



GOODHUE COUNTY MINNESOTA

TO EFFECTIVELY PROMOTE THE SAFETY, HEALTH, AND WELL-BEING OF OUR RESIDENTS

GOODHUE COUNTY PERSONNEL COMMITTEE

ADMINISTRATION CONFERENCE ROOM
GOVERNMENT CENTER, RED WING

JUNE 14, 2021
8:30 A.M.

1. Virtual Meeting Notice

VIRTUAL MEETING NOTICE "Due to concerns surrounding the spread of COVID-19, it has been determined that in-person meetings or meetings conducted under Minn. Stat. 13D.02 are not practical or prudent. Therefore, meetings that are governed by Open Meeting Law will temporarily be conducted by telephone or other electronic means pursuant to Minn. Stat. 13D.021." "The Goodhue County Personnel Committee will be conducting a meeting pursuant to this section on June 14, 2021 at 8:30 AM. The Personnel Committee members and presenters attending will appear by telephone or other electronic means. The public may monitor the meeting from a remote site by logging into <HTTPS://GLOBAL.GOTOMEETING.COM/JOIN/270052845> or calling 1 866 899 4679 any time during the meeting." Access Code: 270-052-845

2. Public Works Job Description Changes.

Documents:

[JOB DESCRIPTION CHANGES.PDF](#)

3. 4H Extension

Request to add a .75 FTE for 4H Extension.

Documents:

[4H FINAL.PDF](#)

4. Health & Human Services Request

Documents:

[REPLACEMENT - FISCAL OFFICER TO ACCOUNTING SUPERVISOR.PDF](#)

5. Health & Human Services Requests

Documents:

[1 HHS PERSONNEL REQUEST MEMO.PDF](#)
[2 NEW - SCHOOL ATTENDANCE SPECIALIST.PDF](#)
[3 NEW - HOUSING RESOURCE SPECIALIST.PDF](#)
[4 NEW - WAIVER NURSE OR CARE COORDINATOR.PDF](#)
[5 REPLACEMENT - WAIVER NURSE OR CARE COORDINATOR.PDF](#)



Greg Isakson, P.E.
Public Works Director/County Engineer
Goodhue County Public Works Department

2140 Pioneer Road
Red Wing, MN 55066
Office (651) 385-3025

TO: Honorable County Commissioners
Scott Arneson, County Administrator

FROM: Greg Isakson, Public Works Director

RE: **15 Jun 21 Personnel Committee**
Changes to Job Descriptions

Date: 09 JUN 21

Public Works gave a presentation at a Committee of the Whole Meeting on 04 Aug 20 concerning the Department's Work Load and Succession Planning. One of the results of that discussion was the addition of a Project Engineer to the Department's staff.

Job Descriptions were written, sent to Hayes for grade determination, and the position was advertised on 06 Apr 21. Besides the applicants discussed below, there was only one other viable candidate who applied in the 8 weeks this position has been advertised and that candidate was hired by MnDot before we could contact him.

Last week interviews were held with two applicants. One applicant is a current employee who does not meet the minimum requirement of a four-year degree in Civil Engineering. The second applicant is a recent graduate with a four-year degree in Civil Engineering and has passed the Fundamentals of Engineering exam which is required before taking the Professional Engineering exam.

The current employee can perform the vast majority of the tasks in the job description, except tasks that must be completed by a Civil Engineer licensed in the State of Minnesota. In the past discussions concerning 'Succession Planning' for the Department, the concept was that the Project Engineer could apply for the Assistant County Engineer (should that position be open). If hired as the Project Engineer, the current employee could not fill this position since the Assistant County Engineer position requires licensure as a Professional Engineer.

The second applicant, the recent graduate, has very little experience in highway and bridge construction, no experience in design or the other duties that the Project Engineer will be required to perform. Additionally, the Project Engineer would be a supervisor for the Engineering Technicians which could be problematic for a recent graduate to supervise Engineering Technicians that have many years of experience.

A solution that we would like to discuss with the Personnel Committee is to change the Project Engineer position to a Project Manager position that the current employee is qualified for and to create a new position for a Graduate Engineer that the recent graduate is qualified for.

The Project Manager job description would be very similar to the Project Engineer job description but without the requirement for obtaining a Professional Engineering license or performing any task that requires a Professional Engineers license. All the current Engineering Technicians in the Department are eligible for promotion into the Project Manager position and therefore an internal advertisement would need to be posted. The new Full Time Employee (FTE) that was recently added for a Project Engineer could be transferred to this position and therefor this change would have no impact on the total FTEs for the Department. The pay for a Project Manager would be higher than that for an Engineering Technician, so there would be an increase in the budget for the difference, if a current Engineering Technician was promoted.

A job description for the Graduate Engineer position would need to be created and rated by Hayes. This employee would start out working with the Engineering Technicians and take Mn/Dot training classes to get up to speed with highway and bridge design, inspection, supervision, etc. The next phase for this position would be learning funding, estimating, programming, etc. and assist the Assistant County Engineer with his tasks to gain the experience to potentially be promoted to that position under 'Succession Planning'. This position could have two or more tiers and licensure as a Professional Engineer would be a requirement for the higher-level tier.

The pay for the Graduate Engineer should not be significantly different than the Project Engineer position, maybe a bit less for the first tier, so this change in itself would not have a significant impact on the budget. The Department currently has an unfilled Engineering Technician FTE that could be transferred to and used for this Graduate Engineer position and therefor this change would have no impact on the total FTEs for the Department.

Under this scenario, the goals for 'Succession Planning' could still be met.

Options to Consider:

- Change the Project Engineer job description to a Project Manager and create a Graduate Engineer position as mentioned above.
- Significantly increase the pay range and re-advertise for a Project Engineer.

Recommendation:

Change the Project Engineer job description to a Project Manager and create a Graduate Engineer position as mentioned above.



MEMO FROM REGIONAL DIRECTOR

Extension Budget Request FY 2022

June 3, 2021

The Goodhue County Extension Committee (CEC) met on May 17, 2021 and respectfully requests 2022 financial support from Goodhue County levy funds toward 1.75 FTE 4-H Youth Development Extension educators. This is an increase in staffing for the 4-H program of .75 FTE in the amount of \$57,711.75 as directed through the Memorandum of Agreement (MOA) between the University of Minnesota and Goodhue County as recommended by the Association of Minnesota Counties Extension Committee. The MOA outlines that the County will be invoiced quarterly and that the package price for the local Extension educator positions will include: mileage, meals and lodging; salary and fringe benefits; professional development and training; program and staff supervision; University payroll and accounting; and the connection to University research and resources.

The 4-H program has strong participation and leadership in Goodhue County and it is committed to serving county residents and meeting their program goals. Recognizing the strong foundation in serving traditional 4-H audiences, Goodhue County 4-H would like to be able to expand its attention on intentionally reaching those youth who need the most support. These youth tend to be forgotten and have life circumstances that interrupt their path to thriving. Minnesota Compass data from 2016 says 44.3% of youth are not connected to a caring adult in Goodhue County. In addition, 35.8% of youth are not engaged in enrichment activities. Generations of studies in criminology show that the best predictor of future behavior is past behavior. Children showing persistent disruptive behavior are likely to become child delinquents and, in turn, child delinquents are likely to become serious, violent or chronic juvenile offenders. After school programming has proven to be a promising intervention in prevention.

Thank you for your continued support of Extension and your consideration of this budget request. The Goodhue County Extension staff, volunteers and Extension committee remain committed to providing County residents high quality programs and research-based information, connecting community needs with University resources and making Goodhue County a great place to live, work and play.

RESPECTFULLY SUBMITTED BY

Tammy McCulloch, Extension Regional Director

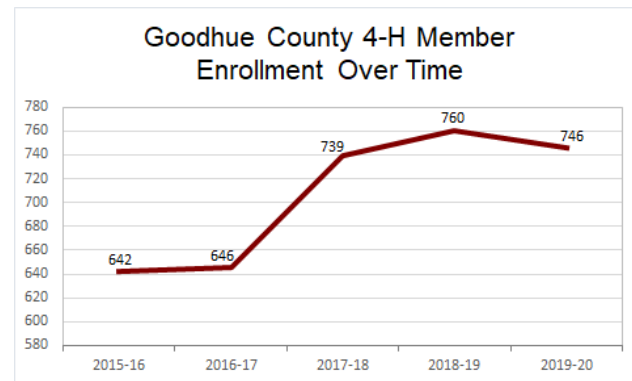
tammym@umn.edu



Goodhue County 4-H Program Opportunity for Growth

Goodhue County remains a leader in 4-H participation. Last year, 746 youth enrolled in 20 clubs, and our wide range of programs served a total of 8.9% of the eligible Goodhue County youth population. This is a 24% enrollment increase from 636 in 2015. The current staffing model also supports 231 volunteers and two partner programs.

As our 4-H youth development program has grown, it has required more management time and cut into time the Extension educator can provide to outreach and direct education. An annual investment in 1.75 FTE 4-H Youth Development Extension educators will enable continuation of current programming and expansion to new youth audiences. It will also offer the ability to foster relationships with other youth serving organizations and schools.



What could happen if Goodhue County increases its investment in 4-H Youth Development Extension educators?

By adding a second 4-H Extension educator at 75% (30 hours a week), the anticipated deliverables include:

- Right-sized workload for Extension staff that is sustainable for continued program stability.

Rank	County	4-H Enrolled Membership 2019-2020	4-H Educators
1	Dakota	1,017 Members	4.0 FTE
2	Anoka	810 Members	2.35 FTE
3	Goodhue	746 Members	1.0 FTE
4	Wright	646 Members	1.375 FTE
5	Washington	586 Members	2.5 FTE

- Increased program enrollment.
 - An internal data analysis of FTE increases over the last 3 years in local 4-H Youth Development programs shows that increased FTE by at least .75 results in program growth.
- Increased 4-H educational offerings in afterschool or community site setting with an emphasis on underserved audiences, such as:
 - Young people in the Prairie Island Indian Community
 - Youth who access free and reduced lunch
 - Latino and Hispanic youth
- Collaboration between Extension and other county departments, like corrections or social services, in order to offer more intentional wrap-around services. For example, interrupting the school to prison pipeline by providing positive youth and family development programming for families with incarcerated parents.

It takes partnerships and financial commitment to raise youth who are active and contributing community members. This expanded investment will ensure more Goodhue County youth are included in the 69,000 Minnesota youth who benefit from 4-H's positive youth development approach. This investment will support Goodhue County's goal of strengthening the overall health and well-being of all individuals, families and communities.



Extension Educator- 4-H Youth Development
Extension Center for Youth Development

Working Title: Extension Educator – 4-H Youth Development (multiple openings)
Appointment: Assistant Extension Educator (9625ST), Academic Professional (P&A)
Reports To: Regional Extension Educator in Youth Development

About the Position

Extension Educators are community-based academic professionals of the University of Minnesota Extension. They are a link between the land grant University research and Minnesota residents by creating learning opportunities that address local needs.

This position leads, manages and stewards the full range of 4-H Youth Development programming in the county/tribal community. 4-H Educators work collaboratively with youth, volunteers, community partners, and University faculty/staff to reach two overarching program goals: *Youth will learn by developing a passion in their areas of interest; Youth will lead by being innovators and social change agents.* 4-H Educators ensure program quality, growth, retention, and impact. They also:

- Build relationships with youth, parents, volunteers, partners and stakeholders
- Recruit, train, supervise and support volunteers
- Plan, manage, deliver, and evaluate educational programs and events
- Develop outreach and educational materials
- Teach and provide information to youth, volunteers, and community youth workers
- Promote and market the 4-H Youth Development program
- Provide financial guidance
- Ensure policies and expected procedures are communicated and followed.
- Prioritize responsibilities based upon the 4-H Educator's percentage of time and additional staffing available for the local program.

The 4-H Educator position is supervised by a regional Extension Educator in Youth Development.

Responsibilities

1. Program Development and Delivery – 40%

- Engage youth, volunteers, and partners to create a program plan that reflects the demographics of the county/tribal community, addresses local needs and opportunities, aligns with the strategic direction of the MN 4-H Youth Development program and leads to program growth and sustainability.
- Design and develop high quality, culturally-relevant, impactful programs that support youth in learning and leading.
- Convene and facilitate planning meetings with youth, volunteers, and partners.
- Develop/adapt lesson plans and teach/facilitate youth/adult learning using relevant content and pedagogy/andragogy.
- Plan and manage the delivery of 4-H clubs, camps, after school programs, showcase opportunities, and other events and activities.
- Plan and manage 4-H experiences during the county fair, providing opportunities for recruitment, education, judging, and public recognition.

- Coordinate youth and volunteer involvement in regional, state and national 4-H programs and showcase events.
- Identify and implement strategies to diversify program participation, ensuring programs and processes are welcoming, accessible, and inclusive of youth, volunteers, and staff with varying backgrounds and experience.
- Develop and support community partnerships that extend programmatic reach and expand programmatic impact; complete program agreements.
- Establish and maintain an effective staffing plan including partners, volunteers, interns, and seasonal employees.
- Determine fiscal resources needed for each program and identify potential funding sources.
- Utilize established evaluation tools and processes to inform future program design, improve effectiveness, demonstrate value, and market the program.

2. Volunteer Systems – 35%

- Establish and support a volunteer development system that builds the capacity and long-term sustainability of the 4-H program.
- Identify needs/opportunities for volunteers to serve in management and delivery roles, and recruit and place individuals in these roles.
- Ensure the volunteer screening process is implemented and up to date.
- Cultivate relationships with and build capacity of volunteers through a support system consisting of effective orientation, training, utilization, recognition, and evaluation.
- Teach and/or facilitate training for volunteers and community youth workers.
- Address problems that arise with volunteer roles.

3. Program Operations – 15%

- Manage and monitor compliance with organizational policies and procedures.
- Recruit, orientate, supervise and support interns and seasonal employees.
- Guide and monitor operations of local governing boards (4-H federations/councils) and county/tribal committees, ensuring compliance with requirements for group exemption status.
- Oversee and ensure completion of chartering process for 4-H Federation/Council and 4-H clubs/groups.
- Manage established processes for youth enrollment, volunteer enrollment, event participation, and program agreements.
- Ensure potential and current participants have full access to programs, services, and facilities.
- Plan for and manage risk-utilizing resources and established procedures.
- Guide budget development, secure and leverage resources, monitor spending, ensure financial accountability.
- Manage use of facilities and equipment, including completion of required inventories and agreements.
- Maintain organized records and provide reports.

4. Communication and Reporting – 10%

- Develop and maintain respectful working relationships with youth, families, volunteers, colleagues, community partners, and other stakeholders.
- Develop/adapt and implement a year-round promotion and marketing strategy that attracts youth, families, and volunteers from diverse backgrounds and leads to enrollment and retention.

- Develop/adapt and implement a communication plan with program participants, families, volunteers and partners that utilizes effective and contemporary approaches, including current electronic technologies.
- Distribute marketing materials created for regional, state, and national 4-H educational programs and events.
- Write content for various media sources (e.g., newspapers, radio, newsletters, web, social media) to promote programs, report on programs, and educate the public.
- Collect data and prepare reports and presentations to share the public value, impacts, and accomplishments of 4-H Youth Development with local stakeholders.

Qualifications

Required:

- Bachelor's degree in a subject/discipline relevant to the programmatic responsibilities of this position.
- Experience (paid or unpaid) leading, teaching, and/or managing programs for youth.
- Evidenced ability to effectively communicate in English using oral and written communication methods (e.g., publications, presentations, web, and social media).
- Experience effectively interacting with people from various cultural backgrounds, including race, ethnicity, national origin, religion, socioeconomic status, age, gender, disability, sexual orientation, and other aspects of human diversity.
- Ability to work evenings and weekends.
- Use personal vehicle and cell phone for work, to include applicable driver license and vehicle insurance.

Strongly Preferred:

- Two (2) or more years of post-Bachelor's degree experience relevant to youth development, program development, and/or volunteer systems development.
- Evidenced knowledge of youth development theory and practice (e.g., college coursework, volunteer training)
- Experience designing, developing, delivering, and/or evaluating educational programs.
- Experience recruiting, guiding, and/or supervising volunteers and/or staff.
- Strong interpersonal skills including demonstrated ability to resolve conflicts.
- Proficient use of technology for communicating, locating information, monitoring trends, designing, delivering, and evaluating programs, and reporting.

Preferred:

- Master's degree in a subject matter/academic discipline relevant to the programmatic responsibilities of this position.
- Evidenced ability to work cooperatively with community partners and local governments to address educational needs.
- Demonstrated success in creating and sustaining high quality, culturally-relevant, educational programs for youth.
- Experience teaching youth and/or adults in a non-formal setting.
- Experience organizing and managing events and activities.
- Experience with board leadership or development.
- Experience applying relevant organizational policies, procedures and regulations.
- Experience planning for youth safety and managing risk.
- Experience developing budgets and managing finances.
- Bilingual; fluent in a second language relevant to the location of the position.
- Strong skills in analytical thinking, decision-making, judgement.
- Demonstrated ability to manage multiple tasks, timelines, and schedules while maintaining high quality of work.

- Evidence of working productively with minimal supervision.

Working Conditions:

- Work within an office as well as in various educational settings.
- Work days, evenings, and weekends, as needed, to meet responsibilities of the position.
- This position often works in the community. Must be able to travel several times per week and regionally/statewide multiple times per year. Must provide vehicle or make individual arrangements for transportation. Mileage reimbursement provided.
- Cell phone required to meet responsibilities of this position. Cell phone number will be published in the Extension directory.
- Must have the ability to lift, carry, pull, and push 20 pounds.
- Must be able to stand for 90 minutes at a time and sit for 90 minutes at a time. Some days will require hours of standing or sitting.

About Extension and 4-H

University of Minnesota Extension is a major outreach arm of the University of Minnesota, a land grant institution with a mission to serve the public through applied research and education. The mission of University of Minnesota Extension is: *“Making a difference by connecting community needs and University resources to address critical issues in Minnesota.”* Find further information at www.extension.umn.edu.

University of Minnesota Extension Center for Youth Development works in partnership with communities to build engaged young people who are ready to learn and lead in a global society. Using youth development methods and principles, that are based on experiential learning and proven to result in positive youth development; we foster sustainability and resilience by building community-wide knowledge, capacity, and networks that support the healthy development of youth. Our audiences include: youth grades K-13 living in urban, suburban, rural, tribal, and online communities; volunteers, youth workers, and partners who deliver positive youth development programming; and, agencies, organizations, and groups that affect the lives of youth. To learn more about our programs, please visit <https://extension.umn.edu/4-H>.

The University of Minnesota Extension shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.



Goodhue County
Health and Human Services

426 West Avenue
Red Wing, MN 55066
(651) 385-3200 • Fax (651) 267-4882

DATE: June 9, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: **Replacement – Fiscal Officer with Accounting Supervisor - 1 FTE**

BACKGROUND:

Goodhue County Health and Human Services is requesting to replace a Fiscal Officer within our agency. On September 1, 2021, our Fiscal Officer is retiring after 34 years of excellent public service to Goodhue County residents and Goodhue County Health and Human Services.

When Health & Human Services integrated together in 2011 the HHS Finance Division was made up of 1 FTE Fiscal Supervisor I; 1 FTE Fiscal Officer; 7.70 FTE Accounting Technicians. On December 13, 2011 the Fiscal Supervisor I resigned and as directed by the HHS Board the HHS Finance Division would be supervised by Mike Zorn, Deputy Director and the supervisor position would be filled with an accounting technician.

Currently the HHS Finance Division is made up of 1 FTE Fiscal Officer; 6.00 FTE Accounting Technicians and supervised by Mike Zorn Deputy Director.

Goodhue County HHS is a combined Health & Human Services agency with an \$18,294,386 budget for 2021. HHS generates 15.61% State revenue; 28.98% Federal revenue; 12.53% miscellaneous services & charges and receives 42.88% county property tax levy. The Finance Division operates in 4 fiscal years and does approximately 30 different reports due each quarter or annually to Minnesota Department of Human Services and Minnesota Department of Health who supervise the county agencies. HHS Finance works with approximately 39 different Federal grants and 28 different State grants.

As we continue to look at succession planning and organizational changes and that HHS finances are an extremely important area of our agency, we are looking at replacing this position with an Accounting Supervisor classification that would assist in continued succession planning and organizational changes related to future changes and retirements.

The current Fiscal Officer pay range is \$27.30-\$37.33. The new classification of Accounting Supervisor pay range is \$29.63-\$48.29

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RECOMMENDATION:

The HHS Department recommends approving the following:

1. Move forward immediately to post for 1 Accounting Supervisor position utilizing the MN Merit system with hiring at step 1 or step 2. This posting would be for internal and external candidates. If an internal candidate is selected then move forward immediately to back fill that position until an external candidate has been hired to finish the process.
2. Allow if deemed appropriate by the HHS Director, limited flexibility with the hiring range, up to step 6. This is due to a potentially limited workforce availability in this area.
3. Hire after GCHHS Board's review and approval.



Goodhue County
Health and Human Services

426 West Avenue
Red Wing, MN 55066
(651) 385-3200 • Fax (651) 267-4882

DATE: June 7, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: Request to Hire 3 New, and 1 Replacement HHS Positions

BACKGROUND:

The COVID-19 pandemic has brought into sharp focus the basic health and safety needs of the most vulnerable citizens of Goodhue County. One of the GCHHS value statements is prevention, as we know that prevention is a cost-effective investment that impacts the health of individuals, families, and communities. We are also aware that the social determinants of health can have a major impact on people's health and well-being. Failing to address these basic needs can lead to a myriad of health concerns and social problems that can be quite costly for the individual and the community, and can lead to poor quality of life and adverse health outcomes that impact the entire community.

Our strong prevention focus is a sound economic investment, as well as a vital strategy to improve the lives of our community members, and it has led us to examine our current needs and consider new opportunities. Therefore, we bring forward four personnel requests funded by Federal, State, and County funds to address these basic needs and prevent poor health outcomes:

1. School Attendance Specialist – New 1 FTE position funded through contract with Goodhue County Education District

Goodhue County Health and Human Services (GCHHS) and Goodhue County Education District (GCED) continue to have an important working agreement in place to benefit the children, families and communities in Goodhue County. A new element of this collaboration is the addition of a School Attendance Specialist. Prior to the pandemic, truancy was already a serious concern. Access to education is a clear social determinant of health, and truancy is a proven stepping stone to juvenile delinquency, increased risk of drug and alcohol abuse, and higher risk of unemployment. School attendance and engagement have suffered throughout the pandemic, resulting in an increase in school attendance concerns and a lack of engagement in online learning.

Funding: The funding for this is already in place, no additional funds, or increases needed with current contracts with GCED. No County Levy.

2. Housing Resource Specialist – New 1 FTE grant funded provisional position

GCHHS has received the Community Living Infrastructure (CLI) Minnesota Department of Human Services (DHS) grant to permanently hire a Housing Resource Specialist. In 2017, the Minnesota Legislature passed a comprehensive housing package, adding language to the Minnesota Housing Support Act (Chapter 256I), to increase and improve

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opportunities for Minnesotans with disabling conditions to live in the community. The Goodhue County Housing Resource Specialist, who will be hired as a Health Educator, will serve as a consultant, project manager, and community liaison for housing resources, and will work with community agencies to address the many gaps along the housing service continuum in Goodhue County.

Funding: Ongoing State funding secured from DHS. This is a new funding source for Goodhue County. No County Levy.

3. Waiver Case Manager - NEW 1 FTE permanent position

We are requesting an additional waiver case manager to provide adequate service to elderly and disabled clients in Goodhue County so they can live safely in the community by bringing the caseloads closer to state recommendations that can be managed with improved care, and . The caseload sizes on our waiver and South Country Health Alliance (SCHA) team have been steadily increasing over the past 5 years and are well above recommendations from DHS and SCHA. High caseloads have resulted in:

- Individuals requiring a more restrictive placement such as a nursing home or supportive living arrangement, or they may be at risk of hospitalization.
- Delays in moving to less restrictive options resulting in longer nursing home placements or hospitalizations
- Delays in safety modifications being implemented, such as ramps being installed in a home or arranging assistance with basic activities such as bathing

This new position will help us to avoid additional costs as when staff have more management caseload sizes which allows staff a more time and to efficiently respond to clients, their families and facilities by facilitating community living arrangements and avoiding costly hospitalizations and nursing home placements along with improved service to Goodhue County residents.

Funding: This new position will be funded with state and federal funds, and will require \$31,094 in county levy funds.

4. Waiver Case Manager – REPLACEMENT 1 FTE position for retiring worker

A waiver case manager is retiring in November, 2021. In order to provide waiver case management services, the individual must be a certified MNChoice assessor, which in most cases requires a year of experience, unless the person hired already comes in with this level of experience. In order to begin the training process and prevent further delays in service provision, we would like to hire the replacement for this retiree as soon as possible.

Funding: This position is already included in the HHS approved budget with State, Federal and county levy funding. We anticipate this overlap time cost about \$14,300, and overall initial costs saving will be about \$37,586.

RECOMMENDATION:

The HHS Department recommends approving as requested. Attached, please find four detailed personnel requests with recommendations.



Goodhue County
Health and Human Services

426 West Avenue
Red Wing, MN 55066
(651) 385-3200 • Fax (651) 267-4882

DATE: June 7, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: School Attendance Specialist - 1 FTE

BACKGROUND:

Goodhue County Health and Human Services (GCHHS) and Goodhue County Education District (GCED) continue to have an important working agreement in place to benefit the children, families and communities in Goodhue County.

A new element of this collaboration is the addition of a School Attendance Specialist. Access to education is a clear social determinant of health, and truancy is a stepping stone to juvenile delinquency, increased risk of drug and alcohol abuse, and higher risk of unemployment. It has been estimated that an increase of only 5 percentage points in the national high school graduation rate for male students alone would save the US \$19.7 billion annually.

Goodhue County usually receives **40-60 truancy referrals per year** for students age 12 and above who meet the criteria of 7 unexcused absences. Many of these students have far more absences, and oftentimes these students have been disengaged from school for years. Families with students under the age of 11 are reported for educational neglect when the student has 7 or more unexcused absences. GCHHS completes 40-60 educational neglect assessments per year, and these families often are experiencing significant difficulties in maintaining stable housing and income. Many more students struggle with attendance and school engagement who are not referred for truancy intervention.

During the 2020-2021 academic year, the Minnesota Department of Education (MDE) and the Minnesota Department of Human Services (DHS) published guidance to address the challenges of school attendance and engagement during the pandemic. This guidance required school personnel to make face to face contact with the student's family to identify barriers to attendance, resolve any technical issues that impacted distance learning success, and to assist families with transportation, child care, or mental health referrals. The guidance required GCHHS to partner with the schools and families using voluntary programs like child welfare and parent support and outreach to increase school engagement and success. Since March, 2020, GCHHS responded to **160 reports** of concern regarding school issues as the primary identified concern. This does not include the number of child protection assessments and investigations that were completed to address other allegations of abuse and neglect. While this collaboration did not eliminate attendance concerns, it demonstrated the need for dedicated time and attention to students who are struggling to get to school daily. We have found that early intervention is critical.

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Impact of COVID-19 Pandemic:

COVID-19 has presented many unique challenges to the entire education system. School attendance and engagement have suffered throughout the pandemic, resulting in an increase in school attendance concerns and a troubling lack of engagement in online learning. There are grave concerns about the long-term consequences that this lack of school engagement will have on these students in all areas of their lives.

The School Attendance Specialist will allow close collaboration between GCHHS and all schools in Goodhue County. The position will be supervised by the GCHHS Social Services - Child and Family Services Supervisor, but will also be co-located in schools throughout the district. This person, in close collaboration with school administrators and community partners, will implement “[Check and Connect](#)”, an evidence-based approach to improve school engagement and reduce school absences.

Funding:

This position will be funded by utilizing funds from the contract between GCHHS and GCED. In addition, this worker will be able to bill Child Welfare Targeted Case Management, and will participate in SSTS/LTSS time studies reimbursement, so the position will essentially be cost neutral.

	2021	2021
	Single Health	Family Health
School Attendance Social Worker	step 1	step 1
Rate	\$27.23	\$27.23
Gross	\$56,639.00	\$56,639.00
PERA/FICA/Medicare/Life	\$8,636.00	\$8,636.00
Health Coverage/H.S.A.	\$11,486.00	\$24,982.00
Total Cost	\$76,761.00	\$90,257.00
Total Benefits	\$20,122.00	\$33,618.00

Potential Funding Sources for School Attendance SW	10 CW-TCM per month
Highest Salary & Benefits with Family Health Insurance Step 1	\$90,257.00
SSTS/LTSS 2020 Ave Reimbursement on Cost Pool 17.34%	-\$15,650.56
CW-TCM Ave SFY 20 & SFY 21 \$670 or \$335 NET per TCM	-\$40,200.00
Cost of Truancy Social Worker After Reimbursements	\$34,406.44
Funding used from the GCED Contract	\$34,406.44
County Levy Spending	\$0.00

RECOMMENDATION:

The HHS Department recommends approving the following:

1. Move forward immediately to post for a County Agency Social Worker (1 FTE) utilizing the MN Merit system with hiring at step 1 or step 2. This posting would be for internal and external candidates. If an internal candidate is selected then move forward immediately to back fill that position until an external candidate has been hired to finish the process.
2. Hire after GCHHS Board's review and approval.



Goodhue County
Health and Human Services

426 West Avenue
Red Wing, MN 55066
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DATE: June 7, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: **Housing Resource Specialist - 1 FTE provisional position**

BACKGROUND:

In 2017, the Minnesota Legislature passed a comprehensive housing package, adding language to the Minnesota Housing Support Act (Chapter 256I), to increase and improve opportunities for Minnesotans with disabling conditions to live in the community. The housing package included grant funding aimed at supporting counties and tribes to integrate housing resources into their human service delivery systems throughout the state. The grant funding enables Responders to apply for funding related to: 1) outreach; 2) housing resource specialists; and 3) funding for counties, tribes, and multi-county social service collaboratives to administer the Minnesota Housing Support program.

Goodhue County Health and Human Services (GCHHS) seeks to improve outcomes and enhance responsiveness to individuals and families living in Goodhue County by providing a Housing Resource Specialist (HRS) as part of the Health and Human Services staff. The goal is for the Housing Resource Specialist to address the many gaps along the housing service continuum in Goodhue County. This grant allows GCHHS to create a specific focus on housing for the first time.

GCHHS applied, and has received the Community Living Infrastructure (CLI) Minnesota Department of Human Services (DHS) grant to permanently hire a Housing Resource Specialist.

The **Housing Resource Specialist (HRS)** will serve as a consultant, project manager, and community liaison for housing resources. The HRS will be part of the Public Health division and will consult with adult mental health caseworkers, waived services staff, child protection case managers, as well as the entire HHS staff. In addition to expanding housing knowledge and capacity within the agency to consult, the HRS will also work to expand housing resources in the community. Case managers have noted that even when there are funding options, many landlords in Goodhue County are reluctant to rent to people with difficult rental histories. The HRS will work directly with local landlords to address barriers, and the HRS will develop and implement a Risk Mitigation program that will ideally incentivize landlords to rent to high risk renters. As part of this Risk Mitigation Program, the HRS will provide a platform for landlords to express and share their needs. The HRS will also work with local agencies to encourage and support agencies to become Housing Stabilization Services providers. And the HRS will be the local expert on the Housing Support program and consider ways to expand and maximize that program.

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The Housing Resource Specialist will be hired as a Public Health Educator and will be part of the Public Health - Healthy Communities Staff supervised by Ruth Greenslade.

Definitions:

Housing Resource Specialists in the county human service delivery system *provide technical assistance and consultation* for HHS case manager and community partners about housing and related support service resources for people with disabilities and low income, such as:

- **Housing Stabilization Services** is a new Minnesota Medical Assistance benefit to help people with disabilities, including mental illness and substance use disorder, and seniors *find and keep housing*.
- **Housing Support** (formerly known as Group Residential Housing (GRH) program provides *help for housing costs* for some people at risk of institutional placement or homelessness

	HHS Division	Purpose
Housing Resource Specialist	Public Health Division (Healthy Communities)	Provide technical assistance and consultation for HHS case managers and community partners
Housing Stabilization Services	Medical Assistance benefit, not offered by GCHHS	Help people with disabilities find and keep housing
Housing Support	Economic Assistance Division	Help with housing costs with existing state funding and program.

Funding: Ongoing State funding secured from DHS. This is a new funding source for Goodhue County. No County Levy.

	2021	2021
	Single Health	Family Health
Public Health Educator	step 1	step 1
Rate	\$27.50	\$27.50
Gross	\$57,200.00	\$57,200.00
PERA/FICA/Medicare/Life	\$8,721.00	\$8,721.00
Health Coverage/H.S.A.	\$11,486.00	\$24,982.00
Total Cost	\$77,407.00	\$90,903.00

RECOMMENDATION:

The HHS Department recommends approving the following:

1. Move forward immediately to post for a Health Educator (1 FTE) utilizing the MN Merit system with hiring at step 1 or step 2. This posting would be for internal and external candidates. If an internal candidate is selected then move forward immediately to back fill that position until an external candidate has been hired to finish the process.
2. Hire after GCHHS Board's review and approval.



Goodhue County
Health and Human Services

426 West Avenue
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DATE: June 7, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: **New - Public Health Nurse (PHN)/Registered Nurse (RN)/Care Coordinator - 1 FTE**

BACKGROUND:

Goodhue County Health and Human Services is requesting to add a Public Health Nurse (PHN)/Registered Nurse (RN)/Care Coordinator position within our Public Health – Waiver and South Country Health Alliance Team. This position will be responsible for waiver case management.

A waiver case manager is a professional position requiring the worker to use problem solving, critical thinking, and comprehensive assessment skills. This position requires workers to have one year of home and community based service knowledge and experience to become a MNCHOICES certified assessor through the Department of Human Services. This position is responsible to assess for eligibility and service need and ensure the health and safety needs of individuals in our community are being met.

As a waiver case manager, staff are required to complete face-to-face visits with the people they serve to ensure health and safety needs are being met through the services they have put into place. During these visits, case managers are assessing current needs and offering additional resources when needed. Case managers arrange for services that may include (but not limited to) in-home nursing for medication management and complex health needs, Lifeline for emergency assistance, meals on wheels, and home remodels for disability accessibility. These services are cost effective to maintain people in the least restrictive environment while meeting their assessed needs. Without these supports, many individuals would require a more restrictive placement such as a nursing home or supportive living arrangement, or they may be at risk of hospitalization.

As a part of this position, the case manager has care coordination duties for people we serve that have South Country Health Alliance (SCHA) insurance. Some of the care coordination duties include assisting individuals with establishing a primary care doctor, finding a dentist, setting up transportation to medical appointment, and following up with members after hospitalizations.

Strong waiver case management and care coordination can mean the difference between living in the community versus living in the nursing home. Having our citizens living in the community with support and/or services offers a great cost reduction over hospitalizations and nursing home placements.

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Caseload sizes: The caseload sizes on our waiver and SCHA team have been steadily increasing over the past 5 years. The current caseload sizes are above recommendations from DHS and SCHA. SCHA has indicated they recommend a waiver caseload size of 50 and a care coordination caseload size of 100. The chart below shows the average caseload for Goodhue County in comparison with Region 10 counties. Region 10 counties include: Olmsted, Dodge, MNPrairie, Rice, Wabasha, Winona, Houston, Fillmore, Mower, and Freeborn.

	Goodhue County	Region 10 Average
Under 65 Waivers	71	54
Elderly Waiver	58	47
Care Coordination	166	88

There are many impacts to having high caseload numbers. People have long wait times for an initial assessment for services. Delays in assessment mean delays in services being started. The high caseload sizes also mean delays for current people we serve to get additional services, or to receive changes in services as their needs change. For example: if a person now needs an accessibility adaptation (such as a ramp to enter their home), it could mean waiting weeks to months to get through this process. For people waiting to get an assessment, this may mean remaining in the nursing home or a more restrictive and less cost effective environment for a longer period of time than needed. The impact of high caseloads is extended to the providers of services as well. Provider may need to wait longer to get service approvals from case managers, which affects their ability to be reimbursed in a timely manner.

We have collected data on the past 5 years for number of open clients, hours of case management services, and numbers of assessments. Our average number of new assessments has remained relatively flat, although there has been a sharp increase in the past month. However, the number of hours spent on assessments and case management, and the number of open cases had steadily increased prior to COVID-19, with a net increase of 138 cases in the past 5 years.

Open
Cases

2016	1223
2017	1313
2018	1316
2019	1353
2020	1361

Impact of COVID: During the COVID-19 pandemic, several waiver and SCHA staff have been needed on our vaccination and planning teams. Because face to face contact has not been allowed during the pandemic, the waiver team has been able to absorb this staffing shortage to some degree. Case load sizes continued to grow during the pandemic, and these caseload ratios listed above include the case managers who were involved in vaccination. Case managers are deeply concerned about how they will meet the needs of their clients when they need to resume face to face contact starting on 7-1-21.

There has been a substantial increase in new assessments in the past month. There were 95 requests in the month of April, 2021 when the average is approximately 50. Some clients have expressed a desire to avoid nursing home placement and live in the community, which often requires waiver services to provide health and safety support. Case managers have also noted an increase in waiver requests for clients with significant and complex mental health needs. Case managers suspect that the pandemic has at least partially driven these increases.

Billing: High caseload size also impacts the capacity for billing. When the case managers are unable to see their clients as often as necessary, they are also missing opportunities for billing and revenue. Adding an additional case manager will increase hours to be billed for case management and care coordination that were currently billed due to staff capacity. There are also cost avoidance 1) clients remaining in nursing homes longer than needed because of the delay in completing assessments, 2) clients going to the hospital due to service delays.

This position has funding from the Department of Human Services through waiver case management funding and SSTS/LTSS Time Studies. The request shows \$31,094 of levy dollars for the highest cost classification, but in 2020 additional staffing revenue (staff approved November 2017) generated \$944,287 over budget.

This position can be replaced with a Registered Nurse, Public Health Nurse, or Care Coordinator. South Country Health Alliance and Department of Human Services requires counties to have a multi-disciplinary team including nurses and Social Workers/Care Coordinators. Posting this replacement as a Registered Nurse, Public Health Nurse or Care Coordinator opens the prospective pool of candidates.

	2021	2021
	Single Health	Family Health
Public Health Nurse	step 1	step 1
Rate	\$27.50	\$27.50
Gross	\$57,200.00	\$57,200.00
PERA/FICA/Medicare/Life	\$8,721.00	\$8,721.00
Health Coverage/H.S.A.	\$11,486.00	\$24,982.00
Total Cost	\$77,407.00	\$90,903.00

	2021	2021
	Single Health	Family Health
Social Worker/Care Coordinator	step 1	step 1
Rate	\$27.23	\$27.23
Gross	\$56,639.00	\$56,639.00
PERA/FICA/Medicare/Life	\$8,636.00	\$8,636.00
Health Coverage/H.S.A.	\$11,486.00	\$24,982.00
Total Cost	\$76,761.00	\$90,257.00

	2021	2021
	Single Health	Family Health
Registered Nurse	step 1	step 1
Rate	\$26.22	\$26.22
Gross	\$54,538.00	\$54,538.00
PERA/FICA/Medicare/Life	\$8,317.00	\$8,317.00
Health Coverage/H.S.A.	\$11,486.00	\$24,982.00
Total Cost	\$74,341.00	\$87,837.00

Potential Funding Sources for Waiver Case Manager	25 CM per month
Highest Salary & Benefits with Family Health Insurance Step 1	\$90,903.00
SSTS/LTSS 2020 Ave Reimbursement on Cost Pool 17.34%	-\$15,762.58
Waiver Case Management 25 visits/month (1.5 hours each)	-\$44,046.00
Cost of Waiver Case Manager After Reimbursements	\$31,094.42
County Levy Spending	\$31,094.42

RECOMMENDATION:

The HHS Department recommends approving the following:

1. Move forward immediately to post for 1 Public Health Nurse (PHN)/Registered Nurse/Care Coordinator (1 FTE) utilizing the MN Merit system with hiring at step 1 or step 2. This posting would be for internal and external candidates. If an internal candidate is selected then move forward immediately to back fill that position until an external candidate has been hired to finish the process.
2. Hire after GCHHS Board's review and approval.



odhue County
Health and Human Services

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(651) 385-3200 • Fax (651) 267-4882

DATE: June 4, 2021
TO: Goodhue County Personnel Committee
FROM: Nina Arneson, GCHHS Director
RE: **Replacement - Public Health Nurse (PHN)/Registered Nurse (RN)/Care Coordinator - 1 FTE**

BACKGROUND:

Goodhue County Health and Human Services is requesting to fill early a Public Health Nurse (PHN)/Registered Nurse (RN)/Care Coordinator position within our Public Health – Waiver and South Country Health Alliance Team.

On November 1, 2021, a Public Health Nurse will retire after 15 years of service with Goodhue County. This PHN is currently working at 1 FTE.

The position of PHN currently works with people who access the Elderly Waiver and Alternative Care Grant. This PHN also works with South Country Health Alliance (SCHA) members. This professional connects with people in our community who need services and supports to ensure their health and safety needs are being met in the least restrictive environment. This professional completes comprehensive assessments, develops care plans to address identified areas of need and coordinates with community providers to set-up services in their home. Some services include Lifeline, meals on wheels, home health aide for bathing, medication set-up by a nurse, or home modifications and adaptations. SCHA care coordination tasks include establishing a primary care doctor, finding a dentist and transportation to medical appointments. This professional follows up with members after hospitalizations to offer services that can keep members in their homes longer. Strong waiver case management and care coordination can mean the difference between living in the community versus living in the nursing home. Having our citizens living in the community with support and/or services offers a great cost reduction over hospitalizations and nursing home placements.

This position requires the professional to be a MNCHOICES certified assessor through the Department of Human Services. This certification requires one year of home and community based service experience and a 4 year degree in social work, nursing, or a related field.

During the COVID-19 pandemic, our agency has relied heavily on the Waiver and South Country Health Alliance team staff to assist with planning, contract tracing, and vaccine mass dispensing. This has placed a strain on this team's ability to manage the ongoing workload to ensure health and safety needs are met for our most vulnerable populations. One member of the Waiver and

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SCHA team is the back-up DP&C worker. With the recent retirement of the long-term DP&C worker, this nurse has been needed to cover also some of those duties.

Due to the staff shortage this department has experienced in the past year along with the time needed to be a MNCHOICES certified assessor, we request this position be replaced prior to the November 1, 2021 retirement.

This position can be replaced with a Registered Nurse, Public Health Nurse, or Care Coordinator. SCHA and Minnesota Department of Human Services requires counties to have a multi-disciplinary team including Nurses and Social Workers/Care Coordinators. Posting this replacement as a Registered Nurse, Public Health Nurse or Care Coordinator opens the prospective pool of candidates.

The current rate of pay for the PHN being replaced is \$45.57 per hour. The starting pay (step 1) for a PHN position is \$ 27.50 per hour. These costs have been figured in our 2021 budget. With an earlier hire there will not be a budget increase or levy increase as the current higher paid position was in the budget for 12 months and would cover the overlap period costs. This position is partially funded with Waiver Management Case work and Social Services Time Study (SSTS) work. The cost of the overlap time is estimated at \$14,300 and it can be managed within the existing approved budget.

	2021	2021
	Single Health	Family Health
Public Health Nurse	step 1	step 1
Rate	\$27.50	\$27.50
Gross	\$57,200.00	\$57,200.00
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Total Cost	\$74,341.00	\$87,837.00

RECOMMENDATION:

The HHS Department recommends approving the following:

1. Move forward immediately to post for 1 Public Health Nurse (PHN)/Registered Nurse/Care Coordinator (1 FTE) prior to the person retiring utilizing the MN Merit system with hiring at step 1 or step 2. This posting would be for internal and external candidates. If an internal candidate is selected then move forward immediately to back fill that position until an external candidate has been hired to finish the process.
2. Hire after GCHHS Board’s review and approval.