

Forest County
Human Service Department
Feasibility Study
&
Implementation Plan

*Prepared for: The Forest County Board of Supervisors,
Department of Health Services, Department of Children and
Families, and Department of Corrections*

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Acronyms:	
• DSS: Department of Social Services (i.e. the Forest County Department of Social Services)	
• DCP: Department of Community Programs	
• FOV: Forest, Oneida, Vilas Counties	
• HSC: Human Service Center for Forest, Oneida, & Vilas Counties (the FOV DCP agency)	
• HSD: Human Service Department	

Feasibility Study

Background

Forest County has offered public human and social services through two local agencies, the Forest County Department of Social Services and the Human Service Center for Forest, Oneida, and Vilas Counties. The Forest County Department of Social Services (DSS) is structured and operates to meet statutory requirements identified in Wisconsin State Statutes, Chapter 46 (Social Services). The Human Service Center (HSC) operates under the authority outlined in State Statutes, Chapter 51 (State Alcohol, Drug Abuse, Developmental Disabilities, and Mental Health Act). The Human Service Center is structured as a Multi-County Department of Community Programs (DCP). Forest, Oneida, and Vilas (FOV) Counties support the HSC via contract. The HSC receives state and local funding to provide required human services identified in State Statutes.

Forest County, in addition to Oneida and Vilas Counties, considered different governance structures for the provision of human and social services over a period of years. There was not sufficient commitment to change governance structures in Forest County until the calendar year 2023. During this period the FOV Counties decided to withdraw from the agreement supporting the HSC effective December 31, 2024. The Forest County Board resolution was enacted on October 17, 2023, it is referenced on the Forest County website:

http://www.co.forest.wi.gov/meetings_notes.asp?thismeeting=42408

The decision to withdraw from the agreement with the HSC was not completed without forethought and due consideration. Forest County has a documented history of concerns with the provision of human services to Forest County residents. There have been several quality improvement initiatives made to address noted concerns. The FOV Counties collectively decided to withdraw from the tri-county agreement supporting the HSC. County Board resolutions addressing the HSC agreement were passed in Oneida and Vilas Counties during the same period in which Forest County enacted their resolution.

Following the resolution to withdraw from the agreement with the HSC, the Forest County Board passed a resolution to conduct a Feasibility Study to consider options for governance and management structures for public human and social services. This Board resolution was enacted on November 14, 2023:

http://www.co.forest.wi.gov/meetings_notes.asp?thismeeting=42409

The Feasibility Study for Forest County was completed in March of 2024. Condensed information from the Feasibility Study is provided in this report. The complete Feasibility Study has been widely distributed and posted to County government websites.

The Feasibility Study occurred over a four-month period. Planning for the Study began in November of 2023. The Study was designed to gather information from identified Stakeholder Groups about the provision of human and social services in their current form and the potential to modify governance and management of these services. Stakeholder Groups were identified

based on their interaction with human and social services in the FOV Counties. A meeting agenda was created which was used for all Stakeholder Groups (there were minor revisions to the agenda for one group of Stakeholders). Two handouts were offered to meeting participants. One outlined the history of the development of human and social services in Wisconsin and offered a summary of allowable governance structures for public agencies. The remaining handout provided “Talking Points” about the Feasibility Study. This document described the Study and provided an email address for people to submit comments and questions about the process. The Stakeholder meeting agendas and handouts referenced are offered as Appendix A.

Interviews were conducted with identified Stakeholder Groups. Feedback and recommendations were collected and classified. Stakeholder Groups were formed to include small groups of people with similar interests in human/social services. Forest County Stakeholders participating in interviews included representatives from the following groups:

- Forest County Board Officials (Board Chairperson, Chairpersons of Social Service Committees, and others)
- Forest County Potawatomi Tribal Nation
- Sokaogon Chippewa Tribal Nation
- Consumers, Family Members, People with Lived Experience
- Human Service Center Board members and staff
- Representatives from Forest County’s Corporation Counsel’s office
- Directors from FOV County Departments of Social Services
- Management representatives from Aging, Health, and DSS agencies in the FOV Counties
- Representatives from Forest County Law Enforcement Agencies (invited participants included the Sheriff’s Department and the Crandon Police Department)
- Behavioral Health Provider Agencies serving the FOV Counties
- Representatives from FOV School Districts
- Representatives from the Wisconsin Department of Health Services, Area Administration, Rhinelander, WI

The Feasibility Study provided options for governance structures for human and social services in Forest County. These are offered in Table 1 below:

Table 1

Options: Governance Structures for Human & Social Services

1. Maintain Existing Single County DSS & Multi County DCP Structure, Re-Write HSC Contract with Performance Objectives	2. Maintain Existing Single County DSS & Multi County DCP Structure, Re-Write HSC Contract with an FOV Executive Committee	3. Develop Single Human Service Department Governance Structures for each FOV County	4. Develop Regional Human Service Department Governance Structure for all FOV Counties
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Less Change ←-----**County Governance Structure**-----→ More Change

Options 1 and 2 maintain the existing single-county DSS agency and multi-county DCP governance structure in Forest County. These options proposed the development of a new contract to include increased oversight of the Human Service Center.

Options 3 and 4 propose Forest County change governance structures for human and social service agencies by developing a Human Service Department(s). This entails combining the services the DSS agency offers with the multi-county DCP agency. Option 3 creates a single-county HSD organization in Forest County. Option 4 describes a regional HSD serving the three-county FOV area. Single-county Human Service Department governance structures have been developed in 63 of Wisconsin's 72 counties.

Interviews with Forest County Stakeholders supported changing the existing governance structure consisting of separate DSS and DCP agencies. A Human Service Department governance structure (Table 1-Option 3) was recommended by Stakeholders. Each of the FOV Counties passed resolutions to develop HSD structures. The Forest County resolution was passed on March 19, 2024:

http://www.co.forest.wi.gov/meetings_notes.asp?thismeeting=43115

During the Feasibility Study workgroups, committees, and personnel meetings were developed to provide information to staff impacted by the potential to develop modified governance structures for human/social services. These workgroups included:

- Directors of the three county DSS agencies (including the Forest DSS Director) and the Director of the Human Service Center met monthly to address transition issues.
- The FOV Counties created a Stakeholder Group with members from the three-county area representing individuals with a noted interest in social and human services. This group met monthly to receive updates and provide feedback about potential transitions in governance and operations. This group continues to meet as an advisory body to the FOV Counties.
- The FOV DSS and HSC Directors scheduled several meetings with HSC staff to address questions and personnel matters. In addition to in-person meetings, written communications were directed to HSC staff to respond to questions and promote employee retention. These meetings have communicated that the change in governance structures will not involve elimination of positions which support program operations.

Statement of Objectives for an HSD:

Forest County expects an HSD structure will achieve:

- Improved access to services for county residents.
- Improved coordination of services for individuals/families involved in county-based human and social service programming.

- Offers a governance design where both human and social services report to a County Board Committee. This structural design offers the potential to increase fiscal and programmatic accountability to the County Board, Board Committees, and taxpayers.
- Reduces the number of county governmental (and quasi-governmental) agencies by combining human and social services into one organization. Realizes available efficiencies where possible.

Statement of Assurances and Maintenance of Effort

Forest County will continue to provide the full range of services that are being provided by the two separate departments. The new integrated HSD will continue to comply with and perform operations meeting standards set forth in statutes, administrative codes, rules, and other program requirements. Forest County is recommending opportunities to improve the quality of all programming through the development of an HSD structure. This includes revisions to and/or additions of personnel positions.

Advantages for the HSD Structure:

- Integrating the DSS and DCP agency programming will improve access to services for consumers; consumers would not be confused about which agency to contact for services, and there would be “no wrong door”.
- Better communication between current DSS and DCP personnel, improved staff consultation, and collaboration across programs and services are expected to increase the number of Forest County residents served.
- Improved coordination of services for clients/consumers, services will be provided more efficiently, particularly to those consumers receiving multiple services.
- More comprehensive and uniform planning across the range of service delivery and programs.
- Opportunities to reorganize/reassign personnel roles and functions.
- More efficient use of limited State and local funds.
- Opportunities to gain additional revenues by expanding programs that generate revenue.

Challenges for the HSD Structure:

- Forest County expects to purchase human services from qualified provider agencies versus administering these services directly. This requires Forest County to identify and contract for human services currently provided by the HSC.
- Forest County will need to develop personnel responsibilities to manage purchased human services and support the additional fiscal and budget oversight.
- Forest County needs to develop knowledge and expertise with human service programming focused on mental health, substance use, and disability services for children.

- Forest County expects purchased human services to be offered within Forest County. This may require the County to offer and/or lease available office space to a purchaser for programming.
- Forest County will need to work with Oneida and Vilas Counties to address the dissolution of the Human Service Center and its assets (buildings and other assets). This process is expected to be addressed through the Corporation Counsel's from each of the FOV Counties.
- Managing organizational change within Forest County.
- Developing an annual budget for integrated DSS and DCP operations.
- Investment of staff and management resources to fully execute the consolidation.

Implementation Plan

Reorganization Proposal

The merger of Forest County DSS with the responsibilities for a single-county DCP creates challenges as well as opportunities. It is not a project that ends on the date the new Human Service Department is created. Rather it is an ongoing process that will take time to develop. The field of human/social services changes frequently; some changes originate from State agencies, including rule changes for the implementation of programming, required collaboration, and changes in funding. Other changes are related to the economy, the availability of local tax levy, and changing demographics and needs of Forest County residents. The creation of an HSD does not solve the challenges of developing annual budgets that rely on uncertain State and Federal funding support. These issues will always be factors, as such a healthy HSD evolves over time to meet the needs of people served.

The Forest County management team understands critical items such as governance structure, administrative and management design, and a sufficient budget allocation need to be in place for the HSD to operate on the effective date of January 1, 2025. Other issues such as developing contracted provider relationships, communication protocols, advancing collaboration between service areas, and creating efficiencies, will be an ongoing process.

The services to be integrated are managed by the Forest County Department of Social Services and the services provided to Forest County residents by the Human Service Center for Forest, Oneida, & Vilas Counties. Forest County intends to purchase human services which have been provided by the Human Service Center historically. The County may develop positions to provide human services directly, but this is not expected in the initial year(s) of operating an HSD.

Forest County will negotiate a contract with the Oneida County Human Service Department (OCHSD) to continue behavioral health and children's disability services in Forest County. Oneida County is integrating all programming offered through the HSC into the OCHSD. Oneida County has agreed to serve as the provider of these services to Forest County. This arrangement offers advantages for Forest County:

- Assures existing human services continue to be available to Forest County residents who are now served through the HSC.
- Allows Forest County a period to consider options for development of human services which may be provided directly by the County.
- Allows Forest County the opportunity to recruit and develop private human service provider agencies serving the County.
- Continues the regional service delivery model which was offered through the HSC while increasing Forest County's oversight of human service programming.

Forest County will be developing Purchase of Service Contracts with Oneida County (HSD as of 01/01/25) to continue all the services currently being provided by the Human Service Center to Forest County residents. Forest County has articulated a goal to offer human services within Forest County thereby eliminating the need for Forest County residents to travel outside of the County to access programming. This goal is expected to be realized over time. Forest and Oneida County will work together to hire professional staff who reside in or close to Forest County. Forest County will seek DHS 34 certification for Emergency Mental Health Services. Forest County will work with Oneida County HSD to implement policies/procedures /protocols for crisis programming. .

Forest County expects to increase the availability of in-person contacts for the provision of human services in the County. This issue will be addressed during contract negotiations with OCHSD. Existing consumers of human services will continue to access services as they did when working with the HSC while expanded Forest County service locations are developed.

Forest County is integrating the County's Aging Services with the Aging & Disability Resource Center (ADRC) services in the County. Aging Services are provided through the Commission on Aging in Forest County. ADRC services are provided via a regional ADRC program whose members are Forest County, the Forest County Potawatomi Tribal Nation, and Taylor County. The regional ADRC is disbanding effective January 1, 2025. Due to the separation of the ADRC regional partners, Forest County recognized the opportunity to integrate Aging and ADRC programming and position these services within the Forest County Human Service Department's governance structure. Forest County is working with WI-DHS long-term care program staff to complete the proposed integration of Aging and ADRC services. There is a separate application and review process for these services. Interested parties can access information from the DHS Office of Resource Center Development and the Board on Aging and Long-Term Care.

Organizational Governance & Management

Based on State Statute 46.23(4)(a), Forest County will create a Human Services Board Committee consisting of 9 members:

- (4) County Board Members
- (2) Tribal Nation Partners
- (1) Sokaogon Chippewa Community Representative

- (1) Forest County Potawatomi Representative
- (1) Individual (or family member of an individual) who receives or has received human services
- (1) consumer of services or citizens-at-large

Initial Appointment Terms *(all member appointments after the initial term will be three-year terms):*

- County Board Members
- (2) one-year term
- (2) two-year term
- Tribal Nation Partners (Three-year terms)
- Individual (or family member of an individual) who receives or has received human services (Three-year term)
- Consumers of services or citizens-at-large
- (2) one-year term
- (1) three-year term

The Forest County HSD Board Committee members will be appointed before the end of calendar year 2024. The HSD Board Committee will be staffed and operational as of January 1, 2025.

The Forest County Board of Supervisors has developed an HSD administrative and management organizational design which is attached as Appendix B. This includes the hire and appointment of a Human Services Director. The HSD Director Job Description is included as Appendix C. The HSD Director will be identified prior to the HSD effective date of January 1, 2025. The Director will report to the HSD Board/Committee. This Board/Committee reports to the Forest County Board Chairperson and/or the full County Board. The HSD Director is responsible for budget development, oversight, and operations of the HSD.

Personnel Transitions

There are a limited number of new positions required for the HSD. Forest County is considering the development of a contract manager/quality assurance position who would oversee contract operations and quality of purchased human services. Additional personnel may be added to support financial management of the HSD and County programs. Forest County will consider opportunities to reorganize existing personnel to enhance efficiency. Any vacant positions identified in the HSD organization will be filled in preparation for the implementation date of January 1, 2025.

Development and Technical Assistance Needs

Forest County has received technical assistance from central and regional staff of the Department of Health Services. The County is in communication with the Department of Children and Families

and the Department of Corrections to keep these state agencies informed of planned organizational changes. Forest County expects to continue consulting with state agencies on programming and procedural issues related to the development of the HSD.

HSD Implementation Objectives Completed:

As stated earlier in this report, Forest County established the following steps in its development of an HSD:

- Enacted County Board resolutions to conduct a Feasibility Study and develop a Human Service Department.
- Completed a Feasibility Study to assess potential to develop an HSD governance structure.
- Developed work groups to examine program issues and streamline processes for integration of human/social services. These workgroups are ongoing (Appendix D).
- Developed composition of the HSD Board/Committee with a planned effective date.
- Developed an Administrative/Management Organizational Chart for the Human Service Department.
- Identified plans to hire an HSD Director who will carry out the Implementation Plan.

HSD Implementation Objectives In-Process:

- Develop the HSD Budget (to be completed by September 2024)
- Schedule a Public Hearing on the 2025 Budget and HSD Structure (targeted for September 2024)
- Communication Protocols: to inform staff and stakeholders of the HSD structure and operations (throughout 2024)
- Purchase of Services (POS) contract development with Oneida County (by October 2024)
- Improve coordination of services between social and human service providers (ongoing throughout 2024)

Summary

Forest County is committed to developing and maintaining a social/human service delivery system that is accessible and responsive to customers, that is effective and efficient in its operation and that is accountable to its governing body. The Human Services Department is believed to be the best vehicle by which to accomplish these objectives. Forest County has addressed the necessary functions of governance, administration and management, and assurance of ongoing provision of human services in 2025 and beyond.

**Forest/Oneida/Vilas Counties Human & Social Services
Governance and Management Structures
Feasibility Study**

Welcome & Introductions

Feasibility Study

- Purpose
- Process
- Product
- Timeline

Existing Structure for Human & Social Services in Forest/Oneida/Vilas Counties: Single County Department of Social Services, Multi-County Department of Community Programs (The Human Service Center for Forest/Oneida/Vilas Counties)

- Advantages
- Challenges

Allowable Statutory Structures for Human and Social Services in WI Counties

- Single and Multi-County Department(s) of Community Programs & Department(s) of Social Services
- Single and Multi-County Human Services Department(s)
- Statewide Trends in Structural Design

Regional Service Systems Developments

- WI Department of Health Services Regional System Designs (Income Maintenance, Aging Services, Behavioral Health Services)
- Preference for Regional Services in Forest/Oneida/Vilas

Stakeholder Feedback

Wisconsin County Human & Social Service Agencies Historical Perspectives & Allowable Structures

Today's **County Human and Social Service Agencies** developed to their current form over time. Agencies are:

- County based, emphasizing local control with County Board oversight.
- Monitored and funded by state agencies (DCF, DHS, DOC), state agencies provide some but not all funding for operations, Counties contribute significant amounts of local funds to support programming. State agencies develop policy and provide administrative oversight to Counties.
- WI State Statutes (Chapters 46 and 51) identify mandated human and social services counties are required to provide, these statutory references include allowable structures for operations.
- Each County determines how to structure and provide services, most use a combination of county staff and contractor services for personnel.

Social Service Agencies

- The Great Depression led to the development of social programs such as social security and aid to families with dependent children. State and local agencies developed with a focus on serving the elderly and infirm, people with disabilities, and families with children living in poverty. These social programs led to the development of WI County Departments of Social Services (DSS).
- Today's Wisconsin Social Service agencies continue a primary focus on child/family well-being.

Mental Health Agencies

- The 1960-70s experienced a focus on mental health services with the deinstitutionalization of people with serious mental health concerns.
- This effort led to the development of County Departments of Community Programs (DCP). These agencies focus on mental health, substance use, and services to people with developmental disabilities.
- In the 1990s Wisconsin developed the Family Care program which now serves the elderly and people with disabilities including developmental disabilities.

Human Service Structures

- In the 1980s Counties operating separate DSS and DCP agencies influenced state legislation to allow agencies to combine DSS and DCP services. These agencies became known as Human Service Departments (HSD).

Allowable Structures for Human/Social Services

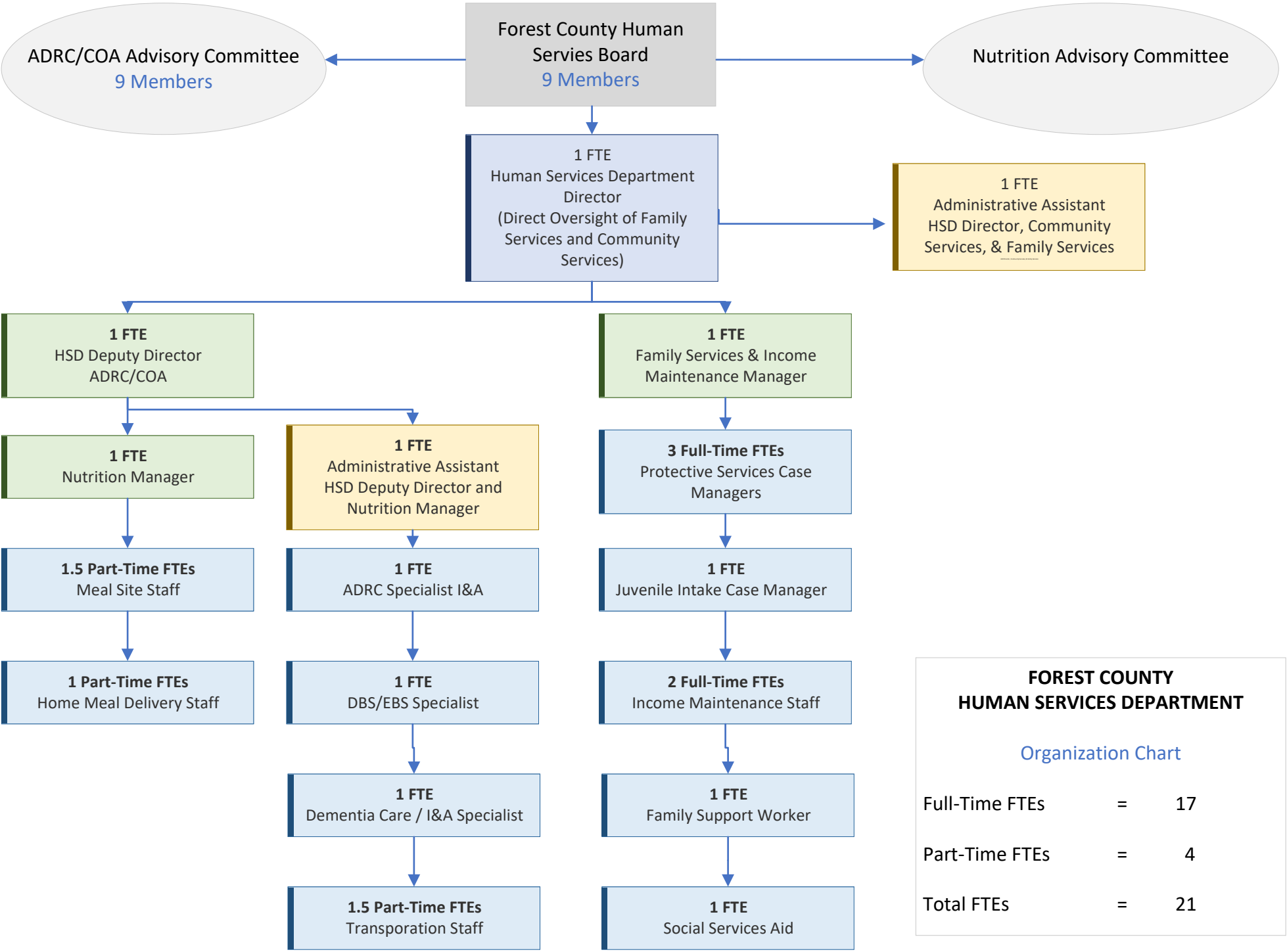
- **Single County Departments of Social Services and Departments of Community Programs**
 - DSS agencies focus on child welfare, juvenile court services, income maintenance and other economic support services (other services can be incorporated into DSS agencies).
 - DCP agencies focus on mental health, substance use, and services to children with developmental and/or intellectual disabilities.
 - This was the most common design for human and social services in Counties prior to 1990.
- **Multi County Departments of Community Programs**
 - Chapter 51 mandated mental health programming through DCP agencies. In more rural/remote parts of WI, Counties joined together to form multi-county DCP agencies. This occurred to share personnel and financial resources to achieve economies of scale.
 - Some examples of local (historical) multi-county DCP agencies are Ashland-Iron-Price DCP, Barron-Burnett-Rusk-Sawyer-Washburn DCP, Shawano-Waupaca DCP.
 - Three Multi County DCPs continue to operate in WI: Forest/Oneida/Vilas Human Service Center, Langlade/Lincoln/Marathon North Central Health Care, Grant/Iowa DCP. In addition, a small number of counties continue to operate single County DSS and DCP agencies.
- **County Human Service Departments**
 - WI State Statute Chapter 46 was modified to define a County Human Service Department (HSD)
 - HSDs are required to combine services provided in DSS and DCP agencies.
 - HSDs can also incorporate other County-based services such as Aging, Health, and Veterans services based on County discretion.
 - State Statutes define the composition of HSD Boards
- **Multi County Human and Social Service Operations/Regionalization Efforts**
 - Although allowed in statute, there are no existing examples of multi county DSS or HSD operations.
 - Some state agencies have encouraged counties to regionalize services through collaborative designs.
 - Some of these regionalization efforts are mandated by State agencies (income maintenance) some are incentivized with additional funding (mental health)

**Forest/Oneida/Vilas Human/Social Services
Talking Points
December 2023**

- The County Boards for Forest/Oneida/Vilas Counties recently passed resolutions which may modify the governance and management structures for the Counties' Human and Social Services.
- Human and social services provided by the Counties include behavioral health (mental health, substance use) services, developmental disability services for children, child protection and child/family welfare services, juvenile justice services, income maintenance, and in some Counties, aging services.
- The Counties remain responsible for providing public human/social services, existing services will continue to be offered as the Counties consider changes.
- The changes being considered are about how county agencies are structured and how agencies manage programs and services for county residents. These changes are not focused on individual programs.
- Any changes which may occur to management structures would take effect late in the calendar year of 2024.
- In the 1980s, WI State Statutes (Chapter 46.23) were developed to allow Counties choices in how they manage public human/social services, in particular options were created to allow governance and management structures which combine services provided by multiple agencies into unified organizations.
- Since these State Statutes were developed, 64 of the 72 counties in Wisconsin have opted to change the structures by which human/social services are provided.
- Counties that are considering changes to human/social services agency structures are required to complete a Feasibility Study which engages Stakeholders in discussions about the best way to manage services in the Counties.
- Forest/Oneida/Vilas Counties have begun a Feasibility Study, the Study is expected to be complete by the end of March 2024.
- If the Feasibility Study recommends changes to the existing governance and management of services an Implementation Plan will be created. The Implementation Plan would offer details about how County agencies would be structured and how services will be managed in the Counties.

Appendix A: FOV Stakeholder Group Meeting Agenda & Information

- If an Implementation Plan is needed it would be developed after the Feasibility Study is completed (spring/summer of 2024).
- A wide group of Stakeholders is being invited to participate in the Feasibility Study. This includes County Board officials, local providers of human/social services, and individuals and families who are receiving or may have received services from the Counties.
- People interested in participating in the Feasibility Study should express their interest by sending an email to the following address: oneidadss@oneidacountywi.gov The email will be checked regularly. People who wish to submit comments or suggestions may do so through this email address. Please leave contact information including an email address or phone number if you would like a reply.
- Any changes to the structure of county agencies would be completed to strengthen and enhance the services provided to county residents today.



Forest County Job Description
Forest County Human Services Department

Position Title: Human Services Department Director
Department: Forest County Human Services Department (FCHSD)
Reports to: Human Services Board and County Administrative Coordinator
FLSA Status: Full-Time – Salary Exempt
Grade:

I. Position Summary:

Provides professional management over department employees and a complex human services system, as provided for under Wisconsin Statutes 46.23. The position has overall responsibility for the administration of the department, including planning, developing, and managing the budget, all human services programs and services. Position consistently exercises independent judgment and discretion under the supervision of the Human Services Board, County Board, and the rules and regulations promulgated by the Department of Health Services, Department of Children and Families Services, Department of Corrections, Greater Wisconsin Agency on Aging Resources, Department of Administration, and the policies and procedures of Forest County. The person in this position is responsible for managing numerous county human services programs that currently include, but are not limited to, Economic Support (Ch49), Child Welfare (Ch48), Youth Aids (Ch938), Behavioral Health and Substance Abuse (Ch51 and Ch45), Prevention Programming, Children's Long Term Support, Birth to Three, Elder Abuse/Adult Protective Services (Ch55), and Emergency Management functions related to Human Services work (Ch323).

II. Essential Job Functions

- Administer the Human Services Department budget in accordance with state, federal, and County regulations.
- Plan, administer, supervise, and evaluate, directly and through delegation, the responsibilities and performance of staff and contract agencies to ensure the efficient and effective operation of the programs.
- Establish and maintain sound personnel practices, including periodic evaluations and disciplinary actions as necessary and as delegated by the Board.
- Plans, implements, and directs service delivery, policy development, and department organization.
- Provide all functions of personnel recruitment, supervision, and direction to all Human Services Department staff and as delegated to the County Board.
- Provides and administers personnel, program, and budget development and reporting to the Human Services Board and other County Board Committees.
- Establishes and coordinates the department's respective roles with other community organizations and state and federal government.
- Assess community needs, work with other community leaders and agencies, and develop plans for the department programs to meet community needs.

- Supervises and recommends the development of annual purchase of service contracts.
- Participate as requested in the areas of civil rights compliance, affirmative action, ADA, risk management, etc.
- Serve as the Civil Rights Compliance Coordinator, Limited English Proficiency Coordinator, and Equal Opportunity Employer Coordinator.
- Required to maintain effective communication, both written and oral, with County Supervisors, Staff, other County Departments, news media, law enforcement, State and Federal agency representatives, and the general public (serve on numerous Committees—local and other).
- Responsible for Health Insurance Portability and Accountability (HIPAA) related duties pertaining to Human Services data.
- Consult with agency staff as part of on-call responsibilities (related to Emergency Detentions (Chapter 51 and 55), Child Protective Services (Chapter 48), Youth Justice (Chapter 938), etc.).
- Participate in regular internal monthly staff meetings and maintain other forms of intra-departmental communication.
- Serve as the complaint investigator and appeals coordinator for all HS programming; attend court hearings as necessary.
- Assist with screening decisions and other related report reviews to Child Protective Services, Child Welfare, Elder Abuse, and Adult Protective Service reports.
- Serve on numerous county committees and represent the department and county on human service-related Boards (Income Maintenance Consortium, Wisconsin Counties Human Services Association).
- Other Duties as Assigned.

I. Supervisory Requirements:

- Follow Forest County's employment policies and applicable laws.
- Provide all recruitment, supervision, and direction functions to all staff in the Human Services Department.

II. Qualifications:

- Graduation from an accredited college with a bachelor's or master's degree related to the delivery of human services, business management, or a closely related field is required (past experience and education may be considered to meet this requirement), and
- Minimum of two years of experience in county social/human services agency administration or a closely related field.
- Minimum of five years of experience in an administrative and supervisory capacity or equivalent combination of training and experience that provides equivalent knowledge, abilities, and skills.
- Knowledge of principles and practices of community organization and human service delivery.

Forest County Job Description
Forest County Human Services Department

- Knowledge of local, state, and federal resources and issues relating to funding and development of programs affecting elderly and disabled individuals.

III. Essential Knowledge, Skills, and Abilities:

- Knowledge, understanding, and interest in the services provided through the Human Services Department; and community services commonly used to address the problems of children, youth, and families; individuals needing alternate care; alcoholics and other drug users, developmentally disabled individuals; individuals and families with mental health problems; and individuals and families unable to meet basic financial needs.
- Knowledge of county and state budgeting and planning systems.
- Knowledge of administrative practices and procedures, budgeting and fiscal management, public administration, and personnel management.
- Ability to manage and supervise personnel.
- Ability to effectively plan, implement, and evaluate human services department programs.
- Ability to establish and maintain effective working relationships with the public, agency personnel, governmental committees, and boards, clients and their families, and representatives of other human service providers.
- Ability to direct financial plans, including the maintenance of fiscal controls.
- Effective communication skills, both verbal and written, is required
- Considerable knowledge of various agency reporting systems.
- Ability to counsel and mediate for the purposes of client case management and personnel management.
- Ability to maintain strict confidentiality of all client information, records, and office operations. Treats clients, coworkers, and the general public with dignity regardless of race, color, creed, disability, or nation of origin.
- Ability to operate in a continually changing and fast-paced environment.
- Ability to advise on and interpret the application of policies, procedures, and standards to specific situations.
- A thorough knowledge and ability to interpret Wisconsin Statutes as they apply to program areas.
- Ability to travel. Must possess a valid driver's license and have access to reliable personal transportation with adequate auto insurance to meet minimum County requirements or other reliable means for local and state-wide travel.

IV. Physical Requirements:

The physical demands and work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Mostly sedentary in a typical office setting. Frequent walking and standing. Employee has frequent contact with public. The employee must frequently lift and/or move up to 35 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job

include close vision, color vision and ability to adjust focus. Essential functions require a high level of concentration and attention to detail.

Forest County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.

THIS DESCRIPTION DOCUMENTS THE GENERAL NATURE AND LEVEL OF RESPONSIBILITY ASSOCIATED WITH THIS POSITION. IT IS NOT INTENDED TO BE A COMPREHENSIVE LIST OF ALL ACTIVITIES, DUTIES AND RESPONSIBILITIES REQUIRED OF INCUMBENTS. IT IS NOT INTENDED TO LIMIT OR MODIFY THE RIGHT OF ANY SUPERVISOR TO ASSIGN, DIRECT, AND MONITOR THE WORK OF EMPLOYEES UNDER SUPERVISION.

Approvals: Approved by:

Department Head: _____ **Date:** _____

Employee Acknowledgement:

I acknowledge that I have received a copy of the Forest County Human Services Department Director job description and understand that it is my responsibility to read and understand it. I can perform the essential functions as outlined with or without reasonable accommodation. I understand that this job description may be used to evaluate my duties' performance. If I have any questions about this job description or my job duties, I understand that I should ask the County Administrative Coordinator or the Forest County Human Service Board.

Forest County is an Equal Opportunity Employer that does not discriminate on the basis of any Wisconsin or Federal protected classification. In compliance with the ADA, Forest County will provide reasonable accommodations to qualified individuals with disabilities and encourages prospective employees and incumbents to discuss accommodations with their employer and/or supervisor.

Signature

Date

Printed Name

HUMAN SERVICES IMPLEMENTATION

07/30/2024

Forest, Oneida and Vilas Counties each passed a Resolution to withdraw from the Tri-County Human Service Board effective December 31, 2024. In addition, each of the three counties passed a Resolution creating a County Transition Oversight Panel to ensure the smooth and seamless transition upon the effective date of the withdrawal.

In March 2024 the three County Boards of Supervisors passed Resolutions adopting the recommendation for the consolidation of the Departments of Community Programs (The Human Service Center) and Social Services into a Department of Human Services, as outlined in the Forest, Oneida, and Vilas Counties Feasibility Study dated March 2024 and to begin implementation planning.

County Transition Oversight Panel

The County Transition Oversight panel was created to oversee the transition to Human Services in Vilas, Forest and Oneida County. The Panel consists of 7 members, 4 from Oneida County, 2 from Vilas County and 1 from Forest County. The panel oversees the workgroups created to work on the transition.

WORK GROUPS FOR TRI-COUNTY

STAFFING WORK GROUP (Oneida only): Responsible for the integration of Human Service Center Staff into the Oneida County payment, classification and benefit plans.

- Salary and wages
- 40 hour work weeks
- Benefits – health, life, dental vision
- Time Off – PTO, sick, holidays
- Employment Policies – Work from Home – Alternate Work Schedule
- Transfer of benefits
- Unemployment Compensation
- Human Service Center payroll end date
- Oneida County employment start date for newly hired (last Q consideration?)

Members:

- Lisa Charbarneau
- Mary Rideout
- Mona Kraft
- Tamara Feest (ended 07/03/24)
- Joel Gottsacker

Meeting Schedule:

- 04/15/2024
- 04/22/2024
- 04/29/2024
- 05/06/2024

Appendix D Work Groups for Tri-County Human Services

- 05/16/2024
 - 05/20/2024
 - 05/28/2024
 - 06/03/2024
 - 06/10/2024
 - 07/01/2024 Moving meeting to every 2 weeks
 - 07/15/2024
-
- ✓ 51 positions classification placement approved by Oneida County Board on May 21, 2024.
 - ✓ Draft conversion of benefits discussed with Executive Committee on May 22, 2024.
 - ✓ Executive Committee approved benefit conversion as proposed, OK to make offers to staff. Offers are contingent on approval of the 2025 Oneida County Budget and review of employment offers by outside legal counsel to ensure county is not violating any employment laws.
 - ✓ Offer letters completed, delivery to HSC staff began June 28th. All but 2 have been returned as of July 31, 2024.

FINANCIAL/IT WORK GROUP (F/O/V):

Members:

- Mary Rideout
- Kate Gardner
- Tracy Ferraro
- Jason Rhodes
- Keith Haselton (ended June 28, 2024)
- Tamara Feest (ended July 3, 2024)
- Tina Smigielski
- Darcy Smith
- Heidi Chavez
- Sandy Wente

Meeting Schedule:

04/18/2024

05/16/2024

06/11/2024

- ✓ The Committee restructured, and separate fiscal from information technology at its 06/11/2024 meeting.

Fiscal Work Group

Members:

- Tina Smigielski, Oneida
- Darcy Smith, Vilas
- Nora Matuszewski, Forest
- Mary Rideout
- Heidi Chavez

Responsible for the integration of financial information into Oneida Counties System.

- Audit

Appendix D Work Groups for Tri-County Human Services

- Close-out
- Accounts receivable and accounts payable
- Reporting
- ✓ Three County Boards approved hiring a financial consultant to assist with the close-out of HSC financials/assets/liabilities.
- ✓ Stephen Daly, financial consultant, began 07/08/2024 in person for two weeks. Will work remote after that.

ITS Work Group

Members:

- Jason Rhodes, Oneida
- Mary Rideout
- Heidi Chavez
- Peggy Schauer
- Lauren Schauer
- Marie Thompson
- Lynn Schnoor
- Mona Kraft

Responsible for the integration of information technology between Oneida County and The Human Service Center.

- Phones
- Network/IT equipment
- Software
- Connectivity
- Email
- ✓ Currently working on MOU to allow Oneida ITS access to HSC technology systems. Completed 07/10/2024
- ✓ Meeting scheduled at HSC with IT group/staff 07/23/2024
- ✓ 07/17/2024 Meeting with Netsmart on continuing software w/OC. They will draft license agreement and get to us. They don't see this as a big issue.
- ✓ 07/22/2024 Meeting with ITS staff @ HSC. Once ITS has access, we can evaluate next steps.

BUILDING AND GROUNDS (Oneida only): Responsible for transfer of maintenance and cleaning of facilities (Koinonia and Timber Drive).

- Keys/Key cards
- Building cleaning and maintenance
- Building overhead expense (utilities, cleaning, maintenance)
- Koinonia Lease

Members:

- Troy Huber
- Lindsey Kennedy
- ✓ Koinonia Building Assessment Study received June 2024.

Appendix D Work Groups for Tri-County Human Services

- ✓ Fiber being brought to Koinonia and Timber Drive location May/June 2024.
- ✓ Facilities Committee tour of facilities on July 26, 2024
- ✓ Facilities Meeting scheduled for August 5th.

BOARD DEVELOPMENT (F/O/V each to establish): Responsible for determining the structure for the Oneida County Human Services board per 46.23(4)(a)1.

Oneida County Members:

- Mary Rideout
- Joel Gottsacker
- Robb Jensen, Chair of Social Services Committee
- Ted Cushing, Chair of ADRC Committee

Meeting Schedule:

05/13/2024

Oneida County:

Committee Recommends: 9 member Oneida County Human Services Board – 5 County Board Supervisors, 4 citizen members

Vilas County:

Committee Recommends: 7 member Vilas County Human Services Board consisting of 4 county Board Supervisors and three citizen members with at least one citizen member having lived experience.

Forest County:

Committee Recommends: Based on State Statute 46.23(4)(a), Forest County will create a Human Services Board Committee consisting of 9 members:

- (4) County Board Members
- (2) Tribal Nation Partners; (1) Sokaogon Chippewa Community Representative, (1) Forest County Potawatomi Representative
- (1) Individual (or family member of an individual) who receives or has received human services
- (1) consumer of services or citizens-at-large

CERTIFICATIONS (Oneida for all certifications, Forest and Vilas DHS 34 only): Responsible for the application for certifications under DHS 34, 35 36, 63, and 75.

Members:

- Joel Gottsacker
- Patrick Cork
- Tamara Feest (ended 07/03/2024)

- ✓ The application for CCS, DHS 36, is almost complete. Hoping to submit in July 2024.
- ✓ Meeting with DHS on July 09, 2004 – hoping to establish a simplified certification process, and discussed next steps for certifications to transfer to the counties. Meeting w/Vilas & Forest on certifications, follow-up email from Pat Cork 07/17/2024.

Appendix D Work Groups for Tri-County Human Services

- ✓ OC Initial certification form completed 07/16/2024, will need to request funds for certification costs. Form submitted to State 07/23/2024
- ✓ Requesting funds – August County Board

CRISIS SERVICES WORK GROUP (F/O/V): Responsible for development of the preferred crisis response system for the three counties.

Members:

- Joel Gottsacker
- Terri Hook
- Tyler Young
- Tracy Ferraro
- Alyssa Condon
- Christine Dobbs
- Jessica Schiek
- Joe Fath
- Kari Decorah
- Kate Gardner
- Kelsey Sullivan
- Kevin Schlueter
- Rhonda Benfit
- Sara Tienhaara

Meeting Schedule:

05/09/2024
05/16/2024
05/23/2024
05/30/2024
06/06/2024
06/13/2024
08/20/2024

- ✓ Group investigating vendor arrangements to cover Emergency Services after hours due to being short staffed.
- ✓ Vendor contract done effective July 01, 2024 to cover after hours completely.
- ✓ Group meeting monthly.

Legal (F/O/V): Responsible for legal matters regarding the establishment of Departments of Human Services in the three counties.

- Application of ss 46.23 (3)(d) Employee protections
- Contract/Agreement between three counties for Behavioral Health/ID Services.
- Record Retention
- Updates to County Code
- Buildings/Leases

Members:

- Paul Payant

Appendix D Work Groups for Tri-County Human Services

- **Chelsea Payant**
- Chad Lynch
- Mike Fugle

Meetings:

05/22/2024

06/05/2024 – Records meeting with DHS

06/11/2024

07/09/2024- Records meeting with DHS

- ✓ Meeting with DHS on records – DHS would like to see our plan and then will review.
- ✓ Plan developed and submitted to DHS in June
- ✓ July 09, 2024 meeting on records with DHS, they had no concerns/changes to our plan.
- ✓ 07/17/2024 Meeting with Netsmart on continuing software w/OC. They will draft license agreement and get to us. They don't see this as a big issue. Would like our resolution/implementation plan on records.
- ✓ 07/30/2024 Request to legal to review CCS Tri-County MOU

Program Teams:

CCS/CSP/CRS/Targeted: Responsible for the transition of these programs to Human Services.

Areas include: System access, workflow, fiscal, working with DHS, Regional application, seamless client services.

Members:

- Tracy Bellman
- Brenda Lee
- Heidi Chavez
- Gabriella Cook
- **Tracy Ferraro**
- Jen Smits
- Pam Lano, DMS
- Julia Thoe, DMS
- Janel Benedum, DQA
- Nicole Heiser, DQA
- Jason Cram, DCTS
- Danielle Graham-Heine, DCTS
- Heather Carlson, DCTS
- Karlie Pierson, AA
- Becky Luebke, AA
- True Lor, AA

CLTS/Birth to 3: Responsible for the transition of these programs to Human Services. Areas include: System access, workflow, fiscal, working with DHS, authorizations, seamless client services.

Members:

- Hugo Vargas

Appendix D Work Groups for Tri-County Human Services

- Beth Hoerchler
- Heidi Chavez
- Val Wielhouwer
- **Tracy Ferraro**
- Kerri Nordby
- Jewel Towle
- Tammi Boers
- Samella Jolly, BCS
- Becky Luebke, AA
- True Lor, AA

Fiscal Services Team: Responsible for the transition of financial programs to Human Services.

Areas include: System access, workflow, working with Oneida ITS/Fiscal, working with State fiscal, authorizations, seamless client services, billing, AR, AP, GL, PR.

- Heidi Chavez
- Sandy Wente
- **Tracy Ferraro**
- Karen Bellile
- Connie Deau
- Shelby Haubert
- Christine Wenninger
- Julie Anstett, AA
- Amy Bell-Ferries, AA

BH/Emergency Services Team: Responsible for the transition of these programs to Human Services. Areas include: System access, workflow, fiscal, working with DHS, seamless client services.

- Joel Gottsacker
- **Tracy Ferraro**
- Kelsey Sullivan
- Sara Tienhaara
- Helga Low
- Pam Lano, DMS
- Laurie Hintz, DMS
- Janel Benedum, DQA
- Nicole Heiser, DQA
- Teresa Steinmetz, DCTS
- Joannette Robertson, DCTS
- Karlie Pierson, AA
- Becky Luebke, AA
- True Lor, AA

Outpatient Clinic Team: Responsible for the transition of these services/programs to Human Services. Areas include: System access, workflow, fiscal, working with DHS, seamless client services.

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- Sara Tienhaara
- Kate Gardner
- Tracy Ferraro
- Pam Lano, DMS
- Janel Benedum, DQA
- Nicole Heiser, DQA
- Dan Bizjak, DCTS
- Heather Carlson, DCTS
- Teresa Steinmetz, DCTS
- Becky Luebke, AA
- True Lor, AA

(More teams may added as needed)

Other activities:

PR Group: Provide public information, provided targeted information to identified groups, change narrative to positive change, radio, tv, written, on-line.

Members:

- Carrie Mikalauski
- Jeri Driscoll
- Lori Ring
- Sydney Geiger
- Michelle Klinger
- Mindy Fisher
- Kimberly Edwards, AA
- Julie Anstett, AA
- Amy Bell-Ferries, AA
- Holly Audley, DCTS

- ✓ Working on press release regarding structure change.
- ✓ Logos/letterhead
- ✓ Social Media posts
- ✓ Employee relations/retention ideas

Emergency Management: responsible for Emergency Management policy/procedure, safety policy & procedures, Crisis planning.

Members:

- Tom Eernisse

Policy Updates: responsible for updating employee policies, PTO, AWS, WFH in addition to “new hire” policies such as confidentiality, electronic use, HIPAA, CRC, etc., and other policies deemed necessary prior to January 01, 2025.

Members:

- Lori Garber, OC
- Melissa Gauthier, HSC

Advisory Groups:

Tri-County Stakeholders:

- Stakeholders representing all three counties and three tribes, law enforcement, private providers, interested parties
- Meeting every two weeks during implementation

Consumer Advisory Group:

- First Meeting May 29, 2024
- June 19, 2024
- July 17, 2024

Internal Oneida County meetings:

Internal Stakeholders: responsible for impact of transition to Human Services on Oneida County.

Mary Rideout, DSS

Joel Gottsacker, DSS

Heidi Chavez, DSS

Linda Conlon, PH

Lisa Charbarneau, HR

Grady Hartman, Sheriff

Mike Fugle, Corp Counsel

Troy Huber, Building and Grounds

Lindsey Kennedy, Buildings and Grounds

Jason Rhodes, ITS

Tina Smigielski, Finance

Meeting every two weeks – beginning in 2023

Social Services Transition meeting (formally our System Improvement Meeting) – responsible for providing updates from other workgroups and problem solving issues coming out of these workgroups.

Mary Rideout

Joel Gottsacker

Beth Hoerchler

Heidi Chavez

Tom Eernisse

Brenda Lee

Lori Garber

Carrie Mikalauski

Jeri Driscoll

Tracy Bellman

Appendix D Work Groups for Tri-County Human Services

Hugo Vargas

Sara Tienhaara

Kelsey Sullivan

Mona Kraft

Melissa Gauthier

Others added as needed

Meeting every Friday @ 8:30 am