

I. INTRODUCTION

LIST OF OFFICIALS

**JOE PARISI
COUNTY EXECUTIVE**

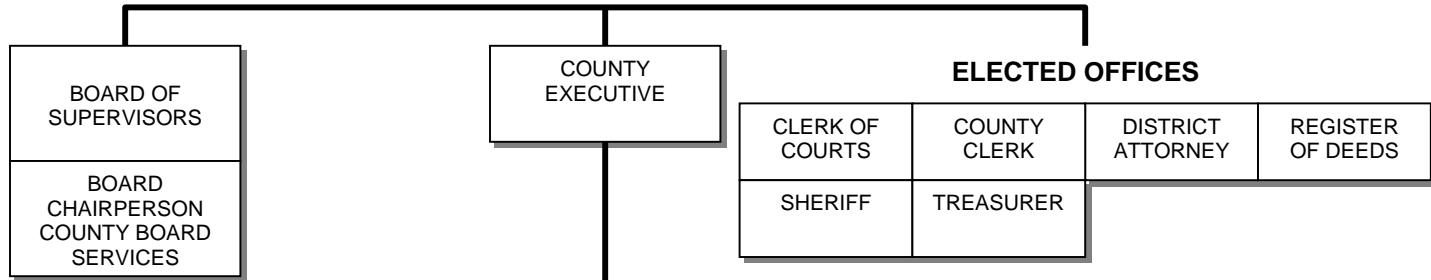
**SCOTT MCDONELL, CHAIR
COUNTY BOARD OF SUPERVISORS**

**Carousel Andrea Bayrd
Eileen Bruskevitz
Bill Clausius
Sharon Corrigan
Dave de Felice, Sergeant at Arms
Patrick Downing
Denise Duranczyk
Analiese Eicher
Chuck Erickson
Ronn Ferrell
Duane Gau
Melanie Hampton
John Hendrick, 1st Vice Chair
Dianne Hesselbein, Sergeant at Arms
Brett Hulsey
Donald Imhoff
Gerald Jensen
Jeremy Levin**

**Jack Martz
Alfred Matano
Patrick Miles
Dennis O'Loughlin
Kyle Richmond
David J. Ripp
Paul Rusk
Robert D. Salov
Melissa Sargent
Kurt Schlicht
Robin Schmidt, 2nd Vice Chair
Cynda Solberg
Tom Stoebig
Sheila Stubbs
Barbara Vedder
Matt Veldran
David E. Wiganowsky
Mike Willett**

ORGANIZATION OF DANE COUNTY GOVERNMENT

CITIZENS



STANDING COMMITTEES

Executive	Personnel & Finance	Health & Human Needs	Public Protection & Judiciary
Environment, Ag & Natural Resources	Public Works & Transportation	Zoning & Land Regulation	

COMMITTEES OF THE COUNTY BOARD

City-County Liaison	Information Resources Management	Land Conservation	University Extension	Strategic Growth Management
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BOARDS & COMMISSIONS

B.U.I.L.D. Committee	Children Come First Commission	Civil Service Commission	Commission on Aging	Commission on Sensitive Crimes	Community Development Block Grant Commission	Coordinating Council	Cultural Affairs Commission	Economic Summit Council	Election Commission	Emergency Medical Services Commission	
Employee Mgmt. Insurance Advisory Committee	Environmental Council	Equal Opportunities Commission	Ethics Board	Henry Vilas Zoo Commission	Historic Preservation Committee	Housing Authority	Human Services Board	Joint City-County Section 8 Rental Housing Provider Advisory Comm.	Joint Oversight Advisory Committee	Joint Public Health Advisory Committee	
Justice Center Planning Oversight Committee	Lakes & Watershed Commission	Land Information Office Committee	Library Board	Living Wage Review Council	Local Emergency Planning Committee	Long Term Support Committee	Monona Terrace Convention & Community Center Board	North Mendota Parkway Advisory Committee	Park Commission	Public Safety Communications Center Board	
Public Safety Comm. Oper. Practices Advisory Committee	Reclassification Appeals Board	Safety & Working Conditions Study Committee	Solid Waste & Recycling Commission	South Central Library System Board	South Central Wisconsin Rail Transit Commission	Southwest Dane Transportation Advisory Committee	Specialized Transportation Commission	Task Force on Chronic Wasting Disease	Traffic Safety Commission	Tree Board	
Veterans Service Commission	W-2 Community Steering Committee	Wisconsin River Rail Transit Commission	DANE COUNTY, WISCONSIN					Women's Issues Committee	Youth Commission		

DEPARTMENTS

Administration	Airport	Alliant Energy Center	Corporation Counsel	Emergency Management
Extension Office	Family Court Counselina	Human Services	Joint Board of Health	Juvenile Court Program
Land & Water Resources	Land Information	Library Service	Medical Examiner	Planning & Development
Public Safety Communications	Public Works, Hwv & Transp.	Veterans Service	Henry Vilas Zoo	

Agricultural Advisory Council	Airport Commission	Alliant Energy Center Commission	Board of Adjustment	Board of Health
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MISSION STATEMENT



Dane County government strives to provide high quality and efficient public services that respond to public needs and treat every individual with respect and dignity. Consistent with state statutory authority, county services promote health, welfare and safety for all Dane County residents. Services are provided in the areas of general government, public safety, courts, highways and transportation, health and human services, recreation and education, conservation, and economic development.

DANE COUNTY, WISCONSIN



DANE COUNTY

Joe Parisi
County Executive

A message from the County Executive:

The Challenge

Preparation of my first county budget started inauguration day. I sat down with the county's budget managers on April 19th for a briefing on the scope of the challenge we faced and laid out a series of steps I wanted to pursue to minimize as much as possible the impacts on core services that are the foundation to the quality of life our citizens expect.

The challenge at that time included uncertainty and anxiety over how the Governor and state legislature would address the state's budget and how their actions would affect county government. By early summer, that uncertainty became clear reality: Dane County and all local units of government would have to prepare budgets for 2012 with significant reductions in state aid coupled with the most restrictive levy limitations in Wisconsin's history. State funding reductions for various human services programs and youth aids, highways, child support, and shared revenue amounted to Dane County experiencing \$4.6 million in cuts in the biennial state budget.

The Governor's elimination of collective bargaining further compromised the county's ability to effectively work with our workforce as we have in the past to address budgetary challenges year to year. Contracts that had been bargained in good faith and included significant health care savings to the county for 2012 and beyond would have been jeopardized by efforts to revisit those agreements.

In addition to the budget challenge placed before Dane County by our state leaders, economic related revenues that help fund core county services continued to lag in 2011.

In May, the Department of Planning & Development experienced its worst month ever for new single family housing construction permits. These figures continue to struggle and underperform. Other revenues attributable to the performance of the economy have affected budgets in the Treasurer's Office, Register of Deeds, and the Alliant Energy Center.

While sales tax collections have shown some modest improvement during 2011, there was some uncertainty over how the final quarter of 2011 would perform. The state's elimination of collective bargaining and implementation of corresponding paycheck reductions for thousands of state, university, public education, and municipal employees living in Dane County are a reason for concern so this budget projects sales tax revenue to remain flat in 2012 relative to the 2011 estimates.

Human Services

From the time I set out as a candidate for County Executive, I pledged to do everything I could to preserve our county's comprehensive network of human services for kids, seniors, the disabled, and those facing challenging economic and health circumstances often through no fault of their own.

Once-half of the total dollars in the county budget are allocated to human services -- a funding level that rivals the City of Madison's entire operating budget and a reflection of the value I believe these services provide our citizens; especially during this continued period of economic hardship and uncertainty that families are facing.

Overall, the budget restores \$3.0 million in the Dane County Human Services budget.

This budget continues the county's longstanding commitment to our most vulnerable citizens and even enhances well-established and highly successful preventative programs like Joining Forces for Families and the Early Childhood Initiative.

These bold initiatives were developed by my predecessors and comprise the cornerstone of Dane County's Human Services safety net. They reflect my priority of helping ensure all of our citizens -- regardless of socio-economic class, race or creed -- have the opportunity to succeed.

To date, the Early Childhood Initiative (ECI) has helped hundreds of moms and dads in our county find jobs to help support their families while ensuring kids have a healthy, quality start to life.

This budget continues this program in three Dane County neighborhoods -- Sun Prairie, Allied Drive, and on the southwest side of Madison in the Russett/Hammersley neighborhood. It fully funds the continuation of the ECI program in the Russett/Hammersley neighborhood where it successfully partners with a Joining for Forces Families office and serves as a focal point of services to young families on the southwest side.

In addition, thanks to the efforts of Director Lynn Green, this budget creates a new ECI economic support specialist to assist families in the Allied Drive neighborhood with finding employment. The Allied Drive ECI office has been highly successful to date and has helped 173 moms and dads obtain jobs. This budget also restores the county's ECI Coordinator position to its current status.

The 2012 budget funds the continuation of all the Joining Forces for Families (JFF) locations across Dane County while restoring funding for an unfunded, vacant social worker position to better serve families on the south-side of Madison. It also restores \$110,000 for the Children's Service Society that assists the efforts of JFF. Children's Service Society has identified a means by which to leverage that county contribution to draw in additional federal matching dollars to ensure their complimentary work to the department's Joining Forces for Families will continue in the year ahead.

Through a brand new partnership I've forged between Operation Fresh Start, the Boys & Girls Club, the Urban League of Greater Madison, and Centro Hispano, this budget unveils a new initiative to help minority youth develop important life skills. Leveraging an investment of county tax dollars, this new "Life Skills and Employment Initiative" will create new slots for community improvement work done by Operation Fresh Start that will be directly allocated for African American, Latino and Asian youth. This will help young people from some of our most challenged neighborhoods gain valuable educational and work experience that will help set a path for them to succeed through their lives.

In addition to restoring over \$621,000 in proposed cuts for those with developmental disabilities, this budget also fully funds all of the Youth Resource Centers across Dane County, and continues the county's share of dollars for important resources like the Salvation Army's Warming House and the Briarpatch program for runaway youths offered by Youth Services of Southern Wisconsin. This budget fully funds important senior focal points, meal sites, and restores dollars for senior day programs offered by groups like the Colonial Club in Sun Prairie and Oregon Senior Center's Adult Day Care program.

Important drug and alcohol treatment programs that reduce costs to our criminal justice system are left intact, including a Hope Haven facility integral to the success of Dane County Pathfinders alcohol addiction recovery program.

This budget provides funding to establish a mental health drop-in clinic to help people overcome their mental health challenges and addictions while maintaining their independence.

This budget also restores funding for a program that aims to reduce racial disparities in our criminal justice system. To date, our work with the YMCA on their Driver's License Recovery Program has helped around 65 people overcome simple

challenges like language barriers and unpaid parking tickets to regain their drivers' license to help them get to work and care for their families. This program originated from a recommendation of the 2010 Dane County Report to Reduce Racial Disparities. The Human Services budget also includes the creation of a new Court Diversion Unit (CDU) in the Department's Delinquency system; the goal of that new Unit is to increase the number of youth treated informally in Court by means of increased use of deferred prosecution agreements; it is seen as one strategy to improve local juvenile justice racial disproportionality figures.

Another one of the recommendations of that report was to expand alternatives to incarceration opportunities. In an effort to reverse an unfortunate trend of young African American men choosing incarceration over an opportunity to serve time under community supervision, this budget provides funding for third party intervention services that the District Attorney can utilize to help defendants who are eligible for deferred prosecutions make the right choice, avoid jail time and begin the process of turning their lives around. Funds were also added to help indigent defendants in the DA's Deferred Prosecution Unit pay for drug testing in order to remain compliant with the rules of serving a sentence in the community.

This budget provides \$250,000 for a contingency funds within the Department of Human Services to protect against unanticipated state revenue reductions.

Public Safety

The second greatest area of investment in my inaugural budget as County Executive is public safety. Our Sheriff's Department, Public Safety Communications (911 Center), Emergency Management, District Attorney's Office and the Courts work comprise over 20% of the total dollars in the budget.

First, let me commend Sheriff Dave Mahoney for his efforts to work with me on identifying new efficiencies. The best example of this came in June when the Sheriff and I reached an agreement on closing the second floor of the Huber work release center. In addition to saving around \$750,000 in the 2012 budget through un-funding ten deputy positions, this efficiency also created immediate savings for the Sheriff's Department in 2011. These vacancies will save the county at least \$250,000 through the end of 2011, improving our year end general fund balance.

In addition, this budget includes an innovative overtime reduction initiative I've worked with the Sheriff to develop. As part of this overtime reduction target, the Sheriff has agreed to limit overtime to 6.6% of total salaries – saving over \$300,000 in Sheriff's overtime costs in 2012. This will return overtime line back to its lowest levels since 2009. That year, thanks to Sheriff Mahoney's leadership, the Sheriff's Department experienced its lowest overtime figures in many years.

Combined, our work to partially close Huber and reduce overtime costs adds up to over \$1 million in savings for taxpayers in 2012. This work to find efficiencies will continue by planning for a day report center and the possible closure of the Huber Center.

This budget also restores operational staffing on the 911 Center floor to its current levels. The 2009 Matrix Study recommends exploration of efficiencies with fire dispatching positions in the 911 Center. A preliminary review of data by Director John DeJung suggests there is a substantial drop-off in the number of fire and ambulance calls that occur in the middle of the night (third shift, roughly 11 p.m. until 7 a.m.) that would allow for an overnight consolidation of the “city” and “county” fire dispatching positions as Matrix suggests. I’ve asked Director DeJung to further explore a more detailed set of data prior to implementing this change. This budget also restores a 911 supervisor position to aid in the important quality assurance work done in Public Safety Communications.

It should also be noted that the budget includes new operating funding required by a pair of capital improvement projects underway in the 911 Center. Implementation of the new emergency communications radio network (“DaneCom”) and the computer-aided dispatch (CAD) system will continue in 2012. While the county budget will begin to experience some of the new operating expenses that come with these systems in 2012, the full effect of these projects on the operating budget won’t be felt until 2013. Starting with the next budget, the operating expense to the county to maintain these new high-tech systems will total nearly \$700,000 per year in new general purpose revenue. Given the continuation of state levy limits, this will be one of the challenges for us to address in our 2013 budget calculations.

A new public safety partnership for 2012 will bolster the ability of public health and law enforcement to confront the scourge of opiate abuse that’s hurting our community. Heroin and prescription drug overdoses and deaths have increased dramatically in recent years. Several news accounts have profiled countless other “close calls” in which lives were in jeopardy because of the highly addictive nature of these drugs. This budget funds the county’s share of funding for a new “Opiates Task Force” in the Public Health Department.

This budget funds hiring a new Emergency Management Director, a paralegal to assist our District Attorney with the workload demands of his office, and restores half an ATIP social worker position in the Clerk of Courts dedicated to the bail monitoring program.

For our Veterans Services Office, the budget funds new case management software to better assist our servicemen and women reintegrate into their home and work lives when their missions are complete. Veterans’ Service Officer B.J.

Ganem will utilize this new database to proactively work with the high number of returning veterans who face challenges, before those difficulties spiral to unemployment, homelessness, severe mental illness, and substance abuse.

Partnerships

Facing the most challenging budget in the county's history, I set out from the early days of my administration to pursue new partnerships to help preserve core county services.

One of the cornerstones of this effort is a new cooperative partnership between employees in the Dane County Department of Public Works, Highway & Transportation and the Dane County Land & Water Resources Department. Several parks employees, many of whom used to work at the Highway Department, have voluntarily agreed to be called in this winter to plow snow during significant winter storm events. This type of collaboration is further evidence of the willingness of all our employees to be helpful to the budget challenge while ensuring core services – like keeping our roads safe and clear of snow and ice – continue. I am most appreciative of their efforts.

In addition to this helpful partnership, the budget restores four positions in the Dane County Department of Public Works, Highway & Transportation ensuring when the snow flies this winter our full allotment of crews will be on the roads the same hours of the day and night as past winters, plowing 2,800 lane miles of county and state highways.

Between the restored highway positions and the cooperative partnership with Dane County parks employees, our highway department will head into this winter with staffing levels at, and even potentially exceeding last winter. This is a great example of a way to achieve efficiencies while maintaining and even enhancing services and one of the many important efforts by our employees to help address our budget challenge.

Health care savings yielded through collective bargaining agreements negotiated in late 2010 will save county taxpayers \$1 million in health care costs in 2012. Under a new five-year contract with Physicians Plus, the county will also experience strict caps on future annual health insurance increases, helping us control costs in the years ahead.

This budget temporarily delays half of the 3% increase our managers were originally scheduled to receive the first pay period of 2012. This will result in about \$277,000 in savings. This scheduled increase is consistent with the 3% increase the county's bargaining units had negotiated in good faith. However, Governor Walker's elimination of collective bargaining prohibited my administration from securing similar arrangements with our represented workers.

Instead, our represented employees worked on several other cost savings efficiencies totaling well over \$1 million.

They made an extraordinary push promoting the county's voluntary leave program, yielding over \$680,000 in savings for 2012. Employees and their represented leadership worked with department heads to identify other efficiencies resulting in another \$350,000 in savings.

Also included in this budget are two new mutually beneficial partnerships that expand upon my "Dane County Water Partnership" announced this past summer. These new efforts will realize \$100,000 in non-tax revenue for the Department of Land & Water Resources, restoring positions vital to our ongoing work to clean up the Yahara Chain of Lakes and ensure proper water quality standards are met in new developments.

Given the unique expertise of our Land & Water Resources staff and the target goal of the Madison Metropolitan Sewerage District (MMSD) to reduce phosphorus, this budget formalizes a commitment between Dane County and MMSD to invest in our shared priority of reducing the amount of pollution causing phosphorus that gets into our waterways and harms water quality. MMSD has agreed to fund \$50,000 of the county's staff efforts on phosphorus reduction – otherwise known as adaptive management. This ensures our work underway in the Lake Mendota watershed will continue and expand in 2012.

This budget also forges a new partnership between Dane County and the Clean Lakes Alliance, a private entity born in recent years that focuses on raising funds and promoting community awareness on the next steps necessary to enhance the quality of our lakes.

This budget does not allocate tax dollars to the Clean Lakes Alliance. Instead, it enables the organization to market sponsorships for the county's very popular "Take a Stake in the Lakes" event and directs that revenue to help restore a vital position in the Lakes and Watershed Commission. This partnership also ensures Lakes and Watershed will be able to continue and even enhance its public outreach and allocates \$10,000 in new revenue allowing the Commission to promote and market its keynote event, "Take a Stake in the Lakes."

The Clean Lakes Alliance will utilize \$15,000 of the advertising and sponsorship sales revenue it raises through "Take a Stake in the Lakes" for a Strand Engineering report it is looking to complete in 2012 laying out work priorities and cost estimates to reduce phosphorus input into the Yahara Chain by 50%. In addition to the private dollars the county will help the Alliance raise, the City of Madison and MMSD have agreed to contribute public dollars to this effort.

The capital budget expands a very effective project that directly reduces the volume of pollutants, trash, and sediment that enter and contaminate our lakes. This budgeted increases funding to the county's stormwater controls conversion program to \$2,000,000 for 2012, allowing the Department of Land & Water Resources to partner with more communities to shut down decades old storm sewer pipes that empty straight into our lakes.

The capital budget includes a new Lakes Preservation and Renewal fund at \$3,400,000 for acquisitions that improve the water quality of Yahara River lakes and their tributaries, initial funding for the Yahara CLEAN initiative, initial funding to remove carp and reduce sediment, and a clean beach effort to partner with municipalities to address water quality issues at two beaches each year.

Together, these new joint efforts – part of my “Dane County Water Partnership” – will help ensure our lakes, rivers, and streams continue to be great sources of natural beauty and offer endless recreational and economic opportunities.

Other partnerships in this budget stand to benefit public safety and taxpayers. Renewed conversations over the summer involving Madison College (formerly Madison Area Technical College), the Sheriff and my office also culminated in a new partnership that will improve public safety and jobs skills training for future police officers, firefighters, and emergency medical responders.

Madison College has submitted an offer to purchase approximately 80 acres of county owned property adjacent to the Dane County Law Enforcement Training Center in the Town of Westport for development of a new public safety training course and facility. The purchase price is based on an appraisal of the property conducted in August and these dollars will be directed to enhance the county's general reserve fund in 2012.

It should also be noted that a partnership so beneficial to the continued success of our free zoo will continue in 2012. Under an agreement between the county and the “Friends of the Zoo,” the “Friends” will fund at least \$640,000 for operations at the Henry Vilas Zoo in 2012. Thanks to the work of Friends' Board Chair Tom Dott and outgoing Director Boris Frank, the relationship between the county and the zoo's private fundraising entity is flourishing and there are many opportunities to expand upon that partnership in the years ahead.

Cleaner, Greener by 2013

This budget takes the next steps in reducing the county's consumption of fossil fuels and increasing our use of bio-fuels both to run more of our vehicle fleet and starting in 2012, to heat our county facilities.

For the past two years, the county through a partnership with a number of local companies that are leaders in the bio-fuels industry, have run a compressed natural gas station as a pilot project at the site of our Rodefild Landfill. This station converts bio-gas from the landfill into compressed natural gas (CNG) to fuel county cars and trucks. With more of our vehicles converting to cleaner, less expensive fuels like CNG and the agreement for this pilot project coming to an end, the budget includes dollars for the county to purchase this station.

The capital budget includes funding to construct a new highway facility so our crews can efficiently serve the eastern part of the county. In addition to improved access to key thoroughfares like the Interstate, Beltline, Highways 12/18, and Highway 151, this new facility will be virtually “off the grid.” Slated for construction adjacent to the Rodefild Landfill, this new garage will improve service for areas between Sun Prairie and Stoughton and beyond and will be powered and heated by bio-gas from the landfill.

Similar features, including additional opportunities for solar power, are included in designs for a new airport maintenance facility funding in the budget. County staff has researched the feasibility of pumping bio-gas from the neighboring Truax Landfill to this garage and believe doing so will heat the building or provide it with hot water.

With final designs coming together for a new transfer station, starting in 2012 we’ll be able to reduce the volume of construction waste and other recyclable materials that currently get dumped into our landfill. This transfer station will help extend the life of our landfill while generating new revenue opportunities through recyclable steel, concrete, and other materials able to be re-used. This new transfer station will also house the Department of Public Health’s very popular “Clean Sweep” program, allowing it to operate year round.

The Way back to AAA Rating

Through increasing the general reserve fund balance, projecting realistic revenue estimates, correcting \$4 million worth of revenue and expense variances, and reducing the capital budget, the 2012 budget begins to chart the course for our county to re-establish the highest financial rating – AAA – that only a handful of counties currently enjoy.

It should also be noted the capital budget is the lowest since 2008, a 12.5% decrease from a year ago while still funding important initiatives to preserve our quality of life.

In addition to reducing capital budget expenses, the budget addresses variances in individual line items that contribute to the county's challenges in ending years with a positive fund balance.

I reviewed several years of actual costs for fixed expenses like heat, water, gas, and other utilities and variable expenses like overtime and prepared a budget that I feel realistically reflects the county's past experiences.

The budget directs the Department of Administration to conduct a Strategic Financial Plan – an initiative intended to help shore up the county's strong financial foundation in the wake of consecutive years of challenges related to the economic downturn. This Strategic Financial Plan will map out a five year course of action to ensure the county is in the strongest position to benefit as the national economy continues its slow recovery. It will help ensure that the county's elected officials are aware of best financial management practices as we make policy decisions and aid in the development of future budgets. This plan will serve as the framework for our shared priority of re-establishing Dane County's AAA bond rating. Once completed by DOA with staffing assistance from the Dane County/UW Extension, this report will be presented to the County Executive and the Personnel & Finance Committee.

While revenue estimates for 2011 have been running slightly ahead of 2010 amounts, this budget reflects cautions from the Dane County Controller and other financial experts that due to a range of global and national economic factors, economic recovery is expected to remain sluggish in the year ahead.

In addition, it remains to be seen what impact the state's elimination of collective bargaining and corresponding significant reductions in the paychecks of thousands of members of our workforce will have on the county's sales tax base. Given that nearly 20% of our county's workforce has the honor of going to work everyday and serving the public through working for our schools, our world-class University of Wisconsin, the state, the county, our cities and villages, it's reasonable to expect reduced disposable income will result in languishing sales tax collections in the months ahead.

Given that, this budget assumes sales tax collections in 2012 will remain steady compared to collections in 2011. In the event of an unexpected uptick in the national economy, the result of this conservative revenue projection will be an enhanced general fund reserve balance at the end of 2012, further improving the county's financial position for re-establishing its AAA bond rating.

Tax Levy

Few will dispute this year's budget was compiled in the midst of the most severe revenue restrictions ever placed on local governments by the state. While those restrictions certainly limit our ability to raise the levy, previously unexplored exemptions to the state levy limits merited review during my budget preparation – especially given the scope of cuts to core services county government faced.

Under the budget passed by the legislative Republicans and signed by Governor Walker, Dane County could only raise its property tax operating levy 0.92% in 2012. That equates to less than \$1 million in new revenue to fund county operations. The cost to continue in the Dane County Sheriff's Office alone is twice that amount.

Exemptions within the levy limit allow the county to exempt debt service on bonds issued after 2005. It should be cautioned, this exemption has limitations and for Dane County's purposes will essentially sunset in 2015. In the interest of preserving core human services, public safety, and public works and highway services, this budget utilizes some part of this previously unutilized levy flexibility allowed by state law.

The combined operating and capital budget total is \$498.9 million, a decrease of \$1.0 million from 2011. The operating budget is \$476.0 million, an increase of \$2.3 million. The capital budget at \$22.9 million, a decrease of \$3.3 million from 2011.

This budget increases taxes on the average Madison home by \$28.24; that translates to a 4.29% increase on this December's property tax bill. The overall levy increases 4.50%.

Given the continued financial pressures on working families, I am sensitive to the effect this combined with other levy increases from schools and local units of government will have. I worked closely with the county board and urged restraint from increasing the levy beyond my recommended budget – especially considering the range of human services and public safety services already restored by the modest increase included in my budget. In the wake of this year's unprecedented actions by state leaders, I believe \$28.24 more in taxes to preserve the core services strikes the right balance.

With the continued uncertainty of nation's economy, it would be imprudent to further reduce services now for vulnerable citizens – our kids, seniors, and the disabled. This levy amount keeps deputies on patrol in our communities, ensures 911

calls continue to be answered quickly and responders dispatched immediately, highway crews at the ready, and the experiences that add to the quality of life for all our families – our lakes, our parks, our zoo – aren't harmed.

Despite our best efforts, this budget does result in 14 layoffs and the elimination of funding for 42 vacant positions in county government. Substantial work was done to reduce the initial list of layoffs and vacant position eliminations as proposed by department heads. I am hopeful through the county's "bumping" process those affected by layoffs will be able to fill existing vacancies where they will help provide other county services. The budget creates 10.5 new positions. The net savings of these difficult personnel decisions is nearly \$3.1 million in 2012.

Working with the County Board

I spoke with many Supervisors throughout the budget process to hear their budget goals and priorities. I believe this document reflects a number of those shared values – a strong network of human services, public safety programs to keep our communities and citizens safe, and continued protections of our natural resources.

I worked with Board Chair McDonell and Supervisors in the weeks following my recommended budget on a finished product that best reflects what I've referred to many times as "The Dane County Way."

2012 ADOPTED BUDGET

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Dane County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets the program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

DANE COUNTY, WISCONSIN

BUDGET USERS GUIDE

The County's budget is a financial guide for its citizens, staff and elected officials. The purpose of the document is to communicate the initiatives authorized by the County Executive and County Board. This plan accounts for the County's anticipated "income" from various revenue sources (e.g. property tax, sales tax, user fees, etc.) and how those resources are to be used during the fiscal year. The reader will also find background information on County government, the community, and other pertinent statistical data about Dane County. The budget document is organized into ten sections:

INTRODUCTION: This section lists the names of the County Executive, the County Board Chair and the other thirty-six County Board Supervisors. There is an organizational chart of County government showing all of the county departments, elected officials, county board committees and other county boards and commissions. The County's mission statement is also found in this section. There is a profile of Dane County government, which discusses the County's elected officials, departments, and major facilities. There is also a profile of the Dane County community, including information on population and housing, employment and economic data, and quality of life.

BUDGET POLICIES AND STRUCTURE: This section contains the financial and management policies of the County, a discussion of the budget activity structure, basis of budgeting and fund structure, and a description of the County's budget process.

BUDGET OVERVIEW: Provides a summary of program highlights and staff changes for the budget year, as well as a discussion of the County's major revenue sources. This section also provides an overview of revenues and expenditures for all funds for the budget year along with comparative data for the prior and current years. In this section, expenditures are summarized by fund, appropriation and activity, and expenditure category. Revenues are summarized by fund, appropriation and activity, and revenue source category. There is also a schedule of budgeted positions by department and a schedule of changes in budgeted positions.

PROGRAM BUDGET NARRATIVES: This section provides budget information for each of the program budget areas of the County. Each program budget area includes a mission and description, and summary budget information for the prior year, current year and budget year.

BUDGET USERS GUIDE (continued)

The County uses the decision item concept to build the program budgets. Under this concept a Base budget is established for each program which fully funds all existing positions, including anticipated salary and benefit increases, funds operating and contractual services at current year adopted amounts, zeros out all operating capital and removes any one-time items included in the current year budget. Base budgets are also adjusted for any expenditure and revenue changes that are required based on approved commitments, such as debt service and depreciation. Departments then request increases or decreases to the Base budget through decision items. Decision items group increases and decreases in various accounts according to their root cause (e.g. inflation, average daily population changes, new activity or service, etc). Decision items are intended to help decision-makers focus attention on the programmatic impact of the request rather than the individual account details. Each program is allowed up to seven different decision items. Each decision item has a brief narrative description of the department's request, a narrative of the County Executive's action on the decision item, and a narrative of the County Board's action on the decision item. In addition, decision items can be initiated at the County Executive and County Board stages of the budget process.

STATISTICAL AND SUPPLEMENTAL DATA: Contains a variety of historical data and charts on operating expenditures by activity, operating revenues by source, equalized valuation, and county taxes for the past 10 years. This section includes demographic information on Dane County, including population, per capita income, school enrollment, unemployment, principal taxpayers, and largest employers, followed a computation of the County's legal debt margin. There are also supporting schedules and information related to the adopted budget, including the County Board resolution establishing the tax levy for the budget, a schedule apportioning the tax levy out across the local municipalities and a schedule of the equalized values used in the apportionment of the levy. Finally, this section also includes salary schedules for the various employee groups of the county.

OPERATING BUDGET APPROPRIATIONS RESOLUTION: This section is the official operating budget adopted by the County Board and approved by the County Executive. The Operating Budget Appropriations Resolution includes the tax levy computation and fund balance analysis, a tax levy history, schedule of appropriations for operations, an operations expenditure and revenue history, list of operating budget carryforwards, schedule of principal and interest payments, and a schedule of budgeted positions.

CAPITAL BUDGET: The Capital Budget section includes an introduction that discusses the scope of the capital budget, the state imposed property tax levy limitation, the capital improvement planning and budgeting process, budget control

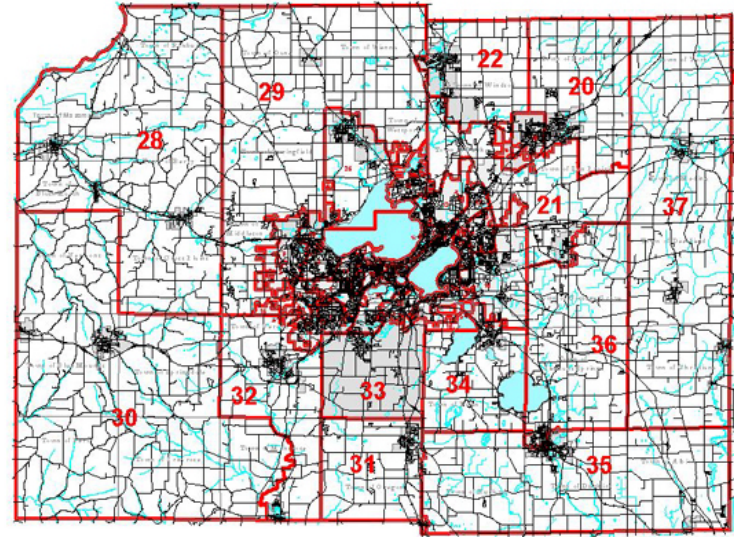
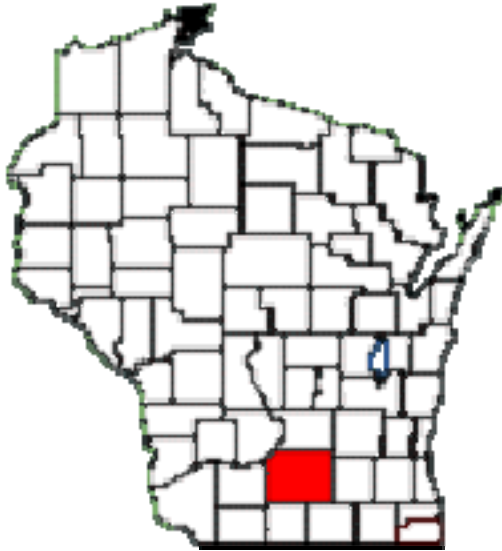
BUDGET USERS GUIDE (continued)

policies, and financing of the capital budget. This section has a schedule of existing debt service by fund and information on the County's outstanding debt as a percent of its legal debt limit. The Planned Project Overview is a schedule of capital budget items for the prior year, current year and budget year. The Project Detail Summaries contain a brief description, justification and financing summary for each project in the Capital Budget. When available, an estimate of the project's impact on the operating budget is also included on the project detail summary.

CAPITAL BUDGET APPROPRIATIONS RESOLUTION: This section is the official capital budget adopted by the County Board and approved by the County Executive. The Capital Budget Appropriations Resolution includes the tax levy computation and fund balance analysis, tax levy history, appropriations for capital, capital expenditure history, capital budget carryforwards, and a principal and interest payment schedule.

GLOSSARY: A glossary of common budget terms and acronyms.

INDEX: An alphabetical directory of the budget document.

PROFILE OF DANE COUNTY GOVERNMENT

Dane County government provides many functions and services for its 489,331 citizens through 2,200 elected and civil service employees. The County acts as an agency for the State of Wisconsin to enforce both state and county laws for the protection of its citizens' livelihood, safety, health and welfare, and property.

The Dane County Board of Supervisors establishes policies for the County. Supervisors are elected from each of the County's 37 supervisory districts (see map above) in the spring of even numbered years. As the County's legislative body, the County Board also approves county ordinances, levies taxes, and appropriates funds for all county services.

The Office of the County Executive was established in 1972 to act as the Chief Executive Officer of the County. The County Executive is a county-wide elected position that serves a four-year term, with elections in the spring.

In addition to the County Board and County Executive, there are six elected County officials whose offices are established by the constitution of the State of Wisconsin and who are elected in the fall of every even numbered year.

DANE COUNTY, WISCONSIN

PROFILE OF DANE COUNTY GOVERNMENT (continued)

These offices are the Clerk of Courts, County Clerk, District Attorney, Register of Deeds, Sheriff and Treasurer. Elected officials serve as the head of their respective agencies and carry out the policies established by the State Legislature, the County Board, and the County Executive.

In addition to the six elected officials, Dane County has numerous appointed department heads that administer County, State and Federal regulations specific to their departments. These departments are: Administration, Airport, Alliant Energy Center, Corporation Counsel, Emergency Management, Extension, Family Court Counseling, Human Services, Juvenile Court, Land and Water Resources, Library, Medical Examiner, Planning and Development, Public Safety Communications, Public Works, Highway and Transportation, Veterans Service, and the Zoo.

The Dane County Regional Airport plays a vital role in meeting the transportation needs of the Dane County area, as well as striving to enhance the community it serves. Every year, more than a million passengers use the airport. Commercial air service includes Delta, United Express, Frontier Airlines, Continental Express, and American Eagle. More than 100 commercial planes depart and arrive the Dane County Regional Airport on an average day.

The Alliant Energy Center is a state-of-the-art convention and exposition center, situated on a landscaped 160 acre campus. The multi-use buildings that comprise the Center campus are home to nearly 500 events a year, including professional and amateur sports, concerts, family, trade and consumer shows, agricultural events, conventions and other activities such as the World Dairy Expo. These events draw more than 1,000,000 visitors annually. Among the buildings on the campus are the 225,000 square foot Exhibition Hall and the 10,000 seat Veterans Memorial Coliseum. The Center campus also includes 5,500 paved parking stalls.

Badger Prairie Health Care Center is a 120-bed, 24-hour nursing facility that provides care to residents paid either through public assistance or private resources. Badger Prairie is an important link in Dane County's health and long-term care systems for older adults and adults with disabilities. The nursing facility, which is operated by Dane County Department of Human Services, provides services and treatment to adults with behavioral emotional or psychiatric disorders that keep them from living with their own families, in the community or in other nursing homes.

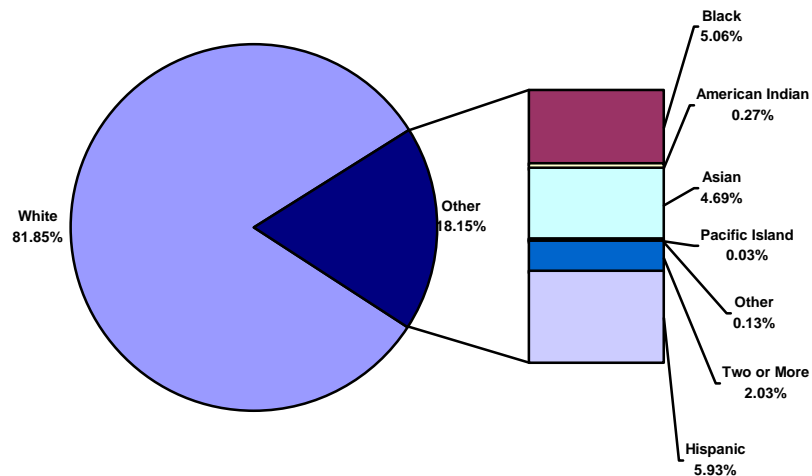
COMMUNITY PROFILE

Dane County was created by the first Wisconsin Territorial legislature in 1836 and was organized as a separate governmental unit in 1839. The County was named after Nathan Dane of Massachusetts, chairman of the committee that drew up the Ordinance of 1787 for the government of the Northwest Territory.

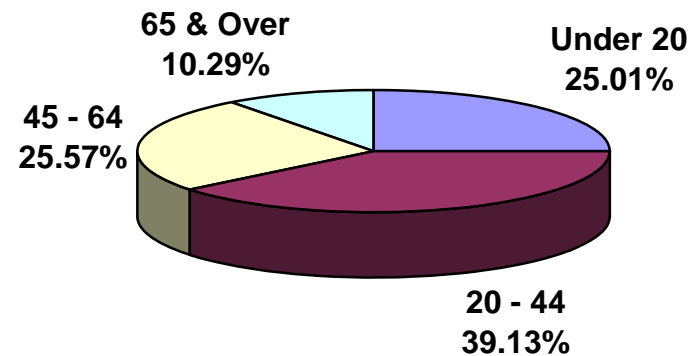
Population and Housing

Dane County is one of the fastest growing counties in Wisconsin. The 2010 census showed a population of 488,073, which was a 14.4% increase over the 2000 census. The County's citizens are well educated, with the 2010 census reporting 94.8 percent of the population age 25 and over as high school graduates, and 47.2 percent having a bachelor's degree or higher.

POPULATION BY RACE AND ORIGIN
2010 American Community Survey Estimates



POPULATION BY AGE
2010 American Community Survey Estimates



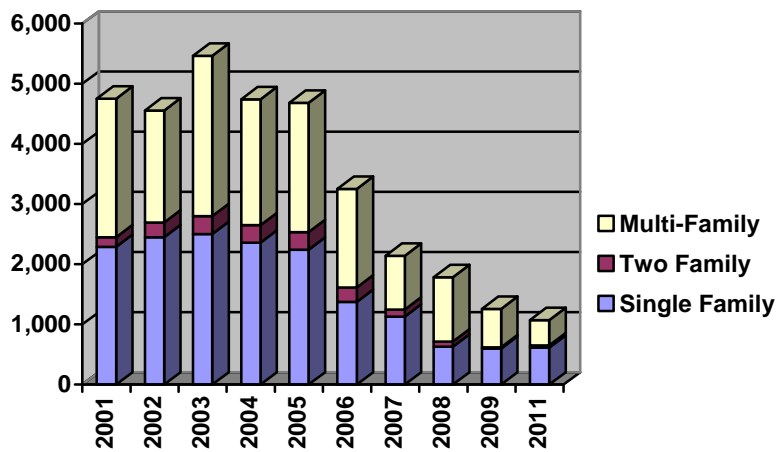
DANE COUNTY, WISCONSIN

COMMUNITY PROFILE (continued)

With an estimated 2011 population of 489,331, the County is second only to Milwaukee County for population in Wisconsin. Within the County's 1,238 square miles there are 34 townships, 19 villages and 8 cities. The City of Madison is the largest with 48% of the County's population and 45% of the equalized value. The City of Madison is the Capital of Wisconsin and home to the 42,441 student University of Wisconsin-Madison.

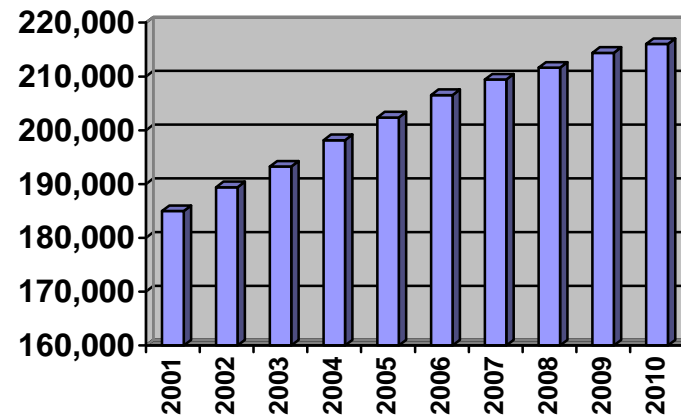
The effects of this population increase can be seen in the number of residential building permits issued and in the number of housing units available.

New Housing Units



Source: Capital Area Regional Planning Commission

Total Housing Units



Source: U.S. Census Bureau

DANE COUNTY, WISCONSIN

COMMUNITY PROFILE (continued)Employment and Economic Data

Dane County is home to Oscar Mayer Foods, a leading national meat processing company; Spectrum Brands, a leading international battery manufacturer; CUNA Mutual & Subsidiaries, providing insurance and other services to the world's credit unions; American Family Insurance; and many other businesses and industries. In addition, Dane County is a leading Wisconsin county in agriculture and livestock production.

Dane County has a rapidly growing high-tech business community that has been fostered by the University of Wisconsin-Madison's world-wide leadership and academic teaching in the areas of biotechnology, medical/biomedical research, micro-electronics, pharmaceuticals, contract research and development, and software and other computer-related equipment.

The annual average unemployment rate in Dane County is consistently below state and national averages. The low unemployment rate can be attributed to the stability of the workforce and types of business located in the County.

Annual Unemployment Rates (not seasonally adjusted)			
Year	Dane County	Wisconsin	United States
2001	2.8%	4.4%	4.7%
2002	3.4%	5.3%	5.8%
2003	3.6%	5.6%	6.0%
2004	3.2%	5.0%	5.5%
2005	3.2%	4.8%	5.1%
2006	3.2%	4.7%	4.6%
2007	3.4%	4.8%	4.6%
2008	3.4%	4.9%	5.8%
2009	5.9%	8.7%	9.3%
2010	5.6%	8.3%	9.6%
Source: Wisconsin Department of Workforce Development			

DANE COUNTY, WISCONSIN

COMMUNITY PROFILE (continued)

Dane County Non-Farm Employment by Industry (NAICS Code) - Annual Averages					
Industry Type	2006	2007	2008	2009	2010
Construction	15,693	15,268	14,152	11,778	10,860
Manufacturing	26,977	27,161	25,911	23,000	22,652
Trade, Transportation & Utilities	52,621	52,909	52,356	49,432	49,084
Information	8,841	Suppressed*	Suppressed*	Suppressed*	10,424
Financial Activities	26,578	26,010	25,878	25,521	24,822
Professional & Business Services	34,441	36,826	37,436	35,116	35,982
Educational & Health Services	69,774	71,964	74,060	76,268	77,342
Leisure & Hospitality	27,528	27,132	27,276	27,052	27,313
Natural Resources & Mining	1,694	1,734	1,770	1,709	1,662
Other Services	11,242	11,235	11,483	11,080	11,096
Public Administration	22,871	23,049	23,222	23,291	23,558
Unclassified	31	Suppressed*	Suppressed*	Suppressed*	32
Total Non-Farm Employment	298,291	302,597	303,418	294,150	294,827

*Note: Source: Wisconsin Department of Workforce Development - *Suppressed by Source*

Dane County's per capita personal income is consistently higher than state and national levels.

Per Capita Personal Income			
Year	Dane County	Wisconsin	United States
2000	\$34,401	\$29,141	\$30,318
2001	\$35,215	\$30,105	\$31,145
2002	\$36,388	\$30,799	\$31,461
2003	\$37,391	\$31,619	\$32,271
2004	\$38,801	\$32,699	\$33,881
2005	\$40,279	\$33,635	\$35,424
2006	\$42,998	\$35,598	\$37,698
2007	\$44,177	\$36,831	\$39,461
2008	\$45,052	\$38,151	\$40,674
2009	\$43,824	\$36,927	\$39,635

DANE COUNTY, WISCONSIN

COMMUNITY PROFILE (continued)Quality of Life

Approximately half of the population of Dane County lives within the Madison urban area. As demonstrated by the list of awards below, Madison and the surrounding area consistently rank as a top community in which to live, work, play and raise a family. Services provided by Dane County play a large part in such honors.

Madison in Top Ten for Greatest Cycling Cities

USA Today, 2011

Madison Ranked Most Educated City in America

Men's Health Magazine, September 2011

Madison Named City with Best Job Market

Portfolio.com, July 2011

Madison Ranked 7th Best City to Relocate to in America

CNBC.com, October, 2010

Third Best City for Families 2010

Parenting.com, July, 2010

Top 10 Most Innovative Cities

Forbes, May, 2010

Dane County Farmers Market #1

The Huffington Post, July 24, 2009

The Top Ten Places to Buy a Home

ABC News, August, 2009

Madison #7 Best City to Live and Work

Kiplinger, May 27, 2009

#2 in Top 100 Best Places to Raise a Family

Children's Health, September, 2009

One of the Ten Most Livable Cities in the United States

2007 Places Rated Almanac, Spring, 2007

Middleton Rated Best Place to America to Live

Money, August, 2007

Madison Rated a 5-Star Business Opportunity Metro

Expansion Management, August, 2007

Madison Rated One of Five Perfect College Towns

Smarter Travel, August, 2007

#1 Walking City

Prevention, April, 2007

UW-Madison Tabbed Best Game-Day Atmosphere

Sports Illustrated On Campus, September, 2005

DANE COUNTY, WISCONSIN