



JOINT COUNTY BOARD STAFF/FINANCE COMMITTEES
Minutes – June 25, 2018

Call to Order: County Board Staff Committee Chair Podzilni called the joint meeting of the County Board Staff Committee and the Finance Committee to order at 8:01 A.M. in Conference Room N-1/N-2 on the fifth floor of the Rock County Courthouse-East.

Committee Members Present: County Board Staff Committee – Supervisors Podzilni, Brill, Bussie, Mawhinney, Peer, Sweeney, Bostwick, Yeomans and Thomas. Finance Committee – Supervisors Mawhinney, Podzilni, Yeomans and Fox.

Committee Members Absent: Finance Committee - Supervisor Beaver.

Staff Members Present: Randy Terronez and Nick Osborne, Assistants to the County Administrator; Annette Mikula, Human Resources Director; Kate Luster, Human Services Director; Tera O'Connor, Human Services Deputy Director; Sara Mooren, Administrative Services Division Manager, Human Services; Jodi Parson, Secretary, Human Services.

Others Present: Supervisors Fell, Brown and Schulz at 8:25 A.M.

Approval of Agenda: Supervisor Bostwick moved approval of the agenda as presented, second by Supervisor Bussie. ADOPTED.

Citizen Participation, Communications and Announcements: Mr. Terronez informed the committees about road closures around the courthouse tomorrow, June 26th for the Gran Prix route. Supervisors coming to the County Board Staff committee meeting tomorrow will need to use St. Lawrence to access Courthouse parking lots.

Chair Podzilni told the committees that tablets will be distributed to all County Board Supervisors at this Thursday's County Board meeting. There will be time after the meeting for IT assistance/training.

Review and Discussion of Preliminary 2019 Budget Projection and Program Information – Human Services Department: Ms. Luster welcomed everyone, thanked them for coming and introduced her staff. To set the stage for the Human Services 2019 budget needs, Ms. Luster told the story of a family (some information changed/omitted to protect privacy) who were users of Human Services. Ms. Luster shared a short video with the committees about ACE's (Adverse Childhood Experiences) and the risk of negative health outcomes.

Ms. Luster reviewed the Human Services Department (HSD) Mission Statement, “Building upon the strengths of clients to encourage independence by providing quality services with respect for the dignity of all persons served.”

Ms. Luster stated that most of the services provided by HSD are mandated services governed by statutes and administrative codes; Child Protective Services – Chapter 48, Juvenile Justice Services – Chapter 938, Economic Support Services – Chapter 49, Adult Protective Services – Chapter 55, and Behavioral Health – Chapter 51. Ms. Luster gave examples of each of these five areas. There are also numerous administrative code requirements in each area that regulate work.

Ms. Luster went over the HSD Organizational Chart.

Ms. Luster shared more data on the relation between ACEs and Toxic Stress. Rock County has the highest percent surveyed with an ACE score of four or higher out of all Wisconsin counties. This data can be an indicator of impaired worker performance. How to Respond? Cultivate Resilience by: 1) Trauma Informed Care Approach 2) Trauma Specific Services 3) Organizational Culture Change and 4) Investment in Prevention and Early intervention.

Ms. Luster said the Human Services Department Strategic priorities are:

- Reduce high-cost out-of-home/institutional placements by enhancing resources that support community-based care
- Improve access to services, especially for those with the most complex needs
- Expand evidence-based practices to address key client challenges
- Engage and support employees to sustain a resilient high quality workforce
- Maximize use of data to improve efficiencies and quality outcomes

Ms. Luster went over the 2018 HSD Budget Overview (Adopted Budget):

Revenues	\$40,054,546
Expenditures	<u>\$63,267,942</u>
Tax Levy	\$23,213,396

Ms. Luster reviewed 2018 HSD Source of Funds: 48% is State/Federal; 37% is from County Share; 13% is Inter-Governmental; 2% is from Fees/Insurance/Other; and less than 1% is from the Fund Balance. The 2018 Overview of the HSD Use of Funds: 47% is Operational; 36% is Salaries; 17% is Fringe Benefits; and less than 1% is Capital Outlay. 2018 Overview of HSD use of funds by program: 42% to Behavioral Health; 35% to Children, Youth and Families; 13% to Economic Support; 5% to Family Care Payment; 4% to ADRC and Adult Protective Services; and 1% to the Job Center. The 2018 Overview of HSD Employees by Division: 30% to Children, Youth and Families (125 employees); 38% to Behavioral Health (157.2 employees); 13% to Economic Support (55 employees); 12% to Administrative Services (49.4 employees); 5% to the ADRC and Adult Protective Services (22 employees); 1% to Administration (3 employees) and 1% to the Job Center (2 employees).

Supervisor Bostwick left at 8:54 A.M.

Ms. Luster said the 2019 HSD Cost to Continue Budget, directions were to: Assume 2% general inflationary increase for personnel and other operating costs; identify known revenue increase/decreases; options for reducing the county tax levy back to a 0% increase; and include any potential new requests.

Ms. Luster said the 2019 anticipated cost increases are (2% increase per instructions): Departmental personnel costs of \$955,000 (includes 2% salary and insurance increase, step increases, 2018 cost of living increase); State Institutes/Hospitals/Crisis Stabilization of \$64,000; Behavioral Health placements and related expenses of \$32,000; children's substitute care and corrections of \$115,000; and General operational expenditures of \$110,000.

Ms. Luster said other 2019 anticipated cost impacts are: an AMHS wage increase of \$200,000; Psychiatrists' Wage increase of \$75,000; Actual cost of shelter care contract of \$120,000; Full year of Relias training platform of \$25,000; Elimination of Practice Improvement Coordinator of (\$100,000); Family care payment reduction of (\$383,000) and Children's Out-of-Home care of \$500,000.

Ms. Luster said the foster care average daily census continues to increase. 2013-97, 2014-100, 2015-123, 2016-129, 2017-159 and 2018-164. RCC average daily census 2017 of 20 versus 2018 YTD of 17. Corrections average daily census 2017 of 3 versus 2018 YTD of 0.

Ms. Luster said the 2019 anticipated revenue increases are: Child Support revenue based on trending (more kids in care) and cancellation of State's redesign project in the amount of \$275,000, Wisconsin Medicaid Cost Reporting in the amount of \$300,000 and Children and Families Allocation in the amount of \$50,000.

Ms. Luster said the Cost to Continue (CTC) Summary for 2019 is:

2018 County Tax Levy:	\$23,213,396
Revenue Increases:	\$ 625,000
Cost Increases:	\$ 1,713,000
CTC Levy for 2019:	<u>\$24,301,396</u>
Reduction needed for 0% inc.	\$ 1,088,000

Ms. Luster said some possible revenue enhancements are:

ACTION: Expansion of the Comprehensive Community Services (CCS) Program (Move 2.0 FTE Behavioral Health Clinicians in the Outpatient Clinic to CCS and Move 2.0 FTE Behavioral Health Clinicians in Crisis Stabilization Unit to CCS)

IMPACT: Expanded service array for CCS clients. However, reduced accessibility for outpatient treatment and crisis stabilization for non-CCS eligible clients.

SAVINGS: \$400,000.

Ms. Luster said the possible Expenditure Reductions include:

ACTION: Reduce amount of tax levy to support Children's Long Term Support Program

IMPACT: Reduction based on trending and ability to cover costs with billing revenue.

SAVINGS: \$100,000.

ACTION: Continue to increase diversions from State institutes through enhanced Crisis service delivery

IMPACT: Better outcomes for clients and a reduction in number of placements in State institutes. 2018 YTD average daily census of state institute placements is 5.4 compared to 6.8 in 2017.

SAVINGS: \$200,000

ACTION: Reduce training budget – this includes the per employee allocation and the ability to attend state conferences.

IMPACT: Decreased employee engagement and morale. Less opportunity for professional growth and awareness of state level program developments. More reliance on web-based training opportunities. Less networking.

SAVINGS: \$50,000

ACTION: Reduce amount of flexible funding in Crisis and Children, Youth and Families programs

IMPACT: Decreased ability to problem-solve immediate needs that may keep a client out of an out-of-home care placement or higher level of service.

SAVINGS: \$75,000

ACTION: Increased focus on transitions to lower levels of care for adults; Family Care transitions.

IMPACT: Increased independence for clients, less restrictive local living arrangements, reduced costs.

SAVINGS: \$263,000

Ms. Luster summarized the 2019 Cost to Continue as follows:

Reduction needed for 0% levy increase:	\$1,088,000
Revenue Enhancements:	\$ 400,000
Expenditure Reductions:	<u>\$ 688,000</u>
Total	\$1,088,000

Ms. Luster said the Potential New Requests and Initiatives for 2019 are:

Ongoing Expansion of Comprehensive Community Services

- Focus on substance use services and needs of families served by CYF Division
- 9.5 additional FTE in CCS program
- 16 additional hours per week of prescriber time (Psychiatrist or APNP)
- Potential contract expansion to serve CPS families with CCS Services
- Program is 100% reimbursable

Increase Access to CPS In-Home Safety Services

- Expand current contract with Professional Services Group
- Additional 10,300 hours of contracted support services
- Increase capacity by at least 50 children
- Prevent/reduce out-of-home placement
- Potential cost \$60,000 (working on quote from provider)

Reorganize Administrative Roles and Functions

- Reclassification requests for Deputy Director, Administrative Services Division Manager and TRQM Supervisor
- Request additional 1.0 FTE Medical Records Technician due to increased demands
- Estimated Cost: \$75,000

In summary, Ms. Luster said the Human Services Department continues to provide essential services for the County's most vulnerable citizens and works to maximize efficiencies and improve outcomes. In conclusion, Ms. Luster shared a video on the Art of Empathy.

Ms. Luster thanked the Committees and answered their questions. Supervisors Bussie and Yeomans thanked Ms. Luster and her staff for their hard work.

Next Meeting: Monday, July 16, 2018 (Sheriff's Office) for the Sheriff's Office
Monday, July 23, 2018 (N-1/N-2) for the Public Health Dept. and Rock Haven

Adjournment: Supervisor Sweeney moved adjournment at 9:20 A.M., second by Supervisor Bussie. ADOPTED.

Respectfully submitted,

Tracey VanZandt
Human Resources Secretary

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