

OPERATIONS COMMITTEE

DATE: Tuesday, October 6, 2020
TIME: 9:00 a.m.
LOCATION: Wood County Courthouse
Room 114
400 Market St.
Wisconsin Rapids, WI

1. Call meeting to order
2. Public Comments
3. **CONSENT AGENDA**
 - (a) Review/approve minutes from previous committee meetings
 - (b) Review monthly letters of comment from department heads.
 - (c) Approval of departments vouchers – County Board, County Clerk, Risk Management, Wellness, Treasurer, Finance, and Human Resources.
4. Review items, if any, pulled from consent agenda
5. Discussion of Boston Life Benefit Mandatory Viewing Requirement for New Employees
6. Discussion of possible broadband opportunities or grant applications
7. **Treasurer**
 - (a) Resolution to deed property back to former owner.
8. **Wellness**
 - (a) Wellness Coordinator Update
9. **HR**
 - (a) Nationwide Deferred Compensation Benefit Presentation by Eric Glinski, Retirement Specialist, and Levi Lathen, Program Director
 - (b) Safety Manual Update
 - (c) Classification & Compensation Study Update
10. **Finance**
 - (a) Payroll tax deferral
 - (b) Interfund balance between health fund and general fund
 - (c) 2021 budget and preliminary levy
11. Consider any agenda items for next meeting
12. Set next regular committee meeting date
13. Adjourn

Join by phone

+1-408-418-9388 United States Toll
Meeting number (access code): 146 379 2128

Join by WebEx App or Web

<https://woodcountywi.webex.com/woodcountywi/j.php?MTID=m15323ece6cfca6e05eb048d3669b348c>

Meeting number (access code): 146 379 2128
Meeting password: OP1006

**OPERATIONS COMMITTEE
MEETING MINUTES**

DATE: Tuesday, September 1, 2020
TIME: 9:00 a.m.
PLACE: Wood County Courthouse – Conference Room 114

PRESENT: Ed Wagner, Donna Rozar, Lance Pliml, Adam Fischer, Mike Feirer

OTHERS PRESENT (for part or all of the meeting, in person or via Webex): Bill Clendenning, Dennis Polach, Kimberly McGrath, Kelli Quinnell, Al Thurber, Ed newton, Trent Miner, Lisa Keller, Heather Gehrt, Jason Demarco, Reuben Van Tassel, Shane Wucherpennig, Craig Lambert, Adam Fandre, Cindy Joosten, Amy Kaup, Nick Flugaur, Jordon Bruce, Randy Dorshorst, Brandon Vruwink, Sue Kunferman, Marissa Laher, Chad Schooley, Mary Solheim, Steve Kreuser, Ashley Beard, Kayla Clark, Justin Fischer (Baird), Patrick Clynn (Carlson Dettmann Consulting)

The meeting was called to order by Chair Wagner at 9:00 a.m.

There were no public comments.

There was no discussion on any items in the Consent Agenda.

Motion (Feirer/Pliml) to approve the Consent Agenda. Motion carried unanimously.

County Clerk Miner presented his department's 2021 budget to the Committee. Rozar asked if there are enough funds to cover the high cost of elections this year. Miner explained that the election fund is non-lapsing, so there are enough funds to cover it.

Motion (Rozar/Pliml) to move the 2021 County Clerk budget onto the full budget hearing. Motion carried unanimously.

Miner presented a draft resolution that would allow County employees to serve as poll workers and receive their regular wage for the time served as a poll worker. Miner explained that assistance from the National Guard to serve as poll workers is not guaranteed because an emergency needs to be declared in order for the National Guard to be available to serve in that capacity. He explained that this option would be a back-up in the case of a lack of poll workers. He further explained that he presented this draft resolution to the Department Head group and addressed specific concerns. Miner reminded the Department Heads and the Committee that the County is statutorily obligated to allow employees to work the election if they request to do so one week in advance. Discussion ensued. Several Committee members stated that they were not in favor of this resolution.

The draft resolution presented by Miner died without a proper motion.

Without objection, Chair Wagner moved the presentation from on 2020 capital borrowing from Baird to move forward on the agenda.

Justin Fischer from Baird presented regarding 2020 capital borrowing. Mr. Fischer explained that the County received an AA1 bond rating as a result of the Moody's Rating call. Wagner asked what kind of action Baird needed from the Committee. Finance Director Thurber stated that there was no action required, it was just an informative presentation. Clendenning asked if the presentation would be placed in the County Board packet. Wagner stated that he would request that the presentation be placed in the packet for the County Board.

Treasurer Gehrt presented her department's 2021 budget to the Committee.

Motion (Pliml/Feirer) to move the 2021 Treasurer budget onto the full budget hearing. Motion carried unanimously.

Gehrt presented a resolution for tax deeding properties.

Motion (Rozar/Fischer) to approve the resolution for tax deeding property. Motion carried unanimously.

Finance Director Thurber presented his department's 2021 budget to the Committee. Thurber explained that a planned retirement in his department will occur in 2022, so he has budgeted to set up a succession plan for that position. He explained that he budgeted for six months of a Financial Analyst in 2021 that would come on board and train through the budget season in order to take the position over fully in 2022.

Motion (Rozar/Feirer) to move the 2021 Finance budget onto the full budget hearing. Motion carried unanimously.

Thurber asked if there were any questions on the Income Statements. Thurber discussed his department focusing more on forecasting. Pliml stated that he was glad we are moving in the direction of being forward-looking with financials. Brief discussion ensued.

Wellness Coordinator Fandre gave an updated on Wellness activities to the Committee. He stated that he is working on planning flu shot clinics that are coming up and figuring out how to roll them out with COVID-19.

Human Resources Director McGrath stated that information regarding hierarchy within departments was shared with Department Heads recently. McGrath introduced Patrick Glynn, Carlson Dettmann Consultant, for his presentation.

Mr. Glynn shared that over the past couple of weeks, a lot has happened in regards to sorting out department hierarchies. He stated that there were only a couple of things left to wrap up with two different departments. Mr. Glynn shared a draft of the General County wage structure and the Nursing Home wage structure with the Committee. He further shared that the estimated costing has gone down slightly for implementation, however, there is the possibility that it will edge back up ever so slightly. Discussion ensued. Fischer asked when the Committee would have the documentation. McGrath stated that they were just sent via email to the Committee members.

Mr. Glynn stated that his current plan is to present at the County Board meeting on September 15, 2020 and then return to the October County Board meeting for the County Board to make a final decision.

Motion (Rozar/Feirer) to have Patrick Glynn of Carlson Dettmann Consulting give a presentation to the full County Board at the September 15, 2020 meeting. Motion carried unanimously.

Human Resources Director McGrath presented her department's 2021 budget to the Committee.

Motion (Rozar/Feirer) to move the 2021 Human Resources budget onto the full budget hearing. Motion carried unanimously.

The next meeting of the Operations Committee will be the budget meeting. The meeting is set for September 17, 2020 at 8:30 a.m. and will be in Conference Room 114 at the Courthouse.

The meeting was adjourned by Chair Wagner at 10:17 a.m.

**OPERATIONS COMMITTEE
MEETING MINUTES**

DATE: Tuesday, September 15, 2020
TIME: 8:30 a.m.
PLACE: Wood County Courthouse – Conference Room 114

PRESENT: Ed Wagner, Donna Rozar, Lance Pliml, Adam Fischer, Mike Feirer

OTHERS PRESENT (for part or all of the meeting, in person or via Webex): Bill Clendenning, Dennis Polach, David LaFontaine, Bill Leichtnam, Al Thurber, Ed Newton, Heather Gehrt, Shane Wucherpfennig, Jason DeMarco, Lisa Keller, Kelli Quinnell, Justin Fischer (Baird)

The meeting was called to order by Chair Wagner at 8:30 a.m.

Justin Fischer from Baird gave a brief presentation to the Committee on capital financing and the resolution for awarding a bid on \$3,990,000 General Obligation Promissory Notes. Brief discussion ensued.

Motion (Rozar/Feirer) to approve the resolution awarding the bid on \$3,990,000 General Obligation Promissory Notes. Motion carried unanimously.

The meeting was adjourned by Chair Wagner at 8:40 a.m.

Minutes taken and prepared by Kelli Quinnell.

**OPERATIONS COMMITTEE
MEETING MINUTES**

DATE: Thursday, September 17, 2020
TIME: 8:00 a.m.
PLACE: Wood County Courthouse – Conference Room 114

PRESENT: Ed Wagner, Donna Rozar, Lance Pliml, Adam Fischer, Mike Feirer

OTHERS PRESENT (for part or all of the meeting, in person or via Webex): Dennis Polach, Jake Hahn, Ken Curry, Joe Zurfluh, Allen Breu, Al Thurber, Ed Newton, Marissa Laher, Kathy Alft, Lisa Keller, Amy Kaup, Shawn Becker, Sue Kunferman, Reuben Van Tassel, Jason DeMarco, Trent Miner, Jordan Bruce, Mary Solheim, Mary Schlagenhaft, Jo Timmerman, Jodi Liegl, Brandon Vruwink, Jason Grueneberg, Nanci Olson, Erik Engel, Steve Kreuser, Lori Heideman, John Peckham, Chad Schooley, Roland Hawk, Craig Lambert, Heather Gehrt, Cindy Joosten, Tiffany Ringer, Brent Vruwink, Jason Hausler, Kim McGrath, Bill Voight, Andy Barnett (McMillan Memorial Library), Jill Porter (Everett Roehl Marshfield Public Library), Darla Allen (Charles & JoAnn Lester Library)

The meeting was called to order by Chair Wagner at 8:00 a.m.

There were no public comments.

Chair Wagner provided an introduction to the budget overview and briefly reviewed the parameters that were set for the budget process. Finance Director Thurber shared a brief overview of the 2021 budget as a whole as of the current date.

Budget Meetings

Health: Health Director Kunferman presented the Health budget. Questions and general discussion followed.

Veterans: Supervisor Rozar presented the Veterans budget. No questions or discussion.

Edgewater Haven: Human Services Director Vruwink presented the Edgewater Haven budget. Questions and general discussion followed.

Norwood: Human Services Director Vruwink presented the Norwood budget. Questions and general discussion followed.

Human Services: Human Services Director Vruwink presented the Human Services budget. Questions and general discussion followed.

Sheriff: Sheriff Becker presented the Sheriff budget. Questions and general discussion followed.

Dispatch: The Committee reviewed the Dispatch budget. No questions or discussion followed.

Communications: Communications Director Engel presented the Communications budget. Discussion regarding priorities and desirables in the Communications budget followed. The Committee decided to place the oscillators as high priority and the new truck as desirable/optional.

Coroner: The Committee reviewed the Coroner budget. No questions or discussion followed.

Humane Officer: Humane Officer Olson presented the Humane Officer budget. Questions and general discussion followed.

Emergency Management: Emergency Management Director Kreuser presented the Emergency Management budget. Questions and general discussion followed.

Highway: Highway Commissioner Hawk presented the Highway budget. Question and general discussion followed.

Parks & Forestry: Parks & Forestry Director Schooley presented the Parks & Forestry budget. Discussion regarding differentiating between maintenance and CIP requests ensued.

Clerk of Courts: Clerk of Courts Joosten presented the Clerk of Courts budget. Questions and general discussion followed.

Circuit Courts: The Committee reviewed the Circuit Court budgets. No questions or discussion followed.

Criminal Justice Coordinator: Supervisor Fischer presented the Criminal Justice Coordinator budget. Questions and general discussion followed.

District Attorney: District Attorney Lambert presented the District Attorney budget. Questions and general discussion followed.

Corporate Counsel: The Committee reviewed the Corporate Counsel budget. No questions or discussion followed.

Register of Deeds: Register of Deeds Ringer presented the Register of Deeds budget. Ringer stated that there is a discrepancy between the budget that the Judicial & Legislative Committee approved and what was given to this Committee. Finance will correct the discrepancy. Questions and general discussion followed.

Child Support: Child Support Director Vruwink presented the Child Support budget. Questions and general discussion followed.

Break at 9:50 a.m. Reconvene at 9:59 a.m.

UW Extension: Area Extension Director Hausler presented the UW Extension budget. Questions and general discussion followed.

Planning & Zoning: Planning & Zoning Director Grueneberg presented the Planning & Zoning budget. Questions and general discussion followed.

Transportation & Economic Development: Planning & Zoning Director Grueneberg presented the Transportation & Economic Development budget. Grueneberg explained that the CEED Committee feels it is important to invest more in the Economic Development of Wood County because of COVID and the closure of the Verso mill, which is the reason for the increase in the budget. Questions and discussion followed.

Maintenance: Facilities Manager Van Tassel presented the Maintenance budget. No questions or discussion followed.

Information Technology: IT Director Kaup presented the IT budget. Questions and general discussion followed.

Land & Water Conservation: County Conservationist Wucherpfennig presented the Land & Water Conservation budget. Questions and general discussion followed.

Treasurer: Treasurer Gehrt presented the Treasurer budget. No questions or discussion followed.

County Clerk: County Clerk Miner presented the County Clerk budget. Questions and general discussion followed.

Human Resources: Human Resources Director McGrath presented the Human Resources budget. No questions or discussion followed.

Finance: Finance Director Thurber presented the Finance budget. Questions and general discussion followed.

Ho-Chunk: The Committee reviewed the Ho-Chunk budget.

Contingency: Finance Director Thurber presented the Contingency budget and stated that they are recommending \$450,000.

PILOT: The Committee reviewed the PILOT budget.

Marshfield Fairgrounds: The Committee reviewed the Marshfield Fairgrounds budget. Questions and general discussion ensued.

UW Marshfield: Supervisor Rozar presented the UW Marshfield budget. No questions or discussion due to flat budget.

Break at 11:08 a.m. Reconvene at 12:46 p.m.

Wood County Libraries: Andy Barnett, Director of McMillan Memorial Library, presented the Wood County Libraries budget on behalf of the Library Committee. Discussion ensued at length regarding the reimbursement requested from the Library Committee and the expenses that the libraries incur. The Committee requested to see budgets detailing operational expenses for the libraries. Mr. Barnett indicated that he will provide that information to the Committee.

Finance Director Thurber stated that his team needs to do some work now to determine what the levy limit is and he will need about two weeks to get through it. Thurber stated that it will be prepared for the next regular Committee meeting in October and he will place it on the agenda.

Chair Wagner adjourned the meeting at 1:37 p.m.



Wood County

WISCONSIN

OFFICE OF THE
COUNTY CLERK

Trent Miner

Letter of Comments – October 2020

- After multiple court cases being argued and decided, we were able to distribute the November ballots by the statutory deadline. Two of the court cases involved 3rd party Presidential candidate ballot access. In both of those cases, the courts upheld the Elections Commission decisions in denying ballot access. The 3rd court case that had the potential to affect ballots was in the 7th Congressional District for an independent candidate. Again, the courts upheld the Election Commission denial of ballot access.
- There are multiple court cases out there yet that have the potential of affecting the administration of the November election. We continue to monitor those and provide guidance to our municipal clerks as it warrants.
- Phone calls into our office are increasing, as is to be expected, for election based questions. Many calls about where to get an absentee ballot, or where and how to register to vote are common place. Even our in-person visits to the office have increased. While we do not issue absentee ballots, or process voter registrations, we are able to answer those questions and alleviate some of them going to the municipalities.
- In addition to voter calls, our office fields numerous calls from the municipal clerks looking for guidance of various scenarios that pop up during a busy election such as this.
- The Passport Agency alerted us that they are starting to open up more and allowing for expedited service, which had been on hold since March. However, the times they are stating for return have increased a lot. Prior to March, expedited service was 2-3 weeks. It is now 4-6 weeks. For regular service, it is now 10-12 weeks and prior to March it was 6-8 weeks. The passport application acceptance that we have actually been doing has dropped almost little to none.
- Of the 34 municipalities in Wood County, all but 4 use the DS200 ballot tabulating machine. That number appears to be going to 3, with the Town of Remington purchasing a machine yet this fall. The hope is to have it operational by the November election. I will be conducting the training on that machine for them, so as to save them that expense. The 3 hand count municipalities left are the Towns of Cranmoor & Dexter, and the Village of Rudolph.
- I will be attending a district county clerk meeting on Wednesday, October 6th in Green Lake. All of our conferences have been cancelled so it will be nice to have our little group of 9 counties be able to get together and compare notes, battle scars, and gray hair of a busy, ever changing, unprecedented presidential election year.



Wood County WISCONSIN

HUMAN RESOURCES DEPARTMENT

September 30, 2020

To: Wood County Operations Committee

From: Kimberly McGrath, Director- Human Resources

Subject: Human Resources (HR) Monthly Letter of Comments – September 2020

Human Resources Activity

	September 2020	2020 Year-to-Date
Applications Received	652	3,304
Positions Filled	15	159
Promotions/Transfers	2	29
New Hire Orientations	7	79
Terminations, Voluntary	11	93
Terminations, Involuntary	6	20
Retirements	1	12
Exit Interviews	5	33

Human Resources Narrative

General Highlights

1. We remain in Phase III of the Classification and Compensation Study with Carlson Dettmann (CDC). Patrick Glynn presented to the Operations Committee on September 1st and at County Board on September 15th. Costing spreadsheets provided by CDC were updated with current employee information. A Technical/Executive Summary was provided to the County Board on September 29th as a follow-up to those meetings and is attached in this packet. Final draft pay plans were communicated to Department Heads on September 30th and are awaiting County Board approval.
2. We are excited to announce that we are in the final stages of implementing an electronic benefit enrollment process through Employee Self Service (ESS) for annual Open Enrollment. We are extremely thankful to IT for creating the electronic forms and processes within the ESS platform. HR, IT, and Finance have tested the system with IT making necessary changes throughout the process. We have created a PowerPoint presentation with instructions on the new electronic benefit process. More information will be communicated to employees as we get closer to Open Enrollment.
3. Assisted the Ad Hoc Criminal Justice Coordinator Committee with scheduling candidate interviews and 2nd interviews, corresponding with candidates, checking references and background, preparing and presenting an offer, and scheduling the drug screen for the final candidate. Continuing to prepare an onboarding and orientation schedule. The Coordinator is scheduled to join Wood County on October 26th.

4. With regards to a former Wood County employee appealing their termination, we have no further updates from last month. The former employee has not yet scheduled the grievance meeting with Human Resources.

Meetings & Trainings

1. Attended the Operations Committee on September 1st which included a presentation related to the Classification and Compensation Study and the initial presentation of the HR department budget.
2. Attended the Ad Hoc Criminal Justice Coordinator Committee on September 9th, 15th, 23rd, and 30th.
3. Attended County Board on September 15th where Patrick Glynn of Carlson Dettmann presented an overview of the Classification and Compensation Study.
4. Attended Judicial & Legislative Committee on September 15th.
5. Attended Operations Committee on September 17th to present the HR department budget (including HR, Wellness, and Safety/Risk).
6. Held the monthly conference call with The Horton Group on September 22nd to discuss various benefit topics including Open Enrollment.
7. Attended the weekly COVID-19 calls facilitated by Emergency Management.
8. Held individual staff meetings to discuss and provide updates on the department's progress towards our 2020 goals.
9. Staff attended various meetings including:
 - a. SPAHRA Board meeting on September 1st.
 - b. Wellness Committee Meeting on September 15th.
 - c. Job Fair at East Junior High School in Wisconsin Rapids on September 2nd and 3rd.
 - d. CWSHRM Webinar on Employees' Mental Health and What Leaders Should Know on September 10th.
 - e. Review of ESS Benefits Enrollment with IT and Finance on September 10th and 25th.
 - f. Review of New Hire Orientation process with IT and Finance on September 16th.
 - g. Nationwide webinar on Medicare on September 24th.

Benefits

1. Processed Family and Medical Leave requests, address changes, beneficiary designations, qualifying events, benefit elections or contributions for new hires, terminations, and cancellation/reporting of benefits.
2. Processed and prepared monthly COBRA remittance, TASC admin fees, quarterly EAP fees, and turnover reports.
3. Reconciled monthly invoices for health, dental, vision, life, and disability insurances.
4. Updated the Health Fund Balance document for August.
5. Tracked hours used under the FFCRA and processed approvals.
6. Tracked vacation accruals lost during bi-weekly accruals for essential departments due to reaching the maximum hours. This is due to the COVID-19 pandemic and many departments having to restrict staff vacation and/or time off.
7. Ran report to determine eligible employees for enrollment with Boston Mutual. Created registration format in Sign-Up Genius. Scheduled WebEx presentations and sent out email communication.
8. Updated the Benefit Guide with 2021 insurance changes and premiums.
9. Updated the Open Enrollment PowerPoint presentation with 2021 insurance changes and continue working with Horton to develop a recorded voiceover.
10. Updated New Hire Orientation PowerPoint presentation with 2021 insurance changes and premiums.
11. Facilitated Boston Mutual Presentations on Whole Life Insurance on September 14th, 15th, and 16th. Worked with IT to upload link to recorded session. Collected waiver forms.

12. Transferred Sick hours to CSLA in both TimeStar and RTVision for employees with hours over the maximum (100 days).
13. Updated Open Enrollment mailing for retirees and employees on a leave of absence during enrollment period.

Recruitment

1. Updated the Status of Open Positions and Headcount Sheet (FTE Control) spreadsheets daily.
2. Reported new hires with the Wisconsin New Hire Reporting Center.
3. Closed multiple positions in Cyber Recruiter upon successful acceptance of an offer and notified all remaining applicants of position status.
4. Communicated with multiple applicants, employees, and supervisors regarding varying issues.

The following chart shows position activity during the month. Positions that are filled are dropped from the list the following month.

<u>Refilled Position</u>	<u>Department</u>	<u>Position</u>	<u>Status</u>
Replacement	Dispatch	Dispatcher	Name retrieved from Eligibility List previously established in March. Filled 8/31/20.
Replacement	District Attorney	Legal Administrative Assistant	Position posted. Filled internally 10/26/20.
Replacement	District Attorney	Legal Administrative Assistant	Position posted. Deadline 9/29/20.
Replacements	Edgewater	CNA, RN, LPN and Dietary Assistant – (Multiple)	Ongoing recruitment- positions posted, applications reviewed, interviews, references, backgrounds, onboarding. Deadline 11/1/20.
Replacement	Edgewater	Maintenance Technician	Position posted. Deadline 9/24/20.
Replacement	Emergency Management	Administrative Services	Position posted. Interviewing 9/30 & 10/1.
New-Grant funded	Health	COVID Response Interviewers	Position posted. Telephone interviews being conducted as of 9/25/20.
New-Grant funded	Health	LTE Public Health Nurses (Multiple)	Position posted, applications reviewed, telephone interviews conducted. Offers extended and accepted. Filled 9/18/2020.
Replacement	Health	Public Health Nurse	Position posted, deadline 9/23/20.
Replacement	Health	Program Coordinator	Position posted, interviews conducted. Offer extended and accepted to internal candidate. Filled 9/21/20.
Replacement	Health	Health Screener	Position posted, interviews conducted. Final candidate selected. References and background completed. Offer extended 9/25/20.
Conversion – No change in FTE	Health	Public Health Nurse converted to Public Health Nurse Supervisor	Internal candidate promoted, filled 9/6/20.
Replacement	Highway	Administrative Services	Position posted, deadline 10/4/20.
Replacements	Human Services	Social Worker – Initial Assessment (2)	Positions posted, deadline 9/28/20.
Replacement	Human Services	Secretary – Marshfield City Hall	Position posted, deadline 9/24/20.

Replacements	Human Services	Bus Driver (One casual, one full-time)	Position posted, deadline 11/8 (Casual) & 10/11 (FT).
Replacement	Human Services	Social Worker – Youth Justice	Position posted, interviews conducted. Final candidate selected. References/background conducted. Offer accepted. Filled 10/19/20.
Replacements	Human Services	Crisis Interventionists (One casual, one full-time)	Positions posted, interviews conducted. Final candidates selected. References/background conducted. Offers accepted. Filled 9/14 & 10/5.
Replacements	Human Services	Social Workers (4) – Family Services Ongoing	Positions posted, deadline 10/18/2020.
Replacement	Human Services	Administrative Services Assistant	Position posted, interviews conducted. Final candidate selected, references & background completed. Offer accepted. Filled 9/8/20.
New – Approved by CB	Human Services	Discharge Case Manager	Position posted, deadline 10/4/20.
Replacement	Human Services	Family Interaction Worker	Position posted, deadline 9/20/20.
Replacement	Norwood	Receptionist – Casual	Position posted, interviews conducted. Final candidate selected, references & background completed. Offer accepted. Filled 9/3/20.
New/Replacement	Norwood	COTA, Occupational Therapist, Therapy Asst., Dietary Aide, RN, LPN and CNA's Multiple	Ongoing recruitment by Norwood.
Replacement	Norwood	Head Nurse	Position posted. Deadline 10/6/20.
Replacement	Planning & Zoning	Code Technician	Position posted. Interviews to be conducted next month.
Replacement	Register of Deeds	Deputy	Position posted. Deadline 10/11/20.
Replacements	Sheriff	Part-time Deputies (Reserves)	Position continually posted, deadline 10/4/2020. Eligibility list being established.
Replacement	Sheriff	Deputy Sheriff	Position posted, deadline 10/11/20. Civil Service Commission & Sheriff's Department reviewing applications.
New	Criminal Justice	Criminal Justice Coordinator	Position posted. Interviews conducted. References checked. Offer extended and accepted. Filled 10/26/20.

Safety/Risk Management – News and Activities

1. Continuing the process of updating the Safety and Risk Manual and associated appendices/forms (expected completion is October 2020).
2. Managed open claims with Aegis throughout the month.
3. Working with Facilities, IT, and Courthouse Security to develop Courthouse Emergency Action Plan.
4. Completed process of renewing County's property, auto, and liability policies with Wisconsin County Mutual Insurance Corporation (WCMIC).

NEW Workers' Compensation Claims (2)

1. 8/29/20 – Sheriff's – Employee injured upper back/neck after hitting deer in squad during emergency call
2. 9/3/20 – Highway – Employee strained lower abdominal muscles pulling posts at roadside (surgery required)

OPEN Workers' Compensation Claims (3)

1. 8/4/20 – Highway – Employee fractured L elbow in fall at asphalt plant (surgery required)
2. 8/18/20 – Highway – Patrol truck tailgate dropped onto employee's R foot on roadside after it became detached from truck bed
3. 8/22/20 – Sheriff's Rescue – Employee injured R knee at accident scene performing extrication (surgery required)

CLOSED Workers' Compensation Claims (1)

1. 6/18/20 – Parks – Employee injured R knee slipping while weed cutting at South Park

First Aid Injuries (0)

1. 9/26/20 – Edgewater – Employee suffered lower back/hip pain lifting resident from floor

Property/Vehicle Damage Claims (0)

1. 8/29/20 – Sheriff's – Squad struck deer en route to emergency call (actual \$10,854.82)
2. 9/9/20 – Sheriff's – Squad windshield was struck by beer bottle outside of private business in Wisconsin Rapids (est. unknown)
3. 9/10/20 – Emergency Management – Windshield chip and crack from rock while traveling in Town of Rock (actual \$364.40)
4. 9/19/20 – Sheriff's – Squad struck deer en route to emergency call (actual \$7,704.20)

Liability Claims (0)

OPEN EEOC/ERD Claims (2)

1. 6/21/19 - Related to a 2016 claim alleging violation of the Wisconsin Fair Employment Act- Wood County successfully defended the claim at the Initial Determination stage and again after a four-day Hearing to Determine Probable Cause. The Complainant has appealed to the Labor and Industry Review Commission (LIRC). On October 4, 2019 Counsel submitted the County's Reply Brief in Opposition to the Petition for Review.
2. 6/1/20- Former Human Services employee submitted a claim alleging violation of the Wisconsin Fair Employment Act. Our position statement was submitted to the Equal Rights Division by counsel on July 1, 2020.

Notice of Claim (1)

1. 9/8/20- We received notice of a former Wood County employee seeking damages related to the denial of Post Employment Health Plan (PEHP) benefits.

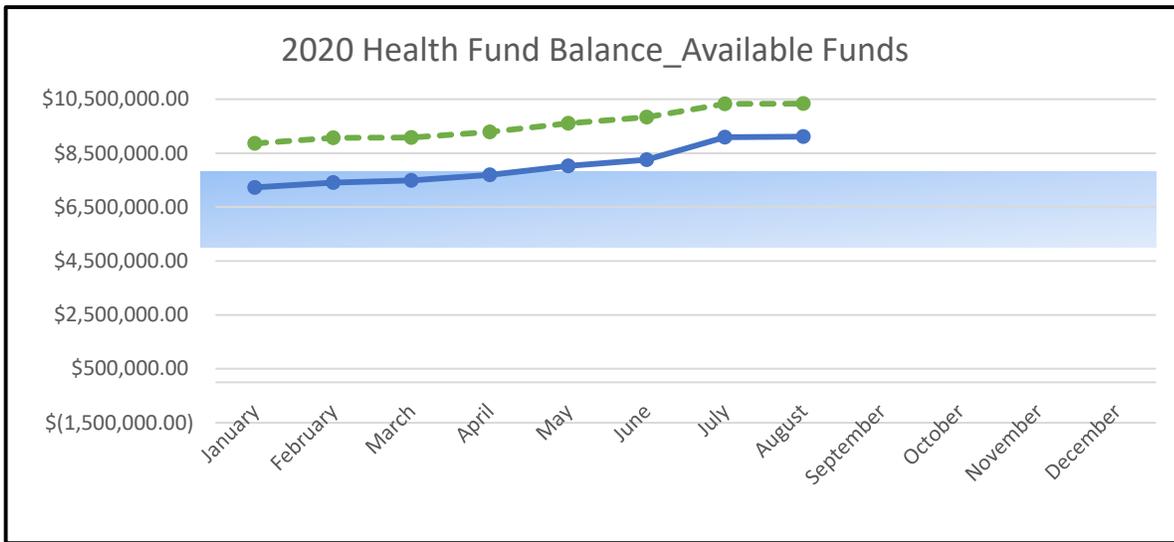
Other

1. Continue to process an increased volume of UI questionnaires due to the COVID-19 pandemic.
2. Worked with UI to provide additional information regarding multiple claims. Worked with various departments to compile information needed.
3. Worked with multiple departments to develop new job descriptions or to revise existing descriptions.
4. Received and processed multiple invoices for HR, Safety & Risk, and Wellness.
5. Facilitated New Hire Orientation on August 31st, September 8th, 14th and 21st.
6. Facilitated New Hire Orientation for Health LTE's on September 18th.
7. Facilitated meeting and completion of paperwork with Casual new employee on September 17th and 18th.
8. Conducted exit interviews on August 26th, August 27th, September 15th, and September 18th including the benefit and payout information.
9. Reconciled and processed the August Unemployment Insurance payment.

10. Reconciled July and August work comp payment logs.
11. Responded to various verifications of employment.
12. Replied to multiple requests from surrounding counties with varied information.
13. Met with several County employees and managers individually over the month to listen to concerns, provide advice, counsel, resources, and appropriate follow-up.

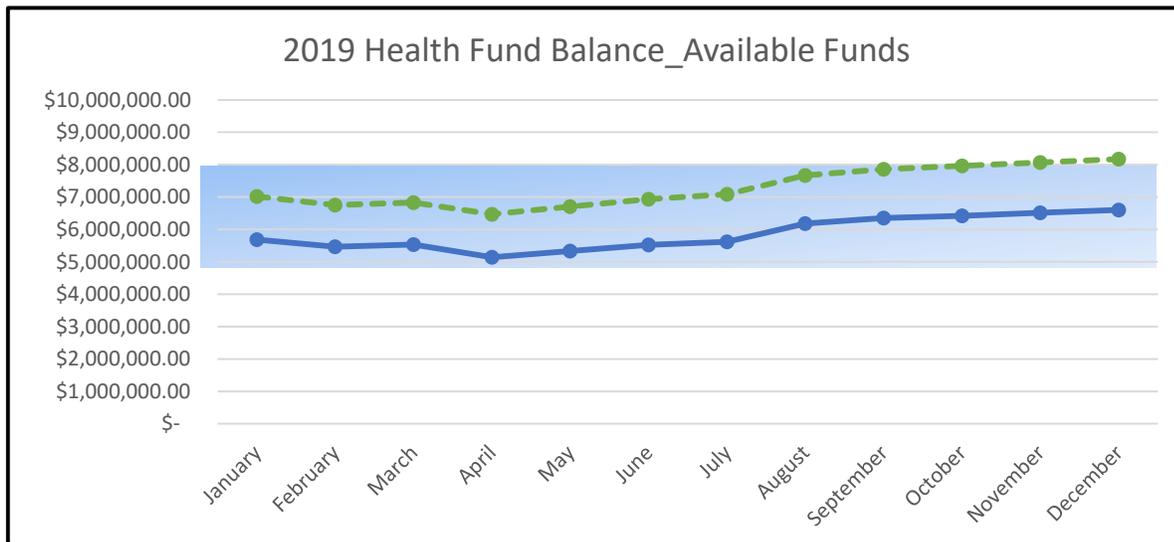
Health Fund Reserve Fund Balance

Months	2020		2019	
	Total	Available	Total	Available
January	\$ 8,859,244.13	\$ 7,228,926.49	\$ 7,021,371.56	\$ 5,685,137.45
February	\$ 9,064,996.83	\$ 7,409,523.04	\$ 6,755,901.70	\$ 5,469,001.54
March	\$ 9,079,691.15	\$ 7,488,748.95	\$ 6,834,145.97	\$ 5,529,400.66
April	\$ 9,279,880.64	\$ 7,691,704.49	\$ 6,472,162.23	\$ 5,141,045.93
May	\$ 9,599,909.66	\$ 8,026,137.54	\$ 6,701,880.37	\$ 5,329,290.53
June	\$ 9,840,229.19	\$ 8,254,329.92	\$ 6,935,298.36	\$ 5,526,859.63
July	\$ 10,321,385.10	\$ 9,087,944.61	\$ 7,088,744.49	\$ 5,617,057.79
August	\$ 10,335,598.89	\$ 9,112,572.26	\$ 7,670,878.32	\$ 6,182,575.07
September			\$ 7,858,325.78	\$ 6,358,024.31
October			\$ 7,964,236.62	\$ 6,416,974.66
November			\$ 8,073,695.68	\$ 6,514,699.74
December			\$ 8,173,200.57	\$ 6,603,418.96



2020 Total Balance - Dashed Line

2020 Available Funds - Solid Line



2019 Total Balance - Dashed Line

2019 Available Funds - Solid Line

For further information on HR activities, please contact the HR department.

TREASURER'S REPORT

October 06, 2020

By: H. Gehrt

1. Attended Operations Committee meeting on September 1, 2020.
2. Attended County Board meeting Web Ex on September 15, 2020.
3. Attended Operations Committee budget hearing on September 17, 2020.
4. Had a demonstration with vendor regarding a new credit card processing service on September 23, 2020.
5. Received our new folding machine from Rhyme as our old one was no longer able to be serviced due to its age.
6. As of August 31, 2020 sales tax revenues compared to 2019 revenue at this time are \$273,253.53 ahead of previous year.
7. Set up the principal and interest debt payment wire to go out on September 30, 2020.
8. As of this update, there are 14 properties that have received eviction notices that have not come into pay of all delinquent years' taxes. These properties will be sold in November.



Wood County

WISCONSIN

Employee Wellness

Adam Fandre

Letter of Comments – October 2020

- On September 29 I sent out communication regarding the 2020 flu shot clinics that will be taking place throughout the month of October. Locations of the clinics include River Block, Old Marshfield City Hall Plaza, Wisconsin Rapids Highway Department and Wisconsin Rapids Courthouse. Due to the pandemic, the logistics were challenging this year. However, all Wood County staff and departments involved in this process have been more than willing to help and make this possible.
- October 5 marked the start of the last week for the quarter 3 wellness challenge, *Live Out Loud*. Over the last five weeks I have received a lot of positive feedback from participants who are enjoying the challenge and are finding value in the weekly communication. Once completed, I will award points appropriately. Feedback from the Wellness Committee overwhelmingly centered around topics of nutrition, stress management, and financial spending for the quarter 4 wellness challenge. Tentative challenges will be reviewed at the October Wellness Committee meeting.
- I have completed the 2020 aggregate report for Wood County's Employee Wellness Program and will plan on presenting a full report of the results at the November Operations Committee meeting. To provide a very brief preview, there have been a lot of positive health outcomes between the 2018-2020 and 2009-2020 cohorts. Additionally, four of the top five risk factors for employees dropped between 2019 and 2020. More details to follow.
- I have been working with the ManageWell team to ready the 2021 participant portal for the Wellness Program. Throughout this process I have used the constructive feedback received by participants throughout 2020 to make appropriate changes to verbiage, activities, tracking, etc. This will be reviewed at the next Wellness Committee meeting.
- Follow-up health coaching appointment dates and times for October, November, and December were finalized in ManageWell. Communication and sign-up instructions were emailed to participants on October 5. During these meetings I touch-base with participants on the goals they set earlier in the year, assess progress, discuss ways to overcome challenges they are facing and set new goals if needed.
- The October lunch & learn will focus on open enrollment and the same video that Human Resources creates will be available to participants to view. Points will be available to participants who pass a quiz on material covered within the video. I am continuing to reach out to other presenters in preparation for future lunch and learns this year and next.

COUNTY BOARD CLAIMS

August-20

Aug-20

Paid September 2020

CLAIMANT	MONTH		PER DIEM \$	MILEAGE \$	MEALS/PKG HOTEL \$	TOTAL \$
Robert Ashbeck	August-20		350.00	95.45		\$445.45
Allen Breu	August-20		300.00			\$300.00
William Clendenning	August-20		895.00	28.18		\$923.18
Ken Curry	August-20		465.00	12.07		\$477.07
Michael Feirer	August-20		365.00	110.40		\$475.40
Adam Fischer	August-20		610.00	166.75		\$776.75
Jake Hahn	August-20		365.00	83.95		\$448.95
Brad Hamilton	August-20		350.00	16.10		\$366.10
Marion Hokamp	August-20		350.00	45.42		\$395.42
David La Fontaine	August-20		450.00	128.80		\$578.80
Bill Leichtnam	August-20		615.00	96.60		\$711.60
Lance Pliml	August-20		900.00	17.25		\$917.25
Dennis Polach	August-20		250.00			\$250.00
Donna Rozar	August-20		595.00	124.20		\$719.20
Lee Thao	August-20		350.00	39.10		\$389.10
Laura Valenstein	August-20		300.00			\$300.00
Ed Wagner	August-20		465.00	189.75		\$654.75
William Winch	August-20		350.00	25.30		\$375.30
Joe Zurfluh	August-20		300.00	12.65		\$312.65
Carmen Good	September-20		50.00	40.25		\$90.25
William Voight	September-20		50.00	28.75		\$78.75
			\$ 8,725.00	\$ 1,260.97	\$ -	\$ 9,985.97

Chairman

Operations Committee

Committee Report

County of Wood

Report of claims for: COUNTY CLERK

For the period of: SEPTEMBER 2020

For the range of vouchers: 06200120 - 06200166

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
06200120	STAPLES ADVANTAGE	Office Supplies	08/27/2020	\$19.89	P
06200121	VERIZON	Monthly Modem Fee	08/27/2020	\$195.16	P
06200122	QUALITY PLUS PRINTING INC	Absentee Envelopes	08/26/2020	\$4,400.00	P
06200123	SOUTH WOOD COUNTY HUMANE SOCIETY	2020 CONTRACT HS/HU OFFICER	09/04/2020	\$2,500.00	P
06200124	CASTLEROCK VETERINARY CLINIC	206745 STRAY CAT AUG 2020	09/08/2020	\$93.00	P
06200125	AMAZON CAPITAL SERVICES	2021 Calendars	09/09/2020	\$54.07	P
06200126	QUALITY PLUS PRINTING INC	Absentee Envelopes	09/08/2020	\$6,000.00	P
06200127	UNITED MAILING SERVICE	MAIL FEES AUG 1 - 31, 2020	09/15/2020	\$1,188.95	P
06200128	WISCONSIN MEDIA	VAR ADS 8/1 - 8/31/2020	09/21/2020	\$6,267.68	P
06200129	BOUMA KARMEN M	2020 DOG LISTER -T/ARPIN 2020	09/22/2020	\$51.50	P
06200130	AUE JAMES	2020 DOG LISTER -T/AUBURNDALE	09/22/2020	\$40.00	P
06200131	LILLEY CHARLES ASSESSOR	2020 DOG LISTER -T/DEXTER 2020	09/22/2020	\$52.50	P
06200132	TOWN OF GRAND RAPIDS	2020 DOG LISTER - T GR RAPIDS	09/22/2020	\$570.00	P
06200133	MARTINSON PAMELA	2020 DOG LISTER T HANSEN	09/22/2020	\$45.00	P
06200134	KROSTAG SORAYA YASMEEN	2020 DOG LISTER T HILES	09/22/2020	\$11.00	P
06200135	BELL JANET	2020 DOG LISTER T LINCOLN	09/22/2020	\$95.00	P
06200136	DANHOF RENEE	2020 DOG LISTER T MARSHFIELD	09/22/2020	\$51.00	P
06200137	CEGIELSKI ANDREW ASSESSOR	2020 DOG LISTER - T MILLADORE	09/22/2020	\$44.50	P
06200138	SORENSEN MICHELLE	2020 DOG LISTER T PT EDWARDS	09/22/2020	\$69.50	P
06200139	WOODWORTH CHARLES A	2020 DOG LISTER T REMINGTON	09/23/2020	\$21.00	P
06200140	PERNSTEINER TAMMI	2020 DOG LISTER T RICHFIELD	09/23/2020	\$95.50	P
06200141	BANECK DARLENE	2020 DOG LISTER T REMINGTON	09/23/2020	\$53.00	P
06200142	KESTER BILLIE JO M	2020 DOG LISTER T SARATOGA	09/23/2020	\$379.00	P
06200143	RADTKE JOAN	2020 DOG LISTER T SENECA	09/23/2020	\$59.00	P
06200144	HAAS LINDA M	2020 DOG LISTER T SHERRY	09/23/2020	\$36.00	P
06200145	LARSON DAWN M	2020 DOG LISTER T SIGEL	09/23/2020	\$78.00	P
06200146	TRITZ RALPH J	2020 DOG LISTER T WOOD	09/23/2020	\$48.50	P
06200147	RICHARDSON JILL	2020 DOG LISTER V ARPIN	09/23/2020	\$10.50	P
06200148	MARTH DALE R	2020 DOG LISTER V AUBURNDALE	09/23/2020	\$40.00	P
06200149	WITT PAM	2020 DOG LISTER V BIRON	09/23/2020	\$66.50	P
06200150	BURR MARY JANE	2020 DOG LISTER V HEWITT	09/23/2020	\$68.00	P
06200151	KING KAY F	2020 DOG LISTER V MILLADORE	09/23/2020	\$20.00	P
06200152	VILLAGE OF PORT EDWARDS TREAS	2020 DOG LISTER V PT EDWARDS	09/23/2020	\$56.00	P
06200153	PAWELSKI SANDRA	2020 DOG LISTER V RUDOLPH	09/23/2020	\$22.00	P

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
06200154	SCHALOW DEBRA E	2020 DOG LISTER V VESPER	09/23/2020	\$27.50	P
06200155	CITY OF MARSHFIELD TREASURER	2020 DOG LISTER C MARSHFIELD	09/23/2020	\$365.50	P
06200156	CITY OF NEKOOSA TREASURER	2020 DOG LISTER C NEKOOSA	09/23/2020	\$61.00	P
06200157	HAHN TAMI	2020 DOG LISTER C PITTSVILLE	09/23/2020	\$87.00	P
06200158	CITY OF WIS RAPIDS TREASURER	2020 DOG LISTER C WISC RAPIDS	09/23/2020	\$303.50	P
06200159	AMAZON CAPITAL SERVICES	CB Supplies	09/21/2020	\$48.07	P
06200160	US BANK	Wis Policy Forum Renewal	09/17/2020	\$350.00	
06200161	AMAZON CAPITAL SERVICES	Office Supplies	09/22/2020	\$42.99	
06200162	AMAZON CAPITAL SERVICES	Office Supplies	09/23/2020	\$6.80	
06200163	VERIZON	Monthly Modem Fee	09/23/2020	\$195.12	
06200164	ELECTION SYSTEMS & SOFTWARE	Ballots - November Election	09/23/2020	\$20,032.04	
06200165	ELECTION SYSTEMS & SOFTWARE	Test Ballots - Nov Election	09/23/2020	\$191.76	
06200166	ELECTION SYSTEMS & SOFTWARE	Coding - November Election	09/24/2020	\$3,945.90	
Grand Total:				\$48,458.93	

Signatures

Committee Chair: _____

Committee Member: _____

Committee Report

County of Wood

Report of claims for: FINANCE

For the period of: SEPTEMBER 2020

For the range of vouchers: 14200194 - 14200216

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
14200194	GFOA	ANNUAL MEMBERSHIP DUES	08/26/2020	\$640.00	P
14200195	QUESTICA LTD	ANNUAL MAINTENANCE	08/25/2020	\$10,160.95	P
14200196	CITY OF MARSHFIELD	2020 PILOT PAYMENT	09/01/2020	\$35,269.62	P
14200197	CITY OF MARSHFIELD	2020 PILOT PAYMENT	09/01/2020	\$28,329.77	P
14200198	PORT EDWARDS SCHOOL DISTRICT	2020 PILOT PAYMENT	09/01/2020	\$4,442.21	P
14200199	TOWN OF GRAND RAPIDS	2020 PILOT PAYMENT	09/01/2020	\$899.91	P
14200200	VILLAGE OF PORT EDWARDS TREAS	2020 PILOT PAYMENT	09/01/2020	\$4,964.33	P
14200201	WISCONSIN RAPIDS SCHOOL DISTRICT	2020 PILOT PAYMENT	09/01/2020	\$3,438.39	P
14200202	VON BRIESEN & ROPER SC	CONSULT RE PAYROLL	05/18/2020	\$231.00	P
14200203	BLITT AND GAINES PC	GARNISHMENT PAYMENT	09/10/2020	\$302.37	P
14200204	MUTUAL OF OMAHA INSURANCE COMPANY	LONG TERM DISABILITY INSURANCE	09/10/2020	\$2,303.86	P
14200205	MUTUAL OF OMAHA INSURANCE COMPANY	SHORT TERM DISABILITY INSUR	09/10/2020	\$4,077.37	P
14200206	MUTUAL OF OMAHA INSURANCE COMPANY	BASIC LIFE/VOL (SUPP) LIFE INS	09/10/2020	\$3,897.08	P
14200207	SCHUELKE SUSAN A	GARNISHMENT PAYMENT	09/10/2020	\$73.64	P
14200208	UW - MARSHFIELD WOOD COUNTY	REIMBURSEMENT OF CIP EXPENSES	09/03/2020	\$2,700.00	P
14200209	BLITT AND GAINES PC	GARNISHMENT PAYMENT	09/24/2020	\$246.06	P
14200210	MUTUAL OF OMAHA INSURANCE COMPANY	LONG TERM DISABILITY INSURANCE	09/24/2020	\$2,257.45	P
14200211	MUTUAL OF OMAHA INSURANCE COMPANY	SHORT TERM DISABILITY INSUR	09/24/2020	\$3,441.05	P
14200212	MUTUAL OF OMAHA INSURANCE COMPANY	BASIC LIFE/SUPP (VOL) LIFE INS	09/24/2020	\$3,925.70	P
14200213	SCHUELKE SUSAN A	GARNISHMENT PAYMENT	09/24/2020	\$73.64	P
14200214	US BANK	TRAINING, OFFICE SUPPLIES	09/17/2020	\$258.49	
14200215	CLIFTON LARSON ALLEN LLP	CONSULT FEES - BUDGET TEMPLATE	09/25/2020	\$2,021.25	
14200216	MOODY'S INVESTORS SERVICE	2021 DEBT PROCEEDS ISSUANCE	09/28/2020	\$13,000.00	
Grand Total:				\$126,954.14	

Signatures

Committee Chair: _____

Committee Member: _____

Committee Report

County of Wood

Report of claims for: HUMAN RESOURCES

For the period of: SEPTEMBER 2020

For the range of vouchers: 17200077 - 17200087

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
17200077	HORTON GROUP INC THE	Consulting Fees - Sept 2020	09/08/2020	\$2,083.33	P
17200078	QUALITY PLUS PRINTING INC	Employee Policy Handbooks	08/12/2020	\$310.00	P
17200079	CARLSON DETTMAN CONSULTING	Compensation Study Pmt 5 of 5	09/14/2020	\$16,400.00	P
17200080	DIETRICH VANDERWAAL SC	Legal Fees	09/08/2020	\$260.00	P
17200081	WI DEPT OF WORKFORCE DEVELOPMENT	Unemployment Charges-Aug 2020	08/31/2020	\$1,572.57	P
17200082	OFFICE DEPOT	Office Supplies	06/18/2020	\$12.44	P
17200083	QUALITY PLUS PRINTING INC	Benefit Guides	09/18/2020	\$355.00	P
17200084	AMAZON CAPITAL SERVICES	Office Supplies	09/23/2020	\$44.94	P
17200085	US BANK	P Card Charges	09/17/2020	\$219.86	
17200086	BLUE WATER BENEFITS CONSULTING LLC	2020 Q3 Reporting	09/28/2020	\$947.40	
17200087	CONCENTRA HEALTH SERVICES INC	Drug & Alcohol Testing	09/24/2020	\$1,150.00	
Grand Total:				\$23,355.54	

Signatures

Committee Chair: _____

Committee Member: _____

Committee Report

County of Wood

Report of claims for: RISK MANAGEMENT

For the period of: AUGUST 2020

For the range of vouchers: 23200029 - 23200035

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
23200029	WORLDPOINT ECC	AED Pads for EM	08/31/2020	\$118.00	P
23200030	PROASSURANCE CASUALTY COMPANY	Prof Liability Ins Qtrly Prem	09/01/2020	\$6,880.00	P
23200031	MID-STATE TECHNICAL COLLEGE	BLS/CPR Renewal - NW Aug 2020	09/16/2020	\$90.00	P
23200032	SAFELITE AUTOGLASS	Vehicle Damage - EM	09/18/2020	\$364.40	P
23200033	SAFELITE AUTOGLASS	Vehicle Damage - Squad #23	09/16/2020	\$390.70	P
23200034	WESTSIDE AUTO BODY	Vehicle Damage - Squad #12	09/28/2020	\$7,704.20	
23200035	TJ'S AUTO & COLLISION REPAIR	Vehicle Damage - Squad #28	09/01/2020	\$10,854.82	
Grand Total:				\$26,402.12	

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: TREASURER

For the period of: SEPTEMBER 2020

For the range of vouchers: 28200254 - 28200283

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
28200254	BOLES-WALLNER ABSTRACT & TITLE	TAX OVERPAYMENT REFUND	09/09/2020	\$32.74	P
28200255	CITY OF MARSHFIELD	AUGUST SPECIAL CHARGES	09/09/2020	\$1,395.42	P
28200256	CITY OF NEKOOSA TREASURER	AUGUST SPECIAL CHARGES	09/09/2020	\$659.85	P
28200257	CITY OF WISCONSIN RAPIDS	AUGUST SPECIAL CHARGES	09/09/2020	\$605.27	P
28200258	HOME POINT FINANCIAL	TAX OVERPAYMENT REFUND	09/09/2020	\$19.49	P
28200259	OCZACHOWSKI RONALD OR DENISE	TAX OVERPAYMENT REFUND	09/09/2020	\$42.03	P
28200260	STAPLES ADVANTAGE	OFFICE SUPPLIES	09/09/2020	\$36.56	P
28200261	TOWN OF PORT EDWARDS	AUGUST SPECIAL CHARGES	09/09/2020	\$1,270.53	P
28200262	TOWN OF REMINGTON	AUGUST SPECIAL CHARGES	09/09/2020	\$154.08	P
28200263	TOWN OF SARATOGA	AUGUST SPECIAL CHARGES	09/09/2020	\$1,888.39	P
28200264	TOWN OF GRAND RAPIDS	AUGUST SPECIAL CHARGES	09/09/2020	\$1,021.74	P
28200265	TOWN OF HANSEN	AUGUST SPECIAL CHARGES	09/09/2020	\$141.24	P
28200266	TOWN OF LINCOLN	AUGUST SPECIAL CHARGES	09/09/2020	\$272.98	P
28200267	TOWN OF RICHFIELD	AUGUST SPECIAL CHARGES	09/09/2020	\$54.35	P
28200268	TOWN OF ROCK TREAS LISA ANDERSON	AUGUST SPECIAL CHARGES	09/09/2020	\$274.88	P
28200269	VILLAGE OF ARPIN TREASURER	AUGUST SPECIAL CHARGES	09/09/2020	\$1,044.39	P
28200270	VILLAGE OF AUBURNDALE TR D MARTH	AUGUST SPECIAL CHARGES	09/09/2020	\$623.96	P
28200271	VILLAGE OF HEWITT	AUGUST SPECIAL CHARGES	09/09/2020	\$1,536.80	P
28200272	VILLAGE OF PORT EDWARDS TREAS	AUGUST SPECIAL CHARGES	09/09/2020	\$735.90	P
28200273	WATER WORKS & LIGHTING COMM	TAX DEED UTILITIES	09/09/2020	\$66.64	P
28200274	WE ENERGIES	TAX DEED UTILITIES	09/09/2020	\$8.01	P
28200275	WI DEPT OF ADMINISTRATION	AUGUST WI LAND INFO	09/09/2020	\$8,988.00	P
28200276	CARTRIDGE WORLD	CARTRIDGE REFILLS	09/23/2020	\$29.99	P
28200277	MILBERT ADAM	TAX OVERPAYMENT REFUND	09/23/2020	\$5.07	P
28200278	NOTARY BOND RENEWAL SERVICE	NOTARY BOND RENEWAL	09/23/2020	\$30.00	P
28200279	STATE OF WISCONSIN TREASURER	AUGUST CLERK OF COURTS REVENUE	09/23/2020	\$117,124.74	P
28200280	STAPLES ADVANTAGE	OFFICE SUPPLIES	09/23/2020	\$73.56	P
28200281	WI DEPT OF FINANCIAL INSTITUTIONS	NOTARY RENEWAL	09/23/2020	\$20.00	P
28200282	WOODTRUST BANK	AUGUST MONTHLY SERVICE FEES	09/23/2020	\$405.93	P
28200283	US BANK	OFFICE SUPPLIES	09/30/2020	\$37.43	
Grand Total:				\$138,599.97	

Signatures

Committee Chair: _____

Committee Member: _____

Committee Report

County of Wood

Report of claims for: WELLNESS

For the period of: SEPTEMBER 2020

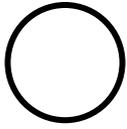
For the range of vouchers: 34200008 - 34200009

Voucher	Vendor Name	Nature of Claim	Doc Date	Amount	Paid
34200008	ASPIRUS OCCUPATIONAL HEALTH	Advisor/Mileage/HRA/Bios/Labs	08/03/2020	\$7,070.00	P
34200009	ASPIRUS OCCUPATIONAL HEALTH	Advisor/Mileage/HRA/Bios/Labs	09/01/2020	\$6,547.50	P
Grand Total:				\$13,617.50	

Signatures

Committee Chair: _____

Committee Member: _____



RESOLUTION# _____

Introduced by Operations Committee
Page 1 of 1

CAK

Motion:	Adopted: <input type="checkbox"/>
1 st _____	Lost: <input type="checkbox"/>
2 nd _____	Tabled: <input type="checkbox"/>
No: _____ Yes: _____ Absent: _____	
Number of votes required:	
<input checked="" type="checkbox"/> Majority	<input type="checkbox"/> Two-thirds
Reviewed by: _____, Corp Counsel	
Reviewed by: _____, Finance Dir.	

INTENT & SYNOPSIS: Authorize the sale of tax deed property back to former owner.

FISCAL NOTE: Paid Amount \$7,463.39

WHEREAS, by Resolution No. 20-9-2, the Wood County Board of Supervisors authorized the taking of a tax deed on parcel number 33-00128, more particularly described as:

		NO	YES	A
1	LaFontaine, D			
2	Rozar, D			
3	Feirer, M			
4	Wagner, E			
5	Fischer, A			
6	Breu, A			
7	Ashbeck, R			
8	Hahn, J			
9	Winch, W			
10	Thao, L			
11	Curry, K			
12	Valenstein, L			
13	Hokamp, J			
14	Polach, D			
15	Clendenning, B			
16	Pliml, L			
17	Zurfluh, J			
18	Hamilton, B			
19	Leichtnam, B			

The Westerly one half of Lot 6 and the Westerly one half of Lot 7 of Block 97 of the City of Marshfield, Wood County, Wisconsin.

WHEREAS, Wood County Ordinance 904 and Wis. Stat. § 75.35(3) authorizes Wood County to sell tax deed property back to the former owner upon payment of all taxes, interest, fees, and special charges and assessments,

WHEREAS, it is beneficial for Wood County to sell to the former owner of this property because the funds received on September 28, 2020 will compensate the County in full for the amounts due and owing,

THEREFORE BE IT RESOLVED, that the Wood County Board of Supervisors authorize the County Clerk to sell the above referenced property back to the former owner by Quit Claim Deed.

{ }

ED WAGNER, CHAIR

DONNA ROZAR, VICE CHAIR

MIKE FEIRER

ADAM G FISHER

LANCE PLIML

Adopted by the County Board of Wood County, this _____ day of _____ 20 _____.

County Clerk

County Board Chairman

Safety and Risk Manual – Summary of changes

[Note: All changes made in WORKING DRAFT document are highlighted in RED. Grammatical and formatting changes, if they did not alter the content or intent, are not highlighted.]

Whole document – references to the Risk Management Department have been removed. All references now describe Risk Management as a function that encompasses Occupational Safety and Health as well as Risk Management activities, such as insurance and workers' compensation administration.

Changed all references to RISK MANAGER to SAFETY AND RISK SPECIALIST per position title change.

Updated contact information as appropriate, and changed specific names to job titles for continuity's sake.

Removed MATERIAL from Material Safety Data Sheets per OSHA Hazard Communication standard update.

Changed all references from DEPARTMENT OF COMMERCE to DEPARTMENT OF SAFETY AND PROFESSIONAL SERVICES (DPS) per State of Wisconsin organizational change.

Updated TABLE OF CONTENTS

Added note after TABLE OF CONTENTS regarding the procedures for reviewing and updating written programs and Appendices/Forms.

Changed SHOULD to SHALL in several locations where clarification was needed.

OUTSIDE CONTRACTOR POLICY

Clarified that outside contractors do not need to provide the facility with a copy of all safety data sheets (SDS) for all chemicals being used on County property, but they must provide us with an inventory of the chemicals used and they are responsible for maintaining SDS while in our facilities.

Contractors are also responsible for providing SDS for all chemicals stored in County facilities longer than 24 hours.

These changes put the responsibility for hazard communications (HazComm) compliance on the contractor, not the County.

HAZARD COMMUNICATION

Updated locations of SDS binders at various County facilities.

Clarified SDS inventory update process, to be conducted by facility employee, with assistance from Risk Management as requested.

Updated information to be obtained from SDS to reflect the current standard.

Clarified who is eligible to perform HazComm training for employees.

LOCKOUT/TAGOUT PROGRAM

Corrected all references of lock out / tag out to the industry-accepted Lockout/Tagout.

Added Facilities to the list of people with whom outside contractors should be communicating LO/TO procedures.

PERSONAL PROTECTIVE EQUIPMENT (PPE) PROGRAM

Added Facility Management personnel to the list of people who may conduct hazard assessments.

Moved RESPIRATORY PROTECTION PROGRAM immediately following for continuity.

HEARING PROTECTION PROGRAM

Clarified operations that may expose employees to higher sound levels (<85 dBA).

FIRE PREVENTION/FIRE CONTROL PROGRAM

Added information about classification of fires (Class A-K).

Clarified the PASS system of fire extinguisher operation.

CHAINSAW OPERATION PROGRAM

Clarified employee responsibility when cutting alone in emergency operations.

POWERED INDUSTRIAL TRUCK (PIT) PROGRAM

Clarified “qualified and competent” for purposes of authorizing trainers.

CONFINED SPACE ENTRY PROGRAM

Added updated graphic regarding signage for confined space entry.

DISASTER PREPAREDNESS PROGRAM

Added updated information about tornadoes and severe weather products from the National Weather Service (NWS).

Added other approved checklists to the acceptable bomb threat products.

Clarified emergency-related responsibilities between Facilities, Emergency Management and Risk Management. [NOTE: Risk Management, Sheriff's Department, IT and Facilities are currently working on an emergency action plan for the Courthouse.]

BLOODBORNE PATHOGENS (BBP) PROGRAM

Added positions into the list of those with potential BBP exposures.

OFFICE SAFETY

Added suggestions into Slips/Trips/Falls Prevention list.

Removed redundant items from "Things You Can do to Prevent Back Pain" list.

WORKERS' COMPENSATION INFORMATION

Clarified process for submission and administration.

Removed items that are already included in the Wisconsin Workers' Compensation Act. [NOTE: if the Act is changed, the policy would have to be updated as well. The Act is already incorporated by reference in this manual.]

Clarified procedures for submitting a claim, including under which circumstances incident analyses should be conducted.

Added section on the Waiting Period.

Clarified need for Modified/Light-Duty Program.

Changed "Light-Duty Designee" to "Management Designee" for the purposes of overseeing modified duty assignments.

VEHICLE FLEET GUIDELINES

Clarified "points" system for being authorized to drive a county-owned vehicle.

Clarified training interval for vehicle inspections.

Defined "required minimum limits" of personal auto insurance coverage.

Clarified requirements for departments, not Risk Management, to maintain proof of employee insurance.

Removed "a minimum of two estimates" as the County uses two separate shops for a large majority of work; one on the North end of the County and one on the South.

PROPERTY INSURANCE INFORMATION

Added information allowing individual departments or facilities to pay for their property damage repair or replacement using budgeted funds.

LIABILITY INSURANCE (GENERAL & AUTO) INFORMATION

Removed unnecessary definitions that were incomplete, and in some cases, outdated or superseded.

DEPARTMENT REPORT CARD PROCEDURES

Removed. A new process for examining effectiveness of individual departments and facilities will be developed.

APPENDICES AND FORMS

All appendices and forms will be updated to ensure standardization and consistency, as well as to be form-fillable if possible.

These will be separated from the Safety & Risk Manual, and will be available for individual download on the County intranet site.

Safety and Risk Management Manual



This manual is reviewed and revised by Wood County Risk Management on an as-needed basis
last update – 8/27/2020

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NOTE: Appendices and Written Programs, as referenced in this Manual, are to be reviewed and updated on a regular basis, no less than annually, or as needed based on organizational changes.

Wood County Risk Management – General Information

Wood County Courthouse
400 Market Street
P.O. Box 8095
Wisconsin Rapids, WI 54494

Direct Phone Number: (715) 421-8412
Direct Fax Number: (715) 421-8692

POLICY STATEMENT

Wood County recognizes its responsibility to provide a safe and healthy workplace, to the greatest extent possible. To do this, Wood County must be aware of potentially hazardous conditions in all work areas. Thus, employee cooperation in detecting and reporting hazards is necessary. Employees should inform immediate supervisors or Risk Management immediately of any situation beyond the employee's ability or authority to correct. Wood County establishes the following overall policy statement:

1. Wood County intends to comply with all applicable safety regulations.
2. The safety of employees and the public are of great importance.
3. Safety should take priority over shortcuts.
4. Every reasonable attempt should be made to reduce the possibility of accident recurrence.
5. All employees shall follow established rules of safety, and use safety equipment and personal protective equipment (PPE) that has been provided.

RESPONSIBILITIES

Wood County Board of Supervisors – The Wood County Board of Supervisors is committed to maintaining a safe and healthy work environment. Policies are established to meet or exceed State and Federal regulations pertaining to County lands, facilities, operations and employees.

Risk Management – Develop, implement and administer the Wood County Safety and Risk Management Program. This function may assist department heads as needed with accident investigation/review, claims reporting and training of employees. To ensure the success of the Safety Program, the position will also inspect facilities, review department programs and make the appropriate recommendations to department heads and their committees, as necessary.

Departmental Safety Committees (where applicable) – Departmental Safety Committees should work toward improving safety of operations and controlling losses through a direct interaction of employees with management. Regular meetings should be held for the purpose of discussing departmental safety issues.

Department Heads – Department heads are responsible and accountable for the safety and well-being of the individual employees in their department. Their attitude toward safety should be apparent in the daily activities of employees and the use of County equipment. The following are specific responsibilities of department heads:

1. Aid Risk Management in development of safety policies and procedures for special exposures and operations.
2. Ensure that all employees have received training in the safe operation of all required equipment and job responsibilities.
3. Ensure continuous compliance with safety programs and policies.
4. Schedule refresher safety training for current employees.
5. Provide necessary guidance to perform duties safely.
6. Correct unsafe habits or conditions immediately.
7. Budget for safety equipment and protective devices.

Supervisors – The responsibility of all Supervisors is to:

1. Inform employees of hazards they may encounter on their job and how to avoid or control such hazards.
2. Ensure all employees under their supervision receive safety training including the use of PPE, the safe operation of equipment, and other pertinent policies.

3. Enforce all safety programs and policies.
4. Promptly report and investigate all accidents or near-miss situations to prevent recurrence; and see that all injuries/illnesses are properly treated.
5. Inspect workplaces and equipment on a regular basis, taking action to correct unsafe conditions and acts.
6. Promote safety within their department or division.

Employees –The responsibility of all Employees is to:

1. Follow established safety rules, wear required personal protective equipment, use provided safety equipment, and work in a safe manner at all times.
2. Immediately report all work-related injuries/illnesses.
3. Immediately report defective equipment, machinery and safety devices, or other unsafe conditions.

Seasonal/Temporary Employees and Authorized Volunteers – All of the programs and policies set forth in this manual apply equally to all employees of Wood County, regardless of employment classification. Department Heads or their designated supervisor(s) shall ensure that all employees working in the respective department are trained and informed on the various safety programs, and provided with the appropriate personal protective equipment.

Outside Contractors – All contract work performed for Wood County by outside contractors should be performed in a safe and efficient manner as not to endanger County employees or residents. All contract work performed for Wood County by outside contractors shall be completed in accordance with applicable local, state and federal safety regulations. Wood County shall take reasonable steps to provide a safe and healthy work environment for outside contractors.

GENERAL SAFETY RULES

Employee Conduct – Each employee bears primary responsibility for ensuring their own personal safety. Employees are responsible for learning and obeying the safety rules and wearing all required personal protective equipment. Each employee should become familiar with safety rules as they pertain to their job. Employees should notify their supervisor or Risk Management immediately of any unsafe conditions or acts. Wood County will take reasonable means to reduce and/or eliminate the safety risk. Any unsafe conditions or acts should be dealt with as soon as practical. Employees who are impaired by drugs or alcohol are potential hazards to themselves and co-workers. Practical jokes, rowdiness and horseplay are forbidden. These actions can lead to a very serious accident and should not be tolerated.

Operation of Equipment – Do not operate any equipment or power tools unless instructed to do so by your supervisor, and only if you have been properly trained on the operation and safety rules of that piece of equipment.

Safety Equipment Usage – Certain safety products may be provided by Wood County and should be used for their designated purpose. Safety supplies such as safety glasses/goggles, hard hats, respirators, hearing protection, protective gloves, lockout/tagout equipment, safety belts/harnesses, and ergonomic equipment should be provided by departments depending upon the assessed need. When new protective equipment is introduced to the County, training on its proper use should be provided.

Housekeeping – Each employee is responsible to keep his/her work area clean and free from recognized hazards. Shop areas should be swept and cleaned to eliminate possible trip or slip hazards. Office areas should be kept clean with electrical cords secured and out of the way and file drawers closed after use.

OUTSIDE CONTRACTOR POLICY

This policy is in place to ensure that there is a method of notifying outside contractors of their safety responsibilities prior to their working on Wood County premises. Also, all chemical agents (i.e. solvents, gases, paints, etc.) and all physical agents (i.e. noise generation, heat) should be properly evaluated prior to all contract work commencement. This means that all hazardous chemicals used by outside contractors on Wood County premises should have an accompanying inventory of Safety Data Sheets in which one copy is given to Facilities or Risk Management and the other is kept with the contractor on-site.

Procedures – Each operation is different in terms of associated risks and hazards. *For this reason, contractors are required to submit an **Outside Contractors Work Evaluation Form (Appendix A)** to Risk Management or Facilities before the work is performed.*

1. The following information is required prior to commencement of contract work:
 - a. The outside contractor should complete the designated section (items 4 through 10) and sign and return this completed form to Wood County Risk Management.
 - a. Outside contractors should give a copy of their Safety Data Sheet inventory for chemicals they are going to use on Wood County premises to Facilities or Risk Management at least three (3) working days before work is to be started, unless work is performed on an emergency basis. In that case, it must be presented at the time of work being performed. They should also keep a copy of the inventory and copies of all Safety Data Sheets used on the worksite.
 - Should vendors store chemicals on Wood County property for a period of longer than 24 hours, a copy of the Safety Data Sheet will be kept in the storage location at all times, until removal of the chemical upon completion of work.
 - b. Risk Management should receive a copy of a Certificate of Insurance, with Wood County as an additional insured (Required minimum limits of liability - \$1,000,000) from the Outside Contractor prior to commencing work. Underground contractors (excavation, trenching, well digging, utility work, etc.) may be required to carry a minimum limit of liability of \$2,000,000. For structural contractors, general contractors, steel erection and precast erection, the County's insurance company may be contacted to determine the required minimum limits of liability. These certificates should be kept on file along with the signed contract.
 - c. Certificates of Insurance should be filed at the following address:
 - Wood County
Attention: Risk Management
P.O. Box 8095, 400 Market St.
Wisconsin Rapids, WI 54494

Responsibilities

1. Risk Management

- a. Inform and discuss with the Contractor the responsibilities as listed in this procedure if needed.
 - b. *Review Outside Contractor Evaluation Forms*, review hazardous processes/operations, Contractor's chemical inventory and Safety Data Sheets, and evaluate potential health hazards prior to work commencement.
 - c. Explain any hazardous or dangerous operations associated with the work to the contractor or its representative. Provide County Safety Data Sheets as requested by the contractor.
 - d. If it is deemed necessary for contractors to use Wood County-owned tools or equipment, then the Department Head or Risk Management should determine if they have been properly trained in accordance with OSHA/Department of Safety and Professional Services (DSPS) standards, other agencies' guidelines and/or manufacturer requirements.
2. Outside Contractors Responsibilities Prior to Commencement of Work
- a. *The Contractor should complete the Outside Contractor Work Evaluation Form and return it to Facilities or Risk Management at least 3 days prior to work commencement. In an emergency situation, the form may not have to be complete, but all precautions of the form shall be implemented.*
 - b. The Contractor should provide an inventory of chemicals being used, and maintain on-site Safety Data Sheets for any hazardous substance that will be utilized on the premises.
 - c. The Contractor should keep Risk Management advised of any processes/operations that may affect the safety of County employees.
 - d. The Contractor should ensure that all its employees are aware of the necessary safety compliance standards regarding the work to be completed on County premises.
 - e. The Contractor should provide and assure that all necessary personal protective equipment is worn with respect to OSHA or other industry standards.
 - f. Contractors should ensure that all their employees are properly trained in accordance with OSHA, other guideline-setting agencies, or manufacturer requirements in the use of power operated equipment.

Written Safety Programs

Written safety programs can be found on Wood County's Intranet Site.

WORKPLACE VIOLENCE PREVENTION

Wood County is committed to providing a safe work environment free from the risk of violence for our employees and customers. Wood County will not tolerate any form of threats, threatening behavior, verbal abuse, or violence by anyone at any Wood County owned or leased facility or any Wood County sponsored activity. Violence/threats include, but are not limited to: striking another, pushing, kicking, throwing things, abusing/destroying property, physical threats of violence, stalking or harassment. Such action by or directed at Wood County employees, clients or visitors may lead to disciplinary action and possible legal action. Wood County will take immediate corrective action in case of a threat of violence. Employees are responsible to immediately report anything they feel is physically threatening towards themselves or another person or Wood County property.

Employees are restricted from possessing any weapons or dangerous items that are in violation of Wood County policy, department policy, or state law while at work, or on duty. Employees need to be aware of Wood County's restrictions on carrying concealed weapons, and are responsible to abide by those restrictions. Any employee who becomes aware of a violation of Wood County's restrictions regarding carrying weapons should immediately report it to their supervisor or another member of management.

For more information, see the VIOLENCE IN THE WORKPLACE PREVENTION POLICY.

HAZARD COMMUNICATION

The Hazard Communication standard has been designed to ensure that:

1. Hazardous substances present in the workplace are identified and labeled.
2. Employees have ready access to information on the hazards of these substances.
3. Employees are given information on how to prevent injury or illness due to chemical exposure.

The Written Hazard Communication program is available to all applicable employees for review and a copy should be located in the following areas:

Parks Department

- Safety cabinet at each shop (Power's Bluff, North Park, Lake Dexter and South Park)
- In the Parks Department (River Block).

Highway Department

- Wisconsin Rapids Highway Shop
- Marshfield Highway Shop
- Asphalt Plant – Wisconsin Rapids

Norwood

- Maintenance Manager's office.
- Facility Administrator's office.

Edgewater

- 400 Wing Nurse's Station

Courthouse

- Facilities Manager's office.

Emergency Management Shop (17th Avenue)

- Shop Office
- Emergency Management office (courthouse).

Wood County Jail

- Supervisor's office.

Department of Health

- Employee Break Area near Front Desk.

River Block

- Reception Area near Front Entrance.

City Hall Plaza (Marshfield)

- Employee Break Area on 4th floor.

Chemical Inventory List – Each appropriate location should maintain a list of all chemicals regulated under the Hazard Communication standard. This physical inventory should be reviewed periodically, no less than annually, to ensure the list is accurate and up to date. The chemical or substance name on the chemical inventory list should correspond with the chemical

name on the appropriate Safety Data Sheet and also on labels for containers. A complete copy of this chemical inventory list may be found in the front of each SDS binder. All employees should have access to this list during their work shift. The chemical inventory list should also contain the appropriate hazard ratings for each hazardous material on the list. This will aid in correctly filling out and applying labels to all unlabeled containers.

Safety Data Sheets (SDS) – A safety data sheet should be obtained for each substance used at a location that is regulated under the Hazard Communication Standard. SDS should be available for every chemical present at any time in the workplace. SDS for new or different substances should be obtained and filed before the substance is used in the workplace. The following information may be obtained from a SDS:

- | | |
|--------------------------------|-------------------------------------|
| 1. Identification | 9. Physical and Chemical Properties |
| 2. Hazard(s) Identification | 10. Stability and Reactivity |
| 3. Composition/Ingredients | 11. Toxicological Information |
| 4. First-aid Measures | 12. Ecological Information |
| 5. Fire-fighting Measures | 13. Disposal Considerations |
| 6. Accidental Release Measures | 14. Transport Information |
| 7. Handling and Storage | 15. Regulatory Information |
| 8. Exposure Controls/PPE | 16. Other Information |

Container Labeling – Employers should ensure that each hazardous chemical container is marked or tagged with the identity of the hazardous chemical and appropriate hazard warning as soon as the chemical is present in the workplace. All containers of hazardous chemicals/materials, regardless of size, need to be labeled. The labeling of these containers should follow these guidelines.

1. Original labels on containers when the material was received are not to be removed.
2. If a material is transferred from the original container to a secondary container, then the secondary container should be labeled properly. Exception: Containers filled by the person using the material and consumed by that same person during his/her work shift do not need to be labeled.
3. If a different material is placed in a container other than what the label designates, a new label should be applied.
4. Tanks should be labeled to indicate the appropriate hazards.

Label information will include the following:

1. Appropriate hazard rating(s) for that chemical.
2. Name of chemical or substance.
3. Manufacturer of the chemical or substance.

Wood County uses the Hazardous Material Identification System (HMIS) for its labeling system. HMIS communicates hazard information through the use of colors and numbers. Numerical ratings are assigned for the following areas: Health, Flammability and Reactivity. Health ratings are designated by the color blue, flammability by the color red, and reactivity by the color yellow. In general, the numbers 0 through 4 designate the following: 4 indicates a severe hazard, 3 indicates a serious hazard, 2 indicates a moderate hazard, 1 indicates a slight hazard, and 0 indicates a minimal hazard. The following is a sample picture of the HMIS label that Wood County uses:

The graphic displays the Hazard Communication Program logo on the left, which consists of three stacked colored squares (blue, red, yellow) with white circles and letters 'H', 'F', and 'R' respectively, and a white circle with 'PE' below it. To the right is a form with three horizontal lines for text entry, labeled 'CHEMICAL NAME', 'COMMON NAME', and 'MANUFACTURER'.

Hazardous Chemical Spills – In case of a hazardous spill, the following should be done:

1. Inform other employees of the spill.
2. Evacuate the area.
3. If the material is flammable, turn off any ignition sources.
4. Only personnel specifically trained in emergency response are permitted to participate in chemical emergency procedures beyond those required to evacuate the area.
5. Perform clean-up as appropriate and as directed by the Safety Data Sheet.

Employee Training – All affected employees should receive initial safety orientation training covering the elements of the Hazard Communication Program. This training should cover specific chemical safety training for the chemicals they will be using or may be working around, including hazards, risk mitigation and potential protective equipment that may be required. Additional training may be conducted by Risk Management or department supervisors for any employee that requests additional information or exhibits a lack of understanding on the safety requirements.

Personnel Responsibilities – When an employee is not following safety and health rules while working with a hazardous chemical, disciplinary action may be taken according to the Wood County Employee Policy Handbook.

Record Keeping – All SDS should be kept for a period of 30 years after the use of the substance has been discontinued. The OSHA Hazard Communication Standard, 29 CFR 1910.20 “Access to Employee Exposure and Medical Records,” requires that exposure records on an employee be kept for a period of 30 years beyond the duration of employment. If the SDS is the only exposure information available, these become exposure records. The actual SDS does not have to be kept; though a record of the identity and manufacturer of the substance (enough information to track down the SDS) should be kept.

Community Hazard Communication – Risk Management is responsible for handling requests for information from members of the community on hazardous substances used at Wood County facilities.

Evaluation and Program Maintenance – Risk Management is responsible for program evaluation and maintenance. An evaluation of the program will be conducted periodically.

For more information, see the HAZARD COMMUNICATION PROGRAM.

LOCKOUT / TAGOUT PROGRAM

Purpose – The purpose of this program is to establish the minimum requirements for isolating pieces of equipment/machines before servicing or repairing operations take place. Lockout/Tagout (or LO/TO), should be used to ensure that a machine or piece of equipment is isolated

from all potentially hazardous energy. This procedure should be followed before employees perform any servicing, testing or maintenance activities where the unexpected energization, start-up, or release of stored energy could cause injury. This policy has been developed and implemented in accordance with 29 CFR 1910.147 of the Occupational Safety and Health Act and Department of Safety and Professional Services (DSPS) regulations, as amended.

Employees Involved – All employees involved in maintenance activities should be instructed in the purpose and use of the lockout/tagout procedures. Risk Management, or designated competent trainers at the department level, should be responsible for the training of this program. All employees who use pieces of equipment/machines that are subject to maintenance activities should be instructed in the purpose of this Lockout/Tagout Program.

General Lock Out and Tag Out Procedures – Before working on, repairing, adjusting or replacing machinery and equipment, the following procedures should be utilized to place the machinery and equipment in a neutral or “zero” mechanical state.

1. Perform a survey to locate and identify all energy sources to be certain which switch(s), valve(s), or other energy isolating devices apply to the equipment to be locked out / tagged out. More than one energy source may be involved.
2. Notify all affected employees that a lockout/tagout procedure is going to be utilized and the reason for it. All affected employees should know the type and magnitude of the energy that the machine or equipment utilizes and should understand the hazards.
3. If the machine or equipment is operating, shut down by normal stopping procedure (press stop button or toggle switch, etc.)
4. Operate the switch, valve, or circuit breaker so the equipment is isolated from its entire energy source. Stored energy (such as that in springs, elevated machine members, rotating flywheels, hydraulic systems, and air, gas, steam or water pressure) should be dissipated or restrained by methods such as repositioning, blocking, or bleeding down.
5. Attach the appropriate energy-isolating devices to the switches, valves, circuit breakers, etc.
6. Attach assigned locks and tags to these energy-isolating devices.
7. After ensuring that no personnel are exposed, and as a check on having disconnected the proper energy sources, operate the normal starting controls to make certain the equipment will not operate. **CAUTION: MAKE SURE YOU RETURN THE OPERATING CONTROLS TO THE “NEUTRAL” OR “OFF” POSITION AFTER THIS TEST.**
8. The equipment is now locked out/tagged out.

Procedures for restoring energy to equipment/machine – Before lock out or tag out devices are removed and the energy is to be restored to the machine or equipment, the following actions should be taken:

1. The work area should be thoroughly inspected to ensure that nonessential items have been removed and that the machine or equipment components are operational.
2. The work area should be checked to ensure that all employees have been safely positioned or removed from the area. Before lockout or tagout devices are removed, affected employees need to be notified that the lockout or tagout devices are being removed and the machine or equipment may soon return back to service.
3. Authorized employees should remove the lockout/tagout device (s) from each energy source. Once this has been accomplished, than the machine can return back to service.

Lockout/Tagout Procedures for Electrical Plug-Type Equipment – This procedure covers all electrical plug-type equipment such as battery chargers, pumps, office equipment, powered hand

tools, powered bench tools, fans, etc. When working on, repairing or adjusting equipment with only a plug-in, the following procedures should be utilized to prevent accidental or sudden startup:

1. Unplug electrical equipment from wall socket or in-line socket.
2. Attach “Do Not Operate” tag and also lock out device / padlock over the end of power cord. An exception is granted to not lock and tag the power cord when the cord and plug remain in the exclusive (direct) control of the employee working on, adjusting or inspecting the equipment / machine.
3. Test equipment to assure power source has been removed by depressing the “Start” or “On” switch. CAUTION: MAKE SURE YOU RETURN THE OPERATING CONTROLS TO THE “NEUTRAL” OR “OFF” POSITION AFTER THIS TEST.
4. Repair equipment.
5. Replace all guards that were previously removed.
6. Ensure the surrounding work area is safe (tools used are picked up and placed away from the affected area, etc.)
7. Remove padlock, tag and lock out device.
8. Inspect power cord and outlet before plugging equipment into power source. Any defects found should be repaired before placing the equipment back into service.

Procedures Involving More Than One Employee for Lockout/Tagout – If more than one employee is assigned to a task requiring a lock and tag, each person should place his or her own lock and tag on a hasp lockout device.

Supervisor’s Removal of Lock and Tag – Only the employee that locks and tags out machinery, equipment or processes may remove his/her lock and tag. However, should the employee leave the facility before removing his/her lock and tag; only supervisors (minimum of 2 is needed) may be allowed, if necessary, to remove this lock and tag. Prior to the removal of the lock and tag, every attempt should be made to try to contact the employee who had initially placed the lock and tag on the piece of equipment.

If contact cannot be made with this individual, then the following should occur, if necessary: One supervisor should serve as witness to the removal of the lock and tag while the other supervisor performs the actual removal of the lock and tag. These supervisors should assure that all tools have been removed, all guards have been replaced and all employees are free from any hazard(s) before the lock and tag are removed and the machinery, equipment or processes are returned back to service. The employee who had initially placed the lock and tag should be notified of the removal immediately upon arrival at the workplace.

Periodic (Annual) Inspection of Program – Periodically, Risk Management may conduct an inspection/evaluation of the LO/TO policy and procedures. Upon completion of this periodic inspection, the appropriate department head/facility administrator should be notified of any deficiencies in the policies and / or procedures.

Contractors – Contractors, working on Wood County property and equipment should follow the applicable requirements of this LO/TO program while servicing or maintaining equipment, machinery or processes. Contractors in turn are expected to exchange information about their own LO/TO program with Facilities or Risk Management.

Employee Training – Risk Management, or designated trainers within departments or facilities, should provide training to ensure that employees understand the purpose and function of this

LO/TO program. Wood County should also train designated employees (authorized employees – those who perform servicing or maintenance) to ensure that they have acquired the knowledge and skills required for the safe application, usage and removal of the energy control devices. Each “authorized employee” should receive training in the following:

1. The recognition of applicable hazardous energy sources.
2. The type and magnitude of the energy available in the workplace.
3. The methods and means necessary for energy isolation and control.
4. The limitations of using tags alone.

Each “affected employee” (those who use the machines/equipment subject to lockout/tagout) should be instructed about the procedure and about the prohibition relating to the attempt to restart or re-energize machines or equipment, which have been locked out or tagged out.

Retraining should be provided for all authorized employees and affected employees whenever the following occurs:

1. There is a change in their job assignments.
2. A change in machines, equipment or processes that presents a new hazard.
3. When a change is made to the written Lockout/Tagout Program.
4. Whenever a periodic inspection reveals non-compliance.
5. Whenever Risk Management has reason to believe that there are deviations from or inadequacies in the employee’s knowledge or use of the energy control procedures.

For more information, see the LOCKOUT/TAGOUT PROGRAM.

PERSONAL PROTECTIVE EQUIPMENT PROGRAM

Head Protection – Hard hats and caps have been designed and manufactured to provide workers protection from impact, heat, electrical and fire hazards. Head protection should be furnished to and used by all employees and contractors engaged in construction and other miscellaneous work in head injury hazard areas. Head protection may also be required by engineers, inspectors and visitors at construction sites. Bump caps may be issued to and worn for protection against scalp lacerations from contact with sharp objects. Bump caps should not be worn as substitutes for hard hats because they do not afford protection from high impact forces or penetration by falling objects. Where falling hazards are present, hard hats should be worn. Some examples include: working below other workers who are using tools and materials which could fall, working below machinery or processes which might cause objects to fall, etc.

Eye and Face Protection – Protective eyewear should be worn whenever there is any danger of particles or chips entering the eyes or danger from radiant light. Face protection should be worn whenever there is a potential risk of injury to the face. All eye and face protection should be purchased by Wood County in accordance with OSHA/DSPS regulations with the exception of prescription glasses. Eye and face protection is needed in, but not limited to, the following areas:

1. Anyone performing maintenance on vehicles or equipment.
2. Chipping or drilling.
3. Cutting with any type of saw.
4. Cleaning with air pressure (air pressure not to exceed 30 PSI).
5. Battery Charging.
6. Working on or around crushing and washing equipment.
7. When using a torch.
8. While welding a welding hood shall be worn at all times.
9. Any other activity, which could potentially cause injury to the eyes and face.

Arm and Hand Protection – Facility Management or Risk Management may determine, though a hazard assessment, which types of gloves should be worn when completing various tasks. Leather or other cut-resistant gloves should be worn when the possibility of lacerations or abrasions from sharp objects exist, such as in performing sheet metal work. Long sleeves should be worn when performing welding. There may be other areas that require the use of some sort of gloves, such as working with cleaners, disinfectants, solvents, or other types of chemicals, which may be harmful to your skin. In such cases, rubber or nitrile gloves may be required. These hazards are defined in the chemical's Safety Data Sheet.

Foot and Leg Protection – Each affected employee should wear protective footwear/ protective leg coverings when working in areas where there is a danger of falling or rolling objects, sharp objects, molten metal, hot surfaces, and wet slippery surfaces. Leggings protect the lower leg and feet from molten metal or welding sparks. Safety snaps permit their rapid removal. Steel- or safety-toed shoes or boots provide both impact and compression protection. Where necessary, safety shoes can be obtained which provide puncture protection.

In some work situations, metatarsal protection should be provided, and in other special situations electrical conductive or insulating safety shoes would be appropriate. Steel-toed shoes or boots with impact protection are needed when carrying or handling materials which could be dropped, and for other activities where objects might fall onto the feet. Safety shoes or boots with compression protection are needed for work activities involving skid trucks and around heavy pipes, all of which could potentially roll over employee's feet. Safety shoes or boots with puncture protection are needed where sharp objects such as nails, wire, tacks, screws, large staples, scrap metal, etc. could be stepped on by an employee.

Employee Training – All employees who are required to use personal protective equipment should be trained to know at least the following:

1. When personal protective equipment is necessary?
2. What personal protective equipment is necessary?
3. How to properly put on, remove, adjust and wear personal protective equipment.
4. The limitations of the personal protective equipment.
5. The proper care and maintenance of the PPE.

Each affected employee should demonstrate an understanding of this training and the ability to use personal protective equipment properly, before being allowed to perform work activities that require the use of personal protective equipment.

For more information, see the PERSONAL PROTECTIVE EQUIPMENT PROGRAM.

RESPIRATORY PROTECTION PROGRAM

Purpose - The purpose of this program is to protect the health of all employees by preventing their exposure to harmful levels of airborne contaminants by the proper use of respiratory protection. Where feasible, exposure to airborne contaminants should be eliminated through the application of engineering controls (ex. ventilation), such as enclosure of the operation, ventilation, or substitution of less toxic materials. In situations where engineering controls are not feasible, protection should be accomplished by the use of personal respiratory protection equipment where Permissible Exposure Limits (PEL's), or in their absence, Threshold Limit Values (TLV's) are or could potentially be exceeded.

Air Monitoring – Appropriate air monitoring of work conditions and the degree of employee exposure should be conducted initially to assure the program is still effective. The results of the air samples could aid in the determination of where respiratory protection is required.

Selection of Respirators – The proper selection of respirators will be coordinated with Risk Management and supervisory personnel. The selection is based upon the physical and chemical properties of the airborne contaminants and the levels likely to be encountered by the employees. All respirators should be NIOSH approved and meet OSHA or DSDS requirements.

Medical Evaluation – All applicable employees are required to have a medical evaluation to ensure they are “medically fit” to wear a respirator. If a change in the employee’s medical condition occurs, the healthcare provider may establish the interval for periodic evaluation. Applicable employees should be able to pass a “Fit Test” before being allowed to wear a respirator in a hazardous environment.

Cleaning/Disinfection of Respirator – Each employee using a respirator is responsible for cleaning and maintaining the respirator. The respirators are to be stored in a clean and dry environment, according to the manufacturers’ recommendations.

Inspection of Respirator – The respirator should be inspected before and after each use by the employee. The employee should check for:

1. Cracks, tears, decomposition, stiffening, or distortion of the rubber face piece.
2. Distorted or badly worn parts.
3. Rubber gaskets that contain cuts, cracks or scratches.
4. Rubber inhalation valve flap and head harness that is stiffened or decomposed.
5. Snap fasteners on head straps or face pieces that are worn or loose.
6. Exhalation valve seat, valve flap, and valve cover that are distorted or decomposed.
7. Rubber filter clip that is distorted decomposed or contain cuts.

If there are any questions about the physical condition of the respirators, contact Risk Management, Department Head or Supervisor immediately.

Employee Training – To ensure the safe and proper use of any respirator, all affected employees should be instructed in the selection, use, limitations and maintenance. Respirator training should include the following:

1. Instruction in the nature of respiratory hazard(s).
2. Discussion of the proper type of respirator for the particular hazard.
3. Instruction regarding the respirator’s capabilities and limitations.
4. Instruction in the care and cleaning of the respirator, changing of canisters and/or filters (if applicable) and the proper storage of the respirator.
5. Instruction in the proper fitting and use of the respirator.

Program Evaluation – Periodically, the Respiratory Protection Program should be evaluated by Risk Management, with input from supervisors and Department Heads, as applicable.

For more information, see the RESPIRATORY PROTECTION PROGRAM.

HEARING PROTECTION PROGRAM

The purpose of this program is to prevent occupational hearing loss and comply with the OSHA Standard 29 CFR 1910.95 (Occupation Exposure – Hearing Conservation Amendment). The

Occupational Safety and Health Administration's (OSHA) Occupational Noise Exposure Standard establishes a permissible exposure limit (PEL) for occupational noise exposure and requirements for audiometric testing, hearing protection, and employee training if those sound levels are exceeded.

This regulation defines an "action level" (AL) as a dose of 50%, which is equivalent to an 8-hour time weighted average of 85 dBA. When noise levels exceed this amount, an effective hearing conservation program is required, which includes as a minimum:

1. Noise Monitoring
2. Audiometric Testing
3. Availability of Hearing Protection
4. Education and Training
5. Record Keeping

NOTE: The OSHA standard only indicates a minimum level of hearing protection and focuses on permanent hearing loss. Short durations of noise especially sharp bursts of noise at these levels can not only induce hearing loss but can also affect an employee's health and safety in other ways.

Ear protection should be worn at all times when working on or around sound pressure levels at or above 85 dBA. Tasks that require hearing protection include, but are not limited to, the following:

1. Sweepers
2. Mowers
3. Grinders
4. Wood Chippers
5. Saws
6. Jack hammering
7. Heavy equipment operation (i.e., rock crusher, dump trucks or paving equipment)
8. Running engines while working on them in the shop
9. Small powered hand tools, such as weed trimmers

Noise Monitoring – Noise monitoring should be conducted whenever exposures are expected to be 85 dBA or higher. Risk Management may conduct this monitoring with the assistance of affected employees.

Audiometric Testing – Audiometric testing should be performed on all employees whose exposure equal or exceed an 8-hour time-weighted average of 85 decibels. Audiometric testing will be provided at no cost to employees. A licensed audiologist or physician can perform this testing. A valid baseline audiogram should be obtained within 12 months of an employee's first exposure at or above the action level. At least annually after obtaining this baseline audiogram, a new audiogram for each employee should be obtained.

If a comparison with a new audiogram and the baseline audiogram indicates a standard threshold shift (defined as an average shift in either ear of 10 decibels or more at 2,000, 3,000 and 4,000 hertz), the following steps should be taken:

1. Employees not using hearing protectors should be trained, fitted and required to use them.

2. Employees already using hearing protectors should be retrained, refitted with hearing protection that offers a greater protection (if necessary) and be required to use them.
3. Risk Management should inform the employee, in writing of this determination, of the existence of a permanent Standard Threshold Shift. A copy of this letter should also be sent to the employee's supervisor.
4. Risk Management should advise the employee on the importance of using hearing protectors and refer the employee for further clinical evaluation, if necessary.

Availability of Hearing Protection – Hearing protection should be provided, at no cost, to all employees exposed to a time weighted average of 85 dBA or greater. Management personnel should ensure that all affected employees wear appropriate hearing protection during the entire duration of the elevated sound condition.

Employee Training – An annual training program for affected employees should be conducted by either Risk Management or owning department and will include information on:

1. The effects of noise on hearing.
2. The purpose and use of hearing protectors.
3. The advantages and disadvantages of various types of protection.
4. Instruction in the selection, fitting, use and care of protectors.
5. The purpose of audiometric testing.

Recordkeeping – Noise exposure measurements should be retained for two years. Audiometric test records will be retained for the duration of the affected workers employment plus 30 years.

These records may include:

1. Name of the employee.
2. Date of the audiogram.
3. The examiner's name.
4. Date of the last acoustic or exhaustive calibration of the audiometer.
5. Employee's most recent noise exposure assessment.

Program Evaluation – Periodically, the Hearing Protection Program should be evaluated by Risk Management, with input from supervisors and Department Heads, as applicable.

For more information, see the HEARING PROTECTION PROGRAM.

FIRE PREVENTION/FIRE CONTROL PROGRAM

Fire and explosion hazards can exist in almost any work area. Potential hazards include, but are not limited to:

1. Improper operations or maintenance of gas-powered equipment.
2. Improper storage or use of flammable liquids.
3. Over-accumulation of trash.
4. Unauthorized Hot Work Operations (ex. unauthorized welding operations).

Hazard Control Measures -

1. Elimination of Ignition Sources – All nonessential ignition sources shall be eliminated where flammable liquids are used or stored. The following is a list of some of the more common potential ignition sources:
 - a. Open flames, such as those from welding operations.

- b. Electrical sources of ignition such as motors and switches. Only approved explosion-proof devices should be used in areas where flammable liquids are handled or stored.
 - c. Mechanical Sparks – Only non-sparking tools should be used in areas where flammable liquids are stored or handled.
 - d. Static Sparks – All containers of Class I liquids (liquids with flash points lower than 73 degrees F) should be bonded and grounded while dispensing. If these containers are not properly bonded and grounded, the resulting static spark could be capable of causing an explosion.
2. Removal of Incompatibles – Materials that can contribute to a flammable liquid fire should not be stored with flammable liquids.

Fire Extinguishers – A portable fire extinguisher is a device that is effective when used while the fire is small (incipient stage). Early detection of a fire is essential if it is to be controlled with only an extinguisher. Call for professional help (9-911 on County phones) immediately if the fire has spread out of control. Portable extinguishers will be maintained in a fully charged and operable condition. They should be kept in their designated locations at all times when not being used. When extinguishers are removed for maintenance or testing, a fully charged and operable replacement extinguisher shall be provided.

Classification of Fires and Selection of Fire Extinguishers – Fires are classified into four general (and one specialized) categories depending on the type of material or the fuel involved. The type of fire determines the type of extinguisher that should be used to extinguish it.

1. Class A (Ordinary Combustibles) involves materials such as wood, paper, and cloth which produce glowing embers or char.
2. Class B (Flammable Liquids) involves flammable gases, liquids, and grease, including gasoline and most hydrocarbon liquids which must be vaporized for combustion to occur.
3. Class C (Live Electrical Equipment) involves electrical equipment or fires in materials near electrically powered equipment.
4. Class D (Combustible Metals) involves materials such as magnesium, potassium and sodium.
5. Class K (Commercial Cooking Equipment) involves flammable oils, greases or fats, and is designed to be less damaging to commercial cooktops and surfaces.

Operation of a Typical Fire Extinguisher (PASS) –

1. Hold the extinguisher upright.
2. **PULL** the pin.
3. Stand back six to eight feet from the fire.
4. **AIM** at the base of the fire and **SQUEEZE** the handle.
5. **SWEEP** at the base of the fire with the extinguishing agent. If you aim high at the flames, you won't put out the fire. You need to aim at the base so the extinguishing agent will be able to suffocate the fire from oxygen. Most standard 10-pound extinguishers have a very limited operation time, usually 8 to 10 seconds, so you will have to act fast.

Employee Training – Fire Prevention/Control training will be completed periodically. The content of this training program includes:

1. Location and content of written fire prevention program.
2. Purpose of fire prevention program.
3. Hazard Control Measures
4. Fire Extinguisher Information and Operation

5. For more information, see the Fire Protection/Control Program and Fire Extinguisher Training Handout.

CHAINSAW OPERATION PROGRAM

Only employees that have received appropriate chainsaw safety training shall be authorized to operate a chainsaw.

Hazard Controls – In order to minimize the risk of injury, the following is a list of hazards and what safety controls to utilize to decrease or eliminate the hazard:

1. Operating Alone – Employees, unless in case of emergency (tree in road, accident, etc.), are to have at least one other employee with them while cutting and/or chipping as to avoid being alone and injured. If you are in an emergency situation and cutting alone, you are to call your supervisor before you start cutting, periodically while cutting, and when you are finished cutting.
2. Injuries to General Public – Employees should secure area before cutting. Notify any non-employees in the general area of danger and have them at a safe distance from the cutting operations.
3. Flying and Falling Debris – Employees are to wear hard hats with safety shields and safety glasses. This is to protect employees from flying and/or falling debris when cutting and/or chipping.
4. Sharp cutting blades and teeth – When carrying a chain saw the saw blade and teeth should be pointed backwards or in the opposite direction of travel. You should NEVER walk around with a chain saw running for a distance greater than from tree to tree. Chaps and gloves shall be worn at all times when cutting.
5. Transporting saws – When transporting saws in the vehicle the chain saws are to be secured or tied to prevent shifting in case of an emergency stop or an auto accident.
6. Noise from saw/chipper – Because of the noise from the chain saw, hearing protection is to be worn at all times during operation.
7. Falling or Rolling Objects – Foot protection such as leather lace-up boots is to be worn when cutting. Steel- or safety-toed boots are required. This protects the foot from falling or rolling objects.
8. The cutter should determine prearranged escape routes before cutting a tree down. Ample warning should be given to other workers when the tree is about to fall. Before engaging in cutting down a tree, you should always check for overhead lines to make sure they are clear of the tree. The chainsaw is to be shut down when refueling. Smoking while operating/fueling a chainsaw is prohibited. Saws should be allowed to cool before refueling. Chainsaws are to be checked before and after each use. Chain saws are to be properly maintained. All safety systems are to be checked and in place before, during and after use. Training will be provided both initially and periodically.

For more information about proper chainsaw operation, see the CHAINSAW SAFETY PROGRAM.

POWERED INDUSTRIAL TRUCK (PIT) PROGRAM

The purpose of this Powered Industrial Truck Program is to protect the health and safety of all employees assigned to operate powered industrial trucks and to comply with the requirements of 29 CFR 1910.178 (Powered Industrial Trucks) and 29 CFR 1926.602 (Material Handling Standard – Construction).

Definitions

1. Authorized Operator – County employee who has successfully completed training on powered industrial truck operation at county facilities.
2. Material Handling – Any activity that involves picking up and moving objects/materials with a powered industrial truck.
3. Powered Industrial Truck – An industrial vehicle used to carry, push, pull, lift or stack material that is powered by an electric motor or an internal combustion engine.
4. Rated Capacity – The maximum weight that the truck is designed to lift. This is determined by the manufacturer of the truck. To lift the maximum rated capacity, the load must be as close as possible to the drive wheels. The rated capacity of a truck can be found on the identification plate on the vehicle and/or in the manufacturer's operator's manual.

Responsibilities for Compliance

1. Risk Management
 - a. Coordinating the training and performance testing of PIT operators.
 - b. Maintaining the training certification records and performance tests.
 - c. Periodically reviewing the effectiveness of the program.
2. Department Heads and Supervisors
 - a. Ensure that all employees who operate powered industrial trucks in their department have received appropriate training.
 - b. Providing observations and feedback to operators to ensure safe equipment operation.
 - c. Ensuring that the vehicles under their responsibility are properly inspected and maintained in a safe operating condition.
3. Powered Industrial Truck Operators
 - a. Operate all powered industrial trucks in a safe manner.
 - b. Inspecting PIT's and completing the appropriate inspection forms as required.
 - c. Reporting all equipment defects and/or maintenance needs to their supervisors.

Equipment Inspection and Maintenance

1. The operator should conduct an examination of the truck before the PIT is placed into service. This inspection should be made at least daily. Exception: If the equipment is not used on a day-to-day basis, than it should be inspected before it is used.
2. The operator should immediately notify his/her supervisor if the truck is found to be defective.
3. If repairs are needed on a powered industrial truck, the truck should be taken out of service until the repairs have been made.
4. Only authorized personnel may make any repairs.
5. Powered industrial trucks should be kept in a clean condition.
6. All parts used in any industrial truck requiring replacement should be replaced only with parts equal in safety to those parts originally provided by the manufacturer.

Operator Training

1. Only employees who have successfully completed training in accordance with 1910.178 (1) and 1926.602 (d) should be permitted to operate a powered industrial truck.
2. Training should consist of a combination of formal instruction (lecture, discussion, videotape program, written materials) and practical training (demonstrations performed by the trainer and practical exercises performed by the trainee) and evaluation of the operator's performance in the workplace.

3. Persons who have the knowledge, training, and experience (qualified and competent) to train powered industrial truck operators and evaluate their competence should conduct the operator training and evaluations.
4. The lecture portion of the training should include a review/discussion of the following topics:
 - a. The factors that affect the stability of the truck.
 - b. The safe operation (fueling, etc.) and inspection process of powered industrial trucks.
 - c. The similarities and differences between powered industrial trucks and automobiles.
 - d. Load manipulation, stacking and unstacking.
 - e. Pedestrian traffic in areas where the vehicle will be operated.
 - f. Narrow aisles or other restricted places where the vehicle will be operated.
 - g. Other unique and potentially hazardous environmental conditions.
5. Refresher training in relevant topics should be provided to the operator when:
 - a. The operator has been observed to operate the vehicle in an unsafe manner.
 - b. The operator has been involved in an accident or a near-miss incident.
 - c. The operator is assigned to drive a different type of truck.
 - d. A condition in the workplace changes that could affect safe operation of the truck.
6. An evaluation of each PIT operator's performance should be conducted at least every 3 years.
7. If an operator has previously received training in a topic specified in paragraph 29 CFR 1910.178 and 29 CFR 1926.602, and the training is appropriate to the truck and working conditions encountered, additional training will not be required if the operator has been evaluated and found competent to operate the truck safely.
8. All training should be documented and placed in the employee's file.
9. All operators passing the course will receive a PIT authorization card.

Program Review –Risk Management may review and evaluate the effectiveness of this program when any of the following occurs:

1. On a periodic basis using the Powered Industrial Truck Safety Checklist.
2. When changes occur to the OSHA Powered Industrial Truck Standard or Material Handling Standard that requires a revision to this program.
3. When changes occur to a facility's operation/procedures that necessitates a revision.
4. When there is a PIT accident.

For more information, see the POWERED INDUSTRIAL TRUCK PROGRAM.

PUSH MOWER / RIDING MOWER/ WEED TRIMMER OPERATION

Only those employees that have been properly trained may operate a weed trimmer, push mower, or a riding mower on Wood County premises.

WELDING/CUTTING/BRAZING AND HOT WORK SAFETY PROGRAM

Welding/cutting/brazing presents a significant opportunity for fire and injury. For this reason, only authorized and trained employees and contractors should be permitted to operate welding/brazing/cutting equipment. Authorized county employees or contractors should apply all precautions of both the Welding/Cutting/Brazing Program and Hot Work Policy/Permit Program prior to any hot work. Reference: OSHA 29 CFR 1910.252.

For more information, see the WELDING/CUTTING/BRAZING SAFETY PROGRAM and HOT WORK POLICY/PERMIT PROGRAM.

EXCAVATION AND TRENCHING SAFETY PROGRAM

This program outlines procedures and guidelines for the protection of employees working in and around excavations and trenches. This program requires compliance with OSHA standards described in Subpart P (CFR 1926.50) for the construction industry. Compliance is mandatory to ensure employee protection when working in or around excavations. It is the responsibility for each department head and supervisor to implement and maintain the procedures and steps set forth in this program. Each employee involved with excavation and trenching work is responsible to comply with all applicable safety procedures and requirements of this program.

For more information, see the EXCAVATION AND TRENCHING PROTECTION PROGRAM.

SERVICING SINGLE AND MULTI-PIECE RIM WHEELS PROGRAM

This program applies to the servicing of single and multi-piece rim wheels used on large vehicles such as trucks, tractors, trailers and off-road machines. It does not apply to the servicing of rim wheels used on automobiles, or on pickup trucks and vans utilizing automobile tires or truck tires designated "LT" (Light Duty). Wood County should provide the necessary safety equipment required and training as specified in OSHA's standard 1910.177. Only authorized and trained employees and contractors should be permitted to service one and two-piece rim wheels as specified above.

For more information, see the SERVICING ONE- AND TWO-PIECE RIM WHEEL PROGRAM.

FALL PREVENTION/FALL PROTECTION PROGRAM

Slips, trips and falls constitute the majority of general industrial accidents. Active participation by management, supervisors and employees is necessary to prevent hazardous conditions that could result in slips, trips and falls.

Responsibilities

1. Department Heads, Facility Administrators and Management
 - a. Provide adequate fall prevention measures and fall arrest equipment, if needed.
 - b. Ensure proper ladders are available and used for specific tasks.
 - c. Ensure affected employees receive fall prevention/protection training.
2. Supervisors
 - a. Conduct routine inspections to ensure all walking and working surfaces are free from slip, trip and fall hazards.
 - b. Ensure all employees are properly utilizing all required fall prevention measures.
3. Risk Management
 - a. Conduct periodic inspections to ensure all walking and working surfaces are free from slip, trip and fall hazards.
 - b. Conduct or schedule training for employees who use ladders, scaffolds, other elevated platforms and fall arrest equipment.
4. Employees
 - a. Maintain work areas free from slip, trip and fall hazards.
 - b. Correct or immediately report recognized hazards.
 - c. Use proper ladders for assigned tasks.

- d. Properly use fall prevention measures (i.e. fall arrest equipment, covers, etc.)

General Requirements

1. Housekeeping – Simple housekeeping methods such as the following can prevent slip-trip-fall hazards:
 - a. All work areas, aisles, passageways, storerooms, and service rooms should be kept clean and orderly, with no obstructions.
 - b. The floor of every area should be maintained in a clean, and, if possible, a dry condition. Where wet processes are used, drainage should be maintained and gratings, mats or raised platforms shall be utilized.
 - c. Every floor, work area and passageway should be kept free from protruding nails, splinters, holes or loose boards.
2. Excavations – Each employee at the edge of an excavation 6 feet or more in depth should be protected from falling by a guardrail system, fence, barricade or cover. Where walkways are provided to permit employees to cross over excavations, guardrails are required on the walkway if it is 6 feet or more above the excavation.
3. Ramps, runways, and other walkways – Each employee using ramps, runways and other walkways should be protected from falling 6 feet or more by the use of guardrails.
4. Roofs – Each employee on a roof with unprotected sides and edges 6 feet or more above lower levels shall be protected by guardrail systems, safety net systems, personal fall arrest systems or a combination of a warning line system and guardrail system.
5. Protection of open-sided floors, platforms and runways – Every open-sided floor or platform 4 feet or more above an adjacent floor or ground level should be guarded by a standard railing on all open sides, except where there is an entrance to a ramp, stairway or fixed ladder.
6. Stairway railings and guards – Every flight of stairs with four or more risers should have a standard stair railing or standard handrail.
7. Portable ladders – Proper use of ladders is essential in preventing accidents. Even a good ladder can be a serious safety hazard when used by workers in a dangerous way. The following are some precautions you should take when using a portable ladder:
 - a. Metal ladders should never be used near electrical equipment. Instead use a fiberglass or wooden ladder.
 - b. When ascending and descending a ladder, face the ladder and use both hands.
 - c. The top of a regular stepladder should not be used as a step.
 - d. Ladders should never be used in the horizontal position as scaffolds or work platforms.
 - e. Ladders should be placed with secure footing, or they should be lashed in position.
 - f. Ladders used to gain access to a roof or other areas should extend at least 3 feet above the point of support.
 - g. The foot of a ladder should, where possible, be used at such a pitch that the horizontal distance from the top support to the foot of the ladder is one-quarter of the working length of the ladder (the length along the ladder between the ladder's foot and the base of the support).
8. Scaffolding Safety
 - a. Scaffolds and their components should be capable of supporting at least 4 times the maximum intended load.
 - b. Scaffolds should be maintained in a safe condition and should not be altered or moved horizontally while they are in use or occupied.

- c. Employees should not work on scaffolds during storms or high winds or when covered with ice or snow.
 - d. Damaged or weakened scaffolds should be immediately repaired and should not be used until repairs have been completed.
 - e. The footing or anchorage for scaffolds should be sound, rigid and capable of carrying the maximum intended load without settling or displacement. Unstable objects, such as barrels, boxes, loose brick or concrete blocks should not be used to support scaffolds or planks.
 - f. A safe means should be provided to gain access to the working platform level through the use of a ladder, ramp, etc.
 - g. Overhead protection should be provided for personnel on a scaffold exposed to overhead hazards.
 - h. Guardrails, midrails, and toeboards should be installed on all open sides and ends of platforms more than 10 feet above the ground or floor. Wire mesh should be installed between the toeboard and the guardrail along the entire opening, where persons are required to work or pass under the scaffolds.
9. Other Fall Protection – Wood County should supply and require the use of other types of fall protection such as personal fall arrest systems, positioning device systems, safety monitoring systems, safety net systems and warning line systems, as necessary.

Employee Training – Employees should be trained in the following areas of fall protection and fall prevention:

- 1. The nature of fall hazards in the work area.
- 2. Employee’s role in fall protection plans.
- 3. Ladder Safety.
- 4. Scaffolding Safety, if applicable.

For more information, see the Fall Protection / Fall Prevention Program.

CONFINED SPACE ENTRY PROGRAM

Purpose - The purpose of this policy is to ensure that Wood County is in compliance with the requirements of OSHA’s Confined Space Entry Standard – 29 CFR1910.146. It is the policy of Wood County, that entry into permit-required confined spaces, by Wood County employees, is not permissible.

Definitions

- 1. Confined Space is defined as a space that:
 - a. Is large enough and so configured that an employee can bodily enter and perform assigned work; and
 - b. Has limited or restricted means for entry or exit (for example, tanks, vessels, silos, storage bins, hoppers, vaults, and pits are spaces that may have limited means of entry or exit); and
 - c. Is not designed for continuous employee occupancy.
- 2. Permit-Required Confined Spaces – a confined space that has one or more of the following characteristics:
 - a. Contains or has a potential to contain a hazardous atmosphere.
 - b. Contains a material that has the potential for engulfing an entrant.
 - c. Has an internal configuration such that an entrant could be trapped or asphyxiated by inwardly converging walls or by a floor which slopes downward and tapers to a smaller cross-section; or

- d. Contains any other recognized serious safety or health hazards that could result in immediate death.
3. Non-Permit Required Confined Space – a confined space that does not contain, or, with respect to atmospheric hazards, has the potential to contain, any hazards capable of causing death or serious physical harm.

General Requirements

1. Risk Management or facility management may evaluate Wood County workplaces to determine if any spaces are permit-required confined spaces.
2. If the workplace contains permit-required confined spaces, management should post a danger sign on the entryway to the permit-required confined space such as the one below:



3. When there is a change in the use or configuration of a non-permit required confined space that might increase the hazards to entrants, Risk Management may re-evaluate that space, and if necessary, reclassify it as a permit-required confined space.
4. When Wood County arranges to have employees of another employer (contractor) perform work that involves entry into a permit-required confined space, the department which has the confined space must:
 - a. Inform the contractor that the workplace contains a permit-required confined space(s) and the permit space entry is allowed only through compliance with a permit-required space program meeting the requirements of 29 CFR 1910.146.
 - b. Apprise the contractor of any precautions or procedures that Wood County has implemented for the protection of employees in or near permit-required spaces.
 - c. Although, Wood County employees are not to enter a permit-required confined space, they might be assisting the contractor by working near the permit-required confined space. Risk Management may develop and implement procedures with the contractor to coordinate operations so that employees of Wood County and outside employees do not endanger one another.

- d. Debrief the contractor at the conclusion of the entry operations regarding the permit-required confined space program and any hazards confronted or created in the permit spaces during entry operations.

Written Contracts – Where a written contract is entered into for services related to permit-required confined spaces, the contract should address that the contractor will comply with all State and Federal Regulations.

Employee Training – All affected individuals shall receive training consisting of the following information:

1. Purpose of Program.
2. Policy regarding entering permit-required confined spaces.
3. Definitions.
4. Contractors

For more information, see the CONFINED SPACE (PERMIT AND NON-PERMIT) PROGRAM.

ASBESTOS SAFETY PROGRAM

Hazards – Asbestos is a common, naturally occurring group of fibrous minerals. Asbestos fibers have been used in a variety of building materials. However, Wood County uses an aggressive effort to use non-asbestos containing materials in new construction and renovation projects. Generally, most asbestos is found in pipe insulation, doors, textured paint and plasters, structural fireproofing, and floor tiles. Friable asbestos (that is, material that contains more than 0.1% asbestos by weight and can be crumbled by hand) is a potential hazard because it can release fibers into the air if damaged.

Long-term exposure to airborne asbestos results in chronic lung disease. Significant and long-term exposure to asbestos from activities that directly disturb asbestos-containing material (such as asbestos mining) can lead to a variety of respiratory diseases, including asbestosis and mesothelioma (cancer of the lining in the lung). Asbestosis is a non-malignant, irreversible disease resulting in fibrosis of the lung. Asbestos-related cancers tend to result from substantial long-term exposure to asbestos; however, mesothelioma may result from much smaller exposures to asbestos.

Purpose - The purpose of this program is to establish guidelines and procedures in the operations and maintenance of asbestos containing materials at Wood County to protect all employees, contractors, visitors and vendors from potential health hazards of asbestos related diseases.

Applicability - This program applies to all building and structures owned by Wood County to all employees and sub-contractors of Wood County, to occupants of Wood County buildings and to external organizations who may come into contact with disturbed asbestos-containing material in Wood County Buildings. The Program applies to routine work during which an employee might encounter asbestos as well as work undertaken to repair or remove asbestos-containing material.

Policy - It is the policy of Wood County that only **qualified** employees/contractors should be involved in any asbestos repairs, maintenance or removal. All **unqualified** employees and general public should be protected from exposure to asbestos fibers by isolating and controlling access to all affected areas during asbestos work. All tasks involving the disturbance of asbestos

containing material should be conducted only after the appropriate work controls have been identified and implemented. A qualified supervisor should be available at asbestos controlled work sites during removal activities. Proper personal protective equipment, vacuums and HEPA filters should be used and properly maintained.

For more information, see the ASBESTOS SAFETY PROGRAM.

DISASTER PREPAREDNESS PROGRAM

The purpose of the emergency procedures outlined in this program is to provide protection to the lives, property and operations through the effective use of community, county and state resources. This document has been developed to provide a basic framework for the management of emergency situations. This program also provides guidelines for the coordination between Wood County and other government and emergency units. Additionally, the program has been assigned to provide a basic contingency manual for administration of Wood County in order to plan for emergencies. This program will not try to cover every conceivable emergency; however it does supply the basic guidelines necessary to cope with most emergencies. This program applies (unless a more stringent plan has been developed) to all employees, board members and visitors and encompasses all buildings and grounds owned and operated by Wood County.

Fire Procedures – Fire is the most common of all emergencies. Every year fires cause thousands of deaths and injuries and billions of dollars in property damage.

Emergency Response Number – Fire Department (9-911 from County phones. 911 from outside lines)

If you discover a fire:

1. Activate the nearest fire alarm (if applicable).
2. Notify your supervisor and other occupants of the fire.
3. Call the appropriate fire department at the designated emergency response number. Give the operator your name and the exact location of the fire (i.e. building, floor, room, etc.). Be sure to stay on the phone until the emergency operator releases you.
4. Evacuate the building by the nearest exit away from the fire. DO NOT USE ELEVATORS. If disabled individuals cannot safely evacuate the building, assist them as best that you can.
5. Once outside, assemble in a designated area away from the building and out of the way of emergency vehicles and personnel.
6. Report to your direct supervisor so he/she can determine that all employees have safely evacuated the building.
7. Remain outside until competent authority states that it is safe to re-enter.

If you hear a fire alarm:

1. Evacuate the building. Close the windows (if applicable) and close the doors as you leave. Make sure that everyone has exited the room. If disabled individuals cannot safely evacuate the building, assist them as best that you can.
2. Once outside, assemble in a designated area away from the building and out of the way of emergency vehicles and personnel.
3. Report to your direct supervisor so he/she can determine that all employees have safely evacuated the building.
4. Remain outside until competent authority states that it is safe to re-enter.

Evacuation Routes

1. Learn at least 2 escape routes and emergency exits in your work area.
2. Never use an elevator as part of an escape route.
3. Learn how to activate a fire alarm, if applicable.
4. Learn how to recognize a fire alarm, if applicable.
5. Keep evacuation routes including stairways and doorways clear of debris.
6. When escaping a hot or smoke-filled area, crawl on your hands and knees. This will allow you to breathe and move easier.

Tornadoes – Tornadoes are incredibly violent storms that extend to the ground with whirling winds. Sometimes spawned from powerful thunderstorms, tornadoes can uproot trees and buildings and turn harmless objects into deadly missiles in a matter of seconds. They occur with little or no warning.

Ensure that the facility has multiple methods of receiving weather-related information. These could include NOAA Weather Radios, third-party apps or broadcast radio. Be sure to have a way of alerting personnel who may be in the field.

Tornado watch – means that conditions are favorable for tornadoes to develop. Employees are expected to be alert to changing weather situations and be prepared to take action if upgraded to a warning.

Tornado warning – means a tornado has been spotted or it has been indicated on the weather radar. In the event of a tornado warning, employees/visitors are expected to take the following action:

1. If you receive notification of a tornado warning, move to your designated severe weather shelter area or lowest level in the interior hallway of the building as quickly as possible.
2. Stay away from windows and areas with a large expanse of glass.
3. Avoid auditoriums, gymnasiums, and other large rooms with free-span roofs.
4. **DO NOT USE ELEVATORS.**
5. If individuals with mobility limitations cannot safely move to the lowest level, assist them to designated evacuation assistance location or interior hallway away from windows and areas with identified hazards.
6. Protect your head and face with your arms and crouch down facing a wall. If possible, get under a sturdy table or other structure.

Winter Storms – Severe weather storms bring heavy snow, ice, strong winds and freezing rain. Winter storms can prevent employees and the public from reaching the facility. Heavy snows and ice can also cause structural damage and power outages.

All hazardous conditions (i.e. ice covered sidewalks, etc.) should be reported immediately to the appropriate maintenance department, and addressed as available.

Bomb Threat

Call Emergency Response Number – Police Department (9-911 from County phones. 911 from outside lines)

1. If you observe a suspicious object or potential bomb on county property **DO NOT HANDLE THE OBJECT!** Clear the area and immediately call the appropriate law enforcement agency at the designated emergency response number.

- a. Any person receiving a bomb threat should use the **Bomb Threat Phone Checklist (Appendix S)**, or another approved checklist, such as the ATF's.
- b. Keep talking to the caller as long as possible to record the information on the Bomb Threat Phone Checklist.
- c. Immediately notify authorities at the designated emergency response number.
- d. If the threat of an explosion is imminent, evacuate the building immediately. If applicable, pull the fire alarm.
- e. Evacuate the building by the nearest available exit. If disabled people cannot safely evacuate the building, assist them as best as you can.
- f. **DO NOT USE ELEVATORS.**
- g. Once outside, move to a clear area that is at least 300 feet from the affected building. Keep streets and walkways clear for emergency vehicles and crews.
- h. Do not return to an evacuated building unless authorized by competent authority.

Chemical Spill/Airborne Release – There are two basic procedures, which should be followed, depending on whether the release is from an exterior source (i.e. a hazardous chemical is released by a local industry) or is released from within the building itself (i.e. natural gas leak). Although both procedures have steps in common, there are very significant differences, so that they are treated separately.

1. External Release Procedures – If it is reported that a hazardous chemical is airborne, the affected building may receive notification via Emergency Management or the Sheriff's Department. Based upon Emergency Management's recommendations, it may be determined if the affected building should be evacuated, and personnel moved to a safer area, or if employees should shelter in the affected building itself (normally the preferred method), unless sufficient advance notice and the anticipated duration of danger indicates evacuation is a better choice.
 - a. If shelter-in-place is ordered –
 - 1) Upon consulting with Emergency Management, Dispatch or Risk Management, you should then attempt to notify the appropriate maintenance department to shut down the ventilation system to slow the intake of the hazard materials into the affected building.
 - 2) If safely able, personnel may be assigned to prevent the unnecessary entrance or exit from the building to slow air exchanges.
 - 3) Employees should be informed on the situation and special instructions may be passed onto them. Employees should be kept informed as the situation progresses.
 - 4) Risk Management and other affected County operations will continue to monitor the situation, requesting additional assistance as needed from Emergency Management or other external partners.
 - b. If evacuation is deemed appropriate –
 - 1) In coordination with Emergency Management, safe evacuation routes and safe areas and recommended action should be determined.
 - 2) Employees may be informed of the safe evacuation routes, safe areas and recommended actions.
 - 3) The ventilation system should be shut down to prevent possible contamination of work areas.
 - 4) When determined through coordination with Emergency Management, an all-clear may be announced or additional actions may be announced.

2. Internal Release Procedures

- a. Risk Management will be notified of any hazardous chemical release that affects County facilities or employees.
- b. Risk Management, or their designee may notify:
 - 1) Facility Maintenance
 - 2) Additional emergency services, if they have not already been notified.
- c. In the event of a natural gas leak, any non-essential electrical service or appliance should be shut off.
- d. Risk Management, along with Emergency Management, may determine if evacuation is necessary. If so, personnel should move a minimum of 300 feet away “upwind” from the building. Additionally, safe routes for building evacuation may be determined and announced.
- e. Evacuation routes may be communicated with all employees. If appropriate, building occupants should be asked to refrain from any flame producing activities.
- f. Risk Management, or their designee, in coordination with the appropriate fire department as well as Emergency Management, should determine an all clear.

Medical and First Aid

Call Emergency Response Number – (Call 9-911 on a County phone. 911 on outside lines)

1. If a serious injury or illness occurs on county property, immediately call the designated emergency response number. Give your name, describe the nature and severity of the medical problem and the location of the victim. Do not hang up until released by the emergency operator.
2. If the victim is conscious and oriented, the individual has the right and responsibility to determine his/her own health care needs and the response to those needs.
3. In circumstances involving a person who is unconscious and/or not oriented, calling the emergency response number is the appropriate response.
4. Keep the victim still and comfortable until help arrives. Do not move the victim unless a hazardous situation dictates otherwise.
5. Persons with serious or unusual medical problems are encouraged to notify their supervisors of the medical problems and the standard emergency treatment related to them.

Explosion Within Building – In the event of an explosion within a building, take the following action:

Dial the appropriate Emergency Response Number (9-911 on a County phone, 911 on outside lines)

1. Immediately take cover under tables, desks or other objects that will give protection against falling glass and debris.
2. After the initial effects of the explosion have subsided, notify the fire department at the emergency response number. Give your name and describe the location and nature of the emergency.
3. Activate the building’s fire alarm, if applicable.
4. Evacuate the building by the nearest available exit. Assist disabled people in evacuation.
5. **DO NOT USE ELEVATORS.**
6. Once outside, move to a clear area that is at least 500 feet away from the affected building. Keep streets and walkways clear for emergency vehicles and crews.
7. Remain outside until competent authority states that it is safe to re-enter the building.

For more information, see the DISASTER PREPAREDNESS PROGRAM.

BLOODBORNE PATHOGENS (BBP) PROGRAM

Definition - Bloodborne Pathogens can be defined as pathogenic microorganisms present in human blood that can lead to diseases. There are many disease-causing microorganisms that are covered; however, the most common and those of primary concern are Hepatitis B (HBV) and C (HCV); and the human immunodeficiency virus, HIV.

Potentially Infectious Bodily Fluids – The body fluids that you are most likely to encounter in the industrial workplace are blood, saliva, vomit and urine. Other potentially infectious materials (OPIM) that you may encounter in the workplace are skin, tissue, stool or other bodily fluids. To be safe, you should assume that all bodily fluids are potentially contaminated with infectious blood. This is called Standard Precautions.

Transmission – Most people you encounter on the job do not carry HIV, HCV or HBV, and many encounters with a HIV, HCV or HBV carrier pose no risk. HIV, Hepatitis B and Hepatitis C are not transmitted by:

1. Touching an infected person.
2. Using the same equipment, materials, toilets, or water fountains as an infected person.

HIV, Hepatitis B and Hepatitis C **can** be transmitted by:

1. Sexual contact.
2. Shared drug needles.
3. Needle stick injuries from an infected hypodermic needle or sharps.
4. Direct contact between broken or chafed skin and infected bodily fluids.
5. Hepatitis B can be transmitted through caked, dried blood and contaminated surfaces.
6. If your skin is not intact at the point of contact with the contaminated blood or bodily fluid, the blood borne pathogen could potentially be transmitted. Examples of non-intact skin include: dermatitis, hangnails, cuts, abrasions, acne, etc.

Potential Exposure – The Bloodborne Pathogen Standard requires employers to identify the jobs, tasks and activities that could expose employees to potentially infected blood or bodily fluids (occupational exposure). The following is a list of, but not limited to, those occupations throughout Wood County that have an occupational exposure to potentially infectious blood or bodily fluids:

1. Janitorial Workers and Maintenance Workers (if required to work on plumbing fixtures)
2. Coroners
3. Deputies and Correctional Officers (Sheriff's Department)
4. Healthcare providers, especially those employees who administer vaccines or draw blood
5. Rescue Squad Members
6. Human Services – Transportation Division – Bus Drivers
7. Other employees who provide First Aid/CPR as a requirement of their job

Hepatitis B Vaccination Policy – The use of the HBV vaccine is strongly endorsed by medical, scientific and public health communities as a safe and effective way to prevent disease and death. Wood County should offer the Hepatitis B immunization to each occupationally exposed employee within 10 working days of their start date. Employees that transfer to a job or their job is reclassified to include exposure to bloodborne pathogens should be offered the HBV vaccination series (series of 3 shots) within 10 working days of the transfer or reclassification. This will be done at no cost to the employee.

Affected employees may decline the administration of the Hepatitis B vaccine. If an affected employee declines the vaccine initially, he/she may be able to (depending upon occupational exposure status) receive this vaccination at a later date. A licensed healthcare worker who is authorized to administer such injections within his/her scope of practice should administer the vaccination.

Methods of Compliance

1. Engineering Controls – prevention of exposure to bloodborne pathogens through engineering controls, which includes proper storage facilities and containers (SHARPS containers), syringes designed to prevent accidental needle sticks and disinfectant equipment.
2. Administrative Controls – prevention of exposure to blood borne pathogens through administrative controls, which includes standard precautions, assignment of personal protective equipment, employee training, use of spill kits specifically designed for blood and body fluids, restricted access to waste collection points and waste disposal procedures.
 - a. Where occupational exposure remains after engineering and administrative controls, personal protective equipment should be used. The county should provide and make available personal protective equipment (PPE) to those persons with a job description that has been classified by the county as having an occupational exposure to potential infectious materials. PPE may include gloves, gowns, face shields, antiseptic towelettes, spray disinfectant, etc.

Post Exposure Evaluation and Follow-up – Under the bloodborne pathogen standard, an occupational exposure incident is defined as “a specific eye, mouth, or other mucous membrane, non-intact skin or parental contact with blood or other potentially infectious materials that results from the performance of an employee’s duties.” When such an incident occurs, certain follow-up activities should be performed. These follow-up activities shall be provided by the employer at no cost to the employee and should be conducted in a confidential manner.

1. Employees should inform his/her supervisor of the occupational exposure. If that supervisor is not available, the employee should inform the next person in charge.
2. After completing an injury report, the employer should immediately make available, at no cost to the employee, a confidential medical evaluation and follow-up. An employee can decline this medical evaluation if he/she chooses to.

Training – All employees that have a potential occupational exposure to bloodborne pathogens or other potentially infectious materials should receive initial and annual training by a qualified individual.

For more information, see the BLOODBORNE PATHOGEN PROGRAM.

OFFICE SAFETY

Slips/Trips/Falls Prevention

1. Reroute power cords and computer cables away from walkways.
2. Clean up all spills immediately.

3. Report loose carpeting, damaged flooring or burned-out light bulbs to your supervisor. This should then be reported to the appropriate facilities department.
4. When something is out of reach, use an approved ladder or stepstool rather than furniture, boxes or a pile of books.
5. Make sure your pathway is clear and that your view is not blocked before you lift anything.
6. Wear appropriate footwear for the conditions.
7. Walk cautiously and carefully on snow-covered sidewalks or other walking surfaces.
8. Close file and desk drawers after every use.
9. Avoid bending, twisting and leaning backwards while seated.
10. Look where you're going when you walk.
11. Get help before carrying awkward or heavy loads.
12. Store purses and other personal effects out of the way.
13. When using a ladder in front of a door, make sure the door is locked or blocked.
14. Report any unsafe walking conditions (i.e. slippery sidewalks) to your supervisor. This should then be reported to the appropriate facilities department.

Using Dollies or Hand Trucks:

1. Make sure that the dolly has no mechanical defects, such as a cracked axle or a wobbling wheel. If it does, use another dolly and notify the appropriate maintenance department of the defective dolly.
2. If the dolly comes with a securing strap or belt, use it.
3. Push dollies, except when going up ramps or squeezing by an obstruction, when you should pull them instead.
4. Move dollies no faster than you would normally walk, slowing down over bumps, holes, grates, loose debris, thresholds, carpet seams, broken tiles, wet or oily surfaces or at corners.

Using Four-Wheeled Carts or Bins

1. Always attempt to push them, except through doors, when you should pull them.
2. Keep your load from hanging over the side of the cart.
3. Get help in controlling the loaded cart when the load is very large, when you have to descend a ramp or when you have to push it through an area with heavy traffic.

Electrical Safety

1. Ensure electrical equipment is in good condition.
2. Use electrical equipment only when your hands are dry.
3. Keep electrical equipment clean and free from oil, dust and foreign items such as paper clips.
4. Do not overload power strips and electrical receptacles. If there is a question as to the capabilities of the facilities' electrical system, contact facilities or maintenance.
5. Electrical Safety Rules for Non-Qualified Workers:
 - a. Do not conduct any repairs to electrical equipment. Only qualified personnel can make repairs to electrical equipment.
 - b. Report all electrical deficiencies to the appropriate maintenance department.
 - c. Do not use cords or plugs if the ground prong is missing.

LIFTING BASICS - TECHNIQUES FOR SAFE LIFTING

Safe lifting means keeping your back aligned while you lift, maintaining your center of balance and letting the strong muscles in your legs do the actual lifting. By using the following techniques you can learn how to lift safely.

1. **Bend Your Knees** - Bend your knees, not your waist. This helps you keep your center of balance and lets the strong muscles in your legs do the lifting.
2. **"Hug" The Load** - Try to hold the object you're lifting as close to your body as possible, as you gradually straighten your legs to a standing position.
3. **Avoid Twisting** - Twisting can overload your spine and lead to serious injury. Make sure your feet, knees and torso are pointed in the same direction when you are lifting.

Things You Can Do To Prevent Back Pain

1. Maintain your ideal weight. Consult your physician to determine your ideal weight.
2. If you spend most of your workday sitting down, shift your position frequently.
3. Strengthen your back and abdominal muscles.
4. If you need to move an odd-size object, use mechanical aids whenever possible. If mechanical aids are not available, use a two-person lift.
5. Always bend your knees when lifting anything.
6. Maintain good body mechanics when carrying anything.
7. Be careful when getting heavy loads in or out of the trunk of your car. Stand with feet shoulder-width apart; bend your knees and start to squat, bending at your hip joints not at your waist. Tighten your abdominal muscles as you lift or lower.
8. Avoid crossing your legs when sitting at your desk or workstation.
9. Avoid twisting and lifting at the same time. Remember to keep your feet, knees and torso pointed in the same direction.
10. When driving for a long time, make regular stops. Take a short walk, or do some gentle stretching exercises to relieve the kinks.
11. Use a rolled up towel or pre-made lumbar support if your desk chair doesn't give your lower back the support it needs.
12. Sit right-keep your back straight, lean forward from your hip joint, and make sure the seat is flat or tilted slightly forward.
13. Test the weight of an object before lifting it. If it's too heavy for you to lift alone, get help – a buddy or a mechanical aid.
14. Push, don't pull. You have twice as much power and less chance of injury.
15. Stand tall. Put one foot on a small footstool if you're on your feet for long periods of time. Keep your knees flexed, not locked.
16. If you have to lift an object that's above shoulder level, use a stepstool or ladder to avoid overreaching.
17. When lifting objects, keep the load as close to your body as possible.
18. Split larger loads into several smaller ones.

Safe Driving Habits

1. Preventative Maintenance Tips – Check these items frequently and regularly:
 - a. Brakes – Check brake fluid and brake wear often. Adjust them if needed.
 - b. Tires – Maintain correct air pressure. Rotate at regular intervals. Check balance and tread wear. Change tires at the first sign of trouble.
 - c. Lights – Make sure all lights work properly. Keep lights clean for brightness and visibility.
 - d. Windshield wipers – Replace when streaking occurs.
 - e. Horn – Repair immediately if a malfunction develops.

- f. Rearview Mirror – Keep clean and adjusted properly.
 - g. Seats – Adjust for comfort and prevention of fatigue and strain.
 - h. Carry emergency equipment, such as:
 - 1. Spare tire, jack, lug wrench, and jumper cables.
 - 2. Wrenches, pliers, screwdrivers.
 - 3. Unopened containers of oil and other vehicle fluids.
 - 4. Flashlight or safety flares.
2. Defensive Driving – Quick reactions can mean the difference between preventing and having an accident. Stay alert while driving. Know where and what to look for:
- a. Look for moving vehicles when approaching entrances to roadside businesses and cross streets. Always expect other drivers to do the unexpected.
 - b. Be alert to vehicles ahead of you.
 - c. Watch for pedestrians, especially children and animals. Be brake-ready.
 - d. Watch for passers coming up behind you, especially in your blind spot.
 - e. Watch what's beyond the vehicle in front of you.
 - f. For each 10 miles per hour, stay at least one vehicle length behind the vehicle in front of you.
 - g. Pull over and stop if you have to read a map, make a phone call, etc.
 - h. Don't drive when you are sleepy.
 - i. Yield to drivers who have the right of way.
 - j. Give driving full attention; keeping your mind and eyes on the road.
 - k. Always wear seat belts.
 - l. Always use child restraints properly.
 - m. Always wear a motorcycle helmet.
3. Changing Conditions – Driving conditions will not always be the same. Techniques that are good on dry roads in the daylight in the summer will need to change for wet roads at night in the winter.
- a. Winter Driving:
 - 1) Slow down on ice or snow. Avoid slamming your brakes.
 - 2) Turn in the direction of a skid.
 - 3) Keep an ample windshield washer fluid supply.
 - 4) Clean snow entirely from windows (no peepholes).
 - 5) Use snow tires or all-weather radials.
 - 6) Allow extra time to reach your destination.
 - 7) Wear sunglasses or use the vehicle's sun visor on sunny days.
 - b. Night Driving:
 - 1) Allow your eyes to adjust to the darkness before driving.
 - 2) Make sure mirrors, lights, and windshield are clean.
 - 3) Turn on headlights before dusk.
 - 4) Use high beams only if no one is in front of you or coming toward you.
 - 5) When oncoming lights are distracting, focus on the right edge of the road.
 - 6) Obey speed limits.
 - c. Driving in the Rain or Fog:
 - 1) Keep windshield wipers on and in good repair.
 - 2) Use the defroster or a fan to cut condensation on windows.
 - 3) Keep headlights on low beam.

- 4) If rain/fog makes it difficult to see, stop only when completely off the road.
 - 5) On wet pavement, apply brakes smoothly and evenly
4. Avoiding Deer and Other Wild Animals:
- a. Be vigilant in early morning and early evening hours, the most active time for wild animals.
 - b. Use your high-beams headlights, when you can, to help you identify any animals in your area.
 - c. Slow down and blow your horn with one long blast to frighten the deer away.
 - d. Brake firmly when you notice a deer in or near your path. Do not swerve. It can confuse the deer as to where to run. It can also cause you to lose control.
 - e. Be alert and drive with caution when you are moving through a deer-crossing zone.
 - f. Always wear your seat belt.
 - g. Look for other deer after one has crossed the road. Deer seldom run alone.
 - h. If your vehicle strikes an animal, do not touch the animal. The animal, especially if injured, could hurt you. The best procedure is to get your car off the road, if possible, and call the appropriate law enforcement agency.

WORKER'S COMPENSATION INFORMATION

Entitlement to Claim - All Wood County employees and certain authorized volunteers can claim compensation under the Wisconsin's Worker's Compensation Act, as amended, where the following conditions occur:

1. The employee sustains an injury.
2. At the time of the injury, both the employee and the employer are subject to the provisions of the Act.
3. At the time of the injury, the employee is performing services growing out of and incidental to his or her employment.
4. The employee's injury has not been self-inflicted.
5. The accident or disease that causes the employee's injury arises out of and in the course of his or her employment.

Where such conditions exist, the right to recovery of workers' compensation shall be the injured employee's **exclusive remedy** against his or her employer.

Administration of Claims

All claims involving lost time, work restrictions and/or medical costs will be forwarded to Wood County's Third Party Administrator (TPA) for proper claims management. All employees are expected to be cooperative regarding inquiries made about a workers' compensation claim.

Submission of a claim does not guarantee payment under the County's workers' compensation policy.

Should a workers' compensation claim be denied for being not work-related, the County's third-party administrator (TPA) will issue a denial letter to the employee stating the reasons for the denial. The employee will then have the option to appeal to the Wisconsin Department of Workforce Development (DWD). Instructions on how to appeal will be included in the denial letter.

If the claim is denied, incurred medical expenses may be forwarded to the County's Health Insurance carrier for consideration. A copy of the denial letter should be included when submitting.

Worker's Compensation Claim Procedures

1. Work-related injury/illness occurs.
2. Employee should **immediately** notify their supervisor (or another member of management) that a work-related injury/illness has occurred.
3. If employee will be receiving medical attention (for an injury that is not severe), supervisor should distribute a copy of the following information to the injured employee: **"Letter to Injured Employee"** (Appendix D), **"Order for Medical Treatment"** (Appendix E), and **Physical Capabilities Report Form"** (Appendix F). Obviously, in the event of a severe injury, proper medical assistance will be made **first priority**.
4. Employee is required to complete the Employee's report of Injury or Illness Form (Appendix B) as soon as practical. This completed form should **immediately** be forwarded to the proper supervisor and then to Risk Management.
 - a. If the employee is unable to complete Appendix B, the supervisor or their designee may complete it with as much detail as currently available. Do not sign the form, and indicate who was responsible for completing.
5. Supervisor should complete Supervisor's Incident Report Form (Appendix C) immediately upon notification of a work-related injury. This completed form should be forwarded to Risk Management within 24 hours of injury occurrence.
6. Supervisor should complete an accident analysis report (Appendix I) on all work-related injuries and illnesses involving lost time. Documentation from this investigation should be forwarded to Risk Management upon completion.
7. Employees should distribute the "Order for Medical Treatment" form, the "Physical Capabilities Report" form to the treating medical provider. The medical provider should complete the "Physical Capabilities Report" form, or a comparable form.
8. An employee, upon returning from the location where medical treatment was rendered, should provide his/her supervisor with a completed copy of the Physical Capabilities Report Form (or a comparable form).
 - a. If the Physical Capabilities Report states that the employee cannot return to work, the supervisor should forward a copy of the completed form to Risk Management.
 - b. If the Physical Capabilities Report states that the employee can return to work with certain restrictions, the following should be done:
 - 1) Both the employee and direct supervisor should fill out the applicable sections of the **"Return to Work Agreement"** (Appendix G). A copy of this completed form should be forwarded to Risk Management.
 - 2) Both the employee and supervisor should complete the **"Temporary Modified Duty Work Schedule"** (Appendix H) as long as the worker's compensation claim is open. Note: This form should be completed daily and forwarded to Risk Management at the end of each week.
 - A. Employee completes: Restriction(s) Section, Date(s) Worked, Hours Worked – Log Breaks and Lunch, Duties Performed, Employee Comments and Signature.
 - B. Supervisor completes: Supervisor Comments (document discussion of problems and actions taken) and Supervisor Signature.

- c. If the Physical Capabilities Report states that the employee may return to work to full duty (no restrictions), then this completed form should be forwarded to Risk Management.

Waiting Period

The three-day waiting period means the first three (3) scheduled days lost, for which no workers' compensation benefits will be paid, counted from the first day of disability due to a compensable injury (this does not include the date of injury). If the disability continues beyond seven (7) calendar days, benefits will be paid retroactively for the first three scheduled days lost. If the employee chooses to utilize accrued leave, those days will be deducted from the lost-time paid.

Modified Duty (Light Duty) Policy/Program

Employees who sustain work-related injuries, which limit or prevent completion of their normal duties, may be considered for **TEMPORARY** modified duty assignments. The Department may accommodate a limited number of employees on temporary modified duty assignments at any given time depending on the availability of work. Each person will be evaluated on a case-by-case basis. Returning employees back to work on modified duty helps them recover from injuries more readily. Modified duty keeps employees engaged, while also encouraging them to keep current with their medical treatment and rehabilitation.

Requirements to Be Considered For Modified Duty

The employee shall provide a physician's statement (**physical capabilities report**) that clearly defines the extent and the expected duration of their physical limitations. The employee should regularly provide a physician's statement to keep the employer constantly updated on any changes in their restrictions or the expected duration of the restrictions.

The employee shall also sign a "**Return to Work Agreement**" form (**Appendix G**), which describes the work restrictions assigned by the treating physician. No employee may work in excess of the restrictions indicated by the physician. Failure to comply with restrictions or the modified duty job description is cause for disciplinary action and/or termination of modified duty assignments. Employee should report to their supervisor at the beginning of each assigned work shift to receive instructions for that shift.

Factors to Be Considered In Modified Duty Assignment

Hours or duties assigned may be on a different shift or in a different department than regularly scheduled. Hours should match department need, not physician maximums. Physicians and employees cannot prescribe department assignments. The decision on temporary modified duty assignment will be made by the department head/administration with the assistance of Risk Management. **Modified duty assignments are only available while the employee is subject to temporary restrictions and in a healing period.** Medical release by the treating physician is required prior to returning to regular duties. An employee's participation in the modified duty program may be terminated if there is a medical dispute as to the employee's need for temporary restrictions.

Temporary Modified Duty Expectations

INJURED EMPLOYEE

1. Should participate in temporary modified duty assignments, when available, and adhere to the modified duty policy.

2. Should regularly provide a physician's statement and return a copy of this completed **PHYSICAL CAPABILITES REPORT immediately or before the next scheduled work shift** and keep his/her supervisor constantly updated on any changes in restrictions.
3. Should sign a **RETURN TO WORK AGREEMENT** that describes the work restrictions assigned by the treating physician.
4. Should comply with restrictions listed on **PHYSICAL CAPABILITES REPORT** and understand that these restrictions apply to activities both at work and during non-work hours.
5. Comply with completion of **TEMPORARY MODIFIED DUTY WORK SCHEDULE – Appendix H**. Employee should complete the following: Restrictions, Date Worked, Hours Worked, Duties Performed, and Signature.
6. Employees in the modified duty program should perform their assigned work in a manner deemed satisfactory by the appropriate supervisor. In determining whether the employee is performing at a satisfactory level, the appropriate supervisor may take into consideration the medical restrictions placed upon the employee as well as the work to which he or she is assigned.
7. Should an employee refuse an offer of modified duty work, the employee, in accordance with the provisions of the Wisconsin Worker's Compensation Act, will lose his/her right to workers' compensation benefits.

SUPERVISOR or MANAGEMENT DESIGNEE

1. Thoroughly explain the use of the Temporary Modified Duty Work Schedule.
2. Monitor employee's adherence to performance of modified duty assignments.
3. Comply with completion of **TEMPORARY MODIFIED DUTY WORK SCHEDULE**.
 - a. Supervisor completes the following: Supervisor Comments (documents discussion of problems and actions taken) and Supervisor Signature.
 - b. Completed form should be faxed to Risk Management at the end of each week for as long as necessary.

Injury/Illness Analysis Procedures

1. Purpose – Incident prevention and control of hazards is the result of a well-designed and executed safety and health program. One of the keys to a successful program includes unbiased, prompt and accurate incident investigations. The basic purpose of these investigations is to determine measures that can be implemented to prevent similar accidents in the future.
2. Policy – It is the policy of Wood County that certain work-related injuries, illnesses and near_misses (events that do not directly result in an injury or illness) will be investigated in a professional manner to identify probable causes, which are used to develop specific actions for the prevention of future accidents.
3. Responsibilities
 - a. Management
 - 1) Ensure accidents and injuries are properly investigated.
 - 2) Ensure medical care is available for all injured employees (i.e. medical assistance is called for injured employees, etc.)
 - b. Risk Management
 - 1) Conduct accident investigation training if needed for all applicable personnel or supervisors.
 - 2) Ensure immediate and long term corrective actions are taken to prevent reoccurrence.
 - 3) Maintain Injury/Illness Reports on file per statutory requirements.

- 4) Ensure required injury/illness reports are filled out.
- c. Supervisors
 - 1) Conduct immediate initial accident investigations.
 - 2) Report all accidents to Risk Management as soon as possible.
 - 3) Conduct interviews of witnesses in a polite and professional manner.
 - 4) Take action to protect people and property from secondary effects of accidents.
- d. Employees
 - 1) Immediately report all accidents and injuries to their supervisors.
 - 2) Assist as requested in all accident investigations.
 - 3) Report all hazardous conditions and near misses to supervisors.
4. Basic Rules for Injury/Illness Investigation
 - a. Find the root cause to prevent future accidents – Use an unbiased approach during investigation.
 - b. Interview witnesses and injured employee(s), if possible, at the scene – conduct a walkthrough of the accident.
 - c. Conduct interviews in private – Interview one witness at a time.
 - d. What hazards are present – what unsafe acts or conditions contributed to the incident?
 - e. Ensure hazardous conditions are corrected immediately.
5. Initial Investigation Procedures
 - a. Steps
 - 1) Secure the area. Do not disturb the scene unless a hazard exists.
 - 2) Prepare any necessary sketches/notes of the accident scene.
 - 3) Interview each victim and witness. Also, interview those who were present before the accident and those who arrived at the site shortly after the accident. Keep accurate records of each interview.
 - b. Determine:
 - 1) What was not normal before the accident?
 - 2) Where the abnormality occurred?
 - 3) When it was first noted?
 - 4) How it occurred?
6. Follow-up Injury/Illness Investigation – The follow-up investigation is used to analyze data and determine the causes and corrective actions necessary to prevent reoccurrence.
 - a. Steps
 - 1) Analyze the data obtained in the initial investigation.
 - 2) Repeat any of the prior steps, if necessary.
 - 3) Determine:
 - A. Why the accident occurred?
 - B. A likely sequence of events and probable causes.
 - 4) Determine the most likely causes.
 - 5) Conduct a post-investigation briefing.
 - 6) Prepare a summary report (**Appendix I**), including the recommended actions to prevent recurrence.

Vehicle Fleet Guidelines

Background Information

1. **Auto Property** – Auto property insurance coverage is for damage or a loss to county-owned vehicles licensed for use on public roadways.
 - i. **Collision** protection pays for damage to county vehicles involved in collisions with other vehicles or property.
 - ii. **Comprehensive** covers damage from almost all other causes, including fire, water, vandalism, hail, wind, falling objects, theft, flood and animal damage.
- b. **Auto Liability** coverage is for claims in which a county vehicle causes damage to a third party and the third party is attempting to recover money from the County employee driver. Although a county vehicle may be damaged as well, only the damages to the third party are considered auto liability. For example, if a county vehicle backed into a privately owned vehicle in a parking lot, the damage to the county vehicle would be considered auto property and the damage to the other vehicle would be considered auto liability.
- c. **Causes of Loss**
 - i. **Driver Condition** – refers to the physical condition of the driver.
 - ii. **Driver Factors** – refers to acts that the driver was doing or not doing, which contributed to the accident.
 - iii. **Vehicle Factors** – refers to the condition of the vehicle that may have contributed to the accident.
 - iv. **Environmental Factors** – refers to the condition of the roadway and / or environment (ice, rain, wind, etc.) that may have contributed to the accident.
- d. **Workers' Compensation** – Workers' compensation pays for medical expenses, hospital expenses and loss of wages for county employees and certain volunteers injured while in work status.

Individuals Authorized to Operate County Owned Vehicles

Background Information

On July 20, 2004, the Wood County Board passed a resolution to implement a policy clarifying which individuals are authorized to operate County-owned vehicles. This policy was later revised by the Public Property Committee on December 12, 2006.

List of Wood County Approved Volunteers

- Sheriff's Department - Wood County Rescue Squad Members
- Parks Department - Camp Ground Hosts and Green Thumb Workers

Policy Statement

Only Wood County employees and approved volunteers shall be permitted to operate County-owned vehicles.

Driver Orientation / Training

A lead person from each department should be designated to introduce the new driver to the vehicle. This should include, but not be limited to:

1. Vehicle inspection (ex. horn, lights, directional signals, mirrors, tires, vital fluids, etc.) and vehicle maintenance.
2. Vehicle road test: length to be determined by the complexity of the vehicle and the anticipated use of the vehicle.
3. Additional in-service driver training will be provided as necessary.

4. All paper work (accident reports, pre-operational checklist, etc.) needed when operating a county vehicle will be explained and reviewed.

Vehicle Inspection and Maintenance

Introduction

The purpose of regularly scheduled vehicle inspections and maintenance is to increase vehicle dependability. A properly maintained vehicle is not likely to break down en route and become a traffic hazard. A properly maintained vehicle is also more easily controlled under emergency conditions.

Inspection

Initially and periodically thereafter, drivers should be trained in proper inspection procedures. Drivers are responsible for checking the following, as a minimum, on a daily basis or, if not operated daily, before each operation:

1. Fuel Supply
2. Oil Level
3. Tires
4. Lights
5. Wipers
6. Horn
7. Brakes

If any defect is found, the vehicle should be repaired immediately.

Maintenance

A good preventative maintenance program contains four essential elements:

1. Regularly scheduled maintenance procedures in accordance with manufacturer's instructions and vehicle usage.
2. A current maintenance record for each vehicle, containing pertinent operating and maintenance information.
3. Properly trained maintenance individuals with adequate tools, parts and facilities to do their job.
4. Extra vehicles or an operating schedule designed to permit each vehicle to receive its scheduled maintenance, when due.

Each department should be responsible to ensure that its county vehicles are receiving the necessary pre-trip inspections and preventative maintenance.

Cell Phone Usage Policy While Operating a County-Owned Vehicle/Equipment

No employee may manually dial or message using a regular hand held cellular phone while operating a county-owned vehicle/equipment. Hands free voice activated technology or one touch type devices are acceptable as long as the employee remains focused on the roadway and in a seated driving position. All state and local laws apply when operating any county-owned vehicle. Employees found violating this policy may be subject to disciplinary action. (*Exception – Sheriff's Department personnel and Highway Department Supervision when communicating tactical or confidential information while responding to or organizing deployment for an emergency call for service.*)

Personally Owned Vehicles Used for County Business

The County does not insure an individual's personal vehicle. It is the employee's responsibility to carry personal auto insurance. Required minimum limits of personal auto insurance coverage are: \$100,000 per person / \$300,000 per accident bodily injury / \$50,000 per accident property damage. **Under no circumstances will Wood County or Wood County's property/liability insurance pay for an employee's personal vehicle repairs, regardless of fault or negligence.** Repairs to other vehicles involved in an accident are the responsibility of the employee's insurance company. The county's liability program only provides coverage for amounts in excess of any collectible liability insurance held by the employee if the employee was working within the scope of employment at the time of the accident. The employee should report the accident to his/her automobile insurance company immediately.

Proof of insurance (for employees who use their personal vehicles for county business) should be obtained, cataloged, and kept within the employee's Department. For volunteer workers, the same rules shall apply, with the authorizing department (Sheriff's or Parks & Forestry) responsible for cataloging proofs of insurance.

Auto Accident Procedures Involving a County Vehicle

1. The employee involved in the accident should follow the responsibilities listed on the **Driver Responsibility at the Scene of an Accident (Appendix L)** and should also complete the **Vehicle Accident Report (Appendix O)**.
2. The Supervisor should complete the **Supervisor's Review of Accident (Appendix P)**.
3. Both the completed Automobile Accident Report and the Supervisor's Review of Accident should be forwarded to Risk Management within 24 hours of accident occurrence.
4. Copies of all police investigation reports should be sent to Risk Management.
5. The department incurring the vehicle loss should obtain estimates to repair/replace the damaged vehicle. The estimates obtained should be forwarded to Risk Management. Risk Management will forward all necessary reports and estimates to the appropriate insurance company. Approval to repair/replace the damaged vehicle may be made by our insurance company.
6. Once repairs/replacement is made, the affected department should turn in the invoice to Risk Management for payment.

Property Insurance Information

(Auto Comprehensive and Collision, Building and Contents, Contractor's Equipment, Monies and Securities and Animal Coverage)

Administration of Claims: The department incurring the property loss (other than vehicles) should complete a **Property Loss Report (Appendix J)** and forward this completed form to Risk Management. In addition, the department incurring the property loss should obtain a minimum of two estimates (unless bidding is required) to repair/replace the damaged property. The estimates should be forwarded to Risk Management as well. Risk Management will forward all necessary reports and estimates to the appropriate insurance company. Approval to repair/replace the damaged property will be made by our insurance company. Once repairs/replacement is made, the affected department will turn in the invoice to Risk Management for payment. Individual departments or operations may elect to pay the repair costs directly if budget allows.

Annual Renewal of Insurance Policy: Each department that has building and contents, contractor's equipment or property in the open may be sent a "Statement of Values". Each department should review this statement and delete items that no longer need to be insured, and submit documentation for new items to be covered. (See Risk Management for value amounts required for declaring various property types).

Each department that has a vehicle may also receive a vehicle inventory list. Each department should review this inventory and delete vehicles that no longer need to be insured and add vehicles, not listed on the inventory, that need to be covered. This completed inventory should then be forwarded to Risk Management for updating with our property insurance company.

Employee's Personal Property: Wood County or Wood County's property/liability insurer will not pay for any lost, stolen or damaged personal property, except where specifically authorized by a collective bargaining agreement. Employees should contact their personal insurance company for claims concerning lost, stolen or damaged personal property.

Liability Insurance (General & Auto) Information

Introduction: The liability program provides funding for payment of liability claims brought against county officers, employees and agents, whose actions while within the scope of their employment resulted in bodily injury or property damage to a third party.

Coverage Types

1. Auto Liability – Auto liability coverage is used for claims in which a county vehicle licensed for use on public roadways causes damages to a third party.
2. General Liability – General Liability coverage is used for claims that involve county premises, products, operations, completed operations, and non-certified first response.

Administration of Claims – Liability claims against the county are to be filed with the County Clerk (Individual should fill out **Notice of Injury and Claim - Appendix Q**).

Risk Management processes claims by compiling the necessary forms and documentation (general liability or automobile loss notices) and forwards this information to the appropriate insurance agency. The insurance company takes action from that point on and seeks assistance and/or advises Risk Management of activity on the claim and when it is closed. The County receives a monthly loss run that provides information on all open claims and recently closed claims.

Other Insurances

1. Special Use – Animal (Sheriff's Department)
2. Bonds
 - a. Public Employee Blanket Bond
 - b. Resident Funds Surety Bonds (Norwood and Edgewater)
 - c. Position Schedule Bond (Clerk of Courts)
3. Underground Storage Tanks – Highway Department
4. Above-Ground Storage Tanks – Norwood, Edgewater, Courthouse and Highway
5. Hospital and Nursing Home – Professional Liability (Norwood and Edgewater)
6. Equipment Breakdown

Request for Certificates of Insurance (COI)

Certificates of Insurance are usually needed when dealing with an outside vendor or facility. To obtain a certificate of insurance, put your request in writing (note or e-mail) and include the following information:

1. Description of event to include (which department, what type of function, etc.).
2. Location of the event or operation (include a complete address).
3. When the event is going to take place (exact date or dates).
4. Who the certificate should be addressed to (name and complete address) include to whose attention.

Requests should be sent to Risk Management. Please allow a minimum of ten (10) working days to allow for the certificate to be obtained.

Contractual Agreements

1. Indemnification Provision – An Indemnification provision is a provision in a contract that requires one contracting party to insure certain legal liabilities of the other party. A hold harmless provision is an arrangement whereby the first party agrees to absolve a second party from any blame even when property damage or bodily injury is caused by negligence of the second party.
2. Agreements with Contractors and Vendors – Contractors and vendors are not considered employees of Wood County. Therefore, any negligence committed by contractors and/or vendors is not covered under the risk management program for Wood County. Contractors and vendors may however, attempt to subrogate for any losses sustained while working with the County. Because the County does not want to be held liable for exposures associated with contractors and vendors, the County requires contractors and vendors to furnish proof of acceptable insurance with adequate limits and coverage as well as name Wood County as additionally insured for liability insurance. Below are the recommended limits of liability insurance:
 - a. Tenant Users / Vendors - Class 1 Events (Example: use of public park shelters) - **\$250,000**
 - b. Construction Group
 - 1) *Structural Contractors* (General Contractors, Steel Erection, Masonry, Major Carpeting, Roofing, HVAC, Plumbing, Electrical, etc.) - **\$1,000,000** Note: In any case, blanket attachments of limit requests are difficult because one must weigh the exposure, both in terms of the type and scope of the work to be performed. Therefore, in order to protect the interests of Wood County from sharing in the liability of a contractor, it is necessary to be comfortable with the adequacy of the limits you are requesting. If there are any questions regarding this issue, please contact Risk Management.
 - 2) *Trade Contractors* (Painting, Drywall, Finish Flooring, Finish Carpeting / Woodworking, etc.) - **\$1,000,000**
 - 3) *Incidental Contracts* (Service Contracts to Include: Plumbing, Electrical, HVAC, Telephone/Communications Repair, Individuals or Companies Providing Maintenance under Service Agreements, Carpet or Floor Cleaning, etc.) - **\$1,000,000**
 - 4) *Below or Underground Contractors* (Excavation, Trenching, Well Digging, Utility Work, etc.) - **\$2,000,000**
 - c. Other Contracts – In order to simplify the whole question of adequacy of limits, it is strongly recommended that each contract request provide for a dollar amount as a

standard setting point. For example, in today's marketplace it is not unusual for most insured businesses to carry total limits of \$1,000,000. Therefore, it is not without reason for the County to request \$1,000,000 for all contracts (except below or underground contractors). Keep in mind that \$1,000,000 can be a combination of an underlying General Liability policy and an Umbrella or Excess Liability policy. For longer term contracts, it is important to request that the contractor's carrier provide you with notice of cancellation or non-renewal of the policy. Time requirements for notice typically range from 10 to 60 days.

- d. Professional Service Contracts – Public entities today use a wide variety of professional services contracts in daily operations. Architects, engineers, lawyers, accountants, medical and mental health professionals are examples of classes of professions that contract with public entities to perform specific services. It is important to request that your professional contractors provide you with evidence of professional liability insurance in the amount of not less than **\$1,000,000**. In addition, it is wise to ask for language requesting that professional liability insurance carriers provide you with notice of cancellation or non-renewal of the pertinent policy. Time requirements for notice typically range from 10 to 60 days.

3. *Certificate of Insurance* – If a contractor or vendor requires proof of insurance coverage by the County, a Certificate of Insurance in lieu of our insurance policy may be issued.

Property Use Agreements

1. *Purpose:* County departments may experience situations in which outside (non-Wood County sponsored) groups request to use County-owned facilities. The purpose of this section is to provide departments with a consistent means of maintaining control over the assets of the County that it allows others to use.
2. *Background:* The most effective way for the County to maintain control over its facilities would be to restrict use of its property to authorized personnel only. This is not a realistic approach to property control because the County is a taxpayer-supported entity, and part of its mission is to provide services to the various communities in which it is located. These services may include allowing community groups to use its facilities for meetings, etc. As an alternative to restricting all use of County property to only County personnel, control of property can be maintained through the careful screening of potential property users and the use of property use agreement forms. Common sense and the basics of property law can assist the department head in controlling the assets of his/her department.
3. *Applicable Departments (Note: This list may not be all inclusive):* Parks Department (shelter areas), Edgewater Haven (dining room, chapel, recreational therapy room, conference rooms) and Risk Management (safety conference room)
4. *Procedures:* When a request of this nature, is made of a county department, the following steps should be taken for insurance purposes unless the department uses a different form with similar meaning:
 - a. The **Facility Use Agreement (Attachment R)** should be completed by both the borrower and the affected department. A copy of this form and other pertinent information should be sent to Risk Management.

Ban on Burning Candles in County Offices

Per County resolution, effective December 12, 2006, no one may burn a candle(s) in County offices/facilities.

TECHNICAL & EXECUTIVE SUMMARY

Wood County Classification & Compensation Study

Background

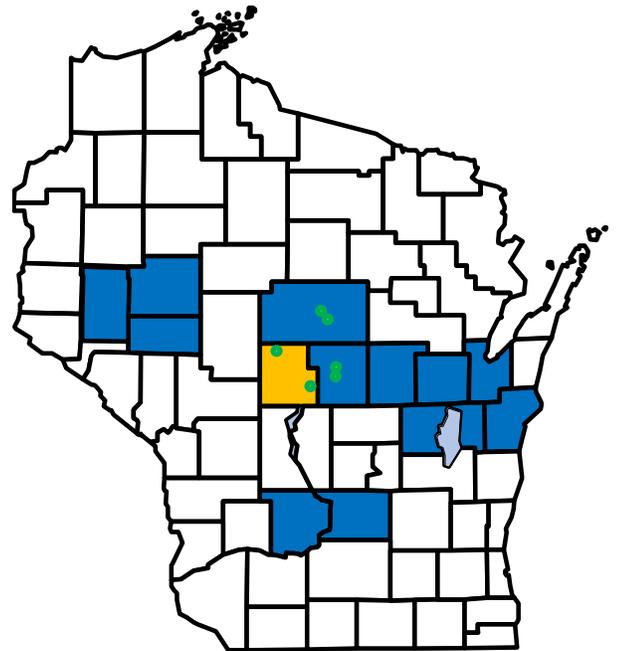
Wood County (“the County”) retained our firm to systematically evaluate job content, conduct a market analysis, and produce a new classification and compensation plan, including implementation and plan management recommendations. In addition to our comprehensive PowerPoint presentation, the following summarizes our process, findings and recommendations.

Comparable Communities

During our initial meetings with the County, we agreed to assess the following organizations for the pool of comparable communities and make a recommendation following a review of the market data:

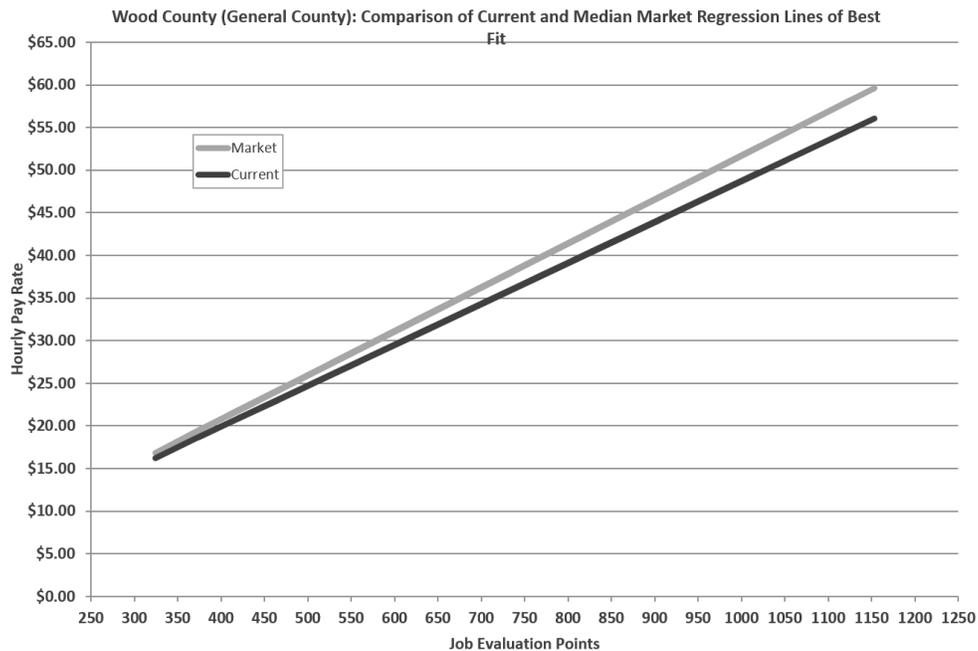
- **Counties:** Brown, Calumet, Chippewa, Columbia, Dunn, Eau Claire, Manitowoc, Marathon, Outagamie, Portage, Sauk, Waupaca, Winnebago
- **Cities:** Marshfield, Wisconsin Rapids, Plover (Village), Stevens Point, Wausau, Weston

As the above list suggests, this is a comprehensive listing and it is representative of those communities that either compete for the talent the County is seeking or are similar in size or structure. We determined benchmarks and analyzed public-sector market data from the selected comparable communities. Private-sector market data, when appropriate, was obtained from the Bureau of Labor Statistics, Central and Western Wisconsin SHRM, Towers Watson, LeadingAge, and CompData.



In terms of overall market competitiveness, as it relates to the benchmark positions utilized in the study, the County is currently paying slightly below the market throughout most of the measured market. We use a measure called a “market index” to compare a benchmark’s base salary to the market estimate for the benchmark position. For the County, the overall market index is approximately 95.2%. This is not meant to suggest that all staff members are paid below market; the statistic is an average of the benchmark market indices, so there are some jobs paid above the market and some below. However, the statistic provides us with a good measure of how competitive the County is on an overall basis. A market index of 95.2% is an indication that the County has a mixed bag of justification for concerns relating to market competitiveness while still being competitive for many positions. ¹

¹ The market index for the proposed Care Facilities structure is 93.6%, which is still in a range of relative competitiveness with the marketplace.



Methodology

CDC consistently recommends pay plans balanced for (1) internal equity, as measured by objective job evaluation, and (2) competitiveness, as measured by our market data. We also tailor our recommendations to the organizational culture and affordability.

Job Evaluation

At the beginning of the project, we conducted employee orientation sessions to explain the steps we would follow in the project and review the absolute necessity of accurate Job Descriptions. We then evaluated each Job Description using our firm’s Point Factor Job Evaluation System. Our system breaks jobs down into specifics related to five major evaluation factors, with sub-factors for each of the five major factors:



Our objective evaluation results in point scores that accumulate to a total point score for each job, allowing us to compare and contrast varied jobs using a common rating method.

Departmental Input

Following our initial evaluations, we met—virtually—with each department head to review any questions we had about their respective department and/or their jobs. Taking their collective input into account, we then revisited our evaluations as necessary and appropriate to arrive at an initial internal hierarchy. Each department’s hierarchy was then shared with the department head for their review and comment with only the grade letter assignments (i.e. no wages) as a reference point. This last phase likely had greater meaning for the larger departments as it allowed us to firm up the appropriate reporting relationships and address any potential areas of concern before publication for review by the Board. Although the same information was shared with the smaller departments, it’s understandably more difficult to draw the same contextual references with a smaller number of positions.

Clerical/Administrative Classification Series

One of the areas of concern at the outset of the study was the proliferation of classification review requests on an annual basis, and the prevalence of clerical requests in that mix warranted greater review during the course of this study.

In order to better-manage these requests in the future, we worked with a number of the departments to provide greater definition for the classifications making up the County’s clerical jobs. The creation of the “*Non-Exempt Administrative/Clerical Classification Series*” took the following factors into account when developing the four general clerical and the two legal assistance classifications: Education / Experience; Computer Proficiency; Data Analysis; Supervision Received / Given; Public Relations; Problem Resolution; Records Management; Document Management / Preparation; Financial / Budgetary; Calendar Management; and Agenda Preparation / Meeting Attendance.

It is hope that, with greater definition, there will either be fewer classification review requests in the future, or such requests will have a more definitive criteria for purposes of evaluation. ²

Benchmark Jobs

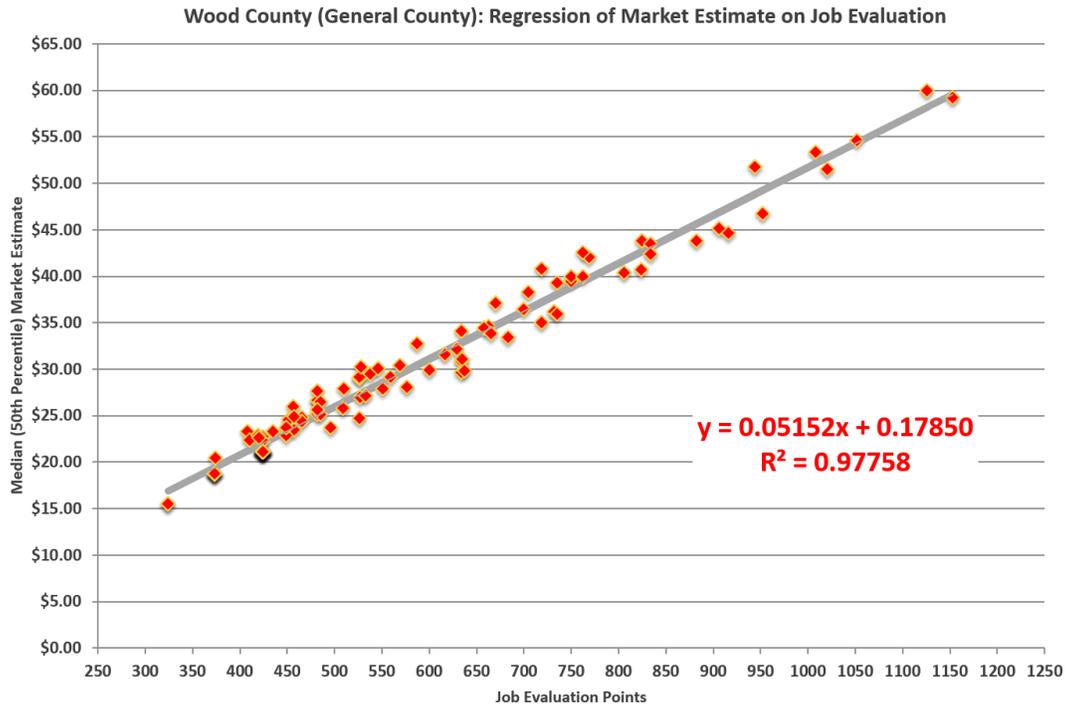
The job documentation and departmental interviews also provided a solid basis for matching the jobs to the external marketplace, both public and private sectors (as relevant and appropriate). Due to a variety of reasons, it is not possible to match every position in the pay plan to a corresponding job in the selected marketplace. Instead, we measured a set of “benchmark jobs”. Benchmark jobs are those that have similar duties and responsibilities across different organizations. Benchmark jobs were chosen to cover jobs spanning the entire pay plan, are then used to serve as the anchors in the development of a structure which is both internally consistent and externally competitive. Either due to the lack of sufficient data among the comparable employers, or due to the unique nature of the job, several jobs are not designated as “benchmark jobs”. The term “benchmark job” simply means that a job has solid and reliable representation in the marketplace. There are 127 benchmark jobs utilized for the study; 103 for the General County structure and 24 for the Care Facilities structure.

However, even if a job is not deemed to be a benchmark job, it is placed into proper grade on the wage schedule based on its job evaluation score or, in exceptional circumstances, based on its market value or on a calculation to relieve any compression concerns.

Analysis of the “Pay Line”

The balance between internal equity and external competitiveness is achieved by using regression analysis to develop the recommended compensation structure. A scatter graph of job evaluation scores and market rates for the County’s benchmarks are below. The graph shows that as the internal value of jobs increase, measured by job evaluation scores, market pay increases, as well. As the graph indicates, the trend is very clear.

² We are developing a similar classification series for the non-exempt bookkeeping and accounting jobs for the County.



Each data point on the graph is one of the benchmark positions, representing the job evaluation score for that benchmark and the corresponding measured market estimate. The trend line (i.e. regression line, pay line, etc.) through these data points for the benchmark jobs is called a line of best fit, or regression line. The regression line for the County’s benchmark positions is represented by the equation: Y (predicted pay) = {\$.05152 times job evaluation points} + \$0.1785.

In this regression equation, \$.05152 is the slope of the trend line and means that each single job evaluation point is worth \$.05152. Therefore, if the score goes up one point, pay rises \$.05152. The +\$0.1785 amount is the line’s y-axis intercept, so if the line were extended downward to y-axis of the graph (measuring market pay rates), it would intersect that axis at +\$0.1785.

The $r^2 = 0.97758$ shown below the equation on the graph is the coefficient of determination. This coefficient of determination is very high and means that our market model (i.e. job evaluation scores, grade breaks, market matches, selected benchmark jobs, etc.) are reasonably predicting the variance in market pay. One way to interpret the result is that 97.8% of the variance in pay is explained by differences in job evaluation values, market variances, etc.; the remaining 2.2% can be attributed to other factors. The significance is that we can use these relationships to develop a pay plan (below) for the County that is strong internally and externally.

Building a Pay Structure

Determining Grade Breaks

One of the elements in plan design is the designation of the size and number of grades to which positions are assigned. For the salary ranges to be manageable, the recommended pay schedule utilizes a concise number of pay ranges so that pay remains competitive and internal pay management is relatively easy to accomplish. Jobs assigned to lower pay grades have a lower point value, and the incremental increases associated with changes to job evaluation ratings are also lower. Therefore, it makes sense to have a smaller range of points for lower grades, and then expand those ranges as the positions grow in points. As a result, our recommended assignment of “grade breaks” is as follows:

- Grades A through D = 25 points per grade
- Grades E through O = 50 points per grade
- Grades P through S = 75 points per grade

Build a Balanced Pay Structure

Using the “regression line” noted above, we can build a pay structure that takes both internal equity and external competitiveness into account. Take Grade J—highlighted below—as an example. Grade J comprises all jobs with job evaluation scores ranging from 600 to 649. To construct the grade, we first arrive at the middle value of Grade J: 624.5 points. Then, by using the regression equation noted above, and substituting 624.5 for “x”, we then arrive at the “Control Point” (C/P) for Grade J.

$$(.05152 \times 624.5) + 0.1785 = \$32.35$$

We repeat this process for each and every grade in the proposed structure.

**WOOD COUNTY (GENERAL COUNTY)
RECOMMENDED 2021 WAGE STRUCTURE: STEP PLAN**

GRADE	87.50%	90.00%	92.50%	95.00%	97.50%	100.00%	101.25%	102.50%	103.75%	105.00%	106.25%	107.50%	108.75%	110.00%	111.25%	112.50%
	Min.															
						C/P										Max.
S	\$52.54	\$54.04	\$55.54	\$57.04	\$58.54	\$60.04	\$60.79	\$61.54	\$62.29	\$63.04	\$63.79	\$64.54	\$65.29	\$66.04	\$66.79	\$67.55
R	\$49.16	\$50.56	\$51.97	\$53.37	\$54.78	\$56.18	\$56.88	\$57.58	\$58.29	\$58.99	\$59.69	\$60.39	\$61.10	\$61.80	\$62.50	\$63.20
Q	\$45.78	\$47.09	\$48.40	\$49.70	\$51.01	\$52.32	\$52.97	\$53.63	\$54.28	\$54.94	\$55.59	\$56.24	\$56.90	\$57.55	\$58.21	\$58.86
P	\$42.39	\$43.61	\$44.82	\$46.03	\$47.24	\$48.45	\$49.06	\$49.66	\$50.27	\$50.87	\$51.48	\$52.08	\$52.69	\$53.30	\$53.90	\$54.51
O	\$39.58	\$40.71	\$41.84	\$42.97	\$44.10	\$45.23	\$45.80	\$46.36	\$46.93	\$47.49	\$48.06	\$48.62	\$49.19	\$49.75	\$50.32	\$50.88
N	\$37.33	\$38.39	\$39.46	\$40.53	\$41.59	\$42.66	\$43.19	\$43.73	\$44.26	\$44.79	\$45.33	\$45.86	\$46.39	\$46.93	\$47.46	\$47.99
M	\$35.07	\$36.07	\$37.07	\$38.08	\$39.08	\$40.08	\$40.58	\$41.08	\$41.58	\$42.08	\$42.59	\$43.09	\$43.59	\$44.09	\$44.59	\$45.09
L	\$32.81	\$33.75	\$34.69	\$35.63	\$36.56	\$37.50	\$37.97	\$38.44	\$38.91	\$39.38	\$39.84	\$40.31	\$40.78	\$41.25	\$41.72	\$42.19
K	\$30.56	\$31.44	\$32.31	\$33.18	\$34.06	\$34.93	\$35.37	\$35.80	\$36.24	\$36.68	\$37.11	\$37.55	\$37.99	\$38.42	\$38.86	\$39.30
J	\$28.31	\$29.12	\$29.92	\$30.73	\$31.54	\$32.35	\$32.75	\$33.16	\$33.56	\$33.97	\$34.37	\$34.78	\$35.18	\$35.59	\$35.99	\$36.39
I	\$26.06	\$26.80	\$27.55	\$28.29	\$29.04	\$29.78	\$30.15	\$30.52	\$30.90	\$31.27	\$31.64	\$32.01	\$32.39	\$32.76	\$33.13	\$33.50
H	\$23.80	\$24.48	\$25.16	\$25.84	\$26.52	\$27.20	\$27.54	\$27.88	\$28.22	\$28.56	\$28.90	\$29.24	\$29.58	\$29.92	\$30.26	\$30.60
G	\$21.54	\$22.16	\$22.77	\$23.39	\$24.00	\$24.62	\$24.93	\$25.24	\$25.54	\$25.85	\$26.16	\$26.47	\$26.77	\$27.08	\$27.39	\$27.70
F	\$19.29	\$19.85	\$20.40	\$20.95	\$21.50	\$22.05	\$22.33	\$22.60	\$22.88	\$23.15	\$23.43	\$23.70	\$23.98	\$24.26	\$24.53	\$24.81
E	\$17.04	\$17.52	\$18.01	\$18.50	\$18.98	\$19.47	\$19.71	\$19.96	\$20.20	\$20.44	\$20.69	\$20.93	\$21.17	\$21.42	\$21.66	\$21.90
D	\$15.35	\$15.79	\$16.22	\$16.66	\$17.10	\$17.54	\$17.76	\$17.98	\$18.20	\$18.42	\$18.64	\$18.86	\$19.07	\$19.29	\$19.51	\$19.73
C	\$14.22	\$14.63	\$15.03	\$15.44	\$15.84	\$16.25	\$16.45	\$16.66	\$16.86	\$17.06	\$17.27	\$17.47	\$17.67	\$17.88	\$18.08	\$18.28
B	\$13.09	\$13.46	\$13.84	\$14.21	\$14.59	\$14.96	\$15.15	\$15.33	\$15.52	\$15.71	\$15.90	\$16.08	\$16.27	\$16.46	\$16.64	\$16.83
A	\$11.97	\$12.31	\$12.65	\$13.00	\$13.34	\$13.68	\$13.85	\$14.02	\$14.19	\$14.36	\$14.54	\$14.71	\$14.88	\$15.05	\$15.22	\$15.39

However, there are times when market pressures dictate a grade placement higher—occasionally lower—than what the job evaluation system would predict:

Look at Market Outliers

The external marketplace is ever-changing and increasingly competitive and, from time-to-time, there are jobs that have clear market matches which do not align with our formulaic approach. Typically, these jobs tend to be [1] highly technical in nature, [2] possess significantly higher risks, or [3] are in high-demand in the marketplace. In such cases, with clear and compelling data, we will place those jobs in a grade commensurate with their market value, and such placement should be balanced with the competitive and financial needs of the organization.

Look at Compression Concerns

Finally, there are situations when internal compression influences the placement of a job. For example, in jobs where overtime is a regular occurrence, it may be necessary to adjust the grade placement of a supervisor to ensure that there is not a loss in wages, or that subordinates aren’t regularly earning more than their supervisor, at the higher level position.

Note Regarding the Proposed Wage Structure

Control Point (C/P)

The anchor for all of our pay structures is the Control Point (C/P), which is an approximated market rate for the jobs in any given grade. Many confuse the Control Point as the market rate for each and every job in a grade. However, it is a more appropriate assertion that each grade reflects an acceptable market-based

range of pay for each job in a grade and the average market rate would be found at or near the middle steps of a grade for any given job.

Range Spread

With the C/P in place, the minimum (87.5%) and maximum (112.5%) can be calculated. It's not uncommon for a client to inquire as to why 87.5% and 112.5% are used to develop a plan. First, there are no rules that require such a "range spread". In fact, our performance-based plans often range from 80% to 120%, and we have developed many other alternative approaches for clients.

However, the 87.5% to 112.5% spread does have a logical foundation. When working with many of our survey sources, we typically receive four data points for the jobs we're analyzing: 25th percentile, average (mean), 50th percentile (median), and 75th percentile. Since our public sector data doesn't always provide a sufficient n-count (i.e. number of jobs) to reliably calculate percentiles for each job, we have conducted analyses to verify the distribution of the market data.

Using a data set comprised of [1] the 40 most common jobs from the CDC public sector database, and [2] the 100 most common jobs from the BLS data, we conducted an analysis of the distribution of the median wage data for each of these sources. Our observation is that the 25th percentile of the data was between 10% and 15% below the median (hence 87.5%) and the 75th percentile of the data was between 10% and 15% above the median (hence 112.5%).

Paying Above the Control Point (C/P)

Finally, we frequently are questioned during the course of deliberations of our pay plans as to why an employer would pay more than the Control Point (market estimate). Using Grade J as an example, our intent in recommending a range of pay of \$28.31 to \$36.39 is to make the County competitive across the measured market. If the County were to stop the range at \$32.35—the Control Point—then it only would be competitive with the lower half of the market. Having the range reflect the breadth of the measured market will keep the County competitive for some time without having to re-measure the market annually.

Progression Through the Wage Schedule

With the proposed step-based pay plan, we strongly recommend requiring performance evaluations on an annual basis in order for an employee to progress in the range. Further, we recommend that if an employee's performance is unsatisfactory (e.g. discipline, performance improvement plan, etc.) all wage increases should be withheld, including any "structural adjustment" (i.e. "general wage increase", "across the board adjustment", "market adjustment", etc.) approved by the Board.

It is intended that any structural adjustment will be applied to steps in the structure(s). Excepting those deemed to be "Unsatisfactory", employees will receive both the general increase as well as the step increase (if applicable).

Implementation

One of the greater challenges associated with these projects is the development of an implementation plan that balances fairness and equity with the financial limitations of the organization. Most clients choose to implement a step-based structure based on the premise of placing employees—regardless of tenure—on the step in the new structure that provides "an increase in pay". Other options exist, and we work with our clients to devise the strategy that best aligns with their financial and strategic goals. Because the County went through a similar process several years ago, including the implementation of a new wage structure, the cost impact of implementation is less than if the County had not gone through the prior process (e.g. costs associated with bringing employees onto a new wage structure, movement of jobs to higher grades, etc.). Of the implementation options presented to the County for consideration, based on several discussions with the County's leadership, we recommend an implementation strategy based on the following criteria:

- Employees with <5 Years of Total Service: Placement on the step in the new structure that provides an increase in compensation from the current rate of pay.

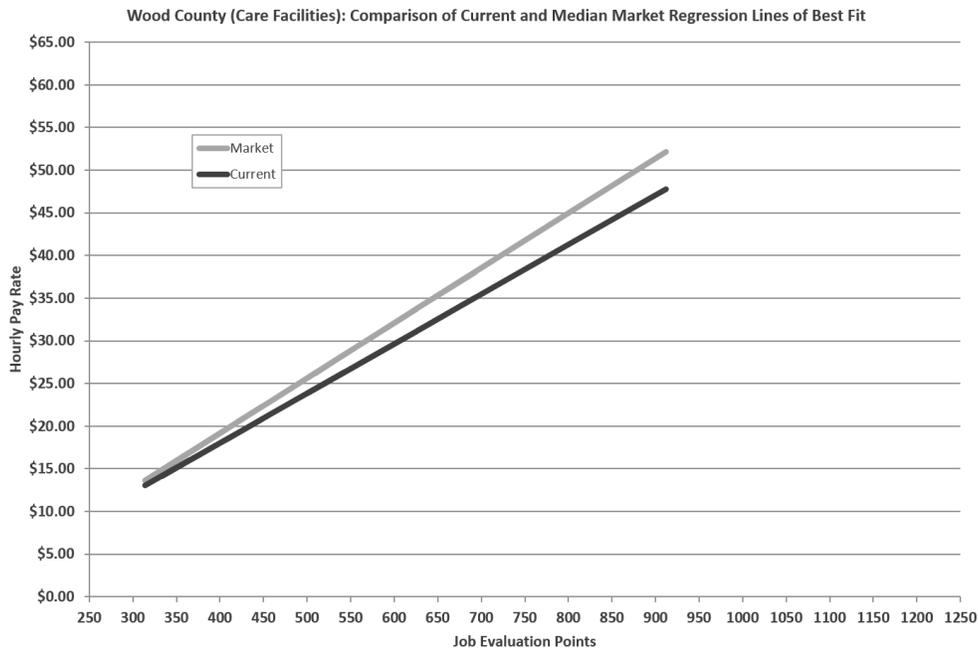
- Employees with ≥5 Years of Total Service: Placement on Step 3 of the new structure, or the step in the new structure that provides an increase in compensation from the current rate of pay, whichever is greater.

Such an approach not only creates a separation between long-term and less-tenured employees, but it also creates a cushion at the bottom of the new structure for hiring activity to occur while mitigating unwanted compression. The estimated base-wage cost to the County for this implementation is just under \$650,000, or roughly a 2.25% increase in base-wage costs. ³

Separate Structure: Care Facilities

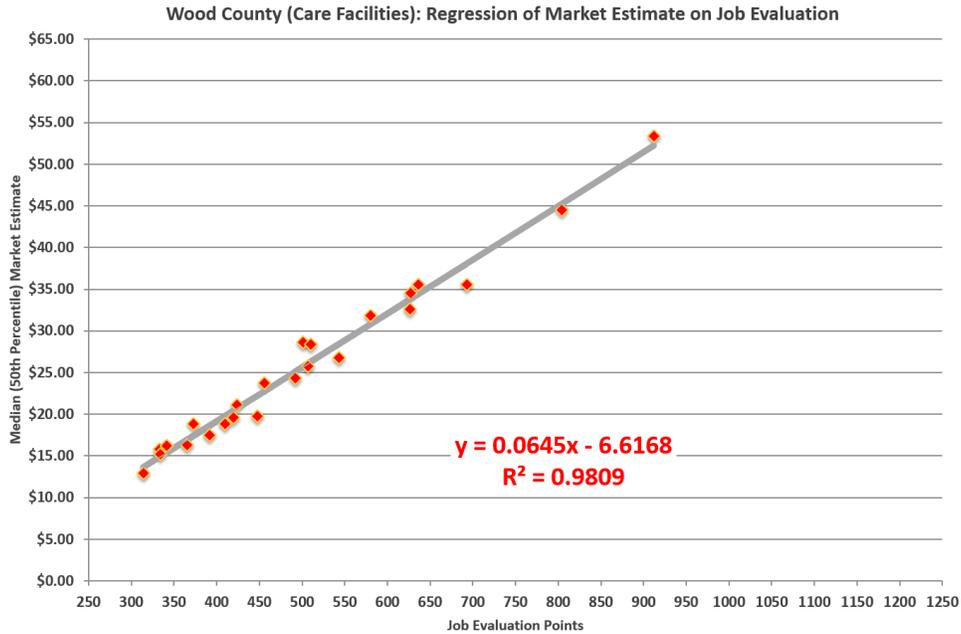
One question we frequently receive from organizations where we recommend separate wage structures, is why we’ve chosen that approach. This is common when competitive or financial situations require a different approach. It is not uncommon for a segment of the organization—such as a nursing home—to have unique competitive concerns and marketplace practices. Placing such jobs on a one-size-fits-all structure is possible, but often necessitates the need for manual adjustments to more closely align the with the marketplace.

In the public sector, we most commonly deal with separate structures for nursing homes, libraries, and public-owned utilities. If there are enough similarly situated jobs, as well as sufficient and reliable market data, it is prudent to investigate the possibility of a separate schedule to see if this corrects any problem associated with market alignment. In the case of the Wood County “Care Facilities” (Edgewater and Norwood), conducting a separate analysis provides a better result. The following is the market comparison between current compensation and market compensation:



Like the general County structure, the care facilities structure is balanced between internal equity and external competitiveness using the same approach, but with a different result.

³ Due to ongoing turnover—which can be expected—these numbers will vary slightly between the time of this writing and the actual date of adoption. Further, the costs can be broken out as follows: General County (\$456,570) + Care Facilities (\$188,798) = \$645,368.



The resulting wage schedule is as follows:

**WOOD COUNTY (CARE FACILITIES)
RECOMMENDED 2021 WAGE STRUCTURE: STEP PLAN**

GRADE	87.50%	90.00%	92.50%	95.00%	97.50%	100.00%	101.25%	102.50%	103.75%	105.00%	106.25%	107.50%	108.75%	110.00%	111.25%	112.50%	
	Min.					C/P											Max.
Q	\$51.31	\$52.78	\$54.24	\$55.71	\$57.17	\$58.64	\$59.37	\$60.11	\$60.84	\$61.57	\$62.31	\$63.04	\$63.77	\$64.50	\$65.24	\$65.97	
P	\$47.08	\$48.42	\$49.77	\$51.11	\$52.46	\$53.80	\$54.47	\$55.15	\$55.82	\$56.49	\$57.16	\$57.84	\$58.51	\$59.18	\$59.85	\$60.53	
O	\$43.55	\$44.79	\$46.04	\$47.28	\$48.53	\$49.77	\$50.39	\$51.01	\$51.64	\$52.26	\$52.88	\$53.50	\$54.12	\$54.75	\$55.37	\$55.99	
N	\$40.73	\$41.90	\$43.06	\$44.22	\$45.39	\$46.55	\$47.13	\$47.71	\$48.30	\$48.88	\$49.46	\$50.04	\$50.62	\$51.21	\$51.79	\$52.37	
M	\$37.91	\$38.99	\$40.07	\$41.15	\$42.24	\$43.32	\$43.86	\$44.40	\$44.94	\$45.49	\$46.03	\$46.57	\$47.11	\$47.65	\$48.19	\$48.74	
L	\$35.09	\$36.09	\$37.09	\$38.10	\$39.10	\$40.10	\$40.60	\$41.10	\$41.60	\$42.11	\$42.61	\$43.11	\$43.61	\$44.11	\$44.61	\$45.11	
K	\$32.26	\$33.18	\$34.10	\$35.03	\$35.95	\$36.87	\$37.33	\$37.79	\$38.25	\$38.71	\$39.17	\$39.64	\$40.10	\$40.56	\$41.02	\$41.48	
J	\$29.44	\$30.29	\$31.13	\$31.97	\$32.81	\$33.65	\$34.07	\$34.49	\$34.91	\$35.33	\$35.75	\$36.17	\$36.59	\$37.02	\$37.44	\$37.86	
I	\$26.63	\$27.39	\$28.15	\$28.91	\$29.67	\$30.43	\$30.81	\$31.19	\$31.57	\$31.95	\$32.33	\$32.71	\$33.09	\$33.47	\$33.85	\$34.23	
H	\$23.80	\$24.48	\$25.16	\$25.84	\$26.52	\$27.20	\$27.54	\$27.88	\$28.22	\$28.56	\$28.90	\$29.24	\$29.58	\$29.92	\$30.26	\$30.60	
G	\$20.98	\$21.58	\$22.18	\$22.78	\$23.38	\$23.98	\$24.28	\$24.58	\$24.88	\$25.18	\$25.48	\$25.78	\$26.08	\$26.38	\$26.68	\$26.98	
F	\$18.16	\$18.68	\$19.19	\$19.71	\$20.23	\$20.75	\$21.01	\$21.27	\$21.53	\$21.79	\$22.05	\$22.31	\$22.57	\$22.83	\$23.08	\$23.34	
E	\$15.34	\$15.78	\$16.22	\$16.65	\$17.09	\$17.53	\$17.75	\$17.97	\$18.19	\$18.41	\$18.63	\$18.84	\$19.06	\$19.28	\$19.50	\$19.72	
D	\$13.22	\$13.60	\$13.98	\$14.35	\$14.73	\$15.11	\$15.30	\$15.49	\$15.68	\$15.87	\$16.05	\$16.24	\$16.43	\$16.62	\$16.81	\$17.00	
C	\$11.81	\$12.15	\$12.49	\$12.83	\$13.16	\$13.50	\$13.67	\$13.84	\$14.01	\$14.18	\$14.34	\$14.51	\$14.68	\$14.85	\$15.02	\$15.19	
B	\$10.40	\$10.70	\$11.00	\$11.30	\$11.59	\$11.89	\$12.04	\$12.19	\$12.34	\$12.48	\$12.63	\$12.78	\$12.93	\$13.08	\$13.23	\$13.38	
A	\$9.00	\$9.25	\$9.51	\$9.77	\$10.02	\$10.28	\$10.41	\$10.54	\$10.67	\$10.79	\$10.92	\$11.05	\$11.18	\$11.31	\$11.44	\$11.57	

Second-in-Command

During the course of our projects, we're often faced with evaluating a classification that's been identified as a "backup", "second-in-command", "serves in the absence of", etc. While it's helpful for a department to identify a point-of-contact in case of an absence of a superior, our responsibility is to look more deeply into the duties, responsibilities, and requirements for the job. Our experience has led us to the following observations with a job designated as a "backup":

- It happens infrequently; typically, during periods of vacation, illness, or attendance at seminars. These are frequently periods of one week or less, and sometimes (or rarely) will extend up to three weeks. Anything longer than three weeks (e.g. long-term FMLA absence) could/should be handled through an out-of-class pay designation.

- When the manager is actually absent, the person designated as backup typically has a decision-tree that looks something similar to the following:
 - If it involves a long-term matter, or if it's outside the backup's field of expertise, it gets set aside for the manager to handle upon their return.
 - If it involves a sensitive matter (e.g. discipline, emergency spending, etc.), other internal resources are typically brought into the decision-making process (e.g. HR, Finance, etc.). While these resources might also be utilized when the manager is present, the likelihood that these parties are involved increases with the absence of the manager.
 - Similarly, managers often leave contact information should anything serious arise during their absence. While this isn't always possible or practical, it is a common practice.
 - All other matters, typically day-to-day issues, are handled by this person serving as backup, but tend to fairly narrow in scope (e.g. signing documents, coordinating workflow, etc.), and fall in line with the scope of their normal duties.
- There is not an automatic line of succession for a vacancy in the top-level job. In all fairness, there are very few—if any—automatic lines of succession in any job in small-to-mid-size organizations. However, for most public-sector positions there are civil service and/or recruiting requirements for most jobs, and appointment authority for certain elected classifications (e.g. Governor, County Board, Judge, etc.).
- During periods where the manager is present, this designated backup often has relatively few—if any—management-level duties. There certainly cases where there are indeed management functions, but it should clearly be supported not only by the job documentation, but also the day-to-day realities of the job in question.

With some rare exceptions, we tend to rate these “backups” higher only if (1) there is a greater frequency to the duties than just short absences; (2) the responsibilities are meaningful and ongoing; and (3) there are elements of management responsibility even when they're not serving in the backup role.

Elected Officials

As part of the recent classification and compensation study, we were asked to evaluate the classifications and salaries for the County's elected officials and recommend a process for future salary-setting. We did not collect comparable data for these elected classifications largely due to the fact that the established salaries for the various counties often have less to do with true market practices, and more to do with the political environment where the salaries are established.

Therefore, we evaluated each of the jobs based on the statutory/constitutional duties of the office. Since the complexity of the jobs requires greater skill than statutory requirement of being a “qualified elector” (i.e. US citizen, 18 years of age, resident, non-felon, etc.), we have evaluated the educational and experience factors commensurate with the duties. The result is a recommended grade placement, but the County must still review these wages prior to the election for the 4-year terms of office.

Per statute, the County must establish (or “fix”) the salary for these offices for the entire four-year term of office. Since this requires some forecasting, we suggest the following three options for consideration to maintain alignment of these positions with the compensation plan. Because the County can neither reward for tenure, or pay less for lack thereof, we suggest the use of the Control Point—with no step movement—for the elected classifications regardless of length of service.

- One option is to establish the salary at the Control Point (i.e. C/P, Step 6) of the established grade for the position, which is then frozen for the entire term. When it comes time to adopt a new salary in four years, the County would use the rate of pay then in effect at that time for the respective grade. As can be expected, this may result in sizeable increases every four years dependent on action taken by the County as it relates to the pay plan.

- An alternative is to establish the salary at the C/P of the established grade for the position, and make a conservative estimate of pay plan structure changes over the four year term and set the salary accordingly. The County would then, at the end of the term, “recalibrate”—up or down—the salary to align with the C/P of the assigned grade.

Classification Review (i.e. Appeals Process)

Even though our firm objectively applied the Point Factor System to the documentation provided by the employees, and the job documentation was reviewed by (and discussed with) a manager, something could have been missed or misunderstood, or the job has changed since the JDQ was prepared. We believe it is appropriate to offer a classification review (i.e. appeal) process following adoption of the new plan to give any employee an opportunity to state why the new job classification is in error.

We recommend that matters subject to the appeal process be limited to errors of classification and exclude any issues of pay plan design or implementation method as those are matters of policy reserved to the County. Our role in the appeal process would be to analyze, evaluate and recommend, with the County having final authority over the decision.

The professional service agreement between the County and our firm anticipates an appeal process, and the fee for such as service was agreed upon at the outset of the project. However, in order to control this expense, we strongly urge the County submit for our review only those appeals which clearly meet the criteria for an appeal.

Other Policy Matters

Other policy matters appearing to require attention—or comment—in the final adoption of the classification and compensation study include:

- Exempt Employee Comp Time
 - It’s important to note that compensatory time (“comp time”) for exempt employees is an exception to common business practice, nor is it typical for public sector employers. Further, there is the possibility for one to fill their comp time bank to the maximum, empty said bank, fill it again, and repeat. While it is doubtful that such extreme situations actually exist, they are possible under the current language.
 - We realize that this matter has been previously discussed by the Board, but it is worth mentioning during the course of this policy review. At the very least, we encourage the County to track aggregate/average usage data and report to the Operations Committee periodically for purposes of monitoring this benefit.
- Tuition Assistance
 - The fact that the County has a tuition assistance program is an advantage in today’s marketplace. With the ongoing and anticipated talent shortages, organizations with a program of this nature are in a position to have a pipeline of talent for future advancement opportunities. Further, with supervisory and management skills being a key element of workplace engagement, requiring formal supervisory training is an easier requirement to enforce with financial assistance available to employees.
- 11 Steps
 - The policies identify 11 steps in several instances. This will need to be revised to align with the proposed structure of 16 steps.
- Definition of Control Point
 - The policies state that “*The control point is the market average wage for that type of work.*” While this would be ideal, the more accurate definition—as explained above—would be: “*The control point is an approximated market rate for the jobs in any given grade.*”

- Merit Pay
 - The policies speak to a “merit” increase above the maximum of the wage structure. However, it is our understanding that no formal program exists for awarding such increases and the extra range was deleted some time ago. It is our experience that a policy without formal definition lends itself to confusion and/or misinterpretation.
- Employee Recruitment Guidelines
 - The fact that the hiring guidelines grant decision-making authority to the department heads and/or the HR Department provides the necessary flexibility to respond to salary negotiations without any unnecessary delays. However, in order to effectively manage all of the elements of the compensation system, we would recommend that all wage offers be approved by HR.
- Employee Retention Guidelines
 - The policy allows for *“the ability to advance employees who are identified as working above average to skip one step per year”*. While the intent of the policy is to reward outstanding employees, there is no formal definition of what it means to be “working above average”.
 - It is our understanding that HR is working on formal competency definitions that will provide examples of what it means to be “Below Average”, “Average”, and “Above Average”. These definitions should provide the appropriate calibration to ensure that those receiving advanced step movement meet the criteria established by the County.
- Wage Plan Review
 - The current policy states: *“In order to stay competitive, the wage plan should be reviewed by the Executive Committee every two years to ensure its effectiveness and verify the plan has kept up with current market values.”*
 - While regular, periodic reviews of the marketplace are essential to maintain competitiveness, a biennial review might not always be necessary. This, of course, is dependent on the economic circumstances affecting the marketplace. We would recommend that the County assess (i.e. discuss) their situation every two years, but a formal market review may range from every two-to-four years.

Ongoing Maintenance

We understand and appreciate the costs associated with a project such as this, and the effect it can have on an organization. With proper care and maintenance, the need for this type of project—a comprehensive review of the entire classification and compensation system—can be minimized. From our experience, employers that treat compensation as a strategic component of its operations typically engage in the following practices:

- Rigorous adherence and discipline as it relates to the underlying assumptions and principles on which the pay plan is developed. In other words, all job changes should be documented and no reclassification requests should be granted unless the job evaluation system indicates as such, or there is a demonstrated market condition that would warrant such an adjustment.
- To that end, we recommend a process where any employee whose duties change substantially over the course of a year could ask for a classification review. In many instances, this coincides with the budget process to allow for the County to plan for any increase in compensation. This differs from a management-initiated reorganization, or new position creation, which could conceivably occur at any point in the year. As noted above, all duties—or changes in duties—should be documented prior to being evaluated.
- Annual review of the pay structure for adjustment based upon market conditions, changes in the cost-of-living, and the County’s ability to pay for any resulting changes in base salary costs. While we

understand that an organization's ability to increase the structure by any significant amount is limited, it is still necessary to adjust ranges periodically to keep up with the labor market and inflation.

- Periodic measurement of benchmark positions to the established marketplace. This is markedly different—and less expensive—than a comprehensive study. Simply stated, this is an evaluation of those jobs that anchored the compensation structure described herein. Such a review provides the assurance needed to maintain market competitiveness, to stay on top of “hot jobs”, and to serve as a “health check” to ensure that the pay plan is functioning as intended
- To the extent that pay is dictated by performance, a solid commitment to funding the performance-based pay. An employee should have a formal evaluation on an annual basis, and any progression through the structure should be predicated on—at a minimum—meeting the expectations of the County. We understand that the public sentiment for “automatic” pay increases is waning. To that end, the focus on employee development is even more important in that the County only retains employees dedicated to furthering the mission of the organization.

CDC is available to provide all of these services to the County. At a minimum, we recommend our clients adopt a regular classification review process utilizing our assistance. The service works with the client submitting revised job documentation for our analysis. We evaluate the responsibilities, rate the job, and recommend a pay grade allocation. Doing so allows the County to maintain an unbiased review of the jobs in question.

Benchmark Jobs (General County)

- Accountant I (Human Services)
- Accountant II (Human Services)
- Accounting Supervisor (Highway)
- Accounting Supervisor (Human Services)
- Accounting Technician (Child Support)
- Administrative Assistant I (Human Services)
- Administrative Assistant II (Child Support)
- Administrative Assistant II (Human Services)
- Assistant IT Director / Network Administrator (IT)
- B1 Register in Probate (Circuit Court)
- Benefits/HRIS Admin (Human Resources)
- Captain - Operations (Sheriff)
- Chief Deputy (Sheriff)
- Chief Deputy Clerk of Courts (Clerk of Courts)
- Child Support Director (Child Support)
- Corp Counsel Lead Legal Administrative Assistant (Corporation Counsel)
- Corporation Counsel (Corporation Counsel)
- Corrections Officer (Sheriff)
- County Conservationist (Land Conservation)
- County Highway Engineer (Highway)
- Court Clerk (Clerk of Courts)
- CS Case Worker (Child Support)
- DA Legal Administrative Assistant (District Attorney)
- Deputy County Clerk (County Clerk)
- Deputy Director of Child Support (Child Support)
- Deputy Finance Director (Finance)
- Deputy Register of Deeds (Register of Deeds)
- Deputy Register of Probate (Circuit Court)
- Deputy Treasurer (Treasurer)
- Deputy Veterans Service Officer (Veterans)
- Dispatch Manager (Dispatch)
- Dispatcher (Dispatch)
- Division Administrator Behavioral Health (Human Services)
- Emergency Management Director (Emergency Management)
- Engineering Tech (Highway)
- Environmental Health Specialist (Health)
- Equipment Operator (Grader) (Highway)
- Executive Assistant (Human Services)
- Facilities Manager (Maintenance)
- Family Services Division Manager (Human Services)
- Family Services Social Worker (Human Services)
- Finance Director (Finance)
- Fiscal Services Division Manager (Human Services)
- Forest Administrator (Parks & Forestry)
- Highway Commissioner (Highway)
- Highway Maintenance Worker (Highway)
- Highway Patrol Superintendent (Highway)
- HR Director (Human Resources)
- HR Generalist (Human Resources)
- HS AODA Counselor (Human Services)
- HS Deputy Director (Human Services)
- HS Director (Human Services)
- HS Economic Support Specialist (Human Services)
- HS Medical Transcriptionist (Human Services)
- IT Director (IT)
- Jail Captain (Sheriff)
- Jail Sergeant (Sheriff)
- Judicial Assistant (Circuit Court)
- Lead Person (Paver) (Highway)
- Legal Administrative Assistant (Circuit Court)
- Legal Secretary (Corporation Counsel)
- Legal Secretary (District Attorney)
- Licensed Mental Health Professional (Human Services)
- Lieutenant (Jail) (Sheriff)
- Lieutenant (Patrol) (Sheriff)
- Maintenance Technician (Maintenance)
- Mechanic (Highway)
- Network Analyst (IT)
- Network Engineer (IT)
- Parks and Forestry Director (Parks & Forestry)
- Parks Maintenance Worker (Parks & Forestry)
- Payroll Coordinator (Finance)
- Program Assistant (Emergency Management)
- Program Assistant (Highway)
- Program Assistant (Human Services)
- Program Assistant (Land Conservation)
- Program Assistant (Maintenance)
- Program Assistant (Planning & Zoning)
- Program Assistant (UW Extension)
- Programmer / Analyst / Web Developer (IT)
- Programmer Analyst (IT)
- Public Health Director (Health)
- Public Health Manager (Health)
- Public Health Nurse (Communicable Disease) (Health)
- Real Property Lister (Treasurer)
- Safety/Risk Specialist (Human Resources)
- Services Support Analyst (IT)
- Shop Superintendent (Highway)
- Social Work Manager (Fam Svcs) (Human Services)
- Systems Technician (IT)
- Veterans Service Officer (Veterans)
- Victim Witness Coord (District Attorney)

Benchmark Jobs (Care Facilities)

- Account Technician (Edgewater)
- Accountant (Edgewater)
- Accountant (Norwood)
- Activities Coordinator (Edgewater)
- Activities Coordinator (Norwood)
- Administrator (Edgewater)
- Administrator (Norwood)
- AP/AR Specialist (Norwood)
- Building Maintenance (Norwood)
- Casual Receptionist (Norwood)
- Certified Dietary Supervisor (Edgewater)
- Client Services Assistant (Norwood)
- Clinical Services Manager (Norwood)
- CNA (Edgewater)
- Congregate Meal Coordinator (Norwood)
- Congregate Meal Driver (Norwood)
- Cook (Edgewater)
- Cook (Norwood)
- Dietary Aide (Edgewater)
- Dietary Aide (Norwood)
- Director of Nursing (Edgewater)
- Director of Nursing (Norwood)
- Food Services Supervisor (Norwood)
- Head Nurse (Norwood)
- Health Information Coordinator (Edgewater)
- Health Information Manager (RHIT) (Norwood)
- Inservice Coordinator (Edgewater)
- Intake Coordinator - Inpatient (Norwood)
- LPN (Edgewater)
- LPN (Norwood)
- Maintenance Lead (Edgewater)
- Maintenance Specialist (Norwood)
- Maintenance Technician (Edgewater)
- Maintenance Technician (Norwood)
- MDS Coordinator (Edgewater)
- Medical Assistant (Norwood)
- Medical Records Editor (Norwood)
- Medication Aide (Edgewater)
- Mental Health Technician (Norwood)
- Nurse Supervisor (Edgewater)
- NW Family Resource Coordinator (Norwood)
- Occupational Therapist (Norwood)
- Patient Accounts Billing Specialist (Edgewater)
- Patient Acct Billing Specialist (Norwood)
- Program Assistant (Norwood)
- Receptionist (Norwood)
- Recreation Therapy Aide (Edgewater)
- Registered Nurse (Edgewater)
- Registered Nurse (LTC) (Norwood)
- Registered Nurse (Psych) (Norwood)
- Scheduler / Payroll Assistant (Norwood)
- Social Services and Admissions Manager (Edgewater)
- Social Worker (Edgewater)
- Social Worker (Norwood)
- Student RT (Edgewater)
- Therapy Assistant (Norwood)