

ROCK COUNTY, WISCONSIN



NOTE: This is a Teleconference

**COUNTY BOARD STAFF COMMITTEE
MONDAY, FEBRUARY 22, 2021 – 4:30 P.M.
CALL: 1-312-626-6799
MEETING ID: 896 7873 2385
PASSCODE: 463689**

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If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Monday, February 22, 2021. To submit a public comment use the following email: vanzandt@co.rock.wi.us.

Join from a telephone:

- On your phone, dial the phone number provided above
- Enter the meeting ID number when prompted, using your dial-pad.
- Please note that long-distance charges may apply. This is not a toll-free number.

- Supervisors: Please identify yourself by name
- **Please mute your phone when you are not speaking to minimize background noises**
- We are new at holding meetings this way, so please be patient

Instructions for the hearing impaired –

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Please contact Marilyn at (608)757-5510 if you are going to be late or if you will not be able to attend the meeting.

**COUNTY BOARD STAFF COMMITTEE
MONDAY, FEBRUARY 22, 2021 – 4:30 P.M.**

Agenda

1. Call to Order
2. Approve Agenda
3. Public Comment
4. Approval of Minutes of February 8 and February 11, 2021
5. Transfers
6. Resolutions and Committee Action
 - A. In Support of Legislation to Allow for Greater Broadband Expansion
 - B. Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget
 - C. To Recognize Cheri Salava
 - D. Amending the 2021 HSD Budget and Creating 1.0 FTE HS Supervisor I, 1.0 FTE HS Professional Lead Worker, 3.0 FTE HS Professional and 1.0 Administrative Assistant Positions to Meet Waitlist Elimination Requirements in the Children’s Long Term Support Program
7. Adjournment

The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail countyadmin@co.rock.wi.us at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.

Please contact Marilyn at (608)757-5510 if you are going to be late or if you will not be able to attend the meeting.



COUNTY BOARD STAFF COMMITTEE
Minutes – February 8, 2021

Call to Order. Chair Bostwick called the meeting of the County Board Staff Committee to order at 4:30 P.M. via telephone conference.

Committee Members Present: Supervisors Beaver, Richard Bostwick, Peer, Podzilni, Sweeney, Leavy, Davis, Yeomans and Brien at 5:04 P.M.

Committee Members Absent: None.

Staff Members Present via Phone: Josh Smith, County Administrator; Randy Terronez, Assistant to County Administrator; Amy Spoden, Assistant Human Resources Director; Richard Greenlee, Corporation Counsel; Terri Carlson, Risk Manager; Bridget Laurent, Deputy Corporation Counsel; Linda Hardie, Nutrition Program Supervisor; Paula Schutt, Director of Council on Aging; Michelle Lynch, Karen Woodworth and Amber DeJaynes, Rock Haven;

Others Present: Supervisors Aegerter, Pam Bostwick, Mawhinney and Lokrantz; David O’Leary, District Attorney; Brian McMillen, Christine Raleigh, Georgia Janisch, citizens.

Approval of Agenda. Supervisor Podzilni moved approval of the agenda as presented, second by Supervisor Davis. ADOPTED.

Public Comment. There were fifteen public comments submitted. Three random comments were read to the committee. All comments were against the mandatory COVID-19 vaccine for Rock Haven employees.

Approval of Minutes – January 11, 2021. Supervisor Peer moved approval of the minutes of January 11, 2021 as presented, second by Supervisor Yeomans. ADOPTED.

Transfers. None.

Review of Payments. The Committee accepted the reports.

Resolutions and Committee Action.

Recognizing Rock County Assistant District Attorney Scott Dirks

“NOW, THEREFORE, BE IT RESOLVED that the Rock County Board of Supervisors duly assembled this _____ day of _____, 2021, does hereby recognize Scott Dirks for his years of faithful service and recommends

that a sincere expression of appreciation be given to him along with best wishes for the future.

BE IT FURTHER RESOLVED, that the County Clerk be authorized and directed to furnish a copy of this resolution to Rock County Assistant District Attorney Scott Dirks.”

Supervisor Beaver moved approval of the above resolution, second by Supervisor Davis. ADOPTED.

Recognizing Kenneth McMillan

“**NOW, THEREFORE, BE IT RESOLVED**, by the Rock County Board of Supervisors at its regular meeting this _____ day of _____, 2021, directs that a sincere expression of recognition be given to Kenneth McMillan for his 21 years of service and expresses to him best wishes for the future.”

Supervisor Yeomans moved approval of the above resolution, second by Supervisor Podzilni. ADOPTED.

Creating a 1.0 FTE Nutrition Program Assistant for the Council on Aging Nutrition Program and Amending the 2021 Council on Aging Budget

“**NOW, THEREFORE, BE IT RESOLVED** that the Rock County Board of Supervisors duly assembled this _____ day of _____, 2021 does hereby authorize creation of a 1.0 FTE Nutrition Program Assistant within the Council on Aging.

BE IT FURTHER RESOLVED that the Council on Aging 2021 budget be amended as follow:

.....”

Supervisor Peer moved approval of the above resolution, second by Supervisor Davis. ADOPTED.

Asking Governor Tony Evers to Include an Inflationary Increase to Utility Aid Payments in the 2021-23 Budget Proposal

“**NOW, THEREFORE, BE IT RESOLVED**, that the Rock County Board of Supervisors duly assembled this _____ day of _____, 2021 hereby asks that the Governor Tony Evers include in his 2021-23 proposed budget a more fair and equitable return of utility tax collections to counties and municipalities as utility aid payments, including the addition of an inflationary increase built into the utility aid formula.”

Supervisor Davis moved approval of the above resolution, second by Supervisor Yeomans. ADOPTED.

Appointment of Nursing Home Administrator

“NOW, THEREFORE, BE IT RESOLVED, that the Rock County Board of Supervisors assembled this _____ day of _____, 2021, confirms the appointment of Natalie Rolling-Edlebeck, as Nursing Home Administrator in accordance with the attached conditions of employment.”

Supervisor Beaver moved approval of the above resolution, second by Supervisor Bostwick.

Supervisor Yeomans asked if Ms. Rolling-Edlebeck is aware of the state of Rock Haven. Mr. Smith said current issues were discussed during the interview process and he would assume that she is paying attention to things. Supervisor Leavy asked if she could attend the Future of Rock Haven Ad Hoc committee meeting. Mr. Smith said it would be unfair to ask her to attend before her employment starts.

ADOPTED.

Chair Bostwick recognized Christine Raleigh, a member of the public, who expressed her opposition to vaccine requirements for staff at Rock Haven.

Review, Discussion and Possible Action.

Nursing Home Administrator Relocation Expenses. Supervisor Podzilni moved to approve relocation expenses for the new Nursing Home Administrator per Section 18.302 of the Rock County Personnel Ordinance, second by Supervisor Yeomans. ADOPTED.

Supervisor Brien joined the meeting.

Executive Session: Supervisors Davis and Beaver moved to go into Executive Session at 5:04 P.M. per Section 19.85(1)(g), Wis. Stats. Conferring with Legal Counsel Concerning Strategy to be Adopted by the Board Regarding Litigation in which it is, or is Likely to Become Involved. ADOPTED on a roll call vote with the following: AYES – Supervisors Bostwick, Beaver, Brien, Peer, Leavy, Podzilni, Sweeney, Davis and Yeomans; NO – None; ABSENT – None.

Adjournment. Supervisor Podzilni moved adjournment from executive session and the meeting at 5:13 P.M., second by Supervisor Leavy. ADOPTED.

Respectfully submitted,

Tracey VanZandt, HR Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.



**COUNTY BOARD STAFF COMMITTEE
Minutes – February 11, 2021**

Call to Order. Chair Bostwick called the meeting of the County Board Staff Committee to order at 4:00 P.M. via telephone conference.

Committee Members Present: Supervisors Beaver, Brien, Richard Bostwick, Peer, Podzilni, Sweeney, Leavy, Davis and Yeomans.

Committee Members Absent: None.

Staff Members Present via Phone: Josh Smith, County Administrator; Randy Terronez, Assistant to County Administrator; Amy Spoden, Assistant Human Resources Director; and Richard Greenlee, Corporation Counsel.

Others Present: None.

Approval of Agenda. Supervisor Brien moved approval of the agenda as presented, second by Supervisor Yeomans. ADOPTED.

Resolutions and Committee Action.

Confirmation of Appointment of Health Officer

“NOW, THEREFORE, BE IT RESOLVED, that the Rock County Board of Supervisors assembled this _____ day of _____, 2021, confirms the appointment of Katrina Harwood, as Health Officer in accordance with the attached conditions of employment.”

Supervisor Peer moved approval of the above resolution, second by Supervisor Yeomans. ADOPTED.

Adjournment. Supervisor Beaver moved adjournment at 4:04 P.M., second by Supervisor Leavy. ADOPTED.

Respectfully submitted,

Tracey VanZandt
HR Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.

**RESOLUTION
ROCK COUNTY BOARD OF SUPERVISORS**

Sup. Dave Homan
INITIATED BY



Sup. Dave Homan
DRAFTED BY

County Board Staff Committee
SUBMITTED BY

February 11, 2021
DATE DRAFTED

In Support of Legislation to Allow for Greater Broadband Expansion

1 **WHEREAS**, a recent state report titled “Rural Voices for Prosperity A Report of the Governors Blue
2 Ribbon Commission on Rural Prosperity contained many recommendations applicable to the state of
3 or lack of broadband access throughout Rock County; and,
4

5 **WHEREAS**, the Rural Voices for Prosperity Report included the following recommendations, many
6 of which legislative action will be necessary and include:

- 7 **A. Set a bold, public goal for bringing high performance broadband to all of Wisconsin.**
- 8 **B. Boost the funding for existing state assistance to rural broadband.**
- 9 **C. Create a method to hold providers accountable for the broadband service they claim to**
10 **provide.**
- 11 **D. Provide more broadband technical assistance to communities.**
- 12 **E. Ensure broadband coverage maps are accurate.**
- 13 **F. Review and consider revising state rules that make it complicated for communities and**
14 **local leaders to take broadband action on their own.**
- 15 **G. Explore and share “how-to” ideas from the “doer” rural Wisconsin communities and**
16 **from what other states are doing; and,**
17

18 **WHEREAS**, the broadband service in Rock County is partially underserved, underserved and not
19 serviced in 53% of the County’s square miles affecting approximately 20,301 or 12% of the County’s
20 total population (per 2020 broadband application to state to serve Rock County, supplied by Bug
21 Tussel Wireless).
22

23 **NOW, THEREFORE, BE IT RESOLVED** that the Rock County Board of Supervisors duly
24 assembled this _____ day of _____, 2021, does hereby support the broadband
25 recommendations contained in the Rural Voices for Prosperity Report and urge the State of Wisconsin
26 Legislature to approve these as a means of providing meaningful broadband expansion.
27

28 **BE IT RESOLVED** that the Rock County Board of Supervisors shall push for all possible avenues to
29 provide all citizens of Rock County with reliable, high-speed internet service.

In Support of Legislation to Allow for Greater Broadband Expansion
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Respectfully submitted:

COUNTY BOARD STAFF COMMITTEE

Richard Bostwick, Chair

Wes Davis, Vice Chair

Tom Brien

Kevin Leavy

Louis Peer

J Russell Podzilni

Alan Sweeney

Bob Yeomans

Mary Beaver

LEGAL NOTE:

The County Board is authorized to take this action pursuant to §§ 59.01 and 59.51, Wis. Stats.

s/Richard Greenlee

Richard Greenlee
Corporation Counsel

FISCAL NOTE:

No fiscal impact.

/s/Sherry Oja

Sherry Oja
Finance Director

ADMINISTRATIVE NOTE:

Recommended.

/s/Josh Smith

Josh Smith
County Administrator

RESOLUTION

ROCK COUNTY BOARD OF SUPERVISORS

Supervisors Doug Wilde and
Brian Knudson
INITIATED BY



Supervisor Doug Wilde
and County Administrator
Josh Smith
DRAFTED BY

Health Services Committee
SUBMITTED BY

February 8, 2021
DATE DRAFTED

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget

1 **WHEREAS**, Rock Haven is in need of addressing staffing shortages; and,

2

3 **WHEREAS**, Rock Haven employees are some of the County’s lowest compensated staff; and,

4

5 **WHEREAS**, a package of increases to base compensation, recruitment and retention incentives for
6 new hires, referral incentives for current staff, and overtime and shift differential adjustments will help
7 address staffing issues; and

8

9 **WHEREAS**, improved partnerships with nursing programs will also improve the pipeline for new
10 staff recruitment; and

11

12 **WHEREAS**, additional and objective information is needed to better understand interactions between
13 management and staff at Rock Haven in order to improve the work environment, which in the long
14 term will lead to improved staff hiring and retention.

15

16 **NOW, THEREFORE, BE IT RESOLVED**, that the Rock County Board of Supervisors duly
17 assembled this _____ day of _____, 2021 does hereby reallocate Certified Nursing Assistants
18 and Activity Therapy Assistants from Range 25 to Range 21 of the 1258 pay grid; provide a base wage
19 increase for Licensed Practical Nurses in the same amount as Certified Nursing Assistants and Activity
20 Therapy Assistants by adjusting amounts in Range 2A of the 1258 pay grid; and increasing the base
21 wages of Registered Nurses by \$1.00 by adjusting the amounts in Range IV of the AMHS RH pay
22 grid.

23

24 **BE IT FURTHER RESOLVED**, newly hired Certified Nursing Assistants, Licensed Practical
25 Nurses, and Registered Nurses be provided with recruitment and retention incentives as follows: \$500
26 upon starting, \$500 at 6 months, and \$1,000 at 12 months. This program will be in effect for new hires
27 who begin their employment with Rock Haven no later December 31, 2021, at which time the
28 program will be re-evaluated to determine whether it will be extended.

29

30 **BE IT FURTHER RESOLVED**, currently employed staff in the positions of Certified Nursing
31 Assistant, Licensed Practical Nurse, Registered Nurse, Activity Therapy Assistant, Environmental
32 Service Worker, Food Service Worker, and Cook who have been employed less than 6 months or less
33 than 12 months will receive retention incentives of \$500 when they have been employed for 6 months
34 and \$1,000 when they have been employed for 12 months.

35

36 **BE IT FURTHER RESOLVED**, if any Rock Haven staff refers an individual to apply for a Certified
37 Nursing Assistant, Licensed Practical Nurse, or Registered Nurse position at Rock Haven and that
38 individual accepts employment, the referring staff member will receive a referral incentive of \$500
39 when the referred individual begins their employment, \$500 when the referred individual reaches
40 6 months of employment, and \$1,000 when the referred individual reaches 12 months of employment.
41 This program will be in effect for new hires who begin their employment with Rock Haven no later
42 December 31, 2021, at which time the program will be re-evaluated to determine whether it will be
43 extended.

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget

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44 **BE IT FURTHER RESOLVED**, Policy 5.31 in the Administrative Policy and Procedure Manual is
 45 amended under the AFSCME 1258 header by inserting the following language: “Licensed Practical
 46 Nurses, Certified Nursing Assistants, Activity Therapy Assistants, Environmental Service Workers,
 47 Food Service Workers, and Cooks volunteering to pick up open shifts and/or volunteer to work on
 48 short notice as a result of call-offs, shall receive one and one-half times the regular rate of pay for such
 49 duty.”

50
 51 **BE IT FURTHER RESOLVED**, Policy 5.37 in the Administrative Policy and Procedure Manual is
 52 amended under the AFSCME 1258 header as follows: “Shift Differential for all personnel (regular or
 53 pool) will be paid based on the shift worked. Any employee, who works the pm or night shift will
 54 receive a shift premium of ~~\$1.00~~ \$2.00 for all hours worked during the pm or night shift.”

55
 56 **BE IT FURTHER RESOLVED**, Rock Haven will participate in a program in partnership with
 57 Blackhawk Technical College to pay costs, including tuition, testing, and certification, of individuals
 58 interested in becoming Certified Nursing Assistants and who agree to 1) accept employment at Rock
 59 Haven for a period of not less than one year following completion of their studies and 2) repay all
 60 costs funded by Rock Haven on a pro-rata basis if they fail to remain employed for one year.

61
 62 **BE IT FURTHER RESOLVED**, Rock Haven is directed to establish a formal process for engaging
 63 with staff to improve communications and discuss policy changes, and to regularly report to the Health
 64 Services Committee regarding this process and its outcomes.

65
 66 **BE IT FURTHER RESOLVED**, the Ad Hoc Committee on the Future of Rock Haven is directed to
 67 engage a third-party to investigate the work environment, climate, and culture at Rock Haven,
 68 including compliance with and potential violations of the Personnel Ordinance and the Human
 69 Resources section of the Administrative Policy and Procedure Manual related to interactions between
 70 management and staff. The third-party will report its findings to both the Ad Hoc Committee on the
 71 Future of Rock Haven and the Blue Ribbon Commission on Organizational Excellence.

72
 73 **BE IT FURTHER RESOLVED**, the 2021 budget be amended as follows:

<u>Account/</u> <u>Description</u>	<u>Budget</u> <u>2/1/21</u>	<u>Increase</u> <u>(Decrease)</u>	<u>Amended</u> <u>Budget</u>
<u>Source of Funds</u>			
32-7160-7100-46400 Rock Haven Fund Balance	-0-	\$297,539	\$297,539
<u>Use of Funds</u>			
32-7160-7100-61100 Wages	\$8,029,539	\$246,975	\$8,276,514
32-9000-9940-61400 FICA	\$658,680	\$18,894	\$677,574
32-9000-9940-61510 Retirement	\$581,186	\$16,670	\$597,856
32-8000-6500-64205 Staff Education	-0-	\$15,000	\$15,000

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget

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Respectfully submitted,

HEALTH SERVICES COMMITTEE

COUNTY BOARD STAFF COMMITTEE

Tom Brien, Chair

Richard Bostwick, Chair

Mary Beaver, Vice Chair

Wes Davis, Vice Chair

Kevin Leavy

Tom Brien

Ron Bomkamp

Kevin Leavy

Kathy Schulz

Louis Peer

FINANCE COMMITTEE ENDORSEMENT

J. Russell Podzilni

Reviewed and approved on a vote of _____

Bob Yeomans

Mary Mawhinney, Chair

_____ Date

Alan Sweeney

Mary Beaver

LEGAL NOTE:

ADMINISTRATIVE NOTE:

The County Board is authorized to take this action pursuant to §59.22(2), Wis. Stats. As an amendment to the adopted 2021 County Budget, this Resolution requires a 2/3 vote of the entire membership of the County Board pursuant to sec. 65.90(5)(a), Wis. Stats.

Increasing base wages and providing other incentives to staff would help to address longstanding issues with recruiting and retaining staff. Any costs that will continue in 2022 will need to be funded with new tax levy available in the 2022 budget.

/s/Richard Greenlee

Contracting with an external third-party to review both general work environment issues and specific staff concerns will result in a more objective assessment of the issues that continue to need to be addressed at Rock Haven.

Richard Greenlee
Corporation Counsel

FISCAL NOTE:

/s/Josh Smith

This resolution authorizes the use of \$297,539 in fund balance for the estimated 2021 costs of these initiatives. The 12/31/2020 Rock Haven fund balance is estimated to be approximately \$4.5 million. Of that amount, working capital is estimated to be approximately \$900,000.

Josh Smith
County Administrator

/s/Sherry Oja

Sherry Oja
Finance Director

Executive Summary

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, Investigating the Work Environment and Amending the 2021 Budget

This resolution makes a number of changes to the compensation for Rock Haven staff in order to address both long-standing and acute recruitment and retention issues. For example, as of February 11, 2021, there were 40 Certified Nursing Assistant (CNA) positions vacant, an increase from the 28 positions that were vacant as of January 1, 2021 (out of a total of 92 authorized positions). Similarly, there were 6 Registered Nurse (RN) vacancies (out of 26 authorized) and 4 Licensed Practical Nurse (LPN) vacancies (out of 16 authorized).

Over the last 5 years (2016-2020), an average of 30 CNAs per year have left employment at Rock Haven. Of these, 19 CNAs per year have left employment within the first year, which includes an average of 4 CNAs per year who were hired but left before starting in their position. During this same time period, an average of 6 LPNs and 7 RNs have left employment per year; of these, an average of 3 LPNs and 3 RNs per year have left Rock Haven during their first year of employment.

Base Wage Increase

The resolution provides base wage increases to CNAs, Activity Therapy Assistants (ATAs), Licensed Practical Nurses (LPNs), and Registered Nurses (RNs). Human Resources staff regularly hear that base wages are the most important factor for new hires. Based on a comparison of wages at local skilled nursing facilities conducted by the Human Resources Department, CNAs would be reallocated from pay range 25 to pay range 21 in the 1258 pay grid. Range 21 and the increase in each step of the range are shown below. The estimated annual cost for these CNA and ATA wage and benefit increases totals \$97,711. The cost for the remainder of 2021 is estimated to total \$81,426.

Range 21

Start	6	18	30	60	120	180	240
\$15.32	\$16.39	\$16.81	\$17.17	\$17.75	\$18.26	\$19.02	\$19.40

Hourly Wage Rate Increase (as compared to Range 25)

Start	6	18	30	60	120	180	240
\$1.09	\$1.14	\$1.08	\$0.90	\$0.94	\$0.98	\$1.04	\$1.00

The hourly wage rates for LPNs in Range 2A of the 1258 pay grid would be adjusted by the same amount as that provided to CNAs. The new Range 2A is shown below. The estimated annual cost for these LPN wage and benefit increases totals \$24,082. The cost for the remainder of 2021 is estimated to total \$20,068.

Adjusted Range 2A

Start	6	18	30	60	120	180	240
\$23.84	\$24.33	\$24.72	\$25.03	\$25.55	\$26.09	\$26.90	\$27.37

Hourly Wage Rate Increase (as compared to old Range 2A)

Start	6	18	30	60	120	180	240
\$1.09	\$1.14	\$1.08	\$0.90	\$0.94	\$0.98	\$1.04	\$1.00

The hourly wage rates for RNs in Range IV of the AMHS-Rock Haven pay grid would be adjusted by \$1.00/hour in each step of the range. The estimated annual cost for these RN wage and benefit increases totals \$44,094. The cost for the remainder of 2021 is estimated to total \$36,745.

Adjusted Range IV

Start	6 mos.	2 yr.	3	4	5	6	7	8	9	15	20
\$30.06	\$31.01	\$32.00	\$32.91	\$33.87	\$34.80	\$35.74	\$36.68	\$37.61	\$38.58	\$39.68	\$40.47

The wage rate for pool CNAs, LPNs, and RNs would increase by \$1.00/hour.

The total cost for these base wage increases equals \$165,887 annually, or \$138,239 for 2021.

Recruitment, Retention, and Referral Incentives

Several skilled nursing facilities in the area offer incentive payments to recruit and retain staff in amounts averaging \$2,000. This resolution would create a \$2,000 incentive program for CNAs, LPNs, and RNs who accept employment with Rock Haven upon approval of the resolution and through December 31, 2021. New hires would receive \$500 upon starting, \$500 at six months, and

Providing Additional Compensation and Incentives to Rock Haven Staff, Improving Recruitment Activities, and Investigating the Work EnvironmentPage 2

\$1,000 at 12 months. Current staff who have been employed less than six months and/or 12 months will receive the same amount of retention incentives when they reach those milestones. In addition, any Rock Haven staff who refer a CNA, LPN, or RN who accepts employment will receive a referral incentive of \$500 when the referred staff starts, and \$500 at six months and \$1,000 at 12 months as long as the referred employee remains employed at those milestones. The cost of these changes is dependent on how successful the program is in recruiting and retaining staff.

Based on the average number of new hires over the past five years and accounting for reductions in turnover, the estimated cost for new hire incentives totals \$58,000, of which approximately \$29,000 could be paid in 2021. It is difficult to estimate costs for referrals, but if we assume half of all new hires would be referred by a current staff member, the annual costs would total \$29,000, with \$14,500 paid in 2021. Using these estimated figures, the annual costs of these programs for new hires and referrals could total \$87,000 annually, and \$43,500 in 2021. The program to provide retention incentive payments to current staff would incur most if not all of its costs in 2021 and not be an ongoing cost. Adding the estimated \$35,000 cost for incentives for retention of current staff in 2021 brings the total estimated 2021 cost for recruitment, retention, and referral incentives to \$78,500.

Overtime Policy Change

Currently, RNs receive time-and-a-half overtime when they voluntarily pick up shifts, including on short notice. This resolution would amend the Policy and Procedure Manual to create the same policy for CNAs, LPNs, ATA's, Environmental Service Workers, Food Service Workers, and Cooks. The cost of this policy change is indeterminate based on available data.

Shift Differential Policy Change

Currently, RNs receive a \$2.00 shift differential when they work the pm or night shift. This resolution would amend the Policy and Procedure Manual to increase the shift differential payment for CNAs and LPNs from \$1.00 to \$2.00 to be consistent with the amounts paid to the RNs. The cost of this policy change is estimated to be \$79,000 annually and \$65,800 for the remainder of 2021.

Partnership with Blackhawk Technical College

In the past, Rock Haven has partnered with Blackhawk Technical College to develop a pipeline of CNAs who would work at Rock Haven upon completion of their CNA program. This resolution directs Rock Haven to re-establish a similar partnership that would include Rock Haven covering the costs of completing the CNA program for CNAs who agree to become employed at Rock Haven. This could include both reimbursing CNAs for the costs of school, or employing individuals before they begin the CNA program and paying their educational costs up front. Individuals would agree to remain employed at Rock Haven for one year. No data exists on the number of CNA staff who are hired directly from the BTC program. However, if we assume half of the average number of new CNA hires over the last five years are hired through this new partnership and the CNA program at BTC, which costs around \$1,000, the cost of the program could total \$15,000 annually.

Establishment of a Formalized Communication Process

To address long-standing communication issues between management and staff, Rock Haven is directed to establish formal processes for communicating with staff, including regarding policy changes and other issues affecting working conditions. The Nursing Home Administrator would be responsible for updating the Health Services Committee regularly on these communications and their outcomes.

Investigation into Work Environment, Climate, and Culture

This resolution directs the Ad Hoc Committee on the Future of Rock Haven to contract with the third-party to investigate work environment, climate, and culture at Rock Haven, including potential violations of the Personnel Ordinance and the Human Resources section of the Administrative Policy and Procedure Manual related to interactions between management and staff. The third-party will report its findings to both the Ad Hoc Committee on the Future of Rock Haven and the Blue Ribbon Commission on Organizational Excellence. The 2020 Budget included \$35,000 for the Ad Hoc Committee to contract with an external consultant. These funds remain available for this purpose.

Overall, it is estimated that this resolution would cost \$297,539 in 2021. Costs in 2022 would depend on whether certain programs were continued next year, but base wage adjustments, shift differential, and the 12-month payment on retention incentives are estimated to cost \$303,387 in 2022.

**RESOLUTION
ROCK COUNTY BOARD OF SUPERVISORS**

Katherine Luster
INITIATED BY

Tera O'Connor
DRAFTED BY

Human Service Board
SUBMITTED BY

February, 10, 2021
DATE DRAFTED



TO RECOGNIZE CHERI SALAVA

1 **WHEREAS**, Cheri Salava has served the citizens of Rock County for twenty-eight (28) years
2 as a dedicated and valued employee of Rock County; and,
3

4 **WHEREAS**, Ms. Salava began her career on June 1st, 1992 with Rock County Human
5 Services as an After Hours Supervisor for Crisis, Child Protective Services (CPS), and Youth
6 Justice. She started working second shift and performed in this role for approximately one
7 year; and,
8

9 **WHEREAS**, Ms. Salava moved into a CPS Supervisory position in 1993. She has been in
10 this role for the last 27 years taking on a variety of roles, tasks, and programs; and,
11

12 **WHEREAS**, Ms. Salava worked diligently and consistently over those years to provide
13 oversight to parenting supportive services, volunteer transportation, coordination of the after
14 hour program, substitute and kinship care, and foster care fundraising; and,
15

16 **WHEREAS**, Ms. Salava has participated in many state level committees including the out of
17 home care committee, rate regulation, and rate setting; and,
18

19 **WHEREAS**, Ms. Salava built many positive relationships with her CPS team members, HSD
20 partners, and community stakeholders; and,
21

22 **WHEREAS**, Ms. Salava has been a dedicated, consistent, caring and committed employee.
23 She was often found working early and has been a point person for the details of specific tasks
24 and policies as well as has carried much historic knowledge. She has been a go to for “who to
25 contact” when you need an answer or have a problem to solve; and,
26

27 **WHEREAS**, Ms. Salava has decided to retire from Rock County after 28 years of dedicated
28 service on February 28th, 2021 and we will miss her.
29

30 **NOW, THEREFORE, BE IT RESOLVED** that the Rock County Board of Supervisors,
31 duly assembled this twenty-fourth day of 2021 does hereby recognize Cheri Salava for her 28
32 years of service and extend best wishes to her in her future endeavors.

Resolution to Recognize Cheri Salava
Page 2

Rock County Human Services Board

Brian Knudson, Chair

Sally Jean Weaver-Landers, Vice Chair

Pam Bostwick

Ashley Kleven

Kaelyb Lokrantz

J. Russell Podzilni

Angelina Reyes

Kathy Schulz

Shirley Williams

COUNTY BOARD STAFF COMMITTEE

Richard Bostwick, Chair

Wes Davis, Vice Chair

Tom Brien

Kevin Leavy

Louis Peer

J. Russell Podzilni

Bob Yeomans

Alan Sweeney

Mary Beaver

RESOLUTION
ROCK COUNTY BOARD OF SUPERVISORS

Kate Luster
INITIATED BY

Human Services Board
SUBMITTED BY



Marci Taets
DRAFTED BY

February 10, 2021
DATE DRAFTED

**AMENDING THE 2021 HSD BUDGET AND CREATING 1.0 FTE HS SUPERVISOR I,
1.0 FTE HS PROFESSIONAL LEAD WORKER, 3.0 FTE HS PROFESSIONAL AND
1.0 ADMINISTRATIVE ASSISTANT POSITIONS TO MEET WAITLIST ELIMINATION
REQUIREMENTS IN THE CHILDREN’S LONG TERM SUPPORT PROGRAM**

1 **WHEREAS**, the Human Services Department’s Children’s Long Term Support (CLTS) program makes
2 Medicaid funding available to serve children who have substantial limitations due to developmental,
3 emotional and/or physical disabilities; and,
4

5 **WHEREAS**, the Wisconsin Department of Health Services (DHS) began an initiative to eliminate the
6 waitlist for CLTS services in 2017; and,
7

8 **WHEREAS**, since November 2017, Rock County CLTS has opened and served an additional 424
9 children; and,
10

11 **WHEREAS**, DHS has now moved to a continuous statewide enrollment model and a statewide budget
12 for CLTS services to comply with federal regulations; and,
13

14 **WHEREAS**, Rock County CLTS is now required to serve children as they are determined eligible for
15 services; and,
16

17 **WHEREAS**, in order to serve additional children, it is necessary to increase the capacity of the CLTS
18 program by one supervisor, one human services professional who will serve as a lead worker, three
19 human services professionals who will serve as case managers and an administrative assistant; and,
20

21 **WHEREAS**, the new positions will be funded through an increase in the case management rate, overall
22 case management billing, additional administrative dollars awarded in the 2021 DHS State and County
23 contract, and a portion of the County’s existing Maintenance of Effort (MOE) match amount funded
24 through the CCOP program; and,
25

26 **WHEREAS**, this additional revenue in the CLTS program will also cover the costs of related technology
27 such as computers, software, cell phones, and mobile hotspots as well as other expenses incurred or
28 anticipated this year; and,
29

30 **WHEREAS**, it is necessary to make several changes to the CLTS budget to account for the additional
31 revenue and an internal transfer to fund the MOE; and,
32

33 **WHEREAS**, no additional county levy is required in 2021 to fund this expansion.
34

35 **NOW, THEREFORE, BE IT RESOLVED** that the Rock County Board of Supervisors duly assembled
36 this _____ day of _____, 2021 does hereby approve the creation of 1.0 Human Services
37 Supervisor I, 1.0 FTE Human Services Professional Lead Worker and 2.0 FTE Human Services
38 Professionals effective April 1, 2021; 1.0 FTE Human Services Professional effective August 1, 2021;
39 and 1.0 FTE Administrative Assistant position effective October 1, 2021, as well as the purchase of
40 computers, software, cell phones, and mobile hotspots for the new positions; and,
41

42 **BE IT FURTHER RESOLVED**, that the 2021 Budget be amended as follows:
43
44

Account	Description	Budget 2/1/21	Increase	Amended Budget	
45	Source of Funds				
46	36-3691-0000-42100	FEDERAL AID	3,175,000	209,110	3,384,110
47					
48	Use of Funds				
49	36-3691-0000-61100	REGULAR WAGES	1,726,838	182,131	1,908,969
50	36-3691-0000-61400	FICA	132,485	13,932	146,417
51	36-3691-0000-61510	RETIREMENT-EMPLOYERS	116,899	12,293	129,192
52	36-3691-0000-61610	HEALTH INSURANCE	543,378	60,378	603,756
53	36-3691-0000-61620	DENTAL INSURANCE	15,609	1,735	17,344
54	36-3691-0000-61630	LIFE INSURANCE	251	28	279
55	36-3691-0000-62210	TELEPHONE	14,000	2,684	16,684
56	36-3691-0000-62491	SOFTWARE MAINT	19,252	4,000	23,252
57	36-3691-0000-67130	TERMINALS & PC'S	0	7,800	7,800
58	36-3691-0000-68324	COP ALLOCATION	-7,777	-75,871	-83,648
59					
60					
61	36-3668-0000-64604	PROGRAM EXPENSE	257,041	-75,871	181,170
62	36-3668-0000-68230	ALLOCATED CLTS	7,777	75,871	83,648

Respectfully submitted,

HUMAN SERVICES BOARD

COUNTY BOARD STAFF COMMITTEE

Brian Knudson, Chair

Richard Bostwick, Chair

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Bob Yeomans

Kathy Schultz

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Shirley Williams

Mary Beaver

FINANCE COMMITTEE ENDORSEMENT

Reviewed and approved on a vote of _____.

Mary Mawhinney, Chair

Date

AMENDING THE 2021 HSD BUDGET AND CREATING 1.0 FTE HS SUPERVISOR I,
1.0 FTE HS PROFESSIONAL LEAD WORKER, 3.0 FTE HS PROFESSIONAL AND
1.0 ADMINISTRATIVE ASSISTANT POSITIONS TO MEET WAITLIST ELIMINATION
REQUIREMENTS IN THE CHILDREN'S LONG TERM SUPPORT PROGRAM

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LEGAL NOTE:

The County Board is authorized to take this action pursuant to §59.22(2), Wis. Stats. As an amendment to the adopted 2021 County Budget, this Resolution requires a 2/3 vote of the entire membership of the County Board pursuant to sec. 65.90(5)(a), Wis. Stats.

s/Richard Greenlee

Richard Greenlee
Corporation Counsel

FISCAL NOTE:

The costs associated with adding these positions will be funded by federal aid. No additional County funds are required.

/s/Sherry Oja

Sherry Oja
Finance Director

ADMINISTRATIVE NOTE:

Recommended.

/s/Josh Smith

Josh Smith
County Administrator

EXECUTIVE SUMMARY**AMENDING THE 2021 HSD BUDGET AND CREATING 1.0 FTE HS SUPERVISOR I, 1.0 FTE HS PROFESSIONAL LEAD WORKER, 3.0 FTE HS PROFESSIONAL AND 1.0 ADMINISTRATIVE ASSISTANT POSITIONS TO MEET WAITLIST ELIMINATION REQUIREMENTS IN THE CHILDREN'S LONG TERM SUPPORT PROGRAM**

This resolution amends the Human Services Department budget to reflect changes in the State's administration of the Children's Long Term Support (CLTS) program and authorizes HSD to create 6.0 FTE positions to support the program as follows: 1.0 Human Services Supervisor I, 1.0 FTE Human Services Professional Lead Worker and 2.0 FTE Human Services Professionals effective April 1, 2021; 1.0 FTE Human Services Professional effective August 1, 2021; and 1.0 FTE Administrative Assistant position effective October 1, 2021. In addition, the resolution authorizes the purchase of computers, software, cell phones, and mobile hotspots for the new positions.

The State of Wisconsin began an initiative to eliminate the waitlist for CLTS services in 2017. From November 2017 through November 2020, Rock County CLTS has opened and served an additional 345 children. In November 2020, the State moved to continuous statewide enrollment which requires Rock County CLTS to serve children as they are determined eligible for services. Since this change was made, Rock County CLTS has opened 79 additional children, resulting in high caseloads that cannot be sustained. Total enrollment in the program as of January 31st is 617 children.

The Human Services Professional positions (the lead worker and case managers) are necessary to ensure that staff have manageable caseloads of 25 to meet the needs of all of the children in the CLTS program. These positions are responsible for determining eligibility for Children's programs and coordinating services for program participants. As the number of Human Services professionals has grown, it is also necessary to hire an additional Supervisor so that the program will have four units with each Supervisor providing the necessary support and oversight for 7-8 CLTS case managers. It is anticipated that the supervisor, the lead worker, and two case managers will be hired in April to increase program capacity as soon as possible. A third case manager position will be added in August if needed.

The Administrative Services division has also identified a need for another Administrative Assistant to support the CLTS program as it grows. This position would be hired in the fourth quarter of 2021 to assist with paperwork and recordkeeping as new program participants become fully matched with supports and services.

The resolution authorizes the creation of these positions along with the equipment necessary for each staff. The new positions will be funded through an increase in the case management rate, overall case management billing, additional administrative dollars awarded in the 2021 DHS State and County contract, and a portion of the County's existing Maintenance of Effort (MOE) match amount funded through the CCOP program.