

Scope of Work

CDC Workforce Development Cooperative Agreement

October 1, 2023 – June 30, 2025

Background

The Wisconsin Department of Health Services (DHS), Office of Preparedness and Emergency Health Care (OPEHC) has established the following objectives and deliverables for completion by local and Tribal public health agencies (LTPHAs) during the performance period from October 1, 2023, to June 30, 2025, with the goal of improving Wisconsin local public health staffing capabilities.

Per federal direction and guidance, OPEHC anticipates that LTPHAs will establish, expand, train, and sustain the LTPHA public health workforce to support jurisdictional COVID-19 or other infectious disease outbreak prevention, preparedness, response, and recovery initiatives, including school-based health programs. OPEHC expects LTPHAs to use available funding to recruit, hire, and train personnel to address projected jurisdictional COVID-19 and other infectious disease response needs over the performance period, including hiring personnel to build capacity to address LTPHA public health priorities deriving from COVID-19 and other infectious disease outbreaks.

Scope of Services

Following is a list of allowable and potential employment positions that may be considered, as well as supportive services that may be provided under the WFD grant. This list is not exhaustive; OPEHC encourages recipients to think broadly and target hiring to meet their individual jurisdictional and local needs, as applicable.

WFD activities and expenses may include:

- Costs related to recruiting, hiring, and training of individuals to serve as professional or clinical staff, disease investigation staff, school nurses and school-based health services personnel, program staff, administrative staff, and any other positions as may be required to prevent, prepare for, and respond to COVID-19 or other infectious disease outbreaks. Funding can be used to hire personnel for roles that may range from senior leadership positions to early career or entry-level positions and may include, but are not limited to:
 - Permanent full-time and part-time staff (which may include converting part-time positions to full-time positions during the performance period)
 - Temporary or term-limited staff
 - Fellows
 - Interns
 - Contractors or contracted employees

- Various mechanisms to expand the public health workforce, including forming partnerships with academic institutions, creating internship or fellowship opportunities, and using temporary staffing or employment agencies.
- Equipment and supplies necessary to support the expanded workforce.
- Training and education for new and existing staff on topics such as incident management, health equity issues and working with underserved populations, or other needs identified by the jurisdiction.
- Workforce analyses and gap assessments to inform work plan activities and hiring goals.
- Administrative support services necessary to implement activities funded under this section, including travel and training.

A more detailed list of allowable and unallowable expenses for the WFD grant can be found in [Addendum A: Allowable and Unallowable Expenses for the WFD Grant](#).

DHS reserves the right to reallocate any funding after January 1, 2025, to ensure that all grant funds are spent by the end of the grant period on June 30, 2025.

Budget and Work Plan Requirements

- LTPHAs will continue to use their originally submitted two-year budgets and work plans as a guideline for their grant activities, with an updated timeline of October 1, 2023, through June 30, 2025. Previously submitted and approved budgets can be found on the Partner Communication and Alerting (PCA) Portal. To request access to the PCA Portal, please send an email to: DHSPCAPortal@wi.gov.
- OPEHC allows LTPHAs to move up to 25 percent of their overall approved budget allocation between existing line items (within or between categories) without prior approval. Any change over 25 percent of the approved budget requires prior approval from OPEHC.
- Any budget change involving the addition of a new line item that did not appear in the initial approved budget requires prior approval from OPEHC.
- Any changes to contractors such as identifying a supplier to fill a “to be named” slot on an initial budget, increases to contracted amount(s), or hiring new contractors that are not in the current approved budget will require budget revisions.
- Whether or not a formal budget revision is required, grantees are advised to reflect changes in the semi-annual REDCap reporting mechanism.

Reporting Expectations

Progress reports must be submitted by LTPHAs every six months. Per CDC requirements, LTPHAs must report hiring across the categories of personnel described in the Scope of Services section of this scope of work. Progress reports will also include measured progress against diversity, equity, and inclusion (DEI) metrics determined by OPEHC and CDC. OPEHC will provide individual links to LTPHAs to complete this semi-annual reporting via REDCap survey.

Invoicing Requirements

Funds will be reimbursed through the Grant Enrollment, Application and Reporting System (GEARS) Profile #155812 (local health departments) and 65812 (Tribes). GEARS expenses must be submitted as actual monthly expenses (either paid or incurred), and these expenses must align with the approved budget and the term and conditions of this agreement.

- GEARS Expense Report and Payment Schedule: Grantee must report costs incurred on the [GEARS Expenditure Report Form \(F-00642\)](#) and submit the GEARS Expenditure Report by the 15th of the month via email to the GEARS unit (DHS600RCARS@dhs.wisconsin.gov).
- Final GEARS Expense reports are due no later than August 15, 2025.

GEARS Resources:

- [GEARS Payment Processing schedule](#)
- [GEARS Expenditure Reports guidance](#)

Questions about GEARS expense report(s) should be sent to DHSESBFSCARS@dhs.wisconsin.gov. Include your Agency #, Agency Type, Agency Name, and "OTHER" in the subject line. Please copy DHSCOV19WFDgrant@dhs.wisconsin.gov on the message.

Deadlines and Important Dates

- October 1, 2023 – Start of the extended WFD grant project period
- June 30, 2025 – WFD grant project period ends
- August 15, 2025 – Deadline to submit final GEARS expense reports

Additional Information

It is the responsibility of the grantee to provide this Scope of Work document to appropriate agency staff responsible for programmatic and financial reporting requirements. The grantee is responsible for notifying DHS if there are any changes in contact information at the agency within ten (10) business days.

DHS Program Contact

For any questions regarding this scope of work or the WFD Grant, please email DHSCOV19WFDgrant@dhs.wisconsin.gov.

Addendum A: Allowable and Unallowable Expenses for the WFD Grant

Following is information on what expenses are allowable or unallowable for LTPHAs as part of the WFD grant. This list is not exhaustive. For any questions about the allowability of expenses, DHS staff are happy to provide a review of the item(s) in question. To request a review of expense(s), please email DHSCovid19WFDgrant@dhs.wisconsin.gov.

Recruitment and Hiring

Allowable Recruitment and Hiring Expenses

Funding can be used to hire personnel for roles that may range from senior leadership positions to early career or entry-level positions and may include, but are not limited to:

- Permanent full-time and part-time staff (which may include converting part-time positions to full-time positions during the performance period).
- Temporary or term-limited staff.
- Fellows.
- Interns.
- Contractors or contracted employees.

The costs, including wages and benefits, related to recruiting, hiring, and training of individuals to serve as:

- Professional or clinical staff, including public health physicians and nurses; mental or behavioral health specialists to support workforce and community resilience; social service specialists; vaccinators; or laboratory scientists or technicians.
- Disease investigation staff, including epidemiologists; case investigators; contact tracers; or disease intervention specialists.
- School nurses and school-based health services personnel, including hiring school-based nurses, converting current nurses from part-time to full-time work, increasing hours, increasing nursing salaries or otherwise supporting retention efforts.
- Program staff, including program managers; communications and policy staff; logisticians; planning and exercise specialists; program evaluators; pandemic preparedness and response coordinators to support the current pandemic response or other infectious disease outbreaks and identify lessons learned to help prepare for possible future disease outbreaks; health equity officers or teams; data managers, including informaticians, data scientists, or data entry personnel; translation services; trainers or health educators; or other community health workers.
- Administrative staff, including human resources personnel; fiscal or grant managers; clerical staff; staff to track and report on hiring under this cooperative agreement; or others needed to ensure rapid hiring and procurement of goods and services and other

administrative services associated with successfully managing multiple federal funding streams for the COVID-19 response or other infectious disease outbreak responses.

- Any other positions as may be required to prevent, prepare for, and respond to COVID-19 or other infectious disease outbreaks.

These individuals may be employed by:

- LTPHA governments or their fiscal agents.
- Schools, school boards, school districts, or appropriate entities for providing school-based health care.
- Nonprofit private or public organizations or community-based organizations with demonstrated expertise in implementing public health programs and established relationships with LTPHAs, particularly in medically underserved areas.
- Employment agencies, contracted vendors, or other temporary staffing agencies.

It is allowable to use a variety of mechanisms to expand the public health workforce, including, but not limited to:

- Forming partnerships with academic institutions, creating student internship or fellowship opportunities, and building graduation-to-workforce pipelines.
- Establishing partnerships with schools of public health, technical and administrative schools, and social services and social science programs.
- Using temporary staffing or employment agencies.
- Making subawards or contracts to local schools or school districts to support school nurses and school-based health services.
- Awarding funds to schools of public health or private or public organizations with demonstrated expertise in implementing public health programs in medically underserved communities.

Other allowable recruitment and hiring expenses:

- Stipends for staff to sustain existing public health staff
- Sign-on bonuses

Unallowable Recruitment and Hiring Expenses

- Gift cards
- Lump sum vacation or sick payout for retiring employees

Agency Strategic Planning

Allowable Agency Strategic Planning Expenses

LTPHAs are strongly encouraged to coordinate with the Wisconsin Department of Public Instruction (DPI), as DPI is also receiving an allocation of this grant and implementing a statewide strategy to implement school-based strategies.

Allowable Agency Strategic Planning Expenses include, but are not limited to:

- Conducting agency strategic planning.
- Using recent gap assessments to inform work plan activities and hiring goals. If a gap assessment is not readily available, funds can be used to conduct this activity.
- Using funds to conduct a workforce analysis to determine whether health departments were organized to maximum benefit for the COVID-19 response and how they may want to be reconstituted to prepare for future emergencies.
- Conducting community health assessments.
- Ensuring the systematic collection of information about the activities, characteristics, and outcomes of programs, including COVID-19 pandemic response efforts, to inform current program decisions, improve program effectiveness, and make decisions about future program development.

Training and Travel

Allowable Training and Travel Expenses

- Administrative support services necessary to implement activities funded under this section, including travel and training
- Hotel, per diem, and travel costs (within [state rates](#)) associated with professional development
- Instructor training for Mental Health First Aid
- Organizational memberships to groups such as the Wisconsin Association of Local Health Departments and Boards (WAHLDB) and the National Association of County Health Officials (NACCHO) (individual memberships are usually unallowable)
- Addressing community recovery and resilience needs to respond effectively to the COVID-19 pandemic and other biologic threats, including vaccine-related education
- Training and education for new and existing staff on topics such as incident management training, especially from a public health perspective and integration with emergency management; health equity issues and working with underserved populations; cultural competency; disease investigations; informatics or data management; or other needs identified by the jurisdiction
- Training on incident management or emergency management roles for existing staff in other program areas who may be called upon to support emergency responses
- Developing, training, and equipping response-ready “strike force” teams capable of deploying rapidly to meet emergent needs
- Ensuring a focus on diversity, health equity, and inclusion by delineating goals for hiring and training a diverse work force across all levels who are representative of, and have language competence for, the local communities they serve
- Training on employee engagement, staff retention, leadership development, and emotional intelligence

Unallowable Training and Travel Expenses

- Food (unless the retreat or training activity prohibits staff from breaking to get their own meals, or if the training activity location is too far for staff to leave and get food)
- Travel reimbursement above [state rates](#)

- Individual memberships to groups such as the Wisconsin Public Health Association (WPHA) are usually unallowable, but feel free to contact DHS staff at DHSCOV19WFDgrant@dhs.wisconsin.gov if you have questions

Supplies and Equipment

Allowable Supplies and Equipment Expenses

Supplies and equipment expenses are allowable if they are necessary **to support the expanded workforce** (as long as the expenses are not also included in indirect costs). These expenses may include, but are not limited to:

- Personal protective equipment
- Equipment needed to perform the duties of the position
- Computers
- Cell phones
- Internet costs
- Cybersecurity software
- Equipment purchases to support documented reasonable accommodation requests
- Touchboard screens
- Video conferencing technology
- Reusable vests used to indicate public health staff during response or point-of-dispensing (POD) activities
- Tablecloths and signage for mass immunization clinics, community events, and COVID immunizations
- Quantitative fit testing machines

Supplies and equipment expenses **may be allowable for existing staff when tied to an appropriate justification**, including:

- Supplies or equipment were procured for staff who were hired during the entirety of the WFD grant, from July 1, 2022, through June 30, 2025
- Supplies or equipment were necessary for retaining existing staff
- Previous supplies or equipment were outdated, and updates were necessary for proper functioning that would not otherwise be possible
- Previous supplies or equipment precluded staff from completing job duties
- Supplies or equipment were necessary for positions that require specialized software that won't run or function appropriately on old supplies or equipment

We encourage you to reach out to DHS staff at DHSCOV19WFDgrant@dhs.wisconsin.gov if you have any questions about allowability. Please also be sure to provide your justification information when completing any semi-annual REDCap reporting.

Unallowable Supplies and Equipment Expenses

- Under-the-desk treadmills
- POC lead test machine

- Bike safety supplies such as helmets, safety vests, traffic mirrors, bicycle locks, and pumps
- Staff apparel (except for the specific “reusable vests used to indicate public health staff during response or POD activities” item listed above)
- Outreach “trinkets” or “swag”
- Adult arts and crafts supplies
- Massage chairs
- Microphones and voice amplifiers for community campaign walks
- Microwaves
- Refrigerators
- Wall mounts and televisions (unless specifically approved by DHS staff)

Other

Allowable Other Expenses

- Policy management software
- Electronic health record system
- Subscriptions to Pro Canva for staff to make preparedness-, COVID-19-, or other infectious disease outbreak-related communications items

Unallowable Other Expenses

- Professional headshots for staff
- Contractual costs to paint murals in health departments
- Department vehicle repairs
- Gym memberships

Case-by-Case Other Expenses

Renovations or building projects, including security upgrades