GRANT COUNTY

Oversight Commission of Unified Community Services

The Oversight Commission of Unified Community Services will meet on Wednesday, September 16, 2026 at 4:00 p.m. in Room 264 in the Grant County Administration Building, 111 S. Jefferson Street, Lancaster, WI 53813.

Join Zoom Meeting
https://co-grant-wi-gov.zoom.us/j/89836240247?pwd=W1G5l1GbpflrePa1pgEFqzlRX9bc89.1

Meeting ID: **898 3624 0247**
Passcode: **108283**
Dial: (312) 626-6799

Consideration will be given and/or action taken on any or all of the following items;

1. Call to Order
2. Certification of compliance with Open Meeting Law
3. Approval of Agenda
4. Approval of Minutes
5. Resolution to Withdraw from the Wisconsin Public Employers' Group Income Continuation Insurance Program
6. Resolution to Withdraw from the Wisconsin Public Employer's Group Life Insurance Program(s)
7. 2027 Budget
8. 2027 Wage Schedule
9. Staff Recruitment Update
10. Adjournment

GRANT COUNTY

Oversight Commission of Unified Community Services
July 14, 2026

The Oversight Commission of Unified Community Services met on Tuesday, July 14, 2026 at 3:00 p.m. at the Administration Building, 111 S. Jefferson Street, Lancaster, WI 53813 in Room 264, Second Floor.

Members present: Robert Keeney, Gary Ranum, Nate Dreckman, John Meyers and Clint Langreck.

Chairman Keeney called the meeting to order at 3:00 p.m. County Clerk Tonya White verified that the meeting was in compliance with the open meeting law, having been posted in the Administration Building, the Courthouse on the Grant and Iowa County websites.

Agenda: Clint Langreck, seconded by Gary Ranum, made a motion to approve the agenda. Motion carried without negative vote.

Minutes: Clint Langreck, seconded by Nate Dreckman, made a motion to approve the minutes from the May 1, 2026 meeting. Motion carried without negative vote.

Discussion and possible action to alter the Finance Manager position to a Finance Director position: The commission discussed ongoing recruitment efforts for the Finance Manager position. Applicants have lacked the level of experience necessary for the position. The Commission discussed modifying the position to allow for a hybrid work arrangement and expanding the recruitment area to attract a larger pool of qualified candidates. Nate Dreckman, seconded by Clint Langreck, made the motion to repost the Finance Manager position, offering a hybrid work arrangement of up to three days a week and expanding the posting area to include the Madison market. Motion carried without negative vote.

Discuss 2026 Budget and options to balance: At the end of the 2024 audit, the fund balance was over $1,000,000. The 2025 audit has not yet been completed. The challenges for 2026 include how WIMCR funds were budgeted, when those funds will be distributed and the need to catch up on billing for services.

Convene to closed session pursuant to Wis. Stat. sec 19.85(1)(c) considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility as it relates to the 6-month evaluation with Interim Agency Director for Unified Community Services: Clint Langreck, seconded by Nate Dreckman, made a motion to convene to closed session. A roll call vote was taken with five (5) Yes, therefore motion carried.

Adjournment: Chairman Keeney adjourned the meeting at 4:48 p.m. Motion carried without negative vote.

Resolution to Withdraw from the Wisconsin Public Employers' Group Income Continuation Insurance Program

Wisconsin Department
of Employee Trust Funds
PO Box 7931
Madison WI 53707-7931
1-877-533-5020 (toll free)
Fax 608-267-4549
etf.wi.gov

Pursuant to the provisions of Section 2.015 of the Income Continuation Insurance (ICI) Plan, the

____________________________ of ____
(Governing Body) (Employer)

resolves to withdraw from participation in the Wisconsin Public Employers' Group Income Continuation Insurance Program effective next January 1, _______.
(year)

I understand that coverage will terminate for all insured participants, who are not disabled under the ICI Plan. I further understand that this Withdrawal Resolution will become effective at the end of the calendar year if the Department of Employee Trust Funds receives it by October 1 of that year.

Certification

I hereby certify that this is a true, correct and complete copy of the resolution passed by the

_____________________________ of the ____________________________________
(Governing Body) (Employer)

on the _____________ day of ____________________________, _________.
(month) (year)

____
Employer Representative Title

____

____
(Address)

ETF Employer Identification Number: 69-036-__________

Resolution to Withdraw from the Wisconsin Public Employer's Group Life Insurance Program(s)

Wisconsin Department
of Employee Trust Funds
PO Box 7931
Madison WI 53707-7931
1-877-533-5020 (toll free)
Fax 608-267-4549
etf.wi.gov

Resolution to withdraw from the following Wisconsin Public Employers' Group Life Insurance Program(s) *(check box(es))*:

- ☐ Basic Group Life Insurance
- ☐ Supplemental Group Life Insurance
- ☐ Additional Group Life Insurance
- ☐ Spouse and Dependent Group Life Insurance

Pursuant to the provisions of Wis. Stat. § 40.70(4), the

______________________________ of ______________________________
Governing body Employer

resolves to withdraw from participation in the Wisconsin Group Life Insurance Program effective on the first of the month after 90 days following the receipt in the office of the Wisconsin Department of Employee Trust Funds.

Certification

I hereby certify that this is a true, correct and complete copy of the resolution

passed by the ______________________________ of the
Governing body

______________________________ on the ______________
(Employer)

day of ____________________ , 20________ .

____
Employer Representative

____
Title

____
Address

____

For ETF use only Effective date of cancellation entered by ETF:

Grant County Budget Committee

2027 Unified Community Services (Fund 603) Budget Review

Budget data through August 31, 2026

Budget Overview

The 2027 Unified Community Services (UCS) proposed budget totals $8,358,503 in expenditures and ($8,358,523) in revenues, an increase of $618,199 (8.0%) in gross expenditures from the 2026 adopted budget. The proposed budget includes ($416,920) of fund balance use. Revenues are shown as credits in the source budget file; this briefing presents them in parentheses.

Budget Measure	2027 Proposed	2026 Budget	Change	% Change
Total expenditures	$8,358,503	$7,740,304	$618,199	8.0%
Total revenues	($8,358,523)	($7,710,304)	($648,219)	8.4%
Fund balance used	$416,920	$0	$416,920	New
2026 YTD expenditures (8/31/26)	$5,178,949	$7,740,304	($2,561,355)	66.9%
2026 YTD revenues (8/31/26)	$4,705,668	$7,710,304	($3,004,636)	61.0%

2026 Year-to-Date Review

Through August 31, 2026, UCS recorded $5,178,949 of expenditures, or 66.9% of the adopted annual expense budget. Revenue receipts totaled $4,705,668, or 61.0% of the annual revenue budget. The YTD percentages should be interpreted by program and revenue cycle because grants, client-service billings, and contracted care costs may not occur evenly throughout the year.

Key 2027 Budget Drivers

- Birth to 3: net program cost rises $289,930 to $723,911, led primarily by productive pay (+$206,296) and health insurance (+$80,174).
- Mental Health: net program cost increases $132,877 to $890,349. Major changes include professional services (+$168,208) and productive pay (+$82,839), partly offset by higher projected WIMCR revenue (+$100,000).
- Administration: net cost decreases $307,672 to $362,140. The proposal reduces professional services by $110,435, productive pay by $58,942, and health insurance by $57,004.
- SOR: net cost increases $106,553 to $101,630, reflecting higher productive pay (+$60,556) and contracted services (+$31,683).
- AODA and CSP: net costs increase $87,619 and $67,167, respectively, reflecting staffing, benefit, and service-revenue assumptions.
- Fund balance: the proposal includes $416,920 of carryover/fund balance as a financing source; the Committee should confirm the planned purpose and remaining reserve level after use.

Program / Funding Summary

Program / Function	2027 Expense	2027 Revenue	2027 Net Cost	2026 Net Cost	Change
Fund-level revenues / levy	$0	($2,899,718)	($2,899,718)	($2,425,955)	($473,763)
Administration	$377,140	($15,000)	$362,140	$669,812	($307,672)
Birth to 3	$1,019,686	($295,775)	$723,911	$433,981	$289,930
CLTS	$1,142,484	($1,176,244)	($33,760)	$23,669	($57,428)
Community Options	$90,000	($90,000)	$0	$0	$0
Emergency Services	$557,301	($230,000)	$327,301	$276,487	$50,814
Mental Health	$1,654,200	($763,851)	$890,349	$757,472	$132,877
AODA	$792,434	($525,925)	$266,509	$178,890	$87,619
CSP	$603,531	($426,000)	$177,531	$110,364	$67,167
CCS	$1,410,489	($1,750,000)	($339,511)	($413,394)	$73,882
Family Care	$423,608	($10)	$423,598	$423,597	$1
SOR	$287,630	($186,000)	$101,630	($4,923)	$106,553

Material Line-Item Changes

Program	Account	2027 Proposed	2026 Budget	Change
Birth to 3	Birth 3 Productive Pay	$592,290	$385,994	$206,296
Mental Health	Mental Hlth Prof Services	$550,000	$381,792	$168,208
Administration	Administration Prof Services	$15,000	$125,435	($110,435)
CLTS	CLTS Productive Pay	$638,020	$546,676	$91,344
Mental Health	Mental Hlth Productive Pay	$770,160	$687,321	$82,839
Birth to 3	Birth 3 Health Insurance	$153,035	$72,861	$80,174
CSP	CSP Productive Pay	$345,470	$266,547	$78,923
CCS	CCS Prof Services	$200,000	$128,770	$71,230
SOR	SOR Productive Pay	$79,130	$18,574	$60,556
Administration	Administration Productive Pay	$196,840	$255,782	($58,942)
Administration	Admin Health Insurance	$44,025	$101,029	($57,004)
CCS	CCS Non Prod Pay	$0	$45,000	($45,000)
Mental Health	Mental Hlth Non Prod Pay	$0	$40,000	($40,000)
Emergency Services	Emerg Serv Productive Pay	$344,160	$304,762	$39,398
Administration	Admin Information Tech Supp	$40,000	$1,000	$39,000

Committee Discussion and Approval Considerations

- Confirm the 2027 staffing and benefit assumptions driving the Birth to 3, Mental Health, CLTS, CSP, AODA, and SOR budgets.
- Review the basis, contract scope, and volume assumptions for Mental Health and CCS professional services.
- Validate revenue projections for CLTS case management, Mental Health WIMCR, CCS public charges, and related third-party collections.
- Review the proposed use of $416,920 in fund balance and identify whether it is dedicated to one-time costs, timing differences, or ongoing operating support.
- Assess whether the 2026 year-to-date trend supports the 2027 budget assumptions, accounting for timing of grant draws, service billing, and contracted care expenses.
- Consider approval of the 2027 UCS budget subject to any revisions identified through the Committee's review.

Detailed Budget Schedule

The following schedule lists the source-budget accounts. Revenue amounts are presented in parentheses.

Type	Program	Account Description	2027 Proposed	2026 Budget	2026 YTD
Revenue	Fund-level revenues / levy	UCS Property Tax Levy	($406,431)	($369,483)	($369,483)
Revenue	Fund-level revenues / levy	UCS Property Tax Levy Iowa Cty	($218,848)	($198,953)	($257,638)
Revenue	Fund-level revenues / levy	UCS State Grants	($1,857,519)	($1,857,519)	($1,803,531)
Revenue	Fund-level revenues / levy	Fund Balance Used (C/O)	($416,920)	$0	$0
Revenue	Administration	Admin Miscellaneous Revenue	($15,000)	($10,000)	($11,372)
Expense	Administration	Administration Productive Pay	$196,840	$255,782	$165,905
Expense	Administration	Administration Overtime	$0	$0	$867
Expense	Administration	Administration Non Prod Pay	$0	$35,000	$48,024
Expense	Administration	Administration Termination Pay	$0	$9,270	$16,414
Expense	Administration	Administration SL Buyback	$50	$1,935	$0
Expense	Administration	Admin Committee Per Diems	$9,150	$9,150	$6,100
Expense	Administration	Administration Social Security	$15,765	$29,357	$17,419
Expense	Administration	Administration Retirement	$14,275	$27,630	$15,467
Expense	Administration	Admin Health Insurance	$44,025	$101,029	$63,686
Expense	Administration	Administration Life Insurance	$65	$327	$331
Expense	Administration	Administration Disability	$460	$1,723	$467
Expense	Administration	Administration AD&D	$10	$50	$10
Expense	Administration	Administration Unemployment	$0	$0	$0
Expense	Administration	Administration Workers Comp	$4,513	$2,500	$3,432
Expense	Administration	Administration Prof Services	$15,000	$125,435	$140,226
Expense	Administration	Admin Water & Sewer	$2,000	$2,157	$976
Expense	Administration	Admin Lights	$9,351	$9,028	$5,723
Expense	Administration	Admin Heat	$6,234	$6,942	$6,848
Expense	Administration	Administration Phone/Internet	$200	$200	$120
Expense	Administration	Admin Supp/Maint Agrmnts	$100	$31	$0
Expense	Administration	Admin Sm Eq Maint/Repair	$500	$500	$113
Expense	Administration	Admin Garbage/Recycling	$3,000	$2,035	$2,035
Expense	Administration	Background Checks	$45	$15	$45

Expense	Administration	Administration Office Supplies	$275	$275	$133
Expense	Administration	Administration Postage	$100	$500	$70
Expense	Administration	Administration Print/Copy	$1,000	$1,100	$416
Expense	Administration	Admin Advertising & Recruiting	$3,500	$3,211	$3,198
Expense	Administration	Administration Mileage/Travel	$3,000	$5,000	$2,241
Expense	Administration	Admin Reg/Fees/Tuit	$5,000	$17,000	$5,162
Expense	Administration	Admin Operating Supplies	$1,250	$1,250	$663
Expense	Administration	Admin Janitorial Supplies/Serv	$250	$6,964	$161
Expense	Administration	Administration Other Expense	$500	$250	$0
Expense	Administration	Admin Information Tech Supp	$40,000	$1,000	$0
Expense	Administration	Administration Property Ins	$681	$23,165	$413
Expense	Administration	Administration Bldg Rent/Lease	$0	$0	$0
Expense	Administration	Admin Cap Outlay Furn/Equi	$0	$0	$0
Expense	Administration	County Indirect Expense Alloc	$0	$0	$0
Revenue	Birth to 3	Birth 3 State Grants	($145,775)	($145,775)	($155,451)
Revenue	Birth to 3	Birth 3 Case Management Rev	($60,000)	($60,000)	($46,434)
Revenue	Birth to 3	Birth 3 Revs Recd via Collect	($15,000)	$0	($4,174)
Revenue	Birth to 3	Birth 3 WIMCR	($50,000)	($48,000)	$0
Revenue	Birth to 3	Birth 3 Res/Recov	($15,000)	($5,000)	($28,155)
Revenue	Birth to 3	Birth 3 Miscellaneous Revenue	($10,000)	($45,000)	($2,630)
Expense	Birth to 3	Birth 3 Productive Pay	$592,290	$385,994	$279,934
Expense	Birth to 3	Birth 3 Non Prod Pay	$0	$35,000	$55,241
Expense	Birth to 3	Birth 3 Termination Pay	$0	$0	$51
Expense	Birth to 3	Birth 3 SL Buyback	$2,285	$938	$0
Expense	Birth to 3	Birth 3 Social Security	$45,490	$31,467	$24,656
Expense	Birth to 3	Birth 3 Retirement	$40,875	$27,843	$22,885
Expense	Birth to 3	Birth 3 Health Insurance	$153,035	$72,861	$72,624
Expense	Birth to 3	Birth 3 Life Insurance	$215	$769	$572
Expense	Birth to 3	Birth 3 Disability	$1,315	$783	$731
Expense	Birth to 3	Birth 3 AD&D	$25	$18	$16
Expense	Birth to 3	Birth 3 Prof Services	$120,000	$109,902	$125,532
Expense	Birth to 3	Birth 3 Water & Sewer	$0	$375	$108
Expense	Birth to 3	Birth 3 Lights	$1,512	$1,459	$1,693
Expense	Birth to 3	Birth 3 Heat	$1,008	$480	$412
Expense	Birth to 3	Birth 3 Phone/Internet	$2,750	$2,750	$2,095
Expense	Birth to 3	Birth 3 Supp/Maint Agrmnts	$4,500	$4,458	$4,458
Expense	Birth to 3	Birth 3 Sm Eq Maint/Repair	$0	$0	$0
Expense	Birth to 3	Birth 3 Garbage/Recycling	$0	$24	$24
Expense	Birth to 3	Background Checks	$15	$15	$15
Expense	Birth to 3	Birth 3 Office Supplies	$100	$400	$6
Expense	Birth to 3	Birth 3 Postage	$500	$1,200	$174
Expense	Birth to 3	Birth 3 Print/Copy	$800	$700	$657
Expense	Birth to 3	Birth 3 Advertising/Recruit	$100	$100	$42
Expense	Birth to 3	Birth 3 Mileage/Travel	$2,500	$3,500	$999
Expense	Birth to 3	Birth 3 Reg/Fees/Tuit	$2,000	$2,600	$776
Expense	Birth to 3	Birth 3 Client Transportation	$35,000	$37,000	$20,422
Expense	Birth to 3	Birth 3 Operating Supplies	$1,000	$3,485	$688
Expense	Birth to 3	Birth 3 Other Expense	$500	$1,000	$345
Expense	Birth to 3	Birth 3 Information Tech Supp	$0	$650	$0
Expense	Birth to 3	Birth 3 Property Ins	$309	$421	$187
Expense	Birth to 3	Birth 3 Bldg Rent/Lease	$11,563	$11,563	$7,709
Revenue	CLTS	CLTS State Grants	($185,244)	($185,244)	$0
Revenue	CLTS	CLTS PublicChgsforServ	($90,000)	($5,000)	($59,248)
Revenue	CLTS	CLTS Case Management Revenue	($800,000)	($700,000)	($421,306)
Revenue	CLTS	CLTS Private Pay	($1,000)	($1,000)	($2,445)
Revenue	CLTS	CLTS Fees for Serv	($90,000)	($90,000)	($63,675)
Revenue	CLTS	CLTS Miscellaneous Revenue	($10,000)	($500)	($23,331)
Expense	CLTS	CLTS Productive Pay	$638,020	$546,676	$264,849
Expense	CLTS	CLTS Overtime	$0	$0	$0
Expense	CLTS	CLTS Non Prod Pay	$0	$26,000	$25,853
Expense	CLTS	CLTS SL Buyback	$1,735	$1,682	$0
Expense	CLTS	CLTS Committee Per Diems	$0	$0	$0
Expense	CLTS	CLTS Social Security	$48,945	$44,775	$20,707
Expense	CLTS	CLTS Retirement	$46,385	$42,142	$20,931
Expense	CLTS	CLTS Health Insurance	$240,240	$208,123	$90,905
Expense	CLTS	CLTS Life Insurance	$290	$698	$412
Expense	CLTS	CLTS Disability	$1,490	$1,468	$672
Expense	CLTS	CLTS AD&D	$35	$46	$17
Expense	CLTS	CLTS Prof Services	$120,000	$90,000	$82,073
Expense	CLTS	CLTS Water & Sewer	$0	$395	$96
Expense	CLTS	CLTS Lights	$1,472	$2,421	$1,642
Expense	CLTS	CLTS Heat	$981	$467	$377
Expense	CLTS	CLTS Phone/Internet	$3,000	$3,000	$1,907
Expense	CLTS	CLTS Sm Eq Maint/Repair	$0	$0	$0
Expense	CLTS	CLTS Garbage/Recycling	$50	$18	$18
Expense	CLTS	Background Checks	$60	$60	$60

Expense	CLTS	CLTS Office Supplies	$50	$50	$18
Expense	CLTS	CLTS Postage	$250	$1,000	$134
Expense	CLTS	CLTS Print/Copy	$750	$750	$546
Expense	CLTS	CLTS Advertising & Recruiting	$200	$100	$38
Expense	CLTS	CLTS Mileage/Travel	$750	$750	$325
Expense	CLTS	CLTS Reg/Fees/Tuit	$2,000	$4,000	$1,031
Expense	CLTS	CLTS Client Transportation	$20,000	$20,000	$10,687
Expense	CLTS	CLTS Operating Supplies	$2,000	$400	$48,990
Expense	CLTS	CLTS Other Expense	$0	$0	$0
Expense	CLTS	CLTS Information Tech Supplies	$3,000	$620	$0
Expense	CLTS	CLTS Property Ins	$781	$632	$474
Expense	CLTS	CLTS Bldg Rent/Lease	$10,000	$9,041	$6,028
Expense	CLTS	Capital Outlay - Furn & Equip	$0	$100	$100
Revenue	Community Options	Community Options State Grants	($90,000)	($90,000)	($65,585)
Expense	Community Options	Community Options Prof Serv	$90,000	$90,000	$76,146
Revenue	Emergency Services	Emerg Serv Commericial Ins Rev	($70,000)	$0	($45,575)
Revenue	Emergency Services	WIMCR Revenue	($150,000)	($150,000)	$0
Revenue	Emergency Services	Emerg Serv Misc Rev	($10,000)	($120,000)	($8,494)
Expense	Emergency Services	Emerg Serv Productive Pay	$344,160	$304,762	$165,492
Expense	Emergency Services	Emerg Serv Non Prod Pay	$0	$6,000	$16,876
Expense	Emergency Services	Emerg Serv Committee Per Diems	$0	$0	$0
Expense	Emergency Services	Emerg Serv Social Security	$26,330	$24,554	$13,728
Expense	Emergency Services	Emerg Serv Retirement	$24,325	$21,129	$11,425
Expense	Emergency Services	Emerg Serv Health Insurance	$28,495	$66,772	$12,633
Expense	Emergency Services	Emerg Serv Life Insurance	$135	$319	$216
Expense	Emergency Services	Emerg Serv Disability	$785	$676	$358
Expense	Emergency Services	Emerg Serv AD&D	$15	$18	$7
Expense	Emergency Services	Emerg Serv Prof Services	$38,000	$35,574	$30,832
Expense	Emergency Services	Emerg Serv Mobile Crisis	$0	$0	$0
Expense	Emergency Services	Emerg Serv 24/7 Phone Serv	$80,000	$69,010	$44,703
Expense	Emergency Services	Emerg Serv Water & Sewer	$0	$214	$64
Expense	Emergency Services	Emerg Serv Lights	$375	$362	$284
Expense	Emergency Services	Emerg Serv Heat	$250	$90	$75
Expense	Emergency Services	Emerg Serv Phone/Internet	$3,250	$3,250	$2,208
Expense	Emergency Services	Emerg Serv Supp/Maint Agrmnts	$0	$27	$0
Expense	Emergency Services	Emerg Serv Sm Eq Maint/Rep	$0	$0	$0
Expense	Emergency Services	Emerg Serv Garbage/Recycling	$50	$12	$12
Expense	Emergency Services	Background Checks	$15	$15	$15
Expense	Emergency Services	Emerg Serv Office Supplies	$100	$100	$43
Expense	Emergency Services	Emerg Serv Postage	$100	$686	$94
Expense	Emergency Services	Emerg Serv Print/Copy	$500	$500	$234
Expense	Emergency Services	Emerg Serv Advertising/Recruit	$200	$500	$469
Expense	Emergency Services	Emerg Serv Mileage/Travel	$1,500	$1,549	$1,549
Expense	Emergency Services	Emerg Serv Reg/Fees/Tuit	$500	$1,500	$412
Expense	Emergency Services	Emerg Serv Client Transportat	$1,000	$1,000	$808
Expense	Emergency Services	Emerg Serv Operating Supp	$200	$350	$37
Expense	Emergency Services	Emerg Serv Other Expense	$0	$0	$0
Expense	Emergency Services	Emerg Serv IT Supplies	$0	$700	$0
Expense	Emergency Services	Emerg Serv Property Ins	$417	$337	$253
Expense	Emergency Services	Emerg Serv Bldg Rent/Lease	$6,600	$6,480	$4,320
Revenue	Mental Health	Mental Hlth State Grants	($274,851)	($274,851)	($137,430)
Revenue	Mental Health	Mental Hlth Instnl Care	($50,000)	($50,000)	$0
Revenue	Mental Health	MH MH Care	($15,000)	($17,925)	($6,535)
Revenue	Mental Health	Mental Hlth Medicare Revenue	($25,000)	($15,603)	($18,296)
Revenue	Mental Health	Mental Hlth Medicaid Revenue	($80,000)	($67,118)	($58,085)
Revenue	Mental Health	MH Revenue Recd via Collection	($2,500)	($5,000)	$0
Revenue	Mental Health	MH Commericial Insurance Rev	($25,000)	($20,000)	($22,043)
Revenue	Mental Health	Mental Hlth WIMCR Revenue	($250,000)	($150,000)	$0
Revenue	Mental Health	Mental Hlth Private Pay	($40,000)	($65,000)	($20,882)
Revenue	Mental Health	Mental Hlth Fees for Serv	($1,500)	($2,500)	($346)
Revenue	Mental Health	MH Miscellaneous Revenue	$0	($5,000)	$0
Expense	Mental Health	Mental Hlth Productive Pay	$770,160	$687,321	$400,309
Expense	Mental Health	Mental Hlth Non Prod Pay	$0	$40,000	$58,345
Expense	Mental Health	Mental Hlth SL Buyback	$1,530	$12,894	$0
Expense	Mental Health	Mental Hlth Social Security	$59,035	$56,755	$33,282
Expense	Mental Health	Mental Hlth Retirement	$54,890	$52,408	$32,440
Expense	Mental Health	Mental Hlth Health Insurance	$179,055	$153,944	$87,069
Expense	Mental Health	Mental Hlth Life Insurance	$280	$1,708	$1,405
Expense	Mental Health	Mental Hlth Disability	$1,765	$1,643	$1,032
Expense	Mental Health	Mental Hlth AD&D	$35	$32	$20
Expense	Mental Health	Mental Hlth Prof Services	$550,000	$381,792	$347,385
Expense	Mental Health	Mental Hlth Assessments	$0	$0	$0
Expense	Mental Health	MH Water & Sewer	$0	$239	$101
Expense	Mental Health	MH Lights	$495	$528	$486
Expense	Mental Health	MH Heat	$330	$212	$161
Expense	Mental Health	Mental Hlth Phone/Internet	$2,500	$2,500	$1,241

Expense	Mental Health	MH Supp/Maint Agrmnts	$3,500	$3,364	$3,328
Expense	Mental Health	MH Sm Eq Maint/Repair	$0	$0	$0
Expense	Mental Health	MH Garbage/Recycling	$50	$26	$26
Expense	Mental Health	Mental Hlth Office Supplies	$100	$500	$7
Expense	Mental Health	Mental Hlth Postage	$500	$1,700	$193
Expense	Mental Health	Mental Hlth Print/Copy	$800	$1,200	$510
Expense	Mental Health	MH Advertising & Recruiting	$100	$100	$62
Expense	Mental Health	Mental Hlth Mileage/Travel	$5,000	$7,500	$3,024
Expense	Mental Health	MH Reg/Fees/Tuit	$6,000	$6,580	$2,506
Expense	Mental Health	MH Client Transportation	$1,000	$1,000	$817
Expense	Mental Health	MH Operating Supplies	$1,000	$1,250	$775
Expense	Mental Health	Mental Hlth Medical Supp/Drugs	$100	$100	$0
Expense	Mental Health	Mental Hlth Other Expense	$1,250	$1,250	$518
Expense	Mental Health	MH Information Tech Supplies	$100	$640	$35
Expense	Mental Health	Mental Hlth Property Ins	$625	$506	$379
Expense	Mental Health	Mental Hlth Bldg Rent/Lease	$14,000	$12,776	$8,517
Revenue	AODA	AODA State Grants	($189,425)	($138,000)	($189,425)
Revenue	AODA	AODA OMVI Surcharge	($70,000)	($82,000)	($37,611)
Revenue	AODA	AODA Trmt Crt Grant Cnty	($25,000)	($35,000)	($14,821)
Revenue	AODA	AODA Trmt Crt Iowa Cnty	($25,000)	($25,000)	($11,366)
Revenue	AODA	AODA Medicare Revenue	($10,000)	($10,000)	($3,000)
Revenue	AODA	AODA Medicaid Revenue	($65,000)	($65,000)	($37,904)
Revenue	AODA	AODA Revs Recd via Collections	$0	($5,000)	$0
Revenue	AODA	AODA Commericial Insurance Rev	($15,000)	($40,000)	($11,246)
Revenue	AODA	AODA WIMCR	($25,000)	($25,000)	$0
Revenue	AODA	AODA Private Pay	($100,000)	($140,000)	($60,484)
Revenue	AODA	AODA Fees for Serv	($500)	($2,500)	($156)
Revenue	AODA	AODA Miscellaneous Revenue	($1,000)	($10,000)	($70)
Expense	AODA	AODA Productive Pay	$470,650	$446,153	$228,320
Expense	AODA	AODA Overtime	$0	$0	$0
Expense	AODA	AODA Non Prod Pay	$0	$20,000	$27,440
Expense	AODA	AODA Termination Pay	$0	$0	$8,249
Expense	AODA	AODA SL Buyback	$75	$0	$0
Expense	AODA	AODA Social Security	$36,015	$35,778	$18,932
Expense	AODA	AODA Retirement	$34,130	$31,602	$17,303
Expense	AODA	AODA Health Insurance	$160,865	$138,644	$60,438
Expense	AODA	AODA Life Insurance	$195	$1,708	$1,225
Expense	AODA	AODA Disability	$1,100	$945	$556
Expense	AODA	AODA AD&D	$25	$32	$14
Expense	AODA	AODA Prof Services	$50,000	$32,339	$31,912
Expense	AODA	AODA Assessments	$0	$0	$0
Expense	AODA	AODA Water & Sewer	$0	$219	$111
Expense	AODA	AODA Lights	$586	$566	$529
Expense	AODA	AODA Heat	$391	$234	$195
Expense	AODA	AODA Phone/Internet	$3,500	$2,488	$2,488
Expense	AODA	AODA Supp/Maint Agrmnts	$4,500	$4,607	$4,574
Expense	AODA	AODA Sm Eq Maint/Repair	$0	$0	$0
Expense	AODA	AODA Garbage/Recycling	$50	$32	$32
Expense	AODA	Background Checks	$15	$30	$30
Expense	AODA	AODA Office Supplies	$200	$500	$23
Expense	AODA	AODA Postage	$400	$1,000	$232
Expense	AODA	AODA Print/Copy	$1,000	$1,200	$617
Expense	AODA	AODA Advertising & Recruiting	$800	$825	$821
Expense	AODA	AODA Mileage/Travel	$500	$583	$583
Expense	AODA	AODA Reg/Fees/Tuit	$2,000	$3,035	$2,730
Expense	AODA	AODA Client Transportation	$4,000	$500	$493
Expense	AODA	AODA Operating Supplies	$500	$500	$482
Expense	AODA	AODA Other Expense	$3,000	$16,575	$2,159
Expense	AODA	AODA Information Tech Supplies	$0	$310	$0
Expense	AODA	AODA Property Ins	$938	$759	$569
Expense	AODA	AODA Bldg Rent/Lease	$17,000	$15,226	$10,151
Revenue	CSP	CSP PublicChgsforServ	($5,000)	$0	($3,059)
Revenue	CSP	CSP Case Management Revenue	($170,000)	($175,000)	($98,470)
Revenue	CSP	CSP WIMCR Revenue	($250,000)	($198,750)	$0
Revenue	CSP	CSP Miscellaneous Revenue	($1,000)	($7,000)	($207)
Expense	CSP	CSP Productive Pay	$345,470	$266,547	$160,743
Expense	CSP	CSP Non Prod Pay	$0	$15,000	$27,007
Expense	CSP	CSP Termination Pay	$0	$0	$0
Expense	CSP	CSP SL Buyback	$1,950	$2,256	$0
Expense	CSP	CSP Social Security	$26,580	$21,749	$13,745
Expense	CSP	CSP Retirement	$25,190	$20,470	$13,521
Expense	CSP	CSP Health Insurance	$89,325	$67,755	$40,065
Expense	CSP	CSP Life Insurance	$125	$839	$681
Expense	CSP	CSP Disability	$805	$481	$439
Expense	CSP	CSP AD&D	$15	$14	$8
Expense	CSP	CSP Prof Services	$60,000	$43,300	$53,026

Expense	CSP	CSP Water & Sewer	$0	$115	$59
Expense	CSP	CSP Lights	$319	$308	$240
Expense	CSP	CSP Heat	$213	$96	$76
Expense	CSP	CSP Phone/Internet	$2,750	$2,750	$1,386
Expense	CSP	CSP Supp/Maint Agrmnts	$1,200	$1,108	$1,090
Expense	CSP	CSP Sm Eq Maint/Repair	$0	$0	$0
Expense	CSP	CSP Garbage/Recycling	$25	$12	$12
Expense	CSP	CSP Office Supplies	$100	$250	$3
Expense	CSP	CSP Postage	$500	$750	$98
Expense	CSP	CSP Print/Copy	$500	$750	$238
Expense	CSP	CSP Advertising & Recruiting	$100	$100	$26
Expense	CSP	CSP Mileage/Travel	$500	$1,000	$31
Expense	CSP	CSP Reg/Fees/Tuit	$500	$500	$336
Expense	CSP	CSP Client Transportation	$37,000	$37,000	$23,289
Expense	CSP	CSP Operating Supplies	$500	$500	$333
Expense	CSP	CSP Other Expense	$0	$0	$0
Expense	CSP	CSP Information Tech Supplies	$2,000	$250	$125
Expense	CSP	CSP Property Ins	$365	$295	$221
Expense	CSP	CSP Bldg Rent/Lease	$7,500	$6,919	$4,612
Revenue	CCS	CCS PublicChgsforServ	($1,200,000)	($1,300,000)	($605,537)
Revenue	CCS	CCS WIMCR Revenue	($550,000)	($511,472)	$0
Revenue	CCS	CCS Fees for Serv	$0	$0	($156)
Revenue	CCS	CCS Miscellaneous Revenue	$0	($100)	$0
Expense	CCS	CCS Productive Pay	$753,700	$756,455	$389,625
Expense	CCS	CCS Non Prod Pay	$0	$45,000	$48,174
Expense	CCS	CCS Termination Pay	$0	$5,131	$6,746
Expense	CCS	CCS Social Security	$57,660	$62,534	$30,962
Expense	CCS	CCS Retirement	$54,645	$58,856	$31,519
Expense	CCS	CCS Health Insurance	$241,425	$237,445	$134,365
Expense	CCS	CCS Life Insurance	$310	$927	$755
Expense	CCS	CCS Disability	$1,765	$1,684	$1,024
Expense	CCS	CCS AD&D	$40	$50	$24
Expense	CCS	CCS Prof Services	$200,000	$128,770	$128,164
Expense	CCS	CCS Water & Sewer	$0	$300	$126
Expense	CCS	CCS Lights	$891	$855	$612
Expense	CCS	CCS Heat	$594	$318	$230
Expense	CCS	CCS Phone/Internet	$7,500	$7,500	$4,509
Expense	CCS	CCS Supp/Maint Agrmnts	$3,500	$3,520	$3,484
Expense	CCS	CCS Sm Eq Maint/Repair	$250	$500	$0
Expense	CCS	CCS Garbage/Recycling	$50	$38	$38
Expense	CCS	Background Checks	$15	$15	$15
Expense	CCS	CCS Office Supplies	$250	$500	$9
Expense	CCS	CCS Postage	$500	$1,500	$272
Expense	CCS	CCS Print/Copy	$1,500	$1,500	$730
Expense	CCS	CCS Advertising & Recruiting	$100	$100	$68
Expense	CCS	CCS Mileage/Travel	$5,000	$5,000	$1,444
Expense	CCS	CCS Reg/Fees/Tuit	$4,000	$5,500	$1,043
Expense	CCS	CCS Client Transportation	$55,000	$54,000	$34,166
Expense	CCS	CCS Operating Supplies	$500	$1,000	$444
Expense	CCS	CCS Other Expense	$200	$200	$103
Expense	CCS	CCS Information Tech Supplies	$2,000	$300	$0
Expense	CCS	CCS Property Ins	$1,094	$885	$664
Expense	CCS	CCS Bldg Rent/Lease	$18,000	$17,795	$11,863
Revenue	Family Care	Family Care Int On Investments	($10)	($11)	($11)
Expense	Family Care	Family Care Prof Services	$423,608	$423,608	$423,585
Revenue	Client Use Donations	Client Use Donations	$0	$0	$0
Revenue	SOR	SOR State Grants	($186,000)	($186,000)	$0
Expense	SOR	SOR Productive Pay	$79,130	$18,574	$31,866
Expense	SOR	SOR Social Security	$6,050	$1,500	$2,208
Expense	SOR	SOR Retirement	$4,015	$1,547	$2,294
Expense	SOR	SOR Health Insurance	$12,275	$5,081	$7,603
Expense	SOR	SOR Life Insurance	$25	$10	$12
Expense	SOR	SOR Disability	$130	$46	$67
Expense	SOR	SOR AD&D	$5	$2	$2
Expense	SOR	SOR Prof/Contracted Srv	$186,000	$154,317	$41,642
Expense	SOR	SOR Mileage & Travel	$0	$0	$0
Expense	SOR	SOR Reg, Fees, & Tuition	$0	$0	$0

Account Ty	Fund	Organization	Object	Account Description	2027 Proposed Bud	2026 Budget	2026 YTD Actuals	2025 Budget	2025 Actuals	2024 Budget	2024 Actuals
Revenue	603	60390000	411100	UCS Property Tax Levy	(406,431.00)	(369,483.00)	(369,483.00)	(929,974.00)	(929,974.00)	(647,962.00)	(647,962.00)
Revenue	603	60390000	411110	UCS Property Tax Levy Iowa Cty	(218,848.00)	(198,953.00)	(257,638.50)	(443,518.00)	(313,518.00)	(304,924.00)	(304,924.00)
Revenue	603	60390000	435600	UCS State Grants	(1,857,519.00)	(1,857,519.00)	(1,803,531.00)	(1,857,519.00)	(1,857,519.00)	(2,894,535.00)	(1,944,217.00)
Revenue	603	60390000	493000	Fund Balance Used (C/O)	(416,920.21)	-	-	-	-	-	-
Revenue	603	60390001	480100	Admin Miscellaneous Revenue	(15,000.00)	(10,000.00)	(11,371.72)	(15,000.00)	33,944.46	(45,020.00)	(110,594.48)
Revenue	603	60390002	435600	Birth 3 State Grants	(145,775.00)	(145,775.00)	(155,451.00)	(145,775.00)	(146,121.00)	-	(146,121.00)
Revenue	603	60390002	465500	Birth 3 Case Management Rev	(60,000.00)	(60,000.00)	(46,434.07)	(200,000.00)	(105,218.35)	(115,000.00)	(49,644.01)
Revenue	603	60390002	465900	Birth 3 Revs Recd via Collect	(15,000.00)	-	(4,173.74)	-	-	-	-
Revenue	603	60390002	465911	Birth 3 WIMCR	(50,000.00)	(48,000.00)	-	-	(44,485.97)	-	(38,302.00)
Revenue	603	60390002	466100	Birth 3 Res/Recov	(15,000.00)	(5,000.00)	(28,155.04)	(10,000.00)	(1,680.12)	-	(3,905.61)
Revenue	603	60390002	480100	Birth 3 Miscellaneous Revenue	(10,000.00)	(45,000.00)	(2,629.51)	(20,000.00)	(11,936.77)	-	0.43
Revenue	603	60390003	435600	CLTS State Grants	(185,244.00)	(185,244.00)	-	(53,000.00)	(200,678.00)	-	(176,772.00)
Revenue	603	60390003	465100	CLTS PublicChgsforServ	(90,000.00)	(5,000.00)	(59,248.35)	(90,000.00)	(2,975.82)	-	(443.76)
Revenue	603	60390003	465500	CLTS Case Management Revenue	(800,000.00)	(700,000.00)	(421,305.59)	(600,000.00)	(796,070.49)	(306,200.00)	(479,537.15)
Revenue	603	60390003	465913	CLTS Private Pay	(1,000.00)	(1,000.00)	(2,444.80)	-	(1,139.56)	-	(1,762.55)
Revenue	603	60390003	466000	CLTS Fees for Serv	(90,000.00)	(90,000.00)	(63,675.03)	(5,000.00)	(100,868.38)	(60,000.00)	(8,183.20)
Revenue	603	60390003	480100	CLTS Miscellaneous Revenue	(10,000.00)	(500.00)	(23,331.05)	(1,000.00)	(30.62)	-	(269.22)
Revenue	603	60390004	435600	Community Options State Grants	(90,000.00)	(90,000.00)	(65,585.00)	(45,000.00)	(106,911.00)	-	(51,265.00)
Revenue	603	60390005	465901	Emerg Serv Commericial Ins Rev	(70,000.00)	-	(45,575.22)	(180,000.00)	(141,540.60)	(167,500.00)	(98,678.00)
Revenue	603	60390005	465911	WIMCR Revenue	(150,000.00)	(150,000.00)	-	(150,000.00)	-	-	-
Revenue	603	60390005	480100	Emerg Serv Misc Rev	(10,000.00)	(120,000.00)	(8,494.00)	(2,000.00)	(0.23)	-	(51.51)
Revenue	603	60390006	435600	Mental Hlth State Grants	(274,851.00)	(274,851.00)	(137,430.00)	(274,851.00)	(274,851.00)	-	(251,956.00)
Revenue	603	60390006	465200	Mental Hlth Instnl Care	(50,000.00)	(50,000.00)	-	(30,000.00)	-	-	-
Revenue	603	60390006	465330	MH MH Care	(15,000.00)	(17,925.00)	(6,535.00)	(17,500.00)	(15,684.00)	-	(14,403.00)
Revenue	603	60390006	465501	Mental Hlth Medicare Revenue	(25,000.00)	(15,603.00)	(18,296.02)	(40,000.00)	(23,892.93)	-	(13,974.89)
Revenue	603	60390006	465502	Mental Hlth Medicaid Revenue	(80,000.00)	(67,118.00)	(58,084.87)	(95,000.00)	(77,320.45)	-	(59,152.32)
Revenue	603	60390006	465900	MH Revenue Recd via Collection	(2,500.00)	(5,000.00)	-	(5,000.00)	(3,207.02)	(12,000.00)	(4,164.54)
Revenue	603	60390006	465901	MH Commericial Insurance Rev	(25,000.00)	(20,000.00)	(22,043.11)	(65,000.00)	(2,576.69)	-	(14,632.13)
Revenue	603	60390006	465911	Mental Hlth WIMCR Revenue	(250,000.00)	(150,000.00)	-	(250,000.00)	(0.14)	-	(116.00)
Revenue	603	60390006	465913	Mental Hlth Private Pay	(40,000.00)	(65,000.00)	(20,881.62)	(20,000.00)	(71,431.15)	(235,000.00)	(30,486.43)
Revenue	603	60390006	466000	Mental Hlth Fees for Serv	(1,500.00)	(2,500.00)	(345.90)	-	(1,313.32)	(55,000.00)	(416.00)
Revenue	603	60390006	480100	MH Miscellaneous Revenue	-	(5,000.00)	-	(5,000.00)	-	(5,000.00)	(744.65)
Revenue	603	60390007	435600	AODA State Grants	(189,424.89)	(138,000.00)	(189,424.89)	(548,918.00)	(348,594.00)	-	(446,612.00)
Revenue	603	60390007	451060	AODA OMVI Surcharge	(70,000.00)	(82,000.00)	(37,611.38)	(85,000.00)	(60,442.46)	(60,000.00)	(71,407.62)
Revenue	603	60390007	465338	AODA Trmt Crt Grant Cnty	(25,000.00)	(35,000.00)	(14,821.38)	(35,000.00)	(34,156.92)	(35,000.00)	(35,288.32)
Revenue	603	60390007	465339	AODA Trmt Crt Iowa Cnty	(25,000.00)	(25,000.00)	(11,366.00)	(25,000.00)	(42,000.00)	(42,000.00)	(28,124.34)
Revenue	603	60390007	465501	AODA Medicare Revenue	(10,000.00)	(10,000.00)	(3,000.39)	(10,000.00)	(5,254.94)	-	(578.97)
Revenue	603	60390007	465502	AODA Medicaid Revenue	(65,000.00)	(65,000.00)	(37,904.07)	(67,000.00)	(55,865.24)	-	(51,125.98)
Revenue	603	60390007	465900	AODA Revs Recd via Collections	-	(5,000.00)	-	(5,000.00)	(1,287.71)	-	(150.00)
Revenue	603	60390007	465901	AODA Commericial Insurance Rev	(15,000.00)	(40,000.00)	(11,246.39)	(12,500.00)	(30,335.40)	-	(14,792.54)
Revenue	603	60390007	465911	AODA WIMCR	(25,000.00)	(25,000.00)	-	(25,000.00)	-	-	-
Revenue	603	60390007	465913	AODA Private Pay	(100,000.00)	(140,000.00)	(60,483.87)	(80,000.00)	(117,644.05)	(235,000.00)	(67,103.39)
Revenue	603	60390007	466000	AODA Fees for Serv	(500.00)	(2,500.00)	(156.00)	(100.00)	(1,031.64)	-	(78.00)
Revenue	603	60390007	480100	AODA Miscellaneous Revenue	(1,000.00)	(10,000.00)	(70.00)	(52,000.00)	(1,264.52)	-	(48,881.39)
Revenue	603	60390008	465100	CSP PublicChgsforServ	(5,000.00)	-	(3,059.16)	(1,500.00)	(17,307.51)	-	(1,933.97)
Revenue	603	60390008	465500	CSP Case Management Revenue	(170,000.00)	(175,000.00)	(98,469.78)	(180,000.00)	(103,006.16)	(205,000.00)	(156,567.09)
Revenue	603	60390008	465911	CSP WIMCR Revenue	(250,000.00)	(198,750.00)	-	(250,000.00)	(83,622.79)	-	(27,061.00)
Revenue	603	60390008	480100	CSP Miscellaneous Revenue	(1,000.00)	(7,000.00)	(207.42)	(10,000.00)	(8,600.00)	-	(7,831.78)
Revenue	603	60390010	465100	CCS PublicChgsforServ	(1,200,000.00)	(1,300,000.00)	(605,537.41)	(925,000.00)	(1,261,739.18)	(800,000.00)	(376,701.49)
Revenue	603	60390010	465911	CCS WIMCR Revenue	(550,000.00)	(511,472.00)	-	(550,000.00)	(551,786.42)	(510,000.00)	(343,893.46)
Revenue	603	60390010	466000	CCS Fees for Serv	-	-	(156.00)	-	(8,566.67)	(10,000.00)	(77.00)
Revenue	603	60390010	480100	CCS Miscellaneous Revenue	-	(100.00)	-	(1,000.00)	(100.00)	-	(62,248.13)
Revenue	603	60390012	481000	Family Care Int On Investments	(10.00)	(11.00)	(10.62)	-	(18.15)	-	(20.89)
Revenue	603	60390013	485000	Client Use Donations	-	-	-	-	(563.00)	-	(1,631.48)
Revenue	603	60390014	435600	SOR State Grants	(186,000.00)	(186,000.00)	-	-	-	-	-

COTTINGHAM & BUTLER
Total Rewards
Consulting

EXECUTIVE SUMMARY

Grant County, WI
August 2026

Background

Cottingham & Butler Total Rewards Consulting (TRC) partnered with Grant County, Wisconsin, to evaluate the effectiveness of the County's compensation structure, review compensation administration practices, and develop recommendations that support a sustainable, market-responsive compensation program. The project also included the integration of Unified Community Services (UCS) positions into the County's compensation framework and the development of tools and guidelines to support ongoing compensation administration. This project was not an assessment of current competitiveness, rather an assessment of organizational internal process and pay philosophy.

Project Approach:

The project included interviews and discussions with County leadership, department heads, and staff responsible for compensation administration. Feedback was gathered regarding the effectiveness of the current pay structure, recruitment and retention challenges, administrative processes, and desired compensation outcomes. Compensation administration workflows were also reviewed to identify opportunities for greater consistency, efficiency, and ease of administration.

To support integration of UCS positions, TRC reviewed the job evaluation results developed during the prior UCS compensation study and aligned those positions to the Grant County framework. As a secondary validation, market data previously measured for UCS positions was reviewed to ensure placement within the County structure produced market alignment.

Findings and Recommendations

During the department head meetings, the following trends were observed: leadership generally viewed starting pay rates as competitive; however, concerns were raised regarding employee progression after the control point, small cost-of-living adjustments, and limited opportunities for employees who had reached the top of the pay structure. Stakeholders generally supported maintaining a transparent step-based system while simplifying administration and creating more consistent opportunities for employee movement and recognition. Department heads were particularly concerned about the every other year step movement after the control point and the lack of movement for employees once they reach the top step of the structure in light of recent COLA adjustment amounts.

UCS Integration:

To integrate UCS positions into the County's compensation structure, TRC utilized the job evaluation scores of UCS positions completed during the 2024 compensation study and mapped positions to appropriate County grades based on job evaluation results. Following this initial placement, TRC reviewed market data from the UCS compensation study (market data was aged to ensure accurate comparison) to assess alignment between County control points and external market rates. The final recommended grade placements reflect a balance between internal equity and external competitiveness, ensuring UCS positions are integrated consistently and appropriately within the broader County compensation framework. The updated grade order list integrating UCS into Grant Co can be found in Appendix A.

Overall Observations/Recommendations:

Throughout the project, County leadership emphasized the importance of maintaining a compensation program that supports recruitment and retention while remaining financially sustainable. In response to stakeholder feedback and the themes identified during interviews, TRC developed and evaluated alternative step structure designs intended to improve employee progression opportunities while maintaining affordability.

TRC recommends implementation of the revised step structure outlined in Appendix B. The recommended design includes ten steps, with 2.0% progression between Steps 1 through 6 (Control Point) and 1.5% progression between Steps 6 and 10. This approach provides meaningful employee movement while preserving the County's ability to maintain the structure through future market adjustments. TRC also recommends transitioning to a common January 1 step movement date for all employees rather than continuing anniversary-based step increases. This change significantly simplifies administration and improves consistency across the organization.

To assist the County in evaluating implementation options, TRC prepared multiple costing scenarios for the County. Two approaches emerged as the most sustainable: placing employees on the step that provides an increase over current pay or placing employees on the step that provides at least a 3.0% increase over current pay. After evaluating cost, employee impact, and long-term sustainability, County leadership indicated their intent to implement the revised structure by first aging the structure forward to reflect 2027 market conditions and then placing employees on the step that provides at least a 3.0% increase over their current pay.

There are some employees identified in the transition analysis who are considered "over max." This means their current pay exceeds Step 10 of the proposed structure. In these cases, TRC does not recommend reducing employees' existing base pay to align with Step 10 of their applicable grade. Rather, TRC recommends that the County consider providing non-base-building, one-time payments to employees who are over max. As part of the transition into 2027, these non-base-building payments would represent 3.0% of an employee's current base pay. In subsequent years, the County could consider tying these one-time payments to the annual COLA percentage for employees who remain over max. For example, if the County provides a 2.0% COLA increase, employees who are still over max would receive a 2.0% non-base-building, one-time payment.

Under this strategy, 2027 will serve as a transition year and the structure implementation will represent employees' wage movement for that year. TRC recommends resuming both annual cost-of-living adjustments and January 1 step progression beginning in 2028, subject to budget considerations.

Finally, compensation structures should be viewed as dynamic management tools that require ongoing review and maintenance. As labor markets evolve, the County may need to evaluate individual positions experiencing recruitment or retention pressures and make targeted adjustments when appropriate. In some situations, market conditions may also justify hiring qualified candidates above Step 1.

Ongoing Maintenance

We understand and appreciate the costs associated with a project such as this, and the effect it can have on an organization. In our experience, employers that treat compensation as a strategic component of its operations typically engage in practices noted below. These practices ensure that the system remains competitive and valid. We would also recommend that the County complete a market update to assess the competitiveness of its structure in relation to the market in an upcoming budget cycle.

- 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 adjustment of the pay structure 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. 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

TRC is available to provide all of these services to the County to support its efforts to remain competitive.

Why Is Grant County Updating Its Pay Structure?

Grant County partnered with Cottingham & Butler's Total Rewards Consulting (TRC) to evaluate its current pay structure and pay administration practices. The goal of the review was to determine whether the existing structure continued to meet the County's needs and to identify opportunities for improvement.

Through this analysis, it became clear that updates to the pay structure would help address several concerns, including limitations with step progression after the control point and the long-term sustainability of the current design. As a result, the County developed a new pay structure that is intended to:

- Provide a more consistent and transparent progression system for employees.
- Support annual step movement throughout the entire pay range.
- Better align compensation practices with the County's long-term goals.
- Establish a sustainable framework for future compensation administration.

Why Is 2027 Considered a Transition Year?

The 2027 pay structure is not simply an update to the existing structure, rather, it is a new structure design. Because the structure itself is changing, employees cannot be moved directly from their current step to the same numbered step in the new structure (for example, Step 6 in the current structure does not automatically align with Step 6 in the new structure).

To transition employees into the new structure, Grant County and TRC evaluated multiple implementation approaches and associated costs. The selected approach represented the implementation that best balanced ensuring employees received a base pay increase for 2027 and was financially feasible for the organization.

How Will Employees Be Placed into the New Structure?

Employees will be placed into the new 2027 pay structure at the step that provides at least a 3% increase over their current base pay rate.

Because employees' current pay rates vary, the impact will differ from employee to employee. Placement is based on current pay and the corresponding step in the new structure that provides at least the minimum increase. There are some employees identified in the transition analysis who are considered over max. **This means their current pay exceeds Step 10 of the proposed structure. In these cases, employees' base pay will not be reduced; however, because they are already above the maximum of the pay structure, they will not receive a base pay adjustment as part of the transition.**

It is important to note that the 2027 pay structure has already been adjusted to reflect 2027 pay rates. Therefore, the placement process itself serves as the mechanism for transitioning employees into the updated structure while providing a pay increase.

What Happens After 2027?

Beginning in 2028, the County anticipates returning to its regular compensation administration process. This is expected to include:

- Any approved cost-of-living adjustment (COLA), and
- Annual step movement, anticipated to occur on January 1.

Because the new structure includes annual step progression throughout all steps, employees will have a clearer and more consistent path for future pay growth.

Key Takeaway

The 2027 implementation is designed to accomplish two objectives simultaneously:

1. Transition employees into an updated pay structure that better supports the County's long-term compensation strategy.
2. Ensure employees receive a pay increase as part of that transition, with placement in the new structure based on the step that provides at least a 3% increase over current pay.

While individual outcomes will vary depending on current pay levels, the overall intent is to create a more sustainable, equitable, and transparent compensation structure for the future.

Grant County, WI										
Grade	1	2	3	4	5	6	7	8	9	10
Q	$53.48	$54.67	$55.86	$57.05	$58.24	$59.43	$60.32	$61.21	$62.10	$62.99
P	$49.41	$50.50	$51.60	$52.70	$53.80	$54.90	$55.72	$56.54	$57.37	$58.19
O	$46.72	$47.76	$48.79	$49.83	$50.87	$51.91	$52.69	$53.47	$54.24	$55.02
N	$44.01	$44.99	$45.96	$46.94	$47.92	$48.90	$49.63	$50.37	$51.10	$51.83
M	$41.32	$42.24	$43.16	$44.07	$44.99	$45.91	$46.60	$47.29	$47.98	$48.66
L	$38.62	$39.48	$40.34	$41.19	$42.05	$42.91	$43.56	$44.20	$44.84	$45.49
K	$35.91	$36.71	$37.51	$38.31	$39.10	$39.90	$40.50	$41.10	$41.70	$42.30
J	$33.21	$33.95	$34.69	$35.43	$36.17	$36.90	$37.46	$38.01	$38.56	$39.12
I	$31.11	$31.80	$32.49	$33.19	$33.88	$34.57	$35.09	$35.60	$36.12	$36.64
H	$28.34	$28.97	$29.60	$30.23	$30.86	$31.49	$31.96	$32.43	$32.90	$33.38
G	$27.52	$28.13	$28.74	$29.36	$29.97	$30.58	$31.04	$31.50	$31.96	$32.41
F	$24.55	$25.09	$25.64	$26.18	$26.73	$27.27	$27.68	$28.09	$28.50	$28.91
E	$22.36	$22.86	$23.36	$23.85	$24.35	$24.85	$25.22	$25.59	$25.97	$26.34
D	$20.87	$21.33	$21.79	$22.26	$22.72	$23.18	$23.53	$23.88	$24.23	$24.58
C	$19.32	$19.75	$20.18	$20.61	$21.04	$21.47	$21.79	$22.12	$22.44	$22.76
B	$16.33	$16.69	$17.06	$17.42	$17.78	$18.15	$18.42	$18.69	$18.96	$19.23
A	$14.98	$15.31	$15.65	$15.98	$16.31	$16.65	$16.90	$17.15	$17.40	$17.65

Grade	Position Titles	FLSA		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
R			Hourly	$ 64.80	$ 66.24	$ 67.68	$ 69.12	$ 70.56	$ 72.00	$ 73.08	$ 74.16	$ 75.24	$ 76.32
			Bi-Weekly	$ 5,184.00	$ 5,299.20	$ 5,414.40	$ 5,529.60	$ 5,644.80	$ 5,760.00	$ 5,846.40	$ 5,932.80	$ 6,019.20	$ 6,105.60
	Nurse Practitioner	Exempt											
Q			Hourly	$ 53.48	$ 54.67	$ 55.86	$ 57.05	$ 58.24	$ 59.43	$ 60.32	$ 61.21	$ 62.10	$ 62.99
			Bi-Weekly	$ 4,278.40	$ 4,373.60	$ 4,468.80	$ 4,564.00	$ 4,659.20	$ 4,754.02	$ 4,825.60	$ 4,896.80	$ 4,968.00	$ 5,039.20
	Administrator (Orchard Manor)	Exempt											
	Director of Social Services	Exempt											
	Director/Health Officer	Exempt											
	Finance Director/County Auditor	Exempt											
	Highway Commissioner	Exempt											
	IT Director	Exempt											
	UCS Agency Director	Exempt											
P			Hourly	$ 49.41	$ 50.50	$ 51.60	$ 52.70	$ 53.80	$ 54.90	$ 55.72	$ 56.54	$ 57.37	$ 58.19
			Bi-Weekly	$ 3,952.80	$ 4,040.00	$ 4,128.00	$ 4,216.00	$ 4,304.00	$ 4,391.71	$ 4,457.60	$ 4,523.20	$ 4,589.60	$ 4,655.20
	Vacant												
O			Hourly	$ 46.72	$ 47.76	$ 48.79	$ 49.83	$ 50.87	$ 51.91	$ 52.69	$ 53.47	$ 54.24	$ 55.02
			Bi-Weekly	$ 3,737.60	$ 3,820.80	$ 3,903.20	$ 3,986.40	$ 4,069.60	$ 4,152.62	$ 4,215.20	$ 4,277.60	$ 4,339.20	$ 4,401.60
	Assistant Director (Health)	Exempt											
	Chief Deputy	Exempt											
	Director of Nursing	Exempt											
N			Hourly	$ 44.01	$ 44.99	$ 45.96	$ 46.94	$ 47.92	$ 48.90	$ 49.63	$ 50.37	$ 51.10	$ 51.83
			Bi-Weekly	$ 3,520.80	$ 3,599.20	$ 3,676.80	$ 3,755.20	$ 3,833.60	$ 3,911.90	$ 3,970.40	$ 4,029.60	$ 4,088.00	$ 4,146.40
	Administrator (CSZ Dept.)	Exempt											
	Human Resources Manager	Exempt											
M			Hourly	$ 41.32	$ 42.24	$ 43.16	$ 44.07	$ 44.99	$ 45.91	$ 46.60	$ 47.29	$ 47.98	$ 48.66
			Bi-Weekly	$ 3,305.60	$ 3,379.20	$ 3,452.80	$ 3,525.60	$ 3,599.20	$ 3,672.82	$ 3,728.00	$ 3,783.20	$ 3,838.40	$ 3,892.80
	Assistant Finance Director	Exempt											
	Captain	Exempt											
	Captain/Jail Administrator	Exempt											
	Director (ADRC)	Exempt											
	OM RN Nurse Manager	Exempt											
	UCS Behavioral Health Clinical Supervisor	Exempt											
	UCS CCS Service Director	Exempt											
	UCS Emergency Services Supervisor	Exempt											
L			Hourly	$ 38.62	$ 39.48	$ 40.34	$ 41.19	$ 42.05	$ 42.91	$ 43.56	$ 44.20	$ 44.84	$ 45.49
			Bi-Weekly	$ 3,089.60	$ 3,158.40	$ 3,227.20	$ 3,295.20	$ 3,364.00	$ 3,432.91	$ 3,484.80	$ 3,536.00	$ 3,587.20	$ 3,639.20
	Child Support Administrator	Exempt											
	Director of Emergency Management	Exempt											
	Health Nurse, BSN	Exempt											
	Occupational Therapist	Exempt											
	OM MDS Coordinator	Not Exempt											
	OM Resident and Program Manager/QIDP	Exempt											
	OM RN	Not Exempt											
	OM Social Services Manager	Exempt											
	Patrol Superintendent County	Exempt											
	Patrol Superintendent State	Exempt											
	Physical Therapist	Exempt											
	Sergeant	Not Exempt											
	Social Worker Supervisor	Exempt											
	Speech Language Pathologist	Exempt											
	UCS Finance Manager	Exempt											
	UCS RN	Exempt											

Grade	Position Titles	FLSA		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
K			Hourly	$ 35.91	$ 36.71	$ 37.51	$ 38.31	$ 39.10	$ 39.90	$ 40.50	$ 41.10	$ 41.70	$ 42.30
			Bi-Weekly	$ 2,872.80	$ 2,936.80	$ 3,000.80	$ 3,064.80	$ 3,128.00	$ 3,192.19	$ 3,240.00	$ 3,288.00	$ 3,336.00	$ 3,384.00
	ADRC Supervisor	Exempt											
	Economic Support Supervisor	Exempt											
	Facilities and Maintenance Manager	Exempt											
	GCEDC Executive Director	Exempt											
	Health Nurse, ADN	Exempt											
	UCS CCS Dual Clinician	Exempt											
	UCS CLTS/B-3 Program Supervisor	Exempt											
	UCS Compliance Manager	Exempt											
	UCS CSP/Masters	Exempt											
	UCS Dually Credentialed LCSW, CSAC, Supervises SAC-IT	Exempt											
	UCS Dually Credentialed LCSW/SAC-IT, SAC, CSAC or ICSAC	Exempt											
	UCS Psychotherapist II	Exempt											
J			Hourly	$ 33.21	$ 33.95	$ 34.69	$ 35.43	$ 36.17	$ 36.90	$ 37.46	$ 38.01	$ 38.56	$ 39.12
			Bi-Weekly	$ 2,656.80	$ 2,716.00	$ 2,775.20	$ 2,834.40	$ 2,893.60	$ 2,952.29	$ 2,996.80	$ 3,040.80	$ 3,084.80	$ 3,129.60
	Accountant	Exempt											
	Environmental Health Coordinator	Exempt											
	Fairgrounds and Operations Director	Exempt											
	Lead Social Worker	Not Exempt											
	Register in Probate	Exempt											
	Road Supervisor	Not Exempt											
	Social Worker, MSW (Health)	Exempt											
	UCS Psychotherapist I	Exempt											
	UCS Revenue Cycle Manager	Exempt											
	Veterans Service Officer	Exempt											
	WIC Director/Dietitian	Exempt											
I			Hourly	$ 31.11	$ 31.80	$ 32.49	$ 33.19	$ 33.88	$ 34.57	$ 35.09	$ 35.60	$ 36.12	$ 36.64
			Bi-Weekly	$ 2,488.80	$ 2,544.00	$ 2,599.20	$ 2,655.20	$ 2,710.40	$ 2,765.42	$ 2,807.20	$ 2,848.00	$ 2,889.60	$ 2,931.20
	ADRC Coordinator	Exempt											
	Aging Program Coordinator	Not Exempt											
	Child Support Investigator	Exempt											
	Communication Supervisor	Not Exempt											
	Corporal	Not Exempt											
	Human Resources Specialist	Not Exempt											
	Infection Preventionist	Not Exempt											
	Office Manager (Highway)	Not Exempt											
	Office Manager (Orchard Manor)	Exempt											
	OM Activities Manager	Exempt											
	OM Health Information Manager & HIPAA Compliance Officer	Not Exempt											
	Shop Lead Worker	Not Exempt											
	Social Worker, Certified (DSS)	Not Exempt											
	Treatment Court Program Coordinator	Exempt											
	UCS Administrative Professional Supervisor	Exempt											
	UCS AODA Counselor	Exempt											

Grade	Position Titles	FLSA		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
H			Hourly	$ 28.34	$ 28.97	$ 29.60	$ 30.23	$ 30.86	$ 31.49	$ 31.96	$ 32.43	$ 32.90	$ 33.38
			Bi-Weekly	$ 2,267.20	$ 2,317.60	$ 2,368.00	$ 2,418.40	$ 2,468.80	$ 2,518.99	$ 2,556.80	$ 2,594.40	$ 2,632.00	$ 2,670.40
	Admission Specialist (Health)	Not Exempt											
	ADRC Specialist	Exempt											
	Benefits Specialist	Not Exempt											
	Chief Deputy Clerk of Court	Not Exempt											
	Dementia Care Specialist	Not Exempt											
	Disability Benefits Specialist	Not Exempt											
	Emergency Management Planner	Not Exempt											
	GIS Specialist	Not Exempt											
	IT Technician	Not Exempt											
	Lead Economic Support Specialist	Not Exempt											
	LPN	Not Exempt											
	Mechanic	Not Exempt											
	OM Dietary Manager	Not Exempt											
	OM Physical Therapy Assistant	Not Exempt											
	Sanitation Technician	Exempt											
	Sign Technician	Not Exempt											
	Social Services Worker	Not Exempt											
	Soil and Water Conservation Technician	Exempt											
	Soil Conservationist	Exempt											
	Tourism and Marketing Coordinator	Not Exempt											
	UCS CCS Service Facilitator	Not Exempt											
	UCS CSP/Professional	Exempt											
	UCS Emergency Services Case Manager	Exempt											
	UCS Emergency Services Coordinator	Exempt											
	Welder	Not Exempt											
	Zoning Technician	Exempt											
G			Hourly	$ 27.52	$ 28.13	$ 28.74	$ 29.36	$ 29.97	$ 30.58	$ 31.04	$ 31.50	$ 31.96	$ 32.41
	Assistant Veterans Service Officer	Not Exempt											
	Case Manager (Emergency Management)	Not Exempt											
	Child Support Specialist	Not Exempt											
	Deputy County Clerk / Real Property Lister	Not Exempt											
	Dispatcher	Not Exempt											
	Economic Support Specialist	Not Exempt											
	Jailer	Not Exempt											
	Judicial Assistant	Not Exempt											
	Legal Assistant	Not Exempt											
	Logistics Worker Medical (Emergency Management)	Not Exempt											
	Maintenance Technician	Not Exempt											
	Office & Financial Coordinator	Not Exempt											
	OM Admission Specialist	Not Exempt											
	Section Patrol/Operators	Not Exempt											
	Service Support Specialist	Not Exempt											
	Service Technician	Not Exempt											
	Victim/Witness Coordinator	Not Exempt											

Grade	Position Titles	FLSA		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
F			Hourly	$ 24.55	$ 25.09	$ 25.64	$ 26.18	$ 26.73	$ 27.27	$ 27.68	$ 28.09	$ 28.50	$ 28.91
	Accounting Assistant	Not Exempt											
	Administrative Assistant II	Not Exempt											
	Deputy Clerk of Court	Not Exempt											
	Deputy County Clerk	Not Exempt											
	Deputy County Treasurer	Not Exempt											
	Deputy Register in Probate	Not Exempt											
	Deputy Register of Deeds	Not Exempt											
	Head Cook (ADRC)	Not Exempt											
	OM Administrative Assistant II	Not Exempt											
	OM Assistant Dietary Manager	Not Exempt											
	OM Certified Medication Aide or Technician	Not Exempt											
	OM Housekeeping Supervisor	Not Exempt											
	Programs Assistant	Not Exempt											
	UCS Administrative Professional	Not Exempt											
	UCS Administrative/Billing Support Specialist	Not Exempt											
	UCS Bookkeeper	Not Exempt											
	UCS Prevention Specialist	Exempt											
E			Hourly	$ 22.36	$ 22.86	$ 23.36	$ 23.85	$ 24.35	$ 24.85	$ 25.22	$ 25.59	$ 25.97	$ 26.34
	Administrative Assistant I	Not Exempt											
	CNA (Health)	Not Exempt											
	General Laborer Non CDL	Not Exempt											
	Maintenance Worker	Not Exempt											
	OM Activity Aide (CNA)	Not Exempt											
	OM Administrative Assistant I	Not Exempt											
	OM CNA	Not Exempt											
	OM CNA -Transport Appts	Not Exempt											
	OM Dietary Cook	Not Exempt											
	UCS Prevention Specialist Trainee	Not Exempt											
D			Hourly	$ 20.87	$ 21.33	$ 21.79	$ 22.26	$ 22.72	$ 23.18	$ 23.53	$ 23.88	$ 24.23	$ 24.58
	Bus Driver	Not Exempt											
	Meal Site Manager	Not Exempt											
	Office Assistant	Not Exempt											
	Public Health Aide	Not Exempt											
	Special Events Deputy	Not Exempt											
	Taxi Driver	Not Exempt											
	UCS Peer Specialist	Not Exempt											
C			Hourly	$ 19.32	$ 19.75	$ 20.18	$ 20.61	$ 21.04	$ 21.47	$ 21.79	$ 22.12	$ 22.44	$ 22.76
	Assistant Cook	Not Exempt											
	Bailiff (Clerk of Court)	Not Exempt											
	Custodian	Not Exempt											
	Dispatcher Trainee	Not Exempt											
	Jailer Trainee	Not Exempt											
	Logistics Worker Non-Medical (Emergency Management)	Not Exempt											
	OM Activity Aide	Not Exempt											
	OM Dietary Aide	Not Exempt											
	OM Housekeeping Aide	Not Exempt											
	OM Housekeeping/Laundry Aide	Not Exempt											
	OM Nursing Aide	Not Exempt											
	Seasonal Laborer - Highway	Not Exempt											
	Seasonal Laborer - Parks	Not Exempt											
	Van Driver	Not Exempt											
B			Hourly	$ 16.33	$ 16.69	$ 17.06	$ 17.42	$ 17.78	$ 18.15	$ 18.42	$ 18.69	$ 18.96	$ 19.23
	Vacant												
A			Hourly	$ 14.98	$ 15.31	$ 15.65	$ 15.98	$ 16.31	$ 16.65	$ 16.90	$ 17.15	$ 17.40	$ 17.65
	Vacant												