 31, 2019

COMPANY NAME	PRODUCT OR SERVICE	NUMBER OF EMPLOYEES
ThedaCare	Hospital and Health System	6,800
Affinity Health System & Medical Group	Hospital and Health Services	3,900
AAL/Thrivent Investment Management, Inc.	Fraternal Life & Health Insurance	2,000
Appleton Area School District	Education	1,849
Expera Specialty Solutions (formerly Thilmany LLC)	Paper Products	1,800
Miller Electric	Electric Arc Welders	1,400
Outagamie County	County Government	1,250
Gulfstream Aerospace Corp.	Aviation	1,000
Appvion (formerly Appleton Papers Inc.)	Paper Products	850
Nestle USA – Pizza Division	Food	800

TEN PRINCIPAL TAXPAYERS
DECEMBER 31, 2019

COMPANY NAME	COMPANY NAME
Thomas Wright Properties	Bergstrom Automotive
Pfefferle Investments	Ridgeview Highlands
Fox River Shopping Center Partners	Mills Properties
Rollie Winter Properties	Miller Electric
Nestle/Hickory Drive Holdings	Commercial Horizons

POPULATION OF OUTAGAMIE COUNTY 187,885

OUTAGAMIE COUNTY, WISCONSIN

MISCELLANEOUS STATISTICS - DECEMBER 31, 2019

DATE OF INCORPORATION	**February 17, 1851**
FORM OF GOVERNMENT:	
County Executive / County Board	
AREA:	**640 Sq. Miles**

MILES OF ROADS AND STREETS:

Federal	50
State	187
County	344
Local	1,483
TOTAL	2,064

ACRES OF INDUSTRIAL LANDS		**3,722**
FARMING ACRES		**232,519**
NUMBER OF FARMS	**(Last Census update in 2017)**	**1,130**

COUNTY EMPLOYEES ON TABLE OF ORGANIZATION (full and part-time):

General Government	320
Health and Human Services	360
Airport, Highway and Solid Waste	144
Health Care Facilities	293
Law Enforcement	235
TOTAL	1,352

LIBRARIES:

Non-county operated	8

PUBLIC SAFETY:

Number of County Police Departments	1
Number of Local Police Departments	11
Number of Local Fire Departments	
Full-Time	4
Combination	1
Volunteer	18
Ambulance	7

HOSPITALS

NON-COUNTY OPERATED	3

RECREATION:

County Operated:	
Number of Parks	16
Acres of Parks	790
Miles of Snowmobile Trails	317
Miles of Recreational Trails	43
Non-County Operated:	
Number of Parks	122
Acres of Parks	2,848
Golf Courses	11
Acres of Public Hunting / Fishing	9,273

SCHOOLS:

Elementary	63
Junior High/Middle	20
Senior High	13
Higher Education	3
TOTAL	99

NUMBER OF STUDENTS (2019-2020 SCHOOL YEAR):

Public	35,429
Private	5,016
TOTAL	40,445

UTILITIES:

County Operated:	
Landfill	1
Non-County Operated:	
Number of Water Facilities	15
Number of Wastewater Treatment Plants	11
Electric	4
Natural Gas	3

OUTAGAMIE COUNTY, WISCONSIN
MISCELLANEOUS OPERATING INDICATORS BY FUNCTION/DEPARTMENT
LAST TEN FISCAL YEARS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Governmental										
Corporation Counsel										
Chapter 51 MH Commitments & Detentions	434	457	493	492	480	455	424	427	402	452
County Clerk										
Marriage & Dom. Partner Licenses	1,097	1,118	1,183	1,105	1,187	1,159	1,171	1,169	1,081	976
DNR Licenses Issued	131	96	-	-	-	-	-	-	-	-
Financial Services										
Voucher Payable Checks/ACH Issued	23,161	21,890	20,528	19,894	20,132	20,296	20,268	19,858	20,215	19,832
Payroll Checks/Remittances Issued	30,610	29,932	30,137	30,277	30,266	31,619	30,969	31,629	32,263	33,120
Insurance Claims/Reports Processed	119	240	223	203	235	233	126	118	130	135
Information Technology										
Computers/Hardware Maintained	932	896	945	972	1,008	1,034	1,090	1,135	1,225	1,243
Register of Deeds										
Documents Recorded/Vital Records	44,046	35,587	41,655	40,749	32,629	35,870	39,786	34,606	39,051	34,595
Certified Copies of Vital Records	24,241	23,526	22,991	26,170	26,518	28,784	28,523	33,574	35,909	37,220
Real Estate Recordings	38,270	32,866	39,307	34,875	27,089	29,530	31,022	29,689	27,955	29,116
Zoning										
Land Use Permits Issued	139	270	279	262	277	308	298	312	327	299
Sanitary Permits Issued	358	324	269	233	220	234	231	381	230	232
Certified Survey Maps	117	94	150	150	138	157	137	114	116	137
Clerk of Courts - Cases Filed										
Civil	2,609	1,900	1,777	1,500	1,271	1,236	1,194	1,174	1,223	1,315
Family/Paternity	1,451	1,402	1,278	1,281	1,285	1,248	1,180	1,193	1,135	1,118
Small Claims	6,642	5,843	6,555	4,888	3,859	3,704	3,597	3,764	4,203	4,066
Traffic and Other Ordinances	16,505	14,451	17,504	14,525	12,054	11,177	12,608	14,398	12,289	11,462
Criminal	4,142	3,680	3,886	4,124	3,481	3,280	3,471	3,243	3,220	3,124
Juvenile	1,247	1,037	1,103	1,032	1,048	938	800	917	776	622
Coroner										
Investigations	907	982	906	1,067	1,097	1,200	1,434	1,244	1,293	1,415
Permits Issued	575	664	590	741	740	925	892	926	971	1,053
Autopsies	67	61	41	56	77	77	89	87	66	77
District Attorney										
Referrals Received	6,601	5,779	5,900	6,019	6,019	5,205	5,365	5,484	5,739	5,526
Referrals Prosecuted	5,566	4,654	4,906	4,923	4,241	4,047	4,251	4,077	3,988	3,823
Family Court Program										
Custody Mediations/Studies	338	332	326	305	295	247	289	261	244	198
Stepparent Adoption Screens	-	-	-	-	-	-	-	-	-	14
Register in Probate										
Probate Cases Filed	408	358	328	358	362	410	414	419	425	445
Guardianships	148	125	141	134	148	162	145	167	170	179
Commitments	457	431	324	366	335	396	370	421	566	611

(continued)

OUTAGAMIE COUNTY, WISCONSIN
MISCELLANEOUS OPERATING INDICATORS BY FUNCTION/DEPARTMENT
LAST TEN FISCAL YEARS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Public Safety										
Sheriff										
Process Papers Served	2,536	2,422	2,235	2,186	2,081	1,973	1,926	1,876	3,019	4,263
911 Calls	42,220	38,870	38,015	45,017	41,931	43,068	42,731	41,026	44,992	46,172
Service Calls	136,717	134,405	147,609	165,687	149,093	190,540	191,459	182,421	172,822	184,006
Average Daily Populations										
Jail	376	381	371	359	346	345	344	400	394	347
GPS	56	63	59	56	49	54	48	42	43	39
Day Report Center	11	12	13	14	14	15	16	14	19	17
Juvenile	7	8	7	6	-	-	-	-	-	-
Health and Human Services										
Brewster Village										
Total Resident Days	71,595	72,569	71,261	69,933	70,914	70,283	69,375	69,992	69,048	67,826
Veterans										
Federal VA expenditures spent in Outagamie County (in thousands)	37,894	44,168	48,825	54,541	63,740	67,360	66,013	67,088	68,072	76,620
Health and Human Services										
Aging Home Delivered & Cong. Meals	58,553	55,576	53,700	57,192	56,677	50,289	53,119	45,328	47,430	42,915
Child Support Collections	$ 20,344,124	$ 21,286,547	$ 21,512,474	$21,950,408	$23,062,420	$ 23,648,056	$24,533,458	$24,968,195	$25,456,326	$25,440,136
Abuse and Neglect Referrals	3,283	3,455	3,375	3,232	3,148	3,313	3,377	3,612	3,823	4,036
Total Economic Support Cases	13,033	13,781	16,752	16,554	17,932	16,554	16,863	16,213	15,950	15,892
Mental Health Crisis/Calls	12,710	17,106	18,583	20,078	22,237	24,004	24,018	25,618	22,833	23,214
Immunizations Given	7,052	2,218	1,653	1,082	913	903	877	843	1,152	1,087
Shelter Care - Days Care	2,638	2,941	2,882	2,804	2,801	2,481	2,759	2,505	1,613	1,269
Culture, Education and Recreation										
Parks										
Plamann Lake Attendance	11,724	10,262	10,754	8,374	8,226	11,037	8,966	8,463	18,775	18,719
Nature Center Program Attendance	6,879	8,950	8,176	8,603	8,465	6,350	6,379	6,822	6,438	5,453
Solid Waste										
Landfill Tons (Outagamie Only)	200,564	199,354	484,322	633,712	608,172	648,155	605,484	668,773	702,926	731,588
Recycling Tons	49,983	52,800	67,722	82,221	97,999	97,948	110,128	115,616	112,126	103,924
Transportation										
Airport										
Passenger Enplane/Deplanements	542,565	490,439	455,876	483,317	494,869	513,342	549,999	575,222	717,757	790,199
Cargo lbs En/Deplaned	25,962,484	25,371,771	23,351,321	27,410,423	28,094,281	26,101,136	21,562,173	21,685,365	22,849,495	21,758,497
Highway										
Lane Miles Maintained										
County	346	346	348	346	346	346	346	344	344	344
State	195	195	195	190	190	190	190	190	190	187
Lane Miles Paved	28	29	23	20	35	19	17	31	32	42
County Bridges Maintained	63	63	63	62	62	62	62	63	64	64

Source - Outagamie County Department Inquiries

OUTAGAMIE COUNTY, WISCONSIN
CAPITAL ASSETS BY FUNCTIONAL AREA
LAST TEN FISCAL YEARS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
General Government										
Buildings (Includes all County Buildings since multiple departments reside in each of the buildings - also excludes Business-type operations buildings)	6	6	6	6	6	6	6	7	7	7
Public Safety										
Jail Capacity	557	557	557	557	557	557	557	557	557	557
Squads and Other Safety Vehicles	68	68	68	68	68	68	68	70	70	75
Culture, Education and Recreation										
Parks										
Number of Parks	12	12	12	12	12	12	12	12	12	12
Acres of Parks	921	921	921	921	921	921	921	921	932	932
Airport										
Main Buildings	1	1	1	1	1	1	1	1	1	1
Number of Runways	2	2	2	2	2	2	2	2	2	2
Brewster Village										
Facilities	1	1	1	1	1	1	1	1	1	1
Number of Beds in Facility	204	204	204	204	204	204	204	204	204	204
Solid Waste										
Landfills	1	1	1	1	1	1	1	1	1	1
Recycling Facilities	1	1	1	1	1	1	1	1	1	1
Highway										
Garages/Shops	4	4	4	4	4	4	4	4	4	4
County Lane Miles	346	346	346	346	346	346	346	344	344	344
County Bridges	63	63	63	63	63	63	63	63	64	64

Source - Outagamie County Department Inquiries

GLOSSARY

The annual budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the annual budget document in understanding these terms, a budget glossary has been included in the document.

ACCRUAL ACCOUNTING: The basis of accounting under which transactions are recorded at the time they are incurred as opposed to when cash is actually received or disbursed.

AGAPE: Organization's Name

ALLOCATED APPLIED CREDITS: Contra expenses credited to the individual cost centers when charges are made to other cost centers based on use.

ALTS: Aging and Long Term Support

AMORTIZATION: The process of paying off debt through structured, periodic payments.

APPROPRIATION: An authorization made by the County Board which permits officials to incur obligations against and to make expenditures of governmental resources for specific purposes. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

AS&P: Administrative Supervisory & Professional

ASSETS: Property owned by a government which has a monetary value.

AUDIT: A comprehensive examination of the manner in which the County's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the County Board's appropriations.

BALANCED BUDGET: A budget is considered balanced when current revenues, transfers, loans and fund balances equal or exceed the total appropriated expenditures.

BOND: (Debt Instrument): A written promise to pay a specified sum of money (called the principal amount or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (called the interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

BUDGET: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various County services.

CAFR: Comprehensive Annual Financial Report

CAPITAL OUTLAY: Expenditures for land, equipment, vehicles or buildings which result in the addition to fixed assets of $1,500 or more.

CAPITAL PROJECT FUND: Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by enterprise and trust funds.

CARF: Child At Risk Field

CASC BASE: Categorical Allocation for Services to Children

CASC CAN: Categorical Allocation for Services to Children (Child Abuse and Neglect)

CBRF: Community Based Residential Facility

CHARGES FOR SERVICES: User charge for services provided by the County.

COBRA: Consolidated Omnibus Budget Reconciliation Act

COMMITTEE OF JURISDICTION: A County committee which is responsible for evaluating the programs under its jurisdiction to determine program definition, goals and objectives, costs, efficiency and effectiveness.

COP: Community Options Program

COST CENTER: A fund, major program, department or other activity for which control of expenditures is desirable.

CRISIS/EPU: Evaluation and Psycho Therapy Unit

CS: Community Services

CSP: Community Support Program

CVSO: County Veterans Services Officers

CYF: Children, Youth and Families

DATCP: Department of Agriculture, Trade and Consumer Protection

DD: Developmental Disability

DEBT: A financial obligation resulting from the borrowing of money. Debts of governments include bonds and notes.

DEBT SERVICE: Amount necessary for the payment of principal, interest and related costs of the general long-term debt of the County.

DEBT SERVICE FUND: Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

DEPARTMENT: A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION: The portion of the cost of a fixed asset which is charged as an expense during a particular period, due to the expiration of the useful life of the asset attributable to wear and tear, deterioration or obsolescence.

DHFS: Department of Health and Family Services

ECWRPC: East Central Wisconsin Regional Planning Commission

EEO: Equal Employment Opportunity

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditures.

ENTERPRISE FUNDS: Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EQUALIZED VALUE: The State's estimate of the full value of property; used to apportion property tax levies of counties and school districts among municipalities.

EXPENDITURE: Use of a financial resource for current operating expenses, debt service and capital outlay.

FCW IV-B: Federal Child Welfare

FEES, FINES & COSTS: Rental charges and penalties controlled by the state or County. Costs are reimbursements for expenditures incurred by the County.

FINANCING SOURCES OTHER: These are funding sources for a particular activity. Typically, these include prior year earned revenues, capitalized interest or an application of fund balances.

FIXED ASSETS: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FRINGE BENEFITS: Expenditure items in the operating budget paid on behalf of the employee. These benefits include health insurance, life insurance, long-term disability insurance, retirement, FICA and workers compensation insurance.

FTE – FULL-TIME EQUIVALENT: A figure calculated from the number of hours worked by a part-time employee in relation to the number of hours worked by a full-time employee.

FUND: An accounting entity with a self-balancing set of accounts containing its own assets, liabilities and fund balance. A fund is established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE: Fund balance is the excess of assets over liabilities.

GAAP: Generally Accepted Accounting Principles of the United States of America

G.I.S.: Geographic Information Survey

GENERAL FUND: The general fund is the general accounting fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association

GOVERNMENTAL FUNDS: Governmental funds are used to account for the general operating departments (general government) that are financed primarily supported by taxes, grants and similar revenue sources. The intent of the governing body is that the costs of providing goods or services to the general public is to be financed or recovered primarily through taxes, grants and similar revenue sources on an annual basis.

GPR: (State) General Purpose (Program) Revenue

IBNR: Incurred But Not Reported

INDIRECT COSTS: Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

INTEREST INCOME: Interest earned on idle funds which are not immediately needed by the County.

INTERGOVERNMENTAL REVENUE: Revenue received from another government in the form of grants and shared revenues. Typically, these contributions are made to local governments from the State and Federal governments and are made for specified purposes.

INTERNAL SERVICE FUND: Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost reimbursement basis.

IT: Information Technology

L.E.P.C.: Local Emergency Planning Commission

LCD: Land Conservation Department

LIABILITY: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

LIEAP: Low Income Energy Assistance Program

LINE ITEM: A basis for distinguishing types of revenues and expenditures. The eight major categories used by Outagamie County are: revenues, salaries, fringe benefits, travel/training, supplies, purchased services, capital outlay and debt service.

LSS: Lutheran Social Services

MA FRAUD: Medical Assistance Fraud

MAJOR FUNDS: The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item.

MCH: Maternal Child Health

MEG: Metropolitan Enforcement Group

MISCELLANEOUS REVENUES: Revenues which are not required to be accounted for elsewhere.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting which recognizes revenues when they become measurable and available. Expenditures are generally recognized when the liability is incurred. Major exceptions include accumulated vacation, sick pay and interest on long-term debt.

NON-MAJOR FUNDS: All other funds that do not meet the financial criteria noted under the Major Funds category.

OBRA: Omnibus Budget Reconciliation Act

OCS: Outagamie Child Support or State Office of Child Support

OPERATING TRANSFER: Routine and/or recurring transfers of assets between funds.

OTHER EXPENSES: Items of expenditures for bad debt expense or inventory adjustments.

OWLS: Outagamie Waupaca Library System

PRIMA: Public Risk Insurance Management Association

PRIOR YEAR FUNDS: Unexpended funds which are revolved from one year to the next or the use of retained earnings (as in enterprise or internal service funds.)

PURCHASED SERVICES: Expenditure items for all services contracted for directly or indirectly by outside agencies. These include postage, telephone, utilities, subscriptions, insurance (except workers' compensation), etc.

REVENUE: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

RFP: Request For Proposal(s)

S.A.R.A.: Superfund Amendment Reauthorization Act

SAC: Sheltered Activity Center

SALARIES: Items of expenditure in the operating budget for salaries and wages paid for services performed by County employees.

SCS/ACP: Soil Conservation Service/Agricultural Conservation Program

SIR: Self Insured Retention

SNF: Skilled Nursing Facility

SPECIAL REVENUE FUND: Special revenue funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes.

SSI: Supplemental Security (Social) Income

SUPPLIES: Items of expenditure for all expendable supplies as well as durable items which cost less than $1,500.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

TAX INCREMENTAL DISTRICT: A district created by local governments under State Statute whereby public improvement expenditures within the district are financed by the levy on the incremental increase in property values.

TAX LEVY: The total amount to be raised by general property taxes for operating and debt service purposes specified in the County Board Adopted Budget.

TAX RATE: The amount of taxes levied for each $1,000 of equalized valuation.

TITLE XIXMA: TITLE 19 Medical Assistance - Usually Aging

TPL MA FUNDS: Third Party Liability Medical Assistance

TRAVEL/TRAINING: Items of expenditure for travel and training costs incurred by the County on behalf of employees. These include mileage, meals, conferences, conventions and in and out of state travel.

USER CHARGE: The payment for direct receipt of a public service by the party benefiting from the service.

UST: Underground Storage Tank

VPI: Valley Packaging Industries

WCA: Wisconsin Counties Association

WCSEA: Wisconsin Child Support Enforcement Association

WEJT: Work Experience and Job Training program

WEOP: Wisconsin Employment Opportunity Program

WMMIC: Wisconsin Municipal Mutual Insurance Company

WORKING CAPITAL: It is calculated by using current assets minus current liabilities. It is the funds retained by the County in order to make prompt payments for goods, services, and other obligations.

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