



Board of County Commissioners Agenda Request

7C

Agenda Item #

Requested Meeting Date: June 26, 2022

Title of Item: Personnel Committee Recommendations

<input checked="" type="checkbox"/> REGULAR AGENDA <input type="checkbox"/> CONSENT AGENDA <input type="checkbox"/> INFORMATION ONLY	Action Requested: <input checked="" type="checkbox"/> Approve/Deny Motion <input type="checkbox"/> Adopt Resolution (attach draft) <i>*provide copy of hearing notice that was published</i>	<input type="checkbox"/> Direction Requested <input type="checkbox"/> Discussion Item <input type="checkbox"/> Hold Public Hearing*
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Submitted by: Bobbie Danielson	Department: HR Dept.
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Presenter (Name and Title): Bobbie Danielson, HR Director	Estimated Time Needed: 15 Minutes
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Summary of Issue:

1. A request from the Aitkin County Historical Society to make the ACHS Administrator an employee of Aitkin County was considered. The Personnel Committee does not recommend making this a county position.
2. A Memorandum of Agreement was reviewed (copy attached) and approval is recommended to allow Teamsters Non-licensed Essential unit members to accumulate more than 36 hours of Personal Leave until the expiration of the current contract (12/31/2022), temporarily removing the cap set forth in the CBA if time off work is denied due to jail/dispatch staffing issues.
3. The Personnel Committee unanimously supports a request to add an additional full-time adult Social Services Supervisor position to the HHS Admin team. See documentation attached. Cynthia Bennett, HHS Director, will be present for this discussion and to answer any questions.

Alternatives, Options, Effects on Others/Comments:

Recommended Action/Motion:

(1) Motion to authorize the Chair, Administrator, and HR Director to sign the Teamsters Non-licensed Essential Unit Personal Leave MOA as presented. (2) Motion to authorize the County Administrator to inform ACHS that we are not interested in adding the ACHS Administrator as a new county position. (3) Motion to create a new full-time Soc. Services Supervisor position [adult unit] and to authorize staff to fill the position.

Financial Impact:

Is there a cost associated with this request? Yes No

What is the total cost, with tax and shipping? \$

Is this budgeted? Yes No *Please Explain:*

Grade 13 position. See attached.

Aitkin County Historical Society
Depot Museum

RECEIVED
MAY 23 2022

P.O. Box 215
Aitkin, MN 56431
(218) 927-3348

May 18, 2022

Jessica Seibert
Aitkin County Administrator
307 2nd Street NW, Rm. 310
Aitkin, MN 56431

Dear Ms. Seibert:

The Aitkin County Historical Society has reached a turning point and a potential crisis. The purpose of the society shall be the collection, preservation and dissemination of knowledge about the history of Aitkin County, Minnesota. In order for the society to attract and keep a qualified director/curator we need financial help from Aitkin County. We are asking you, the Commissioners of Aitkin County, to consider making the Administrator of the Historical Society an employee of Aitkin County.

Per Minnesota 138.051 COUNTY HISTORICAL SOCIETIES. The county board of any county, or the governing body of any municipal corporation, school district or public library therein, is hereby authorized and empowered to set apart and furnish a suitable room or space in the courthouse of the county, or in any of its municipal, school or library buildings, as the case may be, for the purposes and use of the historical society of such county, and to furnish light and heat therefor, or the county board may in its discretion construct or otherwise provide and furnish other suitable housing in the county for such purposes and use. History: (5670-11) 1929 c 324 s 1; 1957 c 394 s 1

138.052 TAX LEVY. The county board of any county is authorized and empowered to appropriate, out of the revenue fund of such county or out of the proceeds from a special tax levy upon all the taxable property in the county, such sum as it may deem advisable, to be paid to the historical society of such county, to be used for the promotion of historical work within the borders thereof, and for the collection, preservation and publication of historical material, and to disseminate historical information of the county, and in general to defray the expense of carrying on the historical work in such county; provided that no county board is authorized to appropriate any funds for the benefit of any county historical society unless such society shall be affiliated with and approved by the Minnesota Historical Society

The Depot needs extensive work to make it ADA (Americans with Disabilities Act) compliant. The Depot Museum is on the National Register of Historic Places, and changes to the building cannot be made without consulting with Minnesota's SHPO (State Historic Preservation Office.) Let it be noted the Historical Society owns the Depot Museum building but does not own the property it is located on. The property is owned by the Northern Pacific railroad.

In the fall of 2019, we advertised for a part-time administrator with the following qualifications: Work closely with Board of Trustees, promotion of Historical Society through different avenues, oversee staff, daily office routines, oversee preparation of accounts payable, annual membership renewal, annual fundraising, implement exhibits/displays, maintain inventory of artifacts, outreach liaison to other entities, write and maintain policies and procedures. Aitkin is a small town that does not attract new workers, especially with specific degree such as Museum Curator.

We hired Heidi Gould in November 2019 to be our Administrator. Heidi's qualifications and accomplishments at ACHS have far exceeded our expectations. We are extremely fortunate to have had found someone with a degree in museum management, something we have never had before and who was willing to take a chance by moving to Aitkin County to accept a part-time job with no benefits.

Please refer to the enclosed letter dated September 8, 2021 from Heidi to the ACHS board as to why we feel we are at a crisis point. If Heidi leaves us for a job with benefits, we can guarantee we will never find another administrator like her. Heidi was able to move here because her parents live in Aitkin County and is presently living with them. Her parents will be retiring soon and placing their home up for sale. With limited housing available in Aitkin, Heidi will have nowhere to live that is affordable.

Heidi is relentless in acquiring funds for ACHS (Note that none of the grant moneys can go towards ongoing operating expenses, which include payroll.)

Grants 2020-2021		
Construction drawing for roof pavers, gutters, downspouts, etc.		\$ 38,000
Inventory (software, camera and two staff for one year		\$ 48,900
Building conditions assessments		\$ 10,000
Annual Fund Drive letter responses		
	2020	\$ 7,865
	2021	\$ 6,915
	Total	\$111,720
Grants applied for in 2022 to date		
Microfilm scanner		\$ 9,800
School kit supplies		\$ 2,400
	Total	\$ 13,200

We had never done a complete inventory of artifacts. This was the first thing Heidi attacked. She bought state-of-the-art inventory software and we worked on converting our spreadsheets of artifacts into the new cloud system. She hired two workers for one year (grant moneys paid their salaries), to go through each artifact in Building 3 and in the Depot Museum. They were trained to determine if the item was appropriate to keep (not related to Aitkin County, duplicate, etc.), what the condition is, where it is located, etc. plus photograph it.


The upshot of this effort is that we have not done a good job of keeping our artifacts safe and free from damage. Many items were moldy, in contact with the cement floor, in over-filled boxes, and/or chewed on by mice. Some of the heaviest boxes were stored on the top shelves, which is unsafe for the items and for humans handling the boxes. Importantly, some artifacts were missing altogether.

Since September 2021, we have reviewed the compensation of the administrator. We, as a society are unable, with our current budget, to make her a full-time employee. She is now working 32 hours per week at \$18 per hour with Heidi paying for her own health insurance. The ACHS board was able to draw up a retirement account for Heidi with Triton Wealth in the amount of the society paying \$50 per month and Heidi matching those funds.


We are asking you, the Commissioners of Aitkin County, to please consider making the Administrator of the Aitkin County Historical Society an employee of Aitkin County with benefits.


Thank you for opening the dialogue and we are looking forward to hearing from you.


Sincerely,


John Hendrickson
President


Jennie Hakes
Ex-Officio President


Roxy Wigton
Vice President


Laura Thornbloom
Secretary


Lorraine Liljenquist
Board Member


Jeremy Goble
Board Member


Jenni Cline
Board Member

Enclosure

CC: Mark Wedel, Commissioner District 1, Laurie Westerlund, Commissioner District 2, Donald Niemi Commissioner District 3, Brian Napstad, Commissioner District 4, Ann Marcotte, Commissioner District 5, Bobbie Danielson, Human Resources Director, Rep. Dale Lueck

**Teamsters Non-Licensed Essential Unit
Memorandum of Agreement (Personal Leave)**

This Memorandum of Agreement is entered into between Aitkin County (hereafter "County") and the Teamsters General Local Union No. 346 (hereafter "Union").

WHEREAS, the County and Union are parties to a collective bargaining agreement negotiated pursuant to the Public Employment Labor Relations Act; and

WHEREAS, current staffing shortages have resulted in the inability of staff to use accrued Personal Leave,

NOW, THEREFORE, the parties agree as follows:

1. Employees of this bargaining unit will be allowed to accumulate more than 36 hours of Personal Leave until the expiration of the current contract, temporarily removing the cap set forth in Article 17, Section 1 if time off is denied due to staffing issues.
2. This Memorandum of Agreement constitutes the complete and total agreement of the parties regarding this matter.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Agreement to be executed this 26th day of July, 2022.

FOR LOCAL NO. 346:

FOR COUNTY OF AITKIN:

Secretary/Treasurer, Local No. 346

Chairperson,
Aitkin County Board of Commissioners

County Administrator

Human Resources Director

Dated: _____

Dated: _____

Performa for Health and Human Services Supervisor Position

Request:

HHS is requesting to hire an additional full time adult social services supervisor which would be an addition to the Health and Human Services Administrative Team. The request is to accommodate the growing needs within our county in the areas of mental health, chemical dependency, comprehensive re-entry, adult intake, and adult protection.

Back Ground:

During the past 5 years, our HHS leadership team has been working on what we have termed a re-design. This re-design included looking at operations for efficiencies (LEAN processes), developing values by which we interact (employee retention), examining our physical building and layout, shifting positions from areas less needy to areas that are needing more attention, reducing staff if appropriate, as well as developing plans and implementing strategies that balance the workload between supervisors. 3 years ago we were aware that our supervisory loads were quite heavy in 2 specific areas. We discussed solutions, looked at options and worked to determine strategies that would keep these teams manageable without adding additional supervisory positions.

Adult Services is one area that has historically been a high volume and complicated program area to manage. Due to circumstance outside of our control, this programmatic area has seen changes that necessitate additional supervisory oversight. Cases in this unit have become more time consuming due to the intensity and complexity of the cases. As you have heard from the Jailors, Sheriff's Office, Corrections, and HHS, the consumer we serve today brings additional complications that are time consuming and taxing. This case oversight and consult is necessary to reduce our liabilities and possibilities of lawsuits. Collaborating with the Jail, SO, Corrections, and community service providers takes more time than not collaborating. In addition it takes extra time to develop regional solutions to problems that many counties are experiencing. We know that nothing is free so when we work with the Sheriff's Office and Corrections to seek out grants that will assist all 3 departments it costs our supervisors more time. Important to remember is that when our supervisors delegate meetings, projects, interpretation of new mandates or implementing program changes to direct care employees it takes time away from their caseloads.

It is not conducive to put numbers on this type of additional workload. The tasks required are not directly related to a caseload however affects all cases from a global perspective. Measuring time is the most effective way we can determine the "weight of the workload" at this time.

The HHS supervisors oversee mandates, changes in statute, changes in programmatic operations, work collaboratively with other departments, counties, the state, the feds, and providers, sets rates for some of our services, assures compliance in direct service operations(case reviews), manage audits, manage contracts, problem solve, and govern any personnel issues.

I am aware that the time spent on these things has "increased significantly" as proven by the tasks delegated to direct service employees, the number of hours the adult supervisor spends over 40/week consistently, and the consults necessary with myself to plan interventions for these complex situations. This in turn impacts the time our case managers spend in direct service which then in turn not only directly affects revenues to the agency, but creates an environment ripe for burnout, and leads to workers looking elsewhere for a less overwhelming/stressful work setting. I don't need to explain the issues with retention.

3 years ago when we started talking about balancing workloads for our supervisors, our first and best solution was to hire another supervisor. We have spent these years trying to figure out another way to address this problem. 3 years ago it appeared to be a little more manageable and we believed we could find another solution. Now I do not believe it is sustainable and the workload has outgrown the number of supervisors we have who can manage our mandated services appropriately.

Proposal:

- Hire a Behavioral Health, Chemical Dependency Treatment Coordination, Adult Intake, Comprehensive Re-Entry (CRE) and Adult Protective Services (APS) Supervisor.
 - The programs would include: Adult Mental Health, Chemical Dependency/Treatment Coordination, CRE, Adult Intake and APS. Direct supervision of 5 employees and shared supervision of 2 employees.
 - Current Adult Services Supervisor would continue to manage the remaining programs. This would include: all of the Home and Community Based Services (HCBS). Direct supervision of 7 employees and shared supervision of 4 employees.

Rationale and General Facts:

- The mental health and chemical use needs of individuals have increased across the county, state, and United States while at the same time the mental health and chemical use resources have decreased across the county, state and United States. This has created a backlog of individuals that are awaiting supports and services in inappropriate settings such as jails, emergency rooms, or homeless shelters creating an increase in the serious and frequent needs, which demand attention and oversight.
- The release of the annual 2021 *State of Mental Health in America* shows that nationwide, 19% (47.1 million) of people in the U.S. are living with a mental health condition, a 1.5 million increase over the previous year's report. Rates of depression increased by 52% between 2005 and 2017 among adolescents aged 12 to 17 years old. In the first full year of the pandemic in the United States, through April 2021, the CDC reported that more than 99,000 people died from drug overdoses. This represents an increase of nearly 30% from the 77,000 who died in the previous 12 months. Based on this statistical information and our current awareness, it is expected that the needs in the areas of mental health and chemical dependency will increase in Aitkin County.
- Aitkin County has a high number of individuals who are over age 65, have limited resources, and are at or below poverty level which make them more at risk for vulnerabilities. Because of this fact, adult protection has continued to rise in Aitkin County; we have seen a 5% increase in the number of cases in 2022 and are spending 23% more time on each case investigated.
- Aitkin County has had an increased number of cases that have resulted in holds, prepetition screenings and at times civil commitments, all require additional oversight and supervision for case management. Current numbers of civil commitment cases in 2022 are at a 40% increase compared to 2021 and prepetition screenings/holds are up 100% from 2021.
- There is currently a statewide staffing shortage which has impacted the ability for service providers to meet the needs of individuals in Aitkin County. This has necessitated creative or outside of the box

thinking to accommodate service needs. DHS recently reported that there has been 170 Adult Foster Care Homes closures since the Fall of 2021.

- Additional time is being utilized in increased collaboration with Aitkin County, Sheriff's Office, Corrections, community partners and regional partners on addressing the mental health needs and chemical dependency needs. This has included implementation of the new service called treatment coordination which requires supervision oversight.

Supervisor Workload Facts and Areas of Responsibility:

- The Adult Social Services supervisor currently is supervising 12 employees and three additional employees informally. Several program areas are changing significantly which affects the workload. These program changes are noted below with a * in the appropriate section. In addition, due to the changing needs or requirements, many areas necessitate participation in additional workgroups, trainings, statewide meetings, and operations development to maintain compliance. This adds a considerable amount of time to the supervisors work week.
- **Home and Community Based Services.** This is a program area that routinely experiences changes in requirements because it is funded by both the state and the federal government. Often the feds roll out initiatives that states/counties must follow to receive funding to support this population of individuals. Program areas include, *Elderly Waiver (EW), *Community First Supports and Services (CFSS), *MnCHOICES Revision, *Roll out of Managed Care, *Waiver Re-imagine, *E1MN (Employment First Minnesota), *Consumer Directed *Community Support (CDCS), *Consumer Support Grant (CSG), *Housing Stabilization Services, *Early Intensive Developmental and Behavioral Intervention (EIDBI), *Rate Compliance/Rate Change, *Minnesota Senior Health Options (MSHO), *Management of COVID Waiver expirations/continuations, Waiver Management System Management-10 million dollar budget between Cadi, Cac, and Behavioral Health(CCB) and Developmental Disabilities (DD), CDCS budgets. Consultation for complex cases in this area has nearly doubled in the past year from averaging 8 hours of case management per case per month to 14 hours of case management per case per month. With full time assessors averaging 10-12 assessments per month and part time assessor up 4-6 assessments per month and case managers averaging caseload sizes of 58.
- **Mental health, Chemical Dependency, and Comprehensive Re-entry (CRE).** Targeted Case Management (TCM), Community Support Person, Civil Commitments, Local Advisory Committee (LAC), Regional LAC, Opioid Workgroup, Region V+ Adult Mental Health Initiative and multiple sub-groups, TCM Supervision, Community for the Awareness and Prevention of Suicide, Transition Coordination Project, prepetition screening requests, coordinating competency restoration, consulting for with individuals who are Mentally Ill and Dangerous or Sexually Dangerous, managing Do Not Meet Criteria situations in the Anoka Regional Treatment Facility, collaborating with transitional specialist for individuals committed, coordination and monitoring of local Club House, We Rally Around Parents meetings-Adult Mental Health Initiative funded position, flex requests, secure transportation, homelessness/housing stabilization. *Substance Use Disorder Reform (SUDS), *Adult Mental Health Initiative, *988 Rollout, *Acute Care and IRTS (Intensive Community Treatment Services), *Aitkin County Mental Health Project, *We Rally Around Parents (WRAP), and the *Local Advisory Council of Mental Health. Time spent in 2021 on MH cases was

2015 hours and for a six month look back in 2022 the total is 1717. If we continue at this rate we will have nearly 1419 hours more of work time delegated to this program area by the end of 2022.

- **Adult Protection Services (APS).** *APS-changes in legislation, *APS Multidisciplinary Team (SO, PD, CA Office, HHS Team), *Case Screening 2x per week (response time mandated by state), *APS Prioritization Guidelines, and MAARC. Average case time in 2021 was 10.2 hours per case in 2022 the average is 14 hours per case with more and more cases taking up to 35 hours due to intensity and complications. Time spent in 2021 on APS cases was 1327 hours and for a six month look back in 2022 the total is 916. If we continue at this rate we will have nearly 500 hours more of work time delegated to this program area by the end of 2022.
- **Intake** - Regular consultation with service requests or identified needs from community partners, managing homelessness in Aitkin County.
- **Comprehensive Re-Entry (CRE)** - Regional meetings, collaboration with jail, police department, courts, and sheriff's department, Aitkin County CRE meetings, community stakeholder meetings, collaborating with Intensive Community Treatment Services providers.

Other Information:

- This programmatic area of Adult Services has experienced an increase in Records Requests which require hours of time to pull information and redact for sending out. In the last year an average of 2-3 request per month vs 2-3 per year previously.
- The current Adult Social Services Supervisor has delegated tasks and meeting attendance to case managers to better manage the workload. Although this provides some relief on the supervisor, it also affects the amount of billable time case managers are able to claim which affects revenue draw for the agency.
- 16 counties of similar size or neighboring counties have separated the programmatic areas of Adult Services into 2 groups. Morrison, Horizon PH, Wadena, Ottertail, Polk, Western Prairie, Crow Wing, Itasca, St. Louis, Carlton, Cass, Wadena, Todd, Mille Lacs, Isanti, and Pine all have adult programs split into two or more supervisors. We have tried to limit the number of employees in HHS and one of our goals is to not grow government; however, the climate of circumstances with funding, additional mandates, increasing needs of constituents have become unmanageable for one person. If we are not able to address the current needs and provide support for crisis situations than other areas within the county are impacted in a negative way. We have seen the impact of individuals who are experiencing a psychotic break have on our jail, corrections and sheriff's office employees. The ability of our agency to work on appropriate treatment and placement for incarcerated individuals with a mental health diagnosis is critical.

Benefits of Hiring:

- Increased service to the community.
- Increased collaboration for management of current and growing needs within the county.
- Reduction in overtime and comp time costs to the agency.
- Maximize revenue for case management dollars.

Challenges of Hiring:

- Additional employee on payroll and growth of administration type positions
- Splitting up of existing adult team

Costs related to Hiring:

- Estimated Salary/Benefits, Grade 13 (beginning of scale, family benefits): \$114,147
- Less (estimated return on cost, based on 2021 actual %): \$(18,047)
- Total Cost to the County: \$96,100
- Estimated 2023 budget with this cost included is 4.04% at this time.

Summation of Document:

HHS is requesting to hire an additional full time adult social services supervisor. The request is to accommodate the growing needs within our county in the areas of mental health, chemical dependency, comprehensive re-entry, and adult protection. Adult services is historically an area that is a high volume and complicated program area to manage. In addition there are 12 employees under one supervisor with informal supervision of 3 others totaling 15 while national standards suggest supervising no more than 8 for maximum engagement. The statistics and data, as noted earlier indicate the growing needs in the areas of mental health, chemical dependency and adult protection. Cases are complicated leading to up to 23% additional time spent and we have seen a 40% increase in the number of civil commitments and 100% increase in numbers for mental health screenings and holds.

In addition, there is a plethora of program areas that are changing significantly, which equates to additional time needed to assure compliance (specific program areas listed above). One of the critical tasks of the supervisor in this area is to provide oversight that minimizes our liability. We simply must assure that we remain as free from lawsuits as possible. Most other counties have 2 supervisors overseeing this area we have tried to manage with one. This has worked up until the past few years and has now reached an unmanageable status. Other pressing considerations are retention. Our supervisors have already been recruited by neighboring counties who pay more and offer fewer responsibilities. We do not want to lose the top performing leaders we currently have on our team. The cost of this position at grade 13 assuming family benefits is \$114,147, less the return on cost of \$18,047, leaving the total cost to the county at \$96,000. This position added into our 2023 budget will have the HHS Levy request for 2023 at 4.04% (at this time).

We ask for your support in pursuing this position and thank you in advance for recognizing the benefits gained from this action will far outweigh the cost.