1. November 18, 2020 Human Resources Committee Meeting Agenda
   Documents:
   
   NOVEMBER 18, 2020 HR AGENDA.PDF

2. November 18, 2020 Human Resources Committee Meeting Packet
   Documents:
   
   NOV. 18, 2020 HUMAN RESOURCES PACKET.PDF
County Board Human Resources Committee
MEETING NOTICE
Wednesday, November 18, 2020
3:30 PM
County Board Room 114
Walworth County Government Center
100 W. Walworth St., Elkhorn, Wisconsin

Susan Pruessing, Chair  Rick Stacey, Vice-Chair
Supervisor Kathy Ingersoll  Supervisor Ken Monroe  Supervisor Ryan Simons

NOTICE: DUE TO THE CONTINUING PUBLIC HEALTH EMERGENCY,
THIS MEETING IS PLANNED TO PROVIDE FOR REMOTE OR OFF-SITE ATTENDANCE
BY COMMITTEE MEMBERS.

The Walworth County Government Center remains open, but in-person attendance may be limited to
help ensure appropriate social distancing is observed.  ALL INDIVIDUALS ARE STRONGLY
ENCOURAGED TO WATCH THE MEETING STREAMING LIVE AT
https://mediasite.co.walworth.wi.us/Mediasite/Play/b0c0488db9d74553a628eda46620a6cb1d

Individuals wanting to provide a Public Comment can do so remotely by telephone, but must contact the
County Administrator’s Office at 262-741-4357 on the day of the meeting and at least 15 minutes prior
to the start of the meeting to obtain instructions.

(Posted in compliance with Sec. 19.84, Wis. Stats.)

A quorum of the County Zoning Agency and Lakeland Health Care Center Board of Trustees will be in attendance.
It is possible that a quorum of the county board or any of its other committees could be in attendance at this
meeting.

Agenda enclosures are available upon request from the County Administrator’s Office or on the County’s web page
(www.co.walworth.wi.us). The agenda packet, including supporting documents,
may be large, depending upon the number of enclosures. Downloading it will require ample computer memory and
may take significant time.

AGENDA

Note: all agenda items are subject to action.

1. Call to order
2. Roll call of committee members
3. Agenda withdrawals, if any
4. Agenda approval
5. Approval of minutes
   a) November 10, 2020 Human Resources Committee Special Meeting (encl. pp. 1-2)
6. Public comment period
7. New Business
   a) Resolution No. **-12/20 Reauthorizing Self-Insurance for Worker’s Compensation (encl. pp. 3-5)
   b) Ordinance No. ****-12/20 Amending Section 15-121 of the Walworth County Code of Ordinances Relating to Workweeks for Certain Sheriff’s Office Employees (encl. pp. 6-13)
   c) Ordinance No. ****-12/20 Continuing Special Authority for 2021 to Enable Continued Response to and Management of Operations During the COVID-19 Pandemic by Extending Certain Authorizations as Approved within the 2020 Resolution for a Declaration of Emergency and Ordinances 1215-06/20 and 1224-09/20 (encl. pp. 14-27)
   d) Discussion of the Creation of Temporary Positions for 2020 and 2021 at Lakeland Health Care Center (encl. pp. 28-29)

8. Reports/announcements by Chairperson

9. Set/confirm next meeting date and time
   a) Human Resources - Wednesday, December 14, 2020 at 3:30 p.m.

10. Adjournment

Submitted by: Susan Pruessing, Committee Chairperson of Human Resources
        Kate Bishop, Human Resources Director

Posted: November 12, 2020
Memorandum

To: Walworth County Human Resources Committee
Cc: Mark Luberda, County Administrator
From: Kate Bishop, Human Resources Director
Date: November 13, 2020
RE: November 18, 2020 Human Resources Committee Meeting

New Business:

a.) Resolution No. xx-12/20 Reauthorizing Self-Insurance for Worker’s Compensation. The Wisconsin Worker’s Compensation Act (Act) requires employers covered by the Act to either insure their liability with a worker’s compensation insurance carrier or be exempted (self-insured) from insuring liabilities with a carrier and thereby assuming the responsibility for its own worker’s compensation risk and payment. Walworth County has been self-insured for their worker’s compensation risk since November 1981 per resolution 113. Because of our current self-insured status as a political subdivision, we are required to provide the Department of Workforce Development Worker’s Compensation Division with a resolution passed by the governing body, which states its intent and agreement to self-insure. It is time for us to submit our restated resolution with our next Department of Workforce Development Worker’s Compensation Division self-insurer political subdivision renewal. We would look for your favorable recommendation to move this resolution to the County Board to remain self-insured for our worker’s compensation liability for the next 3 years.

b.) Amending Section 15-121 of the Walworth County Code of Ordinances Relating to Workweeks for Certain Sheriff’s Office Employees. Enclosed you will find a memorandum from Captain Todd Neumann requesting the rotating schedule change for Communication Officers, resulting in the change of scheduled work hours from 2,032 hours to 2,008 hours annually. This schedule mimics the schedule of Deputy Sheriffs as well as many comparable communication centers in Southeastern Wisconsin. It is the belief that this change will bring about a better work/life balance for the Communication Officers, including supporting their mental health, which will aid in recruitment and retention for the division. Captain Neumann will be present to answer any questions you may have during the meeting.

c.) Continuing Special Authority for 2021 to Enable Continued Response to and Management of Operations During the COVID-19 Pandemic by
Extending Certain Authorizations as Approved within the 2020 Resolution for a Declaration of Emergency and Ordinances 1215-06/20 and 1224-09/20. In general, the purpose of this ordinance is to continue the authority established in 2020 into 2021 with the inclusion of greater flexibility relative to limited term employees. Part II of the ordinance address the items this committee is has an interest in. A memorandum from Mark Luberda, County Administrator, is included in your packet that addresses the specifics along with a copy of the ordinance.

d.) Discussion of the Creation of Temporary Positions for 2020 and 2021 at Lakeland Health Care Center. Over the past few months, the staffing needs of Lakeland Health Care Center have continued to be evaluated. As you are aware, there have been a number of additional duties and restrictions placed on the health care center in response to the COVID pandemic. Included in your packet is a memorandum from Elizabeth Aldred, Director of Health and Human Services and Superintendent of County Institutions, outlining current staffing vacancies and leaves as well a proposal for additional staffing.
Chair Susan Pruessing called the meeting to order at 3:15 p.m.

Roll call was conducted and the following members were present, either in person or by remote attendance: Chair Susan Pruessing; Vice Chair Rick Stacey; and Supervisors Kathy Ingersoll, Kenneth Monroe, and Ryan Simons. A quorum was declared.

Others in Attendance:
County Board Supervisors: David Weber, Bryan Holt, Nancy Russell
County Staff: County Administrator Mark W. Luberda; Human Resources Director Kate Bishop; Corporation Counsel/Director of Land Use Resource Management (LURM) Michael Cotter; Superintendent of Institutions Elizabeth Aldred; Finance Director Jessica Conley; Finance Manager Stacie Johnson; Clerk of Circuit Court Kristina Secord; Public Works Director Richard Hough; County Clerk Kimberly Bushey; Veterans Service Officer Nathan Bond

On motion by Vice Chair Stacey, second by Supervisor Simons, the agenda was approved with no withdrawals.

On motion by Supervisor Monroe, second by Supervisor Ingersoll, the October 21, 2020 Human Resources Committee meeting minutes were approved.

Public Comment – There was none.

New Business
7a. Resolution No. 47-11/20 Revising the Pay Range for the Casual Jury Bailiff Position at the Clerk of Courts Office

Human Resources Director Kate Bishop explained this Resolution was approved for 2021. Clerk of Circuit Court Kristina Secord is requesting this be approved and implemented for the next pay period in November. Secord stated there was a meeting this afternoon with the Judges and there may be a decrease in the amount of Jury Trials this year, but she still feels this increase in pay is important and would be appreciated because of the work involved for the Jury Bailiffs. Vice Chair Stacey offered a motion, second by Supervisor Ingersoll, to approve Resolution No. 47-11/20 Revising the Pay Range for the Casual Jury Bailiff Position at the Clerk of Courts Office. Motion carried 5-0.

7b. Resolution No. 48-11/20 Authorizing an Increase in the Per Diem Rate for the Citizen Members of the Walworth County Board of Canvass and Tabulators

Bishop distributed an Amended Resolution No. 48-11/20 and noted a change to the Policy and Fiscal Note. County Clerk Kimberly Bushey provided explanation for the request to increase the per diem rate. She stated there is concern that those who have helped in the past will not be interested in assisting during the anticipated recount, due to concerns related to COVID-19. In addition, the recount may be occurring over Thanksgiving, so Bushey hopes this increase will incentivize tabulators to help. Discussion followed where Bushey explained the typical work day for these volunteers, how she plans to obtain volunteers, and
addressed concerns regarding COVID-19 and the holiday weekend. Bushey also clarified who will be responsible for the cost of the recount. If there is no change in the outcome of the election, the costs will be reimbursed by the candidate requesting the recount. If there is a change in the outcome, then the County would be responsible for those costs. At the request of Supervisor David Weber, Bushey provided an overview of the recount process. **Supervisor Simons offered a motion, second by Vice Chair Stacey, to approve Amended Resolution No. 48-11/20 Authorizing an Increase in the Per Diem Rate for the Citizen Members of the Walworth County Board of Canvass and Tabulators.** Motion carried 5-0.

**Reports/Announcements by Chair** – There were none.

**Confirmation of next meeting:** The next meeting was confirmed for Wednesday, November 18, 2020 at 3:30 p.m.

**Adjournment**

On motion by Supervisor Monroe, second by Vice Chair Stacey, Chair Pruessing adjourned the meeting at 3:28 p.m.

Submitted by Lindsey Ross, Administrative Assistant. Meeting minutes are not considered final until approved at the next regularly scheduled Human Resources Committee meeting.
Resolution No. xx - 12/20
Reauthorizing Self-Insurance for Worker’s Compensation

Moved/Sponsored by: Human Resources Committee

WHEREAS, the Wisconsin Worker's Compensation Act (“Act”) provides that employers covered by the Act either insure their liability with worker's compensation insurance carriers authorized to do business in Wisconsin, or to be exempted (self-insured) from insuring liabilities with a carrier and thereby assuming the responsibility for its own worker's compensation risk and payment; and,

WHEREAS, the State and its political subdivisions may self-insure worker's compensation without a special order from the Department of Workforce Development (Department) if they agree to report faithfully all compensable injuries and agree to comply with the Act and rules of the Department; and,

WHEREAS, Walworth County is a qualified political subdivision of the State of Wisconsin; and,

WHEREAS, the Human Resources Committee, at its November 18, 2020 meeting, approved the continuation of the self-insured worker's compensation program, in compliance with Wisconsin Administrative Code DWD 80.60(3).

NOW, THEREFORE, BE IT RESOLVED by the Walworth County Board of Supervisors as follows:

(1) That the County’s current self-insured worker's compensation program be and the same is hereby continued.

(2) That the County Clerk is authorized and directed to forward certified copies of this resolution to the Worker's Compensation Division, Wisconsin Department of Workforce Development.

__________________________________________  ______________________________________
Nancy Russell                                Kimberly S. Bushey
County Board Chair                           County Clerk

County Board Meeting Date: December 8, 2020

Action Required: Majority Vote X Two-thirds Vote ______ Other _____
Policy and Fiscal Note is attached. Reviewed and approved pursuant to Section 2.91 of the Walworth County Code of Ordinances:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael P. Cotter</td>
<td>Corporation Counsel</td>
<td></td>
</tr>
<tr>
<td>Jessica Conley</td>
<td>Finance Director</td>
<td></td>
</tr>
<tr>
<td>Mark W. Luberda</td>
<td>County Administrator</td>
<td></td>
</tr>
</tbody>
</table>

If unsigned, exceptions shall be so noted by the County Administrator.
Policy and Fiscal Note
Resolution No. xx- 12/20

I. Title: Reauthorizing Self-Insurance for Worker’s Compensation

II. Purpose and Policy Impact Statement: Every three years, each self-insured political subdivision must provide the Department of Workforce Development with a resolution, passed by the governing body, which states its intent and agreement to self-insure. Walworth County first elected to self-insure worker's compensation pursuant to resolution number 113 adopted in November 1981.

III. Budget and Fiscal Impact: Adoption of this resolution will have no fiscal impact on the County budget, as the necessary funds have already been included in the budget to fund the program.

IV. Referred to the following standing committees for consideration and date of referral:

   Committee: Human Resources               Meeting Date: November 18, 2020
   Vote:
   County Board Meeting Date: December 8, 2020

Policy and fiscal note has been reviewed and approved as an accurate statement of the probable policy and fiscal impacts associated with passage of the attached resolution.

______________________________________________  ________________________________
Michael P. Cotter                                  Jessica Conley
Corporation Counsel                                 Finance Director

______________________________________________
Mark W. Luberda
County Administrator

Date
Date


Proposal to Move Communications Staff from a 5/2 5/2 6/3 Schedule to a 5/2 5/3 Schedule Rotation

For many years, Communications Officers at the Walworth County Sheriff’s Office have worked a schedule rotation consisting of 5 days on 2 days off, 5 days on 2 days off, 6 days on 3 days off. This schedule resulted in an employee working 2,032 hours per year.

In 2019/2020 the Sheriff’s Office conducted a workflow study in the Communications Center. This study was administered by PSAP Concepts and Solutions of Geneva IL. One of the Key recommendations of the workflow study was to change the Communications Officer schedule to a format other than the 5/2 5/2 6/3 rotation currently in place.

PSAP Concepts and Solutions (PCS) cited in their study that the 5/2 5/2 6/3 schedule does not allow employees to have sufficient time off before working voluntary or mandatory overtime when working a 6 day work week. PCS cites that without the ability to have time off, employees experience burnout and this may result in loss of staff. One of the recommendations that PCS made was to consider a 5/2 5/3 schedule rotation. I’m proposing to move the Communications Officers and Supervisors to a 5/2 5/3 schedule rotation beginning January 1st 2021.

- It is in parity with the schedule that the Deputy Sheriff’s and other area Communications Centers currently work thus giving the communications officers a sense of fair treatment with regard to other first responders.
- It results in 3 days off more often which will increase work life balance. Unlike other first responders, the nature of the Communications Officer position does not give them an opportunity to unplug as easily as a deputy sheriff. They are always on the console unless they have the opportunity for a break. Currently this is not often possible leaving them at the mercy of the telephone. This makes for a busy and stressful job.
- With better work life balance and more time off, the Communications Officers working life is improved and the County reaps the benefits of happier healthier employees and reduces the chances of turnover.
- This schedule change eliminates the 6 day workweek every third week. By doing this we make any mandatory overtime seem more reasonable. Mental health of our first responders is a great concern in today’s world.

Budget Impact

The 5/2 5/2 6/3 schedule rotation with 8 hour work days results in 2,032 regular paid hours for the staff per year. Communications Officers make an hourly rate of $20.31 to $27.52 per hour and Supervisors make $29.20 to $38.08 dependent upon years of service and performance. The 5/2 5/3 schedule with a proposed 8.25 hour work day would result in 2,008 regular paid hours per year. The 0.25 hour addition to each shift will facilitate the structured exchange of information about current and ongoing concerns throughout Walworth County and neighboring jurisdictions.

With the current 5/2 5/2 6/3 Schedule, each member of the Communications Center Staff incurs approximately 40 hours of planned overtime per year when their scheduled rotation puts their 6 day
work week within a Sunday through Saturday calendar week. Under fair labor standards act their 6th day then becomes an overtime day.

With the proposed 5/2 5/3 8.25 hour schedule, staff would work a schedule rotation where they would have an average of 46.25 hours of built in overtime per calendar year. This would occur because they would have a 5 day work week of 8.25 hours, giving them 1.25 hours of OT in that work week. Although moving to this schedule saves approximately $4,700.00 in base wages on a yearly basis, we are not asking for any fiscal changes to the budget to allow us the opportunity to ensure that this aligns with our planned predictions. There is no impact to benefit accruals as they are based solely on the position being a full time employee.

**Operational Considerations**

The Communications Center has been experiencing significant staff turnover since 2015. This has resulted in a significant amount of mandatory overtime to cover the vacant positions.

Communications staff and HR have assembled a proposed 5/2 5/3 work rotation. The attached documents show the current 5/2 5/2 6/3 work rotation as well as the proposed 5/2 5/3 model. This proposed work rotation model will fit our current staffing level. I anticipate that the staffing level will improve by January 1, 2021 based on the number of staff currently in training, and my goal is to reach a level of staffing where every employee is operational by late summer 2022. As we hire and fill positions we move into a situation where we would be able to consistently have a minimum staffing of three without mandating as much overtime as we currently do. I anticipate the proposed schedule will help to attract, hire, and retain staff.

The following is the original table taken from the Communications Workflow Study. As part of the study PSAP concepts and solutions used the APCO (Association of Police Communications Officers) Project Retains formula to calculate the number of staff needed based on an alternate 5/2 5/2 5/3 schedule. The table shows that this new schedule is compatible with our total number of positions. Since I’m proposing to move to a 5/2 5/3 schedule with an 8.25 hour day, I took the Project Retains formula with PSAP Concepts original information and recalculated this data on based on an 8.25 hour work day with the 5/2 5/3 schedule.
Recalculated Table 12: PSAP Concepts and Solutions made a mistake on the display of the formula in line I at the bottom. It is actually $Gx(1+H)$ not $Gx1/H$. If one were to do the formula as shown in the original table I would need a staff of 58 Telecommunicators to staff our Communications Center. Based on the APCO Project RETAINS formula, our current authorized staffing level of 19 is compatible with the 5/2 5/3 8.25 hour scheduling model.
Current staffing includes the three supervisors as working supervisors. In the future it is my intention to request three additional communications officer positions to retain the current staffing level of 19 and transition the working supervisors to floor supervisors as recommended by PCS. However, the implementation of the proposed 5/2 5/3 work rotation is not dependent on making the change from working supervisors to floor supervisors.

### Project RETAINS Comparisons with an Alternate Schedule(s)

<table>
<thead>
<tr>
<th></th>
<th>Current 5/2 5/2 6/3</th>
<th>5/2 5/2 5/3 Alternate</th>
<th>5/2 5/3 Alternate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of hours per Employee</strong></td>
<td>8</td>
<td>8</td>
<td>8.25</td>
</tr>
<tr>
<td><strong>5/2 5/2 6/3 schedule = 254.09 days</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5/2 5/2 5/3 schedule = 248.86 days</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5/2 5/3 schedule 243.33 days</strong></td>
<td>254.09</td>
<td>248.86</td>
<td>243.33</td>
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### Available Work Hours

<table>
<thead>
<tr>
<th></th>
<th>2032.72</th>
<th>1990.88</th>
<th>2007.47</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Total hours for one full time employee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Average vacation and holiday leave in hours</td>
<td>170.33</td>
<td>170.33</td>
<td>170.33</td>
</tr>
<tr>
<td>C. Average sick leave in hours</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>D. Average personal leave in hours + FMLA</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>E. Average training leave in hours</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>F. Average military leave in hours</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>G. Average meal and breaks in hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>H. Average other in hours</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>I. Total unavailable time in hours (B through H)</td>
<td>269.33</td>
<td>269.33</td>
<td>269.33</td>
</tr>
<tr>
<td>J. Net available work hours (A-I)</td>
<td>1765.39</td>
<td>1723.55</td>
<td>1738.14</td>
</tr>
</tbody>
</table>

### Average Turnover/Retention Rate

<table>
<thead>
<tr>
<th></th>
<th>19</th>
<th>19</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Total number of telecommunicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Number of new hires failing to complete probation</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>C. Number of exp telecommunicators who left</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>D. Turnover rate (B+C/A)</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>E. Retention Rate</td>
<td>74%</td>
<td>74%</td>
<td>74%</td>
</tr>
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</table>

### Cover Positions Not Affected by Activity

<table>
<thead>
<tr>
<th></th>
<th>3</th>
<th>3</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Number of consoles needed to be covered</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Number of hours per day</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>C. Number of days per week</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>D. Number of weeks per year</td>
<td>52</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>E. Total hours needing coverage (AxBxCxD)</td>
<td>26,208</td>
<td>26,208</td>
<td>26,208</td>
</tr>
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</table>

### Employee availability:

<table>
<thead>
<tr>
<th></th>
<th>1765.39</th>
<th>1723.55</th>
<th>1738.14</th>
</tr>
</thead>
<tbody>
<tr>
<td>F. Net available hours</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

### Staff needed:

<table>
<thead>
<tr>
<th></th>
<th>14.84</th>
<th>15.21</th>
<th>15.08</th>
</tr>
</thead>
<tbody>
<tr>
<td>G. Full time equivalent (E/F)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. Turnover Rate (in decimal)</td>
<td>0.26</td>
<td>0.26</td>
<td>0.26</td>
</tr>
<tr>
<td>I. FTE with adjustments Gx (1+H)</td>
<td>18.68 (19)</td>
<td>19.05 (19)</td>
<td>19.01 (19)</td>
</tr>
</tbody>
</table>
Conclusion and Recommendations

I recommend that we move from a 5/2 5/2 6/3 Scheduling model to a 5/2 5/3 Scheduling Model starting January 1st 2021. This is aligned with the recommendation from the completed Communications Center workflow study. Further, Sheriff Picknell, and I believe that this schedule is an important component of strengthening our recruitment and retention of staff as we move forward. Since the communications center has struggled to hire and maintain the current authorized full staffing levels, we feel that this change is a positive step towards reaching staffing stability by providing a healthier work rotation. This will then allow us to reassess the workload for future needs. I anticipate a positive budgetary impact for recruitment and retention thereby reducing mandatory overtime and training costs associated with staff turnover. The Communications Center staff is in favor of moving to this scheduling model as it will improve their work and personal life balance.

I recognize that the new schedule indicates that we are losing 190 shifts per year or one half shift every day. However we’ve accounted for this through the adjustment of the rotation cycles and we’ve determined that we have equal coverage to meet our existing workload at current shift minimums. As the workload increases in the future, we foresee the communications center will need to increase shift minimums by adding additional communications staff to meet increasing public safety demands.

Respectfully

Captain Todd Neumann
ORDINANCE NO. xxxx – 12/20

AMENDING SECTION 15-121 OF THE WALWORTH COUNTY CODE OF ORDINANCES RELATING TO WORKWEEKS FOR CERTAIN SHERIFF’S OFFICE EMPLOYEES

THE WALWORTH COUNTY BOARD OF SUPERVISORS DOES ORDAIN AS FOLLOWS:

PART I: That Section 15-121 of the Walworth County Code of Ordinances is hereby amended to read as follows (additions are underlined; deletions are shown in strike-through text):

“Sec. 15-121. Workweek.

(a) The workweek for a full-time employee shall be Sunday through Saturday, consisting of 40 hours except for those hourly positions identified below:

(1) Those employees represented by the Deputy Sheriff’s Association.

(2) Lakeland Health Care Center employees assigned to a full-time workweek of three shifts consisting of 12 hours per shift.

(3) Sheriff's Office employees not identified in 15-121(a)(1) assigned to a position working a rotating schedule with annual hours of between 2,008 and 2,032.

(4) Children with Disabilities Education Board employees assigned to a position working 35 hours per workweek with annual hours of 1,400.

(b) Any exceptions to subsection (a) shall be subject to review and recommendation of the County Administrator and final approval of the Human Resources Committee.”

PART II: That this ordinance shall be effective as of January 1, 2021

PASSED and ADOPTED by the Walworth County Board of Supervisors this 8th day of December 2020.

__________________________________________  ___________________________________
Nancy Russell                              Kimberly S. Bushey
County Board Chair                        Attest: County Clerk

County Board Meeting Date: December 8, 2020

Action Required: Majority Vote X Two-thirds Vote _____ Other _____
Policy and Fiscal Note is attached.
Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael P. Cotter</td>
<td>Corporation Counsel</td>
<td></td>
</tr>
<tr>
<td>Jessica Conley</td>
<td>Finance Director</td>
<td></td>
</tr>
<tr>
<td>Mark W. Luberda</td>
<td>County Administrator</td>
<td></td>
</tr>
</tbody>
</table>

If unsigned, exceptions shall be so noted by the County Administrator.
I. **Title:** Amending Section 15-121 of the Walworth County Code of Ordinances Relating to Workweeks For Certain Sheriff’s Office Employees

II. **Purpose and Policy Impact Statement:** The purpose of this ordinance amendment is to revise the annual hours for certain Sheriff’s Office employees. Communications Officers will be switching to a 5-2, 5-3 (days on-off) (8.25 hours per day) work schedule. This comes out to 2,008 hours annually.

III. **Is this a budgeted item and what is its fiscal impact:** It is anticipated that the proposed schedule will result in a savings of approximately $4,700 in base wages in 2021, but due to overtime and other unforeseen factors, that amount may not be realized as actual budget savings. The proposed schedule is not, however, expected to impact the budget negatively.

IV. **Referred to the following standing committee(s) for consideration and date of referral:**

   Committee: Human Resources  
   Date: November 18, 2020

   Vote:

   County Board Meeting Date: December 8, 2020

Policy and fiscal note has been reviewed and approved as an accurate statement of the probable policy and fiscal impacts associated with passage of the attached ordinance.

________________________  ____________________________
Michael P. Cotter           Jessica Conley
Corporation Counsel         Finance Director

________________________
Mark W. Luberda
County Administrator
Memorandum

To: Executive Committee Members
Finance Committee Members
Human Resources Committee Members

From: Mark W. Luberda, County Administrator

Date: November 12, 2020

RE: Ordinance No. xxxx – 12/20 Continuing Special Authority for 2021 to Enable Continued Repsonse to and Management of Operations During the Covid-19 Pandemic by Extending Certain Authorization as Approved within the 2020 Resolution for a Declaration of Emergency and Ordinances 1215 – 06/20 and 1224 – 09/20

The purpose of this ordinance is generally to continue the ordinance authority established in 2020 into 2021, with the inclusion of greater flexibility and authority relative to limited term employees. This scope of authority was first established in the Declaration of Emergency as approved March 19, 2020 and was extended through 2020 by a general ordinance. The expectation at that time was that by the end of the year the pandemic would stabilize enough that the County could determine what sections of the code needed permanent revisions. Unfortunately, the pandemic is no less resolved today, and is arguably worse, than it was last June. The experts still cannot predict the future course or term of the pandemic that drives this policy need. As an organization, we need to remain flexible, particularly since we still do not have any clear indication if the current stimulus deadlines will be extended or if a second package will be approved. As such, I recommend continued use of this section of the ordinance that was added at the expiration of the Declaration of Emergency, with the updates as noted.

Executive Committee: Part I of the ordinance relates to Executive Committee issues. Authority to continue to provide for remote participation in meetings by electronic means, meaning virtual meetings, was extended through 2021.

Human Resources Committee: Part II of the ordinance relates to Human Resources Committee issues. Certain human resources authority (items 4, 6, 7, and 9) are limited to July 14, 2021. These are the broadest authorities that provide for deviations from historical practices. If the pandemic is resolved, then these sections can be eliminated or more permanent language adopted into the body of the code. It would not be unreasonable to simply extend these through the end of 2021 at this time, but it also would not be unreasonable to require the mid-year review and approval, which is what I have suggested.
More general authorities providing for work from home, modified work schedules, and return to work procedures were extended through all of 2021. I assume even if the pandemic stabilizes by June, we will still need to be providing for some isolation and social distancing through much of 2021.

Item 8 was subsequently added to the original June ordinance and requires continuation. Item 9 is new. We have recognized that it is very possible that we need to bring on a short term employee on short notice. Under current authority, any such need has to try to match an existing job title, which may be difficult to do and can negatively impact flexibility. Contract tracers and front entrance monitors are examples of this need. If testing sites continue or vaccine sites become a need, such hiring flexibility will be needed. Note that as it is written, it does, by default, require that funding be available but it does also allow use beyond the current 45-day limit for an LTE. It is limited to the July 14th review.

Finance Committee: Please see the “Fiscal Note” that follows the ordinance. Note, in particular, the intent to continue community testing sites for the immediate future.

For your convenience following the draft of the ordinance is a redline version.

If you have any questions, please do not hesitate to contact me.

MWL/sr
Enclosure
ORDINANCE NO. xxxx – 12/20

CONTINUING SPECIAL AUTHORITY FOR 2021 TO ENABLE CONTINUED RESPONSE TO AND MANAGEMENT OF OPERATIONS DURING THE COVID-19 PANDEMIC BY EXTENDING CERTAIN AUTHORIZATION AS APPROVED WITHIN THE 2020 RESOLUTION FOR A DECLARATION OF EMERGENCY AND ORDINANCES 1215 – 06/20 AND 1224 – 09/20

WHEREAS, the World Health Organization (WHO) designated the 2019 novel Coronavirus (“COVID-19”) outbreak as a Public Health Emergency of International Concern; the United States Health and Human Services Secretary Alex M. Azar II declared a Public Health Emergency for the entire United States to aid the nation’s health care community in responding to COVID-19; and the Governor of Wisconsin previously declared a State of Emergency; and,

WHEREAS, the Walworth County Board of Supervisors previously issued Resolution No. 102-03/20, Declaring a State of Emergency in Walworth County as a Result of the COVID-19 Virus, which declaration expired at the end of business on June 17, 2020, and Ordinances No. 1215 – 06/20 and Ordinance No. 1224 – 09/20, which extended the authorizations provided for in the Emergency Declaration through, generally, 2020; and,

WHEREAS, COVID-19 remains an active, contagious, and, at times, fatal respiratory disease that the State and Federal resources have been unable to accurately predict, project, or curtail, and it, therefore, demands continued diligence and responsiveness to help provide for the protection of the employees and residents of Walworth County and to help protect and support our provision of governmental services; and,

WHEREAS, certain actions initiated under the Declaration of Emergency and continued through 2020 by ordinance, which much of the authority granted will expire at the end of 2020, warrant continuation while the County continues to adapt to and manage within the existing and developing pandemic.

THE WALWORTH COUNTY BOARD OF SUPERVISORS DOES ORDAIN AS FOLLOWS:

PART I: That Section 2-69 of the Walworth County Code of Ordinances is hereby amended to read as follows:

“Sec. 2-69. Remote participation in meetings by electronic means.

(a) The purpose of this section is to establish a policy for 2021 that allows for remote participation in meetings as a temporary response to the COVID-19 pandemic.

(b) During 2021, the Walworth County Board of Supervisors, and any committee, board, agency, or other similar such group that is charged with advising or reporting to the County Board of Supervisors, may provide for remote participation by members in any meeting by electronic means provided the meeting is properly noticed and conducted in
accordance with Wisconsin statutes, unless otherwise specifically noted on the published agenda.”

PART II: That Section 15-11 of the Walworth County Code of Ordinances is hereby amended to read as follows:

“Sec. 15-11. Special authority for 2021 to enable continued response to and management of Human Resources operations during the COVID-19 pandemic by extending certain authorizations as initially approved within the resolution for a declaration of emergency as approved March 19, 2020.

(a) The purpose of this section is to establish a temporary ordinance for 2021 that allows for continued, flexible administration of Human Resources policies to provide greater protection to employees, with the benefit of protecting and supporting our provision of governmental services, while providing a temporary response to the COVID-19 pandemic following expiration of the Declaration of Emergency pertaining to the pandemic and the previous authorization for 2020 within this Code of Ordinances.

(b) Notwithstanding the provisions otherwise set forth in this Chapter and with the intent to coordinate with the existing statutory authority of the County Administrator, the following authorizations are adopted for 2021.

(1) Departments may employ modified work schedules to enhance social distancing as authorized by the County Administrator in a manner and form as he shall determine is appropriate.

(2) Departments may employ remote working / telecommuting to enhance social distancing as authorized by the County Administrator in a manner and form as he shall determine is appropriate.

(3) Appropriate “Return to Work” and workplace guidelines will be administered by the County Administrator under his authority and in consultation with Public Health.

(4) Through July 14, 2021, the County Administrator may reassign essential and non-essential staff for the purpose of addressing pandemic-related circumstances without immediate regard to the budgetary assignment of the position but shall periodically report such instances to the Human Resources Committee and, where applicable, subject to the concurrence of the statutorily elected officer. Inherent in this authorization is the understanding that reassignment may incorporate additional hours, overtime, or the continuation of employment term as in the case of Teachers Aides who have been reassigned.

(5) For accrued STO balances authorized to accrue beyond accrual caps during 2020, once an employee falls below the STO accrual caps identified elsewhere in this Chapter, the employee shall not be allowed to again exceed the cap and all amounts accrued above the STO accrual caps identified elsewhere in this Chapter shall be used prior to June 4, 2021 or they shall be forfeited. Increased vacation accrual caps for the Walworth County Deputy Sheriffs Association (Article 10.01 of the collective bargaining agreement) shall be administered similarly, as determined solely by the County Administrator.
The 60-day waiting period for PTO for new hires hired through July 14, 2021 shall be waived.

Through July 14, 2021, the County Administrator may amend or suspend leave benefit policies as set forth in the Walworth County Code of Ordinances to address or implement the authority provided for herein or allowed by any state or federal options and mandates related to COVID-19, such as but not limited to the Families First Coronavirus Response Act and the State of Wisconsin Act 185 and COVID-19-related Executive Orders. As examples, allowing for negative STO balances (or vacation as in the union example described above) resolved prior to June 4, 2021, and a continuation or restatement of Administrative Procedure 4-493, “The Families First Coronavirus response Act Emergency for 2020, Including the Emergency Family and Medical Leave Expansion Act and Emergency Paid Sick Leave Act: Emergency Policy,” are reasonable and appropriate applications of this authority.”

Health risk assessments conducted in 2020 for the determination of the employee (and spouse, if a member of the County health plan) premium contribution for 2021 were voluntary. Each employee’s 2020 premium contribution rate will be carried forward for 2021. If an employee wanted to lower their contribution level for 2021, they could participate in the voluntary testing for 2020, which would result in the employee’s premium contribution moving down one level from their 2020 level. The education completion was not available in 2020 for application in 2021.”

Through July 14, 2021, the County Administrator may authorize the hiring and ongoing use of limited term employees for the purpose of filling rolls that are temporarily needed due to the COVID-19 pandemic. The Human Resources Director shall establish the job title, job description, and pay rate and coordinate the completion of the hiring process for said limited term positions.

PART III: That Section 30-35 (a) (5) of the Walworth County Code of Ordinances is hereby amended to read as follows:

“(5) In order to establish an ordinance for 2021 that allows for certain timely budget amendments as a temporary response to the COVID-19 pandemic following expiration of the Declaration of Emergency pertaining to the pandemic and notwithstanding the remaining portions of this subsection, funding remaining as of December 31, 2020, from the $312,500 amendment authorized in the Emergency Declaration remains authorized and is carried forward into 2021; the County Administrator and Finance Director may approve budget amendments up to $250,000 to incorporate any state or federal grants provided to address COVID-19 in any manner; and the County Board or the Finance Committee may approve an amendment for a second transfer of General fund available balance, for an additional $312,500, which action shall be subsequently reported to the County Board.”

PART IV: That this ordinance shall become effective January 1, 2021, following passage and publication.

PASSED and ADOPTED by the Walworth County Board of Supervisors this 8th day of December 2020.
County Board Chair: Nancy Russell
County Clerk: Kimberly S. Bushey

County Board Meeting Date: December 8, 2020

Action Required: Majority Vote ___ Two-thirds Vote ___ Other ___
Policy and Fiscal Note is attached.
Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

Michael P. Cotter            Date          Jessica Conley            Date
Corporation Counsel          Finance Director

Mark W. Luberda             Date
County Administrator

If unsigned, exceptions shall be so noted by the County Administrator.
I. **Title:** Continuing Special Authority for 2021 to Enable Continued Response to and Management of Operations During the COVID-19 Pandemic by Extending Certain Authorization as Approved within the 2020 Resolution for a Declaration of Emergency and ordinances 1215 – 06/20 and 1224 – 09/20

II. **Purpose and Policy Impact Statement:** The purpose of this ordinance is generally to continue the ordinance authority established in 2020 into 2021, with the inclusion of greater flexibility and authority relative to limited term employees. This scope of authority was first established in by the Declaration of Emergency as approved March 19, 2020 and was extended through 2021 by a general ordinance. The expectation was that by the end of the year the pandemic would stabilize enough that the County could determine what sections of the code needed permanent revisions. Unfortunately, the pandemic is no less resolved today, and is arguably worse, than it was last June. The experts still cannot predict the future course or term of the pandemic that drives this policy need. As an organization, we need to remain flexible, particularly since we still do not have any clear indication if the current stimulus deadlines will be extended or if a second package will be approved. As with before, this ordinance affects County operations and does not affect private sector operations.

III. **Is this a budgeted item and what is its fiscal impact:** The County Board previously authorized $312,500 of fund balance in the emergency declaration. Nearly all of that remains available since our efforts so far have largely used state and federal aid. This ordinance provides for any remaining portion of the initial $312,500 unused at year end to be carried forward into 2021. This will provide for initial 2021 funding while we wait to see if a second stimulus and support package is released. Staff can then be prepared to return to the committees and County Board in the first quarter of 2021 with any adjustments that are recommended. This ordinance also continues the prior authorization for the Finance Committee to release a second $312,500 of the fund balance if needed. The expectation, however, is that a variety of state and federal funding programs will offset or cover expenditures. Ultimately, it is very difficult to determine the net fiscal impact of this ordinance at this time since there are still far too many unknowns.

The item most likely to affect cost is the Administrator’s intent to continue the weekly testing sight for the remainder of the year and in to 2021 following the planned stop by the Wisconsin National Guard in early December. It is clear by demand that citizens, schools, and businesses are relying upon this service. The expectation is to ensure continuation of the weekly service until the known state and federal actions for 2021 are revealed.
IV. Referred to the following standing committee(s) for consideration and date of referral:

Committee: Human Resources Committee  Date: November 18, 2020

Vote:

Committee: Finance Committee  Date: November 19, 2020

Vote:

County Board Meeting Date: December 8, 2020

Policy and fiscal note has been reviewed and approved as an accurate statement of the probable policy and fiscal impacts associated with passage of the attached ordinance.

Michael P. Cotter  Date
Corporation Counsel

Jessica Conley  Date
Finance Director

Mark W. Luberda  Date
County Administrator
ORDINANCE NO. xxxx – 12/20

CONTINUING SPECIAL AUTHORITY FOR 2021 TO ENABLE CONTINUED RESPONSE TO AND MANAGEMENT OF OPERATIONS DURING THE COVID-19 PANDEMIC BY EXTENDING CERTAIN AUTHORIZATION AS APPROVED WITHIN THE 2020 RESOLUTION FOR A DECLARATION OF EMERGENCY AND ORDINANCES 1215 – 06/20 AND 1224 – 09/20

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PART IV: That this ordinance shall become effective January 1, 2021, following passage and publication.

PASSED and ADOPTED by the Walworth County Board of Supervisors this 4th day of December 2020.
Nancy Russell
County Board Chair

Kimberly S. Bushey
Attest: County Clerk

County Board Meeting Date: December 8, 2020

Action Required: Majority Vote _____ Two-thirds Vote X Other _____

Deleted: June 9
Policy and Fiscal Note is attached. Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael P. Cotter</td>
<td>Corporation Counsel</td>
<td></td>
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<td>Jessica Conley</td>
<td>Finance Director</td>
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<tr>
<td>Mark W. Lubercia</td>
<td>County Administrator</td>
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If unsigned, exceptions shall be noted by the County Administrator.
Memorandum

To: Lakeland Health Care Center Board of Trustees

Cc: Mark W. Luberda, County Administrator

From: Elizabeth Aldred, Superintendent of County Institutions
Health & Human Services Director

Date: November 10, 2020

RE: Creation of Temporary Positions for 2020 and 2021 at LHCC

For the past few months the Trustees have been evaluating the staffing needs of the health care center. As you are aware there have been a number of additional duties and restrictions placed on the health care center in response to the COVID pandemic. Some of these include:

- Decrease in access to staff due to exposure to COVID
- High levels of FMLA and EPFLMA and EPSLA
- Increased isolation of residents in order to prevent the spread of COVID
- Increased need for recreation therapy staff to manage outside/inside family visits
  - Need to offer better family engagement, open opportunities for small group gatherings for residents and non-family visits events for every households. The winter months and the holiday season could really use this boost.
- Increased social service staff to manage the number of incoming and outgoing residents and their care plans.
- Increased need for kitchen staff to provide for timely access to food within the health care center as well as deep cleaning of the kitchen and household refrigerators.
  - If we increased food and nutrition staff, we would have the capacity to provide some fun and different meal experiences to substitute for activities that have previously been done by family and friends including:
    - A special meal every month for every household such as special french toast, fresh pancakes, omelets
    - Making Birthday’s more special. Some fun game day (Pizza) snack events. These were well received and have been asked to be returned by the family counsel.

Currently within our nursing department we have the following vacancies:
Based on the needs of the residents we are currently seeking permission to create a variety of temporary positions within the health care center. These positions would be funded with the available CARES funding received by the health care center.

<table>
<thead>
<tr>
<th>1 FTE Social Services Aide</th>
<th>Provide for assistance with intake and discharge for shorter resident stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FTE Recreation Therapy Leader</td>
<td>Through either an increase to current part time FTE or hiring of a full time staff</td>
</tr>
<tr>
<td>2 FTE Relief cooks</td>
<td>Provide for sanitation and service of meals</td>
</tr>
<tr>
<td>1 FTE Preceptor (trainer) for CNAs</td>
<td>Position to be available Days and PMs, flexible to orient new CNAs</td>
</tr>
<tr>
<td>4.0 FTE CNA</td>
<td>2-1.0 days, 1.0 nights and 1.0 nights</td>
</tr>
<tr>
<td>2.4 FTE CNA</td>
<td>Increase the 8-0.2 CNA open positions to 0.5 positions</td>
</tr>
<tr>
<td>0.6 FTE RN</td>
<td>Increase one of the part time PM shift openings a full time</td>
</tr>
<tr>
<td>1.0 FTE LPN</td>
<td>Hire currently held position</td>
</tr>
<tr>
<td>1.2 FTE COVID Testers/Screeners</td>
<td>25-30 hours per week to provide bi-weekly testing and data entry</td>
</tr>
</tbody>
</table>

The intent would be to hire these staff for the course of the heightened pandemic and assess over time as we get ahead of the hiring curve. By hiring additional staff we hope to see the following outcomes:

- Additional assistance available for resident care of the floor
- Increased access to food and sanitation
- Reduction in vacant shifts and turnover
- Increased capacity to provide quality of life services