NOTICE OF MEETING
HEALTH & HUMAN SERVICES COMMITTEE

September 3, 2013 - 8:15 AM

Call to Order
Certification of Compliance with Open Meeting Law
Approval of Minutes

Health & Human Services Committee - Regular Meeting - Aug 20, 2013 8:30 AM

Announcements and Correspondence
HHS - Director
  Consideration of Support for Wisconsin County Human Services Association Umbrella Statute

HHS - Business and Administrative Support Services
  Consideration of Budget Adjustment

HHS-Community Programs
  Consideration of Vacant Position Analysis for a Social Worker - Mental Health

HHS-Social Services
  Consideration of Vacant Position Analysis for a LTE - Child Protective Services Ongoing Social Worker

Review and Approve Vouchers
Approval of Attendance a Other Meetings or Functions
Public Input
Adjourn

Upcoming Meetings

- **Thursday, September 5, 2013:** Wisconsin County Human Services Association Executive Committee Meeting (Stevens Point)
- **Tuesday, September 10, 2013:** Aging Unit Advisory Committee Meeting - 9:00 a.m. - Aging and Disability Resource Center
- **Tuesday, September 10, 2013:** Aging and Disability Resource Center Governing Committee Meeting - 10:00 a.m. - Aging and Disability Resource Center
- **Tuesday, September 17, 2013:** Health and Human Services Committee Meeting - 8:15 a.m. - Health and Human Services Building, Room 413
- **Tuesday, September 17, 2013:** County Board Meeting - 6:00 p.m.
- **Tuesday, October 1, 2013:** Health and Human Services Committee Meeting - 8:15 a.m. - Health and Human Services Building, Room 413
Thursday, October 3, 2013: Wisconsin County Human Services Association Executive Committee Meeting (Stevens Point)

Veteran's Service Office

“The Veteran’s Service Office is hosting a graduation ceremony on Friday, September 20, 2013 at Sheboygan County Circuit Court Branch III to begin at 1:30 p.m. Members of the Health & Human Services Committee have been invited to attend. If a majority of the Committee attends this event, their presence may constitute a “Meeting” under the Open Meeting Law as interpreted in State ex rel. Badke v. Greendale Village Board, 173 Wis. 2d 553 (1993), even though the Committee will be taking no action at this event.”

Prepared by:
Julie Schaefer
Recording Secretary

Peggy Feider
Committee Chairperson

Tom Eggebrecht
Health and Human Services Department Director

NOTE: A majority of the members of the County Board of Supervisors or of any of its committees may be present at this meeting to listen, observe and participate. If a majority of any such body is present, their presence constitutes a "meeting" under the Open Meeting Law as interpreted in State ex rel. Badke v. Greendale Village Board, 173 Wis. 2d 553 (1993), even though the visiting body will take no action at this meeting.

Wis. Stat. § 19.84 requires that each meeting of a governmental body be preceded by a public notice setting forth the time, date, place, and subject matter of the meeting. This Notice and Agenda is made in fulfillment of this obligation. Electronic versions of this Notice and Agenda may hyperlink to documents being circulated to members in anticipation of the meeting and are accessible to the public for viewing. Additions, subtractions, or modifications of the hyperlinked materials do not constitute an amendment to the meeting agenda unless expressly set forth in an Amended Notice and Agenda. Members of the public are encouraged to check from time to time before the meeting to see whether the hyperlinked content has been changed from what was originally posted.

Persons with disabilities needing assistance to attend or participate are asked to notify Julie Schaefer, 920-459-3176 prior to the meeting so that accommodations may be arranged.
Supervisor Feider called the meeting to order at 9:00 a.m.

Supervisor Feider informed the Committee that Supervisor Wheeler and Ms. Dodge are excused from today's meeting.

CERTIFICATION OF COMPLIANCE WITH OPEN MEETING LAW
The Health and Human Services Department received an e-mail noting that the agenda for the August 20, 2013 meeting of the Health and Human Services Committee was posted on August 16, 2013, at 2:00 p.m., in compliance with the Open Meeting Law.

REVIEW AND APPROVE MINUTES: August 6, 2013 Health and Human Services Committee Meeting
Mr. Nyenhuis moved and Supervisor Otten seconded to approve the minutes of the August 6, 2013 Health and Human Services Committee Meeting. Motion carried unanimously.

ANNOUNCEMENTS AND CORRESPONDENCE
Tom Eggebrecht informed the Committee that Dale Hippensteel, Jean Beinemann, and Steve Steinhardt will be presenting at this evening's County Board Meeting on the County's Tuberculosis Outbreak.

Tom Eggebrecht informed the Committee they are invited to attend Dale Hippensteel's Retirement Party which will be on September 4, 2013 at Bump's in Sheboygan.

Tom Eggebrecht informed the Committee that the Resolution on the Health and Human Services Building addition is on the table for County Board approval at this evening's County Board Meeting.

At the August 14, 2013 Finance Committee Meeting, the five-year capital plan request for Health and Human Services to replace the Department’s software operating system in response to the aging architecture and planned discontinuation of its further development by the current software vendor was approved on a 3 to 2 vote. However, the Finance Committee directed this
project be funded by utilizing this year’s projected positive variance and fund balance rather than bonding.

Tom Eggebrecht informed the Committee that on today’s agenda is a request of the Committee for approval for a Vacant Position Analysis for a Public Health Manager due to the upcoming retirement of Dale Hippensteel.

Tom Eggebrecht informed the Committee that also on today’s agenda is a request of the Committee for approval of appointing an Interim Health Officer.

Tom Eggebrecht informed the Committee that an Account Clerk will be transferring to Economic Support due to that Division’s workload increase. This position has been budgeted for and will be brought to the Committee via a Vacant Position Analysis for Committee consideration at a future meeting.

CONSIDERATION OF 2014 HEALTH AND HUMAN SERVICES BUDGET
Carol Bukovic informed the Committee that the 2014 Health and Human Services Budget will not be put on the Finance Committee’s Meeting agenda until the budget is approved by this Committee.

Tom Eggebrecht acknowledged Carol Bukovic and Shannon Otten, as well as the Managers for their hard work on getting the 2014 budget numbers finalized in order to be presented to the Committee at today’s meeting

Tom Eggebrecht presented a high level overview of the 2014 proposed Health and Human Services Budget. The highlights of the 2014 proposed budget are as follows.

The County’s levy contribution to the Department under this proposal aligns with its budget target as approved by the Finance Committee and allows for $254,668 in growth. With that, overall levy use will total $13,586,400 for the year while overall spending will increase by approximately $1.7 million.

Adjustments are indexed to policy shifts on State and Federal levels, current community needs, and service utilization trends. Under the plan, the Public Health Division will apply new state revenues to management of the County’s recent tuberculosis outbreak, the Economic Support Division will assist consumers in navigating health insurance changes brought about by the State plan for the Federal Affordable Health Care Act, and revenues as well as expenses for the Children’s Long Term Support Program that were removed in 2013 following the State’s introduction of a third party administrator will be reinstated in response to updated rule interpretation there.

The Department is also proposing to make staffing changes in response to public input and service demands. A split position is proposed to be created and shared between the Department’s Adult Protective Services Unit and Aging and Disability Resource Center. The position will expand the Department’s capacity in the area of elder abuse intervention and also serve as Information and Assistance Specialist in the area of community mental health under the auspices of the Aging and Disability Resource Center. Another position is proposed to be filled on a pilot basis and be cross-trained to respond to after-hours child welfare, juvenile justice, mental health, adult protection, and public health emergencies. Should the pilot prove successful, future costs for on-call compensatory and overtime pay will be reduced and the Department will be positioned to be able to reevaluate the future scope and need for its current...
investment in contracted mental health services. To assist with these costs, the unfilled Deputy Director position is proposed to be defunded.

Tom Eggebrecht also focused on Title III Older Americans Funding. The County stands to lose Older Americans funding used to support senior center and senior dining program operations in response to statewide census recalculations and potential Federal sequestration adjustments. Proposed tax levy adjustments under the Department's budget proposal will allow for the continuation of all affected programs in entering the year, but consideration for future cost reductions will be required for 2015 and beyond.

Supervisor Feider informed the Committee that at the base budget meeting with County Administrator Adam Payne, County Administrator Payne indicated that the Committee needs to develop cost savings measures with the reduction in the Older Americans Funding and also recommended that a closer look be given to the discretionary fees. A discussion ensued on fees and after discussion and questions were answered, Supervisor Feider indicated that the Committee will continue to routinely review fees charged by the Department.

Supervisor Hoffmann moved and Supervisor Van Dinhorn to approve the 2014 budget as proposed and to forward this request to the Finance Committee for their consideration. Motion considered unanimously.

Supervisor Otten recommended that at a future meeting, discussion occur on the unfilled positions in this Department and what the plan is for these positions.

CONSIDERATION OF VACANT POSITION ANALYSIS FOR PUBLIC HEALTH MANAGER
Tom Eggebrecht presented a Vacant Position Analysis for a Public Health Manager and explained the necessity of filling this position.

After discussion, Supervisor Hoffmann moved and Supervisor Koch seconded to approve the Vacant Position Analysis for a Public Health Manager and forward this request to the Human Resources Committee for their consideration. Motion carried unanimously.

CONSIDERATION OF APPOINTMENT OF INTERIM HEALTH OFFICER
Tom Eggebrecht indicated to the Committee that he is recommending appointing Jean Beinemann, RN, Program Supervisor in the Public Health Division as Interim Health Officer during the recruitment process for a Public Health Manager. Tom indicated he will work out with Human Resources a compensation package for Jean while she is in the role of Interim Health Officer.

Mr. Nyenhuis moved and Supervisor Koch seconded to approve the appointment of Jean Beinemann, RN, Program Supervisor as Interim Health Officer and forward this request to the Human Resources Committee for consideration. Motion carried unanimously.

CONSIDERATION OF REAPPOINTMENTS TO THE AGING AND DISABILITY RESOURCE CENTER GOVERNING COMMITTEE
- Dagmar Ewald
- Paul Opitz

Tom Eggebrecht informed the Committee that the appointment terms of Dagmar Ewald and Paul Opitz are expired and both have indicated their desire to be reappointed to the Aging and Disability Resource Center Governing Committee.
Supervisor Otten moved and Supervisor Koch seconded to approve the reappointments of Dagmar Ewald and Paul Opitz to the Aging and Disability Resource Center Governing Committee and forward this request to County Administrator Adam Payne for his consideration.

QUALITY SERVICES REVIEW FINAL REPORT – MARTIN BONK
Martin Bonk distributed a PowerPoint handout put together by the Department of Children and Families on Sheboygan County Health and Human Services Quality Service Review Summary.

The Quality Services Review occurred the first week in May. This summary handout indicates practice strengths and practice challenges, organizational strengths and challenges, resource strengths and challenges, legal strengths and challenges. Martin indicated, in summary, no action plan was given to the Social Services Division for changes. The Quality Services Review occurred over a four-day time span and involved 17 cases. Quality Service Reviews occur every three years.

In a related topic, the Social Services Division filed an egregious incident report with the State pertaining to a child protection matter. The Quality Services Review Panel indicated the Department may receive a plan of action pertaining to that report. However, the State has not as yet responded to the report, and the egregious incident timeline has passed, so it is uncertain if a review by the State has been or will be completed for the incident.

REVIEW AND APPROVE VOUCHERS
After questions were answered, Mr. Nyenhuis moved and Supervisor Otten seconded to approve the expense vouchers as presented. Motion carried unanimously.

APPROVAL OF ATTENDANCE OF MEMBERS AT OTHER MEETINGS OR FUNCTIONS
None.

PUBLIC INPUT ON AGENDA ITEMS
None.

PUBLIC INPUT ON NON-AGENDA ITEMS
None.

REQUESTS FOR FUTURE AGENDA ITEMS
- Purchase of Service Vendor Review
- Chapter 51/Chapter 55 Placements

ADJOURNMENT
At 10:29 a.m., Supervisor Van Dixhorn moved and Supervisor Otten seconded to adjourn the August 20, 2013 Health and Human Services Committee Meeting. Motion carried unanimously.

Julie Schaefer
Recording Secretary

Vernon Koch
Committee Secretary
Myths and Realities of Human Services Redesign
Statutory Language Revisions Project
WCHSA Board Meeting
April 4, 2013

Myth #1: As a smaller, rural county, my county will lose its ability to independently deliver services and will be swallowed up by larger counties if statutes allow for greater collaboration.

Reality: The statutory framework will allow counties to choose whether to join a collaborative for the delivery of services, or remain independent in the delivery of services. All counties will have a choice as to whether or not to join a collaborative.

Myth #2: The new statutory construct will result in my county board losing influence and the ability to make decisions in the best interests of my county.

Reality: County boards will maintain their decision making abilities as to whether to join a collaborative and in what capacity the county would be involved. A county board remains the legislative authority for the county for the delivery of services to its citizens – the statutory framework will simply allow a county to choose for services to be delivered through a collaborative.

Myth #3: This new statutory mechanism will cause my county to lose its autonomy.

Reality: Any collaborative formed under the new statutory mechanism would be discretionary. Counties will not be forced into joining a collaborative; nor will counties, once joining a collaborative, lose the ability to make decisions with regard to the delivery of human services. Counties may tailor agreements relating to a collaborative to best serve the needs of the citizens of the county.

Myth #4: My county can already collaborate with other counties in any way we desire, so this new, proposed statutory mechanism is pointless.

Reality: While under current statutes counties are afforded many opportunities for collaboration, what is lacking from current statutory models is the ability for counties to control how such collaboratives are governed. The agreement which forms the collaborative may be tailored by the counties to provide a governance structure that is most beneficial to the participating counties. The statutes currently do not provide for participating counties to create the governance structure for a collaborative; rather once collaborating, the governance structure is dictated by statute. Likewise, current law does not force state recognition of certain collaborative entities. The changes would require state agencies to recognize collaborative entities. The new statutory framework revolutionizes the way counties that choose to collaborate may be governed.

Myth #5: There is no benefit to the new statutory language, rather it will cost me my job!

Reality: The new statutory framework brings flexibility to the manner in which counties may deliver human services to its citizens. The benefits of flexibility in collaboration and governance help to ensure that counties continue to provide the highest quality services in the most efficient and effective manner. While a collaborative may reduce the number of administrative level
positions, all counties recognize the need for people on the ground within each individual county. The intent of the collaborative is not to remove a human service presence within the county.

Myth #6: My county will be forced into a collaborative it does not wish to join – just like Income Maintenance consortia!

**Reality:** The statutory framework for a human services collaborative is entirely discretionary and provides flexibility for counties to elect to join collaboratives, or to remain as an individual county service provider. The statute will allow for counties to collaborate on the delivery with as many or as few services as the collaborative desires. Counties may elect to enter into a collaborative contract, but there is absolutely no statutory requirement to do so!

Myth #7: This new statutory framework is incomplete and vague because it fails to define a county’s liability and obligations.

**Reality:** The statutory language is purposefully imprecise in order to provide counties with the flexibility to define obligations for their individual collaboratives. Collaborative members may agree to include indemnification clauses, for example, in their collaborative contracts. The collaborative itself does not have a separate existence, but rather liability flows through to its members.

Myth #8: My county can already enter into a Section 46.22 multicounty social service department. This so-called “new” statute is no different!

**Reality:** While a county may presently enter into a Section 46.22 agreement, such agreements are incredibly narrow in the services that may be provided under such a social services contract. The new statutory framework is broader and allows collaboration for all human and social services.

Myth #9: This is a really great idea, guys, but any collaborative set up under this so-called “new” statute is going to fail just like the Section 51.42 Boards have failed. Nice try!

**Reality:** It cannot be emphasized enough the flexibility that the statute would provide counties. If issues arise, counties have the power to enter into new or amended contracts that would alleviate or resolve the issues. Section 51.42 Boards are statutorily prescriptive, meaning such Boards must follow a rigid statutory framework. A new statutory collaborative will have the freedom to make decisions and take action as issues arise.

Myth #10: I can tell you how this is going to play out – once this language gets to the legislature, politics will take over, my county will be forced into regionalization, and there goes my county’s freedom!

**Reality:** While the draft language is subject to committee review, revisions, and rewriting as it passes through the legislature, the goal of WCHSA is to reach out to legislators, state departments, county boards, and consumer groups to rally support to maintain flexibility in the decision to collaborate. It is true that there is no guarantee that the legislative process will not entirely change the nature of the language, the redesign group and the statutory language subcommittee group will work tirelessly to achieve the flexibility result.
### Human Services Redesign Committee

#### Timeline for Statutory Revisions

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>July 2012 – April 2013</strong></td>
<td>To date, the umbrella statute has been developed with input from the Redesign Committee, the statutory language subgroup, and input from WCHSA small group discussions.</td>
</tr>
<tr>
<td><strong>March 2013</strong></td>
<td>WCHSA membership has voted to continue the exploration of the development of the umbrella statute.</td>
</tr>
<tr>
<td><strong>May 2013</strong></td>
<td>Utilize conference to education WCHSA membership on the statutory language project. WCHSA membership vote to move forward with statutory revisions.</td>
</tr>
<tr>
<td><strong>June 2013 – September 2013</strong></td>
<td>Meetings and outreach with stakeholders to educate on purpose and intent of umbrella statute and obtain buy-in from counties (county executives, administrators, boards, Governor and state departments); Begin to explore sponsorship opportunities for purposes of introduction to legislature; Re-draft of umbrella statute based on input.</td>
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</tbody>
</table>
| **September 2013**       | Final vote by WCHSA membership  
Presentation at WCA Board at conference                                                                                                     |
| **September 2013 – December 2013** | Continue efforts to promote umbrella statute to stakeholder groups; continue outreach to county boards for buy-in; outreach to legislators for support of bill in Assembly and Senate  
Actively pursue sponsorship in legislation and engage the Legislative Reference Bureau for legal research and professional bill drafting; introduction to Finance Committee |

Revised 4/8/13
Umbrella Statute

DRAFT – June 18, 2013*

(1) Purpose and intent. All of the following are the purposes and intent of this section:

(a) To enable counties to collaborate to provide a comprehensive range of human services.

(b) To provide flexibility as to the manner and extent in which counties may collaborate to provide human services.

(c) To authorize the creation of a contract to define the scope of services to be provided on a collaborative basis and to provide flexible governance of the collaborative relationship upon creation.

(d) To require recognition of the collaborative body by state departments.

(e) To allow for the development and promotion of performance outcomes to be achieved by counties that collaborate.

(2) Definition. In this section, “county collaborative” means a collaborative of 2 or more counties which have entered into an agreement under s. 66.0301 and pursuant to this section to perform on behalf of the collaboration of counties, any of the services described in sub. (3).

(3) County Collaborative.

(a) Creation. The county boards of supervisors of 2 or more counties, may enter into a contract to establish a county collaborative on a multicounty basis to allow for the administration of any or all county programs under the Department of Health Services, the Department of Children and Families, the Department of Corrections, and the Department of Administration, make appropriations to operate the programs and authorize the county collaborative to apply for certification and grants for any programs the Departments oversee.

(b) Duties and Powers. Consistent with the contract entered into under sub. (3)(a), a county collaborative may perform any or all of the duties, and shall have the powers associated with, a county department of social services under s. 46.22, a county department of human services under s. 46.23 or a department of community programs under s. 51.42[1], provided that any powers or duties not specifically transferred to the county collaborative shall be retained by a county.

(c) Other Powers and Duties. Any contract under sub. (2) may provide for the establishment of outcomes, which may include allocation of resources to achieve identified outcomes.

(d) Collaboration Not Required. At no such time shall a county or group of counties be required to join a county collaborative.

(e) Recognition of Statutory and Non-Statutory Collaboratives. Nothing herein shall prevent the recognition by state departments of already existing collaborative entities and state departments shall recognize previously existing agreements providing for the integration of human services.

(4) County Collaborative Administration. Any contract under sub. (2) may provide a plan for administration of the county collaborative, which may include but is not limited to provisions as to proration of the expenses involved, assumption of risk and indemnity, deposit and disbursement of funds appropriated, submission and approval of budgets, creation of a governance structure, method of governance and formation and letting of contracts. Nothing prescribed herein shall prevent a county collaborative from designing a flexible governance structure in order to meet the specific needs of the county collaborative. Any contract under sub. (2) shall identify the individual responsible for the administration of the county collaborative.

(a) Review requests and, if a county collaborative has complied with this section, certify county collaboratives to perform the functions specified in the contract entered into under sub. (3)(a).

(b) Periodically review and evaluate county collaboratives to assure compliance with this section. The review shall include a periodic assessment of need which shall separately identify elements of service required under the contract entered into under sub. (3)(a).

(c) Perform all duties and functions of the Departments specified in ss. 46.22, 46.23 and 51.42.

(6) **EXCHANGE OF INFORMATION.** Notwithstanding [list statutory subsections for particular service areas which require confidentiality of records], a subunit of a county collaborative acting under this subsection may exchange confidential information about a client, without the informed consent of the client, with any other subunit of the same county collaborative, with any agency for which a collaborative has been established, or An agency that releases information under this paragraph shall document that a request for information was received and what information was provided.

(7) **EXPANSION AND DISSOLUTION OF THE COUNTY COLLABORATIVE.** At any time after the organization of any such county collaborative, any additional county or counties may join in the support and conduct thereof upon payment of such equitable proportion of the original cost of its establishment, and any joint county may withdraw upon such terms, as may be agreed upon among the county boards of the counties interested; and thereupon the county collaborative administration shall be reorganized, in such manner as may be determined by the county boards of the participating counties, to conform to sub. (4).

(8) **CONSTRUCTION.**

(a) Any reference in [define specific statutes and chapters to which this section is applicable] to a county department shall be interpreted as an individual county or county collaborative as defined in this section.

(b) This section shall be deemed to provide a complete and supplemental method for exercising the powers authorized by this section, and shall be deemed as being supplemental to the powers conferred by other applicable laws.

Note: The intent of subsection 3(a) is to encompass all programs and services falling under the Department of Health Services, the Department of Children and Families, the Department of Corrections, and the Department of Administration, as well as the ability of counties to collaborate on any part of such programs and services.

* Disclaimer: The language of the umbrella statute constitutes a draft of the concept and recommended language for new legislation. The final language of the umbrella statute is subject to change upon official drafting of the legislation, specifically by the Legislative Reference Bureau, as the bill moves through the legislative process.
September 3, 2013

TO: Health and Human Services Committee

FROM: Shannon Otten, Manager Business and Administrative Support Services

RE: Consideration of Budget Adjustment

On behalf of our Accounting team, I would like to request a budget adjustment to facilitate the purchase of a new copy machine. The current copier has been in place since January of 2007, it has provided us with 1.3 million copies to date. This copier is beyond its useful life and has required several repairs in the past few months. The new copier would be a Konica Minolta brand and estimated to provide seven years of service.

I am requesting a transfer of $6,699 based on the pricing provided by our MBM representative. This transfer would be from account number 215.533725 Postage to account number 210.566005 Office Furniture and Fixtures.

Thank you in advance for your consideration of this request.

Shannon Otten
VACANT POSITION ANALYSIS
SHEBOYGAN COUNTY

Department: HHSD-DCP
Position: SOCIAL WORKER—Mental Health

<table>
<thead>
<tr>
<th>Vacancy Date:</th>
<th>10-1-2013</th>
<th>Expected Fill Date:</th>
<th>10-1-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bargaining Unit:</td>
<td>Local 437</td>
<td>Date VPA Done:</td>
<td>August 28, 2013</td>
</tr>
<tr>
<td>Pay Grade:</td>
<td>Social Worker I</td>
<td>VPA Done By:</td>
<td>Eric Brunnic, LCSW</td>
</tr>
<tr>
<td>Pay Range:</td>
<td>$19.81-$25.36</td>
<td>Signature:</td>
<td>[Signature]</td>
</tr>
</tbody>
</table>

Why is this position vacant?
The employee that held this position retired.

SECTION A – PROGRAMS

List the program or programs served by the position, along with the percentage of time the person in the position devotes to each program, whether the program is mandatory or discretionary, and what priority ranking has been given to the program:

<table>
<thead>
<tr>
<th>Program</th>
<th>Percent of Time</th>
<th>Mandatory/Discretionary</th>
<th>Priority Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Mental Health (consolidation of MH programs)</td>
<td>100%</td>
<td>Mandatory</td>
<td>Ranking not determined for consolidation of MH programs</td>
</tr>
</tbody>
</table>

SECTION B – COSTS

The annual costs associated with the position (at the current year’s wage and benefit rates) are:

<table>
<thead>
<tr>
<th>Wages</th>
<th>Benefits</th>
<th>Other (non-payroll)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$46,945</td>
<td>$24,939</td>
<td>$</td>
<td>$71,884</td>
</tr>
</tbody>
</table>

(Note: costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions. Do not subtract any other possible revenue from costs.)

The costs associated with the full time position from the anticipated fill date through the end of the current year are:

<table>
<thead>
<tr>
<th>Wages</th>
<th>Benefits</th>
<th>Other (non-payroll)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$11,736</td>
<td>$6,235</td>
<td>$</td>
<td>$17,971</td>
</tr>
</tbody>
</table>

Are sufficient amounts included in the current year’s budget to cover the costs if the position is filled? If not, please state the amount needed and the proposed source of funds:

Yes

If a state or federal grant or other source of non-tax revenue is used to fund this position, please indicate the source of funds and for how long such funds are likely to be available:

This position is partially funded by Medicaid billing for services this position provides. The Mental Health Social Worker will function as part of a State Certified Community Mental Health program for individuals with severe and persistent mental illness. One of the State Certified programs have been certified since 1991 and another program since 2006.
SECTION C – IMPACT

Please describe the effect on services to the public (or to other county departments) that would result from keeping the position vacant either permanently or temporarily.

There currently is an wait list of 8 individuals for mental health treatment in the community. Currently staff carries caseloads that are at the upper limit of what is specified under the State Certification process. If the position is not filled, current consumers may need to be discharged from the program, and the wait list will continue to expand.

Individuals who are served by this position have severe and persistent mental illness. If they do not receive the necessary community services, they can require placement in high cost institutional settings. An example of the community treatment that may be required by such a person would be someone who would otherwise require placement at Winnebago Mental Health Institute (WMHI). The cost of that placement is up to $1,200 per day. After a period of stabilization, such an individual would receive community mental health treatment, and establish a jointly developed Recovery Plan to ultimately lead to living independently in the community.

To what extent, if any, would revenues in the current budget or in the future (excluding revenue from employee contributions to health or dental coverage) be affected by keeping the position vacant?

The funding provided by billing through Medicaid would be lost if the position is not filled. The loss of community mental health treatment for people with severe mental illness will result in more costly institutional placements.

SECTION D – OTHER

Is it possible to fill this position by transferring an employee from another position that serves lower-priority programs, or which might be left vacant for any reason in the foreseeable future?

With the demand for behavioral health services and the high caseloads current staff carry, it is not possible to transfer any staff to this position.

Would filling this position be likely to create a vacancy in another position and, if so, what position or positions? Please note that a separate VPA must be submitted for each position, but that VPA’s for anticipated openings that may be caused by filling this position may be submitted for approval at the same time.

No

Is there any other information that the liaison committee or Human Resources Committee ought to have when considering this request? You may attach additional documentation if you wish.

Over the past year the wait list for community mental health treatment had been briefly eliminated. Reduction, or preferably elimination, of the wait list for such services greatly reduces the likelihood of individuals in need of high cost institutional placement. Reducing the need for costly institutional placement ultimately brings down the overall cost of mental health recovery and treatment services.
ACTION TAKEN

Department Head Determination: _____ Fill _____ Not Fill

Date: ________________
Signature: ______________________

Liaison Committee Action: _____ Approve _____ Disapprove

Date: ________________
Committee Chair: ______________________

Human Resources Committee: _____ Approve _____ Disapprove

Date: ________________
Committee Chair: ______________________

Distribution: After department head determination, distribute to liaison committee with copies to County Administrator and Human Resources Director. After liaison committee approval, submit signed original to Human Resources Director.
VACANT POSITION ANALYSIS
SHEBOYGAN COUNTY

<table>
<thead>
<tr>
<th>Department:</th>
<th>Health &amp; Human Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Social Worker – Limited Term Employee</td>
</tr>
</tbody>
</table>

Vacancy Date: Expected due date: September 25, 2013
Expected Fill Date: September 26, 2013
Bargaining Unit: Social Workers Local 437, AFSCME, AFLCIO
Date VPA Done: August 27, 2013
Pay Grade: Social Worker LTE
VPA Done By: Martin J. Bonk
Pay Range: $19.56/hour; (LTE pay is less than SW I)
Signature: [Signature]

Why is this position vacant?
Two of our existing Social Workers in our Child Protective Services (CPS) Combined and Ongoing Units will be leaving for a 12-week Family Leaves through FMLA. The Division is already operating with a reduced number of employees due to attrition that resulted from vacancies that were never filled. The vacancies created by these workers’ time off of work further deplete an already depleted work force. The entire Division will be short-staffed for approximately 5 months or more, just for these FMLA reasons alone, not mentioning vacations and other potential issues not anticipated at this time. In addition, the Division will be one Social Work Supervisor short from mid-September through the end of November for FMLA reasons as well. The duties of that Supervisor, and distribution of her workers, will be handled by the remaining Supervisory staff and Division Manager.

SECTION A – PROGRAMS

List the program or programs served by the position, along with the percentage of time the person in the position devotes to each program, whether the program is mandatory or discretionary, and what priority ranking has been given to the program:

<table>
<thead>
<tr>
<th>Program</th>
<th>Percent of Time</th>
<th>Mandatory/Discretionary</th>
<th>Priority Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division of Social Services – Child Protective Services Combined and Ongoing Units</td>
<td>100%</td>
<td>Mandatory</td>
<td>1</td>
</tr>
</tbody>
</table>

SECTION B – COSTS (2011 anticipated figures)

The costs associated with a 6-month LTD position (at the current year’s wage and benefit rates) are:

<table>
<thead>
<tr>
<th>Wages</th>
<th>Benefits</th>
<th>Other (non-payroll)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$17,995.20</td>
<td>$1,603.37</td>
<td>$</td>
<td>$19,598.57</td>
</tr>
</tbody>
</table>

(Note: costs for health and dental benefits should be net costs, after subtracting revenue from employee contributions. Do not subtract any other possible revenue from costs.)
The costs associated with the position from the anticipated fill date through the end of the current year are:

<table>
<thead>
<tr>
<th>Wages</th>
<th>Benefits</th>
<th>Other (non-payroll)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$11,736.00</td>
<td>$1,046.03</td>
<td></td>
<td>$12,782.03</td>
</tr>
</tbody>
</table>

Are sufficient amounts included in the current year’s budget to cover the costs if the position is filled? If not, please state the amount needed and the proposed source of funds:

This specific LTE position was not budgeted for in 2013. However, due to several retirements a positive variance exists, meaning that the budget can support the hiring of a limited term employee. This position will be funded through a combination of Community Aids and county tax levy.

If a state or federal grant or other source of non-tax revenue is used to fund this position, please indicate the source of funds and for how long such funds are likely to be available:

The State’s Basic County Allocation, otherwise known as Community Aids, is appropriated under s. 20.435(7)(b), (i) and (o), Stats., is used broadly to pay for local social services and will remain available under legislative authority.

SECTION C – IMPACT

Please describe the effect on services to the public (or to other county departments) that would result from keeping the position vacant either permanently or temporarily:

Child Protective Services (CPS) is critical to the mission of the Sheboygan County Health and Human Services Department. The philosophy of the Division of Social Services is that providing effective service to families and children at the CPS Intake and Ongoing stage will help reduce referrals of additional child maltreatment, or even juvenile delinquency, later in life. Therefore, it is our belief that filling these positions is critical to the provision of services to the citizens of Sheboygan County. The duties of a CPS Ongoing Worker are to follow through on the findings and recommendations of the Initial Assessment which is completed by an Intake worker. Much of the activity at the Ongoing level is guided by Chapter 48 of the WI Statutes, along with numerous Administrative Rules and State Standards. All of these activities are also to be conducted within strict time frames, such as holding an initial face-to-face visit between a child removed from his/her home with his/her natural parents within 5 days of removal. Visits between the child and their parent(s) are often held at least one time per week, necessitating a high degree of coordination and planning by the worker. Additionally, they coordinate schedules and services with schools, medical professionals, care providers, attorneys, and probation officers. Due to the scarcity of mental health services, and the difficulty of our clients to access those services that are available in the community, the CPS Ongoing Social Workers take on additional counseling and mediating roles with individuals and families, typically working with 3 generations. In out-of-home placement cases, the Adoption and Safe Family Act (ASFA) dictates that if a child is placed out of their natural home for at least 15 of the previous 22 months, the Department must file for a termination of parental rights in order to provide the child with permanence. When the child remains in the parent’s home, the worker must assure child safety by whatever means necessary. These are just several examples of many. If this position is not approved, there could be several anticipated consequences:

- First and foremost, child safety could be jeopardized or compromised. The ability of this Division to respond as required by State Statute and Administrative Rule in a timely manner to allegations of child maltreatment and providing treatment services would be put at risk. If we do not do so, the Division, County, Supervisor, and Worker could face legal action, such as lawsuits, or even sanctions on their Social Work Certification.
There most definitely would be an increase in overtime expenses. In order to meet the State mandated time limits and standards, workers would have to put in overtime. This would be at the rate of time and one-half, with the lowest current salary in this unit is $20.37 an hour, and the highest salary is $30.99 per hour.

CPS social worker positions are traditionally high stress and high burnout positions. The nature of these jobs makes them positions in which workers have traditionally transferred to other units, if the opportunity arises. If these positions were left vacant during the existing worker’s FMLA’s, it would be extremely difficult to meet client demands while complying with State and Department expectations.

With increased caseloads, increased hours, and increased stress, the likelihood of errors, “cutting corners,” and potentially missing dangerous situations for children could be expected to increase as well. We do not want to endanger the lives of children.

Not preventing or intervening at an early stage could result in increased costs in the future. Statistics clearly show there is a very high correlation between child abuse and neglect, and future criminal activity. These costs are not only financial, but emotional and societal. Placements in juvenile correctional institutions are currently $294 per child per day. Placements in a residential care center (formerly child caring institutions) currently average over $306 per child per day (or $9,332 per child per month).

To what extent, if any, would revenues in the current budget or in the future (excluding revenue from employee contributions to health or dental coverage) be affected by keeping the position vacant?

These positions are funded through our Community Aids Allocation from the State of Wisconsin. If this LTE position were not filled, we would not lose revenue. The funding would be put to use elsewhere as allowable under Community Aids guidelines. Under the Federal Child Welfare Review and State Program Enhancement Plan (PEP), it is unclear if there could be fiscal penalties for failing to comply with Child Welfare Standards and Practices.

SECTION D – OTHER

Is it possible to fill this position by transferring an employee from another position that serves lower-priority programs, or which might be left vacant for any reason in the foreseeable future?

In the past several years, the Division has opted to not fill full-time Social Worker positions due to attrition. In 2012, two full-time positions were not filled, and the funding from one of those positions was used to make two part-time employees, full-time. The CPS Ongoing Unit social workers continue to be burdened by a flood of new procedures and policies as part of the State PEP process. Much of the work they perform has resulted in significant increases in paperwork and case documentation, along with shortened time frames for completing such tasks. Several years ago the Division transferred a social worker from the Tower Academy program into a CPS Ongoing unit believing that such a lateral move could be made rather than hiring a new worker. At this point in time, there are no other units that have the luxury of losing an employee while still being able to meet client demands. Additionally, as mentioned earlier, a Social Work Supervisor (who supervises the CPS Ongoing Unit) will also be leaving for FMLA in the months of late September, October and part of November. There also is currently a CPS Intake worker on FMLA until the end of September. The entire Division has been, and will be, short-staffed during these leaves of absence.
Would filling this position be likely to create a vacancy in another position and, if so, what position or positions? Please note that a separate VPA must be submitted for each position, but that VPA’s for anticipated openings that may be caused by filling this position may be submitted for approval at the same time.

Because this request is for a Limited Term Employee, the position does not need to be posted to the existing Social Work Union members. There is no current full-time employee that would select to work as an LTE with no fringe benefits.

Is there any other information that the liaison committee or Human Resources Committee ought to have when considering this request? You may attach additional documentation if you wish.

Obviously, the worst case scenario would be a child death as a result of our inability to respond in a timely fashion. More likely, the abuse or neglect of a child would continue to go on for long periods of time before being adequately addressed. Unfortunately, severe emotional, mental, and physical trauma and child deaths due to maltreatment have become all too prevalent in State and national news accounts. The correlation between child abuse/neglect and future juvenile delinquency is very high. Effective intervention at the CPS Access stage sets the stage for future case management and treatment planning at the Ongoing stage, with the intent being to prevent the need for high cost placements down the road. While it typically takes about 3 years of training, skill building, and experience for CPS Social Workers to feel proficient and competent in their jobs, we are hoping to attract a recent graduate or student in a child welfare track of social work to this position that has some experience in CPS and with the SACPIS software system. We can’t easily find such people who are ready to step in to these jobs, so the other workers in the Unit will still carry an increased burden until the Limited Term Employee comes up to speed.

**ACTION TAKEN**

Department Head Determination:  ____ Fill  ____ Not Fill  
Date:  _______________  Signature:  ________________________________

Liaison Committee Action:  ____ Approve  ____ Disapprove  
Date:  _______________  Committee Chair:  ________________________________

Human Resources Committee:  ____ Approve  ____ Disapprove  
Date:  _______________  Committee Chair:  ________________________________

Distribution: After department head determination, distribute to liaison committee with copies to County Administrator and Human Resources Director. After liaison committee approval, submit signed original to Human Resources Director.