

APPENDIX A  
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: 01/06/2020

Position Requested: Social Worker

FT  PT  FTE \_\_\_\_\_%

Number of Positions: 2

Division Position Will Be assigned To: Children’s Long Term Support (CLTS)  
(Indicate NA if not applicable)

Projected Start Date of Position:  

Priority Number of This Position: \_\_\_\_\_  
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, it supports the health and safety of children and families.

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

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

The Children’s Long Term Support (CLTS) program helps kids, who have disabilities, remain in their homes with their families and ensures for their safety and well-being. The CLTS program provides services to families including case management, respite care, adaptive aids, medical supplies and therapeutic resources that are not covered by other funding sources. In Marathon County, the CLTS program is vital to the support of families, many of which without the assistance would be unable to provide for the care of their children safely.

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.

The Department of Health Services has been awarded funds to distribute to Counties through the current state budget to eliminate the waiting list for children with disabilities. A combination of state and federal funding is to be allocated to Marathon County DSS to provide services to the children on the waiting list. Currently, there are 10 FTE social workers for the CLTS program, serving 203 children. To serve the children on the waiting list (37 children) and maintain a no-waitlist status, up to 2 FTE social workers will be needed.

The request is to fill 1 FTE position, upon approval, and the second FTE position at a later date in 2020, based on the evaluated service need. The caseload blend is a factor in the evaluation of need of positions. Some children will be eligible for both CLTS and CCS (Comprehensive Community Services) based on diagnostic and behavioral information, necessitating additional case management time and a corresponding smaller case ratio.

D. What benefit will the position provide to the County? How does the position improve/enhance customer

service and/or address community needs?

The increased position hours will benefit children with disabilities, and their families, by providing them case management and services to support their children remaining in the community. Services include such things as respite care, adaptive aids, and therapeutic services.

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

Elimination of the waiting list is included in the current State budget. Case management is a required and essential service, which needs to be provided by a specialized case manager/social worker. Contracting out the case management function is not in the county's best interest due to cost and the decreased opportunity for service collaboration for children and families who have higher needs that the county must provide for such as Child Protective Services.

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

Marathon County will not be in compliance with the directive within the State budget and requirements of the Department of Health Services.

- 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.?)

In CLTS, we monitor the safety of children compared to abuse/neglect reports and strive to eliminate out of home care for this population. We continually track the service costs to ensure we are within our allocated state and federal budgets.

### 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.

The specific duties will be ongoing case management services to children with disabilities.

- 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 CLTS program partners with agencies such as the ADRC of Central Wisconsin, the Health Department, and Birth to Three, and others for complimentary services. CLTS is a separate and discreet program for children.

- 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 CLTS case management is provided by DSS and will continue. The current staff capacity is not sufficient to address the waiting list.

### V. POSITION COSTS AND FUNDING SOURCES



APPENDIX B  
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: 01/06/2020

Position Requested: To be determined  
(If unsure of classification, indicate "To be determined")

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

Division Position Will Be Assigned To: Children's Long Term Support (CLTS)  
(Indicate NA if not applicable)

Projected Start Date of Position: As soon as Possible Priority Number of This Position: \_\_\_\_\_  
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 position will support the health and safety of children and families by providing support and services to children with varying diagnoses and disabilities in developing strategies to manage and overcome barriers.

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

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

Comprehensive Community Services (CCS) is a voluntary, Medicaid reimbursable program designed to provide psychosocial rehabilitation to children and adults with mental illness, substance abuse or a co-occurring diagnosis living in a community setting. At Social Services, the CCS program is vital to the support of children and families, many of which without the assistance would be unable to provide for the care of their children safely in their home, or in a community setting. The position supports the mission statement, as the individual will work with children and families on building the skills needed to improve health, promote wellness, attain personal goals, and enhance overall quality of life.

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.

The request is to create one (1) full-time position with the job classification to be determined. The purpose of the position, Community Support Specialist, is to assist children and families with overcoming barriers related to mental health and/or substance abuse issues, in a one on one or group setting, by providing a variety of support and services.

North Central Health Care (NCHC) is a certified CCS provider and subcontracts with DSS to provide CCS case management services to specific children in the community, in general those we serve are involved in other programs including Children's Long Term Support. If the requested new position is approved, CCS services provided by DSS will be more aligned with services provided to children and families through CCS at NCHC.

This position is being created additionally to support Marathon County's preparation for the federal Family First Prevention Services Act (FFPSA) that will be effective in October 2020. The purpose of the FFPSA is to "provide enhanced support to children and families and prevent foster care placements through the provision of mental health and substance abuse prevention and treatment services, in-home

parent skill-based programs and kinship navigator services.” Funding will be shifted to prevention and services to help keep children safe and supported at home, or in the least restrictive, most family-like, placement possible. The position will support children returning to their parental home, or to a lesser restrictive placement, by providing a variety of services including but not limited to medication management, psychosocial education, communication and interpersonal skills training, and daily living skills training.

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

The children that will be served by this position will be transitioning to a lesser restrictive placement and/or may be at risk for a high level of placement including group or residential care. Therefore, having a staff in our agency to provide these services will allow for an opportunity for increased service collaboration for children and families who have higher needs that the county must provide for such as Child Protective Services (CPS) and Youth Justice (YJ). The requested position will benefit children with mental health and/or substance abuse concerns, and their families, by providing them with services and support including medication management, psychosocial education, communication and interpersonal skills training, and daily living skills training.

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

There are currently contracted providers in the community that provide similar services, but children are often placed on a waitlist, or do not receive the amount of service hours they are eligible for. The need in the community for these services are greater than current availability of services. In addition, contracted agencies often are unprepared and unwilling to serve the most complex youth which are typically the youth that DSS serves. Being able to assign a DSS staff member to provide the right level of service to the highest need children will support families to prevent out of home placement and/or assist with transition to a lesser restrictive placement.

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

Children and families may not receive the support needed to maintain them in the community, or children may not be able to transition to a community setting from a higher-cost/restrictive placement, resulting in continued or increased out of home placement costs.

CCS services provided at Social Services will not be aligned with services provided by CCS case managers at NCHC. Marathon County will be less successful for preparing to meet the requirements of the Federal Family First Prevention Services Act.

- 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?)

In CCS, we monitor the safety of children compared to abuse/neglect reports and strive to eliminate out of home care for this population. Additionally, children and families will identify the specific goals they want to work on to improve their quality of life. The individual providing services will provide written case notes and review of goal achievements/barriers on a monthly basis to the social worker and supervisor. In addition, the individual will provide a verbal summary of goal achievement during a recovery team meeting, at least quarterly.

Costs related to out of home placements are monitored and shared with the Social Services Board.

### 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.

Specific Duties	Approximate percentage of time spent on each duty
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Provide direct psychosocial rehabilitation services to include communication and interpersonal skills training, daily living skills, medication management, physical health, psychosocial education, recovery education/illness management and individually tailored psychosocial rehabilitative services as outlined in the child's recovery plan.	50%
Maintain accurate and timely electronic case documentation and billing for services provided.	10%
Participate in supervisory and clinical consultation regarding progress of cases assigned.	10%
Participate in multidisciplinary recovery team meetings to share progress, challenges, and offer recommendations that are recovery oriented.	10%
Connect children and families with community resources.	10%
Co-facilitate groups of individual skill development, wellness and recovery management.	5%
Other duties as assigned such as attending team meetings and trainings.	5%

- 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?

There are no other county departments that can meet this need. NCHC has two staff that are currently providing these types of services. However, children enrolled in CCS through Social Services are unable to access NCHC's support staff.

- 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 County does not yet have a position in this classification. Current contracts are not providing the necessary services at the level needed for our complex youth.

#### 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.)

The position has not yet been classified. However, the total maximum estimated position cost for a social worker position at mid-point is \$101,056 (including salary and fringe). This is a high estimate, as the position will not require the same qualifications as a social worker position. Additionally, this estimate assumes family benefit coverage. Included in the costs are anticipated mileage and training. Startup costs for the position can be funded through Department of Health Services (DHS) Basic County Allocation (BCA).

- B. Explain specifically how position will be funded.

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

Amount of any outside funding: \$101,056 % of total costs: 100%

Source of outside funding: Billable case management time and DHS BCA

Length of outside funding: Continuing

Likelihood of funding renewal: High

Would this outside funding be used to offset the levy if not used for this position? No

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

Yes, a portion of agency management, support and overhead will be allocated to this funding source as well to assist in drawing down additional revenues. A long term anticipated outcome is reduction of out of home care costs.

- 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?

Yes, the CCS program assists in maintaining children within our community and in family homes versus having high-cost out-of-home placements outside of our community.

- 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?

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

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

\_\_\_\_\_  
Date

Children's Long Term Support /Comprehensive Community Services  
 Social Worker  
 New Position - State Waitlist Elimination  
 For Calendar Year 2020

**100% FTE - Social Worker -FIRST YEAR**

Item	2020 Proposed Rates	Mid-Point
Salary		\$65,116
Health - Family	\$1,801	\$18,884
Dental - Family	\$60	\$724
FICA Retirement Rate	6.20%	\$4,037
FICA Medicare Rate	1.45%	\$944
Unemployment Insurance	0.15%	\$98
Retirement - Employer	6.70%	\$4,363
Worker's Comp - SW	3.60%	\$2,344
PEHP		\$546
<b>Total Estimated Cost</b>		<b>\$97,056</b>
<b>One SW Position Requested</b>		<b>\$97,056</b>
<b>Staff Travel and Training Costs</b>		<b>\$4,000</b>
Total Costs - One SW Position		\$101,056
Total Costs - Two SW Position		\$202,112
Revenues - CLTS Case Management*	\$ 117,361	
Revenues - CCS Case Management*	\$ 48,675	\$166,036
Expenses in Excess of Revenues**		(\$36,076)
Excess Expense to be Covered By CLTS Admin Allocation, BCA, or CCOP		\$36,076
Tax Levy		\$0

\*If employee possesses a Master's Degree, the Case Management Revenue can be increased; 10% fee for billing assessed by NCHC for CCS billing

\*\* Additional revenues will assist with covering overhead and CLTS administrative program staff.



Comprehensive Community Services Social Worker  
New Position  
For Calendar Year 2020

**100% FTE - Social Worker -FIRST YEAR**

Item	2020 Proposed Rates	Mid-Point
Salary		\$65,116
Health - Family	\$1,801	\$18,884
Dental - Family	\$60	\$724
FICA Retirement Rate	6.20%	\$4,037
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Unemployment Insurance	0.15%	\$98
Retirement - Employer	6.70%	\$4,363
Worker's Comp - SW	3.60%	\$2,344
PEHP		\$546
<b>Total Estimated Cost</b>		<b>\$97,056</b>
<b>One SW Position Requested</b>		<b>\$97,056</b>
<b>Staff Travel and Training Costs</b>		<b>\$4,000</b>
Total Costs - SW Position		\$101,056
Revenues - CLTS Case Management*		
Revenues - CCS Case Management*	\$ 69,536	\$69,536
Expenses in Excess of Revenues**		(\$31,520)
Excess Expense to be Covered By BCA		\$31,520
Tax Levy		\$0

\*If employee possesses a Master's Degree, the Case Management Revenue can be increased; 10% fee for billing assessed by NCHC for CCS billing

\*\* Additional revenues will assist with covering overhead



## DEPARTMENT OF SOCIAL SERVICES

### 2019 WORK PLAN

December 2019 Update

Director Focus					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
1. Provide leadership within the Wisconsin County Human Services Association (WCHSA) to collaborate with other counties and the State Departments.  2. WCHSA liaison with the Department of Children and Families (DCF) on the Child, Youth, and Families Systems Improvement Planning Group  <b>Responsible Person: Vicki Tylka is lead for WCHSA</b>	<ul style="list-style-type: none"> <li>Creation of an inclusive structure with members of state agencies, stakeholder groups, counties, and tribes</li> <li>Director is county member on the DCF leadership team.</li> </ul>	<ul style="list-style-type: none"> <li>Legislators will be educated on the needs of local government and the customers we serve.</li> <li>Marathon County's perspective will be shared with state staff and officials especially in regard to decision making that impacts the county.</li> <li>County voice will be fully considered in major change initiatives - Wisconsin's federal Performance Improvement Plan (PIP) and plan submission for the federal Families First Prevention Services Act (FFPSA)</li> </ul>	<ul style="list-style-type: none"> <li>Legislative involvement and committee meetings vary.</li> <li>PIP is submitted December 2018, beginning timeline for negotiation with the federal government.</li> <li>Two year planning cycle for Families First began October 2018.</li> </ul>	↑	<ul style="list-style-type: none"> <li>In consultation with new DCF leadership as of January 2019, leading the county response to re-vision the focus of the state-county teams created to address the FFPSA. Participated in numerous steps in assisting DCF in creating their strategic plan.</li> <li>Providing leadership for numerous committees that support this objective from a policy and practice perspective.</li> <li>Educated DSS and The Women's Community, the Social Services Board on FFPSA.</li> <li>Active member of the Workload Study oversight committee</li> <li>Leading WCHSA discussions on reallocation methodology of state aids for Child Welfare</li> </ul>
3. Provide leadership to the Trauma Informed Care (TIC) oversight and judicial focus committees; Creation of 2019 goals  <b>Responsible Person: Vicki Tylka</b>	<ul style="list-style-type: none"> <li>Evaluation of priorities tying the goals of the committee to the strategic plan</li> <li>Begun discussions with Health and Human Services Committee</li> </ul>	<ul style="list-style-type: none"> <li>Marathon County will become more organized in TIC strategies.</li> <li>Community members will experience improved TIC in prioritized domains throughout the county.</li> <li>Better outcomes for our customers</li> </ul>	<ul style="list-style-type: none"> <li>2019 discussions with Health and Human Services Committee – January –May</li> </ul>	↑	<ul style="list-style-type: none"> <li>Worked with County Administration to plan ACES and TIC education to the Health and Human Services committee February-March 2019.</li> <li>Supported County Administration in setting focus for TIC committee in coordination with other current efforts.</li> <li>Wausau School District implementation completed for Handle With Care</li> </ul>
4. Provide leadership for the Over Coats and Culture Champions for County Wide Organizational Culture planning  <b>Responsible person (s): Vicki Tylka, Lance Leonhard and COAT teams</b>		<ul style="list-style-type: none"> <li>Collaborative opportunity for multi-level/disciplines</li> <li>Improvement of future culture survey results, increased staff engagement, and improved customer service</li> </ul>		↑	<ul style="list-style-type: none"> <li>Executed a staff-led DSS culture survey results meeting and celebration in May 2019.</li> <li>Co-created an Inclusivity diagonal slice discussion opportunity with County Administration, received input from the Culture Champions, piloted the discussion and revising format for roll out in 2020 to all employees.</li> </ul>
5. Leadership on Objective 3.3 Strategic Plan – Ensure that every child makes it to adulthood with health, stability, and growth opportunities  <b>Responsible Person: Vicki Tylka</b>	<ul style="list-style-type: none"> <li>Connected the objective to the work of the Health and Human Services Committee and the Trauma Informed Court Committee, and at the county management retreat</li> <li>Established internal plans to impact outcome measures</li> </ul>	County wide - <ul style="list-style-type: none"> <li>Increase in high school graduation rates</li> <li>Reduction in number of out of home care days</li> <li>Practice change to decrease the number of young adults in jail</li> </ul>		↑	<ul style="list-style-type: none"> <li>Completed collecting departments' contributions to this objective and facilitation of collaborative discussion to organize material for submission to County Administration.</li> <li>Worked with County Administration to create the format for a county wide evaluation of how trauma informed we are; overseeing the work of the staff who are leading this to result in a report to the County Board in February 2020.</li> </ul>

**Child Welfare - focus on keeping children, families, and the community safe**

Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
<p>1. Support for a Marathon County youth group home with a crisis stabilization component</p> <p><b>Responsible Person (s): Vicki Tylka, Social Work Management</b></p>	<ul style="list-style-type: none"> <li>Group home operating by May 2017</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes for youth in crisis</li> <li>A residential treatment option in the community to maintain youth near their families</li> </ul>		↔	<ul style="list-style-type: none"> <li>Group home remains at less than capacity after 2.5 years in operation. Discussion in May occurred regarding next phase of crisis stabilization which has not yet occurred.</li> <li>Group home placements have been generally successful.</li> <li>Evaluation of long term plan needs to occur.</li> </ul>
<p>2. Participation in major systems change initiatives in child welfare</p> <p><b>Responsible persons: Vicki Tylka, Stacia Burrows, and Social Work Supervisors</b></p>	<ul style="list-style-type: none"> <li>Participation in Judicial Engagement Team (JET)</li> <li>Evaluating major initiatives relative to the Department of Children and Families (DCF) Child, Youth, and Families Systems Improvement Planning Group</li> </ul>	<ul style="list-style-type: none"> <li>Work with collaborative partners to implement evidence-based programs in the court system and in child welfare practice that will result in improved outcomes for children and families</li> </ul>	<ul style="list-style-type: none"> <li>Continual evaluation of strategic implementation of initiatives over the course of 2019</li> </ul>	↑	<ul style="list-style-type: none"> <li>Staff fully engaged in JET meetings</li> <li>Multi Discipline team attending conference in September focusing on work related to our JET activities</li> <li>Led discussion on how Trauma informed practice connects to JET</li> </ul>
<p>3. The implementation in Youth Justice of at least one practice change that is aimed towards decreasing the number of young adults in Marathon County jail who were the subject of a court order for services as a child.</p> <p>4. Evaluation of resources utilized for truancy and implementation of a practice change that can impact the elementary years leading to greater academic success for the K-12 years.</p> <p><b>Responsible person: Becky Bogen</b></p>	<ul style="list-style-type: none"> <li>Technical Assistance sought from DCF Youth Justice Division.</li> <li>Implemented Sexting Diversion Program, Disorderly Conduct, and Marijuana (THC) pilots – tiered response approaches</li> <li>Initial discussions with school leaders and the court</li> <li>Expanding from a pilot for elementary schools with the “Parent and Student Pass” (PASS) program to reduce truancy, expanded limited access to high school, middle school, and junior high students and parents in school year 2019 to reduce the number of truancy citation referrals to court.</li> </ul>	<ul style="list-style-type: none"> <li>Addressing presenting concerns at lowest level of intervention rather than involving formal dispositional orders through court</li> <li>Trauma-informed practice supports remediation of presenting issues with better outcomes at an earlier intervention point.</li> <li>Students, Families, and Schools will be supported through collaboration and services that reinforce school attendance and graduation.</li> </ul>		↑	<ul style="list-style-type: none"> <li>Implementation of diversion programs:</li> <li>Sexting – 17 youth have successfully completed; 94.2% success rate</li> <li>Disorderly Conduct – 13 first-time referrals with 54% success rate; youth who are re-referred have either or both CPS history or mental health diagnosis</li> <li>THC Diversion - 100% success recidivism rate</li> <li>Sexting – 20 youth have successfully completed; 90% success rate</li> <li>Disorderly Conduct – 23 youth have participated with a 65% success rate. All youth who have re-offended have had mental health diagnosis, CPS history or both.</li> <li>THC – 20 youth have been diverted with a 90% success rate.</li> <li>Birth to graduation truancy mapping occurring in December 2019</li> <li>Request made to Goodwill to provide Circle Time at middle schools or to work individually with youth.</li> </ul>

Child Support - focus on system coordination and efficiencies					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
1. Evaluate and address federal performance outcomes in Child Support  <b>Responsible person(s) Vicki Tylka and Kelly Gross</b>	<ul style="list-style-type: none"> <li>Working in tandem with Corp Counsel's office to create a new structure for deliverance of legal services to Child Support, including incorporation of specific performance outcomes in the contract for service.</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer services and increased federal incentives</li> </ul>		↑	<ul style="list-style-type: none"> <li>Recommended and supported a pilot to evaluate the use of a paralegal in the Corporation Counsel's staff through "loan" of one of DSS's employees. Evaluated results and recommended elements that led to a restructuring of staff at Corporation Counsel's office.</li> <li>Successfully incorporated Performance Outcomes into contract for service.</li> <li>Participated in a facilitated discussion about roles and execution which resulted in a clear work plan and initial positive outcomes to continue to be monitored.</li> </ul>
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Administrative Support – focus on safety and security and bench strength					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
1. Improve building security and function through major remodel and evaluation of staff working remotely utilizing shared office spaces  2. Build bench strength in execution of duties  <b>Responsible person (s): Vicki Tylka and Julia Wicke</b>	<ul style="list-style-type: none"> <li>Detailed plans are in place for the building remodel for January 2019</li> <li>Initial pre-planning conversations on staff working remotely</li> </ul>	<ul style="list-style-type: none"> <li>Safe and Secure facility</li> <li>Compliance with security regulations of delivered programs</li> <li>Seamless support to programs</li> <li>Efficient use of resources</li> </ul>		↑	<ul style="list-style-type: none"> <li>Break room, waiting room and administrative support offices remodel complete. Compliant with programming security requirements and demonstrated Trauma Informed Places to staff and the community.</li> <li>Internal Guideline document approved by County Administration. As of December, beginning internal plan to pilot Work from Home with in early 2020.</li> </ul>

Economic Support – IM Central Consortia - focus on multi-county collaboration					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
1. Improve Customer Service through focus on the call center activity  <b>Responsible person (s): Nicole Rolain and ES Supervisors</b>	<ul style="list-style-type: none"> <li>Established a temporary plan at the end of 2018 to address vacancies and peak call times</li> <li>Gained County Administration's support in creating new position(s) dedicated to the call center</li> </ul>	<ul style="list-style-type: none"> <li>Consistently meet contractual performance outcomes</li> <li>Demonstrate responsiveness to customer needs, resulting in they get what they request in a timely accurate manner.</li> </ul>	<ul style="list-style-type: none"> <li>Solid operational plan submitted to Directors by February 2019</li> </ul>	↑	<ul style="list-style-type: none"> <li>Approved for three FTE positions in 2019 to address the work load. Two staff are hired, and one is planned by end of Calendar Year 2019.</li> <li>Implemented different protocols; have met contractual performance outcomes each month in 2019.</li> <li>Consideration of Work from Home to improve call center outcomes further.</li> </ul>