

UNIFIED COMMUNITY SERVICES  
BOARD MEETING MINUTES  
Wednesday, September 20, 2023 6:00 PM  
Grant County Administration Building, County Board Room  
111 S Jefferson Street, Lancaster, Wisconsin 53813

1. CALL TO ORDER: Joan Davis Unified Community Services Board Chair called the meeting to order at 6:00 PM
2. OPEN MEETINGS LAW CERTIFICATION: Ben Biddick verified that meeting notice was sent to six newspapers, including Grant County Herald Independent, and two radio stations in Grant and Iowa Counties; posted in four public locations (two offices of Unified Community Services and both County buildings), and on Grant and Iowa Counties, and Unified Community Services' websites. Notice given that meeting will be conducted in person and via electronic videoconferencing.
3. ROLL CALL: 7 board members attended with 3 vacancies and one excused absence.  
MEMBERS PRESENT: Joan Davis, Carol Beals, Janelle Carroll, Nancy Howard (Zoom), Amy Kite (Zoom), Justin O'Brien (Zoom) and Gary Ranum. Quorum present. MEMBER ABSENT: Mike Tiber (excused). OTHERS PRESENT: Holly Knapp, Ben Biddick, Jessica Munson, Steve Obershaw, Dawn Kendrick, Robert Keeney, Kayzia Teal (Zoom), Mariah Zeier (Zoom), Sydney Pennekamp (Zoom), Tanya White (Zoom).
4. AGENDA: Gary Ranum moved to approve the agenda for today's meeting as printed. Motion seconded by Justin O'Brian, and passed unanimously.
5. MINUTES: Amy Kite moved to approve the minutes for August 16, 2023 meeting as published. Motion seconded by Carol Beals, and passed by members- noting Joan Davis and Janelle Carroll abstained as they were not present at the meeting.
6. INTRODUCTIONS AND PUBLIC COMMENTS: Justin O'Brien requested to know if approval was needed for July 19th Minutes that were included in their packets for this meeting. Holly Knapp advised this was included in their packets for awareness as it was the final draft, no action was needed as the July minutes were approved in August.
7. PAYMENT OF THE BILLS: Report provided by Jessica Munson who reviewed high dollar amounts on the vouchers. Munson plans to continue to work to improve descriptions provided on vouchers for increased clarity for members. Questions about CCOP and Magnolia expenses explained. Motion to accept and pay the bills for August by Janelle Carroll. Motion seconded by Carol Beals and passed unanimously.
8. REPORTS:  
DIRECTORS REPORT: Holly Knapp reviewed Directors Report handout as follows: BUDGET- Large focus on the budget process and integrating to Tyler Munis. Thanks to all our team leaders and especially Jessica Munson for her work on this project. BOARD VACANCIES- Grant County administrative staff taking the lead on recruitment- we thank them for their support in this area. No additional updates at this time. 3 vacancies with plans for two at large vacancies to be filled/appointed in October 3rd and a meeting with a full board participant in the works per Robert Keeney. IMPROVING RELATIONSHIPS WITH COMMUNITY PARTNERS- Meetings with Southwestern Wisconsin Community Action Program, Grant County Sheriff's Department staff, Iowa County Social Services, Grant County Social

Services, Grant County Information Technology to improve relationships, understand systems and increase communication. STATE OPIOID RESPONSE GRANT - Application for second year funding was due 08/28/2023- We will again receive \$434,778 in funding to support a variety of projects that support those struggling with addiction in our communities. Site visit 08/30/2023 to discuss the project done by DHS by zoom- went very well. Will be working with the grant staff to create plan to use unspent funds for the 2022-2023 grant period. RECRUITMENT AND RETENTION- Working to interview and recruit quality staff to fill our last vacancy. In the next week as we make an offer for our last vacant position (outside of Mobile Crisis which is ongoing recruitment) UCS will be fully staffed. Leadership team continues to talk regularly about agency culture, retention and creating healthy communication and logical workflows. TECHNOLOGY- Continuing to work to make our Electronic Health Record work the best for us- regular meetings and a lot of staff time and effort going into this project on many levels. Ensuring that staff have the equipment that they need to do their jobs well and efficiently.

FINANCIAL REPORT: Jessica Munson provided financial report directing the group to statements provided for August 2023 noting at this point Unified Community Services is 66% through the budget year. She noted an increase in total operating revenue of \$215,977 due to improved billing processes. In September Munson looks for revenue to continue to increase. Munson highlighted that certain programs are coming in with higher revenue than anticipate at this time of year, with ADOA revenue being lower than budgeted as it shifts over into CCS revenue due to clients being dually enrolled. Munson noted an increase in CCS contracts in this fiscal year. Munson reported public support state funds are at 54%. Checks received in July and treatment court revenue need to be caught up to date. Munson reports revenue reporting for August is 51.5% of budget. Munson moved on to report on expenses-noting salary and wages are just under 66%. Owned and operated expenses are at 65%. Munson advised of plans to streamline and improve line item cost allocations to ensure accuracy and clarity moving forward. Munson reports that contracted services for CCS are projecting high as services are added to the program. Overall Munson reports expenses are at 66%. As shown currently for August- reporting a deficit of \$861,691.52. Munson advises Unified Community Services received an ACH deposit 09/01/2023 for state reimbursement for July for \$372,580 bringing deficit down to \$489,111.52. Unspecified Fund Balance is at 30% putting Unified Community Services in a good position for end of year. Munson moves on to note that WIMCR has been closed and Unified Community Services is hoping to be notified of reimbursement amount in mid-December which Munson anticipates will make up the remaining deficit as Unified Community Services enters into 2024. Question from Gary Ranum related to CCS - asking that as Unified Community Services has hired staff - if revenue from CCS contracted services will shift to wages and benefits. Munson answered and noted this is very dependent on clients we serve and their needs. Clarity provided that the CCS services that are contracted are for services in the CCS service array Unified Community Services is not able to provide at this time (i.e. mentoring, residential, group home, in home therapy, crisis bed services). Unified Community Services is hoping to expand services in the future although there are some services we will not be able to provide. Gary Ranum noted that it appeared that the revenues for non-contracted CCS services are higher than the contracted services revenue and alternatively the expenditures for CCS contracted services are more than expenditures for non-contracted expenses. Gary Ranum asked if the CCS contracted services expenses are costs we get back. Munson advised that this was correct and explained the CCS reimbursement process and its complexity. She stated that reimbursement is received as a lump sum of revenue and is complex to split out as contracted or non-contracted in individual line items. Gary Ranum noted revenue and expense reports were missing personnel cost and requested additional clarity to be able to equally compare totals in the future. Munson advised that today's report is out of an old accounting system- she anticipates being able to provide better reports in the coming months as Unified Community Services transitions to reporting out of Tyler Munis.

PERSONNEL REPORT: Ben Biddick provided personnel report for August and notes that Unified Community Services filled 4 positions and will be finalizing the last vacant position in the coming weeks

as Unified Community Services becomes fully staffed with the exception of Mobile Crisis positions that are ongoing recruitment. Holly Knapp notes positions filled in the last month are due to shifting vacant administrative and State Opioid Response Grant funded roles. Biddick positively notes new applicants are reporting that they were encouraged to apply for positions at Unified Community Services by current staff. Unified Community Services leadership team expressed excitement about meeting applicants. Discussed the hiring process that is focused on selecting quality candidates that fit well into the current culture and mission of Unified Community Services. Biddick talked about positive morale and culture being felt and gives praise to Unified Community Services staff and the work that they do while balancing many things in their personal lives. Biddick gives additional praise to Emergency Services team in attendance during the meeting tonight. Biddick highlights newly onboarded staff and shares that Unified Community Services continues to focus internally on healthy work place culture and life balance for our employees to continue to retain our quality staff. Biddick reviewed step-adjustments for staff who have been in roles for 6 months and noted two separations – one retirement and one resignation to private sector who had positive things to say about the agency. Biddick encouraged any support in recruiting for quality candidates for mobile crisis staff role. Gary Ranum asked what the requirements are for Mobile Crisis worker applicants. Holly Knapp advised requirements are broad from a licensed Psychiatrist to a non-experienced volunteer per DHS 34 and is not limited but requires 20-60 hours of specific training prior to providing the service. Gary Ranum congratulates Unified Community Services Ben Biddick on recruitment success. Ranum notes that for the last 3 years all he has heard is that there are “no candidates available.” He asks “what has changed?” Biddick advised that since his hire in March (2023) he can speak to internal efforts surrounding values, quality relationships, communication, streamlining systems and ensuring that we have a balance between self-care and service. Ranum notes perhaps “better messaging going out to employee pool” is a factor. Ranum expresses appreciation for what Unified Community Services does for staff when they get on board and asks how we are attracting candidates. Biddick notes word of mouth, improvements in our social media efforts and focused interior work is possibly attracting candidates and we look forward to more growth in this area that goes beyond recruitment. Ranum commends Unified Community Services’ Ben Biddick for his enthusiasm for efforts and advises we appear to be innovative and offers congratulations and excitement. Janelle Carroll joins noting Unified Community Services is very hands-on. Joan Davis asked who manages our website and compliments its appearance as she is looking at it on her cell phone. Biddick advised it is a team effort.

**PERSONNEL COMMITTEE REPORT:** Carol Beals provided report from Personnel Committee meeting held 09/13/2023- Discussed personnel, wage and benefits including 4% ATB wage increase, health insurance premium increase was budgeted for a 9% increase but Grant County received quote from Quartz at an increase of 19.5%- noting Grant County is working with Quartz to bring it down to 15% in addition to getting quotes from other providers and will require Unified Community Services to adjust budget when numbers are final. Beals notes that Grant County pays 87% of health insurance costs. Historically Unified Community Services pays for 92% but will pay 90% in 2024 to be more in line with Grant and Iowa County with plan to continue to get closer to 88% in the coming years. Joan Davis offers commentary that there may be legal requirements that employers can only pay up to 88%- Unified Community Services will look into this. Carol Beals also reviewed approved handbook changes related to employee personal vehicle insurance requirements, the addition of Veteran’s day as a paid holiday and the expansion of bereavement leave to include additional family members. Beals recommends approval of handbook changes at this meeting as well. Gary Ranum asked if the fiscal impact for the discussed personnel and wages were included in the 2024 budget- Holly Knapp advised they are.

**FINANCE COMMITTEE REPORT:** Joan Davis provided report from Finance Committee meeting held 09/13/2023- Advised of the provided 2023 budget, projections and the 2024 budget document noting the Finance Committee motioned to move the proposed 2024 budget to the full Unified Community Services board for approval tonight.

CHAIRMANS REPORT: None.

REPORTS FROM OTHER BOARD MEMBERS: None.

Motion to accept the reports and place them on file by Carol Beals. Motion seconded by Justin O'Brien and passed unanimously.

9. Discussion and possible action regarding to changes of agency handbook.

Handbook changes provided to members in packets for awareness and review. The handbook changes were discussed at and approved by the personnel committee held 09/13/2023 therefore decision made that no further action needed.

10. Discussion and possible action re approval of the proposed 2024 Unified Community Services budget.

Jessica Munson provided highlights of budget for 2024 beginning with revenues. Gary Ranum asked for clarification in the state funds being the same as last year and wanted to know if historical trends are tracked. Munson advised rates are tracked and historically the rate remains approximately the same from year to year. Ranum comments that he is hearing state wide that there is money being put into Mental Health but reports upon his asking of others- no one seems to know where the money is going. Holly Knapp advised there are a variety of funded projects related to the administrative code (DHS 75), crisis infrastructure (hotline and stabilization facilities) and licensure for provider that are happening that will indirectly benefit Unified Community Services in a variety of ways. Ranum comments on tax levy and points that Grant and Iowa County combined only provide 14% of the revenues that Unified Community Services uses noting there is a lot of other funding coming through that counties are not putting in. Holly Knapp notes Unified Community Services hopes to focus on reducing need for dependency on county tax levy in the future as able. Joan Davis asks for clarification on the WIMCR revenue and its increase. Jessica Munson explains WIMCR and advised that the increase is directly related to an increase in overall services in addition to CCS cost reimbursement process.

Jessica Munson moved on to provide highlights of expenses with details related to changes in personnel costs being 71% of overall expenses. Due to internal staffing changes we anticipate a reduction in contracted expenses for certain programs. She notes a state increase in transportation and staff mileage as caseloads increase. Munson shared anticipated expenses related to program supplies, staff development and training, contract expenses for CCS increasing as service array is expanded and there is increased need for services. Gary Ranum had questions about the method and math that was used to calculate the increase in requested tax levy from Grant and Iowa counties for 2024. Jessica Munson provided clarification and offered to provide numbers in more detail as requested. Motion to adopt budget as reviewed and present to the full county board by Gary Ranum. Motion seconded by Justin O'Brien and passed unanimously.

11. Discussion and possible action re: request for allocated costs to be charged to Unified Community Services by Grant County for their Personnel, Financial and Information Technology services. Central Services Cost Allocation Plan for Grant County was provided to members via email prior to meeting- this document is approximately 151 pages and was not printed for members for this reason. Holly Knapp advised of her awareness of the Indirect Cost Allocation process at Grant County and how costs for services Grant County provides in support of Unified Community Services have been more recently discussed as Grant County Information Technology has significantly increased their support provided from 2021 forward. Knapp notes personnel and financial support has been provided to Unified Community Services for as long as most can remember. Additionally, Knapp notes adding complexity to the matter is that over time and several discussions clarity has been gained as to if Unified Community Services operates as a standalone agency or a county department with Grant County viewing Unified Community Services as a county department. Knapp broadly reviewed provided handout re: agenda item #11 to members that was as follows:

09/08/2023 Jessica Munson received call from Grant County asking if we created a budget item in our 2024 budget for costs related to Grant County providing Unified Community Services with personnel, finance and IT services rendered to Unified Community Services. Jessica advised that we did not. Grant County requested we plan to add \$117,000 for Personnel, Financial, and Information Technology services in our 2024 budget and advised the final indirect cost reporting numbers would be ready later next week with a final number.

We have learned- Grant County uses a company (Diversified Services Network) to help Grant County with the indirect cost allocation process. Cost allocations for 2024 are based on data from 2022 and it is typical practice for there to be on a two-year delay. Exactly how the costs are allocated specifically for Unified Community Services may warrant additional discovery/conversation. Please see attached Central Services Cost Allocation Plan for Grant County- that discusses how costs are allocated to each department.

Decision at this time was to not include the \$117,000 ask in our 2024 budget at this time- as this was a large, unexpected ask and our budget was ready for presentation to our board as scheduled meetings in the coming days. We did agree to include an agenda item for the Unified Community Services Board meeting for 09/20/2023 to discuss the request and a plan moving forward.

09/12/2023 Email received from Grant County with final numbers for Diversified Services Network (attached) of \$168,962,88 for personnel and financial services- at this time this did not include an indirect cost allocation for information technology.

09/13/2023 Discussion during Unified Community Services Finance Committee as we presented our budget for them to be aware of the request, the amount and that we would discuss further at Unified Community Services Board Meeting 09/20/2023.

09/14/2023 Requested collaborative meeting with Grant County staff to discuss the indirect cost allocation, learn more and create a plan that we would present to Unified Community Services board 09/20/2023. Those present: Holly Knapp, Jessica Munson, Ben Biddick, Joyce Rolling, Shane Drinkwater, Amanda Degenhardt, Robert Keeney.

The way in which Unified Community Services will be allocated indirect costs for services provided by Grant County related to personnel, finance and information technology has been an ongoing conversation between a variety of people at Unified Community Services and Grant County for some time starting in Fall of 2021 to present as Grant County information technology team has significantly increased support to Unified Community Services. Complicating the matter is how Unified Community Services is to be viewed/treated: as a County Department or a separate Agency. Grant County sees Unified Community Services as a Department. We have since learned that all Grant County departments receive an indirect cost allocation- although most Grant County departments do not have this as a line item in their budget with the exception of ADRC, Social Services and Child Support. These three departments have revenue streams that reimburse their departments for these indirect costs. As a result, they receive an indirect cost allocation in their budget and are able to recoup the funds from the state/grants/other sources to offset cost at typically 100%. ADRC's recouped cost – is not at 100%. ADRC collects what they can and per our understanding of the discussion the remaining balance of the charge is “zeroed” out in the journal entries. After a great discussion about options- it was agreed upon that one option would be for Unified Community Services to be allocated the indirect cost share as calculated by Diversified Services Network (attached) similar to ADRC. Unified Community Services will then work to collect reimbursement for what we can through the state/grants available and WIMCR and any remaining balance would be “zeroed” out either monthly or at year end. It is also Grant County's preference that Iowa County contribute their 33% share of this cost. How this will happen is

unclear- Options presented were - Grant County billing Iowa County directly or Unified Community Services asking Iowa County for the amount in increased tax levy annually. Recommendation made to have a formal conversation with Iowa County to come up with a plan before moving forward.

09/15/2023 Email received from Grant County with final numbers for Diversified Services Network to include personnel, finance and information technology costs for 2022 indirect cost allocation (attached): \$299,671.83

Knapp advised additional discovery and clarity is desired as to how indirect costs are allocated to Unified Community Services specifically. Joan Davis guided discussion. Additional information and clarity provided by Bob Keeney. Bob Keeney notes per reports provided it appears that Unified Community Services has been included in Grant Counties indirect cost allocation plan since 2008 and asks if Unified Community Services has ever seen the charges directly- Jessica Munson advised they have not. Gary Ranum noted the burden of services that are fully funded by tax levy on the county and added that anyway alternative source to offset such costs is ideal. Discussion about Iowa counties role in the process. Joan Davis advised she nor Justin O'Brien can speak to this at this time and believes it warrants additional conversations with their Iowa County Administrator. Knapp requested that Grant County take the lead in connecting with Iowa County and offered to participate as requested. Bob Keeney advised he would be willing to connect with Iowa County. Joan Davis notes Unified Community Services pays rent and asks if other county departments have to pay in this manner. Bob Keeney advises that certain departments pay indirect costs for buildings depending on the age and notes on the buildings and gives additional clarity of other services and cost allocations. Knapp seeking input from the board re recommended next steps. Indirect cost allocation method discussed further and group highlighted that it is important to clarify this method as it relates to Unified Community Services specifically. Bob Keeney notes to also look for opportunity for Unified Community Services to offset indirect costs rendered from Grant County by other revenue. Discussion about this opportunity though WIMCR and CCS reimbursement- Munson notes capacity to offset indirect costs is limited by the state and building lease is a significant indirect cost currently in WIMCR that Unified Community Services currently maximizes opportunity to claim indirect costs in this way. Joan Davis asked if Iowa County provides Unified Community Services with any IT support at their Dodgeville location- Knapp advised that they do not at this time but Iowa County did use grant funds to support internet improvement projects at our Dodgeville location this fiscal year. Joan Davis asked if cost for supplies and making copies is currently in Unified Community Services budget- Munson advised that it was. Steve Obershaw commented that technology can be used to accurately break out costs more specifically to maintenance versus capital projects that can be built in over time. Bob Keeney agrees and notes costs for some capital projects came from Unified Community Services budget while some did not. Bob Keeney notes Grant County has been fiscal agent for Unified Community Services for some time. Knapp advised consideration could be given to changing fiscal agent to Iowa County and explore potential for cost savings. Bob Keeney asks additional questions about Iowa County's Health Insurance plan- clarification and discussion provided by Joan Davis and Jessica Munson. Recommendation by Joan Davis to table further decision regarding the indirect cost allocation process until Iowa County and Grant County have more conversations. Bob Keeney advises he will be meeting with Iowa County Administrator Larry Burke next week about other topics and will bring this up with him. Group agrees with the need to work to further understand and discuss the indirect cost allocations methodology to Unified Community Services. Gary Ranum notes the importance of making sure that the information provided to the company doing the cost allocations is accurate and what they need to provide accurate number and to avoid paying for something twice. Steve Obershaw encourages looking at opportunity for claiming indirect costs with other funding streams as able. Carol Beals recommends that Iowa County and Grant County meet, have further discussions with Unified Community Services and bring updates back to October's Unified Community Services Board meeting. Group consensus was agreement and no additional action taken at this time.

12. ADJOURNMENT and NEXT MEETING: Adjournment pursuant to the next Unified Community Services Board meeting- October 18<sup>th</sup> 2023 at 6:00 PM- Grant County Administration Building, County Board Room. 8:07 PM Janelle Carroll moved to adjourn. Motion seconded by Amy Kite and passed unanimously.

Holly Knapp, Recorder