

Waukesha County Board of Supervisors

Minutes of the Human Resources Committee Tuesday, July 19, 2022

Chair Nelson called the meeting to order at 1:00 p.m.

Present: Supervisors Larry Nelson, Mike Crowley, Darlene Johnson, Brian Meier, Chris Mommaerts, and Terry Thieme. **Absent:** Jeremy Walz.

Also Present: Chief of Staff Sarah Spaeth, Administrative Specialist Mary Pedersen, Parks & Land Use Director Dale Shaver, Health & Human Services Director Liz Aldred, Health & Human Services Deputy Director Lisa Roberts, Clinical Services Coordinator Jenny Wrucke, Adolescent & Family Services Manager Ron Pupp, Children & Family Services Manager Penny Nevicosi, Senior Human Resources Analyst Natalie Durr, County Board Chair Paul Decker, Senior Financial Analyst Alex Klosterman, Human Resources Manager Renee Gage, County Clerk Meg Wartman, and Deputy County Clerk Kelly Yaeger.

Approve Minutes of June 21

MOTION: Johnson moved, second by Crowley to approve the minutes of June 21. Motion carried 6-0.

Next Meeting Date

- August 16

Discuss and Consider Ordinance 177-O- 036 Abolish One Regular Part-Time Senior Administrative Specialist And Create One Regular Full-Time Programs And Projects Analyst In The Department Of Parks & Land Use

Shaver discussed this ordinance and said the Community Development Fund budget currently includes one regular part-time Senior Administrative Specialist position (0.6 FTE or 1,248 hours), Open Range 03 (\$20.09/hr. minimum, \$23.34/hr. mid-point, \$26.58/hr. maximum). This ordinance requests the abolishment of this part-time position and the creation of one regular, full-time Programs and Project Analyst (1.0 FTE), Open Range 10 (\$28.29/hr. minimum, \$32.85/hr. mid-point, \$37.40/hr. maximum).

Shaver said the partial-year impact of this position change is estimated at about \$14,500. Due to current year position vacancies, the additional personnel costs can be absorbed in the 2022 Budget without additional budget modification. The annualized impact of the position change is estimated at \$35,000 and will be built into the department's proposed 2023 budget. Additional funding provided through recent grant awards should be able to sustain the increased personnel costs through mid-year 2030. Both the position being abolished and the proposed position being created are sunset positions, with continuation subject to availability of outside revenue sources.

MOTION: Crowley moved, second by Meier to approve Ordinance 177-O-036. Motion carried 6-0.

Discuss and Consider Ordinance 177-O-040 Modify the 2022 Department of Health and Human Services – Special Purpose Grant Fund Budget for Expansion of Crisis Service in Law Enforcement, create 3.0 Clinical Therapist positions, and increase American Rescue Plan Act funding general government revenue

Aldred and Wrucke discussed this ordinance which modifies the department’s 2022 budget to appropriate \$123,000 of additional expenditure authority in the Special Purpose Grant Fund and increases general government revenue by \$123,000 from the American Rescue Plan Act (ARPA) - Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Wrucke distributed supporting information. In addition, this ordinance creates three new positions, outlined in the table below along with the 2022 and 2023 fiscal impact.

	2022 Impact (4 Months)	2023 Impact (Annual)*
Personnel (3 Clinical Therapists)	\$100,000	\$310,000
Operating	18,520	14,600
Interdepartmental	4,480	17,400
Total Expenses	\$123,000	\$342,000

*Preliminary rounded estimates that will be updated for the 2023 budget.

This ordinance is addressing the funding objective of investment in Public Health – Community Violence Interventions. Staff proposed this project to expand a current pilot program that has been successful mitigating the amount of time law enforcement remains on scene as well as conducting referrals to county case managers for follow up with appropriate services and care to the individual. The pilot program consisted of transitioning 1.0 existing FTE clinical therapist to be embedded in the Sheriff’s Department (WCSD) funded with one time grant funding and backfilling with temporary extra help to complete prior job responsibilities. After the pilot program ended, it was determined that there was significant overlap in the job duties between the prior role and the embedded clinical therapist. This position will continue to operate as an embedded clinical therapist in WCSD, funded with prior base budget funding. This ordinance will expand the pilot program by adding an additional 1.0 FTE clinical therapist embedded in the Sheriff’s Department, 1.0 FTE clinical therapist embedded in the Waukesha Police Department and 1.0 FTE clinical therapist embedded in the Communication Center to serve law enforcement agencies across the county. There will be a total of 4.0 FTE embedded clinical therapists as part of this program. Staff will prioritize current and future funding sources to continue the program after the grant period ends after 2026.

Answering Johnson’s question, Wrucke discussed how the shifts would be scheduled. She said call data has been studied and nothing will be first shift. Shifts include 2 p.m. to 10 p.m., 10 p.m. to 6:00 a.m. with some overlap then 3 p.m. to midnight. Mommaerts was concerned the crisis worker stationed at the Sheriff’s Department would not be busy enough. She felt this position would be better utilized on holidays and weekends when the more critical calls come in such as suicide threats and some of their time could be better spent at Health & Human Services. Wrucke said the 24/7 crisis team will continue and this proposal enhances that model. She gave an example of one individual whose time with the crisis worker, which ultimately involved coordinated work with several others, saved hundreds of hours of law enforcement time. Mommaerts asked if the City of Waukesha

will be contributing. Aldred said the City will be using some of their ARPA funds for a case manager but funding for this must be the role of the County.

MOTION: Thieme moved, second by Crowley to approve Ordinance 177-O-040. Motion carried 5-1. Mommaerts voted no.

Discuss and Consider Ordinance 177-O-041 Modify The 2022 Department Of Health And Human Services Budget To Expand Intensive Mental Health Services For Community Youth And Create Positions, Funded Through The American Rescue Plan Act

Aldred and Pupp discussed this ordinance which modifies the 2022 Department of Health and Human Services budget to appropriate \$347,500 of additional expenditure authority and increases general government revenue of \$347,500 from the American Rescue Plan Act (ARPA) – Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. The purpose of this ordinance is to expand the newly created Youth Intensive Services program to double capacity from 75 to 150 youths served.

To carry out this expansion, this ordinance creates 10 new positions in 2022. Operating expenses are budgeted to include the purchase of laptops for staff, employee training, and supply costs. Interdepartmental charges include technology and communication charges. The projected fiscal impact for 2022 and 2023 are detailed in the table below.

Aldred asked to update their proposal and is recommending that this ordinance be amended to substitute the creation of the five Social Workers with the creation of five Senior Mental Health Counselors. They came to this determination recently as a way to address labor market challenges. This change will allow the department to recruit from a wider array of potential staff that do not necessarily have Social Worker licensing. The Senior Mental Health Counselor position is compensated at the same classification level (open range 9 - \$26.94/hour minimum, \$31.29/hour mid-point, \$35.63/hour maximum) as Social Workers, so there is no fiscal impact associated with this change. There are currently six Social Workers budgeted in the existing Youth Intensive Services program that provides youth mental health treatment. The department plans to request a reclassification of these positions to Senior Mental Health Counselors in the annual position change ordinance for the 2023 budget. This amendment was approved by the Health & Human Services Committee.

Comprehensive Community Services (CCS) New Positions Financial Impact				
Position	FTE	2022 Impact (4 Months)	2023 Impact (Annual)*	Total Amount
Sr. Mental Health Counselor	5	\$ 148,000	\$ 458,000	\$ 606,000
Clinical Therapist	2	\$ 67,000	\$ 208,000	\$ 275,000
Human Services Supervisor	2	\$ 75,000	\$ 233,000	\$ 308,000
Senior Fiscal Specialist	1	\$ 27,000	\$ 83,000	\$ 110,000
Total Personnel	10	\$ 317,000	\$ 982,000	\$ 1,299,000
Operating		\$ 20,000	\$ 5,000	\$ 25,000
Interdepartmental		\$ 10,500	\$ 41,400	\$ 51,900
Total Expenses		\$ 347,500	\$ 1,028,400	\$ 1,375,900
Revenues				
CCS Reimbursement		\$ -	\$ 642,500	\$ 642,500
ARPA Funding		\$ 347,500	\$ 385,900	\$ 733,400
Total Revenues		\$ 347,500	\$ 1,028,400	\$ 1,375,900

*Preliminary rounded estimates that will be updated for the 2023 Budget.

Staff expect these positions and related expenses will eventually be reimbursable at approximately 95% of cost with federal Medicaid revenues through the state's Comprehensive Community Services (CCS) program. However, ARPA funds are needed to cover start-up costs for this program expansion as new staff are trained, and Medicaid only provides a limited reimbursement rate for the direct service-providing positions (i.e., Senior Mental Health Counselors, Clinical Therapists) in the first year (which is expected to begin sometime during 2023). They anticipate that initially unreimbursed costs in 2022 and 2023 will be reimbursed in subsequent years (2023 and 2024) through the Wisconsin Medicaid Cost Reporting (WIMCR) cost settlement process. A similar strategy was used to establish the new Youth Intensive Services program in the 2022 budget, using General Fund balance (instead of ARPA funds) for start-up costs.

This expansion is directly eligible for ARPA funding under Public Health – Mental Health Services eligible cost category. However, the County anticipates claiming these expenses through the ARPA revenue loss category because those funds can be used as a local match to federally funded programs, such as Medicaid – CCS. The revenue loss category provides funding to local governments to compensate them for revenue loss due to the COVID-19 pandemic, according to a formula developed by the U.S. Treasury.

This project is being proposed through an ordinance versus the annual budget process to initiate the expansion sooner, so that this program can be more fully supported by CCS revenue by the 2024 budget. The new Human Services Supervisor positions will help provide necessary management for the new Youth Intensive Services program that was established in the 2022 budget. It is expected that approximately 95% of costs will eventually be funded through CCS revenues, with the remaining 5%, estimated at about \$50,000 annually, covered with local funds. Staff will prioritize levy resources or other revenue sources within its annual target to cover this operating impact.

MOTION: Crowley moved, second by Thieme to approve Ordinance 177-O-041 as amended. Motion carried 6-0.

Discuss and Consider Ordinance 177-O-042 Modify The 2022 Department Of Health And Human Services – Special Purpose Grant Fund Budget For Enhancements To Child Welfare Infrastructure, Create One Social Worker Sunset Position, And Increase American Rescue Plan Act Funding

Roberts and Nevicosi discussed this ordinance which modifies the department's 2022 budget to appropriate \$149,800 of additional expenditure authority in the Special Purpose Grant Fund and increases general government revenue by \$149,800 from the American Rescue Plan Act (ARPA) - Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program.

This expansion requires the creation of ten positions, including five Social Workers. Staff said they would like to update their proposal and is recommending that this ordinance be amended to substitute the creation of the five Social Workers with the creation of five Senior Mental Health Counselors. Staff came to this determination recently as a way to address labor market challenges. This change will allow the department to recruit from a wider array of potential staff that do not necessarily have Social Worker licensing. The Senior Mental Health Counselor position is compensated at the same classification level (open range 9 - \$26.94/hr. minimum, \$31.29/hr. mid-point, \$35.63/hr. maximum) as Social Workers so there is no fiscal impact associated with this

change. In addition, this ordinance would create 1.0 FTE sunset Senior Mental Health Counselor position.

There are currently six Social Workers budgeted in the existing Youth Intensive Services program that provides youth mental health treatment. The department plans to request a reclassification of these positions to Senior Mental Health Counselors in the annual position change ordinance for the 2023 budget. The ordinance includes \$59,000 for the partial-year impact of the position creation and temporary extra help. The annualized total-year cost is estimated (in 2022 dollars) at \$88,000 for the temporary extra help and \$88,000 for the Senior Mental Health Counselor.

The department intends to employ the temporary position to help set up the framework to administer and monitor the distribution of one-time subaward grants to non-profits and community partners to develop evidence-based programming to enhance child welfare infrastructure, including for difficult-to-place foster care youth. (The department plans to request \$350,000 in ARPA-funding for these grants in its 2023 budget request). This temporary position is expected to continue into 2024 to correspond with the grant program timeline.

The sunset position is intended to implement the Systems Review Model (SRM) software. This position will become the subject matter expert in this cloud software solution that uses the data to help drive continuous improvement in the child welfare area and help train county staff on the SRM framework. This sunset position is expected to continue through 2024, and the department plans to eventually absorb the employee into its ongoing staff through the attrition of existing permanent positions.

The ordinance includes \$89,000 of operating expenses which is mostly for software licensing and implementation costs of \$84,000 for the SRM software. Interdepartmental expenses of \$1,800 include technology charges.

This ordinance addresses the ARPA grant funding objective of investing in services to disproportionately impacted communities – services to foster youth or families involved in the child welfare system.

This project is being requested through an ordinance instead of the 2023 budget development process because of the lead time needed to establish the child welfare infrastructure grant framework in advance of the 2023 budget and the time needed to implement the SRM software.

Staff anticipate no ongoing costs associated with the one-time child welfare infrastructure grants. Annual charges for the SRM software are estimated at \$24,000. They indicated that they intend to learn from the SRM framework to develop internal data analysis methodologies to carry out continuous improvement without the need to continue the SRM software costs past 2024.

MOTION: Thieme moved, second by Johnson to approve Ordinance 177-O-042. Motion carried 6-0.

County Clerk's 2021 Annual Report

Wartman and Yaeger were present to discuss this report as outlined including revenues/fees collected, voting registration data, and number of licenses and passports issued.

MOTION: Johnson moved, second by Meier to accept the Waukesha County Clerk's Office 2021 Annual Report. Motion carried 6-0.

Overview of Elections

Wartman and Yaeger discussed poll worker and municipal clerk training, voting machine programming and testing, budget, potential hardware/software updates and mandates, and gave a detailed demonstration on voting machine checks and balances to ensure security.

Thieme left the meeting at 3:02 p.m.

Executive Committee Report of July 18

Nelson said the Executive Committee heard a presentation on IT cybersecurity, received an update on the County Board Office, and approved several appointments.

MOTION: Mommaerts moved, second by Johnson to adjourn at 3:18 p.m. Motion carried 6-0.

Respectfully submitted,

Jeremy Walz

Jeremy Walz
Secretary