



**COUNTY BOARD STAFF COMMITTEE**  
**Minutes – July 13, 2021**

**Call to Order.** Chair Bostwick called the meeting of joint meeting of the County Board Staff Committee and Finance Committee to order at 6:00 P.M. via telephone conference.

**Committee Members Present via Phone:** County Board Staff Committee - Supervisors Beaver, Sweeney, Richard Bostwick, Peer, Podzilni, Leavy, Brien, and Davis (6:29 P.M.). Finance Committee – Supervisors Aegerter, Fox, Rich Bostwick, and Davis (6:29 P.M.).

**Committee Members Absent:** County Board Staff Committee – Supervisor Yeomans. Finance Committee – Supervisor Mawhinney.

**Staff Members Present via Phone:** Josh Smith, County Administrator; Randy Terronez, Assistant to County Administrator; Kate Luster, Human Services Director; Sherry Oja, Finance Director; Sara Mooren, Administrative Services Division Manager; Tera O’Connor, HSD Deputy Director; Greg Winkler, HSD Deputy Director; Patrick Singer, Data Services Manager; Jim Sandvig, IT Director; Annette Mikula, Human Resources Director; and Terri Carlson, Risk Manager.

**Others Present:** Supervisor Williams and Pam Bostwick.

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

**Public Comment.** None.

**Review and Discussion of Preliminary 2022 Budget Projections and Program Information – Human Services Department** Kate Luster highlighted some of the current projects, key initiatives, and items that may have impact on the Human Services Department budget. Kate acknowledged Sara Mooren, Greg Winkler, and Tera O’Connor for their contributions in getting together budget information for this presentation (attached). Kate answered questions about the Avatar Software update.

**Next Meetings** Tuesday, August 3, 2021 (Zoom) for the Sheriff’s Office

**Adjournment.** Supervisor Brien moved adjournment at 7:14 P.M., second by Supervisor Davis. ADOPTED.

Respectfully submitted,

Haley Hoffman  
Office Coordinator

**NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.**

# Rock County Human Services Department

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2022 PRE-BUDGET PRESENTATION

## VISION

A welcoming system of care and services that inspires healing, growth & hope.

**KEEPING FAMILIES  
SAFE TOGETHER**



**BUILDS A  
ROCK SOLID  
COMMUNITY**

## MISSION

In partnership with those we serve, we work to enhance independence and well-being through the delivery of exceptional services, grounded in trusting relationships and respect for the dignity of all people.

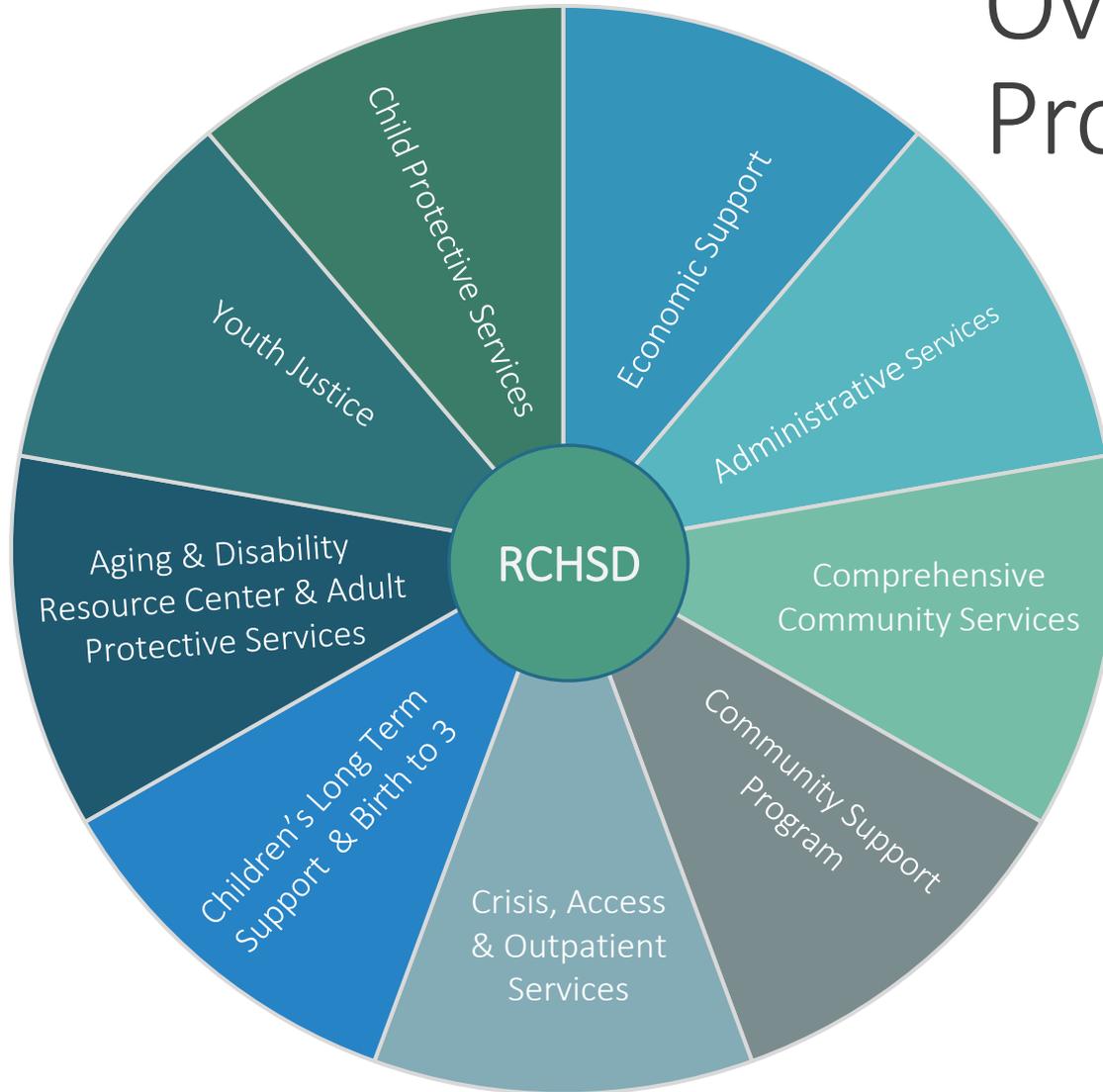
# HSD Mandated Services

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- Child Protective Services (Chapter 48)
- Juvenile Justice Services (Chapter 938)
- Economic Support Services (Chapter 49)
- Adult Protective Services (Chapter 55)
- Behavioral Health (Chapter 51)
- Birth to 3 (Chapter 90)
- Aging and Disability Resource Center
- Children's LongTerm Support

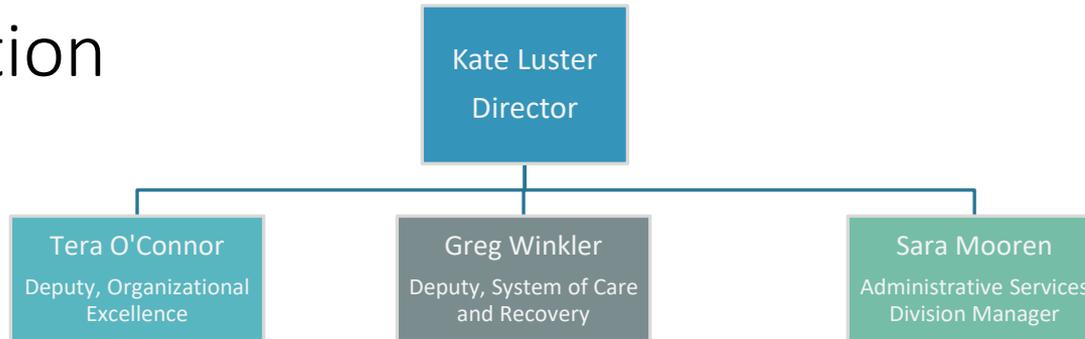
There are also numerous administrative code requirements in each area that regulate our work.

# Overview of Programs



# Leadership & Organization

452.5 FTE



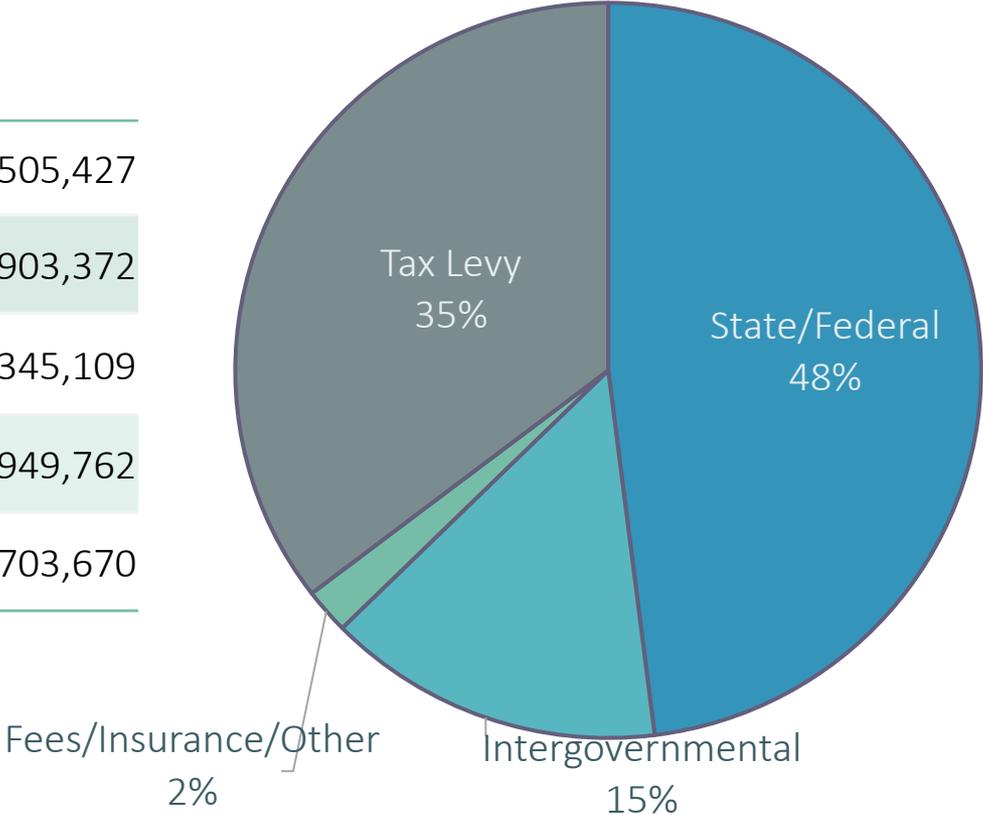
# 2021 HSD Budget Overview

## REVENUES

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State/Federal	\$ 32,505,427
Intergovernmental	\$ 9,903,372
Fees/Insurance/Other	\$ 1,345,109
Tax Levy	\$ 23,949,762
Total Revenue	\$ 67,703,670

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# 2021 HSD Budget Overview

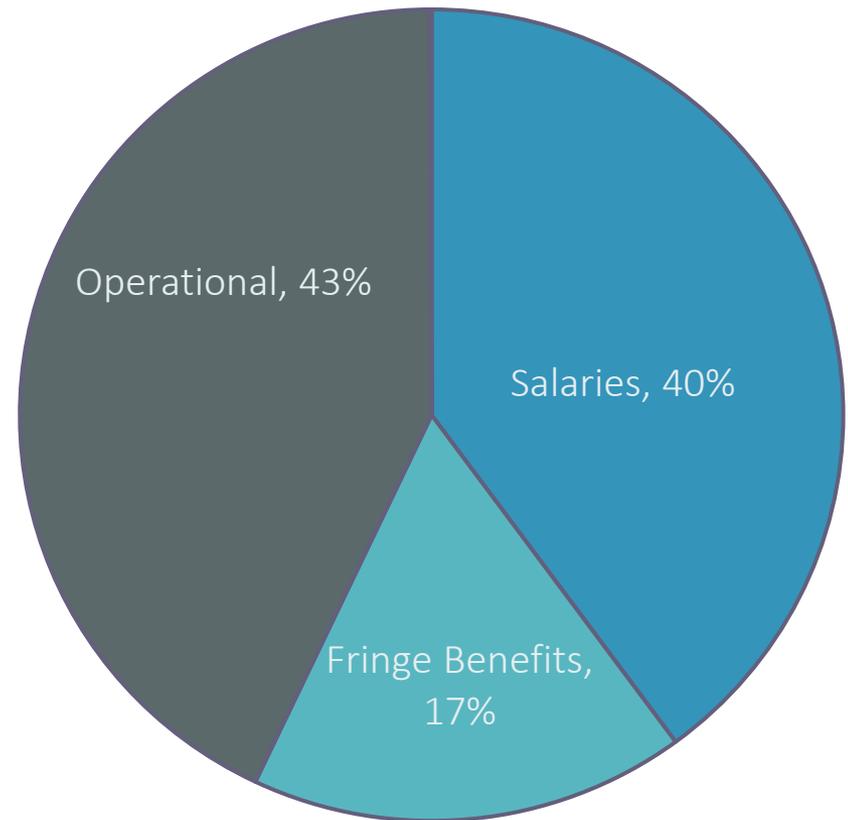
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## EXPENDITURES

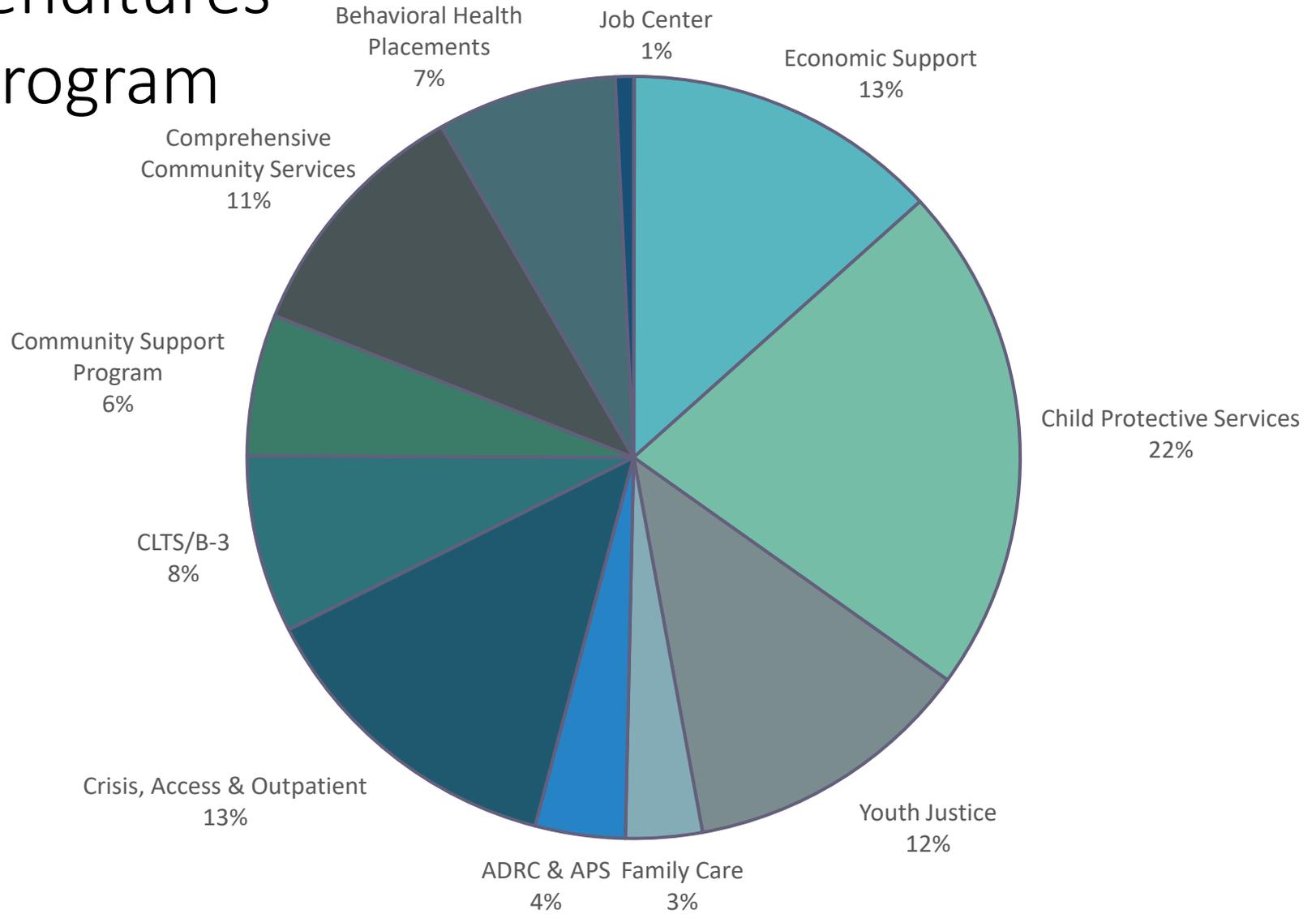
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Salaries	\$ 27,053,665
Fringe Benefits	\$ 11,622,659
Operational	\$ 29,076,594
Allocation of Services	\$ (49,248)
Total Expenditures	\$ 67,703,670

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# Expenditures by Program



# Budget Overview by Program

Program	Revenue	Expenditures	Tax Levy
Administration	12,075,326	23,318	(12,052,008)
Economic Support	8,005,605	8,969,105	963,500
Child Protective Services	1,881,453	14,650,832	12,769,379
Youth Justice	3,222,702	4,250,375	1,027,673
Youth Services Center	164,198	4,024,688	3,860,490
Family Care	0	2,164,034	2,164,034
Adult Protective Services	234,653	710,600	475,947
Aging and Disability Resource Center	1,840,933	1,840,933	0
Crisis	418,000	3,761,825	3,343,825
Outpatient	1,793,990	5,330,809	3,536,819
Children's Long Term Support	3,840,685	5,098,139	1,257,454
Community Support Program	1,236,950	4,065,073	2,828,123
Comprehensive Community Services	7,195,974	7,207,974	12,000
Behavioral Health Placements	1,328,034	5,090,560	3,762,526
Job Center	515,405	515,405	0
<b>TOTAL</b>	<b>43,753,908</b>	<b>67,703,670</b>	<b>23,949,762</b>

\* Admin expenses are allocated across programs / revenue includes State Basic County Allocations and WIMCR

# 2022 Pre-Budget Estimates

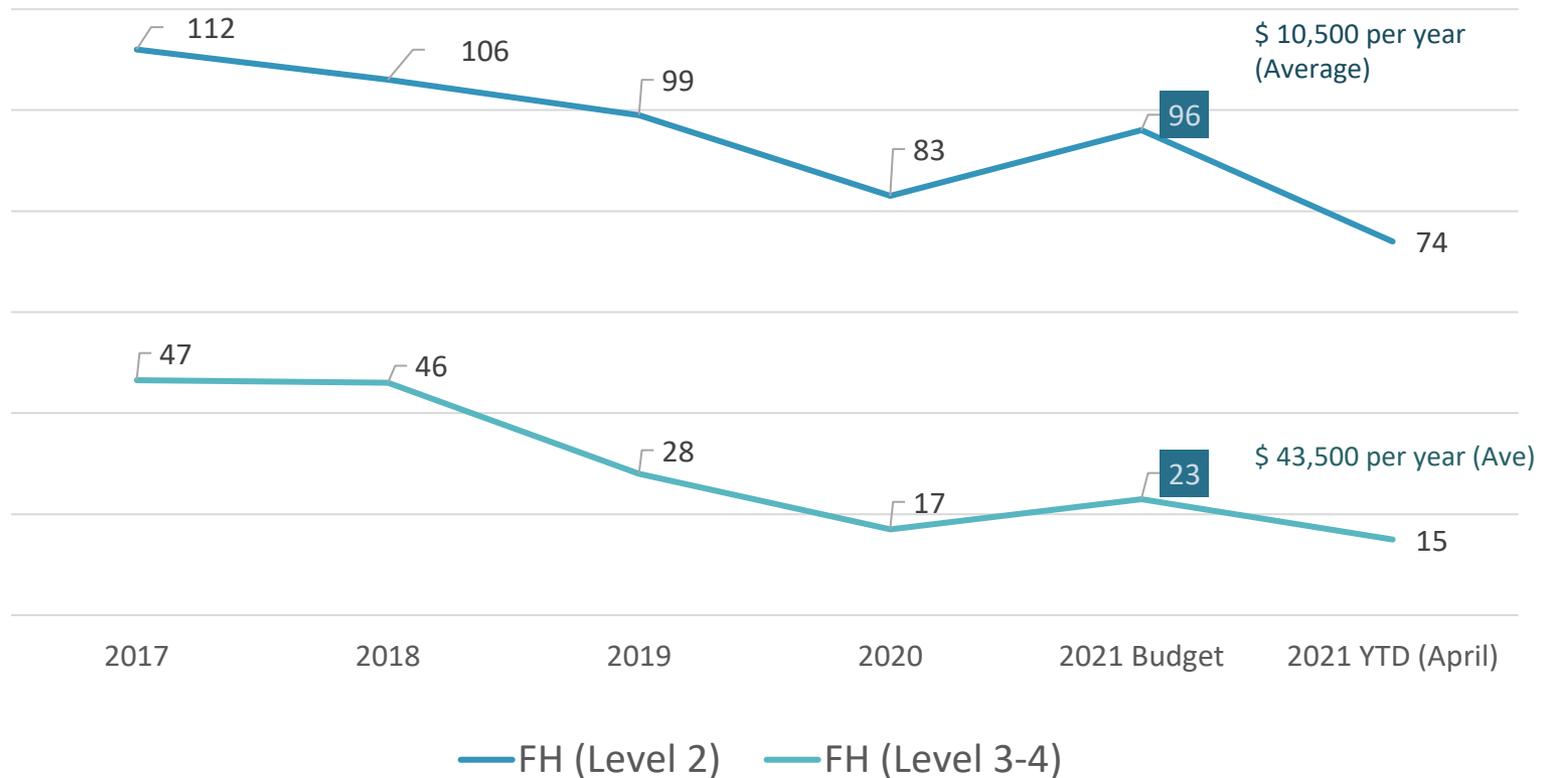
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## Known Increases

	Expenditures
Personnel ( <i>Step increases, 2021 &amp; 2022 COL</i> )	\$1,650,000
General Operational Increases ( <i>assumed 2%</i> )	\$ 170,000
Total	\$ 1,820,000

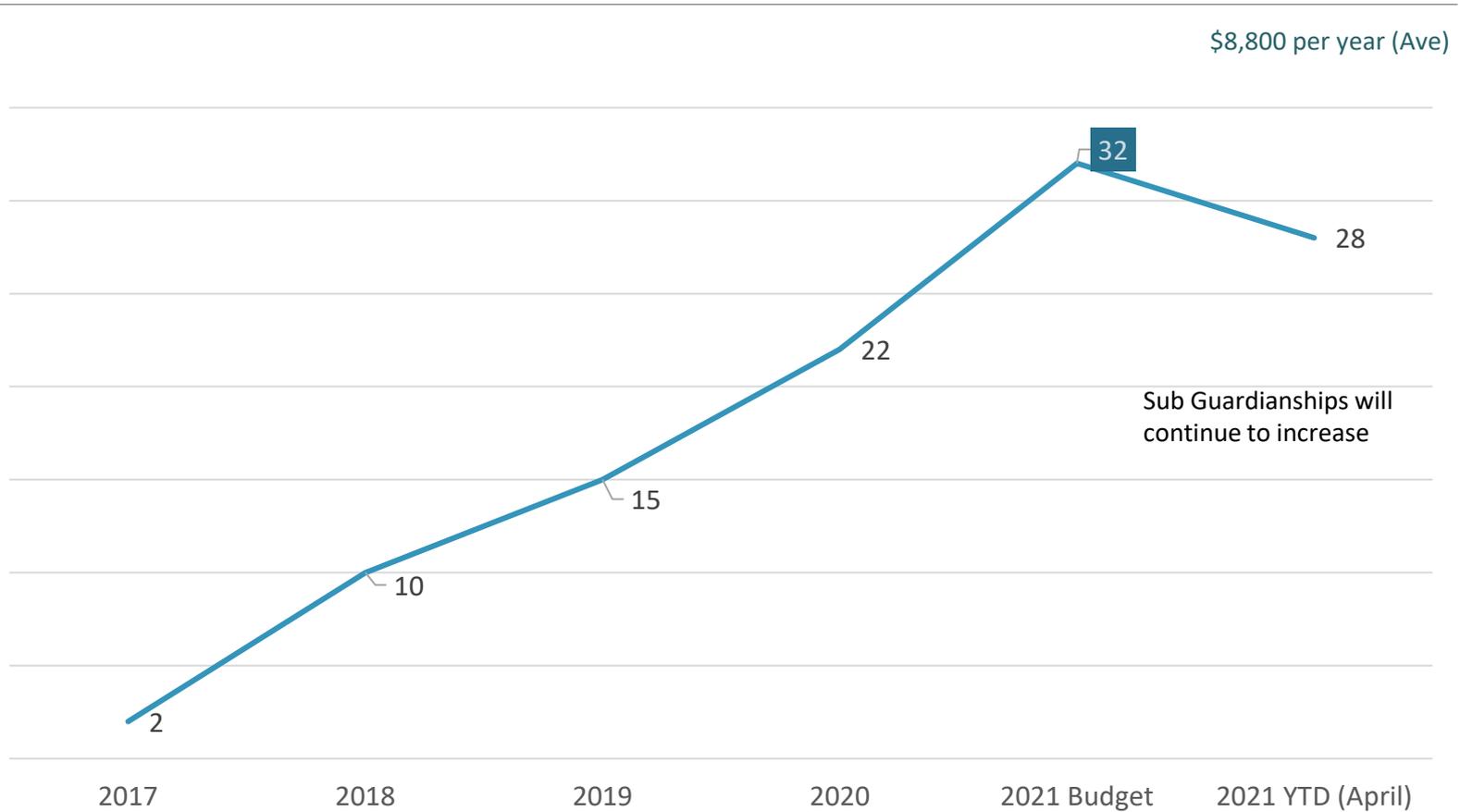
# Foster Home Placements

(Average Daily Census)



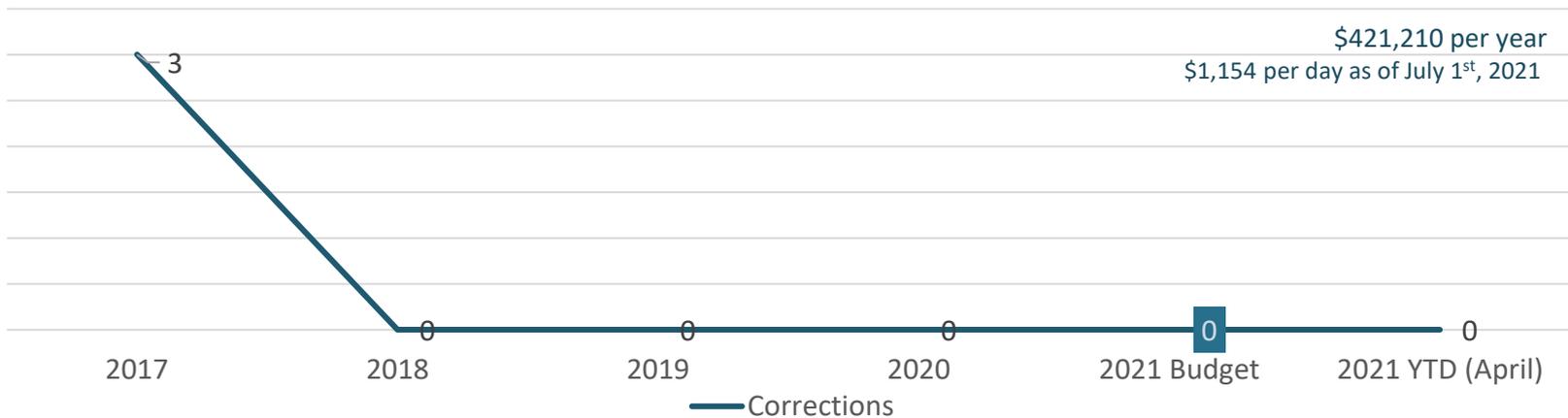
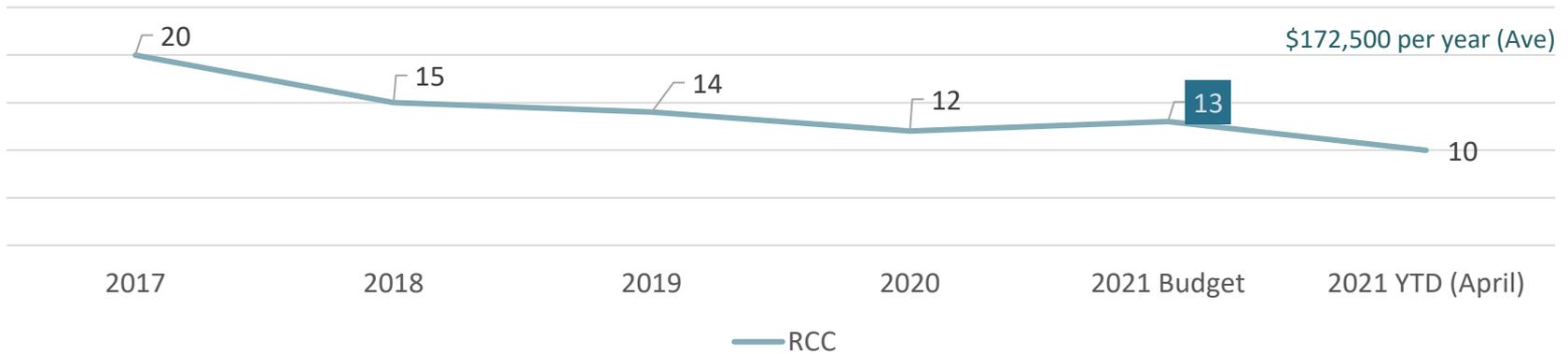
# Subsidized Guardianship

(Average Daily Census)



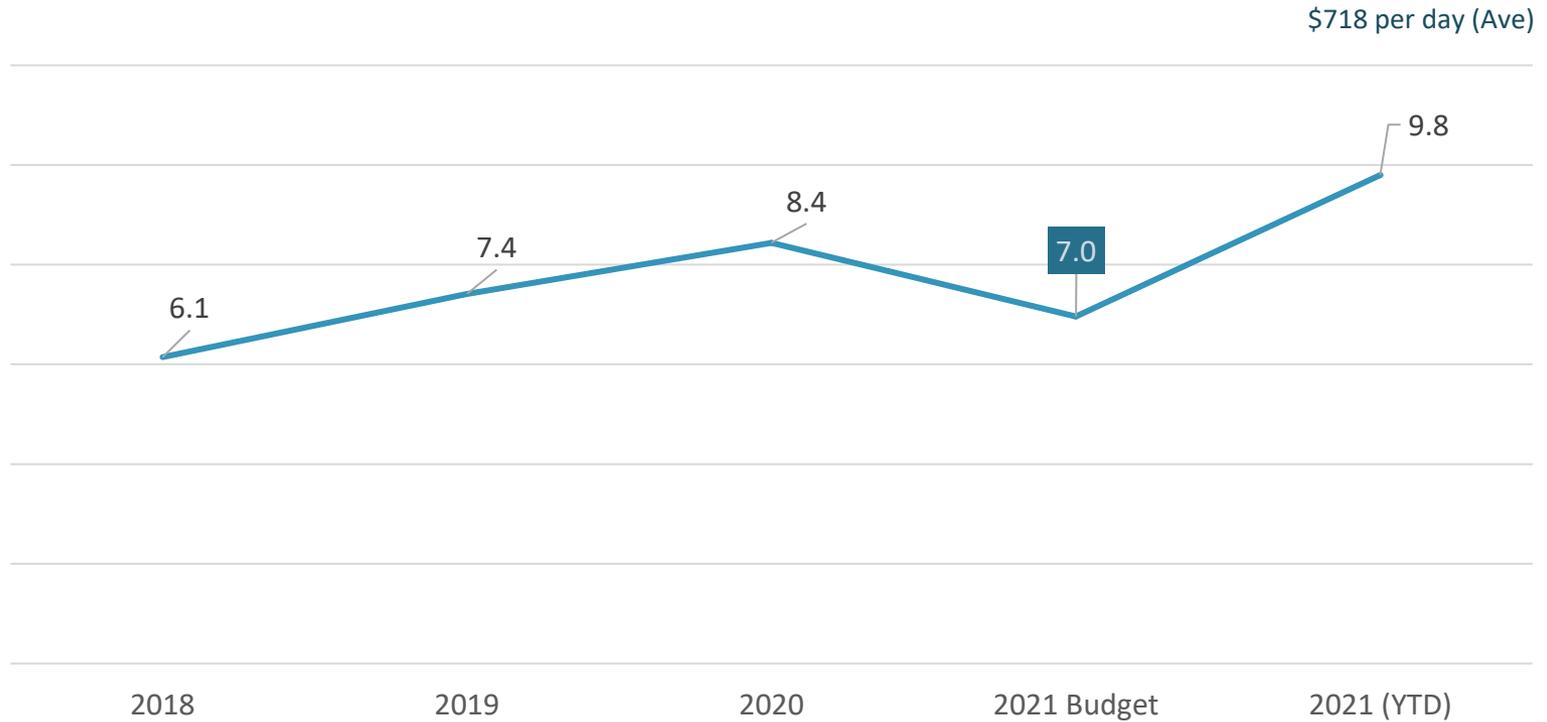
# Youth Residential and Corrections

(Average Daily Census)



# State Institutes

(Average Daily Census)



# 2022 Personnel Requests

Position	FTE	Action	Est. Levy Impact
Communication Specialist (Admin)	1.0	Create New	\$ 54,000
Peer Support Specialists (Crisis)	2.0	Create New	\$ 123,000
Bilingual ES Screener/Lobby Services Staff (ESS)	1.0	Create New	\$ 31,000
<i>Children's Long-Term Support:</i>			
Human Services Supervisor I	1.0	Create New	\$ -
Human Services Professionals II-IV	6.0		
Human Services Professionals –Lead	1.0		
<i>Community Support Services:</i>			
Human Services Professional II	2.0	Create New	\$ (36,000)
Psychiatric Technicians	1.2	Delete	
<i>Comprehensive Community Services:</i>			
Human Services Supervisor II	1.0	Create New	\$ -
Human Services Professionals VI-VIII	4.0		
Analyst	1.0		
Program Manager Classification Analysis	TBD	Pending analysis	TBD
Psychiatric Technicians & Peer Specialists (1258) to Human Services Professionals I (AMHS)	23.4 FTE	Reclassification	\$ 27,000

# State Budget Updates

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- Most county priorities were not included in final state budget
- Corrections rate will increase to approximately \$1,154 per day
- Subsidized Guardianship funding included with plan to transfer payment responsibility to the state.
- Increased Medicaid reimbursement rates for outpatient behavioral health services

# 2022 Key Initiatives

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Council on Aging Integration

Leadership Development

HSD IT Position

Communication Enhancements

Consolidating & Building Early Intervention & Prevention Services

## myAvatar Hosting & NX Upgrade

HSD electronic health record solution / 330 current HSD users and growing

Key benefits of hosted solution: increased uptime, disaster recovery & high level security, more efficient system updates, 24/7/365 support

Key benefits of NX upgrade: enhanced user experience especially for staff working remotely, no need to access through Citrix, workflows that better support the clinician that will positively impact productivity

ROCK-IT strongly supports

\$90,000 one-time set up fees

\$153,000 additional recurring fee (plus CPI increase each year)

# Ongoing Strategic Priorities

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## Organizational Health & Workforce Well-Being

- Workforce well-being groups
- CORE Committee subgroup development
- Priority: Racial equity and employee inclusion

## Child Welfare System Change

- Leadership development
- Parents supporting Parents
- Service Array Access
- Community Engagement

## Prevention, Early Intervention & Community Engagement

- Maximize Prevention Coordinator Position
- Coordinate and consolidate prevention and early intervention efforts and roles

## Quality Improvement Infrastructure

- Ongoing integration of Quality Improvement Coordinator
- Effective use of data to track outcomes
- Racial equity measures integrated as a key quality indicator

# CORE Connection

To find assistance in the following areas, you may contact:

Committee Name	Contact Information	Mission Statement/Goals
Communications	Liane Felton, Interim (608) 247-8257 <a href="mailto:liane.felton@co.rock.wi.us">liane.felton@co.rock.wi.us</a>	Promote accurate, efficient, clear information flow throughout HSD, connecting staff with each other & leaders.
Consumer Voice	Lindsay Stevens, NAMI (608) 743-9828 <a href="mailto:lindsay@namirockcounty.org">lindsay@namirockcounty.org</a>	Provide perspectives of consumers and families needing or receiving services from HSD and proposing ways to improve outcomes.
Critical Incident Response Team (CIRT)	Shannon Dewey (608) 247-0565 <a href="mailto:shannon.dewey@co.rock.wi.us">shannon.dewey@co.rock.wi.us</a>	Provide peer to peer support regarding secondary trauma & critical incidents that occur within our day to day work.
Diversity & Inclusion	Anissa Welch (608) 728-6172 <a href="mailto:anissa.welch@co.rock.wi.us">anissa.welch@co.rock.wi.us</a> Jennifer Varela <a href="mailto:jennifer.varela@co.rock.wi.us">jennifer.varela@co.rock.wi.us</a>	We create & embrace a welcoming & inclusive organizational culture & commit to culturally competent practice & service delivery.
Employee Recognition	Jennifer Anselmi (608) 289-9015 <a href="mailto:jennifer.anselmi@co.rock.wi.us">jennifer.anselmi@co.rock.wi.us</a>	Recognition of staff and how they align with the mission, vision, & guiding principles of HSD
HSD Morale Committee	Gena McGuigan <a href="mailto:gena.mcguigan@co.rock.wi.us">gena.mcguigan@co.rock.wi.us</a>	To provide activities that will improve the work environment, foster fun & raise spirits in the day-to-day.
Policy Team	Kristin Kath (608) 247-8334 <a href="mailto:kristin.kath@co.rock.wi.us">kristin.kath@co.rock.wi.us</a>	Review policies & revisions, maintain transparency with staff, evaluate the impact of changes on staff, propose changes to HR Policies & Procedures & the Personnel Ordinance, coordinate policies & procedures so that they are more accessible to staff & easier to find.
Professional Development	John Weber <a href="mailto:john.weber@co.rock.wi.us">john.weber@co.rock.wi.us</a>	Review of agency-wide training needs, with a focus on utilizing Relias for annual training requirements as well as professional development.
Safety	Dawn Fossum (608) 921-4754 <a href="mailto:besafehds@co.rock.wi.us">besafehds@co.rock.wi.us</a>	Physical safety at all locations including the transition to the new building
Trauma Informed Procedure & Practice	Amber Tenpas (608) 751-4348 <a href="mailto:amber.tenpas@co.rock.wi.us">amber.tenpas@co.rock.wi.us</a> (email preferred contact)	A system-wide assessment of current evidence-based practices; examine how are we operating in a trauma informed way; review policies through the lens of TIC, develop recommendations for areas of improvement.

# Priority: Prevention



# Child Welfare Systems Change

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## Change our work's focus to

- Preventing maltreatment
- Preventing unnecessary placements

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**STRONG FAMILIES**

### Prioritize the importance of families

- Children must be kept in their communities and schools
- Foster parents must become resources to help support birth parents

### Focus our interventions on the well-being of children and their parents

- Address both parent and child trauma
- Don't cause additional trauma through unnecessary removal

### Build the capacity of communities to support their children and families

- Locally based resources and services
- Supports families need must be located where families live

# Challenges & Opportunities

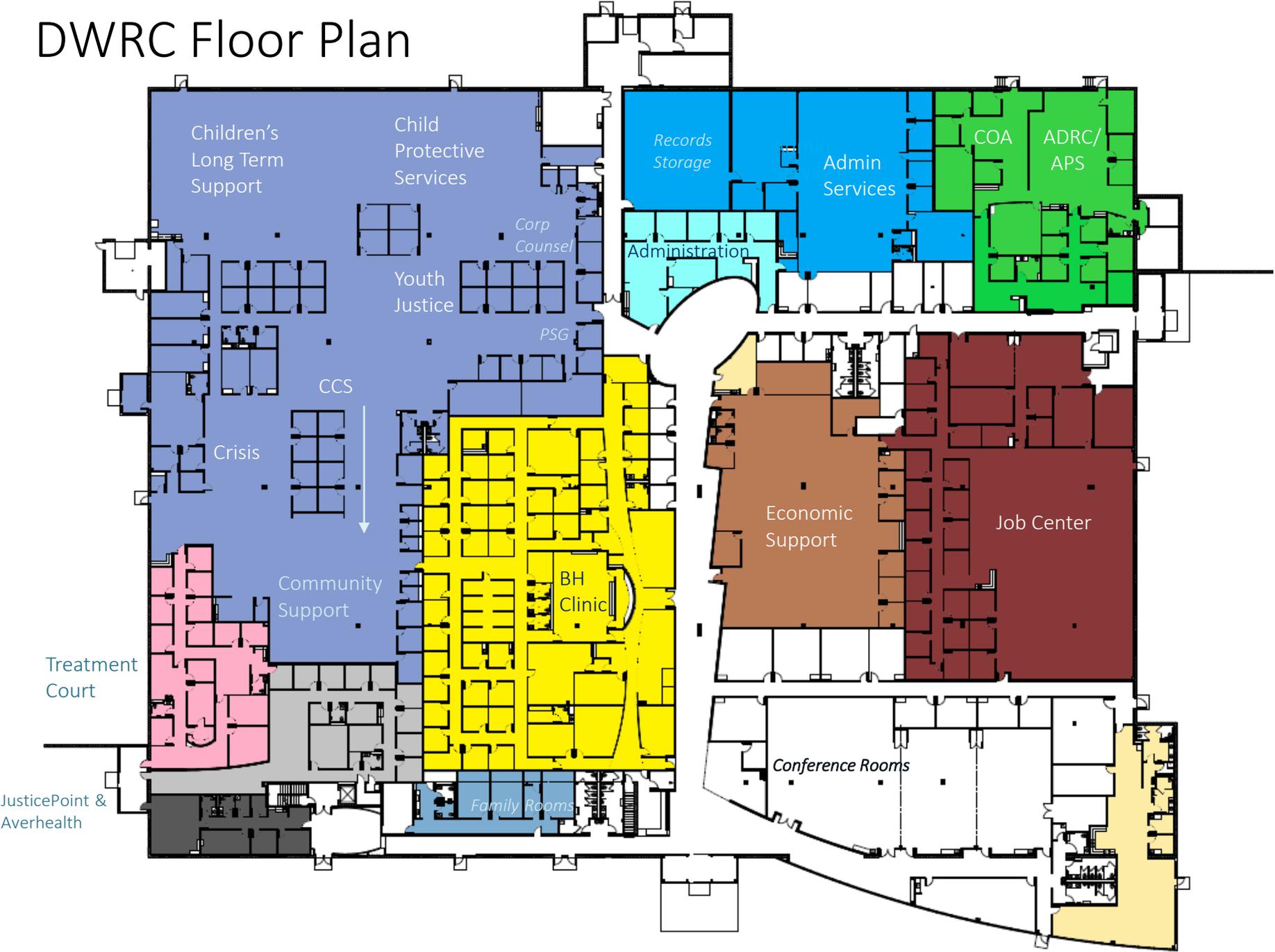
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New  
Building



# DWRC Floor Plan



# Challenges & Opportunities

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Unknown  
longer-term impacts on  
service delivery needs  
due to Covid-19

Program Growth and  
Change Management

Racial Equity Priorities

Do the best you can until  
you know better.

Then when you know better,  
do better.

-Maya Angelou

