

**Health and Human Services Committee Agenda**  
**Thursday, February 27, 2020, 5:00 pm**  
**Edgewater Haven – Conference Room 110, Administration Building**  
**1351 Wisconsin River Drive, Port Edwards**

- 1) Call to order
  - 2) Declaration of quorum
  - 3) Public comments
  - 4) Health Department *Parents as Teachers* presentation
  - 5) **Consent Agenda:**
    - a) Meeting minutes:  
Health and Human Services Committee ... January 23, 2020
    - b) Narratives:  
Department Head/Supervisor Monthly Reports/Narratives: Edgewater Haven, Veterans Service Officer (CVSO), Health Department, Human Services  
Other Narratives/Reports/Informational Material/Resolutions: Health Department, Edgewater Haven, Veterans Service, and Human Services credit cards detail, Edgewater Haven marketing report, Edgewater Haven caseload statistics, Edgewater Haven Physical/Occupational Therapy (PT/OT) report, CVSO supporting documents/educational material
    - c) Vouchers: Vouchers from Edgewater Haven, Health Department, Human Services, Norwood Health Center, Veterans Service
- Consent agenda items will be acted upon by the Health and Human Services Committee in one motion without discussion unless a Committee member requests an item(s) be removed for discussion and separate consideration**
- 6) Discussion and consideration of item(s) removed from consent agenda
  - 7) Financial Statements: Edgewater Haven, Human Services, Norwood Health Center
  - 8) Discussion of Edgewater & Wood County Annex contracted cleaning services
  - 9) TBI Unit update
  - 10) Edgewater Haven 300 South Project update
  - 11) Human Services Pet Therapy proposal
  - 12) Health Department 2020-2025 Strategic Plan
  - 13) Legislative issue updates
  - 14) Future agenda items
  - 15) Next meeting(s):
    - March 26, 2020; 5:00 pm, Wood County Annex & Health Center, Classroom – Marshfield
  - 16) Committee may go into closed session pursuant to Wis. Stat. 19.85(1)(f) Wis. Stats. to consider addressing an application for a leave of absence
  - 17) Return to Open Session
  - 18) Adjourn



Improving lives of families in Wood County with...

# PARENTS AS TEACHERS

A proposal for funding

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## EXECUTIVE SUMMARY

It is the mission of the Wood County Health Department (WCHD) to improve quality of life across the lifespan. A goal of the WCHD is to provide comprehensive, equitable services for individuals and families at risk for poor health outcomes. Services are offered to improve access to health care, promote and protect health, and prevent illness and injury. The WCHD home visiting program strives to improve quality of life through prevention and education.

WCHD has provided free, voluntary family home visiting services for pregnant women, infants, and children for decades. Current home visiting does not follow an evidence-based model and staffing levels are not adequate to meet the county's needs. To ensure the best services are provided, the WCHD is seeking to implement an evidence-based family home visiting program.

Evidence-based programs have undergone rigorous academic research to prove efficacy focused on improving outcomes for families in a variety of settings and with varying demographics. The Healthy People Wood County Brighter Futures Team, an established group of organizations with aligned missions to serve children and families in Central Wisconsin, researched numerous programs, and selected Parents as Teachers (PAT) as the best fit for Wood County families.

PAT is a comprehensive home visiting program focused on parent education. The program consists of four major components: personal visits, group connections, resource networks, and child screening. PAT is a universal program; it can benefit diverse populations and circumstances. Within the defined components, goals are established. These goals include:

- Increasing parent knowledge of early childhood development and parent practices
- Providing early detection of developmental delays and health issues
- Preventing child abuse and neglect
- Increasing children's school readiness and success

PAT is implemented in all 50 states and internationally including Australia, Canada, Germany, Singapore, Switzerland, and the United Kingdom (Parents as Teachers, 2020). Of the PAT affiliates, the majority serve those living in rural communities, making the program a good fit for Wood County. The program is backed by 35 years of research with proven outcomes for children and families and currently serves nearly 200,000 families.

Research shows PAT decreases child maltreatment, improves school readiness, and increases family economic self-sufficiency (Osborne, 2016). Evidence-based programs decrease unplanned pregnancies, increase the likelihood of children attaining higher education, and reduce criminal behavior (Center on the Developing Child Harvard University, n.d.b). In the long-term, strengthening families contributes to higher employability, lower health care costs, and lower incarceration rates. Although the available research focuses mainly on social and economic factors, it is understood that improving these factors, in turn, improves health and quality of life.



## NEED / SIGNIFICANCE

### Home Visiting Programs Create Healthy Communities

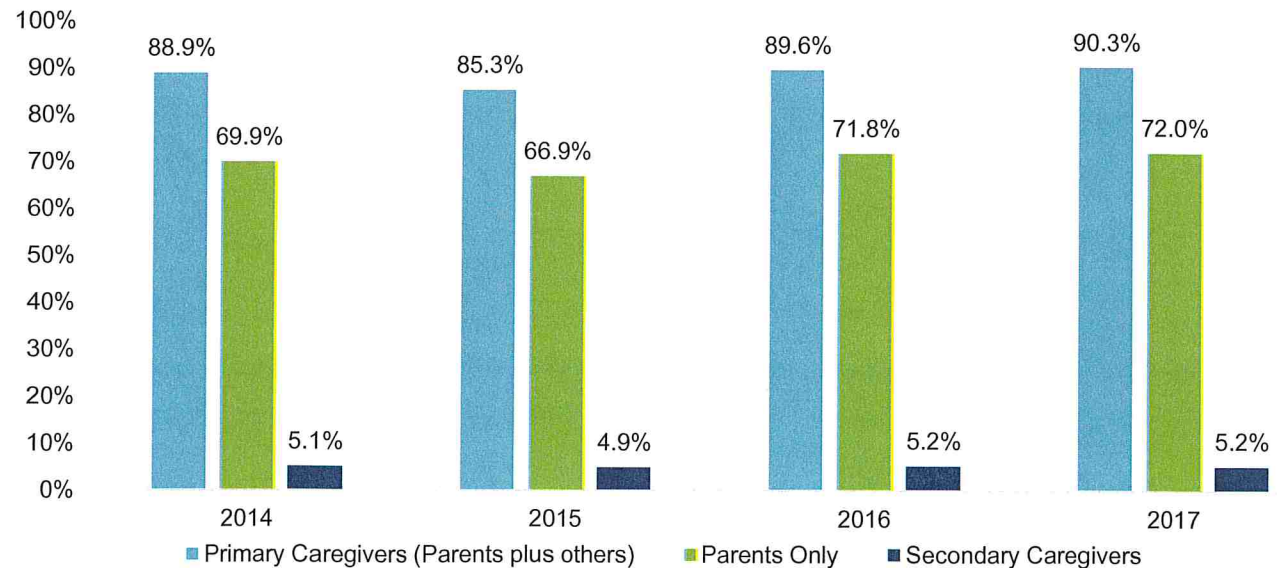
Strong families are an important part of a productive society. Stressors can hinder the ability to lead healthy and happy lives, negatively affecting the strength of the family unit. Families and children who live in communities facing economic, social, and environmental disadvantages are more likely to be exposed to stressors that lead to health disparities later in life (Minnesota Department of Health, n.d.). Home visiting programs provide support and improve outcomes for these at-risk families. Ideally, family home visiting begins prenatally and continues throughout the early years of life.

### Child Abuse

In 2018, Wood County had 51 confirmed cases of child neglect, 13 confirmed reports of physical abuse, 29 confirmed reports of sexual abuse, and 93 confirmed cases of maltreatment (Wisconsin Department of Children and Families, 2018). The child victimization rate in Wood County is 5.5 per 1,000, as compared to the state average of 3.9 per 1,000. Evidence-based home visiting models have demonstrated a reduction in child abuse and neglect.

A child is more likely to be victimized by a primary caregiver. A primary caregiver includes parent, parent/friend of parent sharing dwelling, step-parent(s), sibling/step-sibling, relative in-home, non-relative guardian(s), foster parent, and others sharing a foster home. Graph 1 details the relationship the child had to those who abused them (Wisconsin Department of Children and Families, 2014, 2015, 2016, 2017). In 2017, 90.3% of individuals who were found to have maltreated a child were primary caregivers, and of those, 72.0% were parents.

*Graph 1: Abuser's relationship to the child they maltreated from 2014-2017*



### Poverty

Poverty has increased in Wood County over the last decade. In 2006, the poverty rate was 8.0%; this number increased to 11.3% by 2015 (United States Census Bureau, n.d.). The percent of children living in poverty also increased from 2006 to 2015. In 2006, 10.4% of children were living in poverty in Wood County as compared to 14% in 2015 (US Census Bureau, n.d.). In Wood County, 1 in 5 children faces food insecurity. The median household annual income in Wood County is \$4,217 lower than the state overall (\$52,591 Wood County versus \$56,808 Wisconsin) (U.S. Census Bureau, n.d.).

## Child Brain Development

Scientific research shows that foundational necessities must occur in the early stages of life to ensure lifelong health. Relationships between caregivers and children are of utmost importance. “Caring, responsive, and early positive experiences build strong brain architecture for children” (Center on the Developing Child Harvard University, n.d.a). Toxic stress impacts children’s brain development. Stress potentially caused by exposure to violence, poverty, or abuse (maltreatment) “disrupts the biological foundations of learning, behavior, and health—with lifelong consequences” (Center of the Developing Child Harvard University, n.d.a). The right components in healthy development can counterbalance the effects of adversity. Prevention-focused efforts, such as family home visiting, implemented early in life, results in better outcomes and resilient families (Center on the Developing Child Harvard University, n.d.a).

## **RESEARCH**

Home visiting programs have proven to enhance parenting skills, prevent child abuse and neglect, and promote healthy child development. PAT has undergone academic research to determine the validity of the program. Available studies support positive program outcomes.

A recent large-scale study sought to determine if implementing PAT would reduce substantiated child maltreatment (Parents as Teachers, 2018b). The study included nearly 8,000 families and discovered a 22% decreased likelihood of child maltreatment substantiations (as measured by Child Protective Services maltreatment data) for PAT families compared to non-PAT families. This is just one of many studies supporting home visiting as a protective factor for child maltreatment.

Another significant international study on PAT home visiting was published in 2018 (Parents as Teachers, 2018b). This randomized controlled study found that children who received PAT home visiting services had better adaptive behavior and language skills at three years of age. They also scored higher on developmental screenings in cognitive, motor, and language domains. Additionally, parents reported a reduction in problem behaviors. Reduced problem behaviors were also noted in an Arizona study looking at longer-term benefits of PAT. This study showed better academic and parenting outcomes for families who participated in PAT versus those who did not. The study looked at the success of children and families years after they had graduated from PAT. The children in the study were attending grades 3-12. PAT children did significantly better in English, reading, and math testing.

## **PROGAM DESCRIPTION**

### About

PAT is an evidence-based, comprehensive home-visiting, parent education model. The program provides services to families with children from prenatal to kindergarten entry (Parents as Teachers, n.d.a). The program has four components:

1. Personal Visits – Increase parent knowledge of early childhood development and improve parent practices
2. Group Connections – Provide early detection of developmental delays and health issues
3. Resource Network – Prevent child abuse and neglect
4. Child Screening – Increase children’s school readiness and success

The PAT model meets the criteria set by the United States Department of Health and Human Services (HHS) to be classified as an evidence-based program (Health and Human Services, 2019). The criteria are:

- At least one high- or moderate-quality impact study of the model that finds a favorable and statistically significant impact in two or more of the eight outcome domains.
- At least two high- or moderate-quality impact studies of the model using non-overlapping analytic study samples with one or more favorable, statistically significant impacts in the same domain (Health and Human Services, 2019).

Designed to be universal, PAT can be used in a variety of communities and families. PAT has been successful, with positive outcomes for families across a spectrum of needs. For example, the program has been implemented in families with:

1. Teen parents
2. Children with disabilities or chronic health condition(s)
3. Parents with disabilities or chronic health condition(s)
4. Parents with mental illness
5. Low educational attainment
6. Low income
7. Recent immigrant or refugee families
8. Substance use issues
9. Court-appointed legal guardians and/or foster care
10. Homeless or unstable housing
11. Incarcerated parent(s)
12. Very low birth weight
13. Death in the immediate family
14. Domestic/intimate partner violence
15. Child abuse or neglect
16. Military member(s)

### Essential Requirements

In this section, the term affiliate refers to the organization implementing the program (e.g., Wood County Health Department). PAT defines essential requirements as listed below (Parents as Teachers, 2018a).

1. Affiliates provide at least two years of services to families with children between prenatal and kindergarten entry.
2. The minimum qualifications for parent educators are a high school diploma or equivalency and two years' previous supervised work experience with young children and/or parents.
3. Each affiliate has an advisory committee that meets at least every six months. (It can be part of a larger committee, community network, or coalition as long as the group includes a regular focus on the Parents as Teachers affiliate).
4. Each month, parent educators working more than .5 FTE participate in a minimum of two hours of individual reflective supervision and a minimum of two hours of staff meetings. Parent educators working .5 FTE or less participate in a minimum of one hour of reflective supervision and two hours of staff meetings.
5. Each supervisor, mentor, or lead parent educator is assigned no more than 12 parent educators, regardless of whether the parent educators are full-time or part-time.
6. All new parent educators and supervisors in an organization who will deliver PAT services to families attend the Foundational Model Implementation Trainings before delivering PAT.
7. Parent educators obtain competency-based professional development and training and renew certification with the national office annually.
8. Parent educators complete and document a family-centered assessment within 90 days of enrollment and at least annually thereafter, using a method that addresses the PAT required areas.
9. Parent educators develop and document goals with each family they serve.
10. Parent educators use the Foundational Personal Visit Plans and Personal Visit Planning Guide from the Foundational Curriculum to design and deliver personal visits to families.
11. Families with one or fewer stressors receive at least 12 personal visits annually and families with two or more stressors receive at least 24 personal visits annually.
12. Full-time parent educators complete no more than 48 visits per month during the first year and full-time parent educators in their second year and beyond complete no more than 60 visits per month.
13. Affiliates deliver at least 12 group connections across the program year.

14. Child health screening is completed by seven months of age, or within 90 days of enrollment, and at least annually thereafter. Completion of the Child Health Record, which consists of health status, safety, vision, and hearing elements, constitutes a complete child health screening.
15. Child developmental screening takes place for all children within 90 days of enrollment or birth, and then at least annually thereafter. Developmental domains requiring screening include language, cognitive, social-emotional, and motor development.
16. Child development surveillance takes place during each personal visit and is recorded after each personal visit, using the milestones to monitor child development.
17. Parent educators connect families to resources to help them reach their goals and address their needs.
18. At least annually, the affiliate gathers and summarizes services they've received, using the results for program improvement.
19. The affiliate annually reports data on service delivery and program implementation through the Affiliate Performance Report (APR); affiliates use data in an ongoing way for purposes of continuous quality improvement, including participating in the Quality Endorsement and Improvement Process every five years.
20. Programs pick two outcomes to measure with eligible families. One outcome will be from a list of approved tools that measure parenting skills, practices, capacity, or stress assessment, and the second outcome will be from an approved list of measures. It is important to select outcomes that align with the program goals. Programs will also report on the APR how they are using the data (Parents as Teachers, 2018).

A few benefits of becoming a PAT affiliate include:

- Recognition as an evidence-based model provider
- Greater access to funding available exclusively to evidence-based programs
- Use of respected PAT name and logo
- Access to tools and resources to help monitor and increase program quality
- Benefit from PAT fundraising, media relations, and research efforts
- Special pricing on Knowledge Studio products and PAT conference registration
- Individualized start-up consultation
- Full consultation on model implementation
- Discount programs, resources, awards, scholarships, and special opportunities to use in both personal and professional lives
- Scheduled phone and email support, webinars
- Consultation on Affiliate Performance Report (APR) and affiliate continuous quality improvement
- Quality Endorsement and Improvement Process to earn Blue Ribbon Endorsement
- Access to a high-quality data management system, Penelope
- Cap of 20 individual Model Certified renewal discounts for large affiliates
- Access to advocacy support

### Population of Focus

PAT is a comprehensive program that will focus on families in Wood County, prenatal to kindergarten entry. As the program grows, priority will be given to families of the highest need.

### Logic Model

The PAT logic model represents a sequence of events. Logic models are a series of "if...then" statements that are read left to right (Parents as Teacher, n.d.b). The logic model provided by PAT depicts inputs, activities, outputs, and expected outcomes.

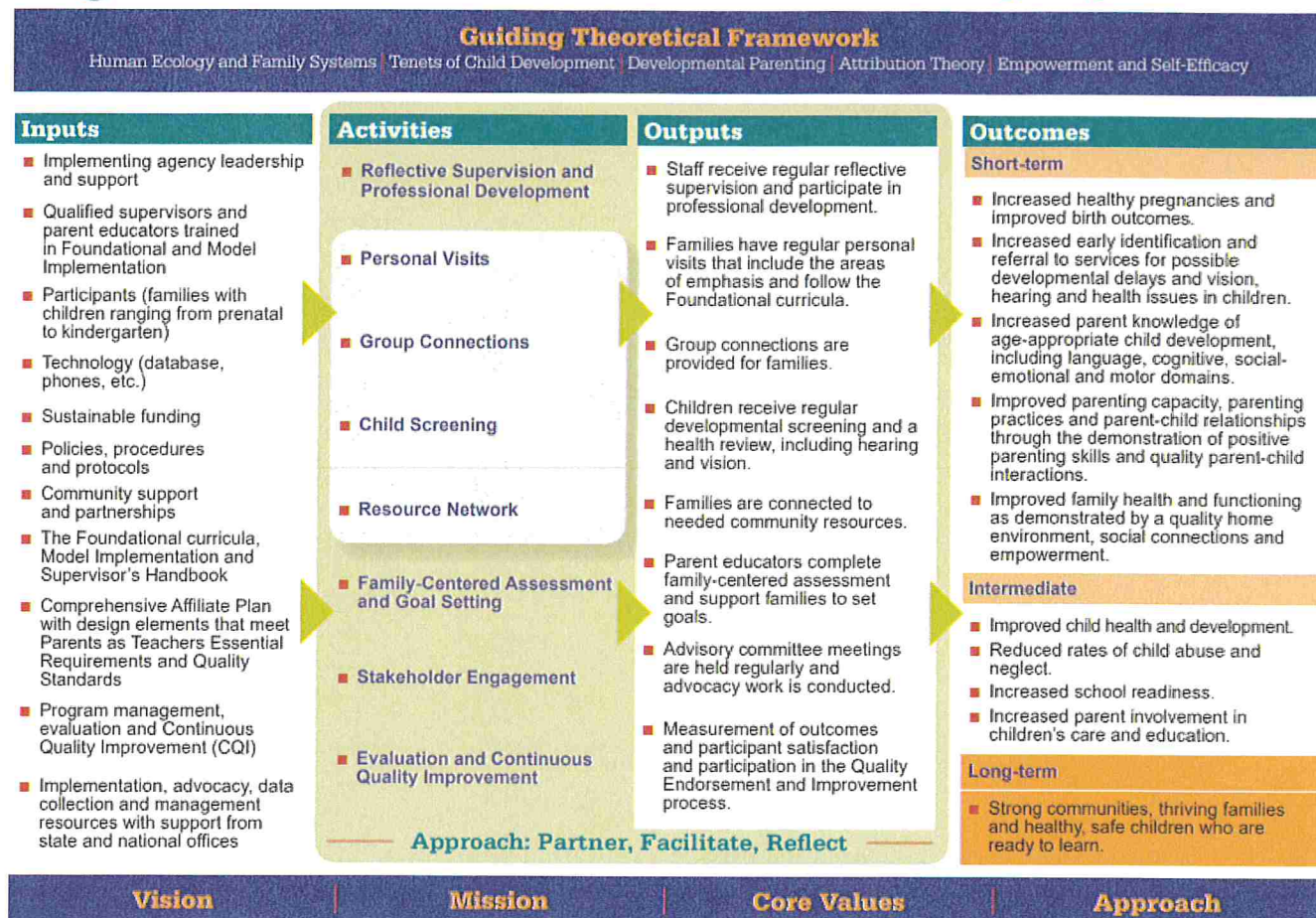


Picture 1: Parents as Teachers Logic Model



Parents as Teachers

## Evidence-Based Home Visiting Logic Model



### Activities

Activities include:

- Reflective supervision and professional development
- Personal visits
- Group connections
- Child screening
- Resource network
- Family-centered assessment and goal setting
- Stakeholder engagement
- Evaluation and continuous quality improvement
- Other

### Training (Parents as Teachers, n.d.c.)

#### Foundational Training:

- Three-days, face-to-face
- Parent Educators will learn how to use the Foundational Curriculum effectively to work with families to partner, facilitate, and reflect. Both trainings and curriculum cover children's growth and development from before birth through age three
- Emphasis on the PAT's approach to working with families
- Building relationship-based competencies for providing personal visits
- Strengthening protective factors to improve parenting behaviors and maximize child outcomes

#### *Foundational 2 Training and Curriculum:*

- Interactive, face-to-face training
- Topics include approaches to learning, neuroscience, child development, developmental concerns, transitions to early care and education, and family engagement
- Covering ages three through kindergarten

### **PROPOSED STAFFING PLAN**

#### Explanation

Additional staff is necessary to implement the PAT program through the already existing Family Health and Injury Prevention (FHIP) program team at WCHD. The nurse supervisor will lead a team of four (two nurses and two community health workers) who will provide home visiting services to all of Wood County. Planning and projections are based on current referrals to the FHIP home visiting program. Two team members will serve on each end of the county, two on the north and two on the south (one nurse and one community health worker). This plan will allow the newborn and child screenings and other health services currently being done to continue along with the implementation of PAT. Public health nurses (PHN) and community health workers (CHW) will serve the families as parent educators.

#### Staff

Nurse Supervisor (1): Bachelor of Science in Nursing (BSN), experience in public health nursing and family home visiting

##### *Responsibilities:*

- Supervise all parent educators
- Determine caseloads for parent educators

##### *Salary and Benefits:*

- \$32.77 an hour (\$66,032 yearly)
- Health insurance, dental insurance, vision insurance, retirement, life insurance

Public Health Nurse (1): BSN, Lactation specialist (obtain within one year of employment)

##### *Responsibilities:*

- Implement Parents as Teachers (PAT) curriculum
- Complete all required charting and paperwork
- Conduct newborn screenings, provide health information, hemoglobin testing, lead testing, and more

##### *Salary and Benefits:*

- \$25.29 an hour (\$50,959 yearly)
- Health insurance, dental insurance, vision insurance, retirement, life insurance

Community Health Workers (2): Minimum high school diploma or equivalent, minimum of 3 years working with children. Preferred: Bachelor degree in public health, health education, child development, early childhood education, or related field

##### *Responsibilities:*

- Implement Parents as Teacher (PAT) curriculum
- Complete all charting and paperwork

##### *Salary and Benefits:*

- \$19.25 an hour (negotiable with education) (Total for two CHWs: \$77,578)
- Health insurance, dental insurance, vision insurance, retirement, life insurance

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## PROPOSED BUDGET AND JUSTIFICATION

The majority of the budget is personnel (\$285,428), which includes an increase in staff within the Family Health and Injury Prevention (FHIP) program. The FHIP program currently has three full-time public health nurses; however, to ensure all the needs of the county are met, and current programs continued, increased staffing is needed. Additional staff includes one public health nurse supervisor, two community health workers, and one new public health nurse (PHN). Refer back to the staffing plan to see roles on page 7. One PHN position will be provided in-kind to the PAT program, therefore there are four positions requested; however, five computers and training for five participants will be needed. The budget includes technology such as cell phones, computers, and developmental screening tools.

Figure 1: Year 1 Cost Projection

Personnel	Hours	FTE	Estimated Wage Rate	# of Positions	Salary
Public Health Nurse Supervisor	2,015	0.97	\$ 32.77	1	\$ 66,032
CHW/Parent Educator	2,015	0.97	\$ 19.25	2	\$ 77,578
PHN/Parent Educator	2,015	0.97	\$ 25.29	1	\$ 50,959
Total Salaries					\$ 194,568
Fringes					
					\$ 14,884
					\$ 12,744
					\$ 3,891
					\$ 5,098
			\$ 18,664	per FTE	\$ 54,242
Total Fringes					\$ 90,860
Total Personnel Costs					\$ 285,428
Program Fee	Number	Cost	Total		
Affiliate Fee	1	\$ 4,100	\$ 4,100		
Total Program Fee					\$ 4,100
Equipment	Number	Cost	Total		
Computers	5	\$ 310	\$ 1,550		
Developmental Screening Tool	1	\$ 300	\$ 300		
iPhones	5	\$ 559	\$ 2,795		
Telecom Fee	1	\$ 500	\$ 500		
Total Equipment					\$ 5,145
Training	Number	Cost	Total		
Foundational Curriculum	5	\$ 875	\$ 4,375		
Foundational 2 Curriculum	5	\$ 550	\$ 2,750		
Screening Tool Training	5	\$ 63	\$ 313		
Other Trainings	5	\$ 1,000	\$ 5,000		
Total Training					\$ 12,438

Continued



Travel				Total
Hotel				\$ 1,700
Mileage (\$0.545/mi)				\$ 1,000
Food (\$8 / \$12 / \$18)				\$ 600
			Total Travel	\$ 3,300
Group Connection				Total
Food				\$ 2,500
Activities/Crafts				\$ 2,000
Incentives				\$ 2,500
			Total Group Connections	\$ 7,000
			TOTAL Y1 AFFILIATE	\$ 317,411

### Figure 2: Y1 In-Kind Contributions

Personnel	Hours	FTE	Estimated Wage Rate	# of Positions	Salary
Public Health Nurse	2,015	0.97	\$ 31.46	1.4	\$ 88,749
Program Coordinator	2,015	0.97	\$ 20.08	0.5	\$ 20,231
			Total In-Kind Salaries		\$ 108,979
					Fringes
	Social Security (FICA)		7.65%		\$ 8,337
	Retirement (WRS)		6.55%		\$ 7,138
	Post Employment Benefits (OPEB)		2.00%		\$ 2,180
	Workers Comp (WC)		2.62%		\$ 2,855
	Health Insurance		\$ 18,664 per FTE		\$ 36,162
			Total In-Kind Fringes		\$ 56,671
			Total In-Kind Personnel Costs		\$ 165,651

Figure 3: Year 2 & 3 Affiliate Cost Projection

Personnel	Hours	FTE	Estimated Wage Rate	# of Positions	Salary
Public Health Nurse Supervisor	2,015	0.97	\$ 34.17	1	\$ 68,851
CHW/Parent Educator	2,015	0.97	\$ 20.07	2	\$ 80,890
PHN/Parent Educator	2,015	0.97	\$ 26.37	1	\$ 53,135
Total Salaries					\$ 202,876
					<b>Fringes</b>
Social Security (FICA)			7.65%		\$ 15,520
Retirement (WRS)			6.55%		\$ 13,288
Post Employment Benefits (OPEB)			2.00%		\$ 4,058
Workers Comp (WC)			2.62%		\$ 5,315
Health Insurance			\$ 18,664 per FTE		\$ 54,242
Total Fringes					\$ 92,424
Total Personnel Costs					\$ 295,300
<b>Program Fee</b>	<b>Number</b>	<b>Cost</b>	<b>Total</b>		
Affiliate Fee	1	\$ 1,850	\$ 1,850		
Total Program Fee					\$ 1,850
<b>Equipment</b>	<b>Number</b>	<b>Cost</b>	<b>Total</b>		
Computers	5	\$ 310	\$ 1,550		
Telecom Fee	1	\$ 500	\$ 500		
Total Equipment					\$ 2,050
<b>Training</b>	<b>Number</b>	<b>Cost</b>	<b>Total</b>		
Foundational Curriculum	5	\$ 875	\$ 4,375		
Foundational 2 Curriculum	5	\$ 550	\$ 2,750		
Screening Tool Training	5	\$ 63	\$ 313		
Other Trainings	5	\$ 1,500	\$ 7,500		
Total Training					\$ 14,938

Continued

Travel				Total
Hotel				\$ 1,700
Mileage (\$0.545/mi)				\$ 1,000
Food (\$8 / \$12 / \$18)				\$ 600
			<b>Total Travel</b>	<b>\$ 3,300</b>
Group Connection				Total
Food				\$ 2,500
Activities/Crafts				\$ 2,000
Incentives				\$ 2,500
			<b>Total Group Connections</b>	<b>\$ 7,000</b>
			<b>TOTAL Y2-Y3 AFFILIATE</b>	<b>\$ 324,438</b>

Figure 3: Y2 & Y3 In-Kind Contributions

Personnel	Hours	FTE	Estimated Wage Rate	# of Positions	Salary
Public Health Nurse	2,015	0.97	\$ 32.80	1.4	\$ 92,538
Program Coordinator	2,015	0.97	\$ 20.94	0.5	\$ 21,094
				<b>Total In-Kind Salaries</b>	<b>\$ 113,633</b>
					<b>Fringes</b>
			Social Security (FICA)	7.65%	\$ 8,693
			Retirement (WRS)	6.55%	\$ 7,443
			Post Employment Benefits (OPEB)	2.00%	\$ 2,273
			Workers Comp (WC)	2.62%	\$ 2,977
			Health Insurance	\$ 18,664 per FTE	\$ 36,162
				<b>Total In-Kind Fringes</b>	<b>\$ 57,547</b>
				<b>Total In-Kind Personnel Costs</b>	<b>\$ 171,180</b>

Requested amount: \$966,287

- Year 1 = \$317,411
- Year 2 = \$324,438
- Year 3 = \$324,438

## EVALUATION PLAN

The program will be evaluated based on the evaluation tools provided by Parents as Teachers. Per discussions with other sites implementing the program, data is collected online via a program called Penelope. Reports will identify short-term outcomes including pregnancy-related outcomes, birth outcomes, and early identification and referral to services. Referrals for services may include but are not limited to, developmental intervention programs, and vision, hearing, and other health screenings that identify concerns in children. Reports will also illustrate parental knowledge of age-appropriate child development including language,

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cognitive, social-emotional and motor domains. In addition, parent-child relationships are observed by home visitors. Home visitors will record positive parenting skills and quality parent-child interaction. Social determinants of health will be tracked and monitored for areas in need of improvement and additional resources.

WCHD conducts ongoing quality improvement and performance measures. If quality or performance is identified as problematic within the PAT program, measures will be taken to address these issues. WCHD reports all outcomes and fiscal management to the Wood County Board of Supervisors annually. The Board will require a detailed description of spending and future plans. This will hold PAT accountable for fiscal management and require ongoing budget evaluation.

## **SUSTAINABILITY PLAN**

The first three years of the program will rely on grant funding and in-kind contributions. Data will be available after implementation of the program, thus proving the effectiveness of PAT. With ongoing data collection, the WCHD epidemiologist will be able to report trends and areas of strength and weakness. Data and participant evaluations of PAT will show the impact of the program on Wood County families. With the addition of PAT trained staff to WCHD, the program will be sustainable with support from stakeholders and continued contributions from the county. WCHD will seek sustainable funding from the Wood County budget and other partners for a long-term commitment.

Using an evidence-based home visiting model will provide much-needed support to families in Wood County. Addressing health disparities and the socioeconomic needs of families, while delivering quality parenting education, will improve health outcomes and quality of life for PAT families and Wood County.



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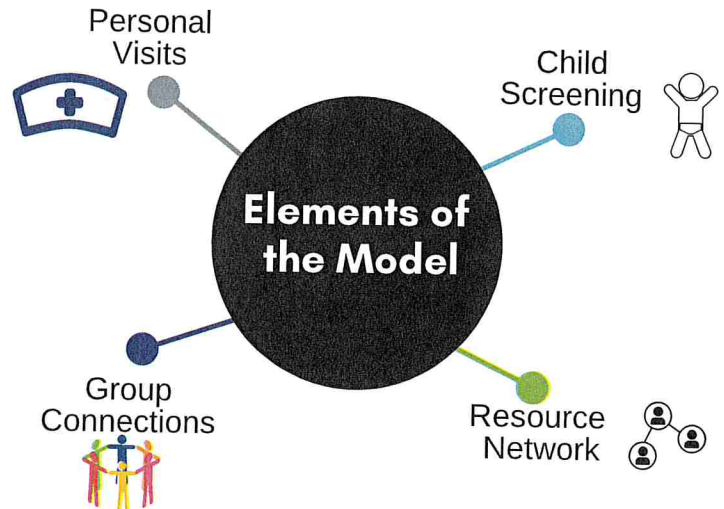
# Parents as Teachers

4

Parents as Teachers (PAT) is a home visiting program promoting optimal early development, learning, and health of children. This is accomplished by supporting and engaging parents and caregivers. The program serves prenatal through kindergarten entry.

## Primary goals:

- Increase parent knowledge of early childhood development and improve parent practices
- Provide early detection of developmental delays and health concerns
- Prevent child abuse and neglect
- Increase children's school readiness and success



## Improving the lives of families



### Child Maltreatment

Lower incidence of substantiated reports of child maltreatment; an important method for preventing child abuse\*



### School Readiness

Higher rates of cognition, language, and motor skills in children at both 24 and 36 months\*\*

## Program implementation process



# Benefits to residents

Parents as Teachers will be open to all families in Wood County. Priority will be given to families who qualify for FoodShare, WIC, or are considered Asset Limited, Income Constrained, Employed (ALICE) families by the United Way\*\*\*.

Although the families receiving the program will benefit, the community as a whole will also benefit by seeing reduced health care costs in parents and children, reduced child maltreatment, and less unemployment, substance use, and incarceration.

# Staffing plan

Additional staff are needed in order to implement the program through the existing Family Health and Injury Prevention (FHIP) program at the Wood County Health Department. Below is the proposed staff necessary for program implementation.

- Parents as Teachers Supervisor
- 3 Nurses/Parent Educators
- 2 Parent Educators (GED/HS Diploma or Bachelor's Degree)

Caseload of each Parent Educator will be determined by the experience of the Parent Educator with home visiting (to meet PAT standards) and the needs of the family.

# Estimated cost of implementation



\*Chaiyachati B., Gaither J., Hughes M., Foley-Schain K., & Leventhal J. (2018). *Child Abuse & Neglect*. Preventing child maltreatment: Examination of an established statewide home-visiting program. 476-484.

\*\*Parents as Teachers - Mit Eltern Lernen. (n.d.) Zurich Equity Prevention Project.

\*\*\*United Way. (n.d.). ALICE. Retrieved from: <https://www.uwswac.org/alice>



## HEALTH AND HUMAN SERVICES COMMITTEE

5a

**DATE:** January 23, 2020

**PLACE:** Wood County Annex & Health Center, Classroom – Marshfield Edgewater

**PRESENT:** Donna Rozar, Al Breu, Adam Fischer, Tom Buttke, Marion Hokamp, Steven Kulick MD, Mark Holbrook

**EXCUSED:** Jessica Vicente, Sue Kunferman, Heather Wellach RN

**ALSO PRESENT (for all or part of the meeting):** Brandon Vruwink, Jordon Bruce, Marissa Laher, Mary Solheim, Jo Timmerman, Mary Schlagenhaft, Stephanie Gudmunsen (Human Services); Rock Larson (Veterans Service); Kathy Alft (Health Department); Reuben Van Tassel (Maintenance); Bill Clendenning (County Board Supervisor); Doug Machon (County Board Chair)

**1) Call to Order**

Meeting called to order at 5:00 p.m. by the Chair.

**2) Quorum**

Rozar declared a quorum.

**3) Public Comments**

- n/a

**4) Consent Agenda**

Motion (Fischer/Holbrook) to approve the consent agenda. All ayes. Motion carried.

**5) Discussion and consideration of items removed from consent agenda**

n/a

**6) Financial Statements – Edgewater Haven, Human Services, Norwood Health Center  
Quarterly Reports – Veterans Service, Health Department**

Department staff answered questions regarding information in the financial statements and quarterly reports.

**7) Future Norwood out-of-state travel requests to attend the Martin Brothers Education, Training, Food Show and Committee attendance in Des Moines IA with nominal expenses paid for with budgeted funds**

Jordon Bruce explained how Larry Burt will be participating in the Martin Brothers focus groups and training shows in Des Moines IA. Jordon shared out-of-state travel may be needed without advance notice to allow request via resolution to Committee. Jordon described how travel costs are minimal; meetings are typically quarterly. Jordon also shared benefits of participation in focus groups and trainings. There was Committee consensus to allow request to go directly to County Board Chair for approval when request cannot be presented timely with the Committee.

**8) Resolution to amend the Veterans Service 2020 budget for additional revenue and expenditures unanticipated during the original budget process**

Rock Larson explained reasons for variance of budgeted expenditures. Motion (Buttke/Hokamp) to support the resolution as presented and forward to the Executive Committee for co-sponsorship and County Board for approval. All ayes. Motion carried.

**9) Update on 300 South project at Edgewater Haven**

Reuben Van Tassel provided an update with 300 South project.

**10) Discussion regarding number of beds at Edgewater Haven**

Marissa Laher described expense for monthly bed tax. Marissa explained number of beds that remain after transfer of four beds to Norwood. Marissa initiated discussions regarding private rooms which will further result in reduced number of beds. Motion (Fischer/Breu) to reduce number of beds to 79, all private rooms. All ayes. Motion carried.

**11) Resolution to create one (.97 FTE) Children's Support and Service Coordinator position**

Brandon Vruwink described the Children's Long Term Support Services wait list and need for an additional staff person. The position would be funded with additional revenue as a result of case management rate increases that went into effect in 2020. Motion (Buttke/Kulick) to create one (.97 FTE) Children's Support and Service Coordinator position. All ayes. Motion carried.

**12) Health Department United Way awards**

Kathy Alft announced the Health Department received GOLD award from United Way for 100% participation and a BRONZE award for per capita gift of \$70-\$99 per employee. In addition the Health Department was one of only three entities who received a Community Service Award (recognizing companies, business, and organizations that have at least 25 employees with a 10% increase in giving and a minimum 75% participation).

**13) Health Department out-of-state travel request to attend the National WIC Association 2020 Annual Education and Training Conference in New Orleans, LA May 17-20, 2020 with all expenses paid with grant funds**

Conference details and learning objectives were shared in the Committee packet. Motion (Breu/Fischer) to authorize attendance to the National WIC Association 2020 Annual Education and Training Conference in New Orleans LA, with all expenses paid using grant funds. All ayes. Motion carried.

**14) Legislative Issue Updates**

Department heads provided updates regarding issues pertaining to their departments.

**15) Items for Future Agenda**

The Chair noted items for future agendas.

**16) Next Meeting(s)**

- February 27, 2020, 5:00 pm, Edgewater Haven, Administration Building, Conference Room 110 - Port Edwards

**17) Closed Session**

Motion (Buttke/Fischer) to convene into closed session pursuant to Wis. Stat. 19.85(1)(f) Wis. Stats. to consider addressing an application for a leave of absence. Rozar: Aye, Fischer: Aye, Breu: Aye, Hokamp: Aye, Holbrook: Aye, Buttke: Aye, Kulick: Aye. Motion carried. The Committee went into closed session at 5:56 p.m.

**18) Return to Open Session**

Motion (Buttke/Breu) to return to open session at 6:00 p.m. All ayes. Motion carried.

**19) Adjourn**

Rozar declared the meeting adjourned at 6:01 p.m.

Minutes taken by Kathy Alft and subject to Committee approval.

*If you have any questions about this report, please contact Sue Kunferman at 715-421-8928 (W) or 715-213-8493 (Cell) or [skunferman@co.wood.wi.us](mailto:skunferman@co.wood.wi.us)*

### **ADMINISTRATIVE REPORT – SUE KUNFERMAN, RN, MSN**

- I look forward to the final development of the county strategic plan. We have been working to make clear connections in our department's plan based on the draft priorities in the county-wide plan. I anticipate that our plans will be complimentary and I appreciate the guidance resulting from the strategic planning process.
- We had our DHS Chapter 140 Review on February 11. Chairman Machon was present, along with our management team, WIC Director, and a Public Health Nurse, as well as five individuals from the state health department. It went extremely well and I anticipate our successful continued designation as a high functioning level III health department.
- While we have had no one in Wood County who has been designated as a "Person Under Investigation" for 2019 Novel Coronavirus, it is keeping us busy nonetheless. Between the CDC and the state, there have been conference calls with updates and guidance at least twice weekly. We have been keeping our infection control practitioners and our health systems updated as well as our EMS providers, Emergency Management, and Dispatch.
- Our UWEC students (seven of them) are digging into their two projects for this semester. One is around improving our immunization rates and doing some work on Hepatitis A. The other is an inclusive risk planning project for our emergency preparedness program.
- We have all been busy working on our JDQs for Carlson Dettmann. It is a very tedious and time-consuming project.
- Our management team has completely revamped our onboarding process. We believe our new strategies will help get employees off to the best start possible.

### **COMMUNITY HEALTH IMPROVEMENT PLANNER REPORT – KRISTIE RAUTER EGGE, MPH**

#### Healthy People Wood County

The Community Health Improvement Plan (CHIP) is in draft form and is currently being edited. It combines Healthy People Wood County (HPWC) and health system partners' (Marshfield Clinic Health Systems and Aspirus Hospitals and Clinics) strategies to address the top health priorities identified in the Community Health Assessment (CHA). To learn more about the top health priorities identified in the Community Health Assessment please visit [www.healthypeoplewoodcounty.org](http://www.healthypeoplewoodcounty.org).

#### AOD Prevention Partnership

Letters were mailed to Wood County tobacco retailers, as well as emailed to law enforcement, with updates regarding Tobacco 21 and e-cigarette flavor restrictions. Handouts were provided for retailers to help educate employees with visuals and frequently asked questions/answers. Tobacco 21 went into effect immediately, meaning tobacco retailers in Wisconsin and other states cannot sell tobacco products (including e-cigarettes) to individuals under the age of 21. Although this law is effective immediately, local law enforcement is not able to enforce Tobacco 21 in Wood County until state law has been updated. Beginning February 6, 2020, any cartridge or pod-based electronic nicotine delivery systems that are candy, fruit, or mint flavored cannot be sold. This does not include tobacco or menthol flavored products, as well as e-liquids (or e-juice). That means e-liquids can still be sold in any flavor.

On Thursday, January 16, the Lincoln High School FACT group, in collaboration with Central Wisconsin Tobacco Free Coalition, held a community event on Vaping at McMillan Memorial Library in Wisconsin Rapids. A representative from Lincoln FACT shared efforts in place to provide resources to students with a nicotine addiction. The Central Wisconsin Tobacco Free Coalition Coordinator also presented on current youth vaping trends in Wood County and surrounding communities.

Efforts are in place through a planning grant held by Family Health Center (FHC) of Marshfield to research community needs to address substance use-related issues in Wood and Clark Counties. This group is known as the Central Wisconsin Partnership for Recovery. Priority areas that have been identified include:

1. Increase access to safe and sober housing
2. Reduce the prevalence of substance use disorder among formerly incarcerated individuals
3. Increase targeted youth programming in schools
4. Increase access to recovery coaches/peer specialists

Following the planning grant, FHC will apply for an implementation grant.

Wood County Drug Task Force has been undergoing strategic planning.

### Family Home Visiting

For the past year, work has been done towards the implementation of an evidence-based family home visiting model in Wood County. This work included identifying community partners to create a sub-committee, researching a variety of evidence-based programs, literature review, and community assessment to create a proposal for funding. *Parents as Teachers* was the chosen program to best fit the needs of residents of Wood County. The proposed budget for three years of full implementation is \$966,287. Program implementation will allow for greater reach of services to a variety of families and creation of new jobs. The proposal for funding is complete and ready to disseminate among potential funders.

Wood County Health Department staff met with Mary Solheim from Wood County Human Services on January 29, 2020 to discuss how Human Services and the Health Department can work together on child/family issues. Further discussions will take place.

### Mental Health Matters

The month of January marked the beginning of the new Community Health Improvement Plan (CHIP) cycle. With a new cycle, there will be a continuation of some prior work, the start of new initiatives, and the ending of completed work.

In regards to continued work, there was a storyteller meeting at the beginning of January to finalize components of the 2020 action plan for the workgroup. The workgroup decided for the February meeting it would be important to start laying out potential speaking opportunities and the logistics for the speaking opportunities. The storytellers were also asked to be prepared to share their stories during the next meeting.

Along the lines of continued work, another meeting between River Cities Clubhouse and Crossview Church was held for the continued discussion of a 12-passenger van and logo design that Crossview could offer to River Cities Clubhouse. The goal of this small group meeting is to facilitate the usage of Crossview's underutilized van for clubhouse members who lack transportation; the van may help them access resources within the community that are within reason. From the meeting, it was proposed that a calendar would be created to help line up volunteer drivers from Crossview who would take requests from members at the clubhouse for group-related activities and trips. No individual appointments or personal travel would be approved. Aside from the van, Crossview had identified a graphic designer who would help create a logo. However, the price of the design was still being negotiated.

Lastly, for continued work, Mental Health Matters had its quarterly meeting in January. During the meeting, David shared updates from each of the workgroups and presented an overview presentation on the Adverse Childhood Experiences (ACE) Interface training. David offered to each organization present at the meeting that he is able to deliver the full training free to any requesting organization. David also made this offer to his full coalition via his coalition listserv along with the other trainings he can deliver. Partner organizations also gave their updates during the meeting.

As for upcoming initiatives, David met with the Suicide Prevention Team from Wisconsin Rapids Public Schools. David was specifically invited due to his prior work in suicide prevention. The group is looking to address concerning data trends from the 2019 Youth Risk Behavior Survey (YRBS) as they relate to student mental wellbeing. Nekoosa also approach David and the other Healthy People Wood County coordinators to discuss building out a peer-to-peer support group. The goal of the group is to build the capacity among older students to provide support and education on health topics to younger students. Currently, Nekoosa is looking for a model to base their group on and the first health topic that is to be addressed is vaping.

Another new opportunity that Healthy People Wood County as a whole is looking into is collaborating with Healthy Aging Wood County. The Aging and Disability Resource Center of Central Wisconsin leads Healthy Aging Wood County, and were a strong partner throughout the most recent Community Health Assessment (CHA) and CHIP cycle. Currently, Healthy People Wood County is looking for who would be the best fit for Healthy Aging and how the two entities can collaborate on CHIP initiatives.

### Wood County Jail Workgroup & Report Update

The Wood County Jail Workgroup has been meeting since May 2019 and provides a platform for collaboration and shared decision-making between local agencies and community organizations, such as the Jail, Sheriff's Department, Municipal Police Departments, District Attorney's Office, Drug Court, State Public Defender's Office, Health Department, Human Services, Clerk of Courts, Department of Corrections, Three Bridges Recovery, Love INC, Aspirus, Family Health Center of Marshfield Inc., and Wisconsin Rapids Family Center Inc.

The current goals of the workgroup are to reduce incarceration, recidivism, and revocation rates; improve access to mental health and substance use disorder treatment services for justice-involved populations; eliminate disproportionate burdens incarceration imposes on marginalized groups; and improve inter-agency communication and collaboration.

A member of the workgroup is developing the Wood County Criminal Justice System Report to describe several challenges the Wood County criminal justice system is currently facing and the root causes of those challenges. The report also summarizes initiatives Wood County is already undergoing to help address the challenges, success stories from neighboring counties that have faced similar challenges, and potential evidence-based solutions that Wood County could implement. The report utilizes existing research, analysis of local and statewide data, and information gathered from those who work within the justice system as well as those directly impacted by the justice system. It is expected to be published in March 2020 and will serve as a guide for the Wood County Jail Workgroup to assist with priority setting.

Several members of the workgroup toured neighboring counties' jails in January to see how the jails operate and are laid out.

The Wood County Jail Workgroup has met a total of four times and will meet next on February 20 from 1:00 PM - 3:00 PM in the Riverblock Building in Wisconsin Rapids. During this meeting, there will be a presentation on the findings of the Wood County Criminal Justice System Report. The group will also summarize the challenges discussed during December's meeting and will start brainstorming potential solutions to those challenges.

#### Youth Risk Behavior Survey (YRBS)

The YRBS results yielded important information for schools in Wood County. Lincoln High School wants to create programming to improve their YRBS results around dating violence. A meeting with Ron Rasmussen and other Lincoln High staff took place to determine how the health department can help. A plan was set to find programs that focus on reducing dating violence and a follow-up meeting will be scheduled later to go over the programs found.

#### Recreate Health

- *Built Environment:* Through the catalyst grant from the Wisconsin Partnership Program, the health department was able to work with the City of Wisconsin Rapids to improve public bike parking and add bike lane painting in the city. In addition, the grant was able to support part of a wayfinding signage project to design a signage suite for the bicycle and pedestrian trails, downtown (with parking), and city parks. The purpose of the project is to facilitate a better experience for residents and visitors who are using the regional trail network (in the city and beyond).
- *Farmers Market:* The Wisconsin Rapids Downtown Farmers Market will be here before we know it! A meeting is being set up for those interested in helping plan the 2020 season. The group would like to build out support in three main areas including volunteer recruitment and management, market activities and event planning, and marketing and promotion.
- *Community Food Center:* The pre-feasibility study done with New Venture Architects was completed and sent out to those who participated in the study. A community meeting will be planned in the future to share the results. A future meeting will be held with partners to discuss the assessment and next steps.

### **ENVIRONMENTAL HEALTH REPORT – NANCY EGGLESTON, R.S.**

#### Wisconsin Lead Safe Homes Program

The Wood County Health Department is a grantee for the Wisconsin Lead Safe Homes Project. Program information from DHS is still in draft form, but we are beginning to seek homes for potential lead safe work. Those interested in this program may call Kate or Nancy for further information. We are also working on a list of contractors certified to do lead abatement work, and/or lead safe renovation work. Contractors interested in training to become certified lead supervisors, lead workers, or lead renovators will be eligible for reimbursement for training fees upon successful completion of the course. If there is interest in training in our area, a course may be offered locally.

#### Staff Changes

Dave Joosten joined the Environmental Health staff as our newest Environmental Health Assistant. He is working on orientation materials and his field training. Ellen Hetzer is no longer with our department.

#### Port Edwards/Armenia Groundwater Issues-MOU progress

There was no health department activity on the MOU in January.

#### Radon Information Center

The Environmental Protection Agency (EPA) recommends that radon abatement measures be undertaken if indoor radon levels exceed 4.0 picocuries per liter (pCi/L). Even if the radon test level is below the action level of 4.0 pCi/L, homeowners should consider testing again sometime in the future as radon levels can fluctuate. The level of 4.0

pCi/L is not a safe level. There is no safe level of radiation. Radon kits are available at the Adams, Juneau, and Wood County Health Departments.

In 2019, 82 short-term radon test kits were sold and 50 were used with results as follows:

	Test results 0-3.9 pCi/L	Test results 4-8 pCi/L	Test results > 8 pCi/L
Adams County - 24 kits sold, 13 used	12 tests	1 test	
Juneau County - 9 kits sold, 3 used	3 tests		
Wood County -49 kits sold, 34 used	20 tests	8 tests	6 tests

#### New Businesses

The Hotel Mead had a change of ownership for their hotel, pool, whirlpool, and The Grand Avenue Pub and Grill. Riverside Roadhouse in Marshfield had a pre-licensing inspection and was given a conditional license. Some equipment was still being installed at the time of the inspection. La Queretana was licensed as a retail food store in Marshfield. A pre-licensing inspection was done at the Nekoosa Café. The Pittsville Community Hall was licensed to operate as a restaurant under a new owner.

#### Complaints

Fifteen complaint investigations were completed in the month of January.

- We received a report of a cockroach infestation in the home of a hospitalized individual. A pest control company was hired to inspect and treat the apartment.
- A tenant reported plumbing problems in her home. The leaks were not yet a health hazard. She was advised to contact the landlord and the landlord tenant hotline if the landlord did not respond to her complaints.
- A caller complained of bed bug bites on a child in the home. A physician identified it as an allergic reaction, and not bug bites.
- An abatement order was written for a cockroach infestation of a home.
- A school reported that a child came in with bed bugs. The parent was contacted and their apartment is being treated by a professional pest control company. The parent was given information on bed bug control and prevention.
- A tenant complained of mold in the home. A porch was being used as a bedroom and the lack of insulation caused condensation on the walls and mold to grow. Bathroom mold can be controlled by the tenant. The tenant is being evicted and is not paying rent.
- A caller complained of smoking in the apartment building. Per the manager, the building allows smoking.
- A tenant made a structural complaint but gave no contact information for the landlord.
- A caller complained of no heat in his apartment. The landlord was called and said he would take care of it right away. Tenant's phone is out of service.
- A caller complained of cold food at a restaurant. They use time as a public health control for some items. Food is discarded after 4 hours.
- A foodborne illness complaint was filed. The investigation indicated that a family member was sick in the days prior to the caller's illness. No further action taken.
- A water leak was reported by a tenant. The landlord will make repairs.
- Bed bugs were reported in an apartment. Pest control is involved and only one unit had adult bugs. An individual may be bringing them in. They will treat again.
- A caller complained of bad food at a restaurant due to rancid oil.
- A tenant reported mold growth in their bathroom. The landlord hired a plumber to check for leaks, and none were found. The tenants are not using the bathroom fan and are using a humidifier, thus encouraging mold growth.

#### **COMMUNICABLE DISEASE TEAM REPORTS**

##### Tuberculosis Update – Jean Rosekrans & Alecia Pluess

Three patients with latent tuberculosis infection (LTBI) continue on medications through the health department and one patient with TB disease continues to be monitored.

##### Communicable Disease Update – Jean Rosekrans & Alecia Pluess

- During the month of January, Wood County had 18 cases of chlamydia, 6 cases of gonorrhea, and 2 cases of Hepatitis C. A presentation was done for participants in the Human Services Day Treatment Program on the topics of Hepatitis C and sexually transmitted infections.
- One long-term care facility reported a respiratory outbreak during January. The facility received current guidelines for prevention and control of an acute respiratory illness outbreak. A line list for ill staff and residents was started. Specimens were sent to the Wisconsin State Lab of Hygiene.
- Also during January, 10 cases of hospitalized influenza were reported. An increased number of phone calls have been received regarding student and staff illnesses in local schools. In addition, communicable disease

nurses have been fielding calls from health care providers and facilities regarding the outbreak of 2019 Novel Coronavirus (2019-nCoV). Communicable disease nurses have been participating in multiple webinars and teleconferences sponsored by the Department of Health Services (DHS) and Centers for Disease Control (CDC) to stay abreast of the issues and recommendations. A health alert was sent to the Infection Control email group in late January regarding the 2019-nCoV. A copy of this is included in the packet. Communications from the CDC and DHS regarding 2019 n-CoV are forwarded to the appropriate medical personnel.

- There was 1 probable and 2 suspect cases of Lyme disease during January. One case of salmonella and 2 cases of campylobacter were also investigated.

#### Lead Update – Jean Rosekrans & Alecia Pluess

A home visit was done for follow-up with a child with elevated blood lead levels.

#### **WOMEN, INFANTS AND CHILDREN (WIC) REPORT – CAMEN HAESSIG, RD, CLC**

- Sarah Krubsack attended the ICS 300 training at the Wisconsin Rapids Fire Department in January.
- Our lead Fit Families coach Sarah Jo planned a sledding event in Pittsville for February 22 to promote physical activity during the winter. The event focuses on WIC and Fit Families participants, but all are invited and welcome.

#### Caseload for 2020 (Contracted caseload 1485)

	Dec 2019	Jan 2020	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Active (Initial)	1397	1413											
Active (final)	1409												
Participating	1402	1422											



# HEALTH DEPARTMENT P-CARD SUMMARY

11/17/2019-12/16/2019

Amount Due \$ 4,725.62

Due Date 1/30/2020

Date Paid 1/23/2020

15190644 & 15200011

## PUBLIC HEALTH - P- CHARGES

Vendor	Description	PH	GRANT	Amount
Zoom	Monthly Fee	v		\$ 14.99
Walmart	Prog Suppls		MCH	\$ 109.34
Vista Print	Prog Suppls	v		\$ 130.91
Uprinting	Prog Suppls	v		\$ 392.84
WALHDAB	Conf Reg	v		\$ 125.00
WPHA	Board Orientation	v		\$ 75.00
WALHDAB	Conf Reg Refund			\$ (175.00)
Glacier Canyon	Conf Exp	v		\$ 92.05
PJ's	Meeting Exp	v		\$ 18.00
WALC	Conf Reg		MCH	\$ 641.40
Google Shopping	Prog Supp	v		\$ 51.47
Kwik Trip	Prog Supp		TOB	\$ 30.00
Walmart	Prog Supp		MCH	\$ 7.52
Walmart	Meeting Supp	v		\$ 64.42
EXPEDIA	Travel Exp		PHEP-Sch	\$ 608.59
WI DSPS	License Renewal	v		\$ 1.54
				\$ 2,188.07

### Grants:

PHEP	Public Health Emergency Preparedness
IMM	Immunization
LEAD	Childhood Lead
MCH	Maternal Child Health
PHHS	Prevention Fund
TOB	Marathon County Tobacco Coalition

### Programs:

ADMIN	WIC Program Administration
BF	WIC Breastfeeding
CS	WIC Client Services
FF	WIC Fit Families
FMNP	WIC Farmers' Market Nutrition Program
NE	WIC Nutrition Education
BFPC	WIC Peer Counseling

### Coalition Names:

BF	Breastfeeding Coalition
SK	Safe Kids Coalition
FPWC	Health People Wood County
CHA	HPWC - Community Health Assessment
RH	HPWC - Recreate Health
MH	HPWC - Mental Health
AOD	HPWC - Alcohol & Other Drug Abuse Team

## ADAMS JUNEAU - P-CARD CHARGES

Vendor	Description	PROGRAM	Amount
			\$ -

## WIC - P-CARD CHARGES

Vendor	Description	PROGRAM	Amount
HealthyKin.com	Prog Supp	CS	53.65
WALC	Conf Reg	BF	1,282.80
			\$ 1,336.45

## CONSOLIDATED CONTRACTS - P-CARD CHARGES

Vendor	Description	PROGRAM	Amount
EXPEDIA	Travel Exp	PHHS	270.40
Open Forum-QI & Inn	Conf Reg	PHHS	375.00
			\$ 645.40

## COALITION ACCOUNTS - P-CARD CHARGES

Vendor	Description	Coalition Name	Amount
Ninjas for Health	Prog Supp	CHA-CHIP	\$ 515.70
Pick 'n Save	Prog Supp	BF/Medela	\$ 20.00
Kwik Trip	Prog Supp	BF/Medela	\$ 20.00
			\$ 555.70

## STATE TB REIMBURSEMENT

101-1501-47250-000-000

Vendor	Description	Amount
		\$ -

# HEALTH DEPARTMENT P-CARD SUMMARY

1/17/2020-2/12/16/2020

Amount Due \$ 2,773.76

Due Date 2/27/2020

Date Paid 2/20/2020

15200044

PUBLIC HEALTH - P-CARD CHARGES				
Vendor	Description	PH	GRANT	Amount
WI DSPS	RN Lic Renewal	✓		\$ 469.70
Zoom	Monthly Fee	✓		\$ 14.99
Walmart	Clinic Supp	✓		\$ 29.64
Annual TB Summit	Conf Reg	✓		\$ 25.00
USPS	Prog Supp		MCH	\$ 210.00
Walmart	Clinic Supp	✓		\$ 35.27
Walmart	Meeting Exp	✓		\$ 7.88
Kwik Trip	Meeting Exp	✓		\$ 2.04
Pick 'n Save	Meeting Exp	✓		\$ 16.99
Prophy Perfect	Clinic Supp	✓		\$ 203.05
Pay Pal	WEHA Mem Renew	✓		\$ 120.00
Vista Print	Sales Tax Refund	✓		\$ (6.83)
Geriatric Nutrition	Conf Reg	✓		\$ 170.95
Immunization Summit	Conf Reg	✓		\$ 25.00
WPHA	Membership Dues		PHEP Sch	\$ 225.00
Holiday Inn	Conf Exp		PHEP	\$ 82.00
Discount Mugs	Printing	✓		\$ 379.16
Metro Market	Meeting Exp	✓		\$ 21.18
WPHA	Conf Reg		PHEP Sch	\$ 250.00
Glacier Canyon	Meeting Exp Refund	✓		\$ (10.05)
				\$ 2,270.97

## Grants:

PHEP Public Health Emergency Preparedness  
 IMM Immunization  
 LEAD Childhood Lead  
 MCH Maternal Child Health  
 PHHS Prevention Fund  
 TOB Marathon County Tobacco Coalition

## Programs:

ADMIN WIC Program Administration  
 BF WIC Breastfeeding  
 CS WIC Client Services  
 FF WIC Fit Families  
 FMNP WIC Farmers' Market Nutrition Program  
 NE WIC Nutrition Education  
 BFPC WIC Peer Counseling

## Coalition Names:

BF Breastfeeding Coalition  
 SK Safe Kids Coalition  
 FPWC Health People Wood County  
 CHA HPWC - Community Health Assessment  
 RH HPWC - Recreate Health  
 MH HPWC - Mental Health  
 AOD HPWC - Alcohol & Other Drug Abuse Team  
 FM HPWC - Farmers' Market

ADAMS JUNEAU - P-CARD CHARGES			
Vendor	Description	PROGRAM	Amount
Pay Pal	WEHA Mem Renew		120.00
ERA	Bact Proficiency Test		324.81
			\$ 444.81

WIC - P-CARD CHARGES			
Vendor	Description	PROGRAM	Amount
			\$ -

CONSOLIDATED CONTRACTS - P-CARD CHARGES			
Vendor	Description	PROGRAM	Amount
			\$ -

COALITION ACCOUNTS - P-CARD CHARGES			
Vendor	Description	Coalition Name	Amount
Walmart	Prog Supp	BF-Medela	\$ 7.98
			\$ 7.98

STATE TB REIMBURSEMENT			101-1501-47250-000-000
Vendor	Description	Amount	
Kwik Trip	TB Case	\$ 50.00	
		\$ 50.00	

# Wood County Community Food Center Phase I : Prefeasibility Study & Operating Model



Prepared by:  
New Venture Advisors  
December 2019

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## Project Background:

Community Food Center Project – A Brief History

THE BEGINNING  
IDEA



2015

Sept.-Nov.

ADDING  
CAPACITY



2016

Jan.-  
Mar. Jun. Jul.-  
Nov. Dec.

COMMUNITY  
INPUT



2017

Mar. Jun. Jul. Aug.-  
Dec.

GRANT  
FUNDING



2018

Jan.-Dec.

CONSULTANT

NEW VENTURE  
ADVISORS LLC®



2019

Jan.- May Jul.-  
Aug. Sept.

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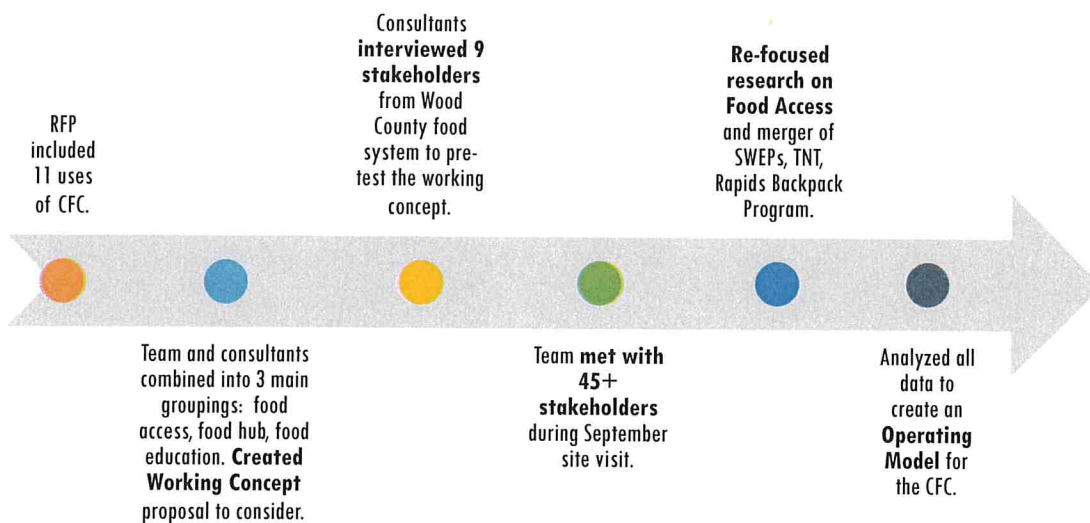
## Project Approach:

### Project Goals:

- Conduct a feasibility study to determine a sustainable business model for a CFC located in the Wisconsin Rapids area.
- The ultimate goal of the center is to eliminate stigma in order to create a place for all - where universal needs are addressed in a respectful and dignified manner.



## Project Approach:



## Stakeholders Engaged:



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## Key Findings:



**Food Access:** The momentum behind the SWEPS/TNT/Rapids Backpack Program potential merger provides an excellent opportunity to build capacity in the Food Access Area as the anchor tenant to the CFC.



**Food Education:** Many stakeholders saw the need to provide space for the Food Education component. However, there was also interest in waiting to see how some new key community assets all could meet the need in the coming years.



**Food Hub:** Though many stakeholders were interested in a Food Hub to serve farmers and buyers in Wood County, there wasn't a clear coalition of those farmers and buyers ready to make it happen.

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## Operating Model:

### The proposed Operating Model for the Community Food Center contains:

- A high-level **Budget** based upon estimated costs for space lease, renovation, equipment, staffing, and operation.
- A **Building Program** showing the space needs and configuration of the CFC component operations.
- A proposed **Governance Structure** for the CFC.
- Key **Funding** opportunities to support both the creation and operation of the CFC.
- Potential **Program Expansions** to consider adding to the CFC over time.

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## Budget:

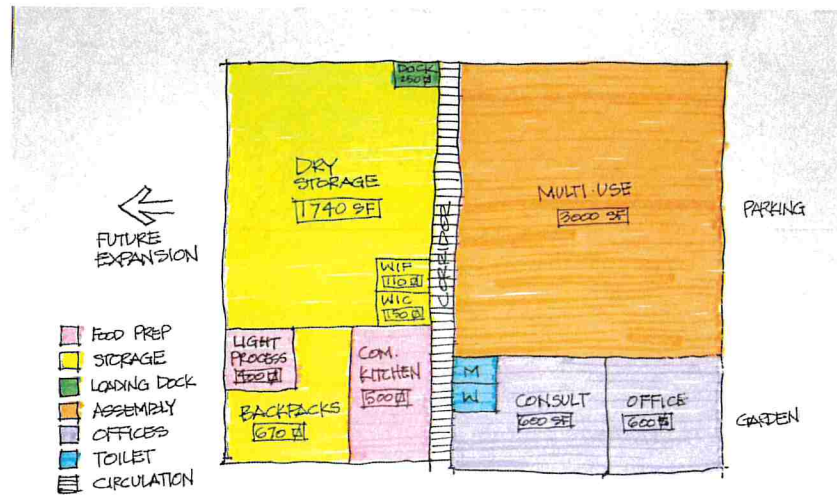
Overview of financial needs of the CFC, including both capital expenses and ongoing operating expenses.

	Year 1	Year 2	Year 3	Year 4	Year 5
Grants, Donations	\$1,500,000	\$350,000	\$375,000	\$375,000	\$375,000
Rent contribution from SWEPS/TNT/RFB	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
CFC: Program Related Income Growth	TBD	TBD	TBD	TBD	TBD
<b>Total Incoming</b>	<b>\$1,516,800</b>	<b>\$366,800</b>	<b>\$391,800</b>	<b>\$391,800</b>	<b>\$391,800</b>
<b>Total Operating Expenses</b>	<b>\$297,591</b>	<b>\$352,330</b>	<b>\$367,537</b>	<b>\$415,711</b>	<b>\$430,788</b>
Furniture, Fixtures and Equipment	\$42,680				
Renovation Costs – \$1,031,562 total	\$936,602				\$94,960
<b>Total Capital Expenses</b>	<b>(\$893,922)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$94,960)</b>
Cash Beginning, Balance	\$0	\$325,286	\$339,757	\$364,020	\$340,109
Total Incoming	\$1,516,800	\$366,800	\$391,800	\$391,800	\$391,800
Total Expenses	(\$1,191,514)	(\$352,330)	(\$367,537)	(\$415,711)	(\$525,748)
<b>Cash Ending Balance</b>	<b>\$325,286</b>	<b>\$339,757</b>	<b>\$364,020</b>	<b>\$340,109</b>	<b>\$206,160</b>

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## Building Program:

Total space needs = 10,000 sq ft. Shared by three anchor tenants plus program expansion space.



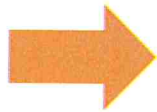
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## Governance Structure:

A 13 member Board of Directors with a variety of food system stakeholders represented.

Feedback and concerns from CFC participating organizations, businesses, and boards.

Community vision and goals for the CFC.



### 13-member Community Food Center Board of Directors

*CFC Board Role:*

- Create and monitor CFC budget as a whole
- Supervise CFC Director
- Adopt policies regarding CFC tenants and shared space
- Fundraise for projects that would benefit all tenants

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## Funding Opportunities:

To meet capital and operating expenses of CFC, \$1.5 million will need to be raised from a variety of sources.

Government  
Grants

Private Grants

Local/Regional  
Funders

Loans

Project  
Revenue

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## Program Expansions:

Additional CFC program uses that would build and support the local food economy.

- **A gleaning program** that supplies local food to the pantry and kitchen,
- **A Farm to Food Pantry purchasing program** where hunger relief partners purchase locally-grown foods direct from farmers,
- **A CSA pickup site** with shares provided at reduced price for low-income clients,
- **A job training café** that partner organizations and the technical college use to train low-income center clients for jobs in food service, and
- **Event and classroom spaces** that community partners could rent for local food, fundraising, and related service events.
- **A small-scale food processing operation** to process fruits and vegetables for retail and institutional buyers.

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## Recommended Next Steps:

- 1** Focus on the merger of SWEPS, TNT, Backpacks program.
- 2** Share feasibility study with local and regional funders to build support for capital campaign.
- 3** Identify a space that accommodates SWEPS/TNT/Backpacks and also provides room for expansion of other CFC uses.
- 4** Consider a Phase II Feasibility Study once a property and funding is secured.
- 5** Form CFC Board of Directors.
- 6** Build partnerships with organizations to lead program expansions.

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# Wood County Community Food Center

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## Preliminary Feasibility Study & Operating Model



Final Report  
Prepared by New Venture Advisors  
January 13, 2020

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## Project Background

The Wood County Health Department, in coordination with Healthy People Wood County (HPWC) Recreate Health Coalition, have been key leaders in the research and convergence of over 40 community partners to create a Community Food Center in Wood County, Wisconsin. Between 2015-2017, stakeholders in the Wood County food system met to create a vision that addresses multiple community needs.

**The vision for the Community Food Center (CFC)** is a community resource that will: (1) create efficiencies between hunger and health organizations, (2) increase accessibility of local foods to visitors and residents, (3) support local farmers and entrepreneurs, (4) enhance workforce skill training and development, and (5) foster an environment that eliminates stigma associated with food insecurity.

The Wood County Health Department prioritizes health equity and enhancing systems level change to increase fair and just opportunities for all Wood County residents to achieve their highest quality of life. In order to realize the full vision of the Community Food Center, it is essential for all components of the vision to align and come to fruition. With these components implemented, an innovative facility and community pride-point will create a place for all people to gather and learn together around an important health essential – food.

In 2018, the Wood County Health Department received funding to help advance the vision for the CFC. Funding was granted by Marshfield Clinic Health System and Security Health Plan ABCS for Healthy Communities Grant. In 2019, the Health Department hired New Venture Advisors (NVA) to conduct a preliminary feasibility assessment and to propose a sustainable business model for the CFC.





## Project Approach

Over the course of six months in 2019, New Venture Advisors worked closely with Wood County stakeholders to create a preliminary feasibility study and operating model for the CFC. This process included both market analysis and community engagement to inform the resulting operating model.

New Venture Advisors conducted secondary research on the Wood County food system, drawing upon regional food system assessments and background documents from stakeholders. NVA also reviewed the initial list of 11 CFC components that the project steering committee listed in the request for proposals. With the assistance of the steering committee, NVA grouped the initial 11 CFC components and presented a draft Community Food Center Working Concept. See Appendix A.

This Working Concept was created to structure feedback during the interview process and to present at the community convening. The goal was to test the ideas and further refine the project direction. This Working Concept identified three main components of the CFC:

1. **Food Access:** Hunger Relief & Healthy Food Access
2. **Food Hub:** Local Food Aggregation, Distribution & Retail
3. **Food Education:** Education and Job Training Programs in Nutrition & Culinary Arts.

To pre-test this Working Concept, New Venture Advisors interviewed nine key stakeholders in the Wood County food system from a variety of perspectives – representing food production, institutional purchasing, food retail, consumer education, and hunger relief. The summaries of those interviews can be found in Appendix B.

In September 2019, New Venture Advisors and the Wood County Health Department convened a large community meeting of 45+ stakeholders in the food system to react to, discuss, and refine the Working Concept. While on site, the NVA team also met with the hunger relief agencies, key partners and funders. See Appendix C for the Working Concept presented and discussed at these community meetings.

After these site meetings, the NVA team and steering committee members refined the project further to focus the next phase of research on the Food Access component. This was done to align with community interest and momentum around the potential merger of three organizations working in this space (SWEPS, TNT, and Rapids Backpack program).

Additional interviews then focused on the key staff and board members of these three organizations to understand their programming, funding, and space needs. Additional secondary research was conducted to identify potential sources of funding for the CFC, a potential governance model to direct its operations, and some proposed program expansions that would fit with the mission and operations of the three Food Access anchor tenants.

## Key Findings

Throughout the interviews and community meetings, it was clear that there is much enthusiasm for a Community Food Center in Wood County, Wisconsin. Key stakeholders from across the food system were bought into the CFC vision and are excited to make it happen.

**Food Access:** Key stakeholders expressed a sense of urgency and momentum around the Food Access component. With the potential merger of SWEPS, TNT, and the Rapids Backpack program on the horizon, stakeholders were focused on ensuring that those three organizations continue to thrive and serve Wood County community members.

**Food Hub:** Though many stakeholders were interested in a Food Hub to serve farmers and buyers in Wood County, there wasn't a clear coalition of those farmers and buyers ready to make it happen. It might still be worthwhile for the County to pursue it in the future, but given the lack of organization around the idea, it seemed less immediately attainable than the Food Access component.

**Food Education:** Many stakeholders in education, community development, nutrition, etc. saw the need to provide space for the Food Education component. However, there was also interest in waiting to see how some new key community assets (i.e. the Tribune building's spaces, the new YMCA culinary classroom, and potential plans at Mid-State Technical College) all could meet the need in the coming years.

**Therefore, the proposed operating model for the Community Food Center is focused on the Food Access components first.** The operating model is built upon the needs of the three hunger-relief organizations as anchor tenants of the facility and suggests program expansions that would complement those operations. These program expansions will also help to further develop the full vision of the Community Food Center to be a place for all people to come together around food – decreasing stigma for hunger relief services and increasing food accessibility and shared learning.

## Operating Model

### The proposed Operating Model for the Community Food Center contains:

- A high-level **Budget** based upon estimated costs for space lease, renovation, equipment, staffing, and operation.
- A **Building Program** showing the space needs and configuration of the CFC component operations.
- A proposed **Governance Structure** for the CFC.
- Key **Funding** opportunities to support both the creation and operation of the CFC.
- Potential **Program Expansions** to consider adding to the CFC over time.

This model assumes that the Community Food Center will operate as a non-profit organization in order to provide the organizational structure to create and manage a central budget, to apply for funding, and to provide strategic governance for the CFC. The model also assumes that an existing building will be found to house the CFC, and that the building will be leased, not purchased. The model also assumes that the building will need to be renovated to fit the particular needs of CFC tenants, and that renovation will occur in years 1 and 5 of the project.

The model is also tailored to the needs of the initial anchor tenants – the food access organizations currently considering a merger. The model considers future program expansions, but the core focus is on the food access component of the CFC.



## Budget Overview

The goal of this budget overview is to describe the financial needs to set up and operate the Community Food Center, anchored by the three food access organizations (SWEPS, TNT, Backpacks). To be clear, these anchor tenants will operate autonomously with their own budgets and maintain their own board governance. In the proposed model, the CFC will manage the building either directly or through partnerships, distribute lease payments to the landlord, and raise funding for the operating and capital expenses needed to set up and operate the space. See Appendix D for additional budget detail.

	Year 1	Year 2	Year 3	Year 4	Year 5
Grants, Donations	\$1,500,000	\$350,000	\$375,000	\$375,000	\$375,000
Rent contribution from SWEPS/TNT/RFB	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
CFC: Program Related Income Growth	TBD	TBD	TBD	TBD	TBD
<b>Total Incoming</b>	<b>\$1,516,800</b>	<b>\$366,800</b>	<b>\$391,800</b>	<b>\$391,800</b>	<b>\$391,800</b>
Personnel	\$60,000	\$107,100	\$112,455	\$118,078	\$123,982
Lease – 10,620 sq. ft.	\$106,200	\$109,386	\$112,668	\$116,048	\$119,529
Utilities	\$68,129	\$70,173	\$74,205	\$98,759	\$101,722
Waste Management	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Repairs and Maintenance	\$16,263	\$16,661	\$17,099	\$17,522	\$17,957
Insurance and Permits	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Advertising and Marketing	\$0	\$0	\$0	\$12,000	\$12,000
Computer, Internet and Telephone	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Office Expenses	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
General & Administrative Costs	\$32,000	\$33,560	\$35,197	\$48,914	\$50,716
<b>Total Operating Expenses</b>	<b>\$297,591</b>	<b>\$352,330</b>	<b>\$367,537</b>	<b>\$415,711</b>	<b>\$430,788</b>
Furniture, Fixtures and Equipment	\$42,680				
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## Drivers

The table below shows the primary drivers contributing to the financial performance of the operating model. Until further research characterizes and quantifies the feasibility of programming revenue, the majority of incoming cash for operating and capital expenses will be raised through external funding sources, such as donations and grants. This is not atypical of non-profits of this budget size, which are often dependent upon grants and donations, until they establish a services or revenue base to balance out their income sources. In the longer run it is anticipated the CFC will be a platform for integrating programs and other organizations into revenue producing entities. A small monthly rental contribution is considered based upon SWEPS' current annual lease—per company representatives—which is \$16,800. TNT's current rent is very low, and therefore is not measured to contribute at all to rental income to the CFC. Then, too, the Backpack program does not currently pay rent, and its capacity for rent contribution is improbable.

<b>Incoming Cash</b>	The budget assumes nearly all income into the CFC is from grants and donations to the Community Food Center. Individual operating or program grants to the anchor tenants are not considered. In the future, this balance could change, if there are programs that generate revenue or as new tenants arrive in the CFC that might provide rental income.
<b>Capital Expenses</b>	Capital expenses in the budget include: <ul style="list-style-type: none"><li>• Renovation Costs to build out the spaces for the Community Food Center.</li><li>• Furniture, Fixtures and Equipment (FF&amp;E) needed to outfit the space.</li></ul>
<b>Operating Costs</b>	These are the expenses required to manage the facility. The biggest contributors to operating costs of the CFC are lease, utilities, and personnel.

## Renovation Costs

Renovation costs are estimated based on three potential scenarios of regional construction costs provided by a Chicago-based architect with Midwest presence. Also, three different local contractors reported that the biggest drivers for renovation costs are the condition of the building. These renovation costs will be subject to change based on final building program, condition of building, layout of building, construction firm, finishes and market factors.

Least Expensive	Medium	Most Expensive
Building in good condition, spaces and adjacency aligned with planned use ~ \$50 / sq. ft.	Building in good condition, spaces and adjacency not aligned with planned use ~\$100 / sq. ft.	Building in poor condition, spaces and adjacency not aligned with planned usage ~\$200 / sq. ft.

The potential anchor tenants for the Community Food Center agreed that \$50 - \$100/ sq. ft. is the likely range they will target, given the choice of buildings they are considering which are in good condition with spaces that have good adjacencies. Therefore, the buildout is assumed to be on the high end of this range to account for potential contingencies and taxes. The computed average is \$97 / sq. ft., based upon the total renovation footprint for indoor and outdoor usage as 10,620 sq. ft., and the total cost is estimated to be \$1,031,562.

## Furniture, Fixtures and Equipment

The Furniture Fixtures and Equipment (FF&E) budget is based upon the following preliminary equipment needs from conversations with the anchor tenants. The costs listed below represent the additional FF&E needs beyond what the organizations are bringing from their current facilities.

Space	Budget	Description
Commercial Kitchen	\$31,570	Biggest ticket item is exhaust hood, with various assumptions for service, handwash and dishwashing sink
Dining Area	\$9,250	Furniture (tables and chairs)
Outdoor Area	\$1,360	Furniture (tables and chairs)
	<b>\$42,680</b>	<b>Total FF&amp;E Budget</b>



## Operating Costs

The dollars required to manage, and maintain the facility are called operating costs. There are a series of high-level assumptions that have been made based upon best practices, research and prior experience from NVA.

Driver	Description	Assumptions
Personnel	The employees under contract to manage the CFC	An Executive Director will be needed to manage the board, fundraise, and manage the budget. Expected salary range is \$50,000 - \$60,000. An Operations Manager will be needed by Year 2 to manage the facility and maintain health safety standards. Expected salary range is \$40,000-\$50,000.
Lease Rate	The rental rate paid by the Community Food Center to the owner of the building	The average comp rental rates reported in Wisconsin Rapids are in the range of \$9-\$12/sq. ft. The model assumes \$10/sq. ft.
Utilities	Includes electric and water	Average rates used in the model for all types of space are \$0.0946/kWh and \$1.90/sq. ft./yr., for electricity and water, respectively.
Other Direct Costs	Waste Management, Exterminator Repairs and Maintenance	Waste management and exterminator services are \$15,000/year Repairs are estimated to be 7% of the FF&E equipment costs., and maintenance is estimated to be \$1.25/sq. ft.
General and Administration Costs (G&A)	These charges are often considered overhead, because they are indirectly related to the overall operation. Categories typically include insurance, legal fees, internet, and office expenses.	The primary driver assumed for G&A for the CFC is Insurance and Permits, estimated at \$25,000, which escalates annually at 3% per year.



## Capital Needs

In the absence of operating income from new programs, the sources of capital for the Community Food Center will be grant funding and donations, along with \$16,800 (SWEPS annual lease payment). Potential new sources of income in the future to offset the level of grant or donation funding include program revenues and potential lease rates.

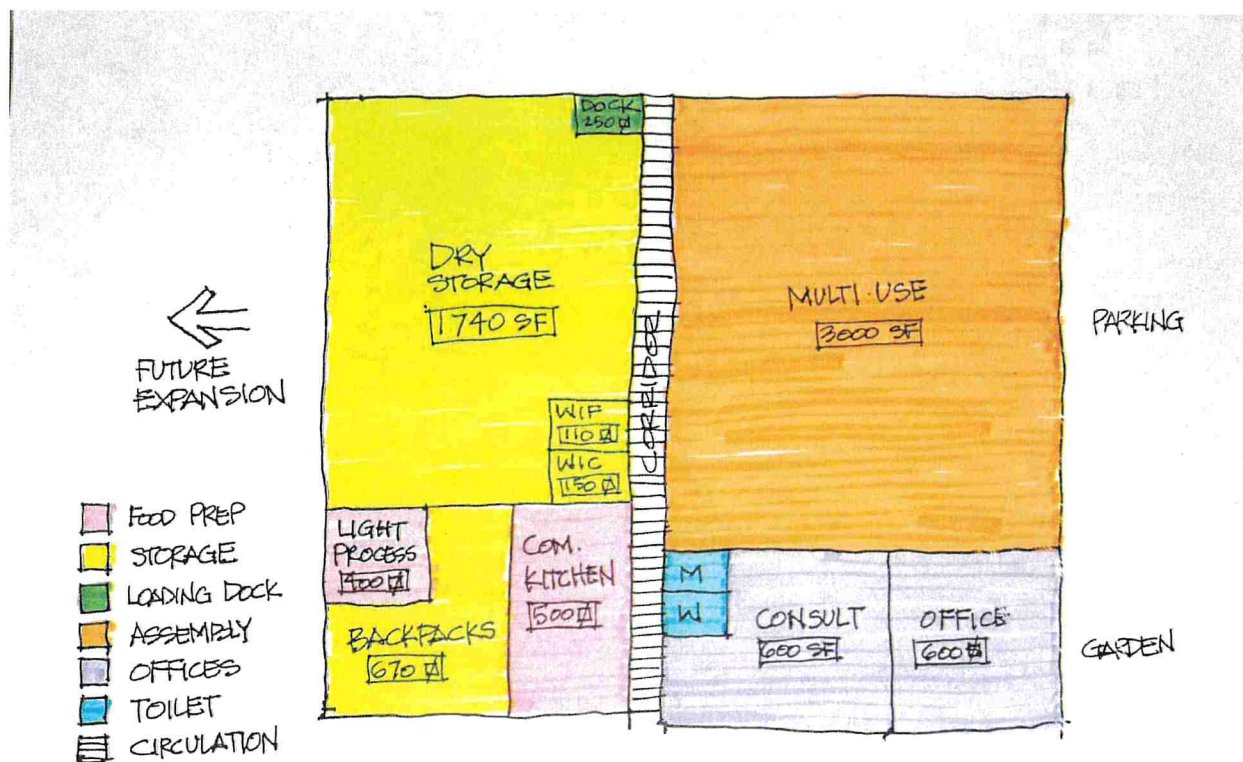
The model projections assume there will be a Year 5 renovation cost of \$95,000 to build out the core infrastructure in place for a warehousing space which will have been shelled out in the original renovation investment in Year 1. That is, the 1,200 sq. ft. shell can be optionally added to the original renovation budget, at \$50/sq. ft. for \$60,000 in Year 1 and then remodeled in its entirety at market rates at a later date to accommodate programming revenue. The viability of future programming revenue should be determined before this \$60,000 initial investment is made to hold this area. If it is set aside, then it is possible the new tenant would be willing to invest in the remaining tenant improvements, currently expected to be another \$60,000 when that time comes.

The biggest sensitivity to the capital needs equation comes from the estimated renovation costs which range from \$50 to \$200 per square foot, depending upon the condition of the building and suitability of the layout for its planned use. Since the desired footprint is ~10,000 sq. ft., the range for renovations is \$500,000 to \$2,000,000. Assuming the middle range for renovation costs (as detailed above) and assuming zero programming revenue to offset the operating lease, the complete 5 year capital need is \$2,800,000.

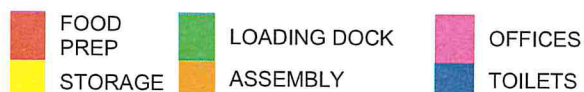
## Building Program and Space Needs

Through interviews with the management teams at SWEPS, TNT, and the Backpack program, a need was identified for a ~10,000 sq. ft. building which could be renovated and suited to fit the combined operations under one roof. Then, through other interviews with community members and organizations, programs were described that could also utilize the same space, including, for example, to share offices, tables, multi-use rooms, and dock space. Then, too, there have been some initial conversations about how this same building could also house a food hub, at some point. The feasibility of the food hub is an unknown at this time, but the investment option exists to hold an area for that purpose at initial renovation, and then customize with tenant improvements for that purpose down the road.

The following exhibits present a building program and a bubble diagram which are useful planning tools to communicate and refine with architects, landlords, potential partners, targeted board members, and potential funders in order shape the reality of this impactful vision.



CURSORY BUILDING PROGRAM: **WOOD COUNTY COMMUNITY FOOD CENTER**



	AREA NAME	AREA USE	INDOOR	OUTDOOR	SF AREA	RFB	TNT	SWEPS	CFC	IDEAL ADJACENCIES	TECHNICAL CONSIDERATIONS	COMMENTS
1	BACKPACKS STORAGE, PREP & PACKING AREA	DRY STORAGE ON RACKING WITH CENTRAL AREA TO FILL BACKPACKS	*		670 SF	*						DRY STORAGE ON RACKING WITH CENTRAL AREA TO FILL BACKPACKS
2	LOADING DOCK	SINGLE BAY LOADING DOCK	*		250 SF	*	*	*	*	DRY STORAGE, COLD STORAGE		INCLUDES CORRIDOR TO UNLOAD 6 TO 8 PALLETES AT A TIME
3	COMMERCIAL KITCHEN	COMMERCIAL KITCHEN SPACE FOR PERPARING MEALS FOR TNT DINNERS	*		500 SF		*		*	LIGHT PROCESSING SPACE, DINING HALL/MULTI-PURPOSE SPACE	BLACK IRON, PLUMBING, GAS	EXISTING COMMERCIAL KITCHEN EQUIPMENT TO BE REUSED INCLUDE: DISHWASHER, 8 BURNER STOVE, 2 CONVECTION OVEN TOWERS, AND 2 UPRIGHT FREEZERS & CHEST FREEZERS
4	LIGHT PROCESSING SPACE	LIGHT PROCESS ROOM FOR LOCAL FRESH PRODUCE.	*		400 SF		*		*	COMMERCIAL KITCHEN	PLUMBING	HAS SINK AND FLOOR DRAIN
5	CORRIDOR	COMMON HALL BETWEEN SPACES	*		100 SF	*	*	*	*			
6	COLD STORAGE	10X10' WALK-IN-COOLER	*		250 SF		*	*		LOADING DOCK	CONDENSER	REUSE EXISTING WALK-IN COOLER; MAY INCREASE COOLER SIZE IF FUNDING IS AVAILABLE (CURRENT COOLER IS AT CAPACITY).
7	FROZEN STORAGE	10X11' WALK-IN-FREEZER	*		210 SF		*	*		LOADING DOCK	CONDENSER	RESUE EXISTING WALK-IN-FREEZER. TNT OWNS A FREEZER SPACE THAT THAT HOLDS 6 PALLETES OFF-SITE THAT WAS DONATED.
8	DRY STORAGE	DRY INVENTORY STORAGE	*		1840 SF	*	*	*		LOADING DOCK	NEED TO MAINTAIN 4' BTWN INFANT HYGIENE SUPPLIES & FOOD SUPPLIES	HOLDS 20-25 ITEMS ON 30 PALLETES MAX.



FOOD PREP	LOADING DOCK	OFFICES
STORAGE	ASSEMBLY	TOILETS

	AREA NAME	AREA USE	INDOOR	OUTDOOR	SF AREA	RFB	TNT	SWEPS	CFC	IDEAL ADJACENCIES	TECHNICAL CONSIDERATIONS	COMMENTS
9	<b>DINING HALL/MULTI-USE ROOM</b>	SPACE TO SERVE MEALS (TNT) & HOST ADULT EDUCATION (SWEPS)	*		3000 SF		*	*	*	COMMERCIAL KITCHEN	NATURAL LIGHT	SPACE FOR 12-15 EIGHT PERSON TABLES + BUFFET & SELF-SERVE LINE
10	<b>CONSULTATION &amp; RECEIVING AREA</b>	AREA TO RECEIVE CLIENTS & WAITING AREA	*		600 SF			*		OFFICE, BUILDING ENTRY	NATURAL LIGHT	A BARRIER TO PROVIDE SECURITY AND PRIVACY FOR CONSULTATIONS IS REQUIRED
11	<b>OFFICE SPACE</b>		*		600 SF	*	*	*		CONSULTATION & RECEIVING AREA	NATURAL LIGHT	SPACE FOR 4-5 PEOPLE
12	<b>TOILET ROOMS</b>		*		200 SF	*	*	*		MULTI-PURPOSE ROOM, OFFICES SPACE, & CONSULTING AND RECEIVING AREA	PLUMBING	FOR STAFF & VOLUUNTEERS, 2-3 STALLS FOR MEN & WOMEN
13	<b>GREEN SPACE</b>	GARDEN		*	200 SF			*				
14	<b>PARKING</b>			*	1,000	*	*	*	*			70-80 PARKING SPACES
15	<b>UNUSED EXPANSION SPACE</b>	WAREHOUSE FOR FOOD HUB OPERATOR or POTENTIALLY STORAGE SPACE FOR FUTURE TENANTS	*		1,200 SF				*	LOADING DOCK	PLUMBING, ELECTRIC	SHELL SPACE FOR POTENTIAL SMALL FOOD HUB OPERATOR



## Governance

The Community Food Center will require an innovative governance structure to ensure that the participating organizations and businesses have representation in decision-making for the site, but also that the community has a voice in the goals, strategies, and operations of the CFC.

Through research of community food center models and conversations with key stakeholders, it became clear that a hybrid governance model might be the best fit for the CFC. **The proposed CFC governance model is a hybrid of a nonprofit board and a Local Food Policy Council, leveraging the strengths of both entities:**

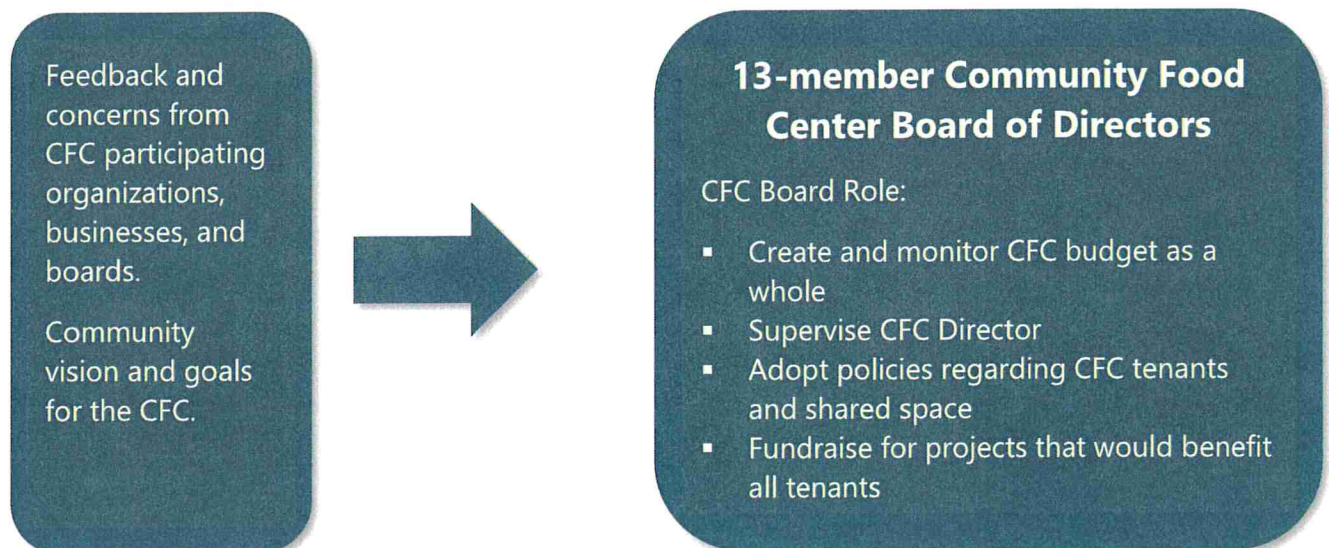
### Nonprofit board:

Community members are selected who have a passion for the mission and a skill set that can benefit the organization (i.e. lawyer, accountant, fundraiser, community organizer, etc.)

### Local Food Policy Council:

Community members are selected to represent various sectors of the local food system to create a community focal point for food system improvement (i.e. agricultural producers, retailers, advocates, etc.)

The proposed Community Food Center Board of Directors structure will function as a governing board for the entire CFC, not to replace or supplant the various independent boards of the participating organizations and businesses. And while the proposed structure is for governance of the CFC at full occupancy, a Board of Directors for the CFC in startup phases may look different. In particular, as the merger of the hunger relief partners (SWEPS, TNT, and Rapids Backpack) takes shape, retaining three seats on the Board for these organizations may be wise. Also, Board members may choose to focus on recruiting community members with expertise in real estate, construction management, and fundraising, as these are likely key skills needed in the early stages of the CFC.



An emerging best practice in nonprofit board development is to focus on diversity, equity, and inclusion when recruiting and selecting board members. To truly be a *community* food center, the CFC Board of Directors should reflect the economic, gender, racial, and cultural diversity of Wood County to the greatest extent possible.

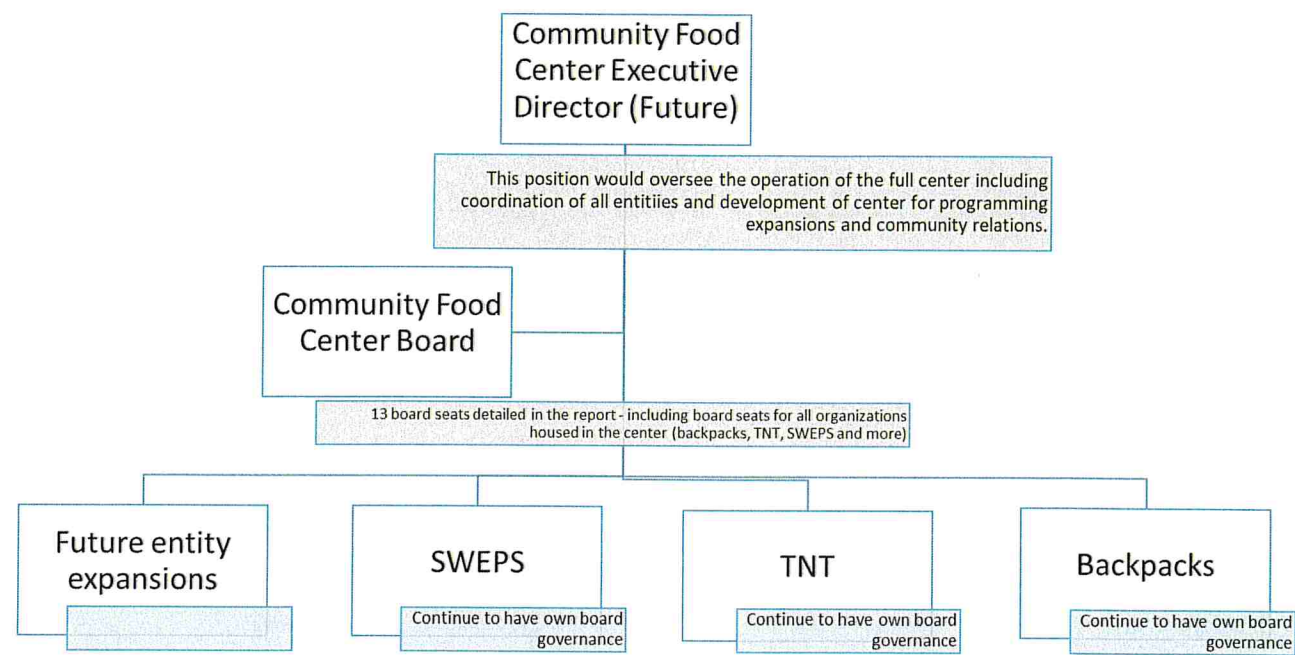
To that end, the proposed structure includes 2 seats specifically for clients who frequent the CFC. These could be clients of the SWEPS pantry, participants in the Backpack program, a farmer who donates to the gleaning program, or a job trainee in the educational cafe program. In addition to bringing critical firsthand experience with the CFC programs, these board members can serve as a guidepost, ensuring that board members are hearing directly from clients and users of CFC programs.

### **Proposed Community Food Center Board of Directors Structure (13 members):**

One member (except as noted) representing each of the following organizations, programming areas and stakeholders of the food center:

1. South Wood County Emerging Pantry Shelf (SWEPS)
2. The Neighborhood Table
3. Rapids Family Backpacks program
4. Food waste recovery/gleaning program
5. Job training/educational cafe program
6. Community Supported Agriculture (CSA) operation
7. Educational partners utilizing the space for teaching classes (i.e. UW-Extension, Mid-State Technical College)
8. Local agricultural producers or farm organizations
9. Economic development, entrepreneurship, or small business support
10. Local government or the health department
11. Local philanthropy and grantmaking
12. Client of the CFC services (i.e. food pantry clients, job trainees, CSA members, etc.)
13. One additional client of CFC services

The following chart further illustrates the role that the new CFC director and board will play in relation to the tenant organizations. Each of the tenant organizations will continue to have their own staff and board leadership structures but will participate in the CFC board and collaborate with the CFC Executive Director.





## Funding

The Wood County Community Food Center (CFC) will likely need to rely on a variety of funding streams to ensure success. While some activities of CFC participating organizations may produce revenue, additional sources of capital will be needed for long-term sustainability.

Grants and loans can provide sources of funding the Community Food Center. Based on fit, scope, and geographic focus, the following sources are appropriate for Wood County to consider.

### Government Grants

Government grants are a means to distribute federal funds towards ideas and projects that provide public services and stimulate the economy. Opportunities are sponsored through different federal agencies appropriated through bills passed by congress. Every opportunity has its own eligibility criteria; however, generally most entities (nonprofit, government, education, for-profit, small business) can apply if they are providing a public good or service. Because government grants are funded by tax dollars, they require stringent compliance and reporting measures for ensuring the money is spent according to federal guidelines.

Government Grant	Primary Focus	Description	Application Timing/ Notes
<a href="#">Community Facility Grants</a>	Economic Development	Provides grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population.	Rolling application. Also offers loans guarantee programs and can combine grants and loans.  <i>Would be a good fit for the CFC facility as a whole, especially if it is located in rural Wood County.</i>



Government Grant	Primary Focus	Description	Application Timing/ Notes
<a href="#">Community Food Projects (CFPCGP)</a>	Food Access / Insecurity	Funds projects that are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs.	Grants from \$100,000 to \$400,000 (\$5 million total pool). Funding requires a dollar-for-dollar match.  <i>Would be a good fit for the CFC facility as a whole, as they are looking for hunger solutions that address the full food system.</i>
<a href="#">Local Food Promotion Program (Implementation Grants)</a>	Local Food	Implementation Grants are used to establish a new local and regional food business enterprise, or to improve or expand an existing local or regional food business enterprise.	Grants from \$100,000 to \$500,000 (\$13 million total pool). Apply in May for September funds. 25% match required.  <i>Would be a good fit for the CFC as a whole, especially to help build out the food hub-like program expansions.</i>
<a href="#">Local Food Promotion Program (Planning Grants)</a>	Local Food	Funds programs with a 25% match to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. Planning grant activities can include but are not limited to market research, feasibility studies, and business planning.	Grants from \$25,000 to \$100,000 (\$13 million total pool). Apply in May for September funds. 25% match required.  <i>Could be a good fit for additional CFC planning, especially for an expansion operation focused on building markets for local foods.</i>

Government Grant	Primary Focus	Description	Application Timing/ Notes
<a href="#">Specialty Crop Block Grant Program (SCBGP)</a>	Agriculture	Funds projects that solely enhance the competitiveness of specialty crops. Specialty crops are fruits, vegetables, tree nuts, dried fruits, and horticulture and nursery crops (including floriculture).	Grants from \$50,000 to \$450,000. Applicants should contact their state department of agriculture for specific timelines.  <i>Would need to focus on CFC activities that build market for producers of fruits and vegetables.</i>
<a href="#">Value-Added Producer Grant (VAPG)</a>	Economic Development	The VAPG program helps agricultural producers enter into value-added activities related to the processing and/or marketing of bio-based value-added products. Generating new products, creating and expanding marketing opportunities, and increasing producer income are the end goals of this program. Priority is given to beginning farmers or ranchers, socially-disadvantaged farmers or ranchers, small or medium-sized family farm or ranch, farmer or rancher cooperatives, or organizations proposing a mid-tier value chain.	Program Funding: \$18 million.  Maximum Grant Amount: Planning Grants \$75,000; Working Capital Grants: \$250,000.  Matching Funds Requirements: 50 percent of total project costs.  <i>Would be a good fit for food hub activities of the CFC.</i>

### Private Grants (National)

Corporate and foundation grants are funds made available through corporate or family trust funds that seek to provide a public good based on giving priorities agreed upon by the foundation's board of trustees. Private grants are usually only available for nonprofits with a 501(c)(3) designation.

Private Grants (National)	Primary Focus	Description	Application Timing/ Notes
<a href="#">America's Healthy Food Financing Initiative</a>	Food Access / Insecurity	HFFI offers financial assistance to help healthy food retailers overcome higher costs and initial barriers to entry in underserved areas across the country. Focuses on projects that increase access to healthy fresh food for low-income and under-served populations.	Grants from \$25,000 to \$250,000 (\$1.4 million total pool). February application timing.  <i>HFFI could assist with a market or grocery outlet within an expanded CFC.</i>
<a href="#">Ben &amp; Jerry's</a>	Varies	Supports small, grass-roots organizations focusing on community and root cause issues. Strong preference for constituent-led organizing.	Application open October and February.  <i>Given the CFC focus on poverty as a root cause issue, this may be a good fit for some innovative expansion programming.</i>
<a href="#">Kresge Foundation</a>	Health	Kresge supports equity-focused systems of health that create opportunities for all people to achieve well-being.	Application timing varies, visit their <a href="#">Current Grant Opportunities</a> page for more information about deadlines.
<a href="#">Newman's Own</a>	Health	Independent, private foundation that supports organizations implementing model solutions to address fresh food access and nutrition education in underserved communities.	Rolling application.  <i>An application to Newman's Own might be a good fit for CFC activities that fit multiple focus areas for the Foundation (i.e. Children, Nutrition, Empowerment).</i>



Private Grants (National)	Primary Focus	Description	Application Timing/ Notes
<a href="#">Wholesome Wave</a>	Food Access/Food Insecurity	Wholesome Wave empowers underserved consumers to make better food choices by increasing affordable access to healthy produce.	Rolling application. Apply to become a network member for matching funds.  <i>As funders of Double SNAP and Veggie Rx programs, WW would be a natural fit for the CFC to connect to.</i>

### Local/Regional Grants

The following local and regional grant opportunities were identified by Wood County stakeholders as potential partners/funders of the Community Food Center. In addition to those listed below, the Sustainable Agriculture and Food Systems Funders is a network of grant-makers in the local food system space. Their [membership list](#) may also contain Wisconsin or upper Midwest-focused funders to build connections with over the coming years.

Local / Regional Grants	Primary Focus	Description	Notes
<a href="#">Incourage</a>	Community funder serving South Wood County.	The core purpose of Incourage is to co-create an inclusive, adaptive and sustainable community that advances the values of social justice and equity while nurturing a sense of community ownership, pride, and responsibility for each other, our collective resources, and our shared future.	The Tribune building project will feature a Makers kitchen, a cafe, and microbrewery - all potential collaborators or tenants in a future community food center.  <i>Given their connection already to the CFC project, Incourage is a key stakeholder in future funding conversations.</i>



Local / Regional Grants	Primary Focus	Description	Notes
<a href="#">Aspirus Riverview Foundation</a>	Foundation serving Wisconsin Rapids.	<p>Funds projects, initiatives, programs, and capital tied to the priorities identified in the community health assessment:</p> <ol style="list-style-type: none"> <li>1. Substance Use</li> <li>2. Behavioral Health</li> <li>3. Active communities and community food systems.</li> </ol>	<p>Grants available in Feb and Aug to nonprofits in healthcare and social service.</p> <p><i>Key connections to CFC: Community Food Systems identified as a funding focus for 2019-2020 grantmaking. Prefers to fund projects with multiple partners.</i></p>
<a href="#">WoodTrust Bell Foundation Scholarships</a>	Investment in scholarships and projects benefiting central WI counties where the bank operates.	The Foundation was established to provide financial support to various central Wisconsin non-profit organizations, primarily located in Wood, Marathon and Portage counties.	<p>Provides both annual operational and special project assistance to local charitable organizations that meet the Foundation's stated goals and objectives.</p> <p><i>Connect with the Foundation to assess if the CFC meet their goals and objectives.</i></p>
<a href="#">Alexander Charitable Foundation</a>	Foundation supporting WI and Chicago-area nonprofits.	Foundation supports nonprofit organizations. Funding emphasis has been on community centers, Protestant church support, and hospitals.	<p>Currently funds SWEPS at \$5,000.</p> <p><i>Would need additional conversations with a program officer to determine CFC fit.</i></p>
<a href="#">Mead Witter Foundation</a>	Foundation located in Wisconsin Rapids.	Giving primarily for higher education and for local community causes, and youth and social service agencies in communities where Mead Witter Inc. conducts operations; higher education grants generally limited to those in WI; support also for the fine and performing arts and other cultural programs.	<p>Clearly a significant regional funder, (gave \$5 million in 2015).</p> <p><i>Would need additional conversations with a program officer to determine CFC fit.</i></p>

Local / Regional Grants	Primary Focus	Description	Notes
<a href="#">Legacy Foundation of Central Wisconsin</a>	Foundation focused on central Wisconsin.	<p>Funds a variety of community needs - including general operating, endowments, capital campaigns, and equipment.</p> <p>Significant funder of community projects - including large construction projects (Boys and Girls Club, YMCA, etc.). Median award = \$300,000.</p>	<p>Provided \$161,000 to SWEPS in 2015.</p> <p><i>Seems to be a good fit for CFC facility funding, as they have funded significant construction projects in Wisconsin Rapids in the recent past.</i></p>
<a href="#">UW Partnership Program</a>	<p>Partnership Program's overarching goal:</p> <p>Improving the health and well-being of Wisconsinites.</p>	<p>Partnership Program administers two competitive community grant programs:</p> <p>Community Collaboration Grants provide organizations with training and technical assistance. Limit: \$400,000 over 4 years.</p> <p>Community Impact Grants provide up to \$1 million over 5 years to support large-scale, evidence-based, community-academic partnerships.</p>	<p>This funding source focuses on connections to academic research and evidence-based practices.</p> <p><i>The Community Collaboration technical assistance and training could be useful for the CFC Board. Also, potentially a good fit for CFC program funding, especially for evidence-based nutrition intervention programs.</i></p>
<a href="#">Medical College of Wisconsin - Advancing a Healthier Wisconsin Endowment</a>	Endowment that supports projects throughout Wisconsin.	Through investments in research, health workforce development and education, and community initiatives, the endowment builds capacity, develops new knowledge, and changes systems to positively impact health from cells to society statewide.	<p>Periodically issues requests for proposals for funding opportunities.</p> <p><i>May require additional conversations to determine CFC fit, as current open RFPs would not apply.</i></p>

Local / Regional Grants	Primary Focus	Description	Notes
<a href="#">Wisconsin Medical Society community grants program</a>	Foundation focuses on providing support for physician-led, community-based or statewide programs to improve health through education and outreach.	Preference is for physician-championed, evidence-based health initiatives or pilot projects with measurable outcomes. Key funding areas: Health literacy Health access and equity Health awareness Adverse childhood experiences reduction or mitigation Disease prevention (including school or community gardens) Medical outcomes research and/or interpretation and dissemination of the research	Foundation Community Grant applications are due annually on the last Friday of September.  <i>Engaging a physician to participate in the Board and facility design could position the CFC well to apply for this funding. The grants program does fund innovative/pilot programs, which the CFC would definitely fit.</i>

## Loans

Loans are typically available for building projects and purchasing large equipment. Some institutions give loans with low or 0% interest rates for qualifying activities that provide a benefit to the community. Loan programs typically cover facilities and equipment expenses. Most loan opportunities are for for-profit entities, but some offer loans to nonprofits as well.

Loan	Primary Focus	Description	Notes
<a href="#">Community Development Finance Institute</a>	Economic Development	Offers low-interest loans within focus areas: 1) Healthy Food Financing Initiative – Financial Assistance awards are also offered for CDFIs that are interested in expanding their healthy food financing activities 2) Native Initiatives program creates jobs, builds businesses, and fosters economic self-determination in Native Communities nationwide	CDFIs have made 199 <a href="#">investments in Wisconsin</a> , several recently in Stevens Point.  <i>Definitely worth more research to determine CFC fit.</i>
<a href="#">Community Facilities Direct and</a>	Economic Development	Provides loans and loan guarantees to assist in the	Nonprofits, governments, and tribes



Loan	Primary Focus	Description	Notes
<a href="#">Guaranteed Loans</a>		development of essential community facilities in rural areas and towns of up to 20,000 in population.	<p>can apply. Funding can be used to purchase, construct, or improve essential facilities in rural communities.</p> <p><i>Could be a good fit for CFC building improvements or acquisition.</i></p>
<a href="#">RSF Social Investment Fund</a>	Local Food	RSF provides funding to social enterprises in the U.S. and Canada that are working to create long-term social and ecological benefit. Broad areas of expertise are food & agriculture, education & the arts, and climate & environment.	<p>RSF provides both loans and seed grants (&lt;\$3,500).</p> <p><i>The seed grants could be a good opportunity for small amount of startup funds for a program expansion for the CFC.</i></p>



## Program Expansions

Throughout interviews and community meetings about the Community Food Center, many great suggestions were made about features to add to the Center's offerings. Community stakeholders suggested connections, partnerships, and programs that would reflect the full scope of food system activities and help catalyze the Wood County local food economy, all while decreasing stigma around use of hunger relief services and increasing access to healthy and local foods.

The following pages provide an overview of each of the potential program expansions. The additional opportunities profiled include:

- **A gleaning program** that supplies local food to the pantry and kitchen,
- **A Farm to Food Pantry purchasing program** through which hunger relief partners purchase locally-grown foods direct from farmers,
- **A CSA pickup site** with shares provided at reduced price for low-income clients,
- **A job training café** that partner organizations and the technical college use to train low-income center clients for jobs in food service, and
- **Event and classroom spaces** that community partners rent for local food, fundraising, and related service events.
- **A small-scale food processing operation** to process fruits and vegetables for retail and institutional buyers.

## Gleaning Program

### What is it?

In interviews with Wood County food system stakeholders, several stakeholders expressed concerns about food waste.

Gleaning is the act of collecting excess fresh foods from farms, gardens, farmers markets, grocery stores, restaurants, catered events, or any other sources in order to provide it to those in need.

Gleaning programs reduce food waste and address food insecurity at the same time. Importantly, they also give low-income individuals access to fresh and locally grown foods that are not always available in their communities.

### How would it connect to the rest of the CFC?

A Wood County gleaning program could partner with area farms, the farmers market, grocers, and caterers to collect food that would otherwise be wasted. The recovered food would be donated to the hunger relief organizations anchoring the Center. Recovered food could be distributed directly through pantry functions or incorporated as ingredients in community meals.

### Key considerations:

Space needs: All gleaning would occur off-site. The Center could utilize an existing loading dock and kitchen space to unload and sort recovered food.

Capacity: Most gleaning programs nationally are volunteer-led operations.

Cost: Some staff time to oversee program, potential \$ needed if purchasing seconds from producers.

Potential revenue: None.

## Gleaning Program

### Potential partners:

According to the [National Gleaning Project's map](#), there are 7 organizations operating gleaning and food recovery programs in Wisconsin. Of these, a few stand out as potential partners to learn from:

#### [Community Action Coalition for South Central Wisconsin](#)

Contact: Dawn Bradshaw dawnb@cacscw.org or (608) 246-4730 ext. 212.

#### [Community Hunger Solutions](#)

Contact: Jeanette Burlingame [jeanette@community-hunger-solutions.org](mailto:jeanette@community-hunger-solutions.org)

(608) 606-9144

#### [Glean Central Wisconsin](#) (in nearby Stevens Point!)

[gleancentralwisconsin@gmail.com](mailto:gleancentralwisconsin@gmail.com)

In Wood County, the following partners expressed interest in addressing food waste locally: UW Extension, Wisconsin-Rapids Public Schools, Lonely Oak Farms.

### Best practices:

The USDA created a [Gleaning Toolkit](#) to assist organizations, and the National Gleaning Project profiles [best practices and case studies](#).

[After the Harvest](#), a gleaning nonprofit in Kansas City, MO coordinates volunteer gleaning and produce donations from farmers to support 350+ agencies that serve low-income community members.

### Recommended next steps:

1. Connect with nearby gleaning operations, especially Glean Central Wisconsin and Community Action Coalition for South Central Wisconsin.
2. Tour their operations and discuss potential partnerships.
3. Host a community meeting with interested stakeholders to assess capacity for a Wood County-specific gleaning program.

## Farm to Food Pantry Initiative

<b>What is it?</b>	<p>Hunger relief partners (pantries, hot meal providers, etc.) can be large buyers of food. Historically, the focus on purchasing at pantries has been to get the largest quantity (lbs.) of food for the lowest price, which often leads to the selection of canned and processed foods.</p> <p>However, pantries across the nation have begun to focus on sourcing more fresh produce to improve client health. The hunger relief partners at the CFC represent a large food buyer that could source directly from local farms - providing healthy food for clients. This would also create a new market for beginning or socially disadvantaged farmers, who often struggle financially themselves.</p>
<b>How would it connect to the rest of the CFC?</b>	<p>Local farmers connected to the CFC through the gleaning or CSA program could deliver fresh produce directly to the hunger relief partners at the CFC. This would help local farmers economize their trips – if they delivered produce to the pantries the same day as they were delivering CSA boxes.</p>
<b>Key considerations:</b>	<p><u>Space needs:</u> No additional space required.</p> <p><u>Capacity:</u> No additional staff needed, but some time spent coordinating meetings, growing contracts, etc.</p> <p><u>Cost:</u> Depends upon scale of the initiative. Even a mini-grant (&lt;\$10,000) from a local funder could support a pilot project to test the initiative.</p> <p><u>Potential revenue:</u> None.</p>
<b>Potential partners:</b>	<ul style="list-style-type: none"> <li>▪ Local fruit and vegetable producers</li> <li>▪ Local protein producers</li> <li>▪ South Wood County Emerging Pantry Shelf (SWEPS)</li> <li>▪ The Neighborhood Table (TNT)</li> <li>▪ Rapid Backpacks Program</li> <li>▪ Wood County Health Department or Wisconsin Rapids School District (as potential partners to assist with establishing purchasing policies and contracts).</li> </ul>



## Farm to Food Pantry Initiative

**Best practices:**

[Harvest Against Hunger](#) partners with the Washington State Department of Agriculture, farmers, food pantries, and local funders to purchase food directly from local farms. They found that purchasing directly from a local farmer increases the availability of local crops while improving access to healthier food choices for families and individuals in need. Results continue to show that if a farmer has a strong relationship with a local food pantry they are significantly more inclined to make additional produce donations through either gleaning or post-harvest. [Past program reports.](#)

**Recommended next steps:**

1. Convene a meeting of local producers and hunger relief partners to discuss the program vision and scope.
2. Identify products most desired by food pantry clients, and feasible for growers to produce.
3. Partner with a local or regional funder to pilot a Farm to Food Pantry initiative in Wood County.

## Community Supported Agriculture Pickup Site

### What is it?

Community supported agriculture (CSA) is a partnership between farmers and consumers, in which consumers purchase a share of a farm's products in advance, typically paying in full in the wintertime when farms need capital to prepare for the spring. During the growing season (roughly May-October), CSA members receive deliveries of vegetables, fruits, and herbs; some CSAs include other farm products such as eggs, meat, milk, cheese, flowers, or baked goods.

Many CSAs across the country offer reduced-price shares in exchange for volunteer time on the farm, while others have partnered with local funders to subsidize share costs. If a farm accepts EBT as a form of payment, participants can also use their SNAP benefits to participate.

### How would it connect to the rest of the CFC?

Partnering with local farms to offer a location for their CSA share pickup May-October could connect to the CFC by:

- Drawing community members into the CFC each week, thereby increasing their connection to and awareness of CFC programs.
- CSA farmers could economize their trips and drop off produce for sale or donation to hunger relief agencies located at the CFC.
- Low-income clients utilizing other CSA services could utilize SNAP benefits to participate in the weekly CSA share.
- All participants build face-to-face relationships with local farmers, increasing awareness of where their food comes from.

### Key considerations:

Space needs: Once/week, CSA farmer would need access to the loading dock to unload CSA boxes, and a table to lay them on for participants to pick up.

Capacity: No additional staff needed, but some time spent coordinating logistics with CSA farms.

Cost: No cost to the CFC. Members pay for their shares directly to farmers.

Potential revenue: Likely none but could consider charging a small space use fee to the CSA farmer.

### Potential partners:

- Local farms operating CSAs in Wood County (search [farmfreshatlas.org](http://farmfreshatlas.org) to locate central WI farms offering CSA shares).
- Worksite wellness initiatives at large employers in Wood County. Often, HR departments can offer incentives to employees who participate in CSAs, as they're an evidence-based practice to improve nutrition and can reduce healthcare costs.

## Community Supported Agriculture Pickup Site

**Best practices:** The [Fair Share CSA Coalition](#) in Madison offers a variety of models for reducing cost of CSA shares, including by accepting EBT payment from SNAP recipients. They're also tracking the [Wisconsin employers that provide rebates and incentives for employees](#) to participate in CSA programs.

**Recommended next steps:**

1. Assess the interest of local farms providing CSA shares to locate their weekly pickup spot in the CFC.
2. Build relationships with large employers, and local organizations that promote health – i.e. YMCA, UW Extension, etc. – to create an audience to market to.



## Job Training Café

### What is it?

To fill two needs identified by the Wood County stakeholders (food preparation skills and culinary arts job training), the CFC could host a job training café. This culinary arts workforce training site would:

- Teach food safety basics, knife skills, food preparation techniques.
- Offer certifications (i.e. ServSafe Food Handler certification) needed for employment in the food service industry.
- Support community members with barriers to the job market.
- Complement existing food and nutrition classes offerings in the community.
- Create a café where job trainees could showcase skills and sell food to community members, creating program revenue for sustainability.

### How would it connect to the rest of the CFC?

The job training café would utilize many of the same spaces as the anchor hunger relief agencies (commercial kitchen, seating area) to operate.

In addition, the job training curriculum could focus on preparation of locally-grown foods and value-added products to further connect the Wood County food system.

### Key considerations:

Space needs: Café would utilize many of the same spaces used by the hunger relief organizations, specifically the hot meal provider TNT. When TNT is not operating, the commercial kitchen could serve as the training site for instructors and trainees. The dining area associated with TNT could also double as the café seating area.

Capacity: No current CFC occupant offers this job training; therefore, a new entity/partnership would need to form to fill this need.

Cost: No cost to the CFC. Program start-up costs could be significant, but likely of interest to local and regional funders. [The Wisconsin Food Share Employment Program](#) can provide financial aid to participants to attend job training courses if a certificate-level training is provided.

Potential revenue: The café could provide a modest revenue stream, mostly to offset job training program costs. However, the job training café revenues could also subsidize the CFC operating costs.

### Potential partners:

Current job training providers in the community: UW Extension, MidState Technical College, YMCA, Opportunity Development Center



## Job Training Café

**Best practices:**

Job training programs for culinary arts vary widely across the country. Models exist that are embedded in food pantries, like [KitchenWorks](#) in Lawrence, KS. [DC Central Kitchen](#) in Washington, DC is an iconic nonprofit social enterprise that combats hunger and poverty through job training and job creation.

**Recommended next steps:**

1. Research the FSEP financial aid requirements to determine key funding partner contribution.
2. Assess current community spaces (i.e. Lincoln H.S., Tribune, YMCA) to determine square footage needed for workforce training kitchen.
3. Build partnerships between current food/nutrition training community organizations.
4. Approach local/regional funders to assess interest.

## Event/Classroom Space Rental

### What is it?

As the Community Food Center develops into a hub of local food system activity in Wood County, community organizations may want to rent space from the CFC to host their own events/classes/trainings.

Designing the CFC to accommodate additional space for these types of events not only provides space for growth of the CFC tenants, but also can provide a revenue stream to support the overall CFC operating costs.

### How would it connect to the rest of the CFC?

Organizations that support local food systems and health (i.e. healthcare providers, hospitals, funders, social service agencies, universities, government partners, etc.) often require space for trainings, classes, and events. The synergies and activities of the CFC will be attractive to these entities. The job training café could provide on-site catering, an attractive amenity to entities looking to host meetings.

### Key considerations:

Space needs: At least one room of 20'x30' would accommodate seating and tables for 16-20 for a classroom/meeting presentation.

Capacity: This would require oversight by the CFC board, and some additional staff capacity to handle booking and logistics of the space. This position currently does not exist, but a community partner may be able to take this on short-term to assist the CFC with building the program.

Cost: Additional build-out costs for 600 square foot meeting space, cost of furnishings, AV equipment

Potential revenue: TBD

### Potential partners:

- Large employers in Wood County in need of meeting/gathering space.
- Hospitals, school districts, local government.
- Membership organizations (Chambers of Commerce, United Way, etc.) with knowledge of/access to potential space users.

### Best practices:

Event/classroom space should be designed to be flexible enough to accommodate multiple user types. Consider basic meeting room amenities (conference table, chairs, AV equipment), but also more specialized uses (i.e. cooking demonstrations or nutrition classes).

## Event/Classroom Space Rental

**Recommended  
next steps:**

1. Work with business and nonprofit partners to assess their space needs and interest in renting space at the CFC. Consider conducting a survey that the Chamber, United Way, and other community connectors would distribute on your behalf.
2. Assess the local market for rentable spaces, identify what unique niche the CFC may be able to fill.
3. Meet with current and potential CFC tenants to ensure that the use of the rentable space would be compatible with their operations.

## Small-Scale Processing Operation

### What is it?

Wood County stakeholders have recognized the need for a local company to provide light processing of locally-grown produce.

Restaurants, grocers, and institutional buyers shared that they would purchase locally-grown produce, but the time and resources spent peeling, chopping, etc. can be a barrier for integrating local foods into their operations. Therefore, the CFC should seek to attract a business or organization to provide light processing of local produce at the Center.

### How would it connect to the rest of the CFC?

A small-scale produce processor could receive “seconds” of produce that aren’t quite pretty enough for retail sale but are still good quality for processing. Producers who are delivering to the CFC for the Farm to Food Pantry initiative or the CSA drop-off site could deliver produce to sell to the processor when they’re making other deliveries to the CFC, thereby optimizing transportation efficiency. Also, the produce gleaned by volunteers could be sold to the processor to provide some modest program income.

The students taking part in the Job Training Café could utilize their newly-acquired skills and provide some of the processing capacity and/or work for the processor upon completion of the program.

### Key considerations:

Space needs: Depending upon the scale of the operation, the business may be able to utilize the existing commercial kitchen space for processing activities, though additional equipment may be necessary. If the business outgrows the existing commercial space, more may need to be added in future years.

Capacity: Thus far, there is not a processor in Wood County who has expressed interest in this type of light processing operation. Therefore, CFC partners would need to advertise this need and work with partners to identify the best operator.

Cost: TBD

Potential revenue: TBD

### Potential partners:

- Current food service professionals in hospitals, school districts, groceries, and restaurants (both as sources of entrepreneurs and as potential buyers of the products).



## Small-Scale Processing Operation

**Best practices:**

To entice a food processing business to locate at the CFC, stakeholders should consider developing a market assessment to understand the potential buyers, products, and volumes. A potential operator will need to create a feasibility study and business plan to ensure that the Wood County market will support a local food processing business at the CFC.

In addition, CFC stakeholders should educate themselves about the food safety certification needs for the commercial kitchen space to ensure that those same certification requirements would also support a small-scale light processor.

**Recommended next steps:**

1. Assess the potential market for lightly-processed produce, starting with the large institutional buyers who could potentially be anchor customers (i.e. hospitals and school districts).
2. Identify a potential operator and support their feasibility study and business plan creation.
3. Explore the food safety regulations that would apply to a small-scale food processing operation to ensure that the existing commercial kitchen space would meet those needs.

## Recommended Next Steps

Realizing the inspiring and holistic vision of a Wood County Community Food Center will take significant time and resources, there are a few key initial steps that could build on the momentum behind the merger of the three food access organizations, and catalyze the larger vision of the CFC:

- Initially, focus on the merger of the three hunger relief organizations as anchor tenants. The potential merger of SWEPS, TNT, and the Rapids Backpack Program provides a key opportunity to build the capacity of the new food access organization that emerges. Ensuring that this new entity is adequately funded and sustainable is key to the success of the larger CFC vision.
- Share this preliminary feasibility study with local and regional funders to begin the conversation about meeting the financial needs of the CFC. Build support for launching a capital campaign with a few local funders as the initial donors to the campaign.
- Assist SWEPS, TNT, and the Rapids Backpack Program in finding the space in the community that meets their needs, while keeping in mind the expansion opportunities and the eventual space future CFC operations may require.
- Consider engaging in a Phase II comprehensive feasibility study once the particular property for the CFC has been identified, and once some fundraising groundwork has been laid.
- Form a Community Food Center Board of Directors to guide the capital campaign, build relationships with funders, and steer the vision of the CFC. Consider the governance model proposed in this document to ensure that a variety of food system stakeholders are represented, including clients served by the CFC.
- Begin building partnerships with the organizations that can lead the program expansions. Consider piloting a CSA pickup operation with a local farmer as a first step towards building other food system connections at the CFC.

## Appendix A. Wood County CFC Working Concept

Created July 2019.

Updated September 5, 2019

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*The following is a working concept for the Wood County Community Food Center that will focus and guide the work conducted in the preliminary feasibility study. The research plan will be designed to uncover whether these are the components most desired by the community, who the anchor tenants might be, and how the operating model of the CFC can be structured to integrate them. Components may be added, deleted or altered as the study unfolds.*

The Wood County Community Food Center places healthy food access at the center of its mission – bringing farmers and eaters together to build a just local food system for all. By co-locating previously disparate food system partners, the Community Food Center (CFC) creates efficiencies for hunger relief agencies and local farmers, fostering a dignified and dynamic space for innovation and collaboration. The CFC will provide space for three critical food systems components under one roof:

### **1. Hunger Relief & Healthy Food Access**

Partners: TBD

- The CFC creates a low-barrier access point for food insecure community members. By combining pantry functions (SWEPS), hot meal service (TNT), and backpack program operations under one roof, the CFC creates a “one-stop shop” for food-insecure residents in Wood County. These three hunger relief agencies streamline procurement, packaging, and distribution functions to avoid duplication and better leverage limited resources.
- By co-locating with the food hub, these hunger relief agencies have unique access to directly receive (by donation or direct purchase) healthy, locally grown fruits and vegetables for distribution to clients.
- Hunger relief delivery models focus on reducing the stigma of traditional food pantry distribution models and provides clients with a choice-based system that dignifies and empowers.
- Space plan includes a meal prep and production line, a meal service dining area, a choice-based food pantry, and a warehouse that stores donations for the food pantry and provides storage for other CFC components.
- Revenue sources include grants, donations, and Veggie Rx program vouchers.

### **2. Local Food Aggregation, Distribution & Retail**

Partners: TBD

- A new or relocated food hub aggregates, packages, and distributes produce and agricultural products from local farms in and around Wood County. Local producers deliver directly to the hub which sells it to wholesale buyers including the school districts, hospital and healthcare partners, restaurants and grocery stores.



- The aggregation, packaging, and distribution functions will occur in the warehouse space at the back of the CFC complex and will provide on-site access to local foods to the hunger relief agencies, cooking/nutrition classes, and teaching café.
- The hub may also include an onsite retail market sells local food to shoppers, and also accepts SNAP, WIC, and Veggie Rx.
- Revenue sources include wholesale sales, retail sales, and potential federal grants to support start-up and operations.

### **3. Education and Job Training Programs in Nutrition, Culinary Arts & Hospitality**

Partners: TBD

- The onsite education and job training programs will engage partners already doing this outreach in Wood County, including extension, school districts, community college and local chefs. An onsite culinary classroom will provide food preparation and instruction spaces for program participants to learn basic and advanced culinary techniques.
- An onsite local foods café will serve meals produced with local food by job training program graduates. The pay-as-you-can model will serve both Wood County residents who can afford to pay, and those who cannot. The café will help reduce the stigma around free meal sites and provide a source of revenue from paying café customers.
- Space plan includes classroom space and a teaching café potentially using the same facility as the meal service dining area.
- Revenue sources include sales from café customers with an ability to pay and program funding/grants through partner agencies hosting classroom and café programs.



## Appendix B. Stakeholder Interview Summaries

9/10/19

### Overall Impressions:

- Interviewees are excited about the potential for a community food center. Many mentioned their enthusiasm and their belief that the community will support it.
- Of the three components (hunger relief, food hub, culinary education), the one that seems most urgent is addressing the fragmented hunger relief system. One interviewee called it “low hanging fruit” to join those orgs.
- Reviews were mixed on whether a food hub was needed in Wood County, and if/how a culinary education/café program would interact with existing (K-12 culinary offerings) and new assets (i.e. Tribune building).
- Some new ideas emerged – with a lot of focus on reducing food waste through food recovery. Gleaning programs were of interest to producers, and a food recovery program for prepared food (i.e. food thrown out from schools and hospitals) was also cited a few times.

### Key Insights:

- The hunger relief system is challenged by low volunteer capacity, small budgets, and restrictions through Feeding America about what can be offered/sold. Therefore, the orgs didn’t feel capable of taking on the food center components, especially when there isn’t clarity about their own pending co-location.
- The Food Hub operation wasn’t universally embraced by interviewees. Producers mentioned a WFU coop food hub just 40 miles away in Waupaca, and the Madison food hub (100 miles away). Wood County isn’t a large vegetable producing county. The Amish communities in Clark County (west) and Portage County (east) have much more production. However, the one restaurant owner who buys local said she’s been “screaming for a food hub for years!”
- (not unique to Wood County) Poverty amongst farmers is a root issue that introduces a challenging dynamic. Farmers want to participate in hunger relief, but often need to rely on the food pantry during the winter months. They’re not in a financial position to offer a discounted price or significant donations.
- Some interesting opportunities that interviewees mentioned that we didn’t have on our radar:
  - Joel at Lonely Oaks Farm was a former FFA teacher and feels like students are totally underutilized in the Concept Paper. He thinks they could be a key resource for labor for a gleaning program and for light processing.
  - Both Lizzie S. and Nancy T. brought up the lack of food recovery. They both noted the significant food waste coming out of schools and hospitals, and how that may be much easier to recover and store for distribution than starting from scratch at a culinary café. Stephen Hittner echoed this as well.

**Lingering Questions for Additional Research:**

How do we best sync up with Chris Spranger's (consultant) process with the hunger relief orgs?

The proposed Tribune building will potentially have programs that includes kitchen space for business incubation, culinary classes, etc. Therefore, we need to revisit the need for this type of space also in the community food center. Reviews were mixed among interviewees about whether the existing school district (Lincoln HS) facilities and the Tribune would meet community needs.

FarmShed is in nearby Portage County. Several interviewees mentioned it and their interactions with them (selling there, volunteering there, buying through Frozen Assets program, etc.) There is still a desire to have the same type of operation in Wood County, but I wonder if the population would support it? (Wisconsin Rapids and Marshfield are largest cities at 17-18,000 pop'n)

Although all interviewees were supportive of the idea, no one jumped in saying they were ready to own/operate/manage the community food center. I think a lot of discussion remains in this area – of who will lead this work?

## Appendix C. Community Meeting Working Concept

# Wood County Community Food Center

*Draft Concept Plan: September 2019*

The Wood County Community Food Center places healthy food access at the center of its mission – bringing farmers and eaters together to build a just local food system for all. By co-locating previously disparate food system partners, the Community Food Center (CFC) creates efficiencies for hunger relief agencies and local farmers, fostering a dignified and dynamic space for innovation and collaboration.

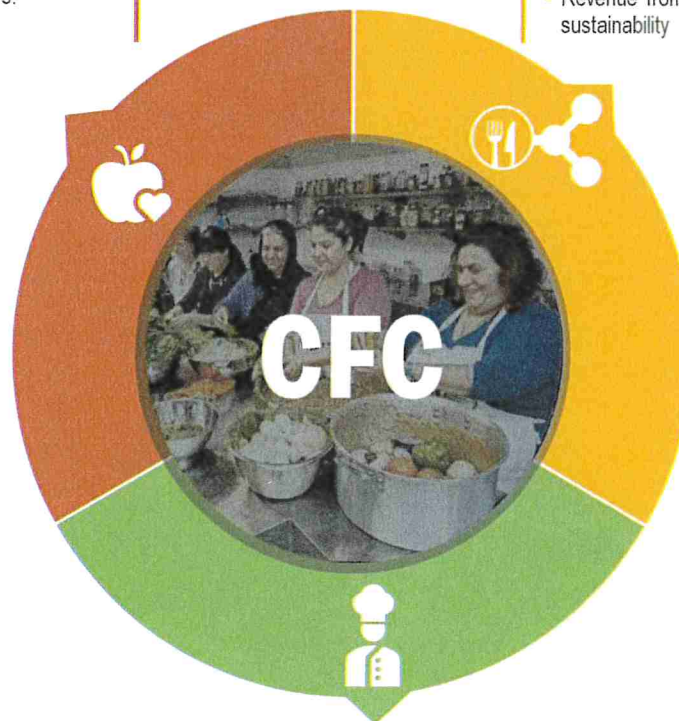
The CFC will provide space for three critical food systems components under one roof:

### Food Access

- Builds on collaboration between hunger relief partners.
- Creates a “one-stop shop” food access point for food insecure community members.

### Food Hub

- Food hub aggregates, packages, and distributes produce and agricultural products from local farms in and around Wood County.
- Revenue from food hub sales provide sustainability and funding diversity.



### Food Education

- Onsite education and job training programs will engage partners already doing this outreach in Wood County, including extension, school districts, colleges and local chefs.
- An onsite culinary classroom and teaching café will provide food preparation and instruction spaces for program participants to learn basic and advanced culinary techniques, while potentially generating revenue for the center.

1



# Wood County Community Food Center

## Food Access

Partners: TBD

- The CFC creates a low-barrier access point for food insecure community members. By co-locating pantry functions, hot meal service, and other hunger relief operations under one roof, the CFC creates a “one-stop shop” for food-insecure residents in Wood County.
- Hunger relief delivery models focus on reducing the stigma of traditional food pantry distribution models and provide clients with a choice-based system that dignifies and empowers.
- These hunger relief agencies streamline procurement, packaging, and distribution functions to avoid duplication and better leverage limited resources.
- By co-locating with the food hub, these hunger relief agencies have unique access to directly receive (by donation or direct purchase) healthy, locally grown fruits and vegetables for distribution to clients.
- Space plan includes a meal prep and production line, a meal service dining area, a choice-based food pantry, and a warehouse that stores donations for the food pantry and provides storage for other CFC components.
- Revenue sources include grants, donations, and Veggie Rx program vouchers.

## Food Hub

Partners: TBD

- A new or relocated food hub aggregates, packages, and distributes produce and agricultural products from local farms in and around Wood County. Local producers deliver directly to the hub which sells it to wholesale buyers including the school districts, hospital and healthcare partners, restaurants and grocery stores.
- The aggregation, packaging, and distribution functions will occur in the warehouse space at the back of the CFC complex and will provide on-site access to local foods to the hunger relief agencies, cooking/nutrition classes, and teaching café.
- The hub may also include an onsite retail market that sells local food to shoppers, and also accepts SNAP, WIC, and Veggie Rx.
- Revenue sources include wholesale sales, retail sales, and potential federal grants to support start-up and operations.

## Food Education

Partners: TBD

- The onsite education and job training programs will engage partners already doing this outreach in Wood County, including extension, school districts, community college and local chefs. An onsite culinary classroom will provide food preparation and instruction spaces for program participants to learn basic and advanced culinary techniques.
- An onsite local foods café will serve meals produced with local food by job training program graduates. The pay-as-you-can model will serve both Wood County residents who can afford to pay, and those who cannot. The café will help reduce the stigma around free meal sites and provide a source of revenue from paying café customers.
- Space plan includes classroom space and a teaching café potentially using the same facility as the meal service dining area.
- Revenue sources include sales from café customers with an ability to pay and program funding/grants through partner agencies hosting classroom and café programs.



## Appendix D. Operating Model Tables

Note: Each of these tables are editable excel files provided to the Wood County Health Department. They are to be edited to model various scenarios as actual costs become clear.

### Renovation Costs:

Building Overview														
Area	Sq. Ft	% of Total	Build Cost Per Sq. Ft			Total Build Cost			Phase 1 Cost	Phase 2 Cost	Phase 1 Tenant	Phase 2 Tenant	Core Phase	Core Responsibility
			Shell	Core	Total	Shell	Core	Total						
Backpacks Storage, Prep and Packing	670	7%	\$50	\$25	\$75	\$33,500	\$16,750	\$50,250	\$50,250	\$0	\$16,750	\$0	1	Tenant
Commercial Kitchen	500	5%	\$50	\$75	\$125	\$25,000	\$37,500	\$62,500	\$62,500	\$0	\$37,500	\$0	1	Tenant
Cold Storage	250	3%	\$50	\$55	\$105	\$12,500	\$13,750	\$26,250	\$26,250	\$0	\$13,750	\$0	1	Tenant
Frozen Storage	210	2%	\$50	\$55	\$105	\$10,500	\$11,550	\$22,050	\$22,050	\$0	\$11,550	\$0	1	Tenant
Dry Storage	1,840	19%	\$50	\$25	\$75	\$92,000	\$46,000	\$138,000	\$138,000	\$0	\$46,000	\$0	1	Tenant
Offices (4-6 people)	600	6%	\$50	\$55	\$105	\$30,000	\$33,000	\$63,000	\$63,000	\$0	\$33,000	\$0	1	Tenant
Dining/Multi-use room	3,000	31%	\$50	\$25	\$75	\$150,000	\$75,000	\$225,000	\$225,000	\$0	\$75,000	\$0	1	Tenant
Consultation/Receiving	600	6%	\$50	\$55	\$105	\$30,000	\$33,000	\$63,000	\$63,000	\$0	\$33,000	\$0	1	Tenant
<b>Anchor Tenants</b>	7,670	78%	\$50	\$35	\$85	\$383,500	\$266,550	\$650,050	\$650,050	\$0	\$266,550	\$0		
Light Processing	400	4%	\$50	\$50	\$100	\$20,000	\$20,000	\$40,000	\$20,000	\$20,000	\$0	\$0	2	CFC
Unused Expansion	1,200	12%	\$50	\$50	\$100	\$60,000	\$60,000	\$120,000	\$60,000	\$60,000	\$0	\$0	2	CFC
<b>Program Areas</b>	1,600	16%	\$50	\$50	\$100	\$80,000	\$80,000	\$160,000	\$80,000	\$80,000	\$0	\$0		
Load Dock Area	250	3%	\$50	\$50	\$100	\$12,500	\$12,500	\$25,000	\$25,000	\$0	\$12,500	\$0	1	Tenant
Other small toilets	200	2%	\$50	\$50	\$100	\$10,000	\$10,000	\$20,000	\$20,000	\$0	\$10,000	\$0	1	Tenant
Corridor	100	1%	\$50	\$50	\$100	\$5,000	\$5,000	\$10,000	\$10,000	\$0	\$5,000	\$0	1	Tenant
<b>Other Shared Areas</b>	550	6%	\$50	\$50	\$100	\$27,500	\$27,500	\$55,000	\$55,000	\$0	\$27,500	\$0		
<b>Total Indoor Spaces</b>	9,820	100%	\$50	\$38	\$88	\$491,000	\$374,050	\$865,050	\$785,050	\$80,000	\$294,050	\$0		
Outdoor Garden	200	25%	\$5	\$0	\$5	\$1,000	\$0	\$1,000	\$1,000	\$0	\$0	\$0	1	Tenant
Outdoor seating	200	25%	\$5	\$30	\$5	\$1,000	\$6,000	\$1,000	\$1,000	\$0	\$6,000	\$0	1	Tenant
Outdoor parking	400	50%	\$5	\$0	\$5	\$2,000	\$0	\$2,000	\$2,000	\$0	\$0	\$0	1	Tenant
<b>Total Outdoor Space</b>	800	100%	\$5	\$8	\$5	\$4,000	\$6,000	\$4,000	\$4,000	\$0	\$6,000	\$0		
Contingency (10.0%)						\$49,500	\$38,005	\$86,905	\$78,905	\$8,000	\$30,005	\$0		
Sales Tax (8.7%)						\$43,065	\$33,064	\$75,607	\$68,647	\$6,960	\$26,104	\$0		
<b>Total Food Center</b>	10,620		\$55	\$42	\$97	\$587,565	\$451,119	\$1,031,562	\$936,602	\$94,960	\$356,159	\$0		

## Operating Expenses:

	Base	Increase	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Utilities</b>							
<b>Electric</b>							
Cost Per Sq. Ft. Per kWh	\$0.0946	3%	\$0.0946	\$0.0974	\$0.1004	\$0.1034	\$0.1065
	<u>kwh / ft. / mo.</u>						
Backpacks Storage, Prep, Packing	3.00		\$190.15	\$195.85	\$201.73	\$207.78	\$214.01
Commercial Kitchen	5.00		\$236.50	\$243.60	\$250.90	\$258.43	\$266.18
Cold Storage	15.00		\$354.75	\$365.39	\$376.35	\$387.64	\$399.27
Frozen Storage	15.00		\$354.75	\$365.39	\$376.35	\$387.64	\$399.27
Dry Storage	3.00		\$59.60	\$61.39	\$63.23	\$65.12	\$67.08
Offices	5.00		\$870.32	\$896.43	\$923.32	\$951.02	\$979.55
Dining Hall/Multi-use room	5.00		\$1,419.00	\$1,461.57	\$1,505.42	\$1,550.58	\$1,597.10
Consultation and Receiving	5.00		\$283.80	\$292.31	\$301.08	\$310.12	\$319.42
<b>Total Core Areas for Anchor Tenant</b>	56.00		3,768.86	3,881.93	3,998.39	4,118.34	4,241.89
Light Processing Space	4.00				\$160.58	\$165.40	\$170.36
Unused Expansion Space	15.00					\$1,860.70	\$1,916.52
<b>Program Areas</b>			\$0.00	\$0.00	\$160.58	\$2,026.09	\$2,086.87
Load Dock Area	2.00		\$47.30	\$48.72	\$50.18	\$51.69	\$53.24
Other small toilets	3.00		\$56.76	\$58.46	\$60.22	\$62.02	\$63.88
Corridor	5.00		\$47.30	\$48.72	\$50.18	\$51.69	\$53.24
<b>Total Other Areas</b>			\$151.36	\$155.90	\$160.58	\$165.40	\$170.36
<b>Total Indoor Spaces</b>			<b>\$3,920</b>	<b>\$4,038</b>	<b>\$4,320</b>	<b>\$6,310</b>	<b>\$6,499</b>
Outdoor Garden	1.00		\$18.92	\$19.49	\$20.07	\$20.67	\$21.29
Outdoor seating	1.00		\$18.92	\$19.49	\$20.07	\$20.67	\$21.29
Outdoor parking	1.00		\$37.84	\$38.98	\$40.14	\$41.35	\$42.59
<b>Total Outdoor Space</b>			<b>\$76</b>	<b>\$78</b>	<b>\$80</b>	<b>\$83</b>	<b>\$85</b>
<b>Total Food Campus Per Mo.</b>			<b>\$3,996</b>	<b>\$4,116</b>	<b>\$4,400</b>	<b>\$6,393</b>	<b>\$6,584</b>
<b>Total Food Campus Per Year.</b>			<b>\$47,951</b>	<b>\$49,389</b>	<b>\$52,798</b>	<b>\$76,710</b>	<b>\$79,012</b>
<b>Water</b>							
Cost Per Sq. Ft. Per Year	\$1.90	3%	\$1.90	\$1.96	\$2.02	\$2.08	\$2.14
Production Sq. Ft (managed by CFC)	10,620		10,620	10,620	10,620	10,620	10,620
Total Annual Water Costs			\$20,178	\$20,783	\$21,407	\$22,049	\$22,711
<b>Waste Management, Exterminator</b>							
Total Cost	\$15,000	3%	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
<b>Repairs &amp; Maintenance</b>							
Equipment Costs (% of Purchase)	7%		\$2,988	\$2,988	\$3,016	\$3,016	\$3,016
Building Maintenance Per Sq. Ft	\$1.25	3%	\$1.25	\$1.29	\$1.33	\$1.37	\$1.41
Total Square Ft	10,620		10,620	10,620	10,620	10,620	10,620
Total			\$16,263	\$16,661	\$17,099	\$17,522	\$17,957
<b>General &amp; Administrative Expenses</b>							
Insurance	\$20,000	5%	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
Licensing and Permits	\$5,000	5%	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Advertising and Marketing	\$0	0%	\$0	\$0	\$0	\$12,000	\$12,000
Computer, Internet and Telephone	\$5,000	5%	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Office Expenses	\$2,000	3%	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Management Fees / Indirect							
Other							
Other							
<b>Total General &amp; Administrative Expenses</b>			<b>\$32,000</b>	<b>\$33,560</b>	<b>\$35,197</b>	<b>\$48,914</b>	<b>\$50,716</b>

## Furniture, Fixtures & Equipment:

Space	QTY	\$ / Each	Total \$
<b>Commercial Kitchen</b>			
<b>Commercial Kitchen Space</b>			
3 Bay Utility Sink	2.0	\$1,100	\$2,200
Dishwasher	1.0	\$8,100	\$8,100
Commercial garbage disposal / sink	1.0	\$1,500	\$1,500
Stainless steel worktable	2.0	\$100	\$200
Prep sink	1.0	\$150	\$150
Handwash sink	1.0	\$150	\$150
Utility cart	2.0	\$100	\$200
Mop/Service Sink	1.0	\$150	\$150
Shelving / speed racks	10.0	\$100	\$1,000
Smallware	1.0	\$2,500	\$2,500
Microwave Oven	1.0	\$420	\$420
Exhaust Hood	1.0	\$15,000	\$15,000
<b>Shared Kitchen Dry Storage</b>			
Storage Cages	0.0	\$420	\$0
<b>Shared Kitchen Cold Storage</b>			
Walk-in Cooler (800 sq. ft.)	0	\$115	\$0
Storage Cages	0.0	\$420	\$0
<b>Shared Kitchen Frozen Storage</b>			
Walk-in freezer (600 sq. ft.)	0	\$115	\$0
Storage Cages	0.0	\$420	\$0
<b>Locker Rooms</b>			
Lockers	0.0	\$200	\$0
Benches	0.0	\$200	\$0
<b>Shared Office Space</b>			
Desks	0.0	\$150	\$0
Chairs	0.0	\$150	\$0
Cabinets	0.0	\$250	\$0
Computers	0.0	\$1,200	\$0
Phones	0.0	\$100	\$0
Printer/Scanner/Copier	0.0	\$500	\$0
Misc.	1.0	\$500	\$500
<b>Dedicated Office Space</b>			
<b>Dining Space</b>			
Tables	8.0	\$250	\$2,000
Chairs	250.0	\$26	\$6,500
Banquet Tables	3.0	\$250	\$750
<b>Food Hub Warehouse Space</b>			
<b>Building Offices</b>			
Desks	0.0	\$150	\$0
Chairs	0.0	\$150	\$0
Cabinets	0.0	\$250	\$0
Computers	0.0	\$1,200	\$0
Phones	0.0	\$100	\$0
Printer/Scanner/Copier	0.0	\$500	\$0
Misc.	0.0	\$500	\$0
<b>Shop Space</b>			
Total	0.0	\$5,000	\$0
<b>Outdoor seating</b>			
Outdoor Tables	3.0	\$120	\$360
Outdoor Chairs	25.0	\$40	\$1,000
<b>Total</b>			<b>\$42,680</b>

**Personnel Calculations:**

	Total Comp	Growth	Year 1
Staffing & Salaries			
Executive Director	\$50,000	5.00%	\$50,000
Operating Manager	\$35,000	5.00%	\$0
Other			\$0
Total			\$50,000
Fringe and Benefits	20%		\$10,000
Total Salary & Benefits			\$60,000



		Year 1	Year 2	Year 3	Year 4	Year 5
Grants, Donations,		\$1,500,000	\$350,000	\$375,000	\$375,000	\$375,000
Rent contribution from SWEPS/TNT/RFB		\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
CFC: Program Related Income Growth (TBD)						
<b>Total Incoming</b>		\$1,516,800	\$366,800	\$391,800	\$391,800	\$391,800
Personnel		\$60,000	\$107,100	\$112,455	\$118,078	\$123,982
Lease	10,620.0 SQ. FT.	\$106,200	\$109,386	\$112,668	\$116,048	\$119,529
Utilities		\$68,129	\$70,173	\$74,205	\$98,759	\$101,722
Waste Management		\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Repairs and Maintenance		\$16,263	\$16,661	\$17,099	\$17,522	\$17,957
Insurance and Permits		\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Advertising and Marketing		\$0	\$0	\$0	\$12,000	\$12,000
Computer, Internet and Telephone		\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
Office Expenses		\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Management Fees / Indirect		\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0
Other		\$0	\$0	\$0	\$0	\$0
General & Administrative Costs		\$32,000	\$33,560	\$35,197	\$48,914	\$50,716
<b>Total Operating Expenses</b>		\$297,591	\$352,330	\$367,537	\$415,711	\$430,788
<b>Capital Expenses</b>						
Furniture, Fixtures and Equipment		\$42,680				
Renovation Costs	\$1,031,562	\$936,602				\$94,960
<b>Total Capital Expenses</b>		(\$893,922)	\$0	\$0	\$0	(\$94,960)
Cash Beginning, Balance		\$0	\$325,286	\$339,757	\$364,020	\$340,109
Total Incoming		\$1,516,800	\$366,800	\$391,800	\$391,800	\$391,800
Total Expenses		(\$1,191,514)	(\$352,330)	(\$367,537)	(\$415,711)	(\$525,748)
Cash Ending, Balance		\$325,286	\$339,757	\$364,020	\$340,109	\$206,160

## WOOD COUNTY HUMAN SERVICES DEPARTMENT REPORT February 18, 2020

### Director's Report by Brandon Vruwink

Renovation of the 300-wing at Edgewater Haven is currently two weeks ahead of schedule. If we continue to stay on track we will finish a month earlier than planned. Ron Landwehr who is the Lead Maintenance worker at Edgewater Haven has done an excellent job of coordinating with the contractors to keep the project moving forward.

The Judicial and Legislative Committee created a Criminal Justice Coordinator Ad Hoc Committee to develop the Criminal Justice Coordinator position. This committee has been meeting regularly and has asked for my input on a couple of occasions. Most recently, I participated in a discussion about the oversight of the position. I shared with the committee the Human Services Department could not provide direct oversight of the position but would be happy to provide training and support. We have a great deal of experience in providing case management services and are excited to assist in helping to onboard the new Coordinator.

The Health and Human Services Steering committee will be meeting on March 6. I am hopeful the committee will consider options to provide additional support to our Long-Term Care Facilities. In the past, the committee has been split on supporting the CNA Training bill that was ultimately vetoed by the Governor. While this was disappointing, we need to continue discussing how we can address the shortage of CNAs and Long-Term Care support staff.

The popularity of Pet Therapy has continued to increase as evidence has supported its effectiveness. We have been using pet therapy sporadically at Edgewater Haven and the Wood County Annex and Health Center over the past several years. You will find in the packet a proposal to begin implementing Pet Therapy in our Outpatient Clinic. We are continually seeking out new methods and practices to provide additional support to our clients and believe this will enhance our services.

Human Services has developed an 8-part training program for all new managers. One piece of the curriculum is titled "The County Process". As part of this training series, each participant is required to attend one Health and Human Services Committee meeting and one County Board of Supervisors meeting. Managers need to understand the role of the committee and the full county board. Further, it provides managers an opportunity to meet committee members. Jo Timmerman and Mary Schlagenhaft will lead the county budget process training, Human Resources Director Kim McGrath will lead three sessions and I will facilitate the remaining sessions.

### Community Resources Update by Steve Budnik

Personnel Updates: Amber Layton, Community Resources Receptionist, will transition into her new role as an Economic Support Specialist effective February 24. The community resources receptionist position was posted with a deadline of February 16. Interviews for this position are occurring the week of February 17.

Transportation: In January the Transportation unit provided program information the American Hero's Café group in Wisconsin Rapids. As a result of this presentation, we now offer weekly transportation to-and-from the American Hero's Café every Wednesday. Ridership on the bus continues to increase. In January 2020, we provided 1471 rides. Of these rides, 655 were for employment. Comparatively, in January 2019, there were 998 total rides with 442 for employment.

Energy Assistance: For the 2020 heating season, we have received 1,946 applications. Of these applications, 1,775 heating units received benefits and 13 furnaces were replaced as well as 12 repaired

through Wood County's Energy Assistance program. Later this month, Energy Assistance Specialists will be on-site at low-income apartments to process applications and provide additional program information.

### **Edgewater Haven Update by Marissa Laher**

In the month of January, we had 15 admissions and 4 readmissions. Current Memory Care census is 15 residents.

Census comparison to last year:

January 2019 – 53.94 average census with 6.06 rehab

January 2020 – 48.06 average census with 4.22 rehab

Admissions/Discharges Comparison:

January 2019 – Admissions 12/Discharges 4/Readmissions 3

January 2020 – Admissions 15/Discharges 6/Readmission 4

In the month of January, we completed more admissions than we did in any other month all year. The hospitals most certainly seem like they have filled back up and our referral activity is up, as we are currently full at 53 residents. We are looking forward to the 300 South wing opening back up following the completion of the renovation project so we are able to accommodate more residents in the beautiful and accessible rooms. As always, staffing remains a main concern. With the 300 South wing being in the midst of remodel, we were able to staff one less CNA on both AM and PM shift. With the wing opening back up the end of March/early April, we will need to fill another two positions with where we expect census to be to maintain our staffing ratios and quality of care.

As of February 3<sup>rd</sup>, we are officially using our electronic health record, Matrix. Gone are the days of paper charting progress notes, assessments, and vitals. Floor staff are loving the efficiencies and safe guards built in to the system. The next step in this process is to go live with the electronic medication administration. We are in the process of training the management staff, importing orders, testing, and then training floor staff. The go live date is scheduled for March 9<sup>th</sup>.

We are still waiting to hear back from the state regarding the approval of our in-house CNA training program. They have until March 10<sup>th</sup> to let us know of their decision. Once we receive approval, we are ready to start our first class.

Attached to this update is the 2020 Long-Term Care Workforce Crisis Report for your informational purposes.

### **Employment & Training Update by Lacey Piekarski**

**FSET Program:** As of early February, we are waiting for final approval from the state for the in-house Certified Nursing Assistant (C.N.A.) training program. Until approved, FSET and Edgewater Haven training staff are beginning to review curriculum and supports necessary for the students to successfully complete the course. The in-house course will allow for 8 FSET students per course to complete their C.N.A. training.

The nine-county NorthCentral FSET region concluded January 2020 with a total of *205 newly enrolled customers*, increasing the overall caseload by *+50 customers* since December 31. Six of the nine counties increased their overall caseload number with an overall regional enrollment rate of *49.28%* (Monthly goal: 40%).

An internal QA review was completed in January, reviewing 10% of enrolled FSET customers (181 cases) to ensure barriers assessments are tracked accurately. Staff attended a training on barriers in January to review additional actions to assist customers to answer "what is known? What does it mean?"

What can we assist with?" Individual results and suggestions for incorporating additional support to customers will continue to be reviewed in February.

**IL Program:** The regional IL team completed 2019 data collection (July 2019 – December 2019) with the following highlights:

- Of 70 youth engaged youth enrolled during this reporting period:
  - o 63 identified an educational need or goal
    - 33 youth enrolled in school (GED, high school, post-secondary education)
  - o 66 identified an employment need or goal
    - 46 were working (part or full-time)
    - 9 youth co-enrolled in FSET
    - Average wage for youth employed is \$11.34/hour, averaging 32.79 hours/week
  - o 100% of engaged, eligible youth had successfully obtained health insurance
    - 60 of 70 engaged youth were connected to a healthcare provider

We are excited a Wood County IL youth was selected to represent Wisconsin IL programs at a National Chafee Meeting in Washington D.C. this March. Wisconsin is represented by two youth this year. The state is assisting with 100% of travel fees for our youth to attend and advocate for our state's IL programs.

#### **Norwood Health Center Update by Jordon Bruce**

We have been fortunate to fill a couple of our nursing positions since January. We did advertise our 2020 pay rates and the shift differential rates that were approved and went into effect on 1/1/2020. We are hopeful that with these recent hires, we should eliminate the utilization of contracted staff by the end of March 2020.

We received four bids on our Roof Project and this did come back within our budgeted range so we have selected our contractor and will be getting this scheduled on their work calendar. Our wheelchair minivan has been ordered and should be delivered by the end of February. Our bids for the Crossroads renovations will be due on February 18, 2020 and we will be able to move forward once that window closes.

Our contracted Laundry and Housekeeping services continue to be well below our expectations and high standards. Staffing recruitment and retention is an ongoing struggle due to a number of reasons. We continue to work with this contracted provider but we continue to see the same issues month after month. Edgewater's Administrator and I will be discussing these issues at our oversight committee meeting.

#### **Norwood Nursing Department by Liz Masanz**

The Admissions unit January average patient days were 8.52.

Pathways unit- Our census was 9.81 in January.

The Crossroads unit was 13.26 in January.

Liz is working on a QAPI project looking at deferred admissions from last year and looking at opportunities for improvement on the admission and discharge process from the unit. Last year's average daily census was nine and our average length of stay was 8.52

We have had a very positive results from the Pittsville and Marshfield youth apprentice programs and internships. We have four new nurse aides who came from those programs, gain experience at our facility, had their nurse's aide license and then applied here. Presently we have two additional students considering positions here after their internship.



Long-Term Care Units (Crossroads and Pathways)		
	Admissions	Discharges
2017 (started overflow on PW)	9	11
2018 (Closed TBI Dec. 2018)	28	27
2019	30	26

#### **Norwood Health Information Department by Jerin Turner**

The transition from dictation to Dragon has been pretty smooth, minus a few technical snags. We have been using it now for one month, and can confidently say that we are saving our providers time in their day with this new method and that there have been less queries from the transcriptionist to the provider on unclear documentation. The content and quality of the notes have improved, and being able to see the documentation on the screen as providers speak might be contributing to that.

Our locum providers have all used Dragon at their previous or current jobs. They came to use with familiarity and knowledge of the program, which has been a big help. Drs. Melnyk and Winemiller had training sessions from the company and picked up quickly on the new system. All the providers have given excellent feedback that have helped us be able to make this change more effective for everyone involved.

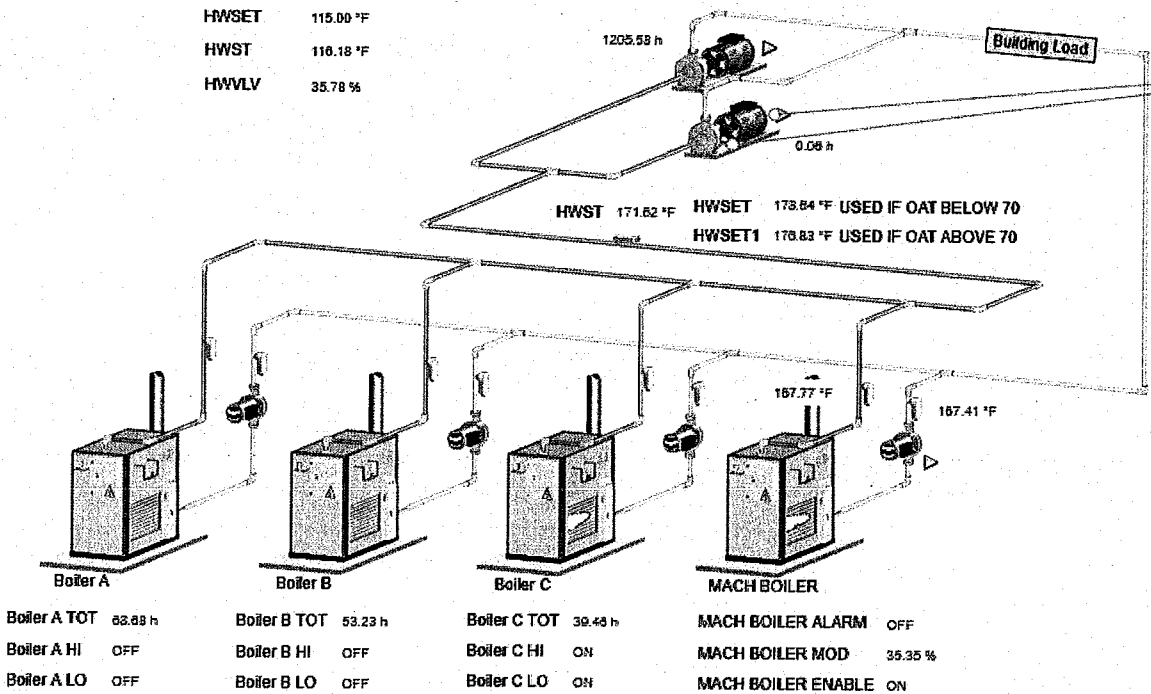
#### **Norwood Dietary Department by Larry Burt**

Congregate meals for the month of January totaled 11,063. Revenues for January totaled \$50,900. 2019 YTD meals were 122,751 and 2019 YTD revenue was \$561,045.

#### **Norwood Maintenance Department by Lee Ackerman**

We "hit the ground running" at the start of the new year in regards to Capital projects for Norwood. Requests for Bids were published for the Crossroads Renovation Phase 2 and Roof Replacement Phase 4 and quotes were gathered for a replacement wheelchair minivan. Also, quotes were sought and bid was awarded for a replacement Heating Water Circulating Pump; this item is on order. I have been working with the Dietary Manager on replacing the Pas-Thru Cooler in the kitchen. Lastly, work continues on the HVAC controls upgrade project. This ongoing process is currently focusing on the AC-9 fan which services the Maintenance Wing. At the same time, I have been meeting with Complete Control to discuss how we will approach converting individual room thermostats and their corresponding heating valves to fully digital models; this will allow us to monitor and adjust client room temperatures and allow for heat turn-down in unoccupied areas.

January's weather has been relatively mild, allowing for slightly lower heating and snow removal costs for the start of 2020. I am excited to report that the first two full months' utility bills reflected a significant decrease in sewer costs thanks to the effects of the grease trap installed at the end of 2019. I will continue to gather data to report this improvement, but initial costs were down by an average of 40%. At this rate, the savings will pay back the cost of installation in less than a year.



(The above graphic from our HVAC monitoring program, "Desigo", represents Norwood's heating plant.)

Norwood is heated by 4 boilers; A, B, and C, operate in on (low/high) or off modes, while the "Mach" boiler is designed to vary its output for milder heating days, which saves a great deal in energy costs. The Mach is the only boiler that can run on both Natural Gas and LP, which meets Life Safety Code requirements for our hospital and is the newest boiler in our plant (2014). It cost \$39,881 at that time plus installation costs and is expected to last 15-20 yrs. or possibly longer.

The Mach boiler failed to start last Thursday and a technician (Complete Control) was called to evaluate. He found the main gas valve had failed and needed to be replaced. The total cost for parts, installation and recalibration is \$4,154.15. This part is unique to this unit, availability is limited, and installation requires a certified technician. I believe repairing this equipment to be the proper decision since it still has many years of service to offer, it helps Norwood to save on heating costs, and it meets Life Safety Code requirements. Also, the repair cost does not approach the cost of replacing this equipment.

Because this was an unforeseen failure, we did not budget for such an expensive repair and would respectfully request that these repairs be paid for out of the county's contingency fund.

FOR IMMEDIATE RELEASE:  
February 17, 2020

FOR MORE INFORMATION, CONTACT:  
John Vander Meer – WHCA/WiCAL/608-257-0125  
John Sauer – LeadingAge Wisconsin/608-255-7060  
Mike Pochowski – Wisconsin Assisted Living Association/608-288-0246  
Jeff Kaphengst – Disability Service Provider Network/ 608-661-2913

**WISCONSIN PROVIDER SURVEY: WORKFORCE SHORTAGE REMAINS AT CRISIS LEVEL**  
*Long-Term Care Workforce Report Shows That Wisconsin Must Address Caregiver Shortage*

**MADISON** – Wisconsin nursing home and assisted living providers continue to endure a workforce shortage crisis, according to a new report produced by a coalition of provider associations including the Wisconsin Health Care Association/Wisconsin Center for Assisted Living, LeadingAge Wisconsin, the Wisconsin Assisted Living Association, and the Disability Service Provider Network.

**The Long-Term Care Workforce Crisis: A 2020 Report** is based on data collected through an unprecedented, in-depth statewide provider survey which showed that 1 in 4 direct caregiver positions in Wisconsin's nursing homes and assisted living facilities are currently vacant. That number has worsened since a 2018 report, which found that 1 in 5 LTC positions were unfilled. The 2020 provider survey found there are as many as 20,655 job openings in long-term care (LTC) facilities across the state (compared to 16,500 openings according to the 2018 survey). This is even more troubling given the percentage of people in Wisconsin age 85 and older is projected to increase 112% in the next 20 years, we should expect an annual growth in personal care and service occupations at 17.68%, and an estimated 9,700 caregivers left for jobs outside of healthcare in the past year.

The report also shows that LTC providers continue to struggle to offer competitive wages compared to other unskilled positions available at fast-food restaurants, big box stores, national gas station/convenience store chains, and other non-healthcare-related organizations. Further, 1 in 2 respondents indicated they could not increase wages because of inadequate Medicaid and Family Care reimbursement.

By all accounts, Wisconsin's Medicaid nursing home reimbursement remains one of the worst in the country in terms of paying for the actual cost of care, despite increases provided under the current State Budget. With two-thirds of nursing home residents receiving Medicaid, provider organizations are hard pressed to increase wages and benefits to a level necessary to overcome the workforce crisis.

"The report provides clear evidence of the escalating long-term care workforce crisis, something that should be of concern to all Wisconsinites," said John Sauer, President and CEO of LeadingAge Wisconsin. "Our community providers are struggling to attract caregivers and this workforce shortage is being felt in all corners of our State, making it increasingly difficult for individuals to receive timely access to long-term care services and supports. Now is the time for collective action by policy makers, the provider community and other stakeholders to pursue bold strategies to address this caregiver crisis so that all citizens can receive the quality of care and services they need and deserve."

State leaders have taken notice of the long-term care workforce shortage. Governor Tony Evers signed the 2019-21 state budget that builds upon the \$60.7 million increase from the 2017-19 budget. The 2019-21 budget included an additional \$66.5 million that will go directly to caregivers, and nursing facilities were granted a 6.4% rate increase in 2019-20. The long-term care provider community appreciates the support from Governor Evers, members of the Joint Committee on Finance, Assembly and Senate leadership, and the many state legislators who made this happen. Unfortunately, the 2020 Long-Term Care Workforce Report demonstrates that more must be done to address funding deficiencies.

"While important strides were made in the 2019-21 state budget thanks to support from the State Legislature and the Governor, our state's crisis in the availability of caregivers is not going to be resolved in one budget," said John Vander Meer, President & CEO of the Wisconsin Health Care Association and Wisconsin Center for Assisted Living. "Wisconsin ranks the highest out of all of the states in the nation for nursing home Medicaid reimbursement losses, we have seen nearly 40 nursing homes close since 2016, and in many cases assisted living facilities receive less per day in Family Care reimbursement than the cost of your basic motel, while being expected to provide care, services and a home-like environment. With the need for LTC services expected to continue to rise, providers are eager to work with state leaders to be a part of the solution to Wisconsin's long-term care workforce crisis."

The workforce crisis is forcing many providers to either limit admissions or rely on current caregivers to work double shifts or overtime, which can lead to caregiver burnout. Thirty-three percent of survey respondents reported they were unable to admit new residents or tenants due to the inability to fill caregiver job vacancies, up from 25 percent in the 2018 survey.

"The workforce crisis continues to intensify as the need to care for individuals requiring assisted living services increases," said Mike Pochowski, CEO of the Wisconsin Assisted Living Association. "As outlined in the 2020 Report, caregiver vacancies are on the rise which otherwise inhibits a provider's ability to accept new residents into their facility. In fact, if providers were able to satisfactorily fill caregiver vacancies, providers would be able to increase their overall occupancy rates from 78% to 93%. All in all, helping to resolve the caregiver crisis also allows providers to care for the individuals needing those services, particularly at a time when that need is increasing. We must continue to find ways to resolve this crisis that has and will continue to have a significant negative impact on our state.

The coalition plans to continue working closely with the Governor, the Department of Health Services, and the Legislature to address the long-term care workforce crisis.

"As in 2016 and 2018, the 2020 workforce survey confirms that the workforce crisis remains a significant and increasing challenge for long-term care providers," said Jeff Kaphengst of the Disability Service Provider Network. "The average caregiver vacancy rate has increased in each survey, to the highest rate of 23.5% currently. The number of providers experiencing caregiver vacancy rates 30% and higher has again increased from that reported in 2018. Long-term care providers struggle to compete with non-healthcare employers, who pay a median wage \$2.00/hour higher than long-term care providers. Yet provider rates have remained the same or decreased, resulting in compounded decreases when inflation adjusted. Through the caregiver survey and report, the partnership of long-term care provider associations will continue to educate legislators, administration staff and the public on the seriousness of the caregiver workforce crisis and the immediate need to address long-term care funding deficiencies."

###





# The Long-Term Care Workforce Crisis: A 2020 Report

**Results from a survey of long-term care providers in 2016 and 2018 exposed a caregiver workforce crisis. Data from the 2020 survey of 924 providers, together with information from other sources revealed:**

An increase in caregiver vacancies from 19% in 2018<sup>1</sup> to 23.5% in 2020

A continued downward trend in the number of persons on the Wisconsin nurse aide registry<sup>2</sup>

Caregiver vacancy rates in excess of 30% for adult family homes, a vital part of the long-term care continuum

One in three providers are limiting admissions due to caregiver vacancies

Since 2018, inflation has increased by 4%<sup>3</sup> while median wages for direct care workers have been limited to only 2.3% growth

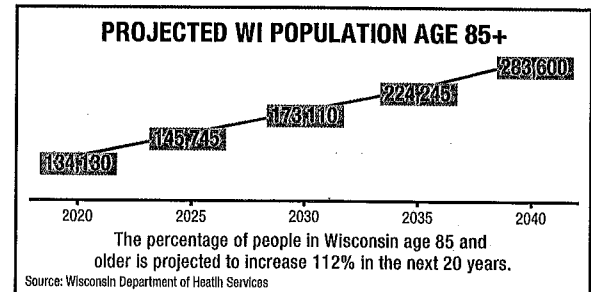
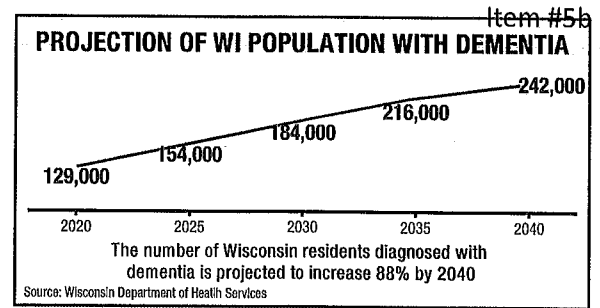
The average occupancy of long-term and residential care providers could increase from 78% to 93% if there were enough caregivers to fill available positions

Long-term care providers continue to be challenged with a lack of applicants for caregiving positions

Clearly the caregiver workforce crisis continues to be one of the most significant challenges facing providers of long-term and residential care services. Public and private efforts to deal with the workforce needs have helped but more needs to be done - especially as the state faces growth in the number of older persons, people with intellectual and physical disabilities, and individuals diagnosed with dementia.

# The Need for Long-Term Care is Growing

Over the next 20 years, the percentage of people age 85 and older will climb, as will the number of persons diagnosed with dementia. A sizable number of these two groups are likely to need long-term care services. In addition, more than 33,880 persons with intellectual/developmental disabilities and physical disabilities require some level of care or support<sup>4</sup>.



## Scope of the Crisis

A 2016 and 2018 survey of long-term and residential care providers established the existence of a workforce crisis. The 2020 survey confirms the workforce crisis remains a significant challenge.

- **23.5%** average caregiver vacancy rate (14.5% in 2016<sup>5</sup> and 19% in 2018<sup>1</sup>)
- **42%** of providers (30% in 2018<sup>1</sup>) are facing a caregiver vacancy rate in excess of **25%**
- **1 in 3** providers (1 in 5 in 2018<sup>1</sup>) are experiencing caregiver vacancy rates **30% and higher**
- **20,655** vacant caregiver positions in Wisconsin long-term and residential care facilities, up from 16,500 in 2018<sup>1</sup>
- Adult Family Homes are experiencing caregiver vacancy rates **in excess of 30%**
- Nursing homes are experiencing registered nurse and licensed practical nurse vacancy rates of **nearly 22%**

# 1 in 4

## Caregiving staff positions are unfilled ...why?

Nearly **50%** of respondents felt they were unable to compete with non-healthcare employers

**1 in 2** said they couldn't increase wages because of inadequate Medicaid and Family Care reimbursement

More than **1 in 3** providers report not getting even a single application for available caregiver positions

**70%** said there were no qualified applicants for caregiver openings

State and federal CNA training regulations fail to recognize the severity of the caregiver workforce crisis, creating additional barriers for people to enter the caregiving profession

### Provider Comments:

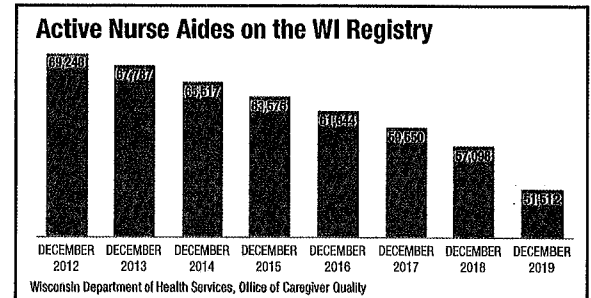
- Other employers in our area are able to offer much better wages, vacation time, and other benefits we cannot afford.
- Many applicants go through orientation and then do not show up for shifts.
- No one responds to hiring advertisements.
- Employees on BadgerCare limit the number of hours they work, otherwise they will lose their insurance.

# Why Is There A Crisis in LTC?

The Wisconsin Department of Workforce Development projects the annual growth in personal care and service occupations at 17.68%<sup>6</sup>.

## And yet, caregivers continue to leave long-term care

- An estimated **9,700** caregivers left for jobs outside of healthcare in the past year
- **64%** of providers reported staff left caregiving positions for work in non-healthcare settings
- Since 2012, there are **17,736** fewer nursing assistants on the Wisconsin Nurse Aide Registry, a decline of more than **25%**<sup>7</sup>
- In 2019 there were **5,586** fewer nursing assistants listed on the Nurse Aide Registry than in 2018; more than double the previous year's decline



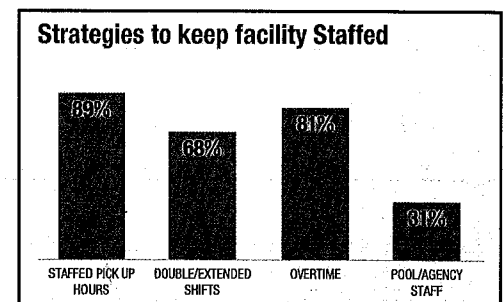
## Competition for workers is intense and the workforce is changing

- Wisconsin's low **3.3%** unemployment rate<sup>8</sup> has ramped up competition for workers
- Providers reported median wages of \$13.00 per hour for non-healthcare employers hiring unskilled entry level workers, an 8.3% increase from 2018<sup>1</sup>
- During that same period, providers were only able to increase direct care worker wages by 2.3% due to insufficient Medicaid and Family Care reimbursement
- Licensed nurses, a vital part of the long-term care workforce, are aging:
  - More than **1 in 3** registered nurses working in nursing homes and extended care settings are age 55 and older<sup>9</sup>
  - **43.5%** of licensed practical nurses working in these settings are age 55 and older<sup>10</sup>



# Providers Are Trying to Cope

- **1 in 3** providers limited admissions in the past year because of staffing vacancies compared with 1 in 4 in 2018, and 1 in 5 in 2016
- Survey respondents reported working with fewer staff than they would prefer
- Some providers limit benefits due to insufficient Medicaid and/or Family Care reimbursement. More than **70%** do not offer health insurance to part-time employees



### The research continues to show:

- The staffing crisis remains a significant challenge: One-third of providers are experiencing vacancy rates of 30% and higher, compared with one-fifth in 2018<sup>1</sup>
- Providers are still struggling to compete for workers: The median wage for entry level non-healthcare workers is \$2.00 per hour higher than for direct care workers
- Caregiver burnout is a real concern: Caregivers are working extra shifts and overtime to cover open shifts
- Nearly two-thirds of caregivers who left long-term care went to work in non-healthcare settings
- Nearly half the time, providers receive no applications for caregiver positions and, when they do, more than 70% lack the necessary qualifications



### Long-term care workers are vital:

- Caregiving is not something everyone can do, and those who can are extraordinary people
- Long-term and residential care residents depend on caregivers to keep them safe and provide the care, service, and support they need to thrive
- Caregivers strive to treat residents living in long-term care and residential care facilities with dignity and respect
- Caregivers deserve a fair wage and benefits for the important work they do

### What must be done to assure there are enough caregivers?

- The Wisconsin Legislature and Governor approved the 2019-2021 Biennial Budget which included a continuation of the Direct Care Workforce Funding initiative as well as a Medicaid Fee for Service rate increase for long-term and residential care providers. It was a step in the right direction, but the ongoing crisis requires continued legislative action.
- Renew the WisCaregiver Careers program and extend the effort to residential care providers.
- Enhance access to the caregiver profession by adjusting Wisconsin's CNA hourly training requirements to match the federal standard of 75 hours, a standard also adopted by Minnesota, Michigan, and Iowa.
- Continue to encourage and support youth, adults returning to the job market, and members of the immigrant community to pursue careers in long-term and residential care.
- Promote long-term and residential caregiving as meaningful and rewarding professions.
- Recognize and celebrate the work of caregivers.



### For more information about *The Long-Term Care Workforce Crisis: A 2018 Report*, contact:

- Disability Service Provider Network: Jeff Kaphengst, (608) 661-2915, [jkaphengst@dspn.org](mailto:jkaphengst@dspn.org)
- LeadingAge Wisconsin: John Sauer, (608) 255-7060, [jsauer@leadingagewi.org](mailto:jsauer@leadingagewi.org)
- Wisconsin Assisted Living Association: Mike Pochowski, (608) 442-0377, [mpochowski@ewala.org](mailto:mpochowski@ewala.org)
- Wisconsin Health Care Association / Wisconsin Center for Assisted Living: John Vander Meer, (608) 257-0125, [john@whcawical.org](mailto:john@whcawical.org)

#### Glossary

Assisted living: Adult family homes, community based residential facilities, residential care apartment complexes, and supportive living apartments

Caregivers: Registered nurses, licensed practical nurses, certified nursing assistants, persons with CBRF certification, resident assistants, and other direct and personal care workers

Direct care workers: Personal caregivers not including certified nursing assistants

Long-term and residential care providers: Includes assisted living plus nursing homes

Personal caregivers: Certified nursing assistants, persons with CBRF certification, resident assistants, and other direct and personal care workers

#### Footnotes

<sup>1</sup> Disability Service Provider Network, LeadingAge Wisconsin, Wisconsin Health Care Association / Wisconsin Center for Assisted Living, Wisconsin Assisted Living Association, 2018 Workforce Survey

<sup>2</sup> Wisconsin Department of Health Services, Division of Quality Assurance, Office of Caregiver Quality, 2019

<sup>3</sup> US Inflation Calculator, [www.usinflationcalculator.com/inflation/current-inflation-rates](http://www.usinflationcalculator.com/inflation/current-inflation-rates)

<sup>4</sup> Family Care, Family Care Partnership, and Pace Enrollment Data, [www.dhs.wisconsin.gov/publications/p02370-19oct.pdf](http://www.dhs.wisconsin.gov/publications/p02370-19oct.pdf)

<sup>5</sup> LeadingAge Wisconsin, Residential Services Association of Wisconsin, Wisconsin Health Care Association/Wisconsin Center for Assisted Living, Wisconsin Assisted Living Association, 2016 Workforce Survey

<sup>6</sup> Wisconsin Department of Workforce Development, Occupation Employment Projections, 2020

<sup>7</sup> Department of Health Services, Office of Caregiver Quality

<sup>8</sup> U.S. Bureau of Labor Statistics, January 2020

<sup>9</sup> Wisconsin Center for Nursing: Wisconsin 2018 RN Workforce Survey

<sup>10</sup> Wisconsin Center for Nursing: Wisconsin 2017 LPN Workforce Survey



### Edgewater Credit Card Statement - January 2020

Date	Description	Nursing 54201	Laundry 54212	Dietary 54213	Maint. 54215	Therapy 54216	Activities 54218	Soc Serv 54219	Admin 54219	Donation Acct
12/18/2019	PVC Pipe fitting				\$ 28.68					
12/18/2019	Tool cart, plumbing and outlet				241.80					
1/7/2020	DON Council meeting	286.00			-					
1/8/2020	Ladder and mount				86.90					
1/15/2020	300S fixtures				1,593.20					
1/21/2020	Joint compound				13.98					
1/21/2020	Curtains and Rods				44.52					
1/20/2020	Refrigerator for med room	543.40								
1/21/2020	RN License Renewal Pergrossi	78.54								
1/21/2020	RN License Renewal Rodriguez	78.54								
1/21/2020	RN License Renewal Barton	78.54								
1/21/2020	Miscellaneous Supplies			16.84			77.72			
1/21/2020	Laminating Pouches						21.42			
1/29/2020	Plumbing Items				59.46					
<hr/>										
<b>Total</b>		<b>\$ 1,065.02</b>	<b>\$ -</b>	<b>\$ 16.84</b>	<b>\$ 2,068.54</b>	<b>\$ -</b>	<b>\$ 99.14</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Usage January 2020</b>		<b>\$ 3,249.54</b>								

# CREDIT CARD SUMMARY- HUMAN SERVICES DEPARTMENT

Statement Date	WALMART	USBANK	USBANK
Amount Due	1/16/2020	1/16/2020	1/16/2020
	\$6.79	\$6,372.73	\$840.06
TOTAL	\$7,219.58		
Due Date	2/11/2020		
Date Received	1/21/2020		
Date Paid	1/23/2020	1/30/2020	1/30/2020
VOUCHER #	40196475	40196502	40200393

Object	Description	Program Amount	CHILD WELFARE 4001	YOUTH AIDS 4005	CHILD CARE 4010	TRANSPORT 4013	ESS PPACA 4020	BIRTH TO THREE 4040	FAMILY SUPPORT 4045	CHILD. WAIVER 4050	OPC MH 4060	CCS 4065	CRISIS LEGAL 4070	ADMIN 4099
172	TRAINING	660.00		300.00				30.00	30.00	30.00			270.00	
250	OTHER PURCHASES-WAIVERS	72.40								72.40				
251	ESS OTHER PROFESSIONAL S	119.99					119.99							
291	YA GROUP ACTIVITIES	708.00		708.00										
294	INTENSIVE SUPERVISION	300.00		300.00										
333	MEALS/LODGING	82.00		82.00										
341	PROGRAM SUPPLIES	3,059.69	162.95		6.79	7.00		267.30			1,915.65	700.00		
349	GRANT EXPENSE	817.50												817.50
390	CW-IHSS SUPPORT	1,400.00	1,400.00											
TOTAL		\$ 7,219.58	1,562.95	1,390.00	6.79	7.00	119.99	297.30	30.00	102.40	1,915.65	700.00	270.00	817.50

## **CVSO Report to the Wood County Health and Human Services Committee**

**Meeting Date:** February 27, 2020

Caseload activity for January 2020 - 19 new veterans served. During the month of January, we completed/submitted 335 federal forms to include:

- 33 intent to file a claim (this marks the effective date while we assist the veteran in gathering all the required supporting documentation)
- 7 Appeal – Higher level review, Notice of Disagreement (appeal)
- 25 new claims for disability compensation
- 2 new claim for pension
- 3 new claim for surviving spouse benefits (DIC or surviving spouse pension)
- 6 new applications for VA Healthcare
- 28 appointment of Claimants Representative (POA for American Legion, VFW, DAV etc.)
- 9 burial and marker applications

### **Activities:**

1. Completed as of February 19<sup>th</sup>:
  - a. January 29- Representative Kind's new Veteran's caseworker will be at the Heroes Café.
  - b. February 6 – Wisconsin Department of Veterans Affairs Board meeting at King WI.
  - c. February 7 – CVSO Association Executive Committee meeting.
2. Near Future:
  - a. February 26 – Housing and Homeless Coalition meeting.
  - b. February 27 – Presentation to Wisconsin Counties Association's Personnel, Finance, and County Organization Steering Committee – CVSOs and legislative agenda.
  - c. March 4 – Wood Co CCS/CST Coordination Committee meeting.
  - d. March 18 – Crisis Intervention training presentation/panel discussion
  - e. April 6 – CVSO leadership meeting with Federal VA Milwaukee Regional Office Leadership.

### **Office updates:**

1. Wood County veteran hiring initiative: No update this month.
2. Update on department head's goal to get legislative action to reform the hiring requirements for the WDVA grant. Both the Senate and Assembly bill had an executive hearing but a change of the Grant amounts and formulary is in the works with hope to have a vote yet this session.
3. Office continues to review and reach out to Blue Water Vietnam Navy and Marine personnel. Several veterans have responded and we have submitted claims for compensation.

**Committee Report**

County of Wood

Report of claims for: Edgewater Haven

For the period of: January 2020

For the range of vouchers: 12191230 - 12191249 12200001 - 1220100

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
12191230	AEGIS THERAPIES INC	THERAPY FOR RESIDENTS	01/15/2020	\$27,579.18	P
12191231	AEGIS THERAPIES INC	THERAPY FOR RESIDENTS	01/15/2020	(\$15.56)	P
12191232	ADVANCED DISPOSAL	WASTE DISPOSAL	01/15/2020	\$1,264.71	P
12191233	CLASEN DR RICHARD MD	MEDICAL DIRECTORS FEE	01/15/2020	\$1,000.00	P
12191234	FOREFRONT TELECARE INC	PSYCHIATRY FOR RESIDENTS	01/15/2020	\$446.70	P
12191235	IGA	RESIDENT FOOD	01/15/2020	\$41.85	P
12191236	MARSHFIELD CLINIC	LABS AND XRAYs	01/15/2020	\$45.18	P
12191237	ASPIRUS RIVERVIEW HOSPITAL & CLINICS	LABS	01/15/2020	\$595.00	P
12191238	WE ENERGIES	GAS BILL	01/15/2020	\$2,727.80	P
12191239	WE ENERGIES	GAS BILL	01/15/2020	\$5,096.62	P
12191240	ACCURATE MEDICAL ELECTRONICS	THERAPY EQUIPMENT CALIBRATION	01/22/2020	\$340.00	P
12191241	CURRENT TECHNOLOGIES INC	REPAIRS NORTH PARKING LIGHTS	01/22/2020	\$377.84	P
12191242	DIRECT SUPPLY INC	RETURN COOLERS	01/22/2020	(\$176.44)	P
12191243	DIRECT SUPPLY INC	WALKER AND BALANCE PAD	01/22/2020	\$102.98	P
12191244	US BANK	DEPT 12 INVOICE 1/16/2020	12/31/2019	(Voided)	P
12191244R	US BANK	DEPT 12 1/16/20	12/31/2019	\$270.48	P
12191245	ARC CENTRAL INC	BIDDING	02/05/2020	\$641.25	P
12191246	PETTY CASH	REIMBURSE PETTY CASH	02/05/2020	\$83.18	P
12191247	STAFFENCY LLC	12/22/19 TO 12/28/19	02/05/2020	\$2,213.75	P
12191248	STAFFENCY LLC	12/15/19 TO 12/21/19	02/05/2020	\$1,102.50	P
12191249	STAFFENCY LLC	12/29/19 TO 12/31/19	02/05/2020	\$560.00	P
12200001	CHARTER COMMUNICATIONS- MILWAUKEE	MONTHLY CABLE FOR RESIDENTS	01/08/2020	\$1,161.57	P
12200002	FREEDOM PEST CONTROL LLC	MONTHLY PEST CONTROL SERV	01/08/2020	\$55.00	P
12200003	GANNETT WISCONSIN MEDIA	NEWSPAPER FOR RESIDENTS	01/08/2020	\$70.00	P
12200004	SERENITY AQUARIUM & AVIARY SERVICES	BIRD AVIARY MAINTENANCE	01/08/2020	\$99.00	P
12200005	GILBERTSON CHRISTY	MUSIC FOR RESIDENTS	01/08/2020	\$80.00	P
12200006	SARAZIN SHARI	MUSIC FOR RESIDENTS	01/08/2020	\$90.00	P
12200007	CREST HEALTH CARE	SECURITY CLIPS	01/15/2020	\$65.41	P
12200008	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	01/15/2020	\$43.36	P
12200009	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	01/15/2020	\$30.52	P
12200010	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	01/15/2020	\$44.60	P
12200011	HD SUPPLY FACILITIES MAINTENANCE LTD	TOILET PAPER HOLDERS	01/15/2020	\$153.90	P
12200012	HD SUPPLY FACILITIES MAINTENANCE LTD	BLIND VANES FOR STOCK	01/15/2020	\$87.12	P
12200013	KONE INC	QUARTERLY SERVICE	01/15/2020	\$362.89	P



Edgewater Haven - January 2020

12200001 - 1220100

Item #5c  
12191230 - 12191249

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
12200014	LITITZ FLOORING CO	300 S RESIDENT ROOM FLOORING	01/15/2020	\$5,076.92	P
12200015	MCMaster-CARR SUPPLY CO	DRILL BIT CASE	01/15/2020	\$21.55	P
12200016	MCMaster-CARR SUPPLY CO	DRILL BITS, TOGGLE BOLTS	01/15/2020	\$622.15	P
12200017	MATRIXCARE SDS-12-2905	QTR MAINT. 1/1/20 TO 3/31/20	01/15/2020	\$4,616.77	P
12200018	OFFICE DEPOT	OFFICE SUPPLIES	01/15/2020	\$30.30	P
12200019	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/15/2020	\$1,869.92	P
12200020	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/15/2020	\$1,870.46	P
12200021	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/15/2020	\$1,780.07	P
12200022	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/15/2020	\$36.46	P
12200023	US FOODS	RESIDENT FOOD	01/15/2020	\$337.40	P
12200024	US FOODS	RESIDENT FOOD	01/15/2020	\$395.53	P
12200025	WERNER ELECTRIC SUPPLY	HALLWAY 2X4 LIGHTS	01/15/2020	\$993.60	P
12200026	LB MEDWASTE INC	BIO CONTAINER FOR SHARPS, BULB	01/22/2020	\$390.65	P
12200027	AMAZON CAPITAL SERVICES	CABLE MANAGEMENT SLEEVE	01/22/2020	\$19.94	P
12200028	AMAZON CAPITAL SERVICES	D RING BINDER	01/22/2020	\$13.53	P
12200029	DIRECT SUPPLY INC	PRIVACY CURTAIN HOOKS	01/22/2020	\$193.80	P
12200030	DIRECT SUPPLY INC	KNEE BRACE	01/22/2020	\$46.99	P
12200031	DIRECT SUPPLY INC	ELECTRODES THERAPY	01/22/2020	\$58.99	P
12200032	DIRECT SUPPLY INC	HARRIS HEMIARM SLING	01/22/2020	\$34.99	P
12200033	DIRECT SUPPLY INC	300 S GRAB BARS, CURTAINS, COR	01/22/2020	\$1,280.03	P
12200034	DIRECT SUPPLY INC	CART REPLACEMENT COOLER	01/22/2020	\$247.53	P
12200035	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	01/22/2020	\$30.52	P
12200036	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	01/22/2020	\$29.22	P
12200037	GANNETT WISCONSIN MEDIA	NEWSPAPER FOR RESIDNETS	01/22/2020	\$35.00	P
12200038		REPLACE RESIDENTS BROKEN GLASS	01/22/2020	\$162.50	P
12200039	HD SUPPLY FACILITIES MAINTENANCE LTD	300S WINDOW BLINDS	01/22/2020	\$572.20	P
12200040	MEDLINE INDUSTRIES	NURSING SUPPLIES	01/22/2020	\$1,794.74	P
12200041	PHOENIX TEXTILE CORP	PILLOWCASES, SHEETS, PROTECTOR	01/22/2020	\$286.67	P
12200042	MCKESSON MEDICAL	NURSING SUPPLIES	01/22/2020	\$765.49	P
12200043	PURCHASE POWER	POSTAGE	01/22/2020	\$251.00	P
12200044	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/22/2020	\$2,181.84	P
12200045	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/22/2020	(\$11.84)	P
12200046	REINHART FOOD SERVICE	DISHMACHINE LEASE	01/22/2020	\$155.00	P
12200047	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	01/22/2020	\$1,403.14	P
12200048	STAFFENCY LLC	AGENCY STAFF 1/5/20 TO 1/11/20	01/22/2020	\$1,680.00	P
12200049	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/22/2020	\$15.58	P
12200050	US FOODS	RESIDENT FOOD	01/22/2020	\$435.32	P
12200051	EDGEWATER HAVEN ACTIVITY DEPT	EXPENSE CHECK	01/22/2020	\$100.00	P
12200052	BSG MAINTENANCE INC	CONTRACT HOUSEKEEPING/LAUNDRY	01/22/2020	\$13,957.02	P
12200053	AEGIS THERAPIES INC	THERAPY FOR RESIDENTS	01/29/2020	\$35.04	P
12200054	ALLIANT ENERGY/ WP&L	ELECTRIC BILL	01/29/2020	\$5,438.35	P
12200055	ARC CENTRAL INC	300 SOUTH 2020 BUILDING PERMIT	01/29/2020	\$4,425.00	P
12200056	COMPLETE CONTROL	FIRE AND SECURITY INSPECTIONS	01/29/2020	\$4,350.00	P
12200057	COMPLETE CONTROL	CENTRAL STATION MONITORING SER	01/29/2020	\$420.00	P

Edgewater Haven - January 2020

12200001 - 1220100

12191230 - 12191249

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
12200058	ADVANCED ASBESTOS REMOVAL INC	300S 2020 ABATEMENT 10 ROOMS	01/29/2020	\$40,640.00	P
12200059	DIRECT SUPPLY INC	OVERBED TABLE TOP REPLACEMENT	01/29/2020	\$105.38	P
12200060	DIRECT SUPPLY INC	PRIVACY CURTAINS	01/29/2020	\$529.90	P
12200061	DIRECT SUPPLY INC	UNIVERSAL CUFF, MEDIUM	01/29/2020	\$61.96	P
12200062	ERON & GEE/HERMAN'S PLUMBING & HEATING	BACKFLOW PREVENTER	01/29/2020	\$325.00	P
12200063	GRAINGER (Edgewater)	POLY FILTERS FOR NEGATIVE AIR	01/29/2020	\$118.66	P
12200064	SHERWIN-WILLIAMS CO THE	300 S 2020 PAINT AND SUPPLIES	01/29/2020	\$997.42	P
12200065	WOLTERS KLUWER	NURSING DRUG HANDBOOK-REVIS	01/29/2020	\$117.51	P
12200066	US BANK	DEPT 12 1/16/20 INVOICE	01/16/2020	(Voided)	P
1220066R	US BANK	DEPT 12 1/16/20	01/16/2020	\$372.90	P
1220067	AMAZON CAPITAL SERVICES	300S20202 TV, WALL BRACKET, CA	02/05/2020	\$1,212.41	P
1220068	CREST HEALTH CARE	WHEEL CHAIR BEARINGS	02/05/2020	\$140.37	P
1220069	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	02/05/2020	\$49.00	P
1220070	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	02/05/2020	\$43.36	P
1220071	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	02/05/2020	\$43.36	P
1220072	EARTHGRAINS COMPANY THE	RESIDENT BAKERY	02/05/2020	\$49.00	P
1220073	GRAINGER (Edgewater)	GLOVE HOLDER, BATTERIES	02/05/2020	\$61.99	P
1220074	MCKESSON MEDICAL	NURSING SUPPLIES	02/05/2020	\$938.68	P
1220075	MSM DISTRIBUTION	HOUSEKEEPING SUPPLIES	02/05/2020	\$907.79	P
1220076	NORTHSTAR ENVIRONMENTAL TESTING LLC	ASBESTOS TESTING/AIR CLEARANCE	02/05/2020	\$3,148.00	P
1220077	PITNEY BOWES	POSTAGE METER LEASE	02/05/2020	\$126.00	P
1220078	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$6.30)	P
1220079	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$4.43)	P
1220080	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$3.11)	P
1220081	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$4.20)	P
1220082	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$3.01)	P
1220083	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$152.71)	P
1220084	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$6.36)	P
1220085	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	(\$3.33)	P
1220086	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	\$1,746.72	P
1220087	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	\$1,433.45	P
1220088	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	\$1,357.10	P
1220089	REINHART FOOD SERVICE	RESIDENT FOOD AND SUPPLIES	02/05/2020	\$1,330.87	P
1220090	STAFFENCY LLC	1-19-20 TO 1/25/20	02/05/2020	\$3,053.75	P
1220091	STAFFENCY LLC	1/1/20 TO 1/4/20	02/05/2020	\$1,260.00	P
1220092	STAFFENCY LLC	1/1/20 TO 1/4/20	02/05/2020	\$542.50	P
1220093	STAFFENCY LLC	1/12/20 TO 1/18/20	02/05/2020	\$3,080.00	P
1220094	US FOODS	RESIDENT FOOD	02/05/2020	\$399.33	P
1220095	US FOODS	RESIDENT FOOD	02/05/2020	\$272.69	P
1220096	WISCONSIN RIVER ORTHOPAEDICS	SRAY	02/05/2020	\$21.85	P
1220097		REFUND OVERPAYMENT	02/05/2020	\$855.00	P
1220098	JELLISH WAYNE	MUSIC FOR RESIDENTS	02/05/2020	\$65.00	P
1220099	KIEFFER DONALD	MUSIC FOR RESIDENTS	02/05/2020	\$65.00	P

Edgewater Haven - January 2020

12200001 - 1220100

Item #5c  
12191230 - 12191249

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
1220100	POSTMASTER - WISCONSIN RAPIDS	POSTAGE STAMPS	02/05/2020	\$165.00	P
<b>Grand Total:</b>				<b>\$170,543.26</b>	

Signatures

Committee Chair:

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Committee Member:

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Committee Member:

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Committee Member:

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Committee Member:

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Committee Member:

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Committee Member:

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Committee Member:

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# Committee Report

County of Wood

Report of claims for: HEALTH (15)

For the period of: FEBRUARY 2020

For the range of vouchers: 15190641 - 15190645 15200008 - 15200044

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
15190641	AMAZON CAPITAL SERVICES	Program Supply Refund	01/16/2020	(\$41.97)	P
15190642	AMAZON CAPITAL SERVICES	Program Supply Refund	01/16/2020	(\$3.99)	P
15190643	LB MEDWASTE INC	Sharps Disposal	12/31/2019	\$73.83	P
15190644	US BANK	ALL PROG P-Card	01/16/2020	\$1,352.48	P
15190645	STAPLES ADVANTAGE	Office Supplies	12/12/2019	\$31.28	P
15200008	AMAZON CAPITAL SERVICES	Program Supplies	01/15/2020	\$86.54	P
15200009	ABR EMPLOYMENT SERVICES	Temp Employee	01/16/2020	\$71.42	P
15200010	PITTSVILLE SCHOOL DISTRICT	WIC Clinics	01/16/2020	\$240.00	P
15200011	US BANK	ALL PROG P-Card	01/16/2020	\$3,373.14	P
15200012	AMAZON CAPITAL SERVICES	EH Supplies	01/23/2020	\$66.40	P
15200013	AMAZON CAPITAL SERVICES	Office Supp/HS Prog Supp	01/23/2020	\$36.12	P
15200014	CITY OF WISCONSIN RAPIDS	Bike Lane Painting/Catalyst	01/08/2020	\$10,800.00	P
15200015	CITY OF WISCONSIN RAPIDS	Public Bike Parking/Catalyst	01/08/2020	\$3,000.00	P
15200016	CITY OF WISCONSIN RAPIDS	Wayfinding Signage/Catalyst	01/31/2020	\$10,000.00	P
15200017	FANDRE ERIN	Hygienist	01/24/2020	\$1,095.47	P
15200018	HAESSIG CAMEN	Membership Dues Reimbursement	01/17/2020	\$20.00	P
15200019	WUEBBEN TIMOTHY	Exam Reimbursement/EH	01/24/2020	\$50.00	P
15200020	AMAZON CAPITAL SERVICES	Clinic Supplies	01/30/2020	\$50.30	P
15200021	AMAZON CAPITAL SERVICES	Office Supplies	01/30/2020	\$206.75	P
15200022	AMAZON CAPITAL SERVICES	Office Supplies	02/03/2020	\$89.70	P
15200023	IVISIONMOBILE	Texting Service	02/03/2020	\$139.10	P
15200024	MARSHFIELD CLINIC	Application Fee/IBCLC	01/03/2020	\$40.00	P
15200025	INNOVATIVE PRODUCT CONCEPTS	Medicine Lock Safes	02/03/2020	\$2,950.80	P
15200026	AMAZON CAPITAL SERVICES	Clinic Supplies	02/11/2020	\$5.92	P
15200027	ASPIRUS OCCUPATIONAL HEALTH	PFT Spirometry	02/03/2020	\$26.00	P
15200028	ASPIRUS OCCUPATIONAL HEALTH	Respirator Clearance Physical	02/03/2020	\$80.00	P
15200029	BIBBERO SYSTEMS INC	Office Supplies	02/05/2020	\$45.39	P
15200030	CHILDREN'S FESTIVAL	Children's Fest	02/04/2020	\$30.00	P
15200031	LANGUAGE LINE SERVICES	Interpreters	01/31/2020	\$392.88	P
15200032	PHENOVA INC	EH Program Expense	01/29/2020	\$104.76	P
15200033	SCHEIN HENRY	Clinic Supplies	01/31/2020	\$17.78	P
15200034	SCHEIN HENRY	Clinic Supplies	02/04/2020	\$640.80	P
15200035	WAL005	WALC Conference	01/27/2020	\$205.00	P
15200036	FANDRE ERIN	Hygienist	02/07/2020	\$1,435.39	P



HEALTH (15) - FEBRUARY 2020

15200008 - 15200044 15190641 - 15190645

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
15200037	HARJU AMELIA	Mileage	01/03/2020	\$36.80	P
15200038	SUGDEN SARAH JO	Meeting Supply Reimbursement	02/06/2020	\$55.65	P
15200039	AMAZON CAPITAL SERVICES	Clinic Supply	02/14/2020	\$39.78	
15200040	AMAZON CAPITAL SERVICES	Office Supplies	02/17/2020	\$36.91	
15200041	CREATIVE DESIGNS	Printing	02/11/2020	\$150.24	
15200042	CT LABORATORIES LLC	Program Expense	02/14/2020	\$75.00	
15200043	JEFFREY BENJAMIN	Prog Exp Reimbursement	02/10/2020	\$13.71	
15200044	US BANK	ALL PROG P-Card	02/18/2020	\$2,773.76	

**Grand Total:****\$39,893.14**Signatures\_\_\_\_\_  
Donna Rozar, Chair\_\_\_\_\_  
Al Breu, Vice-Chair\_\_\_\_\_  
Adam Fischer, Secretary\_\_\_\_\_  
Marion Hokamp\_\_\_\_\_  
Mark Holbrook\_\_\_\_\_  
Tom Buttke\_\_\_\_\_  
Jessica Vicente\_\_\_\_\_  
Heather Wellach, RN\_\_\_\_\_  
Dr. Steven Kulick

EH Environmental Health  
 EP Emergency Preparedness

PH Public Health  
 WIC Women, Infant, Children

**Committee Report**

County of Wood

Report of claims for: HUMAN SERVICES

For the period of: FEBRUARY 2020

For the range of vouchers: 40196397 - 40196513 40200251 - 40200706

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40196397	APG MEDIA OF WISCONSIN LLC	PUBLISHED NOTICE	12/31/2019	\$49.86	P
40196398	A TOUCH OF HOME - AFH	RESIDENTIAL SERVICES	12/31/2019	\$2,205.36	P
40196399	BAILEY ROGER	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$172.84	P
40196400	BROWNELL MARY	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$797.50	P
40196401	CENTRAL WI COUNSELING ASSOC LLC	CCS CONTRACTED SERVICES	12/31/2019	\$8,665.80	P
40196402	CHILDREN'S HOSPITAL OF WI COMMUNITY SERV	CCS CONTRACTED SERVICES	12/31/2019	\$1,113.12	P
40196403	CW SOLUTIONS LLC	CHILDRENS FIRST SERVICES	12/31/2019	\$589.66	P
40196404	CW SOLUTIONS LLC	BFI SERVICES	12/31/2019	\$12,355.72	P
40196405	CW SOLUTIONS LLC	BFI PARTICIPANT EXPENSES	12/31/2019	\$5,813.76	P
40196406	CW SOLUTIONS LLC	YJ PARTICIPANT EXPENSES	12/31/2019	\$53.43	P
40196407	CW SOLUTIONS LLC	YJ GRANT SERVICES	12/31/2019	\$5,707.13	P
40196408	CW SOLUTIONS LLC	IL SERVICES	12/31/2019	\$5,692.60	P
40196409	CW SOLUTIONS LLC	IL PARTICIPANT EXPENSES	12/31/2019	\$1,181.39	P
40196410	CW SOLUTIONS LLC	FSET SERVICES	12/31/2019	\$89,266.53	P
40196411	CW SOLUTIONS LLC	FSET SUPPORT SERVICES	12/31/2019	\$4,234.69	P
40196412	DEREZINSKI ROBERT	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$185.60	P
40196413	DIEDRICK KATHY OR BOB	RESPITE FOSTER CARE	12/31/2019	\$23.00	P
40196414	DIEDRICK KATHY OR BOB	RESPITE FOSTER CARE	12/31/2019	\$69.00	P
40196415	DIEDRICK KATHY OR BOB	RESPITE FOSTER CARE	12/31/2019	\$23.00	P
40196416	DIEDRICK KATHY OR BOB	RESPITE FOSTER CARE	12/31/2019	\$69.00	P
40196417	DRAKE HOUSE OF MARSHFIELD	RESIDENTIAL SERVICES	12/31/2019	\$5,920.78	P
40196418	FORWARD HEALTH	2018 WIMCR SETTLEMENT	12/31/2019	\$42,676.00	P
40196419	HEARTLAND HEALING WITH HORSES LLC	CCS CONTRACTED SERVICES	12/31/2019	\$286.00	P
40196420	HILLTOP AFFILIATES INC	RESIDENTIAL SERVICES	12/31/2019	\$3,822.15	P
40196421	[REDACTED]	RESTITUTION PAYMENT	12/31/2019	\$20.00	P
40196422	[REDACTED]	STATE PASS THRU FUNDS	12/31/2019	\$149.99	P
40196423	SMAZAL DALE A	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$148.54	P
40196424	KARNATZ RONALD	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$26.68	P
40196425	[REDACTED]	STATE PASS THRU FUNDS	12/31/2019	\$84.00	P
40196426	KUENNEN JOAN	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$419.79	P
40196427	MENTORING ACTIVITY THERAPY SERVICES LLC	CCS CONTRACTED SERVICES	12/31/2019	\$709.50	P
40196428	OPTIONS COUNSELING SERVICES LLC	AODA SERVICES	12/31/2019	\$2,100.00	P
40196429	EXPERIAN HEALTH INC	VERIFICATION OF CLIENT CHARGES	12/31/2019	\$151.16	P
40196430	OFFICE ALLY INC	CLEARING HOUSE OUTPATIENT BILL	12/31/2019	\$175.00	P

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40196431	PILLAR & VINE INC	PLAN PLACE SUPERVISION	12/31/2019	\$1,953.00	P
40196432	PILLAR & VINE INC	PLAN PLACE SUPERVISION	12/31/2019	\$1,953.00	P
40196433	PILLAR & VINE INC	PLAN PLACE SUPERVISION	12/31/2019	\$1,953.00	P
40196434	RAKOWSKI MELISSA OR AARON	FOSTER CARE TRANSPORTATION	12/31/2019	\$574.20	P
40196435	WIRTZ ZOE	FOSTER CARE TRANSPORTATION	12/31/2019	\$243.60	P
40196436	NORTHWEST PASSAGE	ASSESS/BEHAVIOR STABILIZATION	12/31/2019	\$14,166.00	P
40196437	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$14.88	P
40196438	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$9.24	P
40196439	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$32.41	P
40196440	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$5.69	P
40196441	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$139.08	P
40196442	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$8.54	P
40196443	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$49.90	P
40196444	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$15.18	P
40196445	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$27.04	P
40196446	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$195.10	P
40196447	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$15.29	P
40196448	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$86.54	P
40196449	STAPLES ADVANTAGE	OFFICE SUPPLIES	12/31/2019	\$93.09	P
40196450	TESSEN ROGER	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$602.04	P
40196451	TYLER PATRICIA	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$317.26	P
40196452	WEIS GRACE	VOLUNTEER DRIVER REIMBURSEMENT	12/31/2019	\$432.51	P
40196453	WI DEPT OF JUSTICE	BACKGROUND CHECKS	12/31/2019	\$82.50	P
40196454		FSET APPROVED WORK BOOTS	12/31/2019	\$177.20	P
40196455	NORWOOD HEALTH CENTER	NORWOOD PATIENT PAYMENTS	12/31/2019	\$47.65	P
40196456	ACE HARDWARE	RESTITUTION	12/31/2019	\$10.00	P
40196457	CLARITY CARE INC	RESIDENTIAL SERVICES	12/31/2019	\$3,544.23	P
40196458	GLEN JEANETTE	VOLUNTEER DRIVE REIMBURSEMENT	12/31/2019	\$164.96	P
40196459	LUTHERAN SOCIAL SERVICES	RESTITUTION	12/31/2019	\$80.00	P
40196460	LUTHERAN SOCIAL SERVICES	CCS CONTRACTED SERVICES	12/31/2019	\$710.50	P
40196461	MIDSTATE INDEPENDENT LIVING CHOICES	PEER SPECIALISTS	12/31/2019	\$3,624.50	P
40196462	OPPORTUNITY DEVELOPMENT CENTER	VOCATIONAL SERVICES	12/31/2019	\$19,423.80	P
40196463	PANKRATZ KERI	FOUNDATION TRAINING	12/31/2019	\$142.00	P
40196464	SOCIAL SECURITY ADMINISTRATION	REFUND SOC SEC BENEFITS	12/31/2019	(Voided)	P
40196465	THERAPY WITHOUT WALLS	CCS CONTRACTED SERVICES	12/31/2019	\$23,912.16	P
40196466	TREMPEALEAU CO HEALTH CARE	RESIDENTIAL/IMD SERVICES	12/31/2019	\$31,343.27	P
40196467	TREMPEALEAU CO HEALTH CARE	RESIDENTIAL/IMD SERVICES	12/31/2019	\$7,153.26	P
40196468	UW - MADISON	WCWPDS TRAINING	12/31/2019	\$400.00	P
40196469	WISCONSIN RAPIDS PUBLIC SCHOOLS	RESTITUTION	12/31/2019	\$75.00	P
40196470	WOODLAND ENHANCED HEALTH SERVICES COMMISSION	LONG TERM CARE / NH SERVICES	12/31/2019	\$2,640.00	P
40196471	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	12/31/2019	\$84.20	P
40196472	CITY OF WAUSAU	TAXI TOKENS / BUS PASSES	12/31/2019	\$1,882.00	P
40196473		STATE PASS THRU FUNDS	12/31/2019	\$257.10	P

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40196474		STATE PASS THRU FUNDS	12/31/2019	\$273.92	P
40196475	WAL-MART COMMUNITY/SYNCB	WALMART CREDIT CARD CHARGES	12/31/2019	\$6.79	P
40196476	CITY OF JACKSONVILLE	SERVICE OF TPR PAPERWORK	12/31/2019	\$20.00	P
40196477	NORWOOD HEALTH CENTER	NORWOOD PATIENT PAYMENTS	12/31/2019	\$376.48	P
40196478	BLUE CROSS BLUE SHIELD	REFUND OVERPAYMENT	12/31/2019	\$86.75	P
40196479	CORDANT HEALTH SOLUTIONS	YA UA SUPPLIES	12/31/2019	\$294.29	P
40196480	CORDANT HEALTH SOLUTIONS	YA UA SUPPLIES	12/31/2019	\$294.29	P
40196481	CORDANT HEALTH SOLUTIONS	YA UA SUPPLIES	12/31/2019	\$64.68	P
40196482	CORDANT HEALTH SOLUTIONS	YA UA SUPPLIES	12/31/2019	\$348.31	P
40196483	CORDANT HEALTH SOLUTIONS	CONTRACTED YOUTH YA SERVICES	12/31/2019	\$464.75	P
40196484	CRABMAN'S DRIVER EDUCATION LLC	FSET APPROVED DRIVERS ED	12/31/2019	\$240.00	P
40196485	CREATIVE COMMUNITY LIVING SERV	COMMUNITY SKILLS	12/31/2019	\$11,762.18	P
40196486	FOX VALLEY TECHNICAL COLLEGE	FSET APPROVED TUITION FEES	12/31/2019	\$157.45	P
40196487	GPM SOUTHEAST LLC	VEHICLE EXPENSE	12/31/2019	\$83.07	P
40196488	GREENFIELD REHABILITATION AGENCY INC	PT, OT AND SLP BIRTH TO THREE	12/31/2019	\$16,483.99	P
40196489		STATE PASS THRU FUNDS	12/31/2019	\$36.83	P
40196490		REFUND OF OVERPAYMENT	12/31/2019	\$50.00	P
40196491	LUTHERAN SOCIAL SERVICES	PLAN PLACE SUPERVISION	12/31/2019	\$1,947.11	P
40196492	PORTAGE COUNTY TREASURER	YOUTH SECURE DETENTION	12/31/2019	\$350.00	P
40196493		RESTITUTION	12/31/2019	\$2.00	P
40196494		RESTITUTION	12/31/2019	\$10.00	P
40196495		RESTITUTION	12/31/2019	\$20.00	P
40196496	LOCUMTENENS HOLDINGS, LLC	PSYCHIATRY SERVICES	12/31/2019	\$22,130.79	P
40196497	INNOVATIVE WISCONSIN LLC	VOCATIONAL SERVICES	12/31/2019	\$14,429.60	P
40196498	OPPORTUNITY DEVELOPMENT CENTER	VOCATIONAL SERVICES	12/31/2019	\$18,372.18	P
40196499	HEART LINDSEY	CW CAR RENTAL GAS	12/31/2019	\$38.62	P
40196500	LIFE ON THE ROAD LLC	FSET APPROVED DRIVERS ED	12/31/2019	\$400.00	P
40196501	NORTHCENTRAL TECHNICAL COLLEGE	FOSTER CARE SEMINAR	12/31/2019	\$49.52	P
40196502	US BANK	PCARD CHARGES	12/31/2019	\$6,372.73	P
40196503	LIFE ON THE ROAD LLC	FSET APPROVED DRIVERS ED	12/31/2019	\$110.00	P
40196504	NTC CAMPUS STORE	FSET APPROV TAINING MATERIALS	12/31/2019	\$220.32	P
40196505	POSITIVE ALTERNATIVES	GROUP HOME	12/31/2019	\$6,332.68	P
40196506	SOCIAL SECURITY ADMINISTRATION	REF SOC SEC BENEFITS	12/31/2019	\$2,123.00	P
40196507	ENTERPRISE RENT-A-CAR	YA CAR RENTAL	12/31/2019	\$39.67	P
40196508		REFUND OVERPAYMENT	12/31/2019	\$50.00	P
40196509	SIGN HERE INTERPRETING LLC	INTERPRETER	12/31/2019	\$150.00	P
40196510		STATE PASS THRU FUNDS	12/31/2019	\$41.99	
40196511		OFFICE SUPPLIES	12/31/2019	(Voided)	P
40196512	DRAGT CHIROPRACTIC LLC	FSET APPROVED CDL FEE	12/31/2019	\$75.00	P
40196513	V & H AUTOMOTIVE	BUS 242 REPAIR	12/31/2019	\$5,208.97	P
40200252	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200253	OHP Care Provider	Out of Home Placement	01/13/2020	\$254.00	P
40200254	OHP Care Provider	Out of Home Placement	01/13/2020	\$113.87	P
40200255	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P



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40200256	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200257	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200258	OHP Care Provider	Out of Home Placement	01/13/2020	\$254.00	P
40200259	OHP Care Provider	Out of Home Placement	01/13/2020	\$113.87	P
40200260	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200261	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200262	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200263	OHP Care Provider	Out of Home Placement	01/13/2020	\$254.00	P
40200264	OHP Care Provider	Out of Home Placement	01/13/2020	\$113.87	P
40200265	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200266	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200267	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200268	OHP Care Provider	Out of Home Placement	01/13/2020	\$254.00	P
40200269	OHP Care Provider	Out of Home Placement	01/13/2020	\$97.60	P
40200270	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200271	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200272	OHP Care Provider	Out of Home Placement	01/13/2020	\$244.00	P
40200273	OHP Care Provider	Out of Home Placement	01/13/2020	\$254.00	P
40200274	OHP Care Provider	Out of Home Placement	01/13/2020	\$27.87	P
40200275	OHP Care Provider	Out of Home Placement	01/13/2020	\$111.48	P
40200276	AMAZON CAPITAL SERVICES	FSET APPROVED WORK GLOVES	01/16/2020	\$16.99	P
40200277	DRAXLER'S SERVICE CENTER	TOWING BUS 249	01/16/2020	\$97.75	P
40200278	DURKEE PEGGY	FOSTER PARENT TRAINING	01/16/2020	\$25.02	P
40200279	FLEXSTAFF	TEMP SERVICES	01/16/2020	\$483.45	P
40200280	FLEXSTAFF	TEMP SERVICES	01/16/2020	\$939.86	P
40200281	MARSHFIELD AREA YMCA	STATE PASS THRU FUNDS	01/16/2020	\$45.00	P
40200282	MARSHFIELD AREA YMCA	STATE PASS THRU FUNDS	01/16/2020	\$68.00	P
40200283	MARSHFIELD AREA YMCA	STATE PASS THRU FUNDS	01/16/2020	\$45.00	P
40200284	MARSHFIELD CLINIC CONFERENCE REGISTRATION	BEHAVIORAL HEALTH CONFERENCE	01/16/2020	\$75.00	P
40200285	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/16/2020	\$269.28	P
40200286	SUCCESS REALTY INC	TSSF CONSUMER RENT	01/16/2020	\$850.00	P
40200287	V & H AUTOMOTIVE	REPAIRS BUS 249	01/16/2020	\$857.52	P
40200288	WELLS FARGO FINANCIAL LEASING	BAUERNFEIND LEASED COPIERS	01/16/2020	\$2,634.00	P
40200289	AEGIS CORPORATION	NOTARY RENEWAL	01/16/2020	(Voided)	P
40200290	AEGIS CORPORATION	NOTARY RENEWAL	01/16/2020	(Voided)	P
40200291	AEGIS CORPORATION	NOTARY RENEWAL	01/16/2020	(Voided)	P
40200292	DEPT OF HEALTH SERVICES	BRIDGEWAY LICENSE	01/16/2020	\$791.00	P
40200293	ROSHOLT LION'S CAMP	CCS / CSP STAFF CAMP FEES	01/16/2020	\$50.00	P
40200294	ROSHOLT LION'S CAMP	CCS/CSP STAFF CAMP FEES	01/16/2020	\$50.00	P
40200295	MATTRESS BY APPOINTMENT	TSSF CONSUMER MATTRESS	01/16/2020	\$400.00	P
40200296	REGISTRATION FEE TRUST	FSET APPROVED DL FEES	01/16/2020	\$14.00	P
40200297	REGISTRATION FEE TRUST	FSET APPROVED DL FEES	01/16/2020	\$35.00	P
40200298	REGISTRATION FEE TRUST	FSET APPROVED DL FEES	01/16/2020	\$35.00	P

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40200299	REGISTRATION FEE TRUST	FSET APPROVED DL FEES	01/16/2020	(Voided)	P
40200300	SCHULTZ RYAN	CCS/CSP GAS	01/16/2020	\$40.95	P
40200301	SOUTH WOOD COUNTY YMCA	STATE PASS THRU FUNDS	01/16/2020	\$229.22	P
40200302	STATE OF WISCONSIN-VITAL RECORDS	FSET APPRVD BIRTH CERTIFICATE	01/16/2020	(Voided)	P
40200303	THEDACARE AT WORK	FSET APPROVED CDL UA FEE	01/16/2020	\$68.00	P
40200304	WISCONSIN DEPARTMENT OF FINANCIAL INSTITUTIONS	NOTARY RENEWAL	01/16/2020	\$20.00	P
40200305	WISCONSIN DEPARTMENT OF FINANCIAL INSTITUTIONS	NOTARY RENEWAL	01/16/2020	\$20.00	P
40200306	WISCONSIN DEPARTMENT OF FINANCIAL INSTITUTIONS	NOTARY RENEWAL	01/16/2020	\$20.00	P
40200307	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/23/2020	\$20.98	P
40200308	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/23/2020	(\$20.98)	P
40200309	AMAZON CAPITAL SERVICES	FSET APPROVED WORK JACKET	01/23/2020	\$41.70	P
40200310	AMAZON CAPITAL SERVICES	FSET APPROVED WORK SHOES	01/23/2020	\$38.95	P
40200311	CARTWRIGHT REALTY LLC	IL APPROVED RENT	01/23/2020	\$550.00	P
40200312	DRIVER EDUCATION SPECIALISTS	FSET APPROVED DRIVER ED	01/23/2020	\$100.00	P
40200313		IL APPROVED REIMBURSEMENT	01/23/2020	\$35.69	P
40200314	MARSHFIELD PARK & REC DEPT	ALL STAFF MEETING	01/23/2020	\$113.74	P
40200315	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED BUS TRANSIT	01/23/2020	\$25.00	P
40200316	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED BUS TRANSIT	01/23/2020	\$25.00	P
40200317	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED BUS TRANSIT	01/23/2020	\$50.00	P
40200318	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED BUS TRANSIT	01/23/2020	\$25.00	P
40200319	NORTHCENTRAL TECHNICAL COLLEGE	FSET APPROVED TUITION FEES	01/23/2020	\$326.10	P
40200320	PETERSEN JENNIFER OR JEREMY	TRAINING REIMBURSEMENT	01/23/2020	\$20.00	P
40200321	PROJECT LIFESAVER INC	PROJECT LIFE SAVER SUPPLIES	01/23/2020	\$1,440.00	P
40200322	PROJECT LIFESAVER INC	PROJECT LIFESAVER TRANSMITTER	01/23/2020	\$1,329.26	P
40200323	QUALITY PLUS PRINTING INC	OFFICE SUPPLIES	01/23/2020	\$33.00	P
40200324	QUALITY PLUS PRINTING INC	OFFICE SUPPLIES	01/23/2020	\$57.50	P
40200325	RUNNING INC	IL APPROVED RIDE CARDS	01/23/2020	\$125.00	P
40200326	RYO'S DRIVING SCHOOL LLC	FSET APPROVED DRIVERS ED	01/23/2020	\$200.00	P
40200327	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/23/2020	\$52.57	P
40200328	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/23/2020	\$195.18	P
40200329	EVERGREEN APARTMENT LLC	IL APPROVED RENT	02/01/2020	\$745.00	P
40200330	FINK DANNY R	RENT ASSISTANCE	02/01/2020	\$125.00	P
40200331	GRAHAM JAMES S	IL APPROVED RENT	02/01/2020	\$1,800.00	P
40200332	BIG DOG AUTOMOTIVE LLP	FSET APPROVED AUTO REPAIR	01/23/2020	\$360.00	P
40200333	FLEISNER KELLY	UA TESTING SUPPLIES	01/23/2020	\$23.72	P
40200334	MARSHFIELD BUS SERVICE	TSSF CONSUMER BUSING	01/23/2020	\$255.00	P
40200335	SCHIERL TIRE & SERVICE	FSET APPROVED AUTO REPAIR	01/23/2020	\$858.03	P
40200336	BRAGG KELLY	YA GROUP ACTIVITY	01/23/2020	\$17.38	P
40200337	RAPID CAB COMPANY INC	FSET APPROVED RIDE PUNCH CARDS	01/23/2020	\$800.00	P
40200338	REGISTRATION FEE TRUST	FSET APPROVED DL FEES	01/23/2020	\$60.00	P
40200339	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/23/2020	\$34.00	P
40200340	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/23/2020	\$60.00	P

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40200341	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/23/2020	\$35.00	P
40200342	STATE COLLEGE OF BEAUTY CULTURE INC	FSET APPROVED REGISTRATION FEE	01/23/2020	\$200.00	P
40200343	WOOD COUNTY REGISTER OF DEEDS	BIRTH CERTIFICATE REQUEST	01/23/2020	\$20.00	P
40200344	OHP Care Provider	Out of Home Placement	01/21/2020	\$39.10	P
40200345	OHP Care Provider	Out of Home Placement	01/21/2020	\$39.10	P
40200346	OHP Care Provider	Out of Home Placement	01/21/2020	\$39.10	P
40200347	AMAZON CAPITAL SERVICES	FSET APPROVED PREP BOOKS	01/30/2020	\$439.80	P
40200348	AMAZON CAPITAL SERVICES	FSET APPROVED PADFOLIOS	01/30/2020	\$1,397.00	P
40200349	AMAZON CAPITAL SERVICES	FSET APPROVED UNIFORM APPAREL	01/30/2020	\$80.91	P
40200350	AMAZON CAPITAL SERVICES	CLTS WAIVER PROGRAM	01/30/2020	\$151.96	P
40200351	AMAZON CAPITAL SERVICES	CLTS WAIVER PROGRAM	01/30/2020	\$70.99	P
40200352	AMAZON CAPITAL SERVICES	CLTS WAIVER PROGRAM	01/30/2020	\$144.00	P
40200353	AMAZON CAPITAL SERVICES	CLTS WAIVER PROGRAM	01/30/2020	\$24.12	P
40200354	BLUE CROSS BLUE SHIELD	REFUND PAYMENT ERROR	01/30/2020	\$361.77	P
40200355	CHILDREN'S SERVICE SOCIETY OF WI	CONFERENCE REGISTRATION	01/30/2020	\$199.00	P
40200356	CINTAS CORPORATION	CONTRACTED SERVICES	01/30/2020	\$177.90	P
40200357	CORDANT HEALTH SOLUTIONS	YA UA SUPPLIES	01/30/2020	\$441.49	P
40200358	DICKMAN'S AUTO REPAIR & SALES	FSET APPROVED AUTO REPAIR	01/30/2020	\$970.00	P
40200359	DRIVER EDUCATION ACADEMY	IL APPROVED DRIVERS EDUCATION	01/30/2020	\$325.00	P
40200360	DRIVER EDUCATION SPECIALISTS	FSET APPROVED DRIVERS ED	01/30/2020	\$50.00	P
40200361	FLEXSTAFF	TEMP SERVICES	01/30/2020	\$817.60	P
40200362	FLEXSTAFF	TEMP SERVICES	01/30/2020	\$797.16	P
40200363	FRONTIER COMMUNICATIONS	TELEPHONE - CORNERSTONE	01/30/2020	\$118.47	P
40200364	WISCONSIN MEDIA	NEWSPAPER NOTICE	01/30/2020	\$31.25	P
40200365		REFUND FOR OVERPAYMENT	01/30/2020	\$29.00	P
40200366		REFUND OVERPAYMENT	01/30/2020	\$20.00	P
40200367	KWIK TRIP INC	FSET APPROVED GAS CARDS	01/30/2020	\$38,009.60	P
40200368	RYO'S DRIVING SCHOOL LLC	FSET APPROVED DRIVERS ED	01/30/2020	\$429.00	P
40200369	SHRED SAFE LLC	CONFIDENTIAL SHREDDING	01/30/2020	\$225.00	P
40200370		IL APPROVED BOOK REIMBURSEMENT	01/30/2020	\$126.44	P
40200371	SOLARUS	TELEPHONE - BRIDGEWAY	01/30/2020	\$106.93	P
40200372	SOUTH WOOD COUNTY YMCA	STATE PASS THRU FUNDS	01/30/2020	\$775.20	P
40200373	SOUTH WOOD COUNTY YMCA	YA MEMBERSHIP FEE	01/30/2020	\$14.43	P
40200374	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/30/2020	\$260.31	P
40200375	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/30/2020	\$4.99	P
40200376	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/30/2020	\$119.78	P
40200377	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/30/2020	\$47.21	P
40200378	V & H AUTOMOTIVE	BUS 248 REPAIR	01/30/2020	\$308.10	P
40200379	V & H AUTOMOTIVE	BUS 249 REPAIR	01/30/2020	\$1,134.84	P
40200380		STATE PASS THRU FUNDS	01/30/2020	\$93.90	P
40200381	YMCA	ALL STAFF RENTAL	01/30/2020	\$200.00	P
40200382	KEMP SERVICE CENTER INC	FSET APPROVED AUTO REPAIR	01/30/2020	\$1,000.00	P
40200383	PFISTER LIGHT TRUCK & AUTOMOTIVE LLC	FSET APPROVED AUTO REPAIR	01/30/2020	\$961.21	P
40200384	HAFFA BARBARA	YA CAR RENTAL GAS	01/30/2020	\$30.08	P

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Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200385	REGISTRATION FEE TRUST	IL APPROVED DL FEE	01/30/2020	\$35.00	P
40200386	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/30/2020	\$60.00	P
40200387	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/30/2020	\$35.00	P
40200388	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/30/2020	\$35.00	P
40200389	SCHIERL TIRE & SERVICE	FSET APPROVED AUTO REPAIR	01/30/2020	\$576.01	P
40200390	SCHECKEL KASSIE	FSET APPROVED BIRTH CERT FEE	01/30/2020	\$20.00	P
40200391	WOOD COUNTY REGISTER OF DEEDS	BIRTH CERTIFICATE	01/30/2020	\$20.00	P
40200392	103 ELM STREET LLC	MARSHFIELD CITY HALL RENT	02/01/2020	\$9,146.67	P
40200393	US BANK	PCARD CHARGES	01/30/2020	\$840.06	P
40200394	AMAZON CAPITAL SERVICES	CLTS WAIVER PROGRAM	01/31/2020	\$82.90	P
40200395	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/31/2020	\$18.37	P
40200396	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/31/2020	\$395.00	P
40200397	AMAZON CAPITAL SERVICES	FSET APPROVED EDUC SUPPLIES	01/31/2020	\$22.98	P
40200398	CITIZENS STATE BANK OF LOYAL	TSSF CONSUMER HOUSING ASSIST	01/31/2020	\$1,819.05	P
40200399	CRABMAN'S DRIVER EDUCATION LLC	FSET APPROVED DRIVERS ED	01/31/2020	\$120.00	P
40200400	CW SOLUTIONS LLC	CHILDRENS FIRST SERVICES	01/31/2020	\$1,143.20	P
40200401	CW SOLUTIONS LLC	BRIGHTER FUTURES SERVICES	01/31/2020	\$15,047.97	P
40200402	CW SOLUTIONS LLC	YOUTH JUSTICE SERVICES	01/31/2020	\$7,581.98	P
40200403	CW SOLUTIONS LLC	YJ PARTICIPANT REIMBURSEMENT	01/31/2020	\$79.30	P
40200404	CW SOLUTIONS LLC	INDEPENDENT LIVING SERVICES	01/31/2020	\$7,485.25	P
40200405	CW SOLUTIONS LLC	IL PARTICIPANT REIMBURSEMENT	01/31/2020	\$1,268.21	P
40200406	CW SOLUTIONS LLC	FSET SERVICES	01/31/2020	\$140,098.47	P
40200407	CW SOLUTIONS LLC	FSET SUPPORT SERVICES	01/31/2020	\$3,294.59	P
40200408		IL APPROVED UTILITY REIMBURSE	01/31/2020	\$20.12	P
40200409	JENSEN SARENA ANN	MATTRESS REIMBURSEMENT	01/31/2020	\$209.95	P
40200410	MARSHFIELD UTILITIES	TSSF CONSUMER UTILITIES	01/31/2020	\$475.34	P
40200411	MARSHFIELD JV LLC	TSSF CONSUMER HOUSING ASSIST	01/31/2020	\$8,000.00	P
40200412	MARSHFIELD JV LLC	TSSF CONSUMER HOUSING ASSIST	01/31/2020	\$295.00	P
40200413	MID-STATE TECHNICAL COLLEGE	FSET APPROVED COURSE FEES	01/31/2020	\$127.11	P
40200414	NORTHLAND BUSINESS SYSTEMS	WINScribe ANNUAL CONTRACT	01/31/2020	\$4,879.57	P
40200415	WIRTZ ZOE	FOSTER CARE TRANSPORTATION	12/31/2019	\$14.00	P
40200416	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/31/2020	\$27.83	P
40200417	STAPLES ADVANTAGE	ENERGY SUPPLIES	01/31/2020	\$121.63	P
40200418	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/31/2020	\$15.32	P
40200419	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/31/2020	\$120.24	P
40200420	DRIVER EDUCATION SPECIALISTS	FSET APPROVED DRIVERS ED	02/06/2020	\$50.00	P
40200421	KNUDSEN JOHN M	IL APPROVED RENT + SEC DEP	02/06/2020	\$420.00	P
40200422	SUCCESS REALTY INC	TSSF CONSUMER HOUSING ASSIST	02/06/2020	\$600.00	P
40200423	COST CUTTERS	FSET APPROVED HAIRCUT VOUCHERS	01/31/2020	\$360.00	P
40200424	HEART LINDSEY	CW CAR RENTAL GAS	01/31/2020	\$50.86	P
40200425	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/31/2020	\$30.00	P
40200426	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	01/31/2020	\$35.00	P
40200427	WOOD COUNTY REGISTER OF DEEDS	BIRTH CERTIFICATE REQUEST	01/31/2020	\$20.00	P
40200428	WOOD COUNTY HSD PETTY CASH	POSTAGE EXP / OFFICE SUPPLIES	01/31/2020	\$122.50	P



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40200429	DON'S AUTOMOTIVE CENTER	FSET APPROVED AUTO REPAIR	02/06/2020	\$351.50	P
40200430	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/06/2020	\$14.00	P
40200431	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/06/2020	\$35.00	P
40200432	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/06/2020	\$103.00	P
40200433	WOOD COUNTY REGISTER OF DEEDS	IL APPROVED BIRTH CERT REQUEST	02/06/2020	\$23.00	P
40200434	MARSHFIELD JV LLC	TSSF CONSUMER HOUSING ASSIST	02/05/2020	\$364.78	P
40200435	PORTAGE COUNTY SHERIFF'S DEPT	TPR SERVICE	02/06/2020	\$75.00	P
40200436	OHP Care Provider	Out of Home Placement	02/05/2020	\$97.60	P
40200437	OHP Care Provider	Out of Home Placement	02/05/2020	\$118.06	P
40200438	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200439	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200440	OHP Care Provider	Out of Home Placement	02/05/2020	\$149.55	P
40200441	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200442	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200443	OHP Care Provider	Out of Home Placement	02/05/2020	\$25.81	P
40200444	OHP Care Provider	Out of Home Placement	02/05/2020	\$69.16	P
40200445	OHP Care Provider	Out of Home Placement	02/05/2020	\$25.81	P
40200446	OHP Care Provider	Out of Home Placement	02/05/2020	\$69.16	P
40200447	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200448	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200449	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200450	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200451	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200452	OHP Care Provider	Out of Home Placement	02/05/2020	\$235.74	P
40200453	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200454	OHP Care Provider	Out of Home Placement	02/05/2020	\$112.00	P
40200455	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200456	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200457	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200458	OHP Care Provider	Out of Home Placement	02/05/2020	\$136.00	P
40200459	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200460	OHP Care Provider	Out of Home Placement	02/05/2020	\$96.00	P
40200461	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200462	OHP Care Provider	Out of Home Placement	02/05/2020	\$216.00	P
40200463	OHP Care Provider	Out of Home Placement	02/05/2020	\$87.90	P
40200464	OHP Care Provider	Out of Home Placement	02/05/2020	\$25.81	P
40200465	OHP Care Provider	Out of Home Placement	02/05/2020	\$7,423.26	P
40200466	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200467	OHP Care Provider	Out of Home Placement	02/05/2020	\$360.00	P
40200468	OHP Care Provider	Out of Home Placement	02/05/2020	\$300.00	P
40200469	OHP Care Provider	Out of Home Placement	02/05/2020	\$404.00	P
40200470	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200471	OHP Care Provider	Out of Home Placement	02/05/2020	\$376.00	P
40200472	OHP Care Provider	Out of Home Placement	02/05/2020	\$104.00	P

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Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200473	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200474	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200475	OHP Care Provider	Out of Home Placement	02/05/2020	\$7,423.26	P
40200476	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200477	OHP Care Provider	Out of Home Placement	02/05/2020	\$12,993.96	P
40200478	OHP Care Provider	Out of Home Placement	02/05/2020	\$7,423.26	P
40200479	OHP Care Provider	Out of Home Placement	02/05/2020	\$76.16	P
40200480	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200481	OHP Care Provider	Out of Home Placement	02/05/2020	\$96.00	P
40200482	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200483	OHP Care Provider	Out of Home Placement	02/05/2020	\$136.00	P
40200484	OHP Care Provider	Out of Home Placement	02/05/2020	\$300.00	P
40200485	OHP Care Provider	Out of Home Placement	02/05/2020	\$12,590.96	P
40200486	OHP Care Provider	Out of Home Placement	02/05/2020	\$458.00	P
40200487	OHP Care Provider	Out of Home Placement	02/05/2020	\$12,590.96	P
40200488	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200489	OHP Care Provider	Out of Home Placement	02/05/2020	\$128.00	P
40200490	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200491	OHP Care Provider	Out of Home Placement	02/05/2020	\$360.00	P
40200492	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200493	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200494	OHP Care Provider	Out of Home Placement	02/05/2020	\$164.00	P
40200495	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200496	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200497	OHP Care Provider	Out of Home Placement	02/05/2020	\$212.00	P
40200498	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200499	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200500	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200501	OHP Care Provider	Out of Home Placement	02/05/2020	\$202.97	P
40200502	OHP Care Provider	Out of Home Placement	02/05/2020	\$436.77	P
40200503	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200504	OHP Care Provider	Out of Home Placement	02/05/2020	\$296.00	P
40200505	OHP Care Provider	Out of Home Placement	02/05/2020	\$70.97	P
40200506	OHP Care Provider	Out of Home Placement	02/05/2020	\$284.65	P
40200507	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200508	OHP Care Provider	Out of Home Placement	02/05/2020	\$43.35	P
40200509	OHP Care Provider	Out of Home Placement	02/05/2020	\$284.52	P
40200510	OHP Care Provider	Out of Home Placement	02/05/2020	\$64.00	P
40200511	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200512	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200513	OHP Care Provider	Out of Home Placement	02/05/2020	\$328.00	P
40200514	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200515	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200516	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P

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Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200517	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200518	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200519	OHP Care Provider	Out of Home Placement	02/05/2020	\$48.00	P
40200520	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200521	OHP Care Provider	Out of Home Placement	02/05/2020	\$56.00	P
40200522	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200523	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200524	OHP Care Provider	Out of Home Placement	02/05/2020	\$48.00	P
40200525	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200526	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200527	OHP Care Provider	Out of Home Placement	02/05/2020	\$136.00	P
40200528	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200529	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200530	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200531	OHP Care Provider	Out of Home Placement	02/05/2020	\$128.00	P
40200532	OHP Care Provider	Out of Home Placement	02/05/2020	\$248.00	P
40200533	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200534	OHP Care Provider	Out of Home Placement	02/05/2020	\$91.94	P
40200535	OHP Care Provider	Out of Home Placement	02/05/2020	\$107.87	P
40200536	OHP Care Provider	Out of Home Placement	02/05/2020	\$257.42	P
40200537	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200538	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200539	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200540	OHP Care Provider	Out of Home Placement	02/05/2020	\$328.00	P
40200541	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200542	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200543	OHP Care Provider	Out of Home Placement	02/05/2020	\$112.00	P
40200544	OHP Care Provider	Out of Home Placement	02/05/2020	\$120.00	P
40200545	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200546	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200547	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200548	OHP Care Provider	Out of Home Placement	02/05/2020	\$248.00	P
40200549	OHP Care Provider	Out of Home Placement	02/05/2020	\$719.00	P
40200550	OHP Care Provider	Out of Home Placement	02/05/2020	\$572.00	P
40200551	OHP Care Provider	Out of Home Placement	02/05/2020	\$458.00	P
40200552	OHP Care Provider	Out of Home Placement	02/05/2020	\$502.00	P
40200553	OHP Care Provider	Out of Home Placement	02/05/2020	\$442.00	P
40200554	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200555	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200556	OHP Care Provider	Out of Home Placement	02/05/2020	\$152.00	P
40200557	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200558	OHP Care Provider	Out of Home Placement	02/05/2020	\$1,190.00	P
40200559	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200560	OHP Care Provider	Out of Home Placement	02/05/2020	\$88.00	P

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Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200561	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200562	OHP Care Provider	Out of Home Placement	02/05/2020	\$88.00	P
40200563	OHP Care Provider	Out of Home Placement	02/05/2020	\$531.00	P
40200564	OHP Care Provider	Out of Home Placement	02/05/2020	\$766.00	P
40200565	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200566	OHP Care Provider	Out of Home Placement	02/05/2020	\$304.00	P
40200567	OHP Care Provider	Out of Home Placement	02/05/2020	\$7,423.26	P
40200568	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200569	OHP Care Provider	Out of Home Placement	02/05/2020	\$107.87	P
40200570	OHP Care Provider	Out of Home Placement	02/05/2020	\$240.00	P
40200571	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200572	OHP Care Provider	Out of Home Placement	02/05/2020	\$50.00	P
40200573	OHP Care Provider	Out of Home Placement	02/05/2020	\$103.87	P
40200574	OHP Care Provider	Out of Home Placement	02/05/2020	\$3.61	P
40200575	OHP Care Provider	Out of Home Placement	02/05/2020	\$160.00	P
40200576	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200577	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200578	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200579	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200580	OHP Care Provider	Out of Home Placement	02/05/2020	\$105.48	P
40200581	OHP Care Provider	Out of Home Placement	02/05/2020	\$113.03	P
40200582	OHP Care Provider	Out of Home Placement	02/05/2020	\$128.00	P
40200583	OHP Care Provider	Out of Home Placement	02/05/2020	\$300.00	P
40200584	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200585	OHP Care Provider	Out of Home Placement	02/05/2020	\$128.00	P
40200586	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200587	OHP Care Provider	Out of Home Placement	02/05/2020	\$100.00	P
40200588	OHP Care Provider	Out of Home Placement	02/05/2020	\$662.00	P
40200589	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200590	OHP Care Provider	Out of Home Placement	02/05/2020	\$448.00	P
40200591	OHP Care Provider	Out of Home Placement	02/05/2020	\$112.00	P
40200592	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200593	OHP Care Provider	Out of Home Placement	02/05/2020	\$511.00	P
40200594	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200595	OHP Care Provider	Out of Home Placement	02/05/2020	\$376.00	P
40200596	OHP Care Provider	Out of Home Placement	02/05/2020	\$676.00	P
40200597	OHP Care Provider	Out of Home Placement	02/05/2020	\$460.00	P
40200598	OHP Care Provider	Out of Home Placement	02/05/2020	\$344.00	P
40200599	OHP Care Provider	Out of Home Placement	02/05/2020	\$522.00	P
40200600	OHP Care Provider	Out of Home Placement	02/05/2020	\$400.00	P
40200601	OHP Care Provider	Out of Home Placement	02/05/2020	\$903.00	P
40200602	OHP Care Provider	Out of Home Placement	02/05/2020	\$552.00	P
40200603	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200604	OHP Care Provider	Out of Home Placement	02/05/2020	\$32.00	P



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40200605	OHP Care Provider	Out of Home Placement	02/05/2020	\$545.00	P
40200606	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200607	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200608	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200609	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200610	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200611	OHP Care Provider	Out of Home Placement	02/05/2020	\$384.00	P
40200612	OHP Care Provider	Out of Home Placement	02/05/2020	\$384.00	P
40200613	OHP Care Provider	Out of Home Placement	02/05/2020	\$478.00	P
40200614	OHP Care Provider	Out of Home Placement	02/05/2020	\$420.00	P
40200615	OHP Care Provider	Out of Home Placement	02/05/2020	\$820.00	P
40200616	OHP Care Provider	Out of Home Placement	02/05/2020	\$520.00	P
40200617	OHP Care Provider	Out of Home Placement	02/05/2020	\$594.00	P
40200618	OHP Care Provider	Out of Home Placement	02/05/2020	\$520.00	P
40200619	OHP Care Provider	Out of Home Placement	02/05/2020	\$568.00	P
40200620	OHP Care Provider	Out of Home Placement	02/05/2020	\$568.00	P
40200621	OHP Care Provider	Out of Home Placement	02/05/2020	\$544.00	P
40200622	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200623	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200624	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200625	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200626	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200627	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200628	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200629	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200630	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200631	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200632	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200633	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200634	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200635	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200636	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200637	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200638	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200639	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200640	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200641	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200642	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200643	OHP Care Provider	Out of Home Placement	02/05/2020	\$226.00	P
40200644	OHP Care Provider	Out of Home Placement	02/05/2020	\$226.00	P
40200645	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200646	OHP Care Provider	Out of Home Placement	02/05/2020	\$226.00	P
40200647	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200648	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P

HUMAN SERVICES - FEBRUARY 2020

40200251 - 40200706 40196397 - 40196513

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200649	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200650	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200651	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200652	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200653	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200654	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200655	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200656	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200657	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200658	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200659	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200660	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200661	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200662	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200663	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200664	OHP Care Provider	Out of Home Placement	02/05/2020	\$254.00	P
40200665	AMAZON CAPITAL SERVICES	OFFICE SUPPLY	01/31/2020	\$790.00	P
40200666	A TOUCH OF HOME - AFH	RESIDENTIAL SERVICES	01/31/2020	\$2,240.64	P
40200667	CITY OF WAUSAU	FSET APPROVED BUS PASSES	01/31/2020	\$924.00	P
40200668	HILLTOP AFFILIATES INC	RESIDENTIAL SERVICES	01/31/2020	\$4,106.04	P
40200669	OFFICE ALLY INC	CLEARING HOUSE OUTPATIENT BILL	01/31/2020	\$280.00	P
40200670	EXPERIAN HEALTH INC	VERIFICATION OF CLIENT CHARGES	01/31/2020	\$153.03	P
40200671	SATELLITE TRACKING OF PEOPLE LLC	ELECTRONIC MONITORING FEES	01/31/2020	\$546.00	P
40200672	TAYLOR TRACEY	FOSTER HOME	01/31/2020	\$176.13	P
40200673	THERAPY WITHOUT WALLS	CCS CONTRACTED SERVICES	01/31/2020	\$33,361.33	P
40200674	VOIANCE LANGUAGE SERVICES LLC	NIMC LANGUAGE SERVICES	01/31/2020	\$729.55	P
40200675	WI DEPT OF JUSTICE	BACKGROUND CHECKS	01/31/2020	\$50.00	P
40200676	WI DEPT OF JUSTICE	BACKGROUND CHECKS	01/31/2020	\$20.00	P
40200677	ENTERPRISE RENT-A-CAR	YA CAR RENTALS	01/31/2020	\$107.70	P
40200678	AMAZON CAPITAL SERVICES	FSET APPROVED EMPLOYMNT SUPPL	02/13/2020	\$8.09	P
40200679	COURTESY CAB	FSET APPROVED TAXI RIDES	01/31/2020	\$239.50	P
40200680	CRABMAN'S DRIVER EDUCATION LLC	FSET APPROVED DRIVERS ED	01/31/2020	\$240.00	P
40200681	DRIVER EDUCATION SPECIALISTS	FSET APPROVED DRIVERS ED	02/13/2020	\$375.00	P
40200682	FLEXSTAFF	TEMP SERVICES	02/13/2020	\$817.60	P
40200683	MARSHFIELD PARK & REC DEPT	FSET APPROVED FACILITY RENTAL	01/31/2020	\$40.00	P
40200684	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED TRANSIT SERVICES	02/13/2020	\$25.00	P
40200685	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED TRANSIT SERVICES	02/13/2020	\$25.00	P
40200686	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED TRANSIT SERVICES	02/13/2020	\$25.00	P
40200687	MENOMINEE DEPT OF TRANSIT SERVICES	FSET APPROVED TRANSIT SERVICES	02/13/2020	\$25.00	P
40200688	MID-STATE TRUCK SERVICE INC	BUS LIFT REPAIR	01/31/2020	\$1,524.44	P
40200689	NORRIS MANOR APARTMENTS	RENT ASSISTANCE	02/13/2020	\$25.00	P
40200690	STAPLES ADVANTAGE	FSET APPROVED PROGRAM SUPPLIES	02/13/2020	\$10.14	P
40200691	BEHAVIORAL HEALTH TRAINING PARTNERSHIP	BEHAVIORAL HEALTH TRAINING	02/13/2020	\$1,875.00	P
40200692	NEHMER JESSICA LYNN	YA GAS FOR RENTAL CAR	01/31/2020	\$41.28	P

HUMAN SERVICES - FEBRUARY 2020

40200251 - 40200706 40196397 - 40196513

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
40200693		FSET APPROVED DL FEES	01/31/2020	\$24.00	P
40200694	ECONO LODGE	CW CLIENT LODGING	02/13/2020	\$150.00	P
40200695	ESQUIRE MUFFLERS	FSET APPROVED AUTO REPAIR	02/13/2020	\$500.00	P
40200696	GUTSCH LISA	SUPERVISED VISIT	02/13/2020	\$15.00	P
40200697	KEMP SERVICE CENTER INC	FSET APPROVED AUTO REPAIR	01/31/2020	\$600.00	P
40200698	MARSHFIELD PUBLIC TRANSIT	CLIENT TRANSPORTATION	02/13/2020	\$85.50	P
40200699	MONTANA CRIMINAL RECORDS	BACKGROUND CHECK	02/13/2020	\$15.00	P
40200700	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/13/2020	\$60.00	P
40200701	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/13/2020	\$73.00	P
40200702	REGISTRATION FEE TRUST	FSET APPROVED CDL FEE	02/13/2020	\$30.00	P
40200703	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/13/2020	\$34.00	P
40200704	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/13/2020	\$39.00	P
40200705	REGISTRATION FEE TRUST	FSET APPROVED DL FEE	02/13/2020	\$35.00	P
40200706	THEDACARE AT WORK	FSET APPROVED UA FEE	02/13/2020	\$68.00	P
<b>Grand Total:</b>				<b>\$888,581.35</b>	

Signatures

Committee Chair:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

**Committee Report**

County of Wood

Report of claims for: NORWOOD HEALTH CENTER

For the period of: FEBRUARY 2020

For the range of vouchers: 20191493 - 20191529 20192021 - 20192025 20200005 - 20200114

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
20191493	BEAVER CREEK NURSERY & LANDSCAPING LLC	SNOW REMOVAL/SALTING-DEC 19	01/02/2020	\$2,797.50	P
20191494	FESTIVAL FOODS	DIETARY FOOD	12/05/2019	\$77.43	P
20191495	FESTIVAL FOODS	DIETARY FOOD-CHRISTMAS TEA	12/16/2019	\$176.23	P
20191496	FESTIVAL FOODS	DIETARY FOOD	12/17/2019	\$71.83	P
20191497	FESTIVAL FOODS	DIETARY FOOD	12/23/2019	\$56.84	P
20191498	FESTIVAL FOODS	DIETARY FOOD	12/23/2019	\$77.71	P
20191499	FESTIVAL FOODS	DIETARY FOOD	12/26/2019	\$25.96	P
20191500	WISCONSIN MEDIA	LEGAL NOTICE-NEWS PAPER POST	12/31/2019	\$185.50	P
20191501	WISCONSIN MEDIA	OPEN ADMISSIONS POLICY AD	12/31/2019	\$16.78	P
20191502	HEALTH DIRECT PHARMACY SERVICES INC	PATIENT MEDICATIONS	12/31/2019	\$9,434.26	P
20191503	JACKSON & COKER LOCUMTENANS LLC	PSYCH-DR.KALAFAT-12/8,12/13-14	12/18/2019	\$8,492.00	P
20191504	JACKSON & COKER LOCUMTENANS LLC	PSYCH-DR.KALAFAT-12/15	01/02/2020	\$2,761.00	P
20191505	MCKESSON MEDICAL	NURSING SUPPLIES	12/03/2019	\$479.63	P
20191506	MCKESSON MEDICAL	NURSING SUPPLIES	12/09/2019	\$667.13	P
20191507	MCKESSON MEDICAL	NURSING & DIETARY SUPPLIES/FOOD	12/17/2019	\$1,265.25	P
20191508	MCKESSON MEDICAL	NURSING SUPPLIES	12/26/2019	\$813.13	P
20191509	ADVANCED DISPOSAL	REFUSE SERVICE FOR DECEMBER	12/31/2019	\$543.05	P
20191510	AMAZON CAPITAL SERVICES	BRIDGEWAY SUPPLIES	01/15/2020	\$381.48	P
20191511	CITY OF MARSHFIELD	LAB ANALYSIS	12/31/2019	\$47.00	P
20191512	LB MEDWASTE INC	MEDICAL WASTE PICK-UP	12/31/2019	\$130.23	P
20191513	MOBILEXUSA	PATIENT X-RAYS-ADMISSIONS	01/13/2019	\$86.60	P
20191514	MOBILEXUSA	PATIENT X-RAYS-ADMISSIONS	10/31/2018	\$140.00	P
20191515	OMNICARE INC	PATIENT MEDICATIONS	11/04/2018	\$425.08	P
20191516	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/01/2019	\$2.08	P
20191517	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/03/2019	\$17.29	P
20191518	WE ENERGIES	NATURAL GAS SERVICE-DECEMBER	01/09/2019	\$8,077.00	P
20191519	GPM SOUTHEAST LLC	VEHICLE FUEL	12/31/2019	\$434.37	P
20191520	NORTHWEST RESPIRATORY SERVICES	NURSING SUPPLIES	01/08/2020	\$470.00	P
20191521	STAFFENCY LLC	CONTRACTED CNA'S-WE12/21	01/24/2020	\$1,102.50	P
20191522	US BANK	US BANK CARD-DEC. CHARGES	01/16/2020	\$11,328.36	P
20191523	JACKSON & COKER LOCUMTENANS LLC	DR. KALAFAT-PSYCH-10/5-10/6	10/16/2019	\$6,067.00	P
20191524	JACKSON & COKER LOCUMTENANS LLC	DR.FERNANDEZ-PAYCH-10/26	10/30/2019	\$2,601.00	P
20191525	JACKSON & COKER LOCUMTENANS LLC	DR.FERNANDEZ-PSYCH-10/27	11/06/2019	\$2,173.50	P
20191526	CUMMINS NPOWER LLC	REPAIRS TO GENERATOR	06/10/2019	\$529.96	P



NORWOOD HEALTH CENTER - FEBRUARY  
2020

20200005 - 20200114 20192021 - 20192025 20191493 - 20191529

Item #5c

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
20191527	REIMERS KAREN MD	DR.REIMERS-PSYCH-12/21-12/31	01/31/2020	\$27,510.94	P
20191528	JACKSON & COKER LOCUMTENANS LLC	DR. KALAFAT-PSYCH-11/14-11/17	11/20/2019	\$8,492.00	P
20191529	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	02/07/2020	\$215.20	P
20192021	STAPLES ADVANTAGE	OFFICE SUPPLIES	10/24/2019	\$62.22	P
20192022	STAPLES ADVANTAGE	OFFICE SUPPLIES	10/24/2019	\$24.90	P
20192023	STAPLES ADVANTAGE	OFFICE SUPPLIES	10/24/2019	\$452.81	P
20192024	BALTUS OIL COMPANY	FUEL-LAST BALTUS STATEMENT	12/31/2019	\$46.45	P
20192025	MARSHFIELD CLINIC	PROFESSIONAL SERVICES-DEC 2019	12/31/2019	\$13,836.92	P
20200005	AMAZON CAPITAL SERVICES	ADMINSTRATIVE SUPPLIES	01/08/2020	\$41.35	P
20200006	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/03/2020	\$153.80	P
20200007	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/07/2020	\$543.95	P
20200008	DISH NETWORK	SATELITE TV SERVICE	01/04/2020	\$141.99	P
20200009	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/02/2020	\$174.72	P
20200010	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/03/2020	\$62.20	P
20200011	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/06/2020	\$19.00	P
20200012	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/08/2020	\$254.72	P
20200013	MATRIXCARE SDS-12-2905	MATRIXCARE MONTHLY CHRGS-JAN	01/01/2020	\$1,152.67	P
20200014	PITNEY BOWES	QRTLY LEASE-POSTAGE MACHINE	12/30/2019	\$173.04	P
20200015	STAFFENCY LLC	CONTRACT CNA'S WE-1/4/2020	01/04/2020	\$6,526.25	P
20200016	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/09/2020	\$42.92	P
20200017	WI DEPT OF HEALTH & SOC SERV	MONTHLY ASSESSMENT FEE	01/06/2020	\$4,760.00	P
20200018	AMAZON CAPITAL SERVICES	TWO WAY INSTANT TRANSLATOR	01/13/2020	\$89.10	P
20200019	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/14/2020	\$28.99	P
20200020	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/10/2020	\$339.65	P
20200021	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/14/2020	\$725.70	P
20200022	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/10/2020	\$57.40	P
20200023	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/13/2020	\$112.00	P
20200024	HOTEL MARSHFIELD	DR. TEMP HOUSING-1/10-1/12	01/13/2020	\$164.00	P
20200025	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/10/2020	\$5.42	P
20200026	WOOD COUNTY HUMAN SERVICES	REFUND TO WOOD CO FROM SHP	01/14/2020	\$560.28	P
20200027	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/15/2020	\$159.99	P
20200028	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	01/08/2020	\$109.33	P
20200029	STAFFENCY LLC	COONTRACT CNA'S-WE 1/11/2020	01/11/2020	\$7,585.50	P
20200030	WOOD COUNTY HUMAN SERVICES	REFUND TO HSD FOR PMT RC BY NW	01/16/2020	\$47.65	P
20200031	WOOD COUNTY HUMAN SERVICES	PMT TO HSD FOR CENPATICO PMT	01/16/2020	\$30.30	P
20200032	AMAZON CAPITAL SERVICES	OFFICE SUPPLIES	01/21/2020	\$111.92	P
20200033	FRONTIER COMMUNICATIONS	PHONE/FAX FOR JANUARY 2020	01/16/2020	\$255.39	P
20200034	JACKSON & COKER LOCUMTENANS LLC	DR.KALAFAT-PSYCH-1/11-1/12	01/16/2020	\$6,067.00	P
20200035	JACKSON & COKER LOCUMTENANS LLC	DR.HOENECKE-PSYCH-1/18-1/19	01/22/2020	\$6,067.00	P
20200036	LUEPKE KRISTINE	REIMBURSE FOR LICENSE	01/16/2020	\$78.54	P
20200037	WISCONSIN DON COUNCIL	DON MEMBERSHIP-2020	01/20/2020	\$125.00	P
20200038	WOOD COUNTY HUMAN SERVICES	REFUND TO HSD FOR INS PMT	01/21/2020	\$27.96	P
20200039	WOOD COUNTY HUMAN SERVICES	PMT TO HSD FOR CHECK FROM SHP	01/23/2020	\$115.01	P
20200040	US BANK	USBANK CHARGES-JAN. 2020	01/16/2020	\$1,335.19	P

NORWOOD HEALTH CENTER - FEBRUARY  
2020

20200005 - 20200114 20192021 - 20192025 20191493 - 20191529

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
20200041	AMAZON CAPITAL SERVICES	GROUPS SUPPLIES	01/21/2020	\$32.99	P
20200042	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/17/2020	\$377.60	P
20200043	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/21/2020	\$528.40	P
20200044	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/24/2020	\$262.75	P
20200045	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/28/2020	\$593.34	P
20200046	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	01/31/2020	\$515.50	P
20200047	COMPLETE CONTROL	C/I-HVAC RENOVATION-AC-9 FAN	01/16/2020	\$358.00	P
20200048	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/15/2020	\$215.04	P
20200049	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/17/2020	\$57.40	P
20200050	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/21/2020	\$158.72	P
20200051	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/23/2020	\$182.40	P
20200052	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/27/2020	\$123.52	P
20200053	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/27/2020	\$57.40	P
20200054	HOTEL MARSHFIELD	DR.TEMP HOUSING-DR.HOENECKE	01/21/2020	\$164.00	P
20200055	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	01/21/2020	\$256.40	P
20200056	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	01/23/2020	\$185.53	P
20200057	MENARDS-MARSHFIELD	GROUPS SUPPLIES	01/28/2020	\$77.40	P
20200058	NASSCO INC	HOUSEKEEPING SUPPLIES	01/14/2020	\$739.81	P
20200059	NORWOOD PETTY CASH ACCOUNT	REPLENISH PETTY CASH-JAN 2020	01/31/2020	\$99.58	P
20200060	PRINCE CORPORATION	ICE MELT SALT	01/17/2020	\$184.40	P
20200061	REIGEL PLUMBING & HEATING	PLUMBING SUPPLIES	01/30/2020	\$13.11	P
20200062	SHRED-IT	CONFIDENTIAL SHREDDING SERVICE	01/22/2020	\$48.50	P
20200063	STAFFENCY LLC	CONTRACT CNA'S-WE 1/18/2020	01/18/2020	\$7,660.50	P
20200064	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/14/2020	\$33.12	P
20200065	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/23/2020	\$105.36	P
20200066	BSG MAINTENANCE INC	CONTRACT HSKPG/LAUNDRY-JAN	01/20/2020	\$12,442.32	P
20200067	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/29/2020	\$199.04	P
20200068	REIMERS KAREN MD	DR.REIMERS-PSYCH-1/1-1/5	01/31/2020	\$12,599.95	P
20200069	MARSHFIELD UTILITIES	WATER/SEWER/ELECT-JAN.2020	01/31/2020	\$9,533.74	P
20200070	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	01/29/2020	\$28.39	P
20200071	CENTRAL RESTAURANT PRODUCTS	DIETARY SUPPLIES	01/07/2020	\$112.84	P
20200072	CENTRAL RESTAURANT PRODUCTS	DIETARY SUPPLIES	01/21/2020	\$1,608.16	P
20200073	DIRECT SUPPLY INC	SHOWER CURTAINS-PATHWAYS	01/07/2020	\$32.99	P
20200074	DIRECT SUPPLY INC	SHOWER CURTAINS-CR & PW	01/13/2020	\$107.99	P
20200075	DIRECT SUPPLY INC	DIETARY SUPPLIES	01/17/2020	\$41.98	P
20200076	FESTIVAL FOODS	DIETARY FOOD	01/08/2020	\$55.64	P
20200077	FESTIVAL FOODS	DIETARY FOOD	01/30/2020	\$25.93	P
20200078	FESTIVAL FOODS	DIETARY FOOD	01/31/2020	\$33.87	P
20200079	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	01/31/2020	\$49.40	P
20200080	HEALTH DIRECT PHARMACY SERVICES INC	PATIENT MEDICATIONS-JAN 2020	01/31/2020	\$5,313.82	P
20200081	HEINZEN PRINTING INC	ADMINISTRATIVE SUPPLIES	01/29/2020	\$72.00	P
20200082	HOTEL MARSHFIELD	DOCTOR TEMP HOUSING-HOENECKE	02/05/2020	\$82.00	P
20200083	MARSHFIELD LABORATORIES	LAB TESTS ORDERED	01/31/2020	\$30.50	P
20200084	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/03/2020	\$3,859.80	P

NORWOOD HEALTH CENTER - FEBRUARY  
2020

20200005 - 20200114 20192021 - 20192025 20191493 - 20191529

Item #5c

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
20200085	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/10/2020	\$3,542.74	P
20200086	MARTIN BROS DISTRIBUTING CO INC	DIETARY SUPPLIES	01/13/2020	(\$55.79)	P
20200087	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/17/2020	\$3,091.67	P
20200088	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/20/2020	\$368.28	P
20200089	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD	01/21/2020	(\$14.08)	P
20200090	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/24/2020	\$3,181.50	P
20200091	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD	01/27/2020	\$371.27	P
20200092	MARTIN BROS DISTRIBUTING CO INC	DIETARY FOOD & SUPPLIES	01/31/2020	\$4,105.72	P
20200093	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/03/2020	\$676.97	P
20200094	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/06/2020	\$5,370.03	P
20200095	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD & SUPPLIES	01/10/2020	\$1,572.44	P
20200096	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/13/2020	\$4,548.74	P
20200097	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD & SUPPLIES	01/17/2020	\$1,720.46	P
20200098	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/20/2020	\$4,866.09	P
20200099	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD & SUPPLIES	01/24/2020	\$2,010.86	P
20200100	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/27/2020	\$5,275.90	P
20200101	MARTIN BROS DISTRIBUTING CO INC	CONGREGATE FOOD	01/31/2020	\$1,727.52	P
20200102	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	01/21/2020	\$9.00	P
20200103	STAFFENCY LLC	CONTRACTED CNA'S-WE 2/1/2020	02/02/2020	\$6,293.50	P
20200104	STAPLES ADVANTAGE	OFFICE SUPPLIES	01/25/2020	\$37.43	P
20200105	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	02/04/2020	\$476.75	P
20200106	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	02/07/2020	\$397.05	P
20200107	BUSHMAN DAIRY DISTRIBUTORS INC	DIETARY & CONGREGATE FOOD	02/11/2020	\$572.90	P
20200108	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	02/03/2020	\$190.72	P
20200109	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	02/05/2020	\$215.04	P
20200110	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	02/07/2020	\$49.40	P
20200111	GRAYKOWSKI'S DISTRIBUTING	CONGREGATE FOOD	02/10/2020	\$190.74	P
20200112	HOTEL MARSHFIELD	DOCTORS TEMP HOUSING-HOENECKE	02/05/2020	\$82.00	P
20200113	MENARDS-MARSHFIELD	MAINTENANCE SUPPLIES	02/04/2020	\$232.15	P
20200114	WI DEPT OF HEALTH & SOC SERV	MONTHLY ASSESSMENT FEES-FEB	02/06/2020	\$5,440.00	P

**Grand Total:****\$266,649.18**Signatures

Committee Chair:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

## Committee Report

County of Wood

Report of claims for: VETERANS SERVICES

For the period of: FEBRUARY 2020

For the range of vouchers: 31200002 - 31200003 31190051 - 31190051

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
31190051	US BANK	CREDIT CARD CHARGES	01/16/2020	\$575.61	P
31200002	US BANK	CREDIT CARD CHARGES	01/16/2020	\$112.00	P
31200003	CENTRAL WI STATE FAIR ASSOC	2020 VENDOR BOOTH FEE	02/11/2020	\$295.00	P
<b>Grand Total:</b>				<b>\$982.61</b>	

### Signatures

Committee Chair:

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Committee Member:

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County of Wood  
Detailed Income Statement  
For the Twelve Months Ending December 31, 2019  
Human Services Department-Edgewater

2  
Item #7

	Actual	2019 Budget	Variance	Variance %
<b>REVENUES</b>				
Taxes				
General Property Taxes	\$1,117,679.04	\$1,117,679.00	\$0.04	0.00%
Total Taxes	1,117,679.04	1,117,679.00	0.04	0.00%
Public Charges for Services				
Public Charges-Unified & Norwood	4,422,043.28	5,927,729.00	(1,505,685.72)	(25.40%)
Provision for Bad Debts-Edgewater	(45,999.96)	(92,000.00)	46,000.04	(50.00%)
Total Public Charges for Services	4,376,043.32	5,835,729.00	(1,459,685.68)	(25.01%)
Intergovernmental Charges for Services				
Intergovernmental Transfer Program Rev	982,736.44	618,800.00	363,936.44	58.81%
Total Charges to Other Governments	982,736.44	618,800.00	363,936.44	58.81%
Total Intergovernmental Charges for Services	982,736.44	618,800.00	363,936.44	58.81%
Miscellaneous				
Interest	93.19		93.19	0.00%
Gain/Loss-Sale of Property	711.00		711.00	0.00%
Donations	154,686.26		154,686.26	0.00%
Meal/Vending/Misc Income	10,272.77	12,100.00	(1,827.23)	(15.10%)
Other Miscellaneous	3,075.00	1,584.00	1,491.00	94.13%
Total Miscellaneous	168,838.22	13,684.00	155,154.22	1,133.84%
<b>TOTAL REVENUES</b>	<b>6,645,297.02</b>	<b>7,585,892.00</b>	<b>(940,594.98)</b>	<b>(12.40%)</b>
<b>EXPENDITURES</b>				
Health and Human Services				
Edgewater-Nursing	3,988,347.09	4,320,403.00	332,055.91	7.69%
Edgewater-Housekeeping	130,356.33	130,363.00	6.67	0.01%
Edgewater-Dietary	701,235.29	755,634.00	54,398.71	7.20%
Edgewater-Laundry	54,655.96	57,322.00	2,666.04	4.65%
Edgewater-Maintenance	381,665.44	441,542.87	59,877.43	13.56%
Edgewater-Activities	176,460.36	184,131.00	7,670.64	4.17%
Edgewater-Social Services	169,223.69	162,037.00	(7,186.69)	(4.44%)
Edgewater-Administration	740,215.78	738,015.00	(2,200.78)	(0.30%)
Edgewater-TBI	982.86	872,983.00	872,000.14	99.89%
Total Health and Human Services	6,343,142.80	7,662,430.87	1,319,288.07	17.22%
Depreciation				
Depreciation & Amortization	220,524.60		(220,524.60)	0.00%
Total Depreciation	220,524.60		(220,524.60)	0.00%
<b>TOTAL EXPENDITURES</b>	<b>6,563,667.40</b>	<b>7,662,430.87</b>	<b>1,098,763.47</b>	<b>14.34%</b>
<b>NET INCOME (LOSS) *</b>	<b>81,629.62</b>	<b>(76,538.87)</b>	<b>158,168.49</b>	



County of Wood  
Detailed Income Statement  
For the Twelve Months Ending December 31, 2019  
Human Services Department-Community

2  
Item #7

	Actual	2019 Budget	Variance	Variance %
<b>REVENUES</b>				
Taxes				
General Property Taxes	\$7,514,241.00	\$7,514,241.00		0.00%
Total Taxes	7,514,241.00	7,514,241.00		0.00%
Intergovernmental Revenues				
State Aid & Grants	12,615,323.99	12,519,063.00	96,260.99	0.77%
Total Intergovernmental	12,615,323.99	12,519,063.00	96,260.99	0.77%
Public Charges for Services				
Public Chgs-Other -Local Grant	27,500.00	27,500.00		0.00%
Public Charges-Unified & Norwood	5,532,125.30	6,303,920.00	(771,794.70)	(12.24%)
Contractual Adjustment-Unified & Norwood	(1,789,369.01)	(2,230,664.00)	441,294.99	(19.78%)
Total Public Charges for Services	3,770,256.29	4,100,756.00	(330,499.71)	(8.06%)
Interdepartmental Charges for Services				
Dept Revenue-Unified & Norwood	68,000.00	73,000.00	(5,000.00)	(6.85%)
Total Interdepartmental Charges	68,000.00	73,000.00	(5,000.00)	(6.85%)
Total Intergovernmental Charges for Services	68,000.00	73,000.00	(5,000.00)	(6.85%)
Miscellaneous				
Rental Income	33,932.65	33,693.00	239.65	0.71%
Donations	1,133.00		1,133.00	0.00%
Meal/Vending/Misc Income	23,252.73	5,500.00	17,752.73	322.78%
Total Miscellaneous	58,318.38	39,193.00	19,125.38	48.80%
Other Financing Sources				
Proceeds from Long-Term Debt		57,600.00	(57,600.00)	(100.00%)
Total Other Financing Sources		57,600.00	(57,600.00)	(100.00%)
<b>TOTAL REVENUES</b>	<b>24,026,139.66</b>	<b>24,303,853.00</b>	<b>(277,713.34)</b>	<b>(1.14%)</b>
<b>EXPENDITURES</b>				
Health and Human Services				
Human Services-Child Welfare	3,592,829.53	3,822,418.00	229,588.47	6.01%
Human Services- Youth Aids	2,796,117.95	3,343,095.00	546,977.05	16.36%
Human Services- Child Care	125,657.64	244,188.00	118,530.36	48.54%
Human Services- Transportation	360,943.63	449,566.00	88,622.37	19.71%
Human Services-ESS	1,478,876.61	1,466,547.00	(12,329.61)	(0.84%)
Human Services-FSET	3,343,446.89	3,176,589.00	(166,857.89)	(5.25%)
Human Services-LIHEAP	104,107.53	120,256.00	16,148.47	13.43%
Human Services-Birth to Three	516,235.10	545,393.00	29,157.90	5.35%
Human Services- FSP	48,352.58	177,844.00	129,491.42	72.81%
Human Services-Child Waivers	345,025.72	350,302.00	5,276.28	1.51%
Human Services-CTT/CSP	568,543.57	590,056.00	21,512.43	3.65%
Human Services-OPC, MH	1,178,195.50	1,396,881.00	218,685.50	15.66%
Human Services-CCS	2,372,224.54	2,288,081.00	(84,143.54)	(3.68%)
Human Services-Crisis, Legal Services	1,022,814.65	979,664.00	(43,150.65)	(4.40%)
Human Services-MH Contracts	741,683.62	1,393,677.00	651,993.38	46.78%
Human Services-OPC, AODA	422,415.32	428,196.00	5,780.68	1.35%
Human Services- OPC, Day Treatment	60,258.88	84,601.00	24,342.12	28.77%
Human Services-AODA Contracts	43,202.94	126,100.00	82,897.06	65.74%
Human Services- Administration	3,453,210.82	3,543,916.00	90,705.18	2.56%
Total Health and Human Services	22,574,143.02	24,527,370.00	1,953,226.98	7.96%
<b>TOTAL EXPENDITURES</b>	<b>22,574,143.02</b>	<b>24,527,370.00</b>	<b>1,953,226.98</b>	<b>7.96%</b>
<b>NET INCOME (LOSS) *</b>	<b>1,451,996.64</b>	<b>(223,517.00)</b>	<b>1,675,513.64</b>	

County of Wood  
Detailed Income Statement  
For the Twelve Months Ending December 31, 2019  
Human Services Department-Norwood Health Center

2  
Item #7

	Actual	2019 Budget	Variance	Variance %
<b>REVENUES</b>				
Taxes				
General Property Taxes	\$2,650,328.04	\$2,650,328.00	\$0.04	0.00%
Total Taxes	2,650,328.04	2,650,328.00	0.04	0.00%
Intergovernmental Revenues				
State Aid & Grants	198,423.77	100,000.00	98,423.77	98.42%
Total Intergovernmental	198,423.77	100,000.00	98,423.77	98.42%
Public Charges for Services				
Public Charges-Unified & Norwood	7,726,130.77	7,343,496.00	382,634.77	5.21%
Third Party Awards & Settlements	482,418.88	404,946.00	77,472.88	19.13%
Contractual Adjustment-Unified & Norwood	(2,507,369.36)	(2,199,815.00)	(307,554.36)	13.98%
Total Public Charges for Services	5,701,180.29	5,548,627.00	152,553.29	2.75%
Intergovernmental Charges for Services				
Intergovernmental Charges -Congregate Meals	561,045.23	570,000.00	(8,954.77)	(1.57%)
Total Charges to Other Governments	561,045.23	570,000.00	(8,954.77)	(1.57%)
Total Intergovernmental Charges for Services	561,045.23	570,000.00	(8,954.77)	(1.57%)
Miscellaneous				
Gain/Loss-Sale of Property	331.00		331.00	0.00%
Recovery of PYBD & Contractual Adj	45,641.30	46,500.00	(858.70)	(1.85%)
Meal/Vending/Misc Income	19,412.47	26,000.00	(6,587.53)	(25.34%)
Other Miscellaneous	21,006.63	19,808.00	1,198.63	6.05%
Total Miscellaneous	86,391.40	92,308.00	(5,916.60)	(6.41%)
<b>TOTAL REVENUES</b>	<b>9,197,368.73</b>	<b>8,961,263.00</b>	<b>236,105.73</b>	<b>2.63%</b>
<b>EXPENDITURES</b>				
Health and Human Services				
Norwood- Crisis Stabilization	263,111.06	296,153.00	33,041.94	11.16%
Norwood-SNF-CMI (Crossroads)	1,123,954.99	1,120,892.00	(3,062.99)	(0.27%)
Norwood SNF-TBI (Pathways)	825,235.32	728,974.00	(96,261.32)	(13.21%)
Norwood-Inpatient (Admissions)	3,643,819.97	3,524,103.00	(119,716.97)	(3.40%)
Norwood-Dietary	1,188,259.27	1,155,036.00	(33,223.27)	(2.88%)
Norwood-Plant Ops & Maintenance	652,431.93	670,913.00	18,481.07	2.75%
Norwood-Medical Records	265,240.01	261,726.00	(3,514.01)	(1.34%)
Norwood-Administration	1,227,887.63	1,199,527.00	(28,360.63)	(2.36%)
Total Health and Human Services	9,189,940.18	8,957,324.00	(232,616.18)	(2.60%)
Depreciation				
Depreciation & Amortization	164,960.13		(164,960.13)	0.00%
Total Depreciation	164,960.13		(164,960.13)	0.00%
<b>TOTAL EXPENDITURES</b>	<b>9,354,900.31</b>	<b>8,957,324.00</b>	<b>(397,576.31)</b>	<b>(4.44%)</b>
<b>NET INCOME (LOSS) *</b>	<b>(157,531.58)</b>	<b>3,939.00</b>	<b>(161,470.58)</b>	

County of Wood  
Detailed Income Statement  
For the Twelve Months Ending December 31, 2019  
Human Services Department-Combined

2  
Item #7

	Actual	2019 Budget	Variance	Variance %
<b>REVENUES</b>				
Taxes				
General Property Taxes	\$11,282,248.08	\$11,282,248.00	\$0.08	0.00%
Total Taxes	11,282,248.08	11,282,248.00	0.08	0.00%
Intergovernmental Revenues				
State Aid & Grants	12,813,747.76	12,619,063.00	194,684.76	1.54%
Total Intergovernmental	12,813,747.76	12,619,063.00	194,684.76	1.54%
Public Charges for Services				
Public Chgs-Other -Local Grant	27,500.00	27,500.00		0.00%
Public Charges-Unified & Norwood	17,680,299.35	19,575,145.00	(1,894,845.65)	(9.68%)
Third Party Awards & Settlements	482,418.88	404,946.00	77,472.88	19.13%
Contractual Adjustment-Unified & Norwood	(4,296,738.37)	(4,430,479.00)	133,740.63	(3.02%)
Provision for Bad Debts-Edgewater	(45,999.96)	(92,000.00)	46,000.04	(50.00%)
Total Public Charges for Services	13,847,479.90	15,485,112.00	(1,637,632.10)	(10.58%)
Intergovernmental Charges for Services				
Intergovernmental Charges -Congregate Meals	561,045.23	570,000.00	(8,954.77)	(1.57%)
Intergovernmental Transfer Program Rev	982,736.44	618,800.00	363,936.44	58.81%
Total Charges to Other Governments	1,543,781.67	1,188,800.00	354,981.67	29.86%
Interdepartmental Charges for Services				
Dept Revenue-Unified & Norwood	68,000.00	73,000.00	(5,000.00)	(6.85%)
Total Interdepartmental Charges	68,000.00	73,000.00	(5,000.00)	(6.85%)
Total Intergovernmental Charges for Services	1,611,781.67	1,261,800.00	349,981.67	27.74%
Miscellaneous				
Interest	93.19		93.19	0.00%
Rental Income	33,932.65	33,693.00	239.65	0.71%
Gain/Loss-Sale of Property	1,042.00		1,042.00	0.00%
Donations	155,819.26		155,819.26	0.00%
Recovery of PYBD & Contractual Adj	45,641.30	46,500.00	(858.70)	(1.85%)
Meal/Vending/Misc Income	52,937.97	43,600.00	9,337.97	21.42%
Other Miscellaneous	24,081.63	21,392.00	2,689.63	12.57%
Total Miscellaneous	313,548.00	145,185.00	168,363.00	115.96%
Other Financing Sources				
Proceeds from Long-Term Debt		57,600.00	(57,600.00)	(100.00%)
Total Other Financing Sources		57,600.00	(57,600.00)	(100.00%)
<b>TOTAL REVENUES</b>	<b>39,868,805.41</b>	<b>40,851,008.00</b>	<b>(982,202.59)</b>	<b>(2.40%)</b>

**EXPENDITURES**

Health and Human Services				
Edgewater-Nursing	3,988,347.09	4,320,403.00	332,055.91	7.69%
Edgewater-Housekeeping	130,356.33	130,363.00	6.67	0.01%
Edgewater-Dietary	701,235.29	755,634.00	54,398.71	7.20%
Edgewater-Laundry	54,655.96	57,322.00	2,666.04	4.65%
Edgewater-Maintenance	381,665.44	441,542.87	59,877.43	13.56%
Edgewater-Activities	176,460.36	184,131.00	7,670.64	4.17%
Edgewater-Social Services	169,223.69	162,037.00	(7,186.69)	(4.44%)
Edgewater-Administration	740,215.78	738,015.00	(2,200.78)	(0.30%)
Edgewater-TBI	982.86	872,983.00	872,000.14	99.89%
Human Services-Child Welfare	3,592,829.53	3,822,418.00	229,588.47	6.01%
Human Services- Youth Aids	2,796,117.95	3,343,095.00	546,977.05	16.36%
Human Services- Child Care	125,657.64	244,188.00	118,530.36	48.54%
Human Services- Transportation	360,943.63	449,566.00	88,622.37	19.71%
Human Services-ESS	1,478,876.61	1,466,547.00	(12,329.61)	(0.84%)
Human Services-FSET	3,343,446.89	3,176,589.00	(166,857.89)	(5.25%)
Human Services-LIHEAP	104,107.53	120,256.00	16,148.47	13.43%
Human Services-Birth to Three	516,235.10	545,393.00	29,157.90	5.35%
Human Services- FSP	48,352.58	177,844.00	129,491.42	72.81%
Human Services-Child Waivers	345,025.72	350,302.00	5,276.28	1.51%
Human Services-CTT/CSP	568,543.57	590,056.00	21,512.43	3.65%
Human Services-OPC, MH	1,178,195.50	1,396,881.00	218,685.50	15.66%

County of Wood  
Detailed Income Statement  
For the Twelve Months Ending December 31, 2019  
Human Services Department-Combined

2  
Item #7

	Actual	2019 Budget	Variance	Variance %
Human Services-CCS	2,372,224.54	2,288,081.00	(84,143.54)	(3.68%)
Human Services-Crisis, Legal Services	1,022,814.65	979,664.00	(43,150.65)	(4.40%)
Human Services-MH Contracts	741,683.62	1,393,677.00	651,993.38	46.78%
Human Services-OPC, AODA	422,415.32	428,196.00	5,780.68	1.35%
Human Services- OPC, Day Treatment	60,258.88	84,601.00	24,342.12	28.77%
Human Services-AODA Contracts	43,202.94	126,100.00	82,897.06	65.74%
Human Services- Administration	3,453,210.82	3,543,916.00	90,705.18	2.56%
Norwood- Crisis Stabilization	263,111.06	296,153.00	33,041.94	11.16%
Norwood-SNF-CMI (Crossroads)	1,123,954.99	1,120,892.00	(3,062.99)	(0.27%)
Norwood SNF-TBI (Pathways)	825,235.32	728,974.00	(96,261.32)	(13.21%)
Norwood-Inpatient (Admissions)	3,643,819.97	3,524,103.00	(119,716.97)	(3.40%)
Norwood-Dietary	1,188,259.27	1,155,036.00	(33,223.27)	(2.88%)
Norwood-Plant Ops & Maintenance	652,431.93	670,913.00	18,481.07	2.75%
Norwood-Medical Records	265,240.01	261,726.00	(3,514.01)	(1.34%)
Norwood-Administration	1,227,887.63	1,199,527.00	(28,360.63)	(2.36%)
Total Health and Human Services	38,107,226.00	41,147,124.87	3,039,898.87	7.39%
Depreciation				
Depreciation & Amortization	385,484.73		(385,484.73)	0.00%
Total Depreciation	385,484.73		(385,484.73)	0.00%
TOTAL EXPENDITURES	38,492,710.73	41,147,124.87	2,654,414.14	6.45%
NET INCOME (LOSS) *	1,376,094.68	(296,116.87)	1,672,211.55	

**County of Wood**  
**BALANCE SHEET SUMMARY**  
**Edgewater Haven Nursing Home**  
**Tuesday, December 31, 2019**

	<u>2019</u>	<u>2018</u>
<b>ASSETS</b>		
Cash and investments	6,918.51	7,755.19
Receivables:		
Miscellaneous	123,246.10	159,434.92
Due from other governments	446,177.51	401,568.89
Due from other funds	527,626.61	429,341.07
Inventory of supplies, at cost	46,549.80	49,857.21
Prepaid expenses/expenditures	13,957.02	0.00
Land	245,459.92	245,459.92
Buildings	7,632,743.69	7,463,364.10
Machinery and equipment	1,874,640.80	1,829,202.82
Construction work in progress	10,840.00	0.00
Accumulated Depreciation	(6,141,946.36)	(5,921,421.76)
Unamortized debt discounts	1,156,743.08	1,156,743.08
<b>TOTAL ASSETS</b>	<u><b>5,942,956.68</b></u>	<u><b>5,821,305.44</b></u>
<b>LIABILITIES AND FUND EQUITY</b>		
<b>Liabilities:</b>		
Accrued compensation	158,939.33	148,218.09
Special deposits	5,683.08	6,513.75
Accrued vacation and sick pay	513,180.24	483,049.15
Deferred property tax	(0.04)	0.00
General obligation debt	1,280,904.25	1,280,904.25
Retirement prior service obligation	(206,617.06)	(206,617.06)
<b>Total Liabilities</b>	<u><b>1,752,089.80</b></u>	<u><b>1,712,068.18</b></u>
<b>Fund Equity:</b>		
Retained earnings:		
Unreserved	3,879,734.22	3,879,734.22
Fund Balance:		
Undesignated	229,503.04	(532,566.22)
Income summary	81,629.62	762,069.26
Total Fund Equity	<u><b>4,190,866.88</b></u>	<u><b>4,109,237.26</b></u>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<u><b>5,942,956.68</b></u>	<u><b>5,821,305.44</b></u>



County of Wood  
BALANCE SHEET SUMMARY  
Human Services Department  
Tuesday, December 31, 2019

	<u>2019</u>	<u>2018</u>
<b>ASSETS</b>		
Cash and investments	431,926.86	538,934.99
Receivables:		
Miscellaneous	341,405.95	716,917.51
Due from other governments	1,242,598.65	1,498,731.29
Due from other funds	4,099,578.41	748,496.52
Prepaid expenses/expenditures	18,727.92	21,128.43
<b>TOTAL ASSETS</b>	<u><u>6,134,237.79</u></u>	<u><u>3,524,208.74</u></u>
<b>LIABILITIES AND FUND EQUITY</b>		
<b>Liabilities:</b>		
Vouchers payable	112.04	0.00
Accrued compensation	471,310.52	374,637.20
Special deposits	11,850.50	10,053.49
Due to other governments	2,720,651.59	1,581,940.70
Deferred revenue	1,508,553.49	1,508,814.34
<b>Total Liabilities</b>	<u><u>4,712,478.14</u></u>	<u><u>3,475,445.73</u></u>
<b>Fund Equity:</b>		
Retained earnings:		
Fund Balance:		
Reserved for contingencies	203,578.90	282,578.90
Reserved for prepaid expenditures	21,128.43	69,154.03
Undesignated	(254,944.32)	(195,399.93)
Income summary	1,451,996.64	(107,569.99)
Total Fund Equity	<u><u>1,421,759.65</u></u>	<u><u>48,763.01</u></u>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<u><u>6,134,237.79</u></u>	<u><u>3,524,208.74</u></u>

**County of Wood**  
**BALANCE SHEET SUMMARY**  
 Norwood Health Center  
 Tuesday, December 31, 2019

	<u>2019</u>	<u>2018</u>
<b>ASSETS</b>		
Cash and investments	441,925.69	300,169.17
Receivables:		
Miscellaneous	1,096,093.99	1,777,440.73
Due from other funds	(1,756,882.40)	(2,387,275.63)
Inventory of supplies, at cost	37,060.43	39,842.95
Land	344,150.93	344,150.93
Buildings	3,698,157.78	3,698,157.78
Machinery and equipment	1,987,286.61	1,987,286.61
Accumulated Depreciation	(4,582,787.91)	(4,417,827.78)
Unamortized debt discounts	1,167,199.02	1,167,199.02
<b>TOTAL ASSETS</b>	<u><u>2,432,204.14</u></u>	<u><u>2,509,143.78</u></u>
<b>LIABILITIES AND FUND EQUITY</b>		
<b>Liabilities:</b>		
Vouchers payable	115.01	0.00
Accrued compensation	209,509.40	209,267.41
Special deposits	15,401.38	15,032.40
Accrued vacation and sick pay	692,357.29	612,491.29
Deferred property tax	(0.04)	0.00
General obligation debt	1,194,572.73	1,194,572.73
Retirement prior service obligation	(210,107.39)	(210,107.39)
<b>Total Liabilities</b>	<u><u>1,901,848.38</u></u>	<u><u>1,821,256.44</u></u>
<b>Fund Equity:</b>		
Retained earnings:		
Unreserved	699,907.86	699,907.86
Fund Balance:		
Undesignated	(12,020.52)	76,974.15
Income summary	(157,531.58)	(88,994.67)
Total Fund Equity	<u>530,355.76</u>	<u>687,887.34</u>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<u><u>2,432,204.14</u></u>	<u><u>2,509,143.78</u></u>



## General Administrative Policy &amp; Procedure Manual

Page 1 of 3

DIVISION Behavioral Health and Long Term Support Units POLICY NO. \_\_\_\_\_

SECTION General

SUBJECT Animal Therapy

Issue Date 3 January 2020 Effective Date 3 January 2020

Revised \_\_\_\_\_ Effective Date \_\_\_\_\_

**POLICY STATEMENT:** The use of certified therapy animals trained by national and international training programs, handled by qualified persons, to enhance the therapeutic settings at Wood County Human Services Department – Behavioral Health and Long Term Support Units (WCHSD-BHLTS) is supported. Certified therapy animals enhance the therapeutic setting, reduce stress, and enrich the lives of our clients and our programs. We recognize the benefits of therapy animals and support the use of therapy animals that are registered and approved with the agency.

**PURPOSE:** The primary objective of a therapy animal and handler is to provide comfort, companionship and to reduce stress by sharing the animal with clients and staff of WCHSD-BHLTS. This is done in a way that increases emotional well-being and improves the quality of life for the people engaged with the animal. For the purpose of this policy, therapy animals are not defined as service animals or assistance animals. Additionally they are not emotional support animals.

**DEFINITIONS:**

Therapy animals: Animals trained and certified by qualified handlers who use the animals for comfort, to enhance the therapeutic setting, to reduce stress and for the enrichment of services with clients in the WCHSD-BHLTS.

**WCHSD-BHLTS:** Wood County Human Services Department – Behavioral Health and Long Term Support Units

**PROCEDURE****RESPONSIBILITIES:**

**Behavioral Health  
Managers**

**ACTIONS:**

1. Verify the designated therapy animal is certified through Therapy Dogs International (TDI) or an equivalent organization and appropriate curriculum.
2. Verify handlers provide proof of insurance for the therapy animal with handler.
3. Verify annual shots and veterinarian checks are current by reviewing rabies certificates and immunization records along with other relevant veterinarian reports. Therapy animal should be licensed as appropriate per home location. License does not substitute for verification of other records.
4. Complete initial orientation with handler and therapy animal. During orientation complete the following:
  - A. Verify therapy animal is bathed and has reasonable hygiene.
  - B. Outline expectations for handlers.
  - C. Evaluate temperament of therapy animal in the appropriate setting.
  - D. Verify listed documentation above.



## General Administrative Policy & Procedure Manual

Page 2 of 3

- E. Identify location therapy animal will be held in the event of a conflict.
- F. Review supplies handler will be responsible for to meet the therapy animal's needs (waste bags, food/water dishes, leashes, etc.).
- G. Identify receptacles where waste can be deposited.
- H. Confirm visual identification to be worn by therapy animal (harness, bandana, etc.)
- I. Provide a copy of the policy to the handlers.

5. If at any time a Behavioral Health Manager feels the behavior of an animal is aggressive or inappropriate the therapy animal will be secured as appropriately designated. Behavioral Health Managers may designate the animal or the handler as unfit to return in the future.

6. Behavioral Health Managers will be responsible for managing the use of therapy animals within their units. No more than 3 therapy animals at a time should be in one designated unit.

### Therapy Animal Owner/Handler

1. Therapy animal owner shall be responsible for all liability related to the therapy dog and all insurance requirements related to the therapy animal. WCHS provides no indemnification to the therapy dog owner.
2. Therapy animal owner shall demonstrate the designated therapy animal is certified through Therapy Dogs International (TDI) or an equivalent organization and appropriate curriculum.
3. Therapy animal owner shall provide proof veterinarian checks are current by providing rabies certificates and immunization records along with other relevant veterinarian reports to demonstrate the therapy animal is healthy. Therapy animal owner shall also provide proof the therapy animal is licensed as appropriate per home location. Licensing does not substitute for proof of other records. Minimum immunizations required include rabies vaccine, Distemper, and Parvovirus vaccinations.
4. Therapy animals must be supervised by staff or the therapy animal owner at all times. Therapy animals must be kept under control at all times and managed as appropriate for the environment they are serving in. This may require being under voice control, leashed, confined or otherwise controlled based upon the needs of Wood County Human Services clients.
5. Therapy animal's handler will provide ample food, water and care before, during and after the visit. They will meet the needs of the therapy animal while on site and bring any necessary supplies. Additionally, they will clean up after the animal as needed to include waste clean-up and additional cleaning of areas where the animal is present as needed.



## General Administrative Policy & Procedure Manual

6. Therapy animal will have a visual identifier worn to signify it is a therapy animal. This may be designated via harness, bandana or tag. It is preferred that therapy animals wear a harness if feasible.

7. If the therapy animal has been ill or otherwise unwell, we ask that the therapy animal be well for a period of at least 1 week prior to resuming visits. Behavioral Health Managers and staff may ask a handler to remove an animal that is deemed unfit for serving clients at any time.

8. Services are provided on a voluntary basis and no fees for animal assisted therapy services will be requested.

### Behavioral Health & Long Term Support Staff

1. Therapy animals are only allowed where designated by Behavioral Health Managers and use must be approved. Use of a therapy animal should be approved in advance with Wood County Human Services clients when possible. This may need to be verified with clients or their guardians.

2. If staff recognize the therapy animal is disruptive to services, the therapy animal shall be brought to its handler to be secured in its designated area separate from the services.

3. Therapy animals will only be used with clients who have no contraindications for animal assisted therapy (i.e.: allergies, fear of animals, aggressive behavior, etc.

4. If there is a concern about an animal used for animal assisted therapy such as allergies, fear, anxiety, etc., staff shall talk to the manager of the unit or the BHLTS Administrator.

### CROSS-REFERENCES: Chart

### SIGNATORY RESPONSIBILITY

\_\_\_\_\_  
Director

\_\_\_\_\_  
Date





# Wood County Wisconsin

2  
Item #11  
HUMAN SERVICES  
DEPARTMENT

## Behavioral Health Manager Approval Checklist for Animal Assisted Therapy Program

Name of Animal:

Name of Handler:

- ☐ Verify therapy animal is bathed and has reasonable hygiene.
- ☐ Outline expectations for handlers and review the policy & procedure.
- ☐ Evaluate temperament of therapy animal in the appropriate setting.
- ☐ Verify listed documentation & make copies:
  - ☐ Certification through Therapy Dogs International (TDI) or an equivalent organization and appropriate curriculum.
  - ☐ Proof of insurance for the therapy animal and handler.
  - ☐ Review rabies certificates, immunization records and other relevant veterinarian records
  - ☐ Therapy animal should be licensed as appropriate per home location.

\*\*\*License does not substitute for verification of other records.
- ☐ Identify location therapy animal will be held in the event of a conflict.
- ☐ Review supplies handler will be responsible for to meet the therapy animal's needs (waste bags, food/water dishes, leashes, or other items as needed) and verify the handler has the ability to provide the appropriate supplies.
- ☐ Identify waste receptacles where waste can be deposited.
- ☐ Confirm visual identification to be worn by the therapy animal (harness, bandana, etc.)
- ☐ Discuss any concerns or unit appropriate considerations with the handler.
- ☐ Sign off on this form and save a completed copy of all paperwork in the Behavioral Health Managers Folder titled Animal Therapy Approvals.
- ☐ Provide a copy of the policy and signed checklist to the handler.

\_\_\_\_\_  
Behavioral Health Manager Signature & Date

\_\_\_\_\_  
Handler Signature & Date



# Wood County Wisconsin

HUMAN SERVICES <sup>Item #11</sup>  
DEPARTMENT

2

## Client Consent to Participate in Animal-Assisted Therapy Visits

Name: \_\_\_\_\_ DOB: \_\_\_\_\_ CLIENT ID#: \_\_\_\_\_

Consent Date: \_\_\_\_\_

I, \_\_\_\_\_, request that Wood County Human Services Department – Behavioral Health and Long Term Support Units (WCHSD-BHLTS) include me in the animal assisted therapy program. I have no known allergy to dog/animal hair or other contraindications to visiting with a dog/animal.

### RISKS:

1. Although the Center for Disease Control has not received any reports of infection transmission from a dog to a human except in neonatal units, I understand that there may be a slight risk that an infection may be transmitted from the dog to myself. All animals participating in this program have been screened and tested by a veterinarian to attempt to reduce any risks of disease/infection.
2. Animals have their own natural defenses. While the handler will do everything possible to prevent any injury, it is possible that someone will get scratched, bitten, or struck by a wagging tail.
3. Animals often use their mouth in play. Therefore, even when playing, it is possible for light biting to occur.

### BENEFITS:

The therapeutic value of the human-animal bond has been well established. It is hoped that visits from a dog or other therapy animal, will have a positive effect on your experience at WCHSD-BHLTS.

### CONSENT & RELEASE OF LIABILITY:

Our animal has been certified as a therapy animal and screened by a veterinarian before joining our therapy team in an effort to reduce any and all other unforeseen risks. By signing below, you are stating your acceptance of these risks and agree to accept full liability in the event that an animal harms you or your child in any way in the course of treatment.

*\*The signature of the patient must be obtained unless the patient is a minor under that age of 18, or is otherwise incapacitated or incompetent to sign.*

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

- ☐ Self  
☐ Parent  
☐ Guardian  
☐ Other

Explain reasoning for other signature: \_\_\_\_\_



*Maximizing quality of life across the lifespan*

***Strategic Plan***  
***2020-2025***

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## Message from the Director/Health Officer

Dear Colleagues,

I am pleased to present our updated strategic plan for 2020-2025. The Wood County Health Department continues to strengthen our capacity to accomplish our mission – *Maximizing quality of life across the lifespan*.



Creating a shared vision and working to accomplish a common mission moves us forward together, beyond the sum of what any one of us can accomplish alone. Development of this plan was a process that engaged our staff in identifying a road map to continue our journey beyond the goals and objectives accomplished in our last strategic plan.

Our Department is committed to striving for health equity, increasing awareness of what we do, challenging our passionate workforce to be innovative and creative in their work, and building our capacity to reach our goals.

The development of this plan has reinforced our belief in both the strengths each employee brings to the Wood County Health Department and the critical role of partnerships and collaboration. Let us all embrace our core values as we work together, with our partners, and with the public.

Our success rests with the dedicated individuals throughout our Agency who strive to improve the public's health in Wood County every day.

Warm Regards,

A handwritten signature in blue ink that reads "Sue Kunferman". The script is fluid and cursive.

Sue Kunferman, RN, MSN, CPM  
Director/Health Officer



## Background/Process

All employees were invited to participate in the process of developing the Wood County Health Department 2020-2025 Strategic Plan. Initially staff responded to surveys and the data collected helped the Department to identify missing elements of the current plan. Under the direction of Nancy Turyk, UW-Extension Community Development Coordinator, the following was established:

- Mission – no change from current plan
- Vision – revised to include reference of health equity
- Core Values – added Equitable

Employees were asked to participate in meetings to further identify goals for the new plan and to update the strengths, weaknesses, opportunities, and threats as identified in the survey. Breakout sessions were facilitated to brainstorm possible strategies to be considered for each goal; and lastly all employees were invited once more to participate in meetings to finalize the strategic planning goals and strategies (which were limited in number and scope in order to measure progress and remain manageable).

The final plan was shared with employees in January and presented at the February Health and Human Services Committee meeting. A commitment to ongoing review and monitoring progress has been made by leadership through the development of performance measures linked to plan goals, and the document will be reviewed and adapted throughout the next five years.

## Acknowledgements

The Wood County Health Department would like to thank all employees for their commitment to improving the public's health through participation in the Agency's strategic planning process. Special appreciation is extended to Nancy Turyk for her significant time and energy with the development of the Wood County Health Department's Strategic Plan.



## Customers

- |                                |                       |             |
|--------------------------------|-----------------------|-------------|
| • Community Organizations      | • Health Departments  | • Schools   |
| • Elected/Appointed Officials  | • Licensed Facilities | • Funders   |
| • Local/State/Federal Agencies | • Businesses          | • Students  |
| • Healthcare Partners          | • Residents/Visitors  | • Taxpayers |

## Summary of SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Workforce is passionate, talented, creative, innovative, and competent</li> <li>• Department demonstrates high energy and strong work ethics</li> <li>• Department functions with transparency</li> <li>• Department anticipates future needs</li> <li>• Professionals are respected in the community and have developed sincere relationships with partners</li> <li>• Employees truly care and strive to make a difference</li> <li>• Workforce is ethical</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Recruiting staff to a rural area is challenging</li> <li>• Heavy workloads and decreased staff capacity risks potential for burnout</li> <li>• Funding restrictions</li> <li>• Insufficient security in the River Block Building</li> <li>• Public is unaware of services</li> <li>• Affordability limits additional technology access and use</li> <li>• Occasional drama leads to distrust among some, decreased employee morale, and/or poor attitudes</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Enhance public awareness of services and the department</li> <li>• Strong relationships and ongoing interest from students and internship programs</li> <li>• Partnership with hospitals in their Community Health Needs Assessment (CHNA)</li> <li>• Grant funding</li> <li>• Overall increase in awareness and support for prevention</li> <li>• Professional development for staff</li> <li>• Expand partnerships</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Uncertainty around funding and budgets</li> <li>• Policy-makers' and local partners' understanding of the work of local health departments</li> <li>• Awareness of Local Health Department roles and responsibilities</li> <li>• Increasing incidence of substance-use disorders in our communities</li> </ul>

## Mission

**Maximizing quality of life across the lifespan**

## Vision

**Wood County Health Department will be an innovative and valued resource driven by an interdisciplinary team of passionate professionals. We will identify the conditions and actions needed to assure fair and just opportunities for present and future generations, leading the way to a healthier society.**

## Core Values

**Accountable • Credible • Equitable • Ethical • Collaborative**



## Goals & Strategies

### Goal 1: Strive for Health Equity

#### Strategies

Accomplished	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Current	<ul style="list-style-type: none"> <li>• By March 31, 2020, develop a Health Equity Action Plan.</li> <li>• By December 31, 2021, complete the strategies identified in the Health Equity Action Plan.</li> <li>• By December 31 each year, develop an annual health equity report which will include specific examples of inequities in Wood County and ways they are being addressed.</li> <li>• By December 31 each year, provide a minimum of four training/educational opportunities to all employees, identifying the relevance of health equity to the work being done by the Wood County Health Department.</li> </ul>
Potential Future Strategies	<ul style="list-style-type: none"> <li>• Maintain diverse health equity team</li> <li>• Get detailed about health equity examples; increase passion for the work (connect with workforce goal)</li> <li>• Help teams see the connection between their work and health equity, for example, if we are more equitable it will increase or boost our case load, if we remove the language barrier we can help operators with English as a second language comply with current regulations</li> <li>• Research what other states and counties are doing around health equity</li> <li>• Share team health equity assessment results with all staff</li> <li>• Continue surveying staff on health equity knowledge and provide targeted education based on results</li> <li>• Update the Health Equity Action Plan through the health equity team, utilizing the team assessments and other resources</li> <li>• Build trust and safety to do this work internally</li> <li>• Discuss dominant narratives, talk about real narratives (i.e., Jonathan Heller/UW Population Health Fellowship)</li> <li>• Continue updates and expand upon training at staff meetings</li> </ul>

Goal 2: Increase Awareness of What We Do	
Strategies	
Accomplished	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Current	<ul style="list-style-type: none"> <li>• Throughout the duration of this plan, maintain monthly agenda item at all-staff meetings for teams to share their programs and services with the intent to create internal awareness of what they do.</li> <li>• By July 1, 2020, develop and implement a dissemination plan to expand circulation of the Public Health Press to the community at large.</li> <li>• By September 30, 2021, update communications policy to include guidance on how to share messages to the public.</li> <li>• By June 30, 2020, develop and implement a branding plan.</li> </ul>
Potential Future Strategies	<ul style="list-style-type: none"> <li>• Capitalize on opportunities to do community presentations (such as at schools, city councils, boards, provider breakfast, OB providers, school RNs)</li> <li>• Use social media to reach middle and high school students (Instagram) , differently than Adults (Facebook)</li> <li>• Develop short videos and distribute widely</li> <li>• Better utilize marketing through free online portals, for example City Times</li> <li>• Create a mailer for specific audiences (ie Environmental Health water lab, communicable disease and immunization programs)</li> <li>• Create and distribute a “business card” for Human Services employees who can share with their clients, daycares, birth centers, and other appropriate audiences</li> <li>• Provide information on services that we do that people often are unaware of</li> <li>• Targeted outreach efforts using email distribution lists to share health department information</li> <li>• Identify a specific person to coordinate what goes in the Public Health Press</li> <li>• Develop a document to track what has been published in the Public Health Press</li> <li>• Maintain archived issues of the Public Health Press on the website</li> <li>• Host an open house</li> <li>• Provide training for staff on public speaking and how to craft effective messages</li> <li>• Share our events with other community calendars (like Convention and Visitors Bureau)</li> <li>• Host a calendar of events on our website with links to the event information</li> </ul>



Goal 3: Maintain a Passionate, Competent Workforce	
Strategies	
Accomplished	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Current	<ul style="list-style-type: none"> <li>• By February 1, 2020, develop a process to onboard/welcome new employees upon hire.</li> <li>• Throughout the duration of this plan, maintain policies that support workforce retention and continuously search for additional opportunities to improve work/life balance (e.g. DPH award, flex schedule, wellness policy, jeans days/months, luncheons).</li> <li>• Annually, assure planning and implementation of a motivational retreat; keeping the focus on team building and employee morale.</li> <li>• By October 1, 2020, revise current competency assessment and performance evaluation process.</li> <li>• By March 31, 2021, update the Workforce Development Plan.</li> </ul>
Potential Future Strategies	<ul style="list-style-type: none"> <li>• Maintain empathy and honor compassion fatigue while continuing to focus on health equity and systems work</li> <li>• Assure employees are aware of the vacation donation policy</li> <li>• Assure monthly staff meetings include a time/activity to promote social cohesion among staff</li> <li>• Create a conference billboard or central area to post/share training opportunities</li> <li>• Budget for unexpected training</li> <li>• Develop a mechanism to purposefully and consistently celebrate successes</li> <li>• Arrange for monthly or quarterly outings outside of work hours in a social setting</li> <li>• Assure ongoing employee development in the key areas of health equity, trauma informed culture, and emergency preparedness (with learning opportunities during monthly staff meetings)</li> <li>• Focus on retention and succession planning</li> <li>• Sustain an equitable and competitive compensation program and structure</li> </ul>



Goal 4: Build Capacity	
Strategies	
Accomplished	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Current	<ul style="list-style-type: none"> <li>• Annually budget grant funding for Limited Term Employee(s) with a focus on pre-identified projects to be accomplished.</li> <li>• Annually, assess workload capacity and prioritize programs and services, keeping in mind funding, mandated services, accreditation requirements, outcomes, and the goals/objectives in the Community Health Improvement Plan and the Strategic Plan.</li> <li>• Throughout the duration of this plan, continue to serve as an academic health department by partnering with academic institutions to train our future workforce.</li> <li>• By April 1, 2020, develop a tool to gather student/intern project ideas.</li> <li>• By December 31, 2020, create a report referencing historical and ongoing student experiences.</li> </ul>
Potential Future Strategies	<ul style="list-style-type: none"> <li>• Review clinic utilization annually and revise hours as indicated</li> <li>• When outbreaks and large projects occur, bring the teams together to provide additional support</li> <li>• Investigate opportunities to improve efficiencies in our work flow, such as technology</li> <li>• Pursue the use of Lean Six Sigma for process improvements</li> <li>• Assure cross training where appropriate</li> <li>• Determine whether we should have two lead staff for things like health equity, trauma informed culture, and quality improvement/performance management</li> <li>• Diversify and enhance our applicant pool by posting current employment opportunities to a wider variety of venues</li> <li>• Seek sustainable funding to maintain and/or grow staffing</li> </ul>