



HUMAN RESOURCES, FINANCE, & PROPERTY COMMITTEE AGENDA WITH MINUTES

Date & Time of Meeting: **Wednesday July 13, 2022 at 3:00 p.m.**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI**

John Robinson	Present
Alyson Leahy	Present
Kurt Gibbs	Present
Gayle Marshall	WebEx (3:10)
Kody Hart	Present
Ann Lemmer	Present
Yee Leng Xiong	WebEx (3:15)

Staff Present: Lance Leonhard, Kristi Palmer, Kim Trueblood, Molly Adzic, Vicki Tylka, Christin Keele

Others Present: Supervisor Baker, Supervisor McEwen, Jennifer Lopez (Admin, Village of Edgar)

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment** - None
4. **Approval of the Minutes from June 21, 2022** – Motion by Leahy, Second by Hart to approve the minutes. Motion carried on a voice vote, unanimously.
5. **Educational Presentations and Committee Discussion**
 - A. County Budgeting Process Overview – Finance Director Kristi Palmer gave a high level overview of the considerations going into the 2023 budget process.
 - B. 2023 Budget Assumptions – Kristi Palmer explained the process for coming up with the preliminary budget assumptions and shared some preliminary figures.
 - C. Review of ARPA Project Request Timeline
6. **Operational Functions Required by Statute, Ordinance, Resolution**
 - A. Discussion and Possible Action by Committee
 1. Village of Edgar Tax Deed Parcel – 2014-7 – Village of Edgar Administrator Jennifer Lopez gave some background on this situation. Motion by Gibbs, Second by Leahy to postpone action on this item and direct staff to conduct research and come up with more information relative to costs and options, as well as direct the clerk to remove the parcel from the tax deed sale portion of the website. Motion carried on a voice vote, unanimously.
 2. Approval of Claims and Questioned Costs – Motion by Hart, Second by Gibbs to approve. Motion carried on a voice vote, unanimously.
 - B. Discussion and Possible Action by Committee to Forward to the County Board for Consideration
 1. 2022 Intergovernmental Budget Transfers – Motion by Gibbs, Second by Leahy to approve the transfer. Motion carried on a voice vote, unanimously.
Motion by Gibbs, Second by Lemmer to approve the budget transfers for Finance, CPZ, and Sheriff's Department. Motion carried on a voice vote, unanimously. Resolution will be forwarded to the County Board.
 2. Amend the 2022 Budget to Accept Grant Funds for the Family Keys Pilot Project – Social Services Board chair Christin Keele and Director Vicki Tylka gave a presentation on the statutory obligations of the department and how this grant will benefit the citizens and families in Marathon County. Discussion was had and questions were asked and answered. Motion by Leahy, Second by Hart to amend the budget and accept the grant funds. Motion carried on a voice vote, unanimously. Resolution will be forwarded to the County Board.

7. Policy Issues for Discussion and Possible Action

A. Consideration of ARPA Project Submissions Previously Discussed by the Committee – Chair Robinson commented on the criteria that should be used to consider the requests. General discussion followed relative to some of the requests. It was felt that some of the requests should go through the CIP process and the Employee Resource staffing request process.

- Motion by Gibbs, Second by Lemmer to require the following projects to go through the CIP or Employee Resource staffing request process:

Digital Forensics Lab and Tools Upgrade, Marathon County Jail Scanner, Courthouse Duct Cleaning, Marathon County Fire Department Communication / Infrastructure Upgrade, Juvenile Detention Center Duct Cleaning and Air Handler Upgrade, Library Duct Cleaning, District Attorney Office Staffing and Remodel, Library 3rd Floor Remodel, Taser Replacement, Big Eau Pleine Park Project, Dells of the Eau Claire Project, Nine-Mile Renovation Project, and Sheriff's Office Training Center. Motion carried on a voice vote, unanimously.

- Suggestion that the other projects be addressed one at a time. Discussion followed. Motion by Gibbs, Second by Hart to forward to County Board to approve funding the NC Health Care Remodel Cost increases out of ARPA dollars. Motion carried on a voice vote, unanimously.

- Motion by Lemmer, Second by Hart to advance the Regional Forensic Morgue project to County Board for funding through ARPA funds. Motion by Gibbs, Second by Lemmer to amend the motion to sunset that allocation back into the ARPA fund if the state does not follow through on their matching partnership. This should be decided by July of 2023. Motion to amend carried on a voice vote, unanimously. Original motion carried on a voice vote, unanimously.

- Motion by Gibbs, Second by Lemmer to allocate ARPA funds to leverage the Highway Department Transportation Plan Enhancements, and if the federal and state matching funds do not come through, those dollars would be returned to the ARPA fund.

- Motion by Hart, Second by Leahy to defer action on the remaining requests – Marathon City Business Park, City of Mosinee, and Fenwood Pilot Project, pending receipt and review of further requests. Discussion followed. Motion by Gibbs, Second by Lemmer to amend the motion to replace the word “defer” with “deny.” Discussion followed. Motion carried on a voice vote, unanimously. Discussion followed on the original motion. Original motion carried on a voice vote, unanimously.

8. Next Meeting Date & Time, Location, Announcements and Future Agenda Items

A. Next meeting date Tuesday, July 26 at 3:00 p.m.

B. Topics for future meetings to include – tracking mechanism for ARPA projects and funding sources, discussion of committee work plan, update on committee involvement in the Strategic Plan, discussion of committee involvement in soliciting ARPA proposals, McDEVCO Presentation

9. Adjournment – Motion by Gibbs, Second by Lemmer to adjourn. Motion carried on a voice vote, unanimously. Meeting adjourned at 5:12 p.m.

MARATHON COUNTY

Budget Transfer Authorization Request Form

This form must be completed electronically and emailed to **Season Welle, Kristi Palmer**, and to your Department Head. This email will confirm that your Department Head acknowledges and approves this transfer. Forms that are incomplete, incorrect, out-of-balance, or that have not been sent to your Department Head will be returned. The Finance Department will forward completed forms to the Marathon County Human Resources, Finance & Property Committee.

DEPARTMENT: Conservation, Planning & Zoning

BUDGET YEAR: 2022

TRANSFER FROM:

Action	Account Number	Account Description	Amount
Expenditure Decrease	101 14091210	Wages-Full Time	\$17,000
Expenditure Decrease	101 14091120	Wages-Overtime	\$6,375
Expenditure Decrease	101 14091510	FICA	\$1,789
Expenditure Decrease	101 14091520	Retirement	\$1,864

TRANSFER TO:

Action	Account Number	Account Description	Amount
Expenditure Increase	101 17091210	Wages-Full Time	\$17,000
Expenditure Increase	101 17091120	Wages-Overtime	\$6,375
Expenditure Increase	101 17091510	FICA	\$1,789
Expenditure Increase	101 17091520	Retirement	\$1,864

I, the undersigned, respectfully request that the Human Resources, Finance & Property Committee approve the following change in budget / transfer of funds as discussed in the attached supplemental information.

Requested By: Season Welle for CPZ

Date Completed: 7/18/2022

COMPLETED BY FINANCE DEPARTMENT:

Approved by Human Resources, Finance & Property Committee: _____

Date Transferred: _____

MARATHON COUNTY

Budget Transfer Authorization Request – Supplemental Information

Attach this supplemental information to the original Budget Transfer Authorization Request Form. All questions must be completed by the requesting department or the Budget Transfer Authorization Request Form will be returned.

- 1) What is the name of this Program/Grant? (DO NOT use abbreviations or acronyms)
Real Property Lister
- 2) Provide a brief (2-3 sentence) description of what this program does.
The Real Property Lister position will be transferred from Treasurer to CPZ. The remaining 2022 wage and benefits will follow the position to CPZ.
- 3) This program is: (Check one)
 An Existing Program.
 A New Program.
- 4) What is the reason for this budget transfer?
 Carry-over of Fund Balance.
 Increase/Decrease in Grant Funding for Existing Program.
 Increase/Decrease in Non-Grant Funding (such as tax levy, donations, or fees) for Existing Program.
 Set up Initial Budget for New Grant Program.
 Set up Initial Budget for New Non-Grant Program
 Other. Please explain: Transfer expenses to a different department
- 5) If this Program is a Grant, is there a "Local Match" Requirement?
 This Program is not a Grant.
 This Program is a Grant, but there is no Local Match requirement.
 This Program is a Grant, and there is a Local Match requirement of: (Check one)
 Cash (such as tax levy, user fees, donations, etc.)
 Non-cash/In-Kind Services: (Describe) [Click here to enter description](#)
- 6) Does this Transfer Request increase any General Ledger 8000 Account Codes? (Capital Outlay Accounts)
 No.
 Yes, the Amount is Less than \$30,000.
 Yes, the Amount is \$30,000 or more AND: (Check one)
 The capital request HAS been approved by the CIP Committee.
 The capital request HAS NOT been approved by the CIP Committee.

COMPLETED BY FINANCE DEPARTMENT:

Is 10% of this program appropriation unit or fund? No Is a Budget Transfer Resolution Required? No

Real Property Lister Position

Move budget from Treasurer's Office to Conservation, Planning, and Zoning

Effective: 8/7/22 there are 9 pay periods left in 2022

	Old GL	2022 Budget	% of PP Left	Amt to Transfer	New GL	Acct
Wages - Full Time	101 1409	\$ 49,110.00	0.346154	\$ 17,000	101 1709	1210
Overtime	101 1409	\$ 18,416.00	0.346154	\$ 6,375	101 1709	1120
FICA Retire	101 1409	\$ 4,187.00	0.346154	\$ 1,449	101 1709	1510
FICA Medicare	101 1409	\$ 980.00	0.346154	\$ 339	101 1709	1510
Unemployment Compensation	101 1409	\$ 68.00	0.346154	\$ 24	101 1709	1520
Retirement	101 1409	\$ 4,390.00	0.346154	\$ 1,520	101 1709	1520
Workers Comp	101 1409	\$ 41.00	0.346154	\$ 14	101 1709	1520
Life Insurance	101 1409	\$ 80.00	0.346154	\$ 28	101 1709	1520
Disability Insurance	101 1409	\$ 259.00	0.346154	\$ 90	101 1709	1520
PEHP	101 1409	\$ 546.00	0.346154	\$ 189	101 1709	1520
Total		\$ 78,077.00		\$ 27,027		

MARATHON COUNTY 5 YEAR FINANCIAL PROJECTION

7/25/2022

OPTION 1-Health Insurance 8.5%

	2022	2023	2024	2025	2026
Total Revenues	199,722,706	207,113,676	212,750,951	217,813,822	222,303,753
Total Expenditures	199,722,706	208,172,183	213,888,724	218,896,917	223,375,692
Deficit by year	0	(1,058,508)	(1,137,774)	(1,083,095)	(1,071,938)
Estimated excess/(deficit)	0	(1,058,508)	(1,137,774)	(1,083,095)	(1,071,938)
Tax Levy	53,448,724	54,170,282	54,847,410	55,505,579	56,171,646
Tax rate	\$4.55	\$4.52	\$4.49	\$4.45	\$4.42



MARATHON COUNTY 5 YEAR FINANCIAL PROJECTION
Revenue Assumptions

Actual	Actual	Est	Est	Est	Est	Revenue	Assumption	Description
2021	2022	2023	2024	2025	2026			
2.63%	2.90%	1.35%	1.25%	1.20%	1.20%	Property Taxes	Maintain levy	Maintain stable tax limit or rate and levy limits
1.50%	6.50%	3.25%	2.50%	2.75%	3.25%	Sales Tax	Increase	
1.2%	1.0%	1.3%	1.3%	1.5%	1.5%	Other Taxes	Increase in Economy	Slow economic growth
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Shared Revenue	Stable Shared Revenues	State budget Item
1.5%	0.0%	1.0%	1.0%	1.3%	1.5%	Transportation Aids	slight increase-Rolling 5 year average effect	Maintain stable program revenue
1.5%	8.0%	12.0%	6.0%	3.0%	1.0%	Intergovernmental grants (ARPA)	use of grant funding	Maintain stable program revenue
1.5%	1.5%	1.7%	1.5%	2.0%	1.5%	Intergovernmental Charges	Cost of users charges	Government charges to meet cost increases
1.0%	2.5%	2.0%	1.0%	1.0%	1.0%	Fines/Licenses	slight increase	Fines/licenses to meet cost increases
1.5%	6.5%	3.0%	2.0%	1.5%	1.0%	public charges	Keep up with cost of services	Increase to match cost increases
1.0%	32.0%	5.0%	5.0%	5.0%	5.0%	Interdepartmental	Based on internal charges or carryover	Cost recovery or finalized costs for programs
2.3%	8.0%	3.0%	2.0%	2.0%	2.0%	Misc Revenues	interest and treasurer fees	Modest fee increase-Interest income
6.56%	2.47%	2.00%	2.00%	2.00%	2.00%	Equalized Value	Used to calculate Tax Rate	
1.25%	2.02%	1.35%	1.25%	1.20%	1.20%	Net New Construction	Used to calculate Operating levy limit	

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BUDGETED Revenue by Category	Actual	Est	Est	Est	Est
	2022	2023	2024	2025	2026
Property Taxes	53,448,724	54,170,282	54,847,410	55,505,579	56,171,646
Sales Tax	14,521,547	14,993,497	15,368,335	15,790,964	16,304,170
Other Taxes/penalty on taxes	4,507,074	4,563,412	4,620,455	4,689,762	4,760,108
Shared Revenue	5,693,020	5,693,020	5,693,020	5,693,020	5,693,020
General Transportation Aids	3,129,379	3,160,673	3,192,280	3,232,183	3,280,666
Intergovernmental Grants/Aids	24,811,897	27,789,325	29,456,684	30,340,385	30,643,788
Intergovernmental Charges	25,504,306	25,945,530	26,334,713	26,861,408	27,264,329
Fines/Licenses	648,426	661,395	668,008	674,689	681,435
public charges	14,834,219	15,279,246	15,584,830	15,818,603	15,976,789
Interdepartmental/OFS	32,722,935	34,359,082	36,077,036	37,880,888	39,774,932
Misc Revenues	19,901,179	20,498,214	20,908,179	21,326,342	21,752,869
Total Revenues	199,722,706	207,113,676	212,750,951	217,813,822	222,303,753
Total Taxes	72,477,345	73,727,192	74,836,200	75,986,305	77,235,925
Total Intergovernmental Grants/Aids	33,634,296	36,643,017	38,341,984	39,265,588	39,617,474
Tax rate	\$ 4.55	\$ 4.52	\$ 4.49	\$ 4.45	\$ 4.42
Equalized value	11,742,048,800	11,976,889,776	12,216,427,572	12,460,756,123	12,709,971,245

Expenditure Assumptions

Updated

ACT	EST	EST	EST	EST	Updated
2022	2023	2024	2025	2026	Appropriation Unit
3.0%	8.0%	3.0%	2.0%	2.0%	Salaries /Wages
6.0%	8.5%	4.0%	4.0%	3.0%	Health Insurance
-0.250%	0.3%	0.2%	0.2%	0.0%	WRS
6.0%	3.0%	3.0%	3.0%	3.0%	Dental
23.8%	2.0%	2.0%	2.0%	2.0%	Workers Compensation
10.0%	2.0%	0.0%	0.0%	0.0%	Unemployment
2.0%	5.0%	5.0%	2.0%	2.0%	Other insurance
4.1%	7.6%	3.3%	2.6%	2.4%	Total Personnel

5%	8%	8%	5%	2%	Debt Service
5%	2%	2%	2%	2%	Operating
5%	5%	5%	3%	2%	Capital
15%	2%	2%	2%	0%	Intergovernmental
0	0	0	0	0	Working Capital Return

WRS Contribution History		
Employer contributions		
	General	Protected
2023	6.80%	13.2%
2022	6.50%	12.0%
2021	6.75%	11.75%
2020	6.75%	11.99%
2019	6.55%	11.22%
2018	6.7%	10.7%
2017	6.8%	10.6%
2016	6.6%	9.4%
2015	6.8%	9.5%

Expenditure by Category	2022	2023	2024	2025	2026
Gross pay	48,803,422	52,707,696	54,288,927	55,374,705	56,482,199
insurance/benefits	20,976,879	22,394,040	23,295,682	24,243,568	25,084,729
PEHP	529,117	555,573	583,351	595,019	606,919
Total Personnel	70,309,418	75,657,309	78,167,960	80,213,291	82,173,848
Operating	104,366,924	106,454,262	108,583,348	110,755,014.68	112,970,115
Debt	4,393,195	4,735,864	5,114,733	5,370,470	5,477,879
Capital	8,617,168	9,048,026	9,500,428	9,785,441	9,981,149
Other Financing Uses	12,036,001	12,276,721	12,522,255	12,772,701	12,772,701
Total Expenditures	199,722,706	208,172,183	213,888,724	218,896,917	223,375,692

**Marathon County
Tax Rate History**

	Tax Rate		Tax Rate
Year	Per \$1,000	Year	Per \$1,000
Estimated 2023	\$ 4.52	2006	\$ 5.69
2022	\$ 4.55	2005	\$ 5.79
2021	\$ 4.53	2004	\$ 5.89
2020	\$ 4.71	2003	\$ 6.09
2019	\$ 4.80	2002	\$ 6.09
2018	\$ 4.96	2001	\$ 6.21
2017	\$ 5.04	2000	\$ 6.21
2016	\$ 5.13	1999	\$ 6.21
2015	\$ 5.16	1998	\$ 6.21
2014	\$ 5.17	1997	\$ 6.21
2013	\$ 5.17	1996	\$ 6.21
2012	\$ 5.17	1995	\$ 6.21
2011	\$ 5.17	1994	\$ 6.16
2010	\$ 5.17	1993	\$ 6.17
2009	\$ 5.17	1992	\$ 6.01
2008	\$ 5.38	1991	\$ 5.87
2007	\$ 5.46		

MARATHON COUNTY 5 YEAR FINANCIAL PROJECTION

7/25/2022

OPTION 2-Health Insurance 0%

	2022	2023	2024	2025	2026
Total Revenues	199,722,706	207,113,676	212,750,951	217,813,822	222,303,753
Total Expenditures	199,722,706	207,082,300	212,755,245	217,718,099	222,161,509
Deficit by year	0	31,376	(4,295)	95,723	142,244
Estimated excess/(deficit)	0	31,376	(4,295)	95,723	142,244
Tax Levy	53,448,724	54,170,282	54,847,410	55,505,579	56,171,646
Tax rate	\$4.55	\$4.52	\$4.49	\$4.45	\$4.42



MARATHON COUNTY 5 YEAR FINANCIAL PROJECTION
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1.50%	6.50%	3.25%	2.50%	2.75%	3.25%	Sales Tax	Increase	
1.2%	1.0%	1.3%	1.3%	1.5%	1.5%	Other Taxes	Increase in Economy	Slow economic growth
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Shared Revenue	Stable Shared Revenues	State budget Item
1.5%	0.0%	1.0%	1.0%	1.3%	1.5%	Transportation Aids	slight increase-Rolling 5 year average effect	Maintain stable program revenue
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Expenditure Assumptions

Updated

ACT	EST	EST	EST	EST	Updated
2022	2023	2024	2025	2026	Appropriation Unit
3.0%	8.0%	3.0%	2.0%	2.0%	Salaries /Wages
6.0%	0.0%	4.0%	4.0%	3.0%	Health Insurance
-0.250%	0.3%	0.2%	0.2%	0.0%	WRS
6.0%	3.0%	3.0%	3.0%	3.0%	Dental
23.8%	2.0%	2.0%	2.0%	2.0%	Workers Compensation
10.0%	2.0%	0.0%	0.0%	0.0%	Unemployment
2.0%	5.0%	5.0%	2.0%	2.0%	Other insurance
4.1%	6.1%	3.3%	2.6%	2.4%	Total Personnel

5%	8%	8%	5%	2%	Debt Service
5%	2%	2%	2%	2%	Operating
5%	5%	5%	3%	2%	Capital
15%	2%	2%	2%	0%	Intergovernmental
0	0	0	0	0	Working Capital Return

WRS Contribution History		
Employer contributions		
	General	Protected
2023	6.80%	13.2%
2022	6.50%	12.0%
2021	6.75%	11.75%
2020	6.75%	11.99%
2019	6.55%	11.22%
2018	6.7%	10.7%
2017	6.8%	10.6%
2016	6.6%	9.4%
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Expenditure by Category	2022	2023	2024	2025	2026
Gross pay	48,803,422	52,707,696	54,288,927	55,374,705	56,482,199
insurance/benefits	20,976,879	21,304,157	22,162,203	23,064,749	23,870,547
PEHP	529,117	555,573	583,351	595,019	606,919
Total Personnel	70,309,418	74,567,425	77,034,481	79,034,473	80,959,665
Operating	104,366,924	106,454,262	108,583,348	110,755,014.68	112,970,115
Debt	4,393,195	4,735,864	5,114,733	5,370,470	5,477,879
Capital	8,617,168	9,048,026	9,500,428	9,785,441	9,981,149
Other Financing Uses	12,036,001	12,276,721	12,522,255	12,772,701	12,772,701
Total Expenditures	199,722,706	207,082,300	212,755,245	217,718,099	222,161,509

**Marathon County
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2019	\$ 4.80	2002	\$ 6.09
2018	\$ 4.96	2001	\$ 6.21
2017	\$ 5.04	2000	\$ 6.21
2016	\$ 5.13	1999	\$ 6.21
2015	\$ 5.16	1998	\$ 6.21
2014	\$ 5.17	1997	\$ 6.21
2013	\$ 5.17	1996	\$ 6.21
2012	\$ 5.17	1995	\$ 6.21
2011	\$ 5.17	1994	\$ 6.16
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2008	\$ 5.38	1991	\$ 5.87
2007	\$ 5.46		



DRAFT BASED ON HRFC MEMBER FEEDBACK FROM JUNE 8

To: Marathon County Department Heads
From: Kristi Palmer, Marathon County Finance Director
RE: 2023 Budget Timeline-Payroll and Operating Budget

Time table

Week of July 11

July 13

- The HRFC will discuss preliminary 2023 budget assumptions

July 14

- HRFC will provide education to the County Board in regards to the 2023 budget assumptions

Week of July 25

- July 26 The HRFC will review preliminary 2023 budget assumptions for incorporation into the 2023 department budgets
- 2022 Payroll Reports (this year) will be sent to departments to review, make changes as needed, and approve. The worksheets are due back to Finance Department no later than August 5. These sheets will be the basis of your 2023 payroll budget
- 2023 Operating Budget Spreadsheets and reports will be sent to the departments to enter the 2023 operating budget information

Week of August 8

- August 10 HRFC will review and finalize 2023 budget assumptions prior to the department operating budget development takes place

Weeks of August 15-22

- 2023 Payroll Budget reports will be sent to departments for inclusion in the 2023 budget.

Week of August 22

- Departments that complete their own payroll budget information in PayBud (ADRC, Health, Social Services, Parks and CWA) will be able to enter 2023 payroll information starting sometime during the week of August 22 and August 29
- August 23 HRFC will review the Net New Construction and Equalized Value reports from the DOR

Week of August 29

- Meet with non-profit organizations (Support for Other Agencies) as applicable

Week of September 5

- Departments will receive a completed 2023 budget report for review and final corrections
- September the HRFC will review and forward to the County Board the 2023 CIP for projects only

September 12

- All 2023 Payroll data must be approved, changes by the department are made and the information has been sent back to the Finance Department. As soon as you have approved your payroll information send your approval back to the Finance Department.
- Proposed department 2023 operating information (spreadsheet) will be completed and forwarded to the Finance Department

September 5-16

- Departments will meet with the County Administration and the Finance Director to review the 2023 department budget.

September 19-NO MORE CHANGES TO THE 2023 BUDGET BY DEPARTMENTS

September 14

- HRFC meets at the Central Wisconsin Airport for the *educational meeting at 4pm* and Joint Finance committee meeting with Portage County at 5pm

October 3

- The Marathon County Human Resources/Finance Committee will receive/accept the 2023 County Administrator Recommended budget

October 12

- The Marathon County Human Resources/Finance Committee will review/approve the 2023 County Administrator Recommended budget-**The budget must be approved by HRFC no later than October 17 for publication**

October 20

- The Marathon County Human Resources/Finance Committee will present the 2023 HRFC budget to the County Board

November 3

- The Marathon County Board will hold its Public Hearing on the 2023 County Budget

November 10

- The Marathon County Board will approve the 2023 County Budget



10.6 – Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.

Strategy A & B

- A. Work with North Central Wisconsin Workforce Development Board to ensure a well-trained workforce:

- B. Seek out additional opportunities to partner with local education providers (secondary and post-secondary):
 - a. MCDEVCO attended the CWIMA Expo in Spring 2022, engaging with students and business owners interested in entrepreneurial development, business incubation and *GAP* Financing.
 - b. Entrepreneur Youth Program.
 - i. MCDEVCO collaborated with neighboring School Districts (Wausau and DC Everest junior high and senior high) – hosting the students at the Entrepreneurial & Education Center (EEC) business incubator for an entrepreneur/business startup presentation with lunch, and a tour of the facility.
 - ii. MCDEVCO presented to 40 of students in classrooms at DC Everest high school on entrepreneurial leadership, starting a business, and resources as they evolve their business plans.
 - c. Local financial institutions.
 - i. *GAP* financing presentations to educate lenders on using *GAP* to infuse equity into commercial loans, which promotes more new and expanding businesses in Marathon County.
 - ii. Remote office out of financial institutions to raise awareness of MCDEVCO and provide accessibility to one-on-one training to loan officers and staff.
 - d. Speaking throughout the County to Municipalities, School Districts, Area Business Associations, and more. Topics include (but not limited to) economic development, workforce, benefits of entrepreneurs and small businesses to the economy, collaborations in education and lending, and the benefits of supporting women and other minority entrepreneurs.

Outcome Measure 1 – (provide most up-to-date workforce participation rate): Source Identified: *American Community Survey

Outcome Measure 2 – (provide most up-to-date number of vacant positions within Marathon County): Source identified: *Economic Modeling Specialists International (EMSI)

10.8 – Encourage development and redevelopment of key employment centers in areas that possess strong market potential, provide good transportation access for workers, and promote the efficient movement of goods.

Strategy A & B

- A. Support efforts to engage the public and private sectors to provide leadership for county economic development efforts:
 - a. Speaking to various area groups about MCDEVCO’s programs and lending for county economic development.
- B. Engage local municipalities on how county infrastructure development can contribute to business and industrial park growth:
 - a. Meeting coordination and resources
 - i. COVID-19/pandemic resource collaboration throughout the County.
 - ii. Lead and host Municipality Meetings.
 - 1. During the pandemic, monthly meetings via ZOOM
 - 2. Quarterly in-person meetings to ensure municipality leadership is collaborating and informed.
 - 3. Attend Municipality board meetings regarding economic development for the entire county.
 - b. MCDEVCO manages the tenancy at the Entrepreneurial & Education Center (EEC), working to fill office and manufacturing space with start-up businesses that will positively impact workforce and business development in Marathon County as businesses graduate from the incubator and evolve. MCDEVCO assumed management of the EEC in January of 2021. At that time, the occupancy was 61%. MCDEVCO recorded 82% occupancy as of May 2022.
 - Three businesses have expanded and moved their operations outside of the EEC, but within Marathon County, since MCDEVCO took over management in 2021.
 - Five Manufacturing businesses have been in operation greater than 3 years within the EEC.
 - Four office space tenants have been operating for more than 3 years within the EEC.

Outcome Measure 1 – (provide most up-to-date vacant business and industrial park acres):
Source identified: *NCWRPC

Outcome Measure 2 – (provide most up-to-date number of full-time and part-time employee positions maintained in Marathon County) Source identified: *Economic Modeling Specialists International (EMSI)

10.10 – Create an innovative atmosphere to foster an entrepreneurial-supportive environment.

Strategy A, B, C

- A. Respond to changing economic conditions and opportunities through periodic review and updating of economic development strategies, policies, investments, and programs:
 - a. Continue to run successful existing and new educational programs for entrepreneurs, small businesses, expanding businesses, and relocating

- b. Women Mentoring Women program, as the social impact to ensure that women entrepreneurs succeed in Marathon County is huge.
 - c. Celebrated Women's Small Business Month every October to acknowledge their contribution to the economy.
 - d. In the past 3 1/2 years MCDEVCO has run 40 no charge educational programs with the assistance of 35 volunteer business professionals from throughout the county. 423 entrepreneurs and business people have attended the programs. Average age is 33-55. 48% were from low and moderate income levels.
 - e. MCDEVCO staff one-on-one mentored over 460 entrepreneurs to assist them with obtaining funding, education gaps, finances, business plan development, and COVID-19.
- B.** Work with MCDEVCO to support a low-interest loan fund to finance new farmer startups and adoption of new technology by existing farmers: MCDEVCO continues to collaborate with local financial institutions and clients regarding *GAP* financing opportunities available with MCDEVCO. MCDEVCO has led multiple information sessions with financial institutions to educate them on the *GAP* financing process to reach more business owners struggling to find cash equity in loan execution. MCDEVCO continues to collaborate with Central Wisconsin Economic Development Fund (CWED) and maintains a seat on their Board.

MCDEVCO is also working with the Marathon County Conservation, Planning & Zoning (CPZ) Department to restructure the current low interest POWTS loan program that has not experienced success under the old model, which rolled out just prior to COVID-19 and the Safer at Home order. MCDEVCO continues to collaborate with the CPZ department to finalize details regarding updates to the program and reimplement.

- C.** Enhance awareness of MCDEVCO as the primary point of contact for business expansion and startup information: MCDEVCO collaborates with municipalities and financial institutions to ensure they are included in economic development and expansion efforts. MCDEVCO has led various efforts to support economic growth and development for new and existing entrepreneurs such as:
- a. MCDEVCO acted as a lead partner to Centergy in planning, coordinating and executing a Developer's Familiarization Tour of Marathon County in June of 2022. Developers from around the Midwest visited Marathon County in June of 2022 to tour available shovel ready sites for potential development.
 - b. MCDEVCO launched a new website in 2022, linking its site to that of other businesses, municipalities and non-profit organizations.
 - c. MCDEVCO is collaborating with local financial institutions to capture different audiences such as upcoming graduates looking to start their own business in Marathon County. MCDEVCO will be sharing the educational and financial resources it offers to new and expanding businesses to support growth and development in this sector as well as others in our County.
 - d. MCDEVCO markets and manages the *GEARS* Co-Working Space at the EEC. This space allows entrepreneurs to rent co-working space to increase collaboration and innovation. MCDEVCO has successfully transitioned 2 *GEARS* tenants to larger spaces within the EEC due to the expansion of their business.
 - e. *GEARS* Certificate of Excellence Program:

- i. 2021 Spring:
 - 1. 17 – Attendees
 - 2. 5 – LMI
 - 3. 1 – Number of attendees that started businesses and are still in business in Marathon County
- ii. 2021 Fall:
 - 1. 20 – Attendees
 - 2. 10 – LMI
 - 3. 2 – Number of attendees that started businesses and are still in business in Marathon County
- f. Workshops and Developmental Courses Offered and Completed (2020-2022):
 - i. 2019 and 2020 January programs attendees Approx. 175
 - ii. 2021
 - 1. Schessler Marketing Lunch & Learn 13 attendees/ 3 LMI
 - 2. Marketing 101: Advertising to Website 17 attendees/8 LMI
 - 3. Crops & Shops Marketplace 82 vendors/60 LMI
 - 4. Re-Vision Your Success Post Covid 8 attendees/2 LMI
 - 5. Quarterly Information Sessions: Held via Zoom each quarter 38 attendees/19 LMI
 - 6. Vision Your Future Today – Women’s Program 7 attendees/2 LMI
 - iii. 2022
 - 1. Lunch & Learn: A Bridge to Empowerment 6 attendees/3 LMI
 - 2. Marketing Must Haves for 2021 16 attendees/2 LMI
 - 3. Successful Selling 10 attendees/3 LMI
 - 4. Quarterly Information Sessions 12 attendees/5 LMI
- g. MCDEVCO is working to finalize the Fall 2022 *GEARS* Certificate of Excellence Program and a workshop to honor Women’s Small Business Month in October 2022 in addition to finalizing its educational programs for 2023.

Outcome Measure 1 – (provide most up-to-date number of business locations compared to 2017): Source identified: *Economic Modeling Specialists International (EMSI)

Outcome Measure 2 – (provide most up-to-date percentage of businesses that received assistance from MCDEVCO and have sustained for 3 years within Marathon County): Source identified: *MCDEVCO

- During the Pandemic, MCDEVCO was the Administrator for the Wausau CARES Grants and Forgivable Loan, Women’s Small Business Grant, Marathon County Small Business Grant and the Marathon County Microbusiness Grant.
 - TOTAL FUNDS DISBURSED TO BUSINESSES: \$539,096.00
 - 77 businesses were funded
 - 75 businesses funded are still in business (to the best of our knowledge)
 - NUMBER OF BUSINESSES SUPPORTED DURING THE PANDEMIC:
 - COVID-19 relief programs = 637
 - Entrepreneurial programs (scholarships and no-cost) = 246
 - One-on-one mentoring = 148
 - GAP Financing = 2

TOTAL Businesses assisted = 1,033