

APPENDIX B  
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Social Services

Date: August 31<sup>st</sup>, 2021

Position Requested: Social Service (ELEVATE) Coordinator  
(If unsure of classification, indicate "To be determined")

FT  PT  FTE \_\_\_\_\_%  
Number of Positions: 1

Division Position Will Be Assigned To: Child Support Unit

(Indicate NA if not applicable)

Projected Start Date of Position: October 2021

Priority Number of This Position: First Priority

If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

- A. Is this position request compatible with the County's mission statement? Yes.

The intent of this position is to support the coordination of all services offered through the ELEVATE grant that Marathon County DSS – Child Support Unit has received. This case manager will work directly with partners and participants to determine potential eligibility, enrollments, referrals to parenting services, and offering employment services.

- B. What is your department's mission statement and how does position support this mission and/or department strategic plan? Yes.

Our mission is to strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and health community. The purpose of this grant, and thus the social service coordinator position, are clearly completely aligned with our department's mission. The very basis of this need is to create a more robust approach to services we currently offer and increase our support of families effectively and long term.

- C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data.** If more than one position of the same classification is being requested, also justify the number requested.

ELEVATE (Empowering Lives through Vocational Assessment and Training and Education) is a systems change grant awarded to five counties. Marathon County, one of the two first generation counties, has excelled in enrollment for this program, and thus, been awarded additional grant dollars to expand capacity.

The very purpose of seeking the grant itself is aligned with the reasons we are asking for this position. We are taking the next steps to fill "gaps" in services available in our region. Under the grant, we are accomplishing the following:

- Building more comprehensive and sustainable connections with community service providers and local businesses to provide transportation options, educational opportunities and other basic needs for securing and maintaining employment for our paying parents.
- Developing the relationships to be an integral part of a comprehensive support system for parents involved with AODA and Mental Health issues.
- Developing a more comprehensive collaboration with the courts and appropriate community supports for parenting skills and custody and placement issues.

Our unit fully manages approximately 5700 cases on a monthly basis and over 20% of them have compliance issues reflecting the need for additional services. Although we have a very low unemployment rate and demand by employers is high, we continue to see parents struggle due to the following factors:

- AODA/Mental Health Issues
- High rate of physical disability potentially due to a predominately manufacturing workforce
- Lack of a relationship with their child
- Reduction in full-time hours with local employers – with the advent of the Obama-care especially and the rising costs of health insurance, we have seen a practice of not offering full-time employment or considering full-time at 32-36 hours.
- Seasonal employees and subcontract work paid in cash
- Adverse childhood experiences that result in difficulty demonstrating independent living skills in general

This position will enable us to continue to support clients in their goals, develop our program, and build the necessary infrastructure to successfully transition the supportive services across the team once our five year grant is termed.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

This biggest benefit of this position will be providing day to day services and support to enrollees in the ELEVATE Program. The Social Service Coordinator will also allow the ELEVATE Coordinator to expand the program, speak on the importance of ELEVATE in the community, and also to refine the model that we would like to present to the state as a better alternative.

- E. Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

The state has awarded us additional grant funding to build capacity for this program. There are not alternatives other than adding case management hours to the ELEVATE program.

- F. What will be the effect if the proposed position is not created?

As more and more individuals express a need for our services we will risk limiting the offering of services in order to accommodate maintaining compliance with enrollment numbers assigned by the state; thus will not meet our potential to demonstrate full system change.

- G. What criteria will you use to monitor the effectiveness and performance of the position? (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc?)

Overall, we anticipate being able to see an increase in our performance across the current four federal measures: Paternity Establishment, Support Order Establishment, Child Support Collections and Arrears Collections. These measures are tracked monthly by the state and are utilized to determine our funding each year.

Additional metrics that have been identified at this time are as follows:

- Total number of participants being served
- Total number of new participants enrolled
- Average pay rate for participants
- Average time to first child support payment following enrollment
- Additional metrics being identified as needed both across the Elevate Program and within our county child support unit

### III. SPECIFIC DUTIES OF NEW POSITION

- A. List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.

- 5% - Coordinates training sessions, events and seminars; examples include collaborating with W-2 and Job Center for job fairs

- 5% - Meets with clients to provide an overview of the basic services available through ELEVATE
- 5% - Interviews clients for enrollment purposes inclusive of screening for domestic violence
- 5% - Refers clients to appropriate community and CS Unit resources
- 70% - Oversees day to day case management and monitors enrollee progress in the ELEVATE program
- 10% - Support other functions as assigned

B. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

The work of the position will assist the work of other departments with their clients, such as Probation and Parole and the Courts.

C. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

The work is currently being primarily done by a grant funded staff, with internal supports from existing staff. There is no further capacity to provide additional case management time to expand the program.

#### IV. POSITION COSTS AND FUNDING SOURCES

A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.) -

Anticipated it will be approximately \$74,164 annually for the position and fringe benefits. An additional \$5,000 - \$10,000 for furniture and computer equipment may be required. (See Attached)

B. Explain specifically how position will be funded.

Amount of County tax levy: \$0.00 % of total costs: 0%

Marathon County DSS is a recipient of a 5 year grant, 2019-2024. \$197, 635 of grant funds are available through 2022 before the next installment.

Amount of any outside funding: \$197,635 through 2022 (Basic Grant) % of total costs: 100%  
**Additional** Grant dollars: \$100,000 each year through 2022 for new position  
 Source of outside funding: fully funded through grant money  
 Length of outside funding: 2- 5 years  
 Likelihood of funding renewal: Not guaranteed at this time  
 Would this outside funding be used to offset the levy if not used for this position? No

\*This is a 5 year grant that will have additional funding each year and performance incentives in addition to the base grant award, such as what has been provided for this new position request.

C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

If we are successful in increasing performance, we would anticipate seeing an increase in revenues due to performance funding from the State and Federal levels that would offset the county levy.

D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

Currently, we are utilizing the grant and the position funded through the grant to determine a successful model to provide both preventive services, increase services permanently and invest in the future of our families.

- Preventive Services – We anticipate we will see success in early intervention when barriers or potential barriers are initially identified with new cases. The ideal is to have supports in place to offer initially that will provide sustainability in the family connections and prevent or minimize future compliance issues.
- Increased Services – We intend to permanently offer increased case management services when deemed appropriate as it is more aligned with the direction of our unit and department’s mission. We anticipate that, between forming more substantial and positive connections early in our relationship with the family and continued appropriate services as necessary throughout the life of case, we will see more emotional and physical support and positive parental interactions.

E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain.

No.

V. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

The Social Services Board will review the position during the September 2021 meeting.

NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.

\_\_\_\_\_  
Signature of Supervisor/Manager Completing Request

\_\_\_\_\_  
Date

Vicki Tylka

\_\_\_\_\_  
Department Head Signature

9/9/21

\_\_\_\_\_  
Date

# Social Service Coordinator (B23)

## Social Services

FTE = 1.0

### 2021 BUDGET PLANNING - NEW POSITION COST

Item	2021 Rates	Minimum	Mid-Point	Maximum
B23		\$39,837	\$46,809	\$55,394
Health (EE + 1)	\$1,632	\$19,583	\$19,583	\$19,583
Dental (EE + 1)	\$33	\$399	\$399	\$399
FICA Retirement Rate	6.20%	\$2,470	\$2,902	\$3,434
FICA Medicare Rate	1.45%	\$578	\$679	\$803
Unemployment Insurance	0.10%	\$40	\$47	\$55
Retirement - Employer	6.75%	\$2,689	\$3,160	\$3,739
Worker's Comp - Clerical	0.08%	\$32	\$37	\$44
PEHP	\$21	\$546	\$546	\$546
Total Estimated Cost for 1.0 FTE:		\$66,173	\$74,161	\$83,996

**2022 Budget Summary  
Social Services Budget  
September 15, 2021**

**Overall Department Expenses**

**Payroll Expenses**

- Included 3% increase in salaries & wages
- Included 6% increase in health & dental insurance

**Child Welfare (Includes Child Protective Services and Youth Justice)**

**Out of Home Care**

	<b>2021 Actual Placements</b>	<b>10 year Average</b>	<b>2022 Budgeted Placements</b>	<b>2022 Avg. Placement Cost</b>	<b>2022 Budgeted Placement Cost</b>
Residential Care	5	14	13	\$149,162	\$1,939,871
Group Home	6	9	9	\$89,899	\$809,088
Treatment Foster Care	20	12	17	\$56,459	\$959,795
Specialized Foster Home	10	16	14	\$16,286	\$228,006
Foster Home	84	68	86	\$8,858	\$761,769
Court Ordered Kinship	50	35	54	\$3,600	\$194,400
<b>Subtotal</b>	<b>175</b>	<b>154</b>	<b>193</b>		<b>\$4,892,160</b>
Long-Term Guard-Kinship	61	36	60	\$3,600	\$216,000
Voluntary Kinship	33	65	33	\$3,600	\$118,800
Subsidized Guardianship	13	7	21	\$11,691	\$245,514
Foster Care to 21	0	N/A	0	\$ 0	\$ 0
<b>Subtotal</b>	<b>107</b>	<b>108</b>	<b>114</b>		<b>\$580,314</b>
Correctional Care	1	2	1	\$425,626	\$425,626
<b>Total</b>	<b>283</b>	<b>264</b>	<b>308</b>		<b>\$5,898,100</b>

**Expenses**

- The 2022 Out of Home Care Expense budget request (not including Correctional Care) is \$54,194 less than the 2021 request, and \$96,194 less in levy.
- In accordance with our efforts to prepare for future changes in revenue connected to the Federal Family First Prevention Services Act (FFPSA) we have not budgeted for increases for out of home care days.
- Average daily placement costs reflect contracted rate increases as approved by the Department of Children and Families.
- Correctional Care increase was from a daily rate of \$615 at 1/1/21 to a daily rate of \$1,154 at 1/1/22 which is included in the 2022 budgeted levy request. The total budgeted placement expense increase for Correctional Care is \$88,913.

## **Revenue Assumptions:**

- Children and Families Allocation decreased by \$9,072 per information from DCF
- Youth Aids increased by \$140,625 per information from DCF
- Community Intervention Grant Award (CIP) at \$74,750
- Safe and Stable Families at same level as 2021
- Child Support Revenues budgeted at \$299,000
- Social Security revenues budgeted at \$53,000
- Subsidized Guardianship allocation at \$245,514
  - o Anticipated reimbursement pending enabling legislation to expend State budget dollars.
- Kinship Care allocation at \$526,560
  - o DCF may reobligate additional funds after year end if allocation is overspent
- Targeted Safety Support revenues budgeted at \$100,000

## **CLTS/Comprehensive Community Services (CCS)**

- Children's Long Term Support Program moved to a State-managed budget and wait list in 2021, therefore the only program service cost included in our budget is our required Maintenance of Effort (MOE) of \$149,493.
- Included 2 new CLTS/CCS social worker positions
- No levy is applied to these programs
- New CCS application, including revised rates, is pending through North Central Health Care

## **Child Support Elevate Grant**

- Included \$225,000 in anticipated funding
- Expenses include the costs for an established full-time grant coordinator; and a requested full-time support specialist pending County Board approval.

## Historical Levy Requests

Year	Levy Amount	Request
2022	7,345,562	(449,087)
2021	7,794,649	(109,945)
2020	7,904,594	268,906
2019	7,635,688	25,119**
2018	7,610,569	(23,945)*
2017	7,634,514	54,926
2016	7,579,588	116,656
2015	7,462,932	78,109
2014	7,384,823	(11,650)
2013	7,396,473	(32,996)
2012	7,429,469	(509,134)
2011	7,938,603	(88,580)
2010	8,027,183	
<b>Total Levy Reduction Since 2010:</b>		<b>(681,621)</b>

\* DSS Budget Received \$438,097 from Reserve funds in 2018 Budget

\*\*DSS Budget included \$360,000 ES Federal windfall in 2019 Budget

## Current Year Levy Request

2022 Levy Request	\$ 7,345,562
2021 Levy Request	\$ 7,794,649
<b>Variance from Prior Year</b>	<b>(\$ 449,087)</b>
Payroll (3%) & Health (6%) Increase - Levy	\$ 204,186

- Without payroll and health insurance increases, the levy request would decrease by \$653,273 from 2021.



**2022 BUDGET RECAPITULATION - DRAFT #2**

9/13/2021

PROGRAM	EXPENSE	REVENUE	COUNTY COST	2021 LEVY	VARIANCE FROM PRIOR YEAR
<b>YOUTH JUSTICE</b>	CORRECTIONAL CARE 1 425,626		1,601,853	1,715,195	(113,342)
	RESIDENTIAL CARE CENTER 9 1,302,846				
	GROUP HOME 4 396,638	COLLECTIONS - CHILD SUPPORT 39,000			
	TREATMENT FOSTER CARE 8 435,709	COLLECTIONS - SS BENEFITS 9,000			
	SPEC FOSTER HOME 1 15,272	YOUTH JUSTICE ALLOCATION 1,506,467			
	FOSTER CARE 1 6,637				
	SUBSIDIZED GUARDIANSHIP 0 -				
	AODA 22,196	YOUTH JUSTICE AODA 22,196			
	PSYCH EVALS 19,500				
	RESPIRE - FOSTER CARE 1,000				
	PURCHASED SERVICES 352,342	JJ- COMMUNITY INTERVENTION 74,750			
	ISS / ELM /UA PRGMS 208,000				
	REPORT CENTER 55,000				
	INDEPENDENT LIVING 2,500				
	HIGH COST DIVERSION 10,000				
<b>CPS ONGOING</b>	KINSHIP CARE - VOLUNTARY 33 118,800	KINSHIP CARE BENEFITS 118,800	2,897,727	2,995,486	(97,759)
	KINSHIP CARE - LT GUARDIANSHIP 60 216,000	KINSHIP CARE BENEFITS 213,360			
	KINSHIP CARE - COURT ORDERED 54 194,400	KINSHIP CARE BENEFITS 194,400			
	RESIDENTIAL CARE CENTER 4 636,256	COLLECTIONS - CHILD SUPPORT 260,000			
	GROUP HOME 5 412,450	COLLECTIONS - SS BENEFITS 44,000			
	TREATMENT FOSTER CARE 9 524,085				
	SPEC FOSTER HOME 13 212,734				
	FOSTER CARE 85 755,132				
	SUBSIDIZED GUARDIANSHIP 21 245,514	SUB GUARDIANSHIP BENEFITS 245,514			
	PSYCH EVALS 55,000				
	SAFE & STABLE FAMILIES 57,103	SAFE AND STABLE FAMILIES 57,103			
	PURCHASED SERVICES 250,810				
	RESPIRE - FOSTER CARE 45,000				
	SAFETY SERVICES 112,500				
	VISITATION 125,120				
	KINSHIP BACKGROUND CHECKS 3,000	KINSHIP ASSESSMENTS 3,000			
	HIGH COST DIVERSION 70,000				
	TARGETED SAFETY SUPPORT 100,000	TARGETED SAFETY SUPPORT 100,000			
<b>CPS - INITIAL ASSESSMENT</b>	PURCHASED SERVICES 57,950		67,950	20,000	47,950
	ALTERNATIVE RESPONSE 10,000				
<b>CHILDRENS LONG TERM SUPPORT/CCS</b>	PROGRAM SERVICES 149,493	CHILDREN'S COP 149,493	-	-	-
	DHS PROGRAMMING 352,620	DHS BASIC COUNTY ALLOCATION 352,620			
	CHILDREN'S COP 120,139	CHILDREN'S COP 120,139			
<b>SUB-TOTAL SS PROGRAMS</b>	<b>8,077,372</b>	<b>3,509,842</b>	<b>4,567,530</b>	<b>4,730,681</b>	<b>(163,151)</b>
<b>SOCIAL WORK ADMIN</b>	760,995	IVE- FOSTER PARENT TRAINING 4,134	1,836,120	2,169,872	(333,752)
<b>FP RETENTION GRANT</b>	14,500	FP RETENTION GRANT 14,500			
	897,117	DCF-CHILDREN/FAMILY ALLOCATION 2,242,003			
<b>CPS IA ADMIN</b>		DCF - STATE/COUNTY MATCH 179,624			
<b>CPS ONGOING ADMIN</b>	1,198,965	KINSHIP ASSESSMENTS 44,173			
		IVE- LEGAL SERVICES EXPANSION 4,407			
		IVE - TPR LEGAL 26,437			
<b>YJ ADMIN</b>	789,372				
<b>ALLOC AMSO - DCF (FROM 456)</b>	690,449				
<b>CLTS ADMIN</b>	1,981,357	CLTS ADMIN 141,718	-	-	-
		CCS CM BILLING 1,251,500			
		CLTS CM BILLING 818,706			
		DHS BASIC CTY ALLOC -			
<b>ALLOC AMSO - DHS (FROM 456)</b>	230,567				
<b>COMM RESP PRGM</b>	110,272		110,272	109,485	787
<b>WI TRAUMA PROJECT/STRENGTHENING FAMILIES &amp; SYSTEMS</b>	5,000		5,000	5,000	-
<b>CITIZEN REVIEW PANEL</b>	10,000	CITIZEN REVIEW PANEL 10,000	0	-	-
<b>SUB TOTAL SS ADMIN</b>	<b>6,688,594</b>	<b>4,737,202</b>	<b>1,951,392</b>	<b>2,284,357</b>	<b>(332,965)</b>
<b>IM ADMIN</b>	2,250,194	IMAA FED + STATE 1,104,174	697,877	746,566	(48,689)
<b>ALLOC AMSO (FROM 456)</b>	435,596	FRAUD 40,568			
<b>ALLOC CC AMSO (FROM 456)</b>	298	CHILD CARE ADMIN 119,140			
<b>CHILD CARE CERT</b>	5,000	CHILD CARE CERTIFICATION 5,000			
		CHILD CARE FRAUD 6,452			
		OVERPAYMENT INCENTIVES 20,000			
		FEDERAL MATCH ON LEVY 697,877			
<b>IM CONSORTIUM</b>	399,438	ENHANCED FUND + FED MATCH 399,438	0	-	-
<b>LIHEAP-SERVICES - State contracting directly with ESI in 2022</b>	-	LOW INCOME HOME ENERGY -	0	-	-
<b>INDIRECT COST - IM (EST \$133,400)</b>		INDIRECT COST REIM 66,700	(66,700)	(82,420)	15,720
<b>SUB-TOTAL IM ADMIN</b>	<b>3,090,526</b>	<b>2,459,349</b>	<b>631,177</b>	<b>664,146</b>	<b>(32,969)</b>
<b>INTEREST EARNED</b>	0		(30,000)	(30,000)	
<b>TOTAL - SOCIAL SERVICES</b>	<b>17,856,492</b>	<b>10,706,393</b>	<b>7,120,099</b>	<b>7,649,184</b>	<b>(529,085)</b>
<b>CHILD SUPPORT</b>	1,539,769	INCENTIVE 246,218	315,822	263,928	51,894
<b>ALLOC CS (FROM AMSO)</b>	254,033	STATE GPR 177,154			
<b>NON IVD EXPENSES</b>	6,283	MED SUPP GPR 16,172			
		FEDMATCH 1,028,698			
		COLLECTIONS 16,021			
<b>CHILD SUPPORT GRANT-ELEVATE GRANT (FCDP)</b>	225,000	CHILD SUPPORT GRANT-ELEVATE GRANT 225,000	0		
<b>INTEREST EARNED</b>			(4,000)	(4,000)	-
<b>INDIRECT (ESTIMATED \$130,847)</b>		INDIRECT COST REIM 86,359	(86,359)	(114,463)	28,104
<b>TOTAL - CHILD SUPPORT</b>	<b>2,025,085</b>	<b>1,799,622</b>	<b>225,463</b>	<b>145,465</b>	<b>79,998</b>
<b>GRAND TOTAL COST</b>	<b>19,881,577</b>	<b>12,506,015</b>	<b>7,345,562</b>	<b>7,794,649</b>	<b>(449,087)</b>
		<b>Levy - Prior Year</b>	<b>7,794,649</b>		
		<b>Variance from Prior Year</b>	<b>(449,087)</b>	*	
		<b>Levy Increase from Payroll &amp; Health Insurance</b>	<b>204,186</b>		
		<b>Variance w/o Payroll</b>	<b>(653,273)</b>	**	

**1. Current usage of placements compared to 10 year average.**

	Actual (as of 6/30/21)	10 yr	2022 Budgeted Placements	Average Placement Cost	2022 Budgeted Placement Cost	2021 Budgeted Placement Cost	Difference Between 2021 and 2022 Budgeted Placements
<b>Residential Care Center</b>	5	14	13	149,162	1,939,102	1,943,871	(4,769)
Group Home	6	9	9	89,899	809,088	817,453	(8,365)
Treatment Foster Home	20	12	17	56,459	959,795	918,416	41,379
Specialized Foster Home	10	16	14	16,286	228,006	259,297	(31,291)
Foster Home	84	68	86	8,858	761,769	854,917	(93,148)
Court Ordered Kinship	50	35	54	3,600	194,400	152,400	42,000
<b>Subtotal</b>	<b>175</b>	<b>154</b>	<b>193</b>		<b>4,892,160</b>	<b>4,946,354</b>	<b>(54,194)</b>
<b>Long-Term Guardianship-Kinship</b>	61	36	60	3,600	216,000	213,360	2,640
Voluntary Kinship	33	65	33	3,600	118,800	91,440	27,360
Subsidized Guardianship	13	7	21	11,691	245,514	104,478	141,036
Foster Care to 21	0	N/A		0	-	-	-
<b>Subtotal</b>	<b>107</b>	<b>108</b>	<b>114</b>		<b>580,314</b>	<b>409,278</b>	<b>171,036</b>
<b>Correctional Care</b>	1	2	1.0	425,626	425,626	336,713	88,913
<b>Grand Total</b>	<b>283</b>	<b>264</b>	<b>308</b>		<b>5,898,100</b>	<b>5,692,345</b>	<b>205,755</b>

**2. Historical Levy Requests**

Year	Levy Amount	Request
2022	7,345,562	(449,087)
2021	7,794,649	(109,945)
2020	7,904,594	268,906
2019	7,635,688	25,119
2018	7,610,569	(23,945)
2017	7,634,514	54,926
2016	7,579,588	116,656
2015	7,462,932	78,109
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2013	7,396,473	(32,996)
2012	7,429,469	(509,134)
2011	7,938,603	(88,580)
2010	8,027,183	
<b>Total Levy Reduction Since 2010:</b>		<b>(681,621)</b>

**3. CLTS Maintenance of Effort (MOE): \$149,493.**