

**SAUK COUNTY BOARD OF SUPERVISORS
MEETING NOTICE/AGENDA**

COMMITTEE: SAUK COUNTY BOARD OF SUPERVISORS – ANNUAL MEETING
DATE: TUESDAY, NOVEMBER 12, 2019
TIME: 6:00 PM
PLACE: ROOM 326, WEST SQUARE BUILDING, 505 BROADWAY, BARABOO, WI

6:00 PM – PUBLIC HEARING ON PROPOSED 2020 SAUK COUNTY BUDGET: Pursuant to Wis. Stats. § 65.90, for the purpose of soliciting comments from the public regarding the 2020 Sauk County Budget.

- 1) Convene Public Hearing on the proposed 2020 Sauk County Budget: Peter Vedro, County Board Chair
- 2) Budget Presentation: Alene Kleczek Bolin, Administrative Coordinator; and Kerry Beghin, Finance Director.
- 3) Public Comment: regarding the *proposed 2020 Sauk County Budget* – 5 minute limit. Turn in *Registration Form* to the County Board Chair. (Forms on table in gallery of the Board Room)
- 4) Close Public Comment: Peter Vedro, County Board Chair
- 5) Adjourn Public Hearing: Peter Vedro, County Board Chair

The November 2019 Annual Meeting of the Sauk County Board of Supervisors will be called to order immediately following the Public Hearing.

ANNUAL MEETING: SAUK COUNTY BOARD OF SUPERVISORS

- 1) Call to Order and Certify Compliance with Open Meeting Law.
- 2) Roll Call.
- 3) Invocation and Pledge of Allegiance.
- 4) Adopt Agenda.
- 5) Adopt Minutes of Previous Meeting.
- 6) General Consent Agenda Items

HUMAN SERVICES BOARD:

Resolution 136-2019 Commending Sharon Boesl For Over 16 Years Of Service To The People Of Sauk County. (Page 4)

Resolution 137-2019 Commending Beverly Verstein For Over 18 Years Of Service As A Citizen Member Of The Sauk County Human Services Board. (Page 5)

LAW ENFORCEMENT & JUDICIARY COMMITTEE:

Resolution 138-2019 Resolution Honoring Jean Craker For Over 13 Years Of Service. (Page 6)

- 7) Scheduled Appearances.
- 8) Public Comment – 3 minute limit: Registration form located on the table in gallery of County Board Room 326 – turn in to the County Board Chair.
- 9) Communications.
 - a. 10/16/2019 Letter from Wisconsin Historical Society, re: State and National Register of Historical Places nomination. (Page 7)
 - b. 10/21/2019 Letter from Town of LaValle, re: Letter of Support for the Lake Redstone Protection District Requesting Funding from Sauk County. (Pages 8-9)
 - c. 10/25/2019 Communication submitted on behalf of Sup. Reppen, re: Staff-Inmate Ratios. (Pages 10-24)
 - d. 10/24/2019 E-mail submitted by Sup. McCumber on behalf of Jack Meegan, re: Sauk County Huber Center. (Pages 25-26)
 - e. 10/24/2019 E-mail submitted by Sup. McCumber on behalf of Mary & Vince Randazzo, re: Sauk Co, jail budget cut. (Pages 27-28)
 - f. 10/25/2019 E-mail submitted on behalf of Sup. Krueger, re: Name clarification. (Pages 29-30)
 - g. 10/28/2019 E-mail submitted by Sup. Gruber on behalf of Dave Dahlke, re: Huber Center. (Page 31)

- h. 10/29/2019 E-mail submitted by Alene Kleczek Bolin on behalf of Sauk Co. Child Support Director, re: Collections related to Huber. (Pages 32-33)
- i. 10/31/2019 E-mail submitted by Chair Vedro on behalf of John Albanese, re: Finance Committee eliminating \$200,000 grant for Lake Redstone. (Pages 34-35)
- j. 10/31/2019 Document from the Criminal Justice Coordinating Council. (Pages 36-38)
- k. 11/06/2019 E-mail from Regina Baldwin, re: CJCC. (Page 39)

10) Appointments.

TRANSPORTATION COORDINATION COMMITTEE:

Karl Schulte, New Appointment, Citizen Member

Filling unexpired term of Richard Running, expiring 06/15/2021

11) Bills.

12) Claims.

13) Elections.

14) Proclamations.

15) Reports – informational, no action required.

- a. Rebecca C. Evert, Sauk County Clerk – Rezoning petitions filed with the office of the Sauk County Clerk as a requirement of Wisconsin State Statutes 59.69(5)(e): None.
- b. Supr. Czuprynski
 - County Board Holiday Party update;
 - Report question and answer period. (Not to exceed 10 minutes)
- c. Peter Vedro, County Board Chair
 - Report question and answer period. (Not to exceed 10 minutes)
- d. Alene Kleczek Bolin, Administrative Coordinator.
 - Third Quarter 2019 Financial Report (Pages 40-47);
 - Update on Finance Committee recommendations on budget amendments (Pages 48-51);
 - Report question and answer period. (Not to exceed 10 minutes)

16) Unfinished Business.

17) New Business.

EXECUTIVE & LEGISLATIVE COMMITTEE AND FINANCE COMMITTEE:

Resolution 139-2019 Authorizing A Contract With Hill's Wiring, Inc. For Modifications Required To Install Additional Electrical Outlets In The County Board Room And Amending The 2019 County Board Budget To Transfer \$18,450 From The Contingency Fund. (Pages 52-53)

LAND RESOURCES AND ENVIRONMENT COMMITTEE:

Possible Resolution 140-2019 Authorizing Participation In The Multimodal Local Supplement (MLS) Program. (Page 54)

FINANCE COMMITTEE:

Resolution 141-2019 Establishing Taxes To Be Levied In Sauk County For The Year 2020. (Page 55)

18) Referrals.

19) New Agenda items (no discussion). Submit in writing or by e-mail new business items to the Administrative Coordinator as soon as possible for Rule III.A. referral.

20) Adjournment.

Respectfully,



Peter J. Vedro
County Board Chair

County Board Members, County staff & the public – Provide the County Clerk a copy of:

1. Informational handouts distributed to Board Members
2. Original letters and communications presented to the Board.

County Board Members:

Stop by the Office of the County Clerk prior to each Board Meeting to sign original resolutions and ordinances.

Any person who has a qualifying disability that requires the meeting or materials at the meetings to be in an accessible location or format should contact Sauk County at 608-355-3269, or TTY at 608-355-3490, between the hours of 8:00 AM and 4:30 PM, Monday through Friday, exclusive of legal holidays, at least 48 hours in advance of the meeting so that reasonable arrangements can be made to accommodate each request.

www.co.sauk.wi.us

Agenda mail date via United States Postal Service: November 7, 2019.

Agenda Preparation: Peter Vedro, County Board Chair.

s:/admin/Co Bd Agendas/2019/ctybdagendaNOVEMBER2019

RESOLUTION NO. 136 - 2019

COMMENDING SHARON BOESL FOR OVER 16 YEARS OF SERVICE
TO THE PEOPLE OF SAUK COUNTY

Background: It is the custom of the Sauk County Board of Supervisors to recognize staff members who have served the people of Sauk County with distinction. Sharon faithfully served the people of Sauk County first as the Manager of the Mental Health Recovery Services Unit and then later as the Deputy Director of the agency. As a valued member of the Human Services Department management team, Sharon served the citizens of Sauk County by contributing to progressive program development and leadership. She was especially instrumental in developing Medically Assisted Treatment (MAT) and initial phases of the Comprehensive Community Services (CCS) at Sauk County. Her many years of devotion to her career as an educator provided exceptional insight, which contributed greatly to the success of the Department. Sharon's long time passion for children and families was greatly appreciated in her role as a leader in the Department. The impact of Sharon's caring and compassionate service towards others will be missed.

Fiscal Impact: [x] None [] Budgeted Expenditure [] Not Budgeted

NOW, THEREFORE, BE IT RESOLVED, by the Sauk County Board of Supervisors, met in regular session, that the Sauk County Board of Supervisors expresses its sincere appreciation and admiration for Sharon Boesl's 16 faithful years of service to the people of Sauk County; and,

BE IT FURTHER RESOLVED, that the Chairman of the Sauk County Board of Supervisors is hereby directed on behalf of the Sauk County Board of Supervisors to present Sharon Boesl with an appropriate certificate and commendation to express our highest esteem for her extraordinary contributions to our community.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

Respectfully submitted,

SAUK COUNTY HUMAN SERVICES BOARD

PATRICIA REGO, CHAIRPERSON

JAMES BOWERS

JOHN A. MILLER

CITIZEN MEMBER (VACANT)

GLEN T. JOHNSON

CITIZEN MEMBER (VACANT)

BRANDON LOHR

VALERIE MCAULIFFE

TIM MCCUMBER

Fiscal Note: No fiscal impact. *KLB*

MIS Note: No information systems impact.

RESOLUTION NO. 131 - 2019

**COMMENDING BEVERLY VERTEIN FOR OVER 18 YEARS OF SERVICE AS A
CITIZEN MEMBER OF THE SAUK COUNTY HUMAN SERVICES BOARD**

Background: It is the custom of the Sauk County Board of Supervisors to recognize Citizen Board members who have served the people of Sauk County with distinction. Bev faithfully served the people of Sauk County as a member of the Human Services Board. As a Human Services Board member, Bev served others by giving her input into Human Services' related topics. Her many years of devotion to improving the lives of others provided insight which contributed greatly to the success of the Department. Bev's long time passion for others was greatly appreciated in her role as a Board member. Bev always maintained a caring approach to the consideration of employees and the citizens of Sauk County.

Fiscal Impact: ☒ None ☐ Budgeted Expenditure ☐ Not Budgeted

NOW, THEREFORE, BE IT RESOLVED, by the Sauk County Board of Supervisors, met in regular session, that the Sauk County Board of Supervisors expresses its sincere appreciation and admiration for Beverly Vertein's 18 faithful years of service to the people of Sauk County; and,

BE IT FURTHER RESOLVED, that the Chairman of the Sauk County Board of Supervisors is hereby directed on behalf of the Sauk County Board of Supervisors to present Beverly Vertein with an appropriate certificate and commendation to express our highest esteem for her extraordinary contributions to our community.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

Respectfully submitted,

SAUK COUNTY HUMAN SERVICES BOARD

PATRICIA REGO, CHAIRPERSON

JAMES BOWERS

JOHN A. MILLER

CITIZEN MEMBER (VACANT)

GLEN T. JOHNSON

CITIZEN MEMBER (VACANT)

BRANDON LOHR

VALERIE MCAULIFFE

TIM MCCUMBER

Fiscal Note: No fiscal impact. *int*
MIS Note: No information systems impact.

RESOLUTION NO. 138 - 2019

RESOLUTION HONORING JEAN CRAKER FOR OVER 13 YEARS OF SERVICE

Background: It is the custom of the Sauk County Board of Supervisors to recognize individuals who have served the people of Sauk County with distinction. Jean Craker faithfully served the people of Sauk County for over 13 years with the Sauk County Child Support Agency. Jean has been an integral part of the Sauk County Child Support Agency and her kindness and dedication will be greatly missed.

Fiscal Note: ☒ Not Required ☐ Budget Expenditure ☐ Not Budgeted
Comments:

NOW, THEREFORE, BE IT RESOLVED, that the Sauk County Board of Supervisors, met in regular session, hereby expresses its appreciation and commends Jean Craker for over 13 years of faithful service to the people of Sauk County; and,

BE IT FURTHER RESOLVED, that the Chairperson of the Sauk County Board of Supervisors is hereby directed to present Jean Craker an appropriate certificate and commendation as a token of our esteem.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

Respectfully submitted:

LAW ENFORCEMENT & JUDICIARY COMMITTEE

David A. Riek, Chairperson

Dr. John DeGiovanni

Thomas Kriegl

John S. Dietz

Tim Reppen

Fiscal Note: No impact *JMT*

MIS Note: No information systems impact.



WISCONSIN
HISTORICAL
SOCIETY

RECEIVED

OCT 21 2019

SAUK COUNTY CLERK
BARABOO, WISCONSIN

TO: Local and State Officials

FROM: Daina Penkiunas, State Historic Preservation Officer

RE: State and National Register of Historic Places nomination

DATE: October 16, 2019

We are pleased to inform you that the *Simonds 10-Sided Barn, S4680 Rocky Point Road, Town of Greenfield, Sauk County, WI* will be considered by the Wisconsin Historic Preservation Review Board for nomination to the Wisconsin State Register of Historic Places and National Register of Historic Places.

The nomination will be considered at the Wisconsin Historic Preservation Review Board meeting on November 22, 2019 at the Wisconsin Historical Society, 816 State Street, Madison, Wisconsin. The enclosed agenda gives the times of the full board and committee meetings.

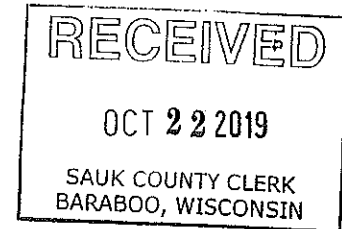
Any comments or questions should be directed to Peggy Veregin at (608) 264-6501.



Town of La Valle

October 21, 2019

To: Sauk County Board and
Sauk County Financial Committee
City of Reedsburg Mayor



Re: Letter of Support for the Lake Redstone Protection District
Requesting Funding from Sauk County

Town of La Valle has been watching and working closely with the Lake Redstone Protection District for 4 to 5 years preparing to dredge Lake Redstone. They increased their Levy to research and engineer the cost of the dredging and sent out bid requests. They rejected bids because they were out of there spending cap and then went to plan B, Mechanical Dredging option on the second bids. The price tag on this is approximately \$3.8 million dollars. We believe they made the right choice in taking the bid and moving forward with the project.

Some previous bids came in above \$5 million dollars. Because of the flood of 2018 FEMA funds might be available to help with some of the cost. This money wouldn't be an option if the project was delayed. The dredging company doing the project is booked next year.

During this time the Lake Redstone Protection District (LRPD) have done some water shed projects, mostly working with Juneau County, since this is where the greatest amount of water comes from. There has been work done in Sauk County also. They have worked with Juneau County and Sauk County developing a Producer led cooperative that is funded by DACAP and lead by NRCS. The Lake Redstone Protection District (LRPD) has a water quality committee that test the water for phosphorus and nitrogen and watches for evasive plant life and sprays if needed.

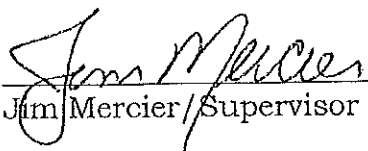
There has been considerable effort put into Lake Redstone. With a Sauk County Park and Beach and Sauk County Boat Landing, on Lake Redstone, we feel that Sauk County also has a vested interest in the dredging project.

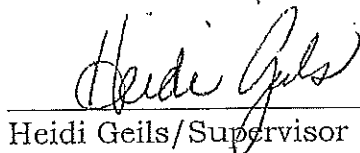
With this all being said the Town of La Valle Board is requesting that the Sauk County Board would reinstate the \$200,000.00 back into the 2020 Sauk County Budget for the Lake Redstone Dredging.

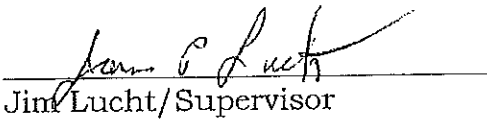
Thank you for all your support over the years Town of La Valle.

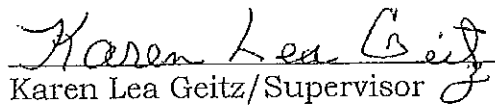
Sincerely, Town of La Valle
Town Board


Ramon Demaskie/Chairman


Jim Mercier/Supervisor


Heidi Geils/Supervisor


Jim Lucht/Supervisor


Karen Lea Geitz/Supervisor

Date: 10-21-2019

RECEIVED

OCT 25 2019

SAUK COUNTY CLERK
BARABOO, WISCONSIN

STAFF-INMATE RATIOS: WHY IT'S SO HARD TO GET TO THE BOTTOM LINE

Barbara Krauth

L.I.S.I.

September 1988

Reprinted September 2006

Contents

Introduction.....	1
I. Basic Issues Affecting Staffing.....	3
Inmate Population: Who Will Be in the Jail, Why, and for How Long?.....	3
On What Operational Philosophy Will the Facility be Based?.....	3
Level of Service: How Much Service Do You Want to Provide?.....	4
What Is the Physical Layout of the Facility?.....	5
How Will Inmates Be Managed?.....	6
Podular/Direct Supervision Jails.....	7
II. Management Decisions Affecting Staffing	7
How Will Staff Be Deployed?	7
Scheduling Activities	8
Adjusting Staff Schedules.....	8
What You Get Out of the Staff You Have	8
Competency and Productivity of Staff.....	8
Staff Turnover.....	9
Streamlining Operations	9
Job Classification vs. Job Function.....	9
Who Will Provide the Services?.....	9
Arrangements with Other Public Agencies.....	10
Using Other Community Resources	10
Use of Inmate Workers	11
Contracting With Private Providers for Services.....	11
Conclusion	13

STAFF-INMATE RATIOS: WHY IT'S SO HARD TO GET TO THE BOTTOM LINE

By Barbara Krauth

Introduction

One of the first questions asked by many officials and administrators involved in planning a new jail is, "What should the staff-to-inmate ratio be?" It is natural for this question to emerge early in the planning process because its answer, more than any other factor, will determine the total cost of operations. In most jails, staff costs comprise as much as 70 percent of the budget each year.¹

Unfortunately, the real answer to the question is, "It depends. . . ." Although the response is obviously unsatisfactory, it is in fact the only correct one. Even if one compares two facilities with similar physical layouts, the same number of inmates, and the same general management philosophy, their staff-inmate ratios are much more likely to differ than to be alike. And because no two jails are exactly alike, it is impossible to suggest ideal ratios.

The purpose of this paper is to explain why it is so difficult to get to the desired "bottom line" on the issue of staffing ratios. The paper is not intended to define a specific process for conducting a staffing analysis.² Instead, it is meant to raise awareness about the range of decisions involved in defining the unique characteristics of each facility. Complex variables must be balanced throughout the process of planning a new jail; the resulting decisions must, at the end of that process, determine both the numbers and types of staff that will be needed.

The staff-inmate ratio in a jail is not simply an issue of efficiency or effectiveness; one approach to staffing is not wrong, another right. There is a tendency to believe that a larger staff means more effective operations—for example, that an increase in the number of security staff will create a safer, more secure environment, or that an increase in treatment staff will improve inmate morale. To test this hypothesis, the American Justice Institute conducted a study in 1984, concluding that "poor staff-inmate ratios are not the

¹ Jay Farbstein, *Correctional Facility Planning and Design*, 2nd ed. (New York: Van Nostrand Reinhold Co, 1986), 51.

² For a publication with this purpose, see *Staffing Analysis Workbook for Jails*, (Washington, D.C.: U.S. Department of Justice, National Institute of Corrections, 1988).

key variables which determine the public safety, internal safety, climate and work . . .” and that “there is really no ideal staffing pattern.”³

An opposing theory is that a smaller staff is more efficient. According to this theory, it is desirable to employ fewer staff per inmate because this will save money. Again, the answer is, “It depends.” Whether or not a smaller staff will be more efficient depends on such things as the classification(s) of inmates in the institution, the design of the facility, the types and qualifications of staff, the management approach, and above all, on the correctional philosophy governing the operation of the jail.

To those not familiar with the differences between jails and other kinds of agency operations, staff-inmate ratios in jails often seem unnecessarily large. However, the bare numbers do not make evident the important fact that a jail must be staffed on a 24-hour, seven-day-a-week basis. (On average, it takes five staff persons to cover one post that must operate on a seven-day, 24 hour basis.)

Depending on staff-inmate ratios, either to plan for staffing needs in a new facility or to evaluate staffing in an existing one, is misleading. Ratios do not give an accurate picture of how many people are working at one time or of what they are doing. A ratio also ignores the fact that some staff are in administration or support services and thus do not work directly with inmates. Nor does a ratio take into account that many agencies provide some services through contracts with other groups or individuals rather than through staff of the facility.

In terms of liability, as well, the ratio of staff to inmates is not the central issue. Instead, the central question is, “Did you have the right number of properly trained staff, in the right places, at the right time, doing the right things?” What is important is the way staff are trained, assigned, and managed, not just how many there are.

Although the process of determining staff needs is complex, answers to some basic questions provide at least a starting point for understanding what is involved:

- Who and how many will be in the jail, why, and for how long?
- On what operational philosophy will the facility be based?
- What kinds of services do you want to provide for inmates?
- What will be the jail’s physical layout?
- How do you want to supervise the inmates?

Each of these issues is addressed on the pages that follow, along with its implications for staffing.

³ American Justice Institute, *The Impact of Differing Staffing Ratios on Prison Environments* (Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 1984).

Basic Issues

Inmate Population: Who Will Be in the Jail—How Many, Why, and For How Long?

Jail size affects staff needs; small facilities often require more staff per inmate than large facilities. Although each housing unit in a small jail is likely to have fewer inmates than those in large jails, the same number of staff may be required to supervise each unit as in a larger jail.

Similarly, services in larger jails may benefit from economies of scale that are unavailable to smaller facilities. Certain staffing levels cannot be avoided in small jails, because some minimum number is necessary for continuation of basic operations. For example, a kitchen with one cook may be able to prepare food for twenty-five inmates or for seventy. Although the proportion of staff to inmates cannot be predicted simply by knowing the size of the inmate population, in general, a small jail is likely to require a higher staff-inmate ratio than would a large one.

Staffing patterns are also determined by the types of inmates included in a jail's inmate population. The custody level of inmates in the facility, for example, clearly dictates the level of control to be exercised and thus the number and types of staff needed.

Jails whose populations are comprised primarily of inmates held only for a short time—either pre-trial detainees or sentenced offenders—usually provide fewer services and thus require fewer staff than those holding mostly inmates who are serving lengthy sentences. Counseling and education, for example, are usually not available to inmates held for short periods in a local facility.

On the other hand, a larger proportion of intake staff is likely to be required in facilities with highly transient populations. Depending on their designs, these facilities may also require higher levels of staff surveillance in order to prevent suicide attempts, which are most prevalent among inmates newly admitted to custody.

On What Operational Philosophy Will the Facility Be Based?

The operational philosophy of a facility:

- is the starting point for determining the programs and services to be provided;
- provides direction for the facility design; and
- determines specific management approaches governing facility operations.

Questions related to design, level of service, and method of supervision can therefore be addressed only after this philosophy has been determined and articulated.

An operational philosophy is usually expressed by developing a mission statement early in the planning process. The operational philosophy reflects the beliefs not only of county

officials but of the community as a whole, as it expresses the emphasis given by the locale to benefiting: 1) the community, and/or 2) the inmates. The jail's major responsibilities, both to the community and to the staff and inmates, are to provide security, safety, and service, but the degree of emphasis placed on each of these aspects by a particular facility depends on the operational philosophy under which it is managed.

The relative importance given in a facility to the four conventional categories of broad correctional philosophy—incapacitation, retribution, deterrence, and rehabilitation—serves as the basis for all decisions related to that facility. Most facilities are based on some combination of these approaches rather than on a single philosophy. The philosophy on which the facility places its emphasis, however, significantly affects where, how many, and when to assign staff. An agency emphasizing restraint, for example, will allocate more staff to security positions than will one stressing rehabilitation, which is likely to make heavy commitments of staff to education, treatment, and work programs.

Level of Service: How Much Service Do You Want to Provide?

Among the important elements determined by a facility's operational philosophy is the level of service that will be made available. The degree to which a new jail will be a vehicle for providing such services as education, counseling, or work depends in large part on the underlying premises that define its mission.

The discussion of appropriate service level must take place at the point of planning a new facility. Although there is some flexibility in adjusting services in facilities that are already operating, it is necessarily limited. A jail with no office space for counselors, for example, can probably add counseling services at a later date, but with more difficulty.

Professional jail standards and recent court decisions affecting jails provide guidance for a jail's minimum responsibilities. They define the requirements for a jail to provide certain services, such as health care, and make it clear that inmates have such rights as recreation time. However, standards and court decisions tend to address only minimum levels required; they do not provide guidance about appropriate or optimum levels of service to be provided. These decisions are based on planners' and administrators' agreements about each jail's mission and the degree to which it has a responsibility to meet inmates' needs.

For example, one jail planner/administrator may decide that a proposed jail will meet, but not exceed, the standard maintaining that inmates need at least one hour of recreation per day. The jail may then be designed with a single outdoor recreation area through which inmates will be rotated during the day. Another administrator, believing that inmate activity is important and should be encouraged, might include in a new facility an indoor recreation room, a multi-purpose room, and perhaps weights or other equipment. Such decisions, made on the basis of overall philosophy, have strong consequences not only for facility design and equipment costs but also for staffing. The level of service to be provided affects both the total number of staff and the kinds of staff that are needed.

Ultimately, determining the level of service to be provided is a process of balancing an "ideal" level, based on the operational philosophy, and the need to contain costs. The enactment of a particular philosophy, or ideal, is always limited both by the size of the facility and the need to preserve public resources. For example, while the reintegration model might be preferred by a particular jurisdiction, the need to allocate limited dollars among other necessary jail functions may inhibit the number and types of education or work opportunities that can be provided to inmates. And, as previously noted, a small jail is usually limited in the range of services it can provide.

The overall operational philosophy remains important from the beginning in guiding a number of decisions related to service levels. These decisions affect the eventual staff-inmate ratio. Even after the appropriate level of service has been determined, however, the question of who will provide these services remains for management to decide.⁴

What is the Physical Layout of the Facility?

The philosophy that will guide the service orientation of a new facility also determines its design. For correctional facilities, perhaps more than any other kind of building, design must complement purpose. All design decisions should be based on operational objectives.

The physical layout and design of the facility, in turn, affects staffing needs. Design affects:

- where staff will be stationed;
- how many staff will be needed to supervise an area; and
- how much movement of staff and inmates will be required.

Because staff costs are so high in relation to total costs over the life of a facility, a design should always be considered in relation to its effect on staff needs. Adjusting design features throughout the planning process can make it possible to minimize staff numbers without endangering security or giving up programs.

A few of the many basic design variables that affect staffing needs are discussed below. The wide range of decisions that can be made with respect to each of these variables underscores again the reason it is so difficult to get to the bottom line.

⁴ This issue is discussed on pp. 17-22.

How many posts will require 24-hour staffing?

Each 24-hour post needs approximately five staff persons to operate it. (This figure is based on three shifts daily, and includes days off, vacation, and training time.) The control room is, unavoidably, a 24-hour post because it is the center of responsibility for facility security and cannot be left unstaffed at any time. The number of additional 24-hour posts required by the design will obviously greatly affect the overall number of staff.

How does the design inhibit or facilitate movement of inmates, staff, and visitors?

Services and programs located at some distance from housing areas require more movement of inmates than those located near by. It is possible, for example, that a multi-story jail will necessitate more inmate movement—and more staff to supervise the movement—than if the areas were on a single level. Some facilities are designed so that inmates can move unescorted from one area to another. In other facilities, a staff escort may be necessary for virtually any inmate movement.

Are services centralized or decentralized?

Locating inmate services in an area associated with housing sometimes results in higher initial construction costs, but it may also mean that fewer staff are needed to escort inmates to service areas. This issue should be examined carefully during the facility design process.

How many areas can be viewed from each staff station?

The arrangement of space in a facility determines the degree to which observations of inmate behavior are possible. Maximizing direct sight lines through design may minimize the number of fixed posts or control centers that need constant staffing, as well as reduce the need to escort inmates. Some facilities are designed to provide “passive benefit” in staff locations. Posts are arranged so that an officer at one location engaged in a certain task may indirectly also perform a surveillance function at the same time.

How Will Inmates Be Managed?

A crucial decision with far-reaching implications for staffing is how much interaction will take place between inmates and staff—whether the facility will emphasize “surveillance” or “supervision” of the inmates. This is both a design and a management decision, and it has important consequences for all aspects of the proposed facility.

In traditional jail design, cells are arranged at right angles to corridors. This linear arrangement limits officers' contacts with inmates to intermittent surveillance of them during periodic trips down hallways adjacent to the cells. More recently, jails have been built in podular arrangements, which enables a guard posted at a secure station outside each housing unit to observe activity within the unit. Inmate management in either of these arrangements can properly be termed surveillance: officers concentrate on observing inmate behavior and responding to it if necessary.

Podular/Direct Supervision Jails

There is, however, a newer approach to inmate management that allows greater interaction between staff and inmates. Since 1981, a number of local jails have been designed and staffed to permit "direct supervision" of inmate behavior. In facilities that emphasize direct supervision, an officer supervises inmates 24 hours a day from *within* the housing unit rather than either remotely from outside looking in or through intermittent patrols. In these facilities about 50 inmates are housed together in manageable units, or pods, arranged around a common, multi-purpose area.

Podular/direct supervision is both an architectural and a management concept. It is based on the belief that inmate management is improved by grouping inmates into units in which they are in direct contact with trained officers. Podular/direct supervision is intended to reduce tension in the facility, lessen confrontations between inmates and staff, and enable staff to have better control over inmate behavior. Direct supervision represents a major shift in detention philosophy by redefining the officer's role. In direct supervision facilities, the officer becomes a supervisor of inmate behavior by interacting directly and constantly with inmates.

However, choosing the podular/direct supervision approach to facility design and inmate management does not thereby settle the issue of staff-inmate ratios, as some may believe. On the surface, it may seem easier to determine a staffing ratio up front in the case of direct supervision facilities. It is true that the ratio of corrections officers to inmates within the housing areas is determined by the capacity of each housing module—e.g., typically one officer each shift for 48-50 inmates. But this simple formula doesn't take into account other, non-custodial staff, including administrative, maintenance, education, food service, and medical personnel.

Management Decisions Affecting Staff Needs

After addressing basic questions about facility design, level of services, and inmate management, administrators must still consider additional factors in determining staff needs. Among these are how staff will be deployed, how scheduling can be varied, and who will provide services to inmates. Practical management decisions about these issues are necessary in order to determine the appropriate number of staff for a specific institution.

How Will Staff Be Deployed?

A key variable in determining staff needs is the way in which staff are deployed. These require management decisions about staff assignments and schedules. Since the process of conducting a staffing analysis is creative rather than formula-driven, patterns of staff coverage can vary almost infinitely. Managers should conceive of the staffing analysis process as ongoing; improving staff assignments and schedules always has the potential for improving operations even without any change in total staff numbers.

Scheduling Activities

Times of peak activity in jail operations require more staff than periods of low activity. However, by adjusting the schedule of activities, administrators can even out staff assignments over the 24-hour period of jail operation. For example, demands on staff can be distributed more evenly if visiting hours are spread over two staff shifts. Rescheduling routine activities to a late night shift can enable staff who are underutilized during that period to relieve pressures on those who are on duty during periods of heavy inmate activity.

Adjusting Staff Schedules

Another factor in staff deployment is the way in which individual staff work schedules are shaped. Structuring shifts in a variety of ways can achieve the coverage of posts that is required to complete all necessary tasks. Because jails operate on a 24-hour basis, many alternative scheduling arrangements are possible, including the rotation of staff through a variety of shifts.

Overlapping shifts, in which there is a period of time after one shift of employees comes on the job before those on the previous shift leave, are often used in correctional facilities. Overlapping shifts are especially useful in the jail setting because they enable correctional officers and supervisors to brief their replacements for the next shift. A common approach is for staff on one shift, usually the midnight shift, to work four 10-hour shifts instead of the usual five 8-hour shifts.

In addition to its potential for reducing staff numbers, adjusting staff work schedules may improve employee morale. The effect of schedule adjustments often depends on how they are arranged and how they are presented to staff.

What You Get Out of the Staff You Have

After schedules have been adjusted and times of peak activity taken into account, still other changes can be made to increase the efficiency with which existing staff are deployed. The following variables, which can be addressed through management decisions, help to determine staff productivity and therefore, again, the total number of staff needed in the facility.

Competency and Productivity of Staff

If jail staff are not competent or productive, simply increasing their numbers will not improve facility operations. One jail may be run efficiently and effectively with 50 staff while another of similar size and design may have twice that number and still not function well. Competency and productivity of staff can be addressed through:

- **Good screening and hiring procedures**, which can produce professional staff with qualifications and abilities best suited to the jobs they are hired for.
- **Appropriate and adequate training**, which provides staff the basic knowledge and skills necessary to perform assigned duties, thereby improving job performance and staff morale. In addition, training staff to handle multiple positions enables management to be creative in scheduling activities.
- **Better staff supervision**, which ensures that staff know what tasks are assigned to them and the level of performance demanded in executing them.

Staff Turnover

Staff attrition also affects jail staff-inmate ratios. For example, if a facility has a 30 percent attrition rate among its 60 line staff, 18 officers will need to be replaced every year. Although it is impossible to predict precisely the degree of staff turnover that will occur in a new institution, experience has shown that the rate of attrition for a particular jurisdiction is likely to remain about the same in a new facility as it was in the old one.

Streamlining Operations

Eliminating unnecessary tasks and avoiding duplication of effort will decrease workloads and free staff for important functions. Staff efficiency can be increased if administrators look for ways to ensure that facility operations neither waste nor underutilize staff on duty during all periods of the day.

Job Classification vs. Job Function

In the jail setting, nurses sometimes function as booking officers, correctional officers as clerks, recreation directors as maintenance staff, and so forth. It is important to identify the extent of this crossover in job function because, in general, it is an inefficient use of staff resources for personnel to perform duties other than those they were hired to perform.

Job classifications are so limited in some facilities that they provide no information about the job actually performed. In other places, there is only a single job classification—"deputy sheriff" or "correctional officer"—which does not define function at all. A "deputy sheriff" thus performs all functions within the jail: inmate supervisor, food service worker, mechanic, librarian.

Who Will Provide the Services?

A crucial issue—and one that is sometimes overlooked in considering staff-inmate ratios—is which of a jail's services will actually be provided by employees of the jail. Since the 1970s, many jurisdictions have chosen to contract with private providers to deliver jail services and programs. In other jurisdictions, administrators have developed

contracts and interagency agreements with other public agencies and made extensive use of volunteers from the community. These policies can make it possible to provide a broad range of services even with limited staff. The variety of possible answers to the question, "Who will provide the services?" illustrates again the difficulty of using staff-inmate ratios or even overall staff numbers in analyzing or planning a facility.

The degree to which a jail administrator chooses to use outside resources rather than staff to provide services is an important management decision. It is based on operational philosophy as well as on questions of cost, efficiency, and liability.

Arrangements with Other Public Agencies

In a variety of situations, jail administrators have chosen to develop cooperative agreements with other community agencies instead of using jail employees to provide inmate services. Public mental health agencies provide drug and alcohol counseling services to inmates in some jails, often relieving these jails of the need for counselors on staff. Jails can also provide food services through arrangements with county hospitals, education programs through local schools and colleges, or can obtain data processing services through local governments.

By analyzing the structure of local government in their area, jail administrators can sometimes identify other county agencies to provide services more efficiently and at less cost than jail employees could. To support these formal arrangements with other agencies, contracts are developed that specify each cooperating agency's responsibilities, expectations, and procedures.

Using Other Community Resources

In addition to developing agreements with other public agencies, jail managers have found that non-profit agencies and volunteers in the community also offer resources that can reduce staff numbers. Bringing community resources into the jail can sometimes make needed services available at less cost. Using volunteers can also inform a segment of the public about the way a jail operates, thereby improving community support and understanding. In many instances, the jail in turn becomes a resource to the community by providing educational and/or work experiences for those who are involved.

It is important to remember, however, that despite the appeal of using "outside" resources, there are costs associated with doing so. Facility staff are needed to recruit, train, and supervise the volunteers and to develop, manage, and evaluate their programs. Without this staff involvement, volunteer and community programs can easily fail.

Following are some of the most common ways in which community resources are being used in jails:

- Education programs—work-study and internship students provide tutoring and teaching assistance; public schools coordinate and staff education programs.

- Drug and alcohol programs—groups such as Alcoholics Anonymous sponsor meetings in the jail; private, non-profit agencies provide evaluation or one-on-one counseling.
- Religious programs—local churches and religious organizations hold services and meetings in the jail.
- Library services—books, services, and/or staff are donated by local public libraries.
- Entertainment—local performers provide entertainment programs for inmates.
- Recreation and self-help programs—exercise, yoga, meditation, sports programs are provided by various non-profit groups and individuals.
- Transition programs—local groups provide short-term housing, counseling, and job referrals to inmates upon release.
- Other—students in criminal justice, law, corrections, social sciences, recreation, and psychology fulfill internship requirements in the jail by performing a variety of functions otherwise done by staff.

In addition to these fairly common ways of utilizing community resources, some jails have developed highly original projects in cooperation with local groups or individuals.

Community resources can be used both to provide services that would otherwise not exist and to augment staff needed to ensure basic service provision. In the latter case, at least, using such resources will lower overall staffing requirements.

Use of Inmate Workers

Using inmates to perform jail functions may also reduce staff numbers. Sometimes, of course, using inmates actually requires more rather than fewer staff because staff are needed to supervise inmates in order to ensure that safety and security are maintained. However, it is possible to have inmate workers take the place of maintenance or kitchen workers, for example, if adequate professional workers are available to supervise and monitor their activity.

Contracting With Private Providers for Services

Probably the most significant management decision to affect staff-inmate ratios is whether or to what degree to contract with private providers for services. After determining the level of service desired, administrators must carefully analyze several factors in deciding whether or not to use private providers: fiscal impact, availability of personnel and equipment, liability, and degree of control desired.

Fiscal Impact

The need to control costs is often an important factor in the decision to contract for certain programs or services rather than to provide them through jail staff. For example, jails commonly contract for support services such as laundry, food service, and maintenance because cost comparisons have shown contracting to be cost-effective. The reasons contractors can often provide services for less include expertise in specialized areas, economies of scale, and, sometimes, lower overhead costs than government-operated programs.

Availability of Personnel and Equipment

Contracting for some services, such as medical care, often lessens the difficulty of recruiting specialized personnel. The level of expertise available to some jails is limited; in others, special equipment is unavailable or prohibitively expensive to buy. Both personnel and equipment can sometimes be made available through contracts with private service providers.

Liability Issues

Contracting for services can reduce counties' and jails' exposure to liability.⁵ The county shares liability with the contractor for constitutional violations that occur as a result of the jail's policies and procedures, but not for violations caused by independent actions of the contractor's employees. If the contract defines the rights and duties of each party and if performance is monitored for compliance, protection from liability is possible. Monitoring contractor performance is therefore crucial in limiting the degree of liability.

Degree of Control

In contracting for services, an administrator is agreeing to relinquish a degree of direct control over facility operations. Weighing the disadvantages and advantages of lack of direct control in specific instances is an important part of the decision. Some administrators may be more willing to give up direct control over services such as food or laundry, which are neither programmatic nor custodial in nature, than over services that do affect either programs or custody.

A final point about contracting for services: the widespread use in jails of privately contracted services is yet another illustration of the limits of focusing on raw staff numbers or staff-inmate ratios in analyzing, comparing, or planning facilities. A jail

⁵ For a detailed discussion of this issue, see William C. Collins, "Privatization: Some Legal Considerations from a Neutral Perspective," (Parts I and II) *American Jails*, Spring 1987, pp. 40-45, and Summer 1987, pp. 28-34.

whose staffing chart reflects no medical personnel, for example, may actually provide an excellent medical program through other agencies or private contractors.

Conclusion

This paper has focused on the fundamental questions of staffing rather than on its technical aspects. It is not a substitute for a complete staffing analysis, but an attempt to raise awareness of the complex process that is required *before* determining staffing levels.

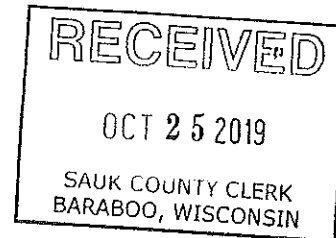
Jail administrators often use comparative staffing ratios because they are a convenient way to justify staffing levels to public officials. Understandably, administrators are inclined to imply the inadequacy (or adequacy, depending on the point being made) of their own facility's staffing by comparing ratios or rates of staff per 100 inmates.

Ultimately, however, general guidelines or "average" staff-inmate ratios are more misleading than helpful because they reflect none of the analytical or philosophical steps to be taken in planning a new jail. Staffing patterns must be based on the mission and goals of each facility. The arithmetic of staffing can be computed only after the policy decisions have been made. If the numbers that result are unrealistic or unworkable, policy decisions must then be re-examined and revised before another set of numbers can be derived. It is hard to get to the "bottom line" because many decisions, both major and minor, have to be made first.

Becky Evert

From: Timothy McCumber
Sent: Thursday, October 24, 2019 7:00 PM
To: Becky Evert
Subject: Fwd: SAUK COUNTY HUBER CENTER.

Tim McCumber
Sauk County, Supervisor 20



Begin forwarded message:

From: "Jack Meegan" <johnmeegan@centurytel.net>
Date: October 24, 2019 at 3:06:42 PM CDT
To: "Peter Vedro, County Board Supv." <peter.vedro@saukcountywi.gov>
Cc: "Brandon Lohr, Supv. Town of Franklin" <brandon.lohr@saukcountywi.gov>, "Brian L. Peper Supv. Town of Freedom" <brian.peper@saukcountywi.gov>, "Carl Gruber, Supv. Town of Baraboo" <carl.gruber@saukcountywi.gov>, "Chuck Spencer, Supv Town of Baraboo" <charles.spencer@saukcountywi.gov>, "Chuck Whitsell, Supv Ward 1 & 2" <charles.whitsell@saukcountywi.gov>, "Craig Braunschweig, Supv. Wards 1,2 &3" <craig.braunschweig@saukcountywi.gov>, "Dr. John DeGiovanni, Supv. Prairie du Sac" <john.degiovanni@saukcountywi.gov>, "John M. Deitrich Supv. Wards 4,5, & 6" <john.deitrich@saukcountywi.gov>, "Marty Krueger Supv Wards 10-11-12" <marty.krueger@saukcountywi.gov>, "Ross Curry, supv Ward 1-2" <ross.curry@saukcountywi.gov>, "Tim McCumber, Supv Merrimac" <timothy.mccumber@saukcountywi.gov>, "Tim Reppen, Supv Waard 1-11-13" <tim.reppen@saukcountywi.gov>, "Tommy Lee Bychinski, Supv. Wards 7-8-9" <tommybychinski@saukcountywi.gov>, "Wally Czuprynko, Supv. ward 1 &2" <wally.czuprynko@saukcountywi.gov>
Subject: SAUK COUNTY HUBER CENTER.

Good Afternoon Folks:

Recently I have heard that the Sauk County Board is considering Closing the Huber center, which is a BIG mistake. The Huber Center is a place where minor offense persons can be housed to fulfill their time under supervision and at the same time have the ability of being released for work related jobs in our Community. Our Community needs these workers to fill the positions they have available and at the same time these folks earn money that they can put away for their release. Even though they pay a small amount for housing in the Huber Center, they also perform necessary work to offset their upkeep. Cleaning within the Prison and the Offices, Laundry for the entire facility along with Kitchen duties, such as KP. If the Sauk County Sheriff's Dept would have to pay for these services I would estimate that to be upwards of \$300,000.00 per year, where would this money come from?

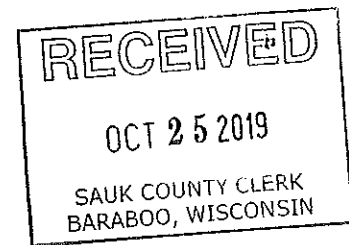
The Huber Center, The Sauk County, and its residents need each other. We have an opportunity of helping the residents to again become a part of the Community when released. Please support keeping the Sauk County Huber Center Open for the good of the Community and those they serve. ;Your support is needed in their worthwhile project. PLEASE SUPPORT KEEPING THE HUBER CENTER OPEN. .

Jack Meegan
Concerned Citizen
E-106991 Highway 33
608-356-9128
Baraboo, Wi. 53913

Becky Evert

From: Timothy McCumber
Sent: Thursday, October 24, 2019 7:00 PM
To: Becky Evert
Subject: Fwd: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees...

Tim McCumber
Sauk County, Supervisor 20



Begin forwarded message:

From: Tim McCumber <tim@mccumberonline.com>
Date: October 24, 2019 at 5:41:41 PM CDT
To: Timothy McCumber <timothy.mccumber@saukcountywi.gov>
Subject: Fwd: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees. Mr Krueger said to close Huber, wrong again. The judge puts a person in huber. In Huber the person pays his way. He said to put them on the bracelet. Have you checked this out? They have 1person who handles this. You put 100 to 150 Huber inmates to the brace

Sent from my U.S.Cellular© Smartphone

----- Original message -----

From: Mary randazzo <maryvince555@gmail.com>
Date: 10/23/19 6:13 PM (GMT-06:00)
To: tim@mccumberonline.com
Subject: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees. Mr Krueger said to close Huber, wrong again. The judge puts a person in huber. In Huber the person pays his way. He said to put them on the bracelet. Have you checked this out? They have 1person who handles this. You put 100 to 150 Huber inmates to the bracelet, then you need to hire more officers to man the inmates, and purchase more bracelets and monitors. One person who is on the bracelet now turns his hearing aid off. He doesn't hear the monitor go off, so a patrol officer has to be called to the home. Lots of money being spent when they should be in jail. Sitting at home with friends, family, tv, drink and your bed, is not punishment. A Pod should not have been closed. Dane Co would have paid to use it. But Mr Krueger said it didn't make money. It made

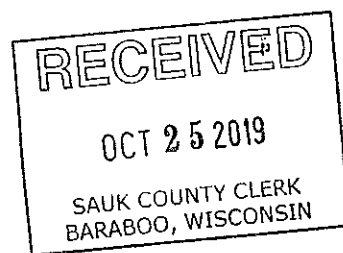
money. Just not the amount he figured it should. Talk to the ones who knows The jail employees. You will not vote for this once you do. Thanks Tim. Mary & Vince Randazzo

Becky Evert

From: Becky Evert
Sent: Friday, October 25, 2019 12:33 PM
To: Alene Kleczek Bolin
Cc: Daniel Olson
Subject: FW: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees...

I received a call from Supervisor Krueger asking me to send out an e-mail clarification to all board members. In this forward that Supervisor McCumber sent me it talks about Supervisor Krueger. The person that sent this e-mail referenced the wrong supervisor, Supervisor Krueger believes it should say: Supervisor Kriegl that the e-mail is referencing. Thanks.

Becky Evert
Sauk County Clerk
(608) 355-3523
becky.evert@saukcountywi.gov



From: Becky Evert <becky.evert@saukcountywi.gov>
Sent: Friday, October 25, 2019 11:00 AM
To: Alene Kleczek Bolin <alene.bolin@saukcountywi.gov>
Cc: Daniel Olson <daniel.olson@saukcountywi.gov>
Subject: FW: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees...

Forwarding on behalf of Supervisor McCumber. This will be included in the county board agenda as a communication for the public.

Becky Evert
Sauk County Clerk
(608) 355-3523
becky.evert@saukcountywi.gov



From: Timothy McCumber <timothy.mccumber@saukcountywi.gov>

Sent: Thursday, October 24, 2019 7:00 PM

To: Becky Evert <becky.evert@saukcountywi.gov>

Subject: Fwd: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees...

Tim McCumber
Sauk County, Supervisor 20



Begin forwarded message:

From: Tim McCumber <tim@mccumberonline.com>

Date: October 24, 2019 at 5:41:41 PM CDT

To: Timothy McCumber <timothy.mccumber@saukcountywi.gov>

Subject: Fwd: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees. Mr Krueger said to close Huber, wrong again. The judge puts a person in huber. In Huber the person pays his way. He said to put them on the bracelet. Have you checked this out? They have 1 person who handles this. You put 100 to 150 Huber inmates to the brace

Sent from my U.S.Cellular© Smartphone

----- Original message -----

From: Mary randazzo <maryvince555@gmail.com>

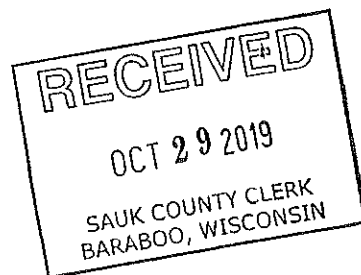
Date: 10/23/19 6:13 PM (GMT-06:00)

To: tim@mccumberonline.com

Subject: Sauk Co jail budget cut..... Hi Tim. Can you tell me where you stand on this issue? Have you spoken to any of the jail employees? I have, and Mr Krueger is wrong with his statement. The jail is understaffed and has to call in off duty employees. Mr Krueger said to close Huber, wrong again. The judge puts a person in huber. In Huber the person pays his way. He said to put them on the bracelet. Have you checked this out? They have 1 person who handles this. You put 100 to 150 Huber inmates to the bracelet, then you need to hire more officers to man the inmates, and purchase more bracelets and monitors. One person who is on the bracelet now turns his hearing aid off. He doesn't hear the monitor go off, so a patrol officer has to be called to the home. Lots of money being spent when they should be in jail. Sitting at home with friends, family, tv, drink and your bed, is not punishment. A Pod should not have been closed. Dane Co would have paid to use it. But Mr Krueger said it didn't make money. It made money. Just not the amount he figured it should. Talk to the ones who knows The jail employees. You will not vote for this once you do. Thanks Tim. Mary & Vince Randazzo

Becky Evert

From: Carl Gruber
Sent: Monday, October 28, 2019 5:03 PM
To: Becky Evert
Subject: Fwd: Huber Center
Attachments: winmail.dat; ATT00001.htm



Communication for the November Board meeting.

Carl Gruber

County Supervisor District 27

LEGAL DISCLAIMER: DO NOT RESPOND OR FORWARD THIS EMAIL TO ANY OTHER MEMBERS OF THE SAUK COUNTY BOARD.

Begin forwarded message:

From: "Dahlke, David J NFG (USA)" <david.j.dahlke.nfg@mail.mil>
Date: October 28, 2019 at 1:11:29 PM CDT
To: Carl Gruber <carl.gruber@saukcountywi.gov>
Subject: Huber Center

Carl,

I've heard some rumors out there in regards to the Sheriff's Dept Budget and a few individuals on the Board considering the idea of closing the Huber Center, thus contracting out those services provided by the residents. That in itself will cost more for the services that the inmates if you will, currently provide at a real bargain.

I write to you as my elected Supervisor to support keeping the Huber Center open.

Thank you
V/r
Dave

David J. Dahlke
115 CES - Bldgs & Grnds Supervisor
245-4778

Becky Evert

From: Alene Kleczek Bolin
Sent: Tuesday, October 29, 2019 4:50 PM
Subject: Collections related to Huber.pdf
Attachments: Collections related to Huber.pdf

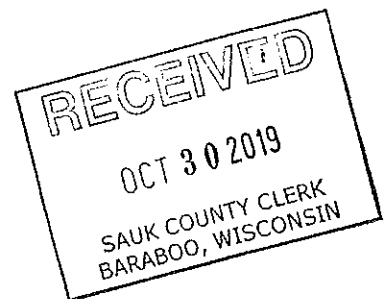
Dear County Board members,

The Child Support Director asked that I send this out to the County Board for informational purposes.

Please let me know if you have any questions.

Alene Kleczek Bolin
Sauk County Administrative Coordinator
505 Broadway
Baraboo, WI 53913

608-355-3273
Cell: 608-477-3261



Sauk County Child Support Agency Collections directly tied to Huber/Incarceration

RECEIVED

OCT 30 2019

SAUK COUNTY CLERK
BARABOO, WISCONSIN

2019		
January	\$2302.00	
February	\$21,104.24	
March	\$24,314.97	
April	\$10,918.57	
May	\$21,261.74	
June	\$7980.76	
July	\$2500.00	
August	\$38,368.00	
September	\$3451.34	
		TOTAL:
		\$132,201.62
		[avg. \$14,689.07/month]
2018		
January	\$2550.00	
February	\$7612.73	
March	\$2167.00	
April	\$16,052.71	
May	\$37,521.85	
June	\$6275.00	
July	\$14,193.80	
August	\$26,305.27	
September	\$1685.00	
October	\$2465.00	
November	\$13,459.59	
December	\$1860.00	
		TOTAL:
		\$132,147.95
		[avg. \$11,012.33/month]

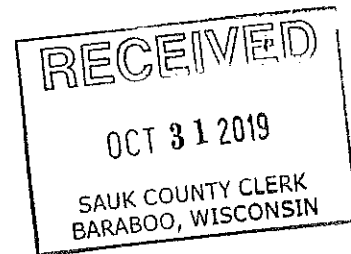
This information does not include subsequent consistent payments due to the sanctions being stayed pending compliance. These are one-time collections as a direct result of having to report to Huber or to get released from Huber. Closing the Huber Center would eliminate **the most effective enforcement tool available to the CSA**. Ankle bracelet/electronic monitoring is not ordered for Child Support commitments as it is not an effective tool to obtain child support collections. If the Court does not have the Huber Center as an option for enforcement, the CSA would be forced to take more extreme measures, such as felony referrals to the DA's office, which in the past have only been done in very limited circumstances & are largely ineffective outside of those limited circumstances. Closing the Huber Center will have a direct, negative impact on child support collections in Sauk County. It will have a direct negative impact on CSA's ability to meet performance standards to obtain additional federal funding. It will have a direct negative impact on Sauk County families, as those families will receive less income. It will have a direct negative impact on families, by forcing more of them on public assistance & increase the amount of assistance paid to families, as child support is counted as income to those families for benefits determination. Closing the Huber Center will have far-reaching negative consequences for many & various county departments & these effects should be considered, & the Departments allowed to have input before such a determination is made.

Becky Evert

From: Peter Vedro
Sent: Thursday, October 31, 2019 3:30 PM
To: Becky Evert
Subject: Fwd: Finance Committee eliminating \$200,000 grant for Lake Redstone

Communications for Board

Peter J. Vedro, Chair
Sauk County Board of Supervisors
(608) 963-6581 cell
(608) 355-3500 office vm



Sent from my iPhone

Begin forwarded message:

From: John Albanese <jalbs007@gmail.com>
Date: October 31, 2019 at 10:33:25 AM CDT
To: Peter Vedro <peter.vedro@saukcountywi.gov>
Cc: "lrpd.board@gmail.com" <lrpd.board@gmail.com>, "alene.bolin@saukcountywi.gov" <alene.bolin@saukcountywi.gov>
Subject: Finance Committee eliminating \$200,000 grant for Lake Redstone

Dear Mr Vedro

We are home owners on Lake Redstone. Unfortunately I am unable to attend the Board meeting November 12th 2019 for the adoption of the 2020 budget.

I am disappointed that Sauk County has offered no relief in funding for the dredging of Lake Redstone. Prior to our vote to dredge, the original request for grants and loans were denied immediately. Then, I was pleased to hear that you were going to step up and contribute something to relieve the financial burden being imposed solely on the property owners of Lake Redstone. We came to find that the Finance Committee has since voted to eliminate this grant from their budget.

If this were a private lake, I would understand why Sauk County would not participate. However, this is a natural resource with a public park and boat launches for all to use. It appears as though the county is willing to "Pass the Buck"

onto a select few citizens who own property on the lake. Not one tax payer outside the Lake Redstone district has financial obligation to manage and maintain this natural resource which is open to "ALL". Now the county is seems to be washing it's hands of any financial responsibility to preserve and conserve this hidden gem that is open to the public.

I ask that committee reconsider their position on the \$200,000 grant that was originally approved by the Resource and Environment Committee. I feel it is your obligation as well as the citizens of Sauk County to take some responsibility in coming to the aid of a lake that was on the brink of decline. The property owners have stepped up and voted to save the lake. I think it is time for Sauk county to do it's share. Thank you for your time.

Sincerely
John A

RESOLUTION NO. 01-19

WHEREAS, by Resolution No. 18-14 the Sauk County Board of Supervisors created a Criminal Justice Coordinating Council with the expectation that the Council would “develop an understanding of how cases are processed from arrest to final disposition” and would “lead policy development on the initiation, development and utilization of other correctional sanctions and options”; and,

WHEREAS, the Criminal Justice Coordinating Council is comprised of voting-member stakeholders representing criminal prosecution, criminal defense, the judiciary, local law enforcement, corrections (including jail operations and probation), human services, public health, the County Board, County administration, public education, the Ho Chunk Nation, and domestic violence advocacy; and,

WHEREAS, Article III of the Sauk County Criminal Justice Coordinating Council Bylaws provides that the Council’s mission is, in part, to “use data-driven, evidence-based practices to inform decision making” and to “improve communication between participating agencies and use a collaborative approach to respond to criminal conduct and to provide coordinated care”; and,

WHEREAS, Article IV, Section C of the Sauk County Criminal Justice Coordinating Council Bylaws directs that the Council “reviews policies and programs within the criminal justice systems and makes final recommendations to all justice system partners, through the Criminal Justice Coordinator, to the Executive & Legislative Committee and County Board”; and,

WHEREAS, prior to the October 4, 2019 meeting of the Sauk County Board’s Finance Committee, the Criminal Justice Coordinating Council had not been asked by any stakeholder to research, study, or investigate the benefits and detriments of “transitioning to electronic monitoring of all Huber inmates,” as proposed by the Finance Committee; and,

WHEREAS, it can reasonably be expected that the elimination of the Huber center would have implications that would reverberate throughout the criminal justice system, including at least at the following stages: plea negotiations, sentencing decisions, probation sanction decisions, and child support enforcement actions; and,

WHEREAS, it is impossible to predict, at this time, how many additional jail confinement beds will be utilized if jail-with-Huber-release-privileges is removed as an option; and,

WHEREAS, the Criminal Justice Coordinating Council has not been afforded the opportunity to begin to evaluate what, if any, evidence-based practices would inform the sweeping policy decision represented by transitioning all Huber inmates to electronic monitoring;

NOW, THEREFORE, BE IT RESOLVED, by the Sauk County Criminal Justice Coordinating Council , at its regular meeting of October 17, 2019, that the Council urges the Sauk County Board of Supervisors to remove from the 2020 Sauk County Budget, prior to final adoption, any language that purports to direct the Sheriff to transition Huber inmates to electronic monitoring.



CRIMINAL JUSTICE COORDINATING COUNCIL

October 31, 2019

To: Sauk County Board of Supervisors
Re: Sauk County CJCC Resolution 19-01

On October 17, 2019, the Criminal Justice Coordinating Council met in regular session with a published agenda that included a topic for "[d]iscussion and possible action on Finance Committee's suggestion to transition to electronic monitoring of all Huber inmates and move toward closing Huber by June 2020." The Council heard comments from members of the public and various stakeholder/voting members of the CJCC.

Following discussion, the CJCC by majority vote (13-1-0) adopted resolution 19-01, a copy of which is attached to this letter, urging the Sauk County Board of Supervisors to remove from the 2020 Sauk County Budget, prior to final adoption, any language that purports to direct the Sheriff to transition Huber inmates to electronic monitoring. The members of the CJCC who voted in favor of the resolution included, among others, the County Board Chairperson, the Sauk County Sheriff, the heads of the Departments of Health and Human Services, the acting lead prosecutor in the District Attorney's Office, and the Presiding Judge of the Circuit Court.

As Chair of the CJCC, I respectfully request your timely review and consideration of the attached resolution.

Sincerely,

Hon. Michael P. Srenock
CJCC Chairperson

Michelle Commings

From: Becky Evert
Sent: Wednesday, November 6, 2019 3:28 PM
Cc: Michelle Commings
Subject: Fwd: Sauk County builds on success of substance abuse, criminal justice programs | Regional news | wiscnews.com

Forwarding on behalf of Regina in CJCC.

Michelle - please add as communication for co bd agenda.

Thx.

Becky Evert

Get [Outlook for Android](#)

From: Regina Baldwin <regina.baldwin@saukcountywi.gov>
Sent: Wednesday, November 6, 2019, 6:53 AM
To: Becky Evert
Cc: Michelle Commings
Subject: Sauk County builds on success of substance abuse, criminal justice programs | Regional news | wiscnews.com

Hi Becky,

Can you or Michelle please share this article with the County Board? I don't have a lot of success when I use the group email. There was also another article last week on Treatment Court. Not sure if this should be a communication on the agenda or just circulated via email. I just want to make sure they are informed of the things we do and my efforts at improving community knowledge about our programs.

Thank you,
Gina

https://www.wiscnews.com/baraboonewsrepublic/news/local/sauk-county-builds-on-success-of-substance-abuse-criminal-justice/article_5009bf2a-7df0-5a71-b77a-19ec441e8eb5.html

Sent from my iPhone



Accounting Department

Kerry P. Beghin, CPA
Finance Director
505 Broadway, Baraboo, WI 53913

PHONE: 608-355-3237
FAX: 608-355-3522
E-Mail: kerry.beghin@saukcountywi.gov

To: Sauk County Board of Supervisors
Date: November 3, 2019
About: September, 2019 3rd Quarter Financial Report – 75.00% of Year

Revenues

Revenues tend to be more cyclical in nature than expenses. Many of Sauk County's grants and aids, the largest revenue source after property tax levy, are paid on a reimbursement basis. The County incurs the expenses, submits paperwork to primarily the State, and reimbursement comes later. In Human Services, reimbursement from Medicaid for Comprehensive Community Services programming is lagging but still expected to be received. CDBG Close Federalized grant funds of \$978,870 will not be received until project(s) are completed. Shared revenue of \$746,600 is received 15% in July and 85% in November. Due to uncertainties in interest rates, interest earned on the County's invested funds was budgeted conservatively. Interest on penalty on delinquent property tax collections is at 106% of budget; budgeted \$425,000, received \$451,000. Miscellaneous revenues are high due to unbudgeted proceeds from Focus on Energy of \$148,200. Also, Clerk of Courts interest on accounts receivable is budgeted at \$100,000, but \$116,000 has already been collected.

Overall, 70.06% of annual revenues have been recognized through September. The following chart is in order of budgeted magnitude of dollars, and excludes both property taxes which are recorded 1/12th every month, and transfers between Sauk County funds which have an equal offsetting expense. Note that sales tax (discussed in more detail later) lags by one month.

Revenues	Budget	Actual	Favorable / (Unfavorable)	% of Budget
Grants & Aids	22,221,415	13,064,572	(9,156,843)	58.79%
User Fees	9,727,228	6,834,377	(2,892,851)	70.26%
Sales Tax	8,775,658	6,548,377	(2,227,281)	74.62%
Intergovernmental Charges	8,197,371	6,323,100	(1,874,271)	77.14%
Licenses & Permits	874,541	812,535	(62,006)	92.91%
Interest	824,858	1,227,115	402,257	148.77%
Other Taxes	640,195	642,380	2,185	100.34%
Fines, Forfeitures & Penalties	475,000	358,431	(116,569)	75.46%
Rent	460,302	409,027	(51,275)	88.86%
Miscellaneous	201,371	485,968	284,597	241.33%
Donations	103,366	75,836	(27,530)	73.37%
Total	52,501,305	36,781,719	(15,719,586)	70.06%

Property taxes are due on January 31 and are collected by local treasurers through that date. After January 31, all collections become the responsibility of the County. By August 15, Sauk County must make full payment to all the other taxing jurisdictions without regard to what has been collected. Outstanding taxes as of October 31, 2019 follow. This means uncollected delinquent taxes due to Sauk County equal \$2,128,394, which is \$52,977 more than a year ago at this time. Of this total, about 24.25% (about \$516,035) was originally levied to fund County operations. The remaining 75.75% was originally levied by schools and other local governments. The second installment of the 2018 levy, collected 2019, was due July 31, 2019.

Levy Year	Collection Year	County Tax Rate	County Levy	County-Wide Levy	Uncollected Taxes as of October 31, 2019	Percent of County-Wide Levy Collected
2018	2019	\$4.53	31,162,356	128,506,425	1,131,870	99.12%
2017	2018	\$4.68	30,969,018	124,864,925	539,554	99.57%
2016	2017	\$4.72	30,351,664	122,691,581	338,595	99.72%
2015	2016	\$4.76	30,183,042	123,046,787	34,706	99.97%
2014	2015	\$4.97	29,878,110	121,004,422	21,794	99.98%
2013	2014	\$4.79	28,854,774	124,273,971	22,960	99.98%
2012	2013	\$4.66	28,531,297	122,259,549	13,350	99.99%
2011	2012	\$4.54	28,531,297	121,315,933	10,508	99.99%
2010	2011	\$4.42	28,531,297	122,553,732	7,420	99.99%
2009	2010	\$4.34	28,659,120	115,574,314	7,340	99.99%
2008	2009	\$4.18	27,714,671	111,860,501	165	100.00%
2007	2008	\$4.06	25,805,357	102,211,966	133	100.00%
Uncollected Taxes as of October 31, 2019					2,128,394	
One Year Ago - Uncollected Taxes as of October 31, 2018					2,075,417	

Sales tax receipts lag the month of sale by two months. For instance, for sales made at stores during January, vendors report and remit the sales tax to the State at the end of February, the State processes the information throughout March, and the County receives its payment at the end of March or possibly even the first part of April. Therefore, the County's financial reports as of the end of September only contain sales made through August. Further, sales tax is not at all received equally each month through the year. Summer receipts and the December holidays are higher. Sauk County held its sales tax budget unchanged for 2019 at \$8,775,658. Adjusting the budget for historical seasonal receipts, 2019 sales tax collections are close to budget at this point. When sales tax collections exceed budget, those dollars become restricted in general fund balance. Restricted sales tax is generally used to fund future capital projects, lessening the impact on the property tax levy and debt service.

Sales Tax Payment Month	Sales Tax Sales Month	2014	2015	2016	2017	2018	2019	Average 2014-2018 Cumulative % of Year	Actual 2019 Cumulative % of Budget
March	January	469,138.97	513,922.40	525,300.25	601,458.52	583,942.67	572,392.20	6.15%	6.52%
April	February	563,416.07	723,897.32	640,270.58	576,910.42	454,734.31	554,971.31	12.90%	12.85%
May	March	651,138.69	643,104.33	614,213.68	708,391.09	849,720.61	806,945.35	20.82%	22.04%
June	April	537,693.71	572,371.61	780,604.53	792,838.40	732,945.80	671,736.65	28.62%	29.70%
July	May	728,144.84	744,908.83	752,232.51	705,028.12	690,119.90	800,086.92	36.88%	38.81%
August	June	925,946.95	873,543.69	882,536.83	930,000.95	1,151,529.28	1,172,155.21	47.76%	52.17%
September	July	843,602.12	947,389.99	1,011,133.99	1,092,529.46	1,025,166.15	881,358.55	58.99%	62.21%
October	August	930,904.65	976,099.73	865,618.18	907,830.64	900,578.78	1,088,730.48	69.45%	74.62%
November	September	668,122.90	634,826.87	736,732.53	840,633.07	950,737.41		78.19%	
December	October	568,787.82	701,190.80	739,248.21	689,891.81	588,679.45		85.70%	
January	November	590,860.86	649,276.21	502,924.87	545,826.68	691,162.38		92.50%	
February	December	522,498.10	503,348.20	713,871.10	781,583.61	764,150.14		100.00%	
Sales Tax Collected		8,000,255.68	8,483,879.98	8,764,687.26	9,172,922.77	9,383,466.88	6,548,376.67		
Sales Tax Budgeted		7,200,000.00	7,095,831.00	7,470,179.00	8,020,000.00	8,775,658.00	8,775,658.00		
Collected in Excess of (Below) Budget		800,255.68	1,388,048.98	1,294,508.26	1,152,922.77	607,808.88	(2,227,281.33)		

Expenditures

Expenditures for wages, salaries and benefits tend to be spread relatively evenly throughout the year, and it is generally reasonable to assume 1/12th should be recorded each month. Supplies and services in most areas also tend to be spent fairly evenly throughout the year. Debt service is paid in April (interest only) and October (principal and interest). Capital outlay is rarely spent evenly, and there are huge peaks and valleys by month or quarter.

Overall, 66.24% of annual expenditures have been recognized through October. The following chart is in order of budgeted magnitude of dollars, and excludes both transfers between Sauk County funds which have equal offsetting revenues and debt service.

Expenditures	Budget	Actual	Favorable / (Unfavorable)	% of Budget
Wages & Salaries	35,193,639	24,710,609	10,483,030	70.21%
Supplies & Services	35,031,509	25,320,533	9,710,976	72.28%
Labor Benefits	13,551,102	9,357,420	4,193,682	69.05%
Capital Outlay	8,527,480	1,757,217	6,770,263	20.61%
Total	92,303,730	61,145,779	31,157,951	66.24%

Current Sauk County 2019 Financial Position

The Finance Committee and Sauk County managers spend a great deal of effort monitoring the Sauk County budget, making plans when areas of concern develop, and taking action (often with Committee and County Board action) when trouble is certain.

The impact of the economy is also watched through a number of key areas, including property tax collections, key planning and zoning permits, register of deeds collections, and interest earned on invested funds.

Economic Indicator Line Items	2016 Total for Year	2017 Total for Year	2018 Total for Year	2019 Annual Budget	Actual through September 2019	Avg 2015-2018	2019 % of Budget
Interest Collected on Delinquent Taxes	598,024	502,980	466,562	425,000	450,828	71%	106%
Interest Earned on Investments	218,298	348,338	728,611	650,000	978,928	88%	151%
Real Estate Transfer Tax	234,296	236,646	254,384	195,000	186,699	73%	96%
Register of Deeds Filing Fees	364,999	304,789	287,000	300,000	209,687	74%	70%
CPZ Land Use Permits	114,274	100,246	105,207	90,000	74,592	76%	83%
CPZ Sanitary Permits	66,350	66,900	81,400	62,000	56,270	72%	91%

There are also certain line items that have particular attention paid to them. Some billing to the State and other counties for housing prisoners from other jurisdictions for the first half of the year was not received until October or later. This amount totals an additional \$116,508. If it was recorded in the first three-fourths of the year, the 2019 % of budget would be 79%.

Selected Line Items	2016 Total for Year	2017 Total for Year	2018 Total for Year	2019 Annual Budget	Actual through Sept 2019	2019 % of Budget
Huber Board Fees	131,802	114,131	138,152	145,000	125,989	87%
Housing Prisoners from Other Jurisdictions – All Sources	809,953	752,262	1,016,271	844,348	549,217	65%

Cash balances remain strong and steady, and the Treasurer is maintaining ample reserves for the County. Cash balances are lowest in December/January before property tax collections come in and highest in June/July with tax payment due July 31.

General Investments as of:	December 31, 2018	September 30, 2019
Liquid Cash	\$ 2,335,170.96	\$ 866,732.89
Local Government Investment Pool	19,794,786.30	27,860,014.99
Certificates of Deposit	31,318,156.13	31,733,468.24
Money Markets	3,329.81	3,404.11
Total General Investments	\$ 53,447,526.15	\$ 60,463,620.23
Weighted Average Interest Rate	2.15%	2.15%

At this point, the Finance Committee has heard from four departments that expect a possible budget overage in 2019.

- Administrative Coordinator: The Community Liaison position was budgeted through fund balance set aside over a number of years. The amount of fund balance set aside was not sufficient to cover the full salary and benefits of the community liaison for two years.
- Building Services: Courtroom audio and video upgrade costs were more than budgeted.
- County Board: The 2019 budget includes funding for upgrades to the voting and microphone systems in the County Board room. This is the perfect time to also upgrade electrical outlets, funding for which was not set aside.
- Emergency Management: Staff time exceeded what was expected to assist residents recover from the floods of the fall 2018.

Contingency Fund 2019 Appropriation (completely funded by general fund balance)		\$350,000
Administrative Coordinator – Community liaison	-\$12,000	
Building Services – Courtroom audio and video	-\$70,000	
County Board – Electrical updates in County Board room	-\$18,450	
Emergency Management – Fall 2018 flood recovery staffing	-\$30,000	
Total Possible Uses		-\$130,450
Remaining 2019 Contingency Fund Balance		\$219,550

In Conclusion

Particularly with the work of the County's 2020 budget, remain mindful of current and future indications that funding is changing. Department managers provide you with monthly updates of budget position and statistics that can be leading indicators of changes to the status quo. Program review should *never* be complete to make sure Sauk County is providing those services most vital to those most in need. Changes to business as usual are often extremely difficult and take considerable time to implement.

I encourage you to contact me with questions as they come to mind.

Sauk County Financial Report
as of September 30, 2019

Percent of Year Complete

75.00%

	General Government			Justice & Public Safety			Public Works			Health & Human Services		
	Budget	Actual	Favorable / (Unfavorable) % of Budget	Budget	Actual	Favorable / (Unfavorable) % of Budget	Budget	Actual	Favorable / (Unfavorable) % of Budget	Budget	Actual	Favorable / (Unfavorable) % of Budget
Revenues												
Property Taxes	(\$1,193,553)	(\$995,165)	83.38%	\$14,615,233	\$10,961,425	75.00%	\$4,221,207	\$3,165,905	75.00%	\$11,696,732	\$8,514,024	73.64%
Other Taxes	640,195	642,380	100.34%	0	0	0	0	0	0	0	0	0
Sales Tax	8,775,658	6,548,377	74.62%	0	0	0	1,656,165	1,138,678	68.75%	16,768,504	10,235,993	61.04%
Grants & Aids	1,522,105	759,913	50.58%	725,610	590,940	81.44%	0	0	0	574,756	578,235	100.26%
Licenses & Permits	15,125	12,865	85.06%	35,060	28,060	79.75%	0	0	0	62,000	53,045	85.56%
Fines, Forfeitures & Penalties	5,000	2,225	44.50%	403,000	288,797	71.81%	0	0	0	7,956,011	5,429,544	68.24%
User Fees	582,550	425,587	73.05%	905,810	654,691	72.23%	90,000	123,038	136.71%	210,760	136,746	64.88%
Intergovernmental Charges	2,697,400	2,025,160	75.08%	1,343,785	908,849	67.63%	3,854,831	3,162,762	82.05%	210,760	136,746	64.88%
Donations	0	0	0	5,000	246	4.92%	0	0	0	99,365	74,965	75.30%
Interest	0	0	0	100	0	0.00%	85,300	142,112	166.60%	14,000	10,542	75.30%
Rent	705,458	1,004,413	142.38%	0	0	0	0	0	0	0	0	0
Miscellaneous	480,302	409,027	85.16%	112,500	177,509	157.23%	0	28,310	28.310%	9,600	18,413	191.80%
Transfers from Other Funds	58,871	232,757	395.37%	0	0	0	0	0	0	1,640,241	1,296,369	79.04%
Bond / Note Proceeds	84,000	1,063,045	1264.34%	0	0	0	0	0	0	0	0	0
Total Revenues	14,351,111	12,289,628	85.63%	18,147,488	13,618,517	75.04%	9,907,503	7,750,803	78.33%	39,030,970	26,445,875	67.76%
Expenses / Expenditures												
Wages & Salaries	3,907,510	2,774,732	71.12%	10,515,334	7,631,927	72.57%	3,197,547	2,347,948	73.43%	16,319,198	11,045,447	67.69%
Labor Benefits	1,285,759	903,180	70.33%	4,069,641	2,929,143	71.98%	1,361,860	1,100,756	80.83%	6,416,713	4,154,957	64.81%
Supplies & Services	4,548,981	2,825,275	62.14%	3,899,753	2,892,284	74.19%	5,493,594	5,041,961	91.78%	16,131,706	11,851,315	73.48%
Debt Service - Principal	0	0	0	0	0	0	0	0	0	855,000	N/A	N/A
Debt Service - Interest	0	0	0	0	0	0	0	0	0	279,741	291,496	104.19%
Capital Outlay	4,533,497	1,025,945	22.63%	743,652	347,225	46.69%	750,000	51,141	6.82%	1,095,062	202,925	18.53%
Transfers to Other Funds / Debt Issuance Costs	3,971,180	3,248,049	81.79%	100,000	75,000	75.00%	70,000	52,500	75.00%	14,000	1,030,545	7381.04%
Total Expenditures	18,241,927	10,777,242	59.08%	19,349,380	13,665,579	70.63%	10,873,021	8,594,305	79.04%	41,111,420	28,387,645	69.05%
Functional Expenditures as % of Total Expenditures	18.34%	15.35%		19.48%	20.74%		10.93%	13.04%		41.34%	43.08%	
Net Increase/(Decrease) in Fund Balance	(\$3,890,816)	\$1,511,384	38.84%	(\$1,201,892)	(\$47,062)	2.65%	(\$965,518)	(\$333,502)	33.66%	(\$2,080,450)	(\$1,941,770)	93.32%

Notes on % of Budget Differing from Expected +/- 20% and \$25,000 if revenues (excluding transfers, capital outlay and debt service) Wages & Salaries and Labor Benefits under budget due to vacant positions and turnover

* Sales tax receipts lag the month of sale on this report by one month. This report is through August, 2019 sales (69.45% as seasonally adjusted).

- A. Interest on penalty on taxes at 106% of budget; budgeted \$425,000, received \$451,000.
- B. Grants & Aids is largely shared revenues (\$746,503) which are received 15% in July and 85% in November
- C. Interest on Treasurer's invested funds exceeding conservative estimates.
- D. Receipt of Focus on Energy grants that were not budgeted for of \$148,200.
- E. Gain on sale of tax assets exceeds budget by \$37,000.
- F. Sheriff insurance recoveries budgeted at \$10,400, but have received \$60,000.
- G. Clerk of Courts interest on accounts receivable is budgeted at \$100,000, but \$115,000 has already been collected.
- H. Highway sale of materials receipts of \$93,000 exceed budgeted amount of \$50,000.
- I. Interest on landfill investments higher than budgeted.
- J. Retail food licenses are issued in the spring, so collections swell in May/June (budgeted \$495,000, collected \$511,000)

Percent of Year Complete

75.00%

Net Increase/(Decrease) in Fund Balance

Notes on % of Budget Differing from Expected +/- 20% and \$25,000 if revenues (excluding transfers, capital outlay and debt service) declines & Salaries and Labor Benefits under budget due to vacant positions and turnover

I CDBG Close Federalized grant funds of \$978,870 will not be received until project(s) completed
 J Parks entrance fees and other revenues budgeted at \$130,000, collected \$150,000.
 K Debt service fund interest earned exceeds conservative budget estimate.

SAUK COUNTY FINANCIAL REPORT (Unaudited)

September 30, 2019
Percent of Year Complete 75.00%

Department / Account Title	2019 Expense		2019 Revenue		% of Budget	2019 Net		SAUK COUNTY FUND BALANCES	
	Excluding Addition to Fund Balance	Year-to-Date Expenses	Budget	Year-to-Date Revenues		Budget Excluding Carryforwards or Fund Bal Use	Department Net Favorable / (Unfavorable) to Budget	December 31, 2018	2019 Net Income/Adj
General Fund Property Tax	0	0	0	-5,115,557	75.00%	-6,820,743	1,705,186		
Miscellaneous Sales Tax	0	0	0	101	77.64%	130	(29)		
County Sales Tax	0	0	0	6,548,377	74.62%	8,775,658	(2,227,281)		
Shared Revenue	0	0	0	746,603	15.00%	111,990	(634,613)		
Computer Aid	0	0	0	95,745	106.38%	90,000	5,745		
Personal Property Aid	0	0	0	266,019	100.00%	266,019	(0)		
Indirect Cost Reimbursement	0	0	0	76,473	75.00%	101,964	(25,491)		
Arts & Humanities Grants	0	0	0	7,750	100.00%	7,750	0		
Interest on Loan Payments	0	0	0	52,158	33.30%	17,368	(34,790)		
Principal on Loan Payments	0	0	0	20,965	49.60%	42,271	(21,306)		
Rent of County Buildings	0	0	0	96,721	72.02%	134,302	(37,581)		
Sale of County-Owned Property	0	0	0	8,000	99.21%	7,937	(63)		
Miscellaneous Revenues	0	0	0	1,000	54.75%	548	(452)		
Transfer from Human Services	0	0	0	7,000	146.47%	1,025,295	1,018,295		
Transfer from Health Care Center	0	0	0	5,250	75.00%	7,000	(1,750)		
Transfer from Highway	0	0	0	52,500	75.00%	70,000	(17,500)		
Miscellaneous Expenses	1,185	0	0	0	0.00%	0	1,185		
Charitable/Penal Fines, Misc	253	253	0	0	100.01%	0	(0)		
CDBG Projects	94,429	0	0	0	0.00%	0	94,429		
Contingency Fund Remaining	350,000	0	0	0	0.00%	0	350,000		
Baraboo-Dells Airport	4,100	4,100	0	0	100.00%	0	0		
Reedsburg Airport	4,100	4,100	0	0	100.00%	0	0		
Sauk-Prairie Airport	16,422	16,422	0	0	100.00%	0	0		
Tn-County Airport	30,000	30,000	0	0	100.00%	0	0		
Wisconsin River Rail Transit	750	750	0	0	100.00%	0	0		
Pink Lady Transit Commission	125,000	125,000	0	0	100.00%	0	0		
Mid-Continent Railway Museum	1,074,904	1,074,572	0	0	99.97%	0	332		
Sauk County Libraries	100,172	94,001	0	0	93.84%	0	6,171		
Arts & Humanities	152,500	102,500	0	0	67.21%	0	50,000		
UW-Baraboo / Sauk County	50,000	50,000	0	0	100.00%	0	0		
Sauk County Development Corp	282,677	35,600	0	0	12.66%	0	246,877		
ATC Environmental Impact Fee Projects	934,483	904,338	0	0	96.77%	0	30,145		
Transfer to CDBG	1,396,456	1,047,342	0	0	75.00%	0	349,114		
Transfer to Debt Service Fund	1,640,241	1,296,369	0	0	79.04%	0	343,872		
Transfer to Health Care Center (for debt service)									
TOTAL GENERAL FUND NON-DEPARTMENTAL	6,261,772	4,789,646		3,217,481	92.21%	3,489,112	1,200,495		
County Board	236,217	143,795		120,195	75.00%	180,260	52,357		
Clerk of Courts	1,184,153	845,769		572,102	81.33%	1,184,153	117,294		
Circuit Courts	689,895	471,682		228,115	68.37%	689,895	100,420		
Court Commissioner	248,293	170,973		143,991	73.21%	228,115	16,298		
Register in Probate	179,913	121,652		179,913	80.03%	179,913	22,338		
Accounting	772,229	548,033		534,575	70.97%	712,164	45,607		
County Clerk / Elections	380,984	236,102		306,893	61.97%	353,984	97,591		
Personnel	532,161	395,444		577,429	60.64%	577,429	116,883		
Treasurer	531,119	352,793		1,187,627	66.42%	531,119	834,834		
Register of Deeds	230,192	166,059		205,834	72.14%	230,192	39,775		
District Attorney / Victim Witness	735,054	466,380		514,062	63.45%	735,054	47,681		
Corporation Counsel	689,186	479,581		699,186	68.59%	689,186	24,063		
Surveyor	81,025	44,054		60,769	54.37%	81,025	16,716		
Building Services	5,581,814	1,983,850		2,121,448	35.54%	2,548,358	3,170,053		
Sheriff	14,845,508	10,852,898		10,893,300	73.10%	14,808,244	279,866		
Coroner	210,604	155,832		157,703	73.99%	210,604	1,871		
Emergency Management	246,566	231,849		213,420	84.03%	246,566	(33,146)		
Administrative Coordinator	416,650	283,671		273,027	68.08%	416,650	68,754		
Management Information Systems	3,675,686	2,339,388		3,259,789	60.92%	3,259,789	563,605		
Criminal Justice Coordinating	636,169	2,387,519		618,194	80.91%	618,194	54,619		
Public Health	2,216,412	1,665,982		1,731,724	75.17%	2,186,452	95,701		
WIC	409,964	277,122		382,846	67.60%	382,846	(73,962)		
Environmental Health	932,622	394,375		638,853	67.64%	638,853	(304,478)		
Child Support	977,888	671,215		552,943	56.44%	977,888	(425,673)		
Veterans Service	358,137	244,479		356,871	66.25%	356,871	27,316		
Parks	1,764,437	533,715		610,813	30.25%	610,813	1,086,478		
Land Resources & Environment	2,082,872	1,159,773		1,378,286	55.68%	1,918,214	383,171		
UW Extension	414,961	264,328		316,972	63.70%	408,603	60,702		
TOTAL GENERAL FUND	47,642,474	30,577,650		30,762,369	78.83%	39,050,768	8,796,455	43,289,366	204,749
TOTAL GENERAL FUND TOTAL								43,289,366	43,494,115

SAUK COUNTY FINANCIAL REPORT (Unaudited)

September 30, 2019
Percent of Year Complete 75.00%

Department / Account Title	2019 Expense		Year-to-Date	% of Budget	2019 Revenue		Year-to-Date	% of Budget	Department Net Favorable / (Unfavorable) to Budget	SAUK COUNTY FUND BALANCES	
	Excluding Addition to Fund Balance	Budget	Expenditures		Budget Excluding Carryforwards, or Fund Bal	Carryforwards, or Fund Bal	Revenues			December 31, 2018	2019 Net Income/Adj
Aging & Disability Resource Center	2,432,126		1,705,894	69.61%	2,367,807		1,703,581	71.95%	81,106	686,788	-3,213
Human Services	21,139,462		16,299,504	77.10%	20,907,962		13,185,529	63.08%	(2,681,476)	2,902,451	-3,112,976
Jail Fund	100,000		75,000	75.00%	100,000		82,421	82.42%	7,421	16,562	7,421
Land Records Modernization	560,751		335,671	59.86%	412,782		304,866	73.86%	117,183	308,352	-30,805
Landfill Remediation	111,097		57,565	51.82%	15,300		89,612	585.70%	127,834	4,872,748	32,047
Drug Seizures	11,100		1,712	15.42%	100		151	151.35%	9,440	61,811	-1,580
Community Development Block Grant	1,950,380		978,870	50.19%	1,909,673		936,404	49.03%	(1,759)	42,466	-42,466
CDBG Housing Rehabilitation	20,000		0	0.00%	20,000		11,832	59.16%	11,832	2,886	11,832
TOTAL SPECIAL REVENUE FUNDS	26,344,906		19,454,216	73.84%	25,733,604		16,314,496	63.40%	(2,628,418)	9,094,062	-3,139,720
DEBT SERVICE FUND	1,862,875		54,175	2.91%	1,516,456		1,177,471	77.65%	1,469,715	1,043,232	1,123,296
HEALTH CARE CENTER FUND	12,400,359		6,906,995	55.70%	11,188,841		8,168,772	73.01%	2,473,295	5,331,282	1,261,777
Highway	10,702,452		8,477,268	79.21%	9,892,203		7,671,191	77.55%	4,182	16,376,108	-806,077
Insurance	64,500		81,147	125.81%	120,416		65,151	54.11%	(71,912)	450,775	-15,996
Workers Compensation	415,500		324,974	78.21%	293,103		202,688	69.15%	111	571,541	-122,286
TOTAL INTERNAL SERVICE FUNDS	11,182,462		8,883,390	79.44%	10,305,722		7,939,031	77.04%	(67,619)	17,398,425	-944,359
Dog License	23,450		21,078	89.89%	23,450		18,886	80.54%	(2,192)	-3,328	-2,192
TOTAL TRUST & AGENCY FUNDS	23,450		21,078	89.89%	23,450		18,886	80.54%	(2,192)	-3,328	-2,192
TOTAL COUNTY	59,456,526		55,997,504	66.26%	87,818,841		64,401,055	73.33%	10,147,236	76,153,039	-1,495,449
											74,656,590

CURRENT DEBT PRINCIPAL BALANCE

2009 HCC Refunding Bonds (final payment 2019)	3,650,000
2016 Law Enforcement Refunding Bonds (2021)	5,370,000
2017 HCC Refunding Bonds (2027)	5,055,000
2019 HCC Refunding Bonds (2023)	2,685,000
Principal Payments are Due October 1	16,740,000

GENERAL FUND BALANCE DETAIL

	December 31, 2018	2019 Net Income/Adj	September 30, 2019
Nonspendable - Inventories	32,038	0	32,038
Nonspendable - Prepaid Items	81,420	0	81,420
Nonspendable - Long-Term Receivable (Delinquent Taxes)	1,402,144	0	1,402,144
Nonspendable - Long-Term Receivable (Tri-County Airport)	131,470	0	131,470
Nonspendable - Interfund Receivable	325,094	0	325,094
Assigned - Encumbrances	1,967,539	0	1,967,539
Assigned - Carryforward Funds	5,353,077	0	5,353,077
Assigned - Subsequent Yr Budgeted Fund Bal Use	16,787,792	1,173,695	17,961,377
*Unassigned - Working Capital	17,207,792	-968,836	16,238,956
*Unassigned			

TOTAL GENERAL FUND BALANCE

	43,289,366	204,749	43,494,115
* County Reserves (working capital and unassigned)	33,995,584	204,749	34,200,333

Sauk County 2020 Budget - Proposed Supervisor Amendments
Updated 11/04/19

Amend #	Affected Department & Program	Amendment Description	Supervisor	Expenditure Increase or (Decrease)	Revenue Increase or (Decrease)	Other Sources Increase or (Decrease)	Net Tax Levy Increase or (Decrease)	Finance Committee Concurrence Y or N	Motion / Second
1	Building Services - Capital Outlay	Remove animal shelter design work (funded by general fund balance)	McCumber	(30,000)	-	(30,000)	-	N	Kriegl/DeGiovanni
2	Building Services - Capital Outlay	Remove electric vehicle charging stations (funded by general fund balance)	McCumber	(50,000)	-	(50,000)	-	N	Kriegl/DeGiovanni
3	Land Resources & Environment - Outside Agency	Remove Friends of the Baraboo River (funded by general fund balance)	McCumber	(25,000)	-	(25,000)	-	N	Kriegl/White Eagle

**Sauk County
2020 Budget
Proposed Supervisor Amendment**

By Supervisor: Tim McCumber, District 20

Amendment #: 1
(Amendment # assigned by staff)

To amend the 2020 Proposed Budget, as recommended by the Finance Committee,
I Hereby Propose:

Eliminate the expense for animal shelter design work as it is not necessary at this time.

Anticipated service changes (additions and/or reductions):

Restore \$30,000 to general fund balance.

I estimate that this proposed amendment would change the budget as follows:

Department	Program Area Description	Expenditure Increase or (Decrease)	Revenue Increase or (Decrease)	Other Sources Increase or (Decrease)	Net Tax Levy Increase or (Decrease)
Building Services	Animal Shelter design work	(\$30,000)		(\$30,000)	\$0
Total for Amendment		(\$30,000)		(\$30,000)	\$0

**Sauk County
2020 Budget
Proposed Supervisor Amendment**

By Supervisor: Tim McCumber, District 20

Amendment #: 2
(Amendment # assigned by staff)

To amend the 2020 Proposed Budget, as recommended by the Finance Committee,
I Hereby Propose:

Eliminate EV charging stations. Electric vehicles (EV) average a range of 150 – 200 miles per electric charge. It is 50 miles from Lake Delton to Spring Green. It is 45 miles from the Town of Woodland to the Village of Merrimac. County residents do not need to charge their vehicles driving to and from any of the County buildings.

Anticipated service changes (additions and/or reductions):

Restore \$50,000 to general fund balance.

I estimate that this proposed amendment would change the budget as follows:

Department	Program Area Description	Expenditure Increase or (Decrease)	Revenue Increase or (Decrease)	Other Sources Increase or (Decrease)	Net Tax Levy Increase or (Decrease)
Building Services	EV Charging Stations	(\$50,000)		(\$50,000)	\$0
Total for Amendment		(\$50,000)		(\$50,000)	\$0

**Sauk County
2020 Budget
Proposed Supervisor Amendment**

By Supervisor: Tim McCumber, District 20

Amendment #: 3
(Amendment # assigned by staff)

To amend the 2020 Proposed Budget, as recommended by the Finance Committee,
I Hereby Propose:

Eliminate the expenditure from general fund balance for the Friends of the Baraboo River.
This is an organization that can seek multiple grant opportunities from state and federal
agencies.

Anticipated service changes (additions and/or reductions):

Restores \$25,000 to general fund balance.

I estimate that this proposed amendment would change the budget as follows:

Department	Program Area Description	Expenditure Increase or (Decrease)	Revenue Increase or (Decrease)	Other Sources Increase or (Decrease)	Net Tax Levy Increase or (Decrease)
Land Resources & Environment	Friends of the Baraboo River	(\$25,000)		(\$25,000)	\$0
Total for Amendment		(\$25,000)		(\$25,000)	\$0

RESOLUTION NO. 139A -2019

**AUTHORIZING A CONTRACT WITH HILL'S WIRING, INC. FOR
MODIFICATIONS REQUIRED TO INSTALL ADDITIONAL
ELECTRICAL OUTLETS IN THE COUNTY BOARD ROOM AND
AMENDING THE 2019 COUNTY BOARD BUDGET TO TRANSFER
\$18,450 FROM THE CONTINGENCY FUND**

Background: Sauk County recently authorized the replacement of the voting system in the county board Gallery. As a part of the upgrade to voting system, it was suggested by several board members to add power to each board member seat to charge the various devices being used by the board members. The Facilities Director explored what is required to get power to the current seats. Eighteen (18) floor and two (2) pass through boxes currently exist in the floor of the boardroom. The size of the existing floor boxes need to be enlarged in order for microphone, voting, and power wires to pass through. Quotes were requested of several electrical contractors to complete this work. The contractors propose to enlarge the existing floor cores, provide (18) new 4" floor boxes and (2) speed sleeves for wiring to pass through. Two electrical contractors provided pricing to upgrade the county boardroom floor boxes. The Facilities Director recommends that the county contract with Hill's Wiring, Inc. to replace the existing floor boxes and add electrical outlets in the county board room at a cost of \$18,450.00.

Fiscal Impact: ☐ None ☒ Budgeted Expenditure ☐ Not Budgeted

NOW, THEREFORE, BE IT RESOLVED, by the Sauk County Board of Supervisors, met in regular session, that the purchase of services from Hills Wiring Inc., to perform modifications necessary for the installation of floor outlets in the County Board Gallery, for a total of \$18,450.00 be and is hereby approved; and,

BE IT FURTHER RESOLVED, that the Sauk County Facilities Director is hereby delegated the authority to sign any such contracts related to the purchase of said services on behalf of Sauk County; and,

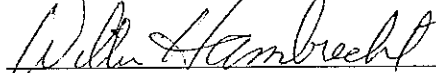
BE IT FURTHER RESOLVED, that the 2019 County Board Budget be amended to include \$18,450 from contingency for the procurement of said services.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

Respectfully submitted,

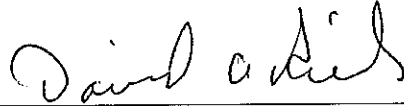
EXECUTIVE AND LEGISLATIVE COMMITTEE

Peter Vedro, Chair



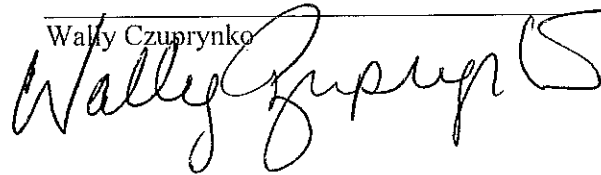
William Hambrecht, Vice Chair


Thomas Kriegl



David Reik

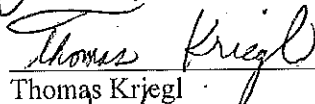
RIEK

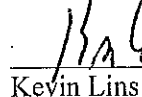
Wally Czuprynski



SAUK COUNTY FINANCE COMMITTEE


John Dietz, Chair


Thomas Kriegl


Kevin Lins


John DeGiovanni


Kristin White Eagle

Fiscal Note: Funds to be appropriated from the Sauk County Contingency Fund. The balance of the contingency fund is \$238,000, prior to this transfer.

KPB

MIS Note: No MIS Impact

Board Room Floor Outlet Bid Tally

Contractor	Bid
Action Electric	\$18,872.00
Hill's Wiring	\$18,450.00

RESOLUTION NO. 140 - 2019

AUTHORIZING PARTICIPATION IN THE MULTIMODAL LOCAL SUPPLEMENT
(MLS) PROGRAM

Background: The Wisconsin 2019-21 biennial budget provides \$75 million to local and tribal governments in one-time general purpose revenue funding. The funds are available through the Multimodal Local Supplement (MLS) program and may be used for multimodal transportation projects on the local system. The program pays up to 90% of total eligible costs with local governments providing a minimum of 10% cost share.

It is the intent of Sauk County to apply for funding through this one-time opportunity. If awarded funds through the MLS Grant program, they would be used to finance the design and construction of the Wisconsin River Recreation Bridge. Timing of this application aligns with a previously approved resolution authorizing funding of a feasibility study for a multiuse recreational bridge connecting the Great Sauk State Trail with the proposed Walking Iron Trail in Dane County. The feasibility study will be completed in mid-November while the deadline for the MLS application is early December.

The Land Resources and Environment Committee has recommended an application be submitted to the State of Wisconsin Department of Transportation for the following project: Wisconsin River Recreation Bridge. There is no financial request for this resolution, if Sauk County's application is approved, a supplemental resolution will be provided at that time.

Fiscal Impact: ☒ None ☐ Budgeted Expenditure ☐ Not Budgeted

NOW, THEREFORE, BE IT RESOLVED, by the Sauk County Board of Supervisors, met in regular session, does hereby approve and authorize the Land Resources and Environment Department to prepare and file an application for funds under the Multimodal Local Supplement Program; and

BE IT FURTHER RESOLVED, that the County Board Chair is hereby authorized to sign all necessary documents on behalf of the County.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

Respectfully submitted,

SAUK COUNTY LAND RESOURCES AND ENVIRONMENT COMMITTEE

CHUCK SPENCER, Chair

GLEN T. JOHNSON

BOB NEWPORT

MARTY KRUEGER

JEAN BERLIN

JOHN S. DIETZ

RANDALL PUTTKAMER

CHUCK WHITSELL

Fiscal Note: This resolution is requesting approval to apply for a one-time grant program for the design and build of the Wisconsin River Recreation Bridge, no funds are being requested. If Sauk County is successful and is approved for grant funds, a second resolution will be submitted detailing a financial request. *OMM*
Information System Note: No fiscal impact.

RESOLUTION 141 - 2019

ESTABLISHING TAXES TO BE LEVIED IN SAUK COUNTY FOR THE YEAR 2020

Background: This resolution adopts the 2019 property tax levy, which is a portion of the 2020 Sauk County budget.
Fiscal Impact: <input type="checkbox"/> None <input checked="" type="checkbox"/> Budgeted Expenditure <input type="checkbox"/> Not Budgeted

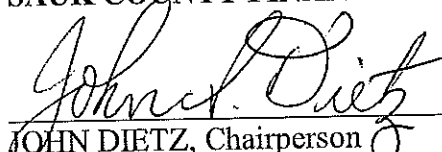
WHEREAS, adoption of this resolution approves the 2020 proposed County budget and establishes taxes to be levied herein for the taxable year of 2019.

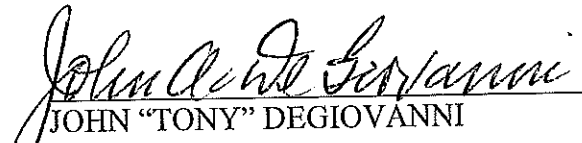
NOW, THEREFORE BE IT RESOLVED, by the Sauk County Board of Supervisors:

1. The sum of \$30,454,441.66 be levied as a County General Tax (*not including special purpose levies*).
2. The sum of \$174.34 be levied as State Special Charges upon the County for Charitable and Penal purposes.
3. The sum of \$10,000.00 be levied as a Veterans Relief Tax, under Wis. Stat. § 45.86.
4. The sum of \$1,173,754.00 be levied upon all towns, and the villages of Cazenovia, Ironton, Lime Ridge, Loganville, Merrimac, and West Baraboo, as a County Library Tax under Wis. Stat. § 43.64.
5. The sum of \$92,506.00 be levied upon all towns, and the villages of Cazenovia, Ironton, Lake Delton, LaValle, Lime Ridge, Loganville, Merrimac, Plain, Prairie du Sac, Sauk City, and West Baraboo for a Bridge Tax under Wis. Stat. § 82.08.

For consideration by the Sauk County Board of Supervisors on November 12, 2019.

SAUK COUNTY FINANCE COMMITTEE:


JOHN DIETZ, Chairperson


JOHN "TONY" DEGIOVANNI


THOMAS KRIEGL


KRISTIN WHITE EAGLE

KEVIN LINS

Fiscal Note: Passage of this resolution establishes the 2019 County Levy, which is a portion of the total 2020 County Budget. *KPB*

MIS Note: Various MIS projects and acquisitions are included in the 2020 budget.