WCS advocates for justice and community safety, providing innovative opportunities for individuals to overcome adversity.

Celebrating 100 Years in 2012

Wisconsin Community Services

Proudly Serving the Community with Justice, Respect, Integrity AND THE Pursuit of Excellence
Letter from the President of the Board

Dear Friends and Supporters of Wisconsin Community Services,

Our 99th year of operation was one filled with program growth, new initiatives and the founding of a charter school. WCS is grateful to our funders and donors for their support which makes it possible to continually expand the impact of our mission. The WCS Conditional Release Program was expanded significantly to include mentally ill persons being released from prison to a new program called OARS: Opening Avenues for Re-entry Success. This is another good opportunity for WCS staff to serve the mentally ill who have been incarcerated and who need intensive wraparound, re-entry services.

A collaborative consisting of WCS, Running Rebels and Above the Clouds was awarded the Medical College’s Violence Prevention Initiative for our partnership at the Holton Youth + Family Center. WCS is the lead agency of this collaborative. Other core partners include Malaika Early Learning Center, Safe & Sound, Milwaukee Police Department District #5 and the Community Prosecution Unit, District #5 of the DA’s Office. WCS is proud to be at the forefront in the resurrection of this valuable neighborhood resource.

After years in the planning and development stages, Milwaukee Excel High School (MEHS) held its first day of classes on August 1. MEHS is a free, public charter school that provides an alternative learning environment for students who may have been challenged by traditional classroom environments. WCS teachers and staff members positively guide youth who need help creating a successful future free of their current challenges which might include past criminal involvement, violence, or alcohol and drug use. In addition, this year has also seen significant expansion in the Alcohol Treatment Court and the Day Report Center, both WCS Waukesha County programs.

During our 100th year, WCS hopes to continue our tradition of mission-driven sustainability and growth. We look forward to seeing each of you at events celebrating our 100th Anniversary next year.

Sincerely,
Raeshann Canady
WCS Board President
The Conditional Release Services Program (within the Behavioral Health Services Division) provides day-by-day and week-by-week support to individuals so they may establish stability, independence and a sense of security as they return to the community. The story below records one woman’s amazing triumphs.

Belinda’s Story
Abandoned by her father at age eight, pregnant at 13, Belinda began suffering episodes of mental illness possibly exacerbated by the behavior she was engaged in—drinking, drug use and sexual relationships with older men. Belinda sought mental-health treatment but did not forego the lifestyle she had chosen. At 27, she was convicted of a serious crime and sentenced to Winnebago Mental Health Institute—for life. Believing she had nothing to lose—or gain, Belinda states, “I was a bad girl for three or four years.”

After four years at Winnebago Mental Health Institute, Belinda saw a glimmer of hope. Through a supportive staff, Belinda found out that a life sentence could be mitigated by participation in programs: alcohol and drug treatment, anger management and decision-making. “When I knew I had hope, I reprogrammed myself; I was full of remorse for what I had done, and I made a complete U-turn.”

Belinda began to believe that she could live a productive and happier lifestyle. She participated wholeheartedly in the programs offered at Winnebago. With few lapses, she changed her behavior entirely, becoming cooperative and rule-abiding.

Eleven years later, in January of 2008, Belinda was given the chance to test her belief that she could live a happy and productive life. That chance was offered through the Conditional Release program (CRS) provided by WCS. Belinda’s CRS case manager, Tewana, provided the support she needed. Even now, Belinda still turns to Tewana to maintain her balance in a newly discovered world, a world free not merely of bars, but of alcohol, illegal drugs and freedom from the gamut of bad decisions that led to her original sentence.

Belinda is convinced that without the help of her case manager, she would have been overwhelmed. Through Tewana’s intervention and support, Belinda secured housing at St. Catherine’s. Tewana accompanied Belinda to medical appointments, helped her grocery shop and, in general, helped her become reacquainted with the city. In taking advantage of the support provided to her, Belinda’s key word is “communicate.”

“When I have a need, I communicate it.” When she needed help reconnecting with her grown son, scheduling her various appointments and arranging for a new parole officer, Belinda called on her CRS case manager. “She is there for me; she recharges me to work toward my goals, but she gives me space to grow on my own as well. I found a new place to live. I was offered and accepted a position as a peer-support specialist at Our Space. I completed a training program at the Milwaukee County Complex and just received a promotion.”

Belinda says she has learned to accept her mental illness, to deal with depression and to make positive decisions. One of those decisions involves keeping in contact with the people who provide the support she needs. Belinda’s support system includes her CRS case manager. “I know that whatever situation I am facing, I can call my case worker. I will not let go of that.”

WCS received an “Accolade Award” from the State of Wisconsin Department of Administration for its outstanding commitment to utilizing certified minority businesses. WCS spent close to 17% of the total of all State of Wisconsin contracts with MBE vendors, and was the only winner in the Procurement category. WCS adheres to minority business participation guidelines for all of its government contracts.

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Home Detention/Intensive Supervision Program
Since 1977, the WCS Home Detention/Intensive Supervision Program has been a cost-effective and highly successful alternative to placing troubled and delinquent Waukesha County youth in the Juvenile Center. Through on-going home visits and phone calls (including 24/7 crisis intervention), caseworkers form trusting and meaningful relationships with youth and their parents or caretakers.

The positive results are significant. During 2010, the program served 112 juveniles and had 7,707 contacts with youth, parents, social workers and school personnel. Ninety-six percent of the youth did not engage in further delinquent behavior during their program involvement and 88% of them were successfully discharged from the program.

Juvenile Intensive Tracking Program
By providing intensive at-home support and electronic monitoring for serious juvenile offenders (including those who are returning from corrections) the Juvenile Intensive Tracking Program benefits participating youth and Waukesha County. These young people learn that they can avoid negative behaviors and be contributing members of the community. In addition, because the program offers a meaningful alternative to costly detention stays, the county saves considerable money.

During 2010, the program served 65 clients and had 9,291 contacts with clients, parents, social workers and school personnel. Ninety-seven percent of the clients successfully completed the program. According to calculations by the Waukesha County Department of Health and Human Services, the program saved an estimated 11,781 placement days, with an estimated cost savings of $1,870,138.

Court Services and Community Alternatives

Residential Re-Entry Services

Being Good Neighbors: Halfway House Landscape Project Benefits the Community, Neighbors and Residents
Thanks to the wonderful vision and hard work of several residents and staff members at the WCS Joshua Glover Center, they now have a beautifully landscaped yard that delights neighbors and residents alike and makes their community more attractive. The landscaping project began as a way to manage the eroding soil along the south side of the building, but quickly became a beautification project and included creating terraces, planting perennials and annuals, and adding picnic tables and birdfeeders.

Not only were the residents proud of their work, but neighbors voiced appreciation as well. Diane, who has lived in the house next door for 30 years, expressed her admiration:

“The yard is looking so beautiful. I walk around every day and see new things. You have inspired me with my own yard.”

A passerby stopped her car to say thank you.

“I’ve lived in the corner house for nine years, and I have never seen your place look so nice. It improves the neighborhood, and we all benefit.”

The Joshua Glover residents are truly making a positive impact on their neighborhood and this motivates them to continue using their talents in ways that benefit the community.

When asked what he had gained from doing the landscaping project one resident wrote:

“First, this project was therapeutic for me. I was able to demonstrate my creativity. I would like to consider myself a creative person, but was not able to do this in the past. Second, the project has provided me with a means of constructively releasing energy and stress. When others gave me constructive criticism, I was able to demonstrate my ability to appropriately provide feedback without anger or aggression. Finally, this project showed me that others who see someone doing the right thing will follow suit and provide a community-service act, keeping communities growing and beautiful.”

Of the thousands of visits that take place in these programs each year, many take place at the youth’s home. The caseworkers also meet with youth at their school and mentor them in the community.

Halfway House residents and neighbors alike agreed that this planting and mulching project was a positive addition to the neighborhood.
The WCS Green Trades Training Program graduated 45 trainees in 2010 with nationally recognized Pre-Apprenticeship Certification Training (PACT) and OSHA 10 workplace safety credentials. Past and ongoing projects include renovations on the Holton Youth + Family Center, renovations of the new WCS Milwaukee Excel High School (MEHS) building, renovations for new office space for the AIDS Resource Center at the WCS Administrative Office building, and several other public and private deconstruction projects.

During or following their training, WCS works to place participants into full-time, unsubsidized employment in construction or a related field. WCS recruits, interviews and selects new trainees who need and are prepared for the rigorous program. The program has evolved to not only train participants, but also to pay them (at an entry-level, minimum hourly wage) while they apply their training to actual projects through the Milwaukee Area Workforce Investment Board’s (MAWIB) Transitional Jobs Program.

Painting using various techniques is a valuable skill that is taught in the program.

Trainees read blueprints as part of their on-the-job experience.

Trainees install a drop ceiling and flooring as space is prepared for the AIDS Resource Center of Wisconsin to move into a portion of the WCS Administrative Office building.

The trainees work on their resumes and cover letters in front of a wall that they painted and stenciled.

Trainees learn basic carpentry skills.
MEHS is a free public charter school that provides a stimulating learning environment for students who may have been challenged by traditional classroom environments. MEHS is an MPS non-instrumentality charter serving adolescents throughout the City of Milwaukee. The school is serving approximately 50 students in grades 9 through 12 for the 2011-2012 school year; this will increase to 125 students over the next two years.

Located near 27th and Scott at 1300 S. Layton Blvd. (in the Ascension Lutheran Church building), MEHS runs on a year-round academic calendar and provides supportive services five days per week. MEHS provides students with employment assistance, social services, vocational prep and academic support, and also offers services to parents.

MEHS has a strong focus on student achievement. Teachers and support staff members offer positive guidance to youth who struggle to see the link between their education and their future or those who need help creating a future free of their current challenges which might include delinquent behavior, violence or alcohol and drug use. As an agency, WCS has the experience to assist students in this way because of the variety and breadth of partnerships that we have with city, county, state and community-based organizations serving at-risk youth.

According to Clarence Johnson, WCS Associate Executive Director:
“We are excited to offer an innovative option for Milwaukee-area families that are looking for a customized, hands-on learning approach for their high school student. The bottom line is we know that students have different needs and goals for where they want to go in the future; the staff at MEHS have the training and expertise to ensure that each individual student reaches his or her fullest potential.”

According to Nicole Johnson, MEHS Director of Education:
“MEHS students engage in real-world experiences including internships, job shadowing, employment, volunteering and service learning projects. Upon graduation from MEHS, all of our students will have a marketable skill. Whether continuing their education or entering the workforce, they will be well prepared.”

Please visit MEHS on Facebook or at the MEHS website at www.mehscharter.org
Each year WCS presents deserving individuals with the Friend of the Friendless Award. This award is given to special individuals who have supported, assisted and empowered those who are seemingly outcasts in our community. In June 2010, WCS had the honor of awarding both Kit and Joel McNally with the Friend of the Friendless Award. The McNallys have been married for 44 years – they have three children and two grandchildren.

**Kit Murphy McNally**

Until her retirement in May of 2011, Kit Murphy McNally was the Executive Director of the Benedict Center, an interfaith nonprofit criminal justice agency with a 34-year history of justice advocacy in Milwaukee. From 1988 to 2011, she worked to position the Center as a strong voice on issues of criminal justice which impact so disproportionately on impoverished people of color. Kit drove the Center’s mission for fundamental change in the criminal justice system by demonstrating best practices and what works through the Center’s programs. The dynamic model she used was the Center’s holistic, gender-responsive Women’s Harm Reduction Program that recognizes the role of trauma in the lives of women who find themselves in the criminal justice system.

Kit believes in solving problems by engaging those most closely involved and forging new partnerships for change. This is reflected in Milwaukee’s Community Justice Center for Day Reporting, initiated through the Benedict Center’s justice advocacy as a partnership between a community consortium and the County Correctional Facility South. Kit was also behind a growing initiative for Community Justice in Milwaukee, that influenced the drafting of a Community Justice Act for Wisconsin. Kit exemplifies the “Friend of the Friendless” in her relentless pursuit of alternatives to incarceration for the majority of offenders and her commitment to healing women involved in the criminal justice system.

**Joel McNally**

Joel has had a long career as a newspaper reporter and columnist, radio talk show host and television commentator. He received the Lifelong Commitment to Justice Award from Community Shares of Greater Milwaukee and numerous journalism honors including a National Headliner Award for Best Local Column. Joel is known for his strong and powerfully written articles bringing to light issues of injustice in our community.

Over the last several years, Joel was best known as a co-host on the 1290 AM radio Morning Show. It is a testament to Joel’s genuine concern and compassion for justice for all people that led to his being asked to co-host the radio show that catered predominantly to the African-American community. Joel demonstrates being a true “Friend of the Friendless” in his willingness to stand up and say or write what needs to be said on behalf of all disenfranchised persons in our community.
Volunteer Award

James A. Gramling, Jr. is a pro-bono attorney at the Center for Driver’s License Recovery and Employability (CDLRE), a program of Wisconsin Community Services. Gramling co-founded the Center for Driver’s License Recovery and Employability in 2007 after seeing firsthand the need for such a service during his 21 years as a judge for the City of Milwaukee Municipal Court. Before his service on the bench, Gramling worked as both a staff and managing attorney for Legal Action of Wisconsin and as a staff attorney for the Legal Aid and Defender Society of Greater Kansas City in Missouri. He is a graduate of the University of Wisconsin Law School and Marquette University.

Among other awards, Gramling has received the Lifetime Achievement Award from the Milwaukee Bar Association, the Howard B. Eisenberg Service Award from Marquette University Law School, and the Phillip Lerman Heart of Justice Award from The Benedict Center. He is an active member of the Milwaukee Lawyer Chapter of the American Constitution Society, legislative committee of the Wisconsin Municipal Judges Association, long-time volunteer worker at the Casa Maria Hospitality House, and serves on the board of the Milwaukee Fatherhood Initiative. He has three children and seven grandchildren.

WCS is honored to work so closely with a man who dedicates his time and expertise to making Milwaukee a better place. James Gramling has lived out WCS’ mission to advocate for justice and community safety and provide innovative opportunities for individuals to overcome adversity. WCS is pleased to recognize his many contributions and to celebrate a truly great man.

“James Gramling has lived out WCS’ mission to advocate for justice and community safety and provide innovative opportunities for individuals to overcome adversity.”

Volunteers Make a Difference

Wisconsin Community Services is always looking for enthusiastic volunteers. If you would like to become a WCS volunteer, please contact the WCS Human Resources Department at 414.290.0400.

WCS Board of Directors

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<tr>
<th>Board President</th>
<th>Harvey Held</th>
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<td>Raeshann Canady</td>
<td>Attorney</td>
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<td>State Public Defender’s Office</td>
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<td>Board Vice President</td>
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<td>North Avenue Community Development Corporation</td>
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<td>Board Treasurer</td>
<td>James A. Schubilske</td>
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<td>Steve Brachman</td>
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<td>Waste Reduction Specialist</td>
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<td>UW-Extension, Solid &amp; Hazardous Waste Education Center</td>
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<td>Board Members</td>
<td>Luis (Tony) Baez, Ph.D.</td>
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<td>Ness Flores, Esquire</td>
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<td>Attorney</td>
<td>Flores &amp; Reyes Law Firm</td>
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WCS Leadership Staff

Executive Director: Holly Patzer
Associate Executive Director: Clarence Johnson

Administrators
Behavioral Health Services: Janet Wimmer
Court Services & Community Alternatives: Sara Carpenter
Development & Communication: Anne Osterwind
Director of Program Operations: Shawn Smith
Financial: Yolanda Babcock
Human Resources: Lori Sheets
Policy & Workforce Development: Nichole Yunk
Residential Re-entry Services: Joe Spolowicz

Plan to join us in 2012 as WCS celebrates 100 years of service!
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WCS Funding Sources

Anne E. Casey Foundation
Behavioral Consultants, Inc.
Children’s Service Society of Wisconsin
City of Greenfield
City of Milwaukee: Department of Public Health
City of West Allis
Greater Milwaukee Foundation
Hebron House of Hospitality, Inc.
Helen Bader Foundation
Hon. Marianne E. Becker Fund, Inc.
Integrated Family Services, Inc.
Kenosha County Sheriff’s Department
Kenosha County Department of Human Services: Division of Aging & Disability Services
Local Initiatives Support Corporation (LISC)
Maximus Human Services
Medicaid/Medicare
Medical College of Wisconsin: Healthier Wisconsin Partnership Program
Milwaukee Area Workforce Investment Board (MAWIB)
Milwaukee County: Office of the Chief Judge
Milwaukee County: Community Business Development
Milwaukee County Department of Energy and the Environment
Milwaukee County: Community Development Block Grant (CDBG)
Milwaukee County: Community Options Program
Milwaukee County: DHHS - Delinquency & Court Services
Milwaukee County: DHHS - Behavioral Health Division
Milwaukee County: Sheriff’s Department

Above the Clouds
Center for Self-Sufficiency (CSSS)
City of Milwaukee Municipal Court
Cream City Wrecking and Dismantling
David Bennink, Owner RE-USE Consulting
Elk Grove Village, Illinois
Fannie Mae
Helen Bader Foundation
Helen Bader Foundation
Hon. Marianne E. Becker Fund, Inc.
Integrated Family Services, Inc.
Kenosha County Sheriff’s Department
Kenosha County Department of Human Services: Division of Aging & Disability Services
Local Initiatives Support Corporation (LISC)
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Milwaukee County: DHHS - Delinquency & Court Services
Milwaukee County: DHHS - Behavioral Health Division
Milwaukee County: Sheriff’s Department

WCS Collaborative Partners

MAWIB
MGA Construction
Milwaukee Police Department: District 5
Milwaukee County DA: Community Prosecution Unit
District 5
Milwaukee County Technical College (MATC)
Running Rebels
Safe & Sound
SOPHIA
Urban Strategies

WCS Supporters

ORGANIZATIONS
Abled Chocolate
Ambassador Hotel
Armacost Correctional Services
Barbota's Restaurants
BEAUTY
Blomme Chocolates
Bloomer Grill
Casa del Río
Christian Growth Fund
ESAB Welding and Cutting Products
Euro Auto
Express Installation Services
Famous Dave's
George & Julie Mosher Family Foundation
Green Bay Packers
Harley Davidson Museum
Historic Milwaukee
Honeyjoy Donuts
Immanuel Presbyterian Church
Innovo Golf Course
John G. Shedd Aquarium
KCS Industries
Krumreich's Jewelers
Lakeview Foods, Inc.
Lazer Tag Adventureland
Mid Insurance Solutions
Microsight Studio
Milwaukee Ballet
Milwaukee County Parks
Milwaukee County Zoo
Milwaukee Public Museum
Milwaukee Public Schools
Milwaukee Repertory Theater
Milwaukee Symphony Orchestra
Mutual of America
Rochester Deli
Russell's Food
ShadowFax
Smartwave Consulting
Sprecher Brewing Company
Straightway Highland Christian Fellowship
The Chocolate Factory
The Clarke Hotel
The Exit Us Project Worldwide
Outreach, Inc.
The Second City
Town of Genesee
United Way Milwaukee Alles de Toqueville Society
Vanguard Sculpture Services, Ltd.
Vims, Inc.
Waunakee Floral & Greenhouse
Waunawat Presbyterian Church
Weigel, Carlson, Blau & Clemens, S.C.
Xero, Inc.
Zanies Comedy Hoot Club

INDIVIDUALS
Helen & Nancy Abrahamson
Hannah Addison
Lori Atkinson
Bob Allbritton
Sandy Anderson-Payne
Evelyn Ang
Thomas & Elise Armstrong
John & Linda Atkinson
Dr. Elizabeth Baile
Anna Barrena
Sandra Barrera
Rose Barton
Dr. Robert & Carol Bates
Edward & Barbara Beckert
Dana Bertling
Steve Beuchener
Kevin & Pat Bradley
Charles & Helen Bresnahan
Bob Bratton
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Anthony & Andrea Bryant
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Lee Carroll
Karen Cheek
Dr. C.D. Chidz
Brad Collins
Michael & Cheryl Chisholm
Richard & Betty Cummings
Malha Darsawah
Jim & Colleen Diehl
Jeff Dulan
Clare Doyle
Steven Dunning
Cullen Durable
Karen Duffy
John & Tamara Dunn
Dr. Michael & Lynn Dwing
Susan Fitcher
Jennifer Frederickson
Christina Collins
Fred & La Garcia
Richard & Eileen Gass
Attorney Medora Gena
Linda Geoghegan
Fatimah Ginnings
Michael Goldstein
Les Gordinie
Amanda Gragg
James Granting
Connie Griswold
Jim Hainsly
George Hall
Chris & Hillary Hau
Chad Heinzman
Harvey & Sheila Held
Jim Heuler
Lynn Hermann
Tom & Debbie Hitchcock
Opal Houtteer
Clarence and Tina Johnson
Eric Johnson
Mel Johnson & Paula Lorant
Carol Kaiser
Gina Kangas
Bonita King
Susan Kowen
Roland Kraemer
Gloria Kuth
Phyllis Lardinio
Ramon & Loreen Larson
Scott & Rose Larson
Christine Leroy
Marian Lewis
Lynelle Lund
Judge J. Mac Davis
Patricia Madden
Richard & Donna Manke
Mary Lou Marose
Dr. Adrienne & Ryan Maurer
Sally McLaughey
Scott & Robin McCormick
Todd & Jennifer McDonald
Kendra McGirr
David Medley
Bethany Mensching
Roy & Caroline Merath
Roy F. C. Merath
Ann Muea
Jim Milner
Marylin & Karen Minister
Cathy Mitchell
Paul Murphy
Frank & Alice Murray
Don Myles
Barbara Notestein
Christine Nykle
Keisha Osborn
Anne Orenstein
Holly Pater
Judith Prack
Kathleen Penneyer
Nick & Erika Petty
David Pifer & Jacqueline Island

David & Helen Potter
Melissa Potter
Joan Pray
Katie Pol
Beans Pugh
John & Maggie Quinn
Mick Reed
Phyllis Ann Raschett
Derek & Evelyn Reid
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Hector Rodriguez
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Chuck & Tammy Schuster
Tom Schuster
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Nicolas & Heather Sims
Joe Spoleonti
Gerald & Jill Stattem
Janice Stand
Karen Stafford
Bill & Marilyn Swanmer
Bill Swanmyer & Helen Caldwell
Steve Swigert
Patricia Tarver-Harris
Krista Tempelman
Rosemary Teres
Leon V/ Todd, Jr.
Donna Tafler
Monique Traele
Ellen Uremont
Paul Unkric
Andrew & Amy Van Sedin
Linda Velasco
Cathy Waring
Jennifer Waring
Jessica Waring
Kris Wimmer
Nancy Wieden
Phoe Wild
Dan Wilde
Janet Wimmer
Melanie Winter
Terry Witkowski
Nicholas Yous-Todd
Francisco Zepeda
## 2010 Financial Report

### Year Ending December 31, 2010

#### Assets

**Current Assets:**
- Cash and Cash Equivalents: $3,136,688
- Grants and Contracts Receivable: $1,947,675
- Accounts Receivable – Other: $273,678
- Total Account Receivables: $2,221,353

**Fixed Assets:**
- Land: $413,100
- Leasehold Improvements: $20,018
- Furniture and Equipment: $573,315
- Computer Equipment: $147,745
- Vehicles: $35,002
- Total Fixed Assets: $4,900,444

**Net Fixed Assets:** $4,276,617

**Other Assets:** $45,323

**Total Assets:** $10,456,386

#### Liabilities and Fund Balance

**Current Liabilities:**
- Accounts Payable: $532,100
- Payroll and Related Expenses: $683,364
- Other Accrued Expenses: $121,687
- Current Maturities of Long-Term Debt: $107,712
- Total Current Liabilities: $1,620,420

**Long-Term Debt Less Current Maturities:** $2,188,259

**Total Liabilities:** $6,611,631

#### Net Assets

- Unrestricted: $3,710,335
- Temporarily Unrestricted: $3,420
- Permanently Restricted: $100,000
- Total Net Assets: $3,844,755

#### Support and Revenue

- United Way and Donations: $565,052
- City of Milwaukee: $277,500
- City of West Allis: $2,400
- City of Greenfield: $250
- Fire and Police Commission: $250
- Other Counties: $1,199,949
- State of Wisconsin: $4,481,907
- Federal Government: $1,775,479
- Other Funders/Grants: $1,061,445
- Medicaid/Medicare: $5,168,553
- Fees for Professional Services: $839,419
- Intra-Agency Sale of Service and Medications: $269,447
- Miscellaneous: $283,528
- In-Kind Revenue: $101,000

**Total Support and Revenue:** $20,324,681

#### Operating Expenses

- Salaries and Wages: $8,811,916
- Payroll Taxes and Fringe Benefits: $2,629,779
- Professional Fees: $2,012,066
- Supplies: $3,892,852
- Intra-Agency Sale of Service: $269,447
- Miscellaneous: $283,528
- Printing and Media: $57,268
- Employee Travel: $186,052
- Conference and Meetings: $53,392
- In-Kind Expenses: $101,000
- Liability Insurance: $191,931
- Miscellaneous: $160,542

**Total Expenses:** $20,291,292

**Net Surplus (shortage):** $33,389

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### 2010 Revenue and Expenses

#### Revenue Sources
- 100% = $20,324,681
- 25.3% Medicaid/Medicare
- 8.7% Federal
- 5.6% Waukesha County
- 5.5% Fees for Services
- 1.4% In-kind
- 3.2% United Way & Donations
- 5.2% Other Funders & Grants
- 4% Youth Services
- 11.5% Policy & Workforce Development
- 11.5% Court Services & Community Alternatives
- 21% Residential Re-entry Services
- 22.1% State
- 1% Development

#### Expenditures by Service Area
- 100% = $20,291,292
- 31% Behavioral Health Services
- 13% Administration and Building
- 21% Residential Re-entry Services
- 11.5% Court Services & Community Alternatives
- 11.5% Policy & Workforce Development
- 7% Ancillary Services
- 4% Youth Services
- 1% Development
- 10% In-Kind Expenses
- 4% In-Kind Revenue
- 31% Behavioral Health Services