



MARATHON COUNTY EXTENSION, EDUCATION AND ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, August 3, 2023, at 3:00pm**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI 54403**

Committee Members: Rick Seefeldt, Chair; Becky Buch, Vice-Chair; Bobby Niemeyer, Crystal Bushman
Kim Ungerer, David Baker, Tom Rosenberg

Marathon County Mission Statement: Marathon County Government serves people by leading, coordinating, and providing county, regional, and statewide initiatives. It directly or in cooperation with other public and private partners provides services and creates opportunities that make Marathon County and the surrounding area a preferred place to live, work, visit, and do business. (Last updated: 12-20-05)

Committee Mission Statement: Provide the leadership for implementation of the Strategic Plan, monitoring outcomes, reviewing, and recommending to the County Board all policies related to educational and economic development initiatives of Marathon County.

Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:**

Phone#: 1-408-418-9388 Access Code: 146 235 4571

When you enter the telephone conference, **PLEASE PUT YOUR PHONE ON MUTE!**

The meeting will also be broadcasted on Public Access or at <https://tinyurl.com/MarathonCountyBoard>

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment (15 Minutes)** (Any person who wishes to address the committee during the "Public Comment" portion of the meetings, must provide his or her name, address, and the topic he or she wishes to present to the Marathon County Clerk, or chair of the committee, no later than five minutes before the start of the meeting. All comments must be germane to a topic within the jurisdiction of the committee.)
4. **Approval of the July 6, 2023, Extension, Education and Economic Development Committee Meeting Minutes**
5. **Policy Issues Discussion and Potential Committee Determination:** None
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
 - A. Resolution recommending the provision of funding for the Marathon County Historical Society and MCDEVCO in the 2024 Annual Budget consistent with previous funding allocations
 - B. Continued discussion to develop recommendations relative to the County's role in supporting access to affordable, high-quality childcare and affordable housing
 1. Consideration of Supervisor Baker's resolution draft
7. **Educational Presentations and Committee Discussion**
 - A. Kelly Westlund - Extension Housing Programming
 - B. MCDEVCO'S Monthly Report
 - C. Library Monthly Report
 - D. UW - Extension Monthly Report
 - E. UWSP - Wausau Report
8. **Next Meeting Date & Time, Announcements and Future Agenda Items**
 - A. Committee members are asked to bring ideas for future discussion.
 - B. Next meeting: Thursday, September 7, 2023, at 3:00pm
9. **Adjournment**

*Any Person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk's Office at 261.1500 or email countyclerk@co.marathon.wi.us one business day before the meeting.

SIGNED _____ s/s Rick Seefeldt
Presiding Officer or Designee

EMAILED TO: Wausau Daily Herald, City Pages, and other Media Groups

EMAILED BY: _____

DATE & TIME: _____

NOTICE POSTED AT THE COURTHOUSE

BY: _____

DATE & TIME: _____



MARATHON COUNTY EXTENSION, EDUCATION & ECONOMIC DEVELOPMENT COMMITTEE AGENDA WITH MINUTES

Date & Time of Meeting: **Thursday, July 6, 2023, at 3:00pm**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI 54403**

Rick Seefeldt	Present
Becky Buch	WebEx
David Baker	WebEx
Bobby Niemeyer	Absent
Tom Rosenberg	Present
Kim Ungerer	Present
Crystal Bushman	WebEx

Staff Present: Lance Leonhard, Chris Holmen, Kurt Gibbs, Michael Puerner, Laura Scudiere, Jeremy Solin, Michelle VanKrey, Kimm Weber, Leah Giordano, Ozalle Toms, Ann Lemmer

Others Present: Diana White, Kelly Borchardt, Elsa Duranceau

1. **Call Meeting to Order** – Chair Seefeldt called the meeting to order at 3:00 p.m.
2. **Pledge of Allegiance**
3. **Public Comment:** Kay Palmer commented on childcare need.
4. **Approval of the June 1, 2023, Extension, Education & Economic Development Committee Meeting Minutes** - Motion by Rosenberg, Second by Ungerer to approve the minutes. Motion carried on voice vote, unanimously.
Agenda was taken out of order with no objections. Item 5 was discussed after item 7.
5. **Policy Issues Discussion and Potential Committee Determination**
 - A. Continued Discussion regarding 2024 Annual Budget and policy recommendations from the committee
 1. Review Mandatory / Discretionary Program document
 2. Review of Rates and Fees document
 3. Review of 5-Year Departmental Expense/levy document – Administrator Lance Leonhard explained which non-profits the County supports and asked the committee if they would like to recommend continuing funding to the full board. Discussion was had with questions asked and answered. No action taken.
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
 - A. How does the Committee intend to complete its work called for under the revisions of the Strategic Plan
 1. Presentation from Aaron Ruff and the Marathon County Dream Up! Core team – Aaron Ruff was unable to attend the meeting. Administrator Leonhard talked about the Dream Up Grant!, safe childcare and asked the committee to come with a road plan for childcare. The presentation on childcare was given by Laurie Scudiere and Kelly Borchardt. Several daycare providers talked about the childcare in the community. A video presentation from Dave Ackman from the Greater Wausau Chamber of Commerce was viewed by the committee. Diana White from the Wausau School District stated that the County and Schools need to be a partner in childcare. Discussion was had with questions being asked and answered.
 2. Letter of Support from the Greater Wausau Prosperity Partnership can be found in the packet.
7. **Educational Presentations and Committee Discussion**
 - A. UW-Extension Program and Budget Overview – Jeremy Solin per request shared the UW-extensions programs supported by the County and the budget overview. Questions were asked and answered.
 - B. Historical Society Presentation – The Historical Society was represented by Russ Wilson, Brett Barker, and Ben Park. They gave a presentation and asked the County to continue to support the Historical Society.
 - C. MCDEVCO's Monthly Report – Kimm Weber gave her monthly report.
 - D. Library Monthly Report – Leah Giordano talked about the summer events being held at the library.
 - E. UW – Extension Monthly Report – Jeremy Solin introduced Michelle VanKrey as the new Food Wise program coordinator. Jeremy also requested to be put on the agenda for next month for a Housing presentation.

F. UWSP – Wausau Report can be found in the packet.

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

A. Committee members are asked to bring ideas for future discussion.

B. Next meeting: Thursday, August 3, 2023, at 3:00pm

9. **Adjournment**

Motion by Rosenberg, Second by Ungerer to adjourn. Motion Carried on voice vote, unanimously.
Meeting adjourned at 5:37 p.m.

Minutes Prepared by Kelley Blume, Deputy County Clerk

DRAFT

Resolution #R-___ - ____

RESOLUTION RECOMMENDING THE PROVISION OF FUNDING FOR THE MARATHON COUNTY HISTORICAL SOCIETY AND MCDEVCO IN THE 2024 ANNUAL BUDGET CONSISTENT WITH THE LEVEL OF FUNDING PROVIDED IN THE PRECEDING YEAR'S BUDGET

WHEREAS, Marathon County is a governmental subdivision of the State of Wisconsin, authorized by Chapter 59 of the Wisconsin Statutes to allocate funds necessary to carry out the priorities identified by the Marathon County Board of Supervisors; and

WHEREAS, Marathon County Historical Society ("MCHS") is by statute ~~is~~ an affiliate of the Wisconsin Historical Society, existing as a non-profit corporation since 1952, with the following expressed purpose:

"The discovery, collection, preservation and publication of historical records and data of and relating to the State of Wisconsin and particularly to the County of Marathon in the State of Wisconsin[;]" and

WHEREAS, the Marathon County Development Corporation (MCDEVCO) has served as a valuable resource for existing businesses and entrepreneurs in Marathon County since it was formed in 1978, and more recently MCDEVCO has worked to ensure that its efforts align with the goals of the County Board of Supervisors as outlined in its Strategic Plan; and

WHEREAS, it is believed that Marathon County has continued to contribute to the operating budget of MCHS annually and without interruption from calendar year 1954 through 2019 at various and substantial levels, and the county has contributed funding to MCDEVCO at various times throughout the organization's history for purposes of enhancing economic development through the delivery of gap financing and other services; and

WHEREAS, in 2020, the allocation of funding provided through the Marathon County government annual budgeting process to the Historical Society and MCDEVCO was effectuated through the execution of contracts for professional services, with the Historical Society being responsible for the delivery of programs and lectures in connection with the needs of the Marathon County Public Library system and the continued development of the Marathon County Historical Society records system, and MCDEVCO being responsible for entrepreneurial and business education, training, and mentorship programs; and

WHEREAS, in connection with the 2024 Annual Budget development process, the County Board of Supervisors, at its June 20, 2023, meeting, directed each of the standing committees with jurisdiction ~~of~~ over non-profits agencies funded directly through the annual budget to develop recommendations relative to continuation of funding; and

WHEREAS, pursuant to the aforementioned direction from the County Board of Supervisors, the Extension, Education, & Economic Development Committee considered information from the Marathon County Historical Society and MCDEVCO relative to the work each performs in connection with the service-based contracts with Marathon County government, as developed by the County Administrator; and

WHEREAS, the Extension, Education, & Economic Development Committee determined that the service-based contracts with the MCHS and MCDEVCO provide for the delivery of valuable services to Marathon County residents that supports the priorities of the Board of Supervisors and therefore recommended

that funding for the Historical Society and MCDEVCO be provided for in the 2024 Annual Budget process at a level consistent with the amount provided for in the preceding year's budget.

NOW, THEREFORE, BE IT ~~FURTHER~~ RESOLVED that the Marathon County Board of Supervisors directs the Administrator to provide for funding in the Administrator's proposed 2024 Annual Budget to the Marathon County Historical Society and MCDEVCO in amounts equal to that provided for in the preceding year's annual budget.

Fiscal Note: Passage of this resolution would direct the Administrator to include in his proposed 2024 annual budget funding for the two listed non-profit agencies at a level consistent with the funding provided in the 2023 budget: \$54,376.00 to the Marathon County Historical Society and \$40,000.00 to MCDEVCO. However, any amounts actually allocated to each non-profit organization must be approved as a part of the 2024 budget.

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Summary of Potential Roles that Marathon County Government Could Evaluate Relative to Supporting Affordable High-Quality Childcare and Safe and Affordable Housing

A. Background – Existing EEED Committee Strategic Plan obligations by 8/31/2023

- By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting affordable high-quality childcare.
- By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting safe and affordable housing options.

B. Marathon County government can play several roles in supporting affordable high-quality childcare in the community. Here are some potential roles they can take on:

Policy Examination/Development: While Marathon County is not directly involved in developing applicable childcare regulation, as doing so is under the purview of the State of Wisconsin, the County could evaluate the existing regulations and suggest potential modifications to policy makers and elected officials at the state-level. One potential approach that would require minimal staff involvement would be the preparation and consideration of a resolution calling upon the State of Wisconsin policy makers to conduct a review of existing regulations to ensure that all regulations are necessary and not unnecessarily burdensome.

- **Advocacy and Awareness:** The county can advocate for policies and initiatives at the state and federal levels that support affordable high-quality childcare. They can also raise awareness about the importance of early childhood education and the benefits of quality childcare for children's development and school readiness.
- **Zoning Review:** The county could evaluate whether there were local zoning regulations that were a barrier to childcare institutions being opened. This has not been articulated as a barrier, so it is likely to have a low return on investment.

Collaboration and Coordination: The county government can serve as a facilitator and convener, bringing together different stakeholders such as childcare providers, educators, parents, and community organizations. By fostering collaboration and coordination among these entities, our community may be able to create a more integrated and efficient childcare system.

Financial Support: The county government can allocate funds to support affordable childcare initiatives. Communities have utilized a number of approaches relative to this strategy. (Evaluation under Chapter 59 would be necessary)

1. Economic Development Grants/Loans – the county could allocate funds to MCDEVCO to create a targeted grant/loan program for existing or prospective providers.
2. Indirect Support – the county could deliver, directly or indirectly, business education programs aimed at current and prospective childcare providers.
3. Local Partner-Up program – the county could evaluate the potential to create a local version of the State's Partner Up initiative.

4. Consumer-focused programs

Workforce Development: The county government can support the professional development of childcare workers. Expanding training programs, workshops, and resources to enhance the skills and qualifications of childcare staff, may positively impact the available childcare workforce; however, before allocating funding in this regard, I would recommend evaluating the impact of recent workforce development programs. The relatively limited wage opportunities in this career field may dissuade workers, even those that have a targeted degree or professional training, from entering the field.

Facilities and Infrastructure: The county could evaluate whether space within existing buildings could be leased to childcare providers in a manner that encouraged the expansion of services to the broader community. Clarifying with UWSP-Wausau whether any space on the campus could be converted for such a use may be a worthwhile conversation.

- Given the cost of facility construction, it is unlikely that county-owned undeveloped land would be valuable in this consideration.

Resource Referral and Information: The county government could allocate resources aimed at providing information about available programs, eligibility criteria, and financial assistance opportunities. Expanding knowledge relative to the role of Childcaring, Inc. in our community would be an example of this strategy. More readily available information relative to licensed childcare providers, including information about their quality ratings, could help parents make informed choices.

C. Marathon County government can play several roles in supporting the availability of safe and affordable housing in the community. Here are some potential roles they can take on, or courses of potential action:

Conduct an In-depth Review of the Workforce Development Report – The county was one of the primary funders of the recent Housing Analysis completed by North Central Wisconsin Regional Planning. Understanding our current situation may better inform policy makers of their next steps

Evaluate our own property holdings for Housing-related Deployment: The county is in the process of vacating a number of facilities (e.g., Thomas Street, River Drive Campus) and it currently has two parking lots that could be redeveloped for housing in the City of Wausau. A larger examination of our property holdings could identify parcels that are particularly well-suited for housing development.

Tax Foreclosure property based program – The county is in the process of address a long-standing backlog of tax delinquent properties. The county could evaluate whether it would like to implement a process that would be specifically aimed at addressing workforce housing shortage. That is, we could evaluate whether we implement a process whereby we rehabilitate tax foreclosure properties, in partnership or directly, and develop a 1st time homebuyer program, similar to Washington County.

Policy Development: We can develop policies and regulations that encourage the development of safe and affordable housing. This can include **zoning** ordinances that allow for a mix of housing types, and

incentivizes affordable housing projects, and streamlined permitting processes to reduce barriers to construction.

- **Land Use and Zoning**: We can work with municipalities to review and revise land use and zoning regulations to encourage the development of affordable housing.

Funding and Financial Support for Construction: The county evaluate whether it could work with MCDEVCO to provide low-cost capital or grants to support the construction or creation of affordable housing units. I would suggest a review of Chapter 59 to ensure that activities planned under this strategy are permitted under Wisconsin law.

Collaboration and Partnerships: The county could serve as the convenor/facilitator to bring together representatives of business, government, education, and developers to discuss how we can partner to address the significant shortage of housing in the community.

Data Collection and Analysis: The county could conduct an independent analysis of data on housing needs, affordability trends, and housing market conditions. This information can inform policy decisions, help identify gaps in housing availability, and guide strategies for addressing housing challenges.

RESOLUTION # R-??-23
Marathon County Government's Role in Providing Affordable
High-Quality External Child Care

WHEREAS, a shortage of affordable, high quality child care is directly impacting Marathon County families and indirectly impacting Marathon County businesses through workforce shortages; and

WHEREAS, the EEED committee has been tasked with preparing recommendations for Marathon County Government's role in supporting affordable high-quality childcare, with input from non-EEED Supervisors and other Marathon County Stakeholders, per Marathon County's Strategic Plan Objective 10.3, Outcome Measure 3, and

WHEREAS, the certified family child care segment of the child care industry has been decimated, declining from 5000 certified family care providers statewide in 2001ⁱ to 580 in 2018ⁱⁱ, diminishing a substantial source of lower cost, high quality childcare slots, and

WHEREAS, at least one report indicates that state regulation, including the YoungStar rating system and the reauthorization of the CCDBG in 2014, has played a major role in the substantial decrease in the number of certified family care providers: "The answer has become clear. Many states chose overly burdensome regulation and procedures that pushed many childcare providers out of the market, replaced by higher-cost center-based care."ⁱⁱⁱ "Additionally, YoungStar likely has contributed to a decline in family childcare providers that has limited parental choice and driven up costs"^{iv}, and

WHEREAS, the Marathon County has an integral role in certified family child care as the Marathon County Department of Social Services is the local certification agency for certifying family care providers, and

WHEREAS, the state provides financial child care assistance to lower income families through Wisconsin Shares, with a state wide total of more than \$300,000,000.00 provided over the last 12 months to more than 17,500 Wisconsin families to assist in providing child care to more than 31,000 children^v, and

WHEREAS, family child care providers must be either certified or licensed to be eligible to accept Wisconsin Shares funding, and

WHEREAS, the federal and state government have provided \$10,641,766 of taxpayer funded subsidies to Marathon County child care providers since May 2020^{vi}, a level of funding which was not widely known to local taxpayers or local governments, and for which local input was not sought or approval received, and

WHEREAS, expanding childcare subsidies is contrary to the goal of increasing the number and percentage of self-sufficient households in Marathon County as stated in Marathon County's Strategic Plan Objective 10.3 Outcome Measure 1 adopted April 25, 2023.

NOW, THEREFORE, BE IT RESOLVED that it is not the role of Marathon County Government to subsidize external child care using taxpayer funds from the property tax levy, the sales tax levy, or from APRA funds,

NOW, THEREFORE, BE IT FURTHER RESOLVED that, in general, the County believes that a significant part of the answer to Wisconsin's early care and learning problems is to reduce government regulations and place more authority into the hands of parents and childcare providers.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the County will identify state and county regulations that negatively impact the number of certified family child care providers in the County, and provide options for eliminating or mitigating these impacts, including but not limited to providing recommendations for feedback to the State and developing potential pilot programs to reduce unnecessary child care regulation while still maintaining high standards of health and safety. County staff are directed to provide a report to EEEDC detailing the results of this effort on a quarterly basis.

ⁱ Wisconsin Early Childhood Collaborating Partners, "Working to Transform Early Childhood Education and Care", November 2001, Page 11

ⁱⁱ Wisconsin Department of Children and Families, Division of Early Care and Education, "2018 Annual Report Early Care and Education in Wisconsin", March 2019, Page 22

ⁱⁱⁱ "Off Track: An Assessment of Wisconsin's Early Care and Learning System for Young Children." Angela Rachidi, Ph.D. SEPTEMBER 2022, Page 7, Page 14, Entire Document

^{iv} *ibid*, page 15

^v <https://dcf.wisconsin.gov/wishares/stats>

^{vi} EEED Packet 20230706, page 22

SEPTEMBER 2022



Off Track: An Assessment of Wisconsin's Early Care and Learning System for Young Children

By Angela Rachidi, Ph.D.



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A P R E F A C E T O

Off Track: An Assessment of Wisconsin's Early Care and Learning System for Young Children

Raising children, as can be fully appreciated only after you've done it, takes place in real time. They eat, sleep and grow whether you're ready or not. So as parents supply children with the most crucial material treasure they ever will receive — a stable, loving home — many rely on some outside help in caring for their children while earning a living. Wisconsin long ago decided to assist low-income parents in finding good help.

How is Wisconsin doing at this? Not so well.

Here, an eminent Wisconsin-based scholar and Badger Institute visiting fellow, Angela Rachidi, examines the current landscape, looking at how Wisconsin spends about \$400 million a year in federal and state taxpayer money to subsidize childcare and early learning. Crucially, she looks at how the government's efforts to improve the quality of childcare has increased costs, diminished parents' options and resulted in fewer children accessing the help that taxpayers offer.

And Rachidi lays out steps that Wisconsin policymakers can take to fix things — specifically how they can reduce the deadening weight of the state's hand and, instead, give more authority to parents and childcare providers.

Her recommendations are urgent: Wisconsin's future adults are growing and learning in real time, whether their parents — and the state's assistance — are ready or not.

— *Badger Institute*



Off Track: An Assessment of Wisconsin's Early Care and Learning System for Young Children

By Angela Rachidi, Ph.D.

Introduction

A recent report by a bipartisan group of experts on economic and family policy stated, “The research evidence indicates that, on average, children who have a) two parents who are committed to one another, b) a stable home life, c) more economic resources, and d) the advantage of being intended or welcomed by their parents are more likely to flourish.”¹ This underscores the conventional wisdom that parents and family form the foundation for early childhood development.

Fortunately, the majority of young children in the United States grow up in an environment that lends itself to healthy development, mainly through their relationship with their parents and other loving adults. However, not all children have the same advantages. Certain circumstances, often outside the control of parents, can make healthy development more challenging — circumstances such as poverty, stressful work schedules and other home and life challenges.

The government can play an important role in early childhood development by helping children and families when they face instability and economic insecurity. The government has a long history of providing resources to help close the development gap between low-income and other young children, with programs dating back to the Great Depression.² However, it was not until 1965, with the implementation of Head Start, that the federal government began to assume greater responsibility for assisting disadvantaged children.³

By 1990, the federal government created the Child Care and Development Block Grant (CCDBG) to help low-income families afford childcare so that parents could work.⁴ Welfare reform in 1996 transformed the provision of childcare assistance to low-income families even more by consolidating funding streams into the Child Care and Develop-

ment Fund (CCDF), and expansions to the Child Tax Credit (CTC) and Earned Income Tax Credit (EITC) also helped low-income families offset childcare expenses.

Scientists have consistently shown that healthy brain development in the first few years of life profoundly improves future outcomes for children.⁵ The Center on the Developing Child describes the importance of early brain development in this way: “Healthy development in the early years provides the building blocks for educational achievement, economic productivity, responsible citizenship, lifelong health, strong communities and successful parenting of the next generation.” Scientists also recognize that adverse experiences or trauma early in life can impede brain development in ways that make the achievement of positive outcomes more challenging. For this reason, childhood experts argue in favor of publicly supporting early care and learning to ensure that all children have similar opportunities for healthy development.

Early care and learning is a general term that incorporates childcare with education and development activities and typically refers to programs involving children before they enter kindergarten. Most commonly, we think of children attending an outside facility with other children, supervised by unrelated adults. However, early care and learning can encompass a wide variety of settings where young children (birth to age 5) spend their time when they are not with their parents. It includes children cared for by relatives or friends, family childcare (sometimes called in-home childcare because it takes place in the provider’s home) or church-based nursery schools.

While not unique to Wisconsin, the structure of early care and learning and childcare programs within the state creates a disjointed system that can be challenging to coordinate.

In recent decades, arguments in favor of publicly supported early care and learning opportunities for young children have merged with the desire for policies that help parents find safe and affordable childcare while they work. Today, early care and learning is largely synonymous with childcare, and government policies seek to both support the development of children at an early age and support the employment of parents. Additionally, some policymakers have moved beyond advocating for public support to close the development gap or to support employment for low-income parents — instead favoring universal publicly funded programs.

This report explains the current early care and learning policy landscape at the federal level and in Wisconsin and assesses the effectiveness of the system. The evidence suggests that an overemphasis on quality regulation likely has driven some childcare providers out of the market, resulting in fewer low-income children served by Wisconsin Shares (the state’s subsidized childcare program) and less overall parental choice and higher costs, without measurable improvements in outcomes.

Recommendations include consolidating leadership and organization for early care and learning at the state level, reforming the regulatory framework for early care and learning, improving the data infrastructure, developing a new “Birth to Age 5” strategic plan for Wisconsin and exploring education savings accounts to help families offset child-related costs.

Evidence Base for Early Care and Learning

The emphasis on early care and learning in U.S. policymaking stems from the proliferation of brain science in the past several decades pointing to the outside importance of the early years for cognitive development.⁶ Nobel laureate and economist James Heckman has spent the bulk of his career researching early childhood education programs, and he argues for focusing public policy on early childhood development:

“A critical time to shape productivity is from birth to age five, when the brain develops rapidly to build the foundation of cognitive and character skills necessary for success in school, health, career and life. Early childhood education fosters cognitive skills along with attentiveness, motivation, self-control and sociability — the character skills that turn knowledge into know-how and people into productive citizens.”⁷

However, Heckman’s work is often misunderstood, and people mistakenly use it to argue for placing every child away from their parents into a childcare setting at an early age. In truth, Heckman believes strong families are crucial for positive child development, though he also acknowledges the importance of early childhood investments for vulnerable children when their family life places them at a disadvantage, arguing:

“Every child needs effective early childhood supports — and at-risk children from disadvantaged environments are least likely to get them. They come from families who lack the education, social and economic resources to provide the early developmental stimulation that is so helpful for success in school, college, career and life. Poor health, dropout rates, poverty and crime — we can address these problems and substantially reduce their costs to taxpayers by investing in developmental opportunities for at-risk children.”

One question is whether the government should be involved in the early care and education of young children at all. State and local governments play a large role in K-12 public education, and some people believe that responsibility should extend to younger children. However, the care of young children rightfully falls primarily to the family, with questions around the government’s role largely falling to the licensing and regulating of childcare providers and assisting families in paying for it. Although debate remains over the proper role for government in the early care and learning of children, the preponderance of evidence suggests that an important role for the government is to help disadvantaged children with targeted public investments at an early age.⁸

Research also shows that children do better when they experience environments conducive to healthy development. Most important is the time that young children spend with their parents and families, but when children must be away from their parents, settings

The results point to a highly regulated system, likely overburdening providers, while serving a declining number of families and limiting childcare choice for families, with very little evidence of effectiveness for children.

should be conducive to early childhood development and make children better off. Regrettably, the record of achievement for large-scale, government-funded pre-kindergarten programs in this regard is lacking.

Children who participate in universal pre-kindergarten programs may be more kindergarten-ready than children who do not participate, but academic gains quickly fade after entering kindergarten.⁹ Yet, the research also shows that these programs can be effective when they target disadvantaged children, operate on a small scale and offer children stable and consistent interactions with caring adults. When programs do not meet these criteria, they often produce weak or negative results.

When referring to the evidence in 2014, the former head of the Institute of Education Sciences in the U.S. Department of Education, Grover J. (Russ) Whitehurst, expressed skepticism about universal government programs, stating, “I conclude that the best available evidence raises serious doubts that a large public investment in the expansion of pre-K for four-year-olds will have the long-term effects that advocates tout.”¹⁰

One of the best examples, and perhaps the most rigorously studied statewide pre-kindergarten program, comes from Tennessee. That program actually showed that participants in pre-K did worse on academic outcomes over time than those in the control group.¹¹ Relying on the results from Tennessee and other statewide pre-K programs, authors of a consensus report wrote:

“There is persuasive evidence from earlier small-scale programs like the Perry Preschool and Abecedarian programs that long-term impacts are possible under some circumstances. But the evidence that contemporary scaled up state or district pre-K programs can produce such impacts is not conclusive. The path ahead must combine well-documented program innovations at the state and district level with evaluation research of broader scope and greater rigor.”¹²

One notable exception is for children from disadvantaged backgrounds who participate in early care and learning programs. A 2017 report from a group of early childhood experts stated, “Researchers who study pre-K education often find that children who have had early experiences of economic scarcity and insecurity gain more from these programs than their more advantaged peers.” The authors posited that the positive effects of early care and learning programs for children facing adversity stem from brain science — that is, the programs make up for challenges to their cognitive development in the home.¹³

There is ample evidence to support the claim that early care and learning programs benefit disadvantaged children the most. For example, in the 1960s and ’70s, two evaluations of service-intensive early education programs have provided researchers with a wealth of information on the advantages of early education for disadvantaged children. Research using data from the Perry Preschool Project found that positive changes to behaviors resulting from the program led to better lifelong outcomes for participating children.¹⁴ Evidence from the Abecedarian Project in Chapel Hill, North Carolina, found similar

long-term benefits for children who participated. Both programs, however, targeted children from disadvantaged backgrounds, were very well-resourced and offered intense full-day programs.

However, few programs since then have been able to replicate their results, whether it be for disadvantaged children or those from more affluent families. Attempts to implement universal childcare programs without attention to the intensity and quality of the program largely have failed. A government-funded universal childcare program in Quebec that was started in the 1990s, for example, resulted in worse behavioral and health outcomes for participating children.¹⁵

Another study exploring longitudinal survey data found that being in nonrelative childcare resulted in worse externalizing behaviors for children, such as acting out or harming oneself or others.¹⁶

This leads to the conclusion that in order for publicly funded early care and learning to work, it should target the least advantaged children and replicate aspects of successful programs. Though the scientific literature is still progressing, development science describes the importance of “serve and return” interactions that occur between caregivers and children — for example, a caregiver making eye contact, smiling or cooing and enticing a response from the child. According to the Center on the Developing Child, “When caregivers are sensitive and responsive to a young child’s signals and needs, they provide an environment rich in serve and return experiences.”¹⁷ The question is how does government regulate early care and learning programs to maximize these serve and return experiences?

There has always been a flaw in the belief that states, with support from the federal government, could regulate childcare into high quality. Although the YoungStar rating system is well-intentioned, it likely has had a negative effect on the number of children receiving childcare subsidies in Wisconsin by pushing providers out of the subsidy system altogether.

Regrettably, many states answer this question by imposing excessive regulations in an attempt to improve quality of care. Though well-intentioned, this often reduces childcare supply and drives up costs, making it harder for low-income families to access high-quality care in the end. One reason for this unintended consequence is the government is not well-equipped to regulate “quality” early care and learning opportunities for children. Even the early childhood experts who summarized the scientific knowledge on pre-kindergarten effects in 2017 struggled to offer concrete actionable guidance, instead identifying:

“several factors that together seem to be ‘good bets’ for supporting strong early care and learning in pre-K and other settings: the use of 1) curricula that are known to build foundational skills and knowledge, coupled with 2) professional development and coaching that enable teachers 3) to create organized and engaging classrooms.”¹⁸

A summary of the evidence from my American Enterprise Institute colleague Max Eden suggests that the federal government’s record in trying to produce quality early care and

learning programming is not good. He notes the mixed evidence on Head Start, acknowledging that while research showed that an early cohort of Head Start participants experienced positive results, later cohorts did not.¹⁹ Eden also notes the mixed evidence on the federal government's childcare assistance program for low-income families. Research has shown that childcare subsidies for low-income families increase maternal employment, but the outcomes for children who receive a subsidy appeared worse than those who do not receive a subsidy.²⁰

One potential reason for the poor outcomes associated with certain early care and learning programs involves the poor quality of childcare it funded. This became a particular concern during the early 2010s when policymakers perceived the childcare funded by CCDBG to be poor quality.²¹ Coupled with the push to expand early care and learning opportunities during President George W. Bush's and President Barack Obama's administrations, this led to a bipartisan compromise and focus on quality during the reauthorization of the CCDBG in 2014, including increased funding to achieve higher-quality childcare.

Childcare markets are still feeling the implications of decisions around CCDBG reauthorization. While the push for higher-quality childcare for low-income families in the subsidy program was consistent with the evidence showing that low-income children could benefit, states had to figure out how to implement quality requirements. How were states supposed to regulate individual childcare programs to ensure quality curricula, professional development and organized classrooms? The answer has become clear. Many states chose overly burdensome regulation and procedures that pushed many childcare providers out of the market, replaced by higher-cost center-based care.

In the next section, I provide background on early care and learning at the federal level and in Wisconsin, followed by a review of the data for Wisconsin over the past several years to illustrate trends in the overall childcare market and the subsidy program, Wisconsin Shares. The results point to a highly regulated system, likely overburdening providers, while serving a declining number of families and limiting childcare choice for families, with very little evidence of effectiveness for children.

Background on Early Care and Learning

Federal and State Financial Assistance for Early Care and Learning

The federal government provides funding across several programs to help states offer early care and learning opportunities. These programs generally target low-income children, with the exception of the federal child and dependent care tax credit, which is available to families higher up the income scale. Combined federal and state funding for Head Start, childcare subsidies and home visiting programs alone totaled almost \$400 million for Wisconsin families in federal fiscal year 2019. The federal government provides millions more in tax credits and tax preferences for families with childcare expenses.

Table 1 details the major federally funded childcare and early care and learning programs.

Table 1

Major federally funded early care learning programs		
Program	Description	FY 2019 expenditures in Wisconsin
Head Start	<ul style="list-style-type: none"> • Provides early childhood education and development activities for low-income children to promote school readiness. • Operates through grants from the federal government to the local level. • Serves children ages 3-4 and younger through Early Head Start. • Federal funds flow directly to Head Start programs, with the Wisconsin Department of Public Instruction and the Wisconsin Head Start Association offering support to local community programs. • The Wisconsin Department of Children and Families regulates Head Start programs similar to other childcare/preschool programs. 	Federal funding ²² \$155,322,531
Child Care and Development Block Grant (CCDBG) / Child Care and Development Fund (CCDF)	<ul style="list-style-type: none"> • Federally funded childcare subsidies (with state matching requirements) to low-income families. Funded with discretionary funds through the CCDBG and mandatory funds through the Social Security Act — funds pooled together in the CCDF. • States administer the subsidy program with guidance from the federal Office of Child Care in the Administration for Children and Families. States must submit a CCDF state plan every three years. • Families must meet income eligibility criteria and participate in an approved childcare setting. They receive funds to help pay for childcare but must pay a co-payment and be reassessed for eligibility periodically. 	Federal and state funding ²³ \$224,971,577
Maternal, Infant and Early Childhood Home Visiting (MIECHV)	<ul style="list-style-type: none"> • Supports home visiting services by health professionals for families with young children who reside in communities with concentrations of poor child health and other risk indicators. • Provides federal grants to states to operate programs, supplemented by state funding. Provides regular in-home visits to participating families using evidence-based curriculum. • Wisconsin’s MIECHV program operates in collaboration between the Department of Children and Families and the Department of Health Services. 	Federal funding ²⁴ \$8,587,993 (FY 2020 award)

<p>Preschool Development Grant (PDG)</p>	<ul style="list-style-type: none"> • Federal funding available to “build state capacity to develop, enhance or expand high-quality preschool programs, including comprehensive services and family engagement, for preschool-aged children from families at or below 200% of the federal poverty line.” Guidance later expanded to children birth to age 5. • Wisconsin received an initial Planning Grant and a Renewal Grant through the PDG. The PDG helped develop the Birth to 5 Statewide Strategic Plan for 2021-2023. 	<p>Approximately \$10 million (\$30 million over three years)²⁵</p>
<p>Child and Dependent Care Credit</p>	<ul style="list-style-type: none"> • Non-refundable federal tax credit ranging from 20% to 35% of childcare expenses up to \$3,000 for one child and \$6,000 for two or more children. 	<p>N/A²⁶</p>
<p>Dependent Care Assistance Program (DCAP)</p>	<ul style="list-style-type: none"> • Taxpayers can exclude from their income \$5,000 to cover childcare expenses. The DCAP operates through the employer. • DCAP lowers taxable income and is not a tax credit. It must be used for qualified employment and childcare expenses. Participants must select an annual amount during an open enrollment period and use it or lose it. 	<p>N/A²⁷</p>

Source: Congressional Research Service, Early Childhood Care and Education Programs: Background and Funding, May 2016

State Licensing, Regulation and Quality Ratings

State governments are responsible for licensing and regulating early care and learning providers. In Wisconsin, the Department of Children and Families serves this function and publishes licensing rules and manuals to assist early care and learning providers with the process.²⁸ Different licensing rules apply to family childcare providers (when the provider cares for four to eight children, usually in the provider’s home) and group childcare providers (when the provider cares for more than eight children, usually in a childcare center).

In general, rules cover things such as supervision, staff, operations, physical settings, programming and transportation. Providers must apply for a license and pass an inspection, with licenses renewed every two years. Providers caring for fewer than four children can receive a certification, which is similar but with slightly fewer requirements than licensing.²⁹

In Wisconsin, early care and learning providers that accept subsidies are also required to participate in YoungStar, the childcare quality rating system.³⁰ YoungStar involves a self-assessment and a one- to five-star rating system operated by contracted observers. Providers must renew their YoungStar rating every other year. Payments through the federal subsidy program depend on the quality rating, and parents can review quality ratings when making decisions about placements.

What are the Implications for Wisconsin?

While not unique to Wisconsin, the structure of early care and learning and childcare programs within the state creates a disjointed system that can be challenging to coordinate. This administrative complexity, combined with a desire to regulate quality at the state level, has led to dramatic changes in the availability of childcare slots in Wisconsin and the number of low-income children receiving a childcare subsidies.

State officials are well aware of the deficiencies in the current early care and learning environment. Wisconsin conducted a statewide needs assessment on early care and learning in 2020 using funding from a federal Preschool Development Grant (PDG), followed by a more in-depth needs assessment in 2021. The report paints a concerning picture for families with young children in Wisconsin. According to the report, Wisconsin parents of young children struggle to access and afford quality childcare, while the early care and learning workforce perceives a lack of professional respect, adequate pay, benefits and diversity.³¹

One of the most glaring issues for Wisconsin leaders is the negative impact that state-level quality regulation has on the composition of childcare providers in the state and the availability of childcare slots. An analysis of total childcare slot capacity across Wisconsin's 72 counties by the University of Wisconsin-Madison Institute for Research on Poverty (IRP) showed that overall capacity in Wisconsin was largely unchanged from 2005 to 2019, but licensed and certified family childcare slots declined by 38% (i.e., care provided to children usually in the home of the provider).³²

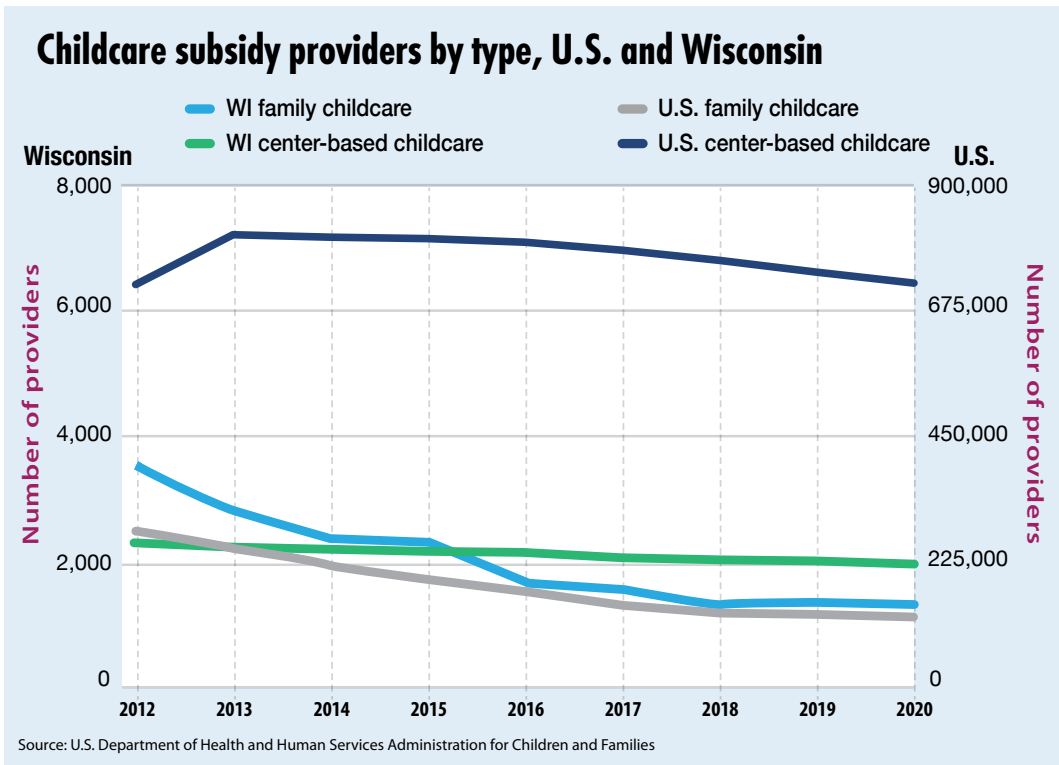
The reasons behind such a large decline in family childcare slots are likely many, and family childcare providers who were unable to provide a safe and developmentally appropriate childcare setting should have exited the system. However, overregulation and excessive government interference likely explains some of this decline, suggesting that an overhaul of the regulatory environment could help bring more family childcare providers back into the system.

The shift in the composition of available childcare slots from family childcare slots to center-based childcare slots also affects average cost because family childcare is generally more affordable than center-based childcare. Notably, the IRP analysis was unable to assess childcare slot capacity by age of child, although it is highly likely that the decline in family childcare has affected the availability of childcare slots for infants and rural families, given that family childcare is generally more flexible than group childcare.

The decline in family childcare slots overall corresponds to a similar decline in family childcare providers who accept vouchers from Wisconsin's childcare subsidy program, Wisconsin Shares. According to federal data, family childcare providers that accept subsidies declined by 63% from 2012 to 2019, compared to 14% for center-based providers (Figure 1). The trend was similar for CCDF providers at the national level, suggesting that the shift away from family childcare providers in the subsidy program is a nationwide issue, not unique to Wisconsin, although Wisconsin's decline has been somewhat more pronounced.

This trend in declining CCDF providers also corresponded with a decline in the total

Figure 1



number of low-income children served by Wisconsin Shares. According to an analysis by IRP, the number of children served by Wisconsin Shares declined by 35.4% between 2008 and 2018 (Figure 2). IRP found that the decline was steepest for children under age 2 and those in family childcare.³³ The reasons behind such a large decline are unclear, although

Figure 2

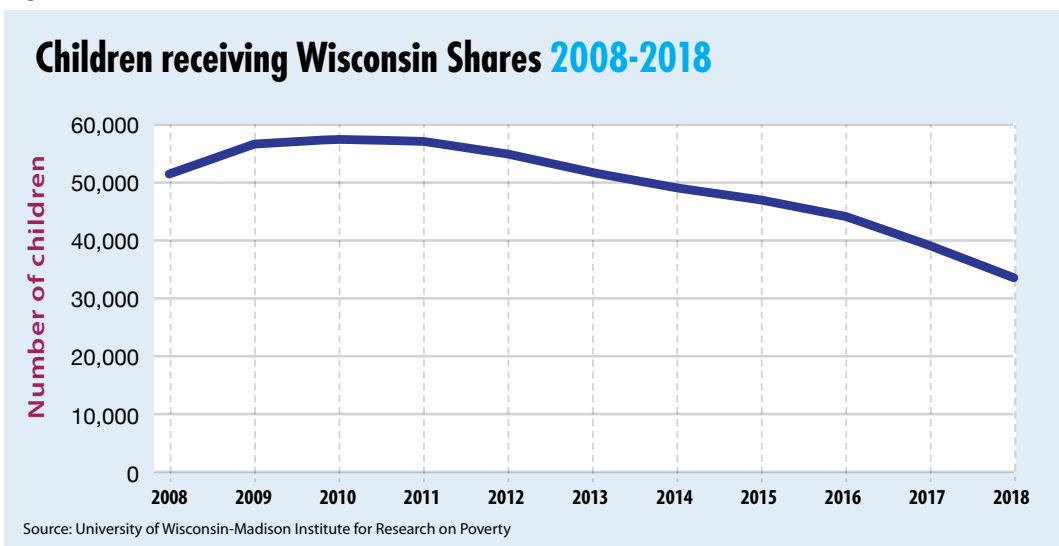
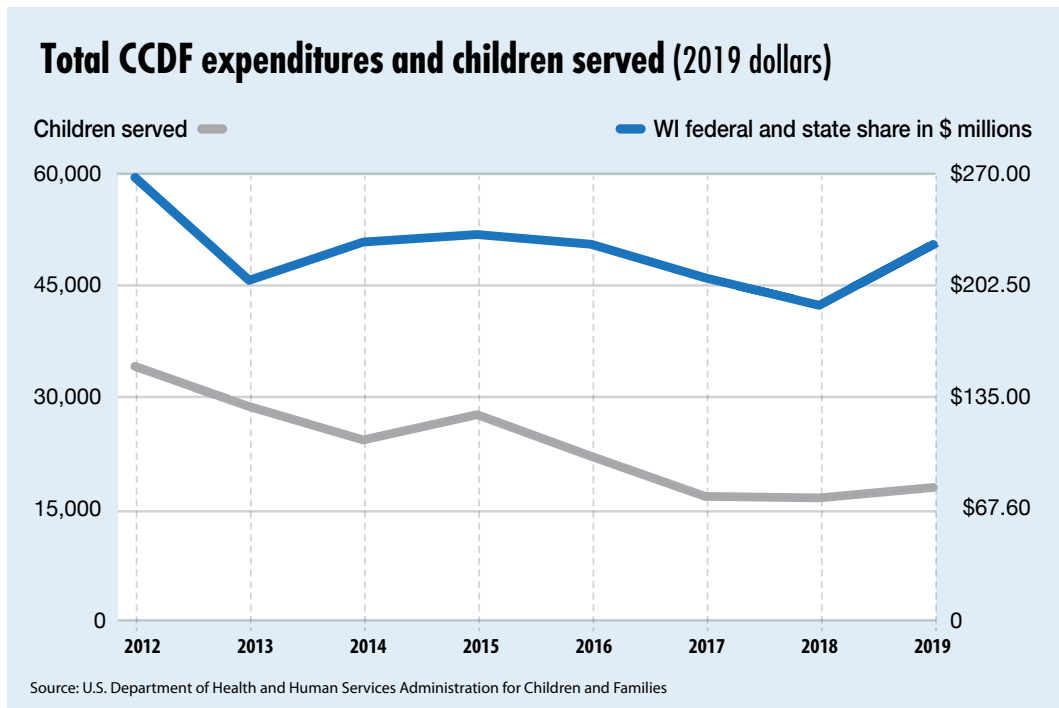


Figure 3



the IRP report concludes, “It is very unlikely that they could be explained by changes in poverty rates or family income, childcare capacity or demographic changes in the state.”

While changes in parental employment, income and the population of young children in Wisconsin likely explain some of the fluctuations in total children receiving Wisconsin Shares, the consistent downward trend corresponds to changes in the administration of the program, including the introduction of YoungStar in 2012 and rule changes resulting from CCDBG reauthorization in 2014. More research and better data are needed to draw concrete conclusions, but the push toward higher-quality childcare through regulation likely has played a role in fewer low-income children receiving a childcare subsidy in Wisconsin over time.

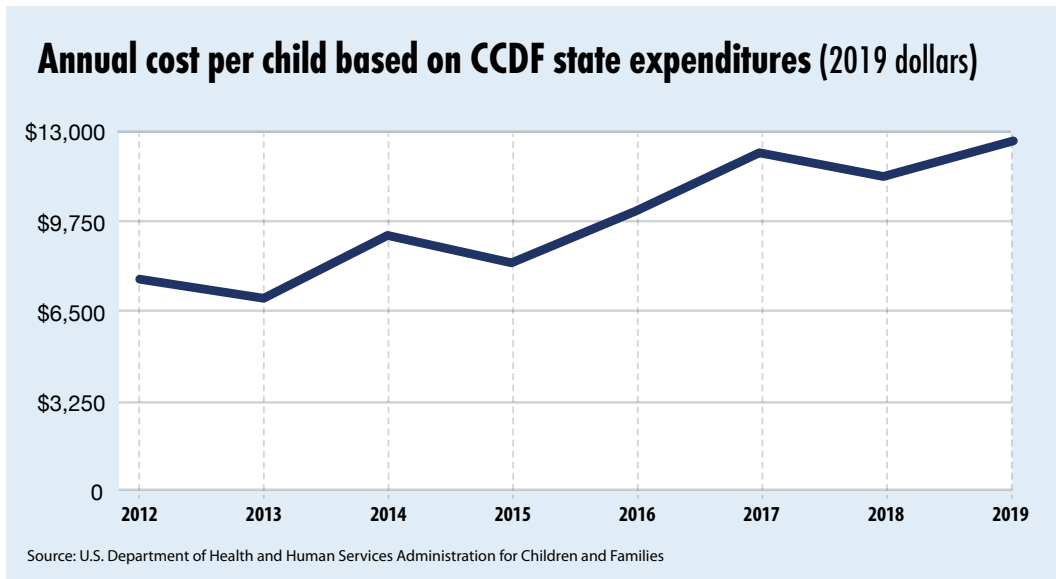
Total CCDF expenditures for Wisconsin, including the federal and state share, have remained relatively consistent since 2012 even though the number of children served has declined (Figure 3).

Although it is somewhat difficult to determine the precise cost per child served due to a lack of data on hours of care, these trends suggest the cost of care per child has increased (Figure 4). The increasing cost per child is consistent with reports from parents about the increasing cost of childcare through Wisconsin’s 2021 PDG needs assessments.³⁴

What is Driving These Trends?

Two major policy changes likely have affected the type of providers who participate in

Figure 4



Wisconsin's childcare market as well as the number of children participating in Wisconsin Shares: the implementation of YoungStar and the 2014 reauthorization of CCDBG. These policy decisions were motivated by the desire to improve the quality of childcare, driven by the evidence that high-quality childcare is more effective than lower-quality care for child development. However, as in many states, officials in Wisconsin have overregulated childcare providers under the belief that it would result in better outcomes for children. Regrettably, there is no evidence that it has positively affected child outcomes, and it likely has harmed them by restricting the availability of childcare and driving up costs.

The decline in children receiving Wisconsin Shares subsidies coincides with the 2012 implementation of the YoungStar rating system for childcare providers in the state. YoungStar requires providers that accept Wisconsin Shares subsidies to participate in the program, which creates a disincentive to participate. This is evidenced by the declining trend of children served in Wisconsin Shares beginning in 2012 and accelerating after the reauthorization of CCDBG in 2014. This likely stems from the focus of CCDBG reauthorization on quality and a push at the state level to enroll children in high-quality childcare.

A review of the rating criteria reveals why a family provider might not want to participate in YoungStar and might choose to leave the childcare business entirely.³⁵ Providers must do a self-assessment and develop a quality improvement plan. They must develop a registry program profile and have their operations observed by raters. Raters give higher scores to providers with higher levels of education, even though research shows a weak relationship between education level and childcare quality. In addition, providers must verify their education level, adding another layer of administrative burden. The list of requirements and evaluation criteria rate every aspect of the childcare provider's operation, including but not limited to the number of books, specific time requirements

for free play and parental communication requirements.³⁶ It is unsurprising that childcare providers might want to exit the system entirely.

There has always been a flaw in the belief that states, with support from the federal government, could regulate childcare into high quality. Although the YoungStar rating system is well-intentioned, it likely has had a negative effect on the number of children receiving childcare subsidies in Wisconsin by pushing providers out of the subsidy system altogether. All children receiving a Wisconsin Shares subsidy must use it at a YoungStar-rated provider. If a family does not have access to a YoungStar-rated provider, that family cannot use a subsidy.

If the YoungStar system was producing positive results for children, the burden it places on providers might be justified. However, state officials acknowledge that they have little evidence that children are doing better after the implementation of YoungStar. In a 2021 needs assessment, state officials acknowledged that Wisconsin does not have data on kindergarten readiness, making the assessment of the effectiveness of YoungStar impossible. Additionally, UW-Madison's IRP conducted an analysis and validation of YoungStar in 2016, finding that the tiered rating system did not translate into better outcomes for children. Specifically, "analyses of the data did not support the conclusion that children in more highly rated YoungStar programs, whether measured by star level or total rating points, predicted children's school readiness in the spring of the study year."³⁷

A New Approach to Support Early Care and Learning

Research shows that public investments in high-quality childcare for disadvantaged children can have positive long-term effects. It also shows that childcare assistance to low-income families increases employment, which offers poor families a path out of poverty. However, Wisconsin leaders have misapplied these two important research findings to the state's early care and learning infrastructure, resulting in higher-cost childcare, less parental choice and fewer children participating in Wisconsin Shares.

Regrettably, state leaders have reinforced this misguided approach issuing a Birth to 5 strategic plan in 2020 that doubles down on government regulation and seeks to increase childcare labor costs while illogically also promising to reduce the percentage of families' income spent on early care and learning.³⁸

There are several missing pieces from the state's approach to early care and learning, mainly the importance of the role of parents, as both caregivers and decision-makers. Instead of more regulation and higher costs, the answer to Wisconsin's early care and learning problems is to reduce government regulations and place more authority into the hands of parents and childcare providers.

Here is how Wisconsin can get its early care and learning system back on track.

1. Streamline Wisconsin's early care and learning program oversight to ensure accountability.

Wisconsin has a number of leadership bodies that oversee early care and learning programs at the state level, though childcare providers are scattered across the state. Addi-

tionally, Head Start programs operate at the local level but are licensed and regulated by the state Department of Children and Families. The DCF operates the YoungStar quality rating system through a contractor, and the state Department of Public Instruction oversees early care and learning model standards.

This complex governing structure lacks a formal accountability system and needs reform. As a starting point, a governor-appointed workgroup should review the existing structure, assess how other states organize their early care and learning programs, and suggest improvements to state policymakers. The goal of the workgroup would be to inform legislative and executive action to streamline Wisconsin's early care and learning program, including an emphasis on oversight and accountability.

2. Reduce the regulatory burden on childcare providers.

A 2016 assessment of YoungStar suggested that the tiered rating system had not resulted in better outcomes for children. Additionally, YoungStar likely has contributed to a decline in family childcare providers that has limited parental choice and driven up costs. A quality rating system can be worthwhile to help parents make decisions about early care and learning programs, but officials should not use it to drive providers out of the market entirely, especially when the result is less childcare availability and minimal impact on child outcomes. Additionally, the evaluation criteria for YoungStar ratings are overly prescriptive and limit autonomy among childcare providers. A governor-appointed workgroup with public and private stakeholders should review YoungStar and the evaluation criteria.

To diversify the early care and learning options for families, Wisconsin must reduce the regulatory burden on childcare providers. A review of YoungStar and the state's overall childcare regulatory framework should identify key steps to reduce the burden on childcare providers while still ensuring the proper health, safety and development standards are in place. The goal should be to help Wisconsin children flourish while keeping flexibility for families.

3. Develop a performance evaluation system and data infrastructure that measures key outcomes related to early care and learning effectiveness.

One of the most glaring deficiencies in Wisconsin's system is the lack of data. There is no Head Start data at the state level, no consistent data on childcare capacity or enrollment by type of provider and age of child, no pre-kindergarten data at the state level and no statewide kindergarten readiness data.³⁹ These limitations make any efforts by state leaders to operate an effective system impossible. Some efforts already have begun within the state bureaucracy to address these deficiencies, but state leaders must invest in a data infrastructure and develop a performance measurement system that assesses the effectiveness of the early care and learning system. The governor should appoint a data infrastructure workgroup to assess the technology and make recommendations to bring the system into compliance with 21st century expectations for data.

4. Develop a new Birth to 5 strategic plan that focuses on parents and providers.

The current system in Wisconsin follows a pattern seen across the country — parents and education professionals desire high-quality childcare, so states try to regulate childcare

toward quality. The problem is that quality is difficult to measure and often involves intangible factors such as the responsiveness of caregivers and their relationships with children. The evidence that YoungStar-defined quality does not lead to better school readiness for children supports this view. Because the evidence suggests that increased regulation has driven up costs and reduced the availability of childcare, especially subsidized childcare, the state needs a new approach.

One solution is to return more authority to parents and childcare providers to determine quality. Granted, state officials need to regulate certain health, safety and development requirements. However, parents are better equipped to determine quality than government officials who visit once per year or less. By improving competition among providers, parents will have more childcare options, lower costs and the ability to demand better quality.

A new Birth to 5 strategic plan for Wisconsin should incorporate the work mentioned above, including plans to streamline administration of the system, reducing the regulatory burden on providers and improving the data infrastructure. Generation of the strategic plan should stem from the governor's office or the leader of a newly created early care and learning governing structure rather than relegating it to the existing state bureaucracy. The intention is to avoid problems between state agencies around budget, authority and strategic direction.

5. Explore the creation of early education savings accounts to facilitate Head Start and Wisconsin Shares.

As part of a new Birth to 5 strategic plan, state officials should explore the creation of education savings accounts. Policymakers can model these after Pell Grants for low-income families or other flexible savings accounts for health and education expenses. The government could fund the accounts for low-income families and phase out assistance at higher income levels. All parents could contribute to the accounts in a state income tax-deferred way. Parents could use the accounts for early care and learning opportunities or other development or recreation activities.

Savings accounts also could give parents more flexibility to determine the right program mix for their children as well as the right employment level for their family. For example, the availability of some financial assistance to cover recreation activities for young children might give parents the flexibility they need to pursue less than full-time employment opportunities. Availability of savings accounts would not necessarily be linked to parental employment, meaning that stay-at-home parents could also benefit from the accounts. However, the program would link government assistance to employment to avoid work disincentives.

Conclusion

Birth to age 5 are crucial years for child development. Research shows that public resources can effectively help low-income parents work by providing childcare assistance and help close the development gap between disadvantaged children and their higher-income peers. However, a push in the past several years toward high-quality early care and learn-

ing in Wisconsin and across the country, although well-intentioned, likely has overburdened many providers, driving family childcare providers out of business, reducing access and increasing costs.

Throwing more money at an inefficient and ineffective system is not the answer. Instead, Wisconsin's leaders should revisit and consider reforming a few key areas, including the state's governance structure, regulatory framework, data infrastructure and strategic plan. Policymakers should think outside the box and organize the state's support for early care and learning to meet the demands of today's parents.

Rigid government programs and oversight cannot provide families the flexibility and help that they need when they need it. Policymakers could consider alternative ways to structure assistance for early care and learning programs through mechanisms such as education savings accounts or flexible spending plans.



Badger Institute takeaways

A push to regulate our way to higher-quality childcare has resulted in fewer options and higher costs. Simply spending more will not be effective.

Wisconsin should:

- Streamline Wisconsin's oversight of childcare and early learning, enabling now-absent accountability.
- Reform YoungStar to reduce the deterrent regulatory burden on providers.
- Begin collecting data on early childhood enrollment and outcomes.
- Reorient the state's strategy around granting more authority to parents and childcare providers to choose options they find best.
- Channel state subsidies through a parent-controlled mechanism such as education savings accounts. Allow unsubsidized parents to access such tax-deferred accounts, and make them independent of employment status to enable stay-at-home parents to benefit.

About the Author



Angela Rachidi is a senior fellow and the Rowe Scholar in poverty studies at the Washington, D.C.-based American Enterprise Institute. She is the founder and principal of Rachidi Research and Consulting, LLC. Before joining AEI, she was the deputy commissioner for policy research at the New York City Department of Social Services. Rachidi holds a doctorate in public policy from The New School in New York City, a master's degree in public administration from Northern Illinois University and a bachelor's degree from the University of Wisconsin-Whitewater. Rachidi, a Badger Institute visiting fellow, lives and works in Middleton, Wisconsin.

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²⁶ The exact amount of child and dependent care tax credits for Wisconsin are not readily available.

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Local Government Strategies to Address the Housing Shortage



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The Wisconsin Idea

Wisconsinites across the state should have access to the resources of the University.

“I shall never be content until the beneficent influence of the University reaches every family of the state.”

— UW President Charles Van Hise in 1905



Extension's Commitment

Community Development Institute

We plant & cultivate the seeds for thriving communities through leadership and organizational development, supporting community food systems, community economic development, and local government education.



Context

- There is a nationwide housing crisis:
 - According to the National Association of Realtors, the United States is currently experiencing a housing shortage of between 5.5 and 6.8 million units, with the gap between supply and demand widening every year.
 - Wisconsin needs 227,000 new housing units in the next decade to meet demand.
- Housing affordability has reached a historic low.
 - The U.S. Department of Housing and Urban Development (HUD) defines cost burdened households as those that “pay more than 30 percent of their income for housing.”
 - In Wisconsin, nearly 1 in 4 homeowners and close to half of renters are cost-burdened when it comes to housing.



Context

- Community and economic development plans must address housing.
 - Employers frequently cite a lack of affordable workforce housing as a contributing factor to difficulty in recruiting/hiring.
 - Long commute times make remote work options more attractive.
- Affordability *must* be a component of any housing discussion.
- NIMBYism poses significant challenges to affordable housing development.
- The enormity of the housing crisis is placing new demands on local units of government.



Context

- Demographics matter!
 - In areas with an aging population, a lack of senior housing means residents stay in their single-family homes longer.

County	2010			2020			2025		
	All Ages	Over 55	% 55+	All Ages	Over 55	% 55+	All Ages	Over 55	% 55+
Bayfield	15,014	5,924	39.5%	15,105	7,800	51.6%	15,100	8,170	54.1%
Burnett	15,457	6,188	40%	16,155	7,550	46.7%	17,125	8,280	48.4%
Marathon	134,063	35,641	26.6%	142,200	45,310	31.9%	146,595	50,800	34.7%

*Population estimates based on projections from the Department of Health Services Division of Long-Term Care.

Context

- Affordable housing is more difficult to develop in remote and rural areas:
 - Economy of scale
 - Financing is highly competitive and dependent on proximity to other amenities
 - Not enough workers skilled in construction trades to meet demand
- Housing is a complex issue.
 - There is no “silver bullet” to solving the housing shortage, and not every potential solution is replicable everywhere.



So what can we do about it?

- Remember that there is no silver bullet!
- Hire a person and make it their job
- Improve existing systems and remove barriers
- Use a Housing Readiness process
- Review and update your zoning codes
- Take a lead role in new development
- Work in collaboration with others in your community
- Leverage state and federal resources
- Advocate for housing-forward policy changes
- Innovation!



Hire a person and make it their job.

It's about the capacity, people:

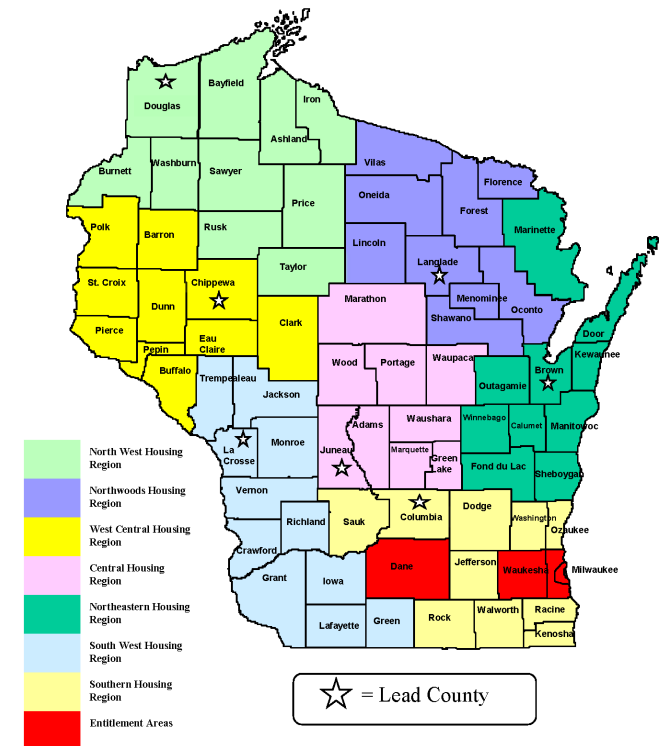
- Bayfield County created the Housing Educator position in partnership with UW-Madison Division of Extension.
- Partially funded an additional staff position at Bayfield County Housing Authority.
- Funded a Housing Grants Outreach intern position in partnership with Northland College.



Improve existing systems and remove barriers

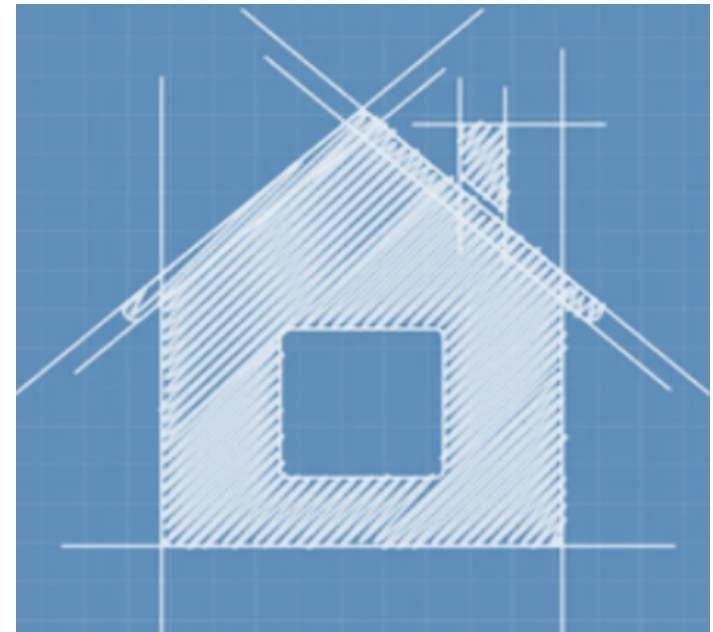
- What is your low-hanging fruit?
 - Utilization of existing programs
 - CDBG Revolving Loan Funds
 - Down-payment assistance & rehabilitation
 - Weatherization Programs
 - Housing Choice Vouchers
 - Veterans Rental Assistance

CDBG HOUSING REGIONS



Use a Housing Readiness process.

- A community-driven approach ensures more support from the outset.
- Use local knowledge to start answering some important questions:
 - Who are we trying to serve?
 - How many housing units will meet the need?
 - Where can we build?
- This exercise can move a community from awareness to action in the form of a Request for Proposals.



Review and update your zoning code.

- Zoning is estimated to make up 25-30% of overall development costs.
- There are some common changes to consider:
 - Minimum lots sizes
 - Setback requirements
 - Single-family zoning
 - Infill and density
 - Accessory Dwelling Units
 - Permitting process



Take a lead role in new development

- No one is coming to save us.
- What makes an attractive opportunity for developers? What hinders development?
- What can you bring to the table?
- Incremental development is a step in the right direction!



Work in collaboration

- Who brings what to the table?
 - Experience
 - Financing
 - Land
 - Construction/Labor
 - Property Management
 - Services
- Who are the potential partners?
 - Developers
 - Government
 - Nonprofits and Service Agencies
 - Lenders
 - Area Employers



Leverage state and federal resources

- Grants and Financing
- Technical Expertise
- Relevant Models
- Training Opportunities
- Referrals
- State:
 - Wisconsin Housing and Economic Development Authority (WHEDA)
 - Wisconsin Division of Energy, Housing, and Community Resources
 - Wisconsin Office of Rural Prosperity
 - Wisconsin Community Action Program (WISCAP)
- Federal:
 - USDA-Rural Development
 - Housing and Urban Development
 - Federal Housing Finance Agency
- Nonprofit:
 - Housing Assistance Council
 - Grounded Solutions Network
 - Local Initiatives Support Corporation (LISC)



Advocate for housing -forward policy changes

- At the County level:
 - Deed restrictions to prohibit short-term rentals for a period of time after sale
 - Requirement for new construction on buildable lots where appropriate within 24 months of purchase



A quick legislative update:

June 2023: Governor Evers signed a bi-partisan package of housing-related bills into law and approved \$525M in the state budget to fund the initiatives.

- New and improved revolving loan funds available through WHEDA:
 - Act 14: Infrastructure installation, replacement, and improvement for workforce and senior housing
 - Act 15: Upper-level “Main Street” rental housing rehab and development
 - Act 17: Workforce Housing Rehabilitation Loan Program changes
 - Single-family homes, 40+ years old, primary residence
 - Act 18: Commercial-to-residential conversion (16 or more new units for sale or rent)
- Act 16: Land use decision review process changes
 - Intended to combat NIMBYism and encourage communities to be proactive about updating local zoning regulations.



Innovation!

- Exploring innovative approaches to financing, construction techniques, and development partnerships
 - Community Land Trusts or Land Banks
 - Local Housing Funds
 - Alternative materials/construction
 - Leveraging workforce development opportunities
 - Prioritizing climate-resilient, durable housing
 - Partnering with service providers



Innovation!

- Developing a stand-alone Community Land Trust – CheqBUILT!
 - Nonprofit organization that acquires property with the intention of maintaining perpetual affordability and promoting homeownership
 - Subsidizes sale of house to initial income-qualified buyer
 - Buyer agrees to a resale formula with modest equity gains
 - CLT retains ownership of the land, subsidy stays with the house
 - The property is never a short-term rental or vacation home
 - Infinitely customizable framework



go.wisc.edu/tlgw77





Questions?



Extension
UNIVERSITY OF WISCONSIN-MADISON



Kelly Westlund

Bayfield County Housing Educator

kelly.westlund@wisc.edu

715-209-6821

MCDEVCO, Inc. – July 2023 Report

GAP FINANCING

MCDEVCO continues to work with businesses throughout Marathon County to provide *GAP* financing.

COVID-19 GRANTS

MCDEVCO administrated the Marathon County Microbusiness Grant.

- Total Amount of \$5,000.00 Grants Disbursed: 47
- Total Amount Disbursed to Marathon County Businesses: \$235,000.00

ENTREPRENEURIAL DEVELOPMENT

2023 PROGRAMMING:

- **March 14, 2023:** Business Start Up Information Session hosted by MCDEVCO.
- **March 28, 2023:** MCDEVCO *GAP* Financing Information Session for Financial Institutions.
- **March 29, 2023:** MCDEVCO led an entrepreneurship segment with the DC Everest Youth Entrepreneurs.
- **April 4, 2023 & April 11, 2023:** Strategic Planning Workshop hosted by MCDEVCO.
- **April 20, 2023:** MCDEVCO was present at the Chamber Expo.
- **April 26, 2023:** MCDEVCO was present at the CWIMMA Expo.
- **May 9, 2023:** *GAP* Financing Information Session was held for EEC Tenants looking to grow and evolve their business.
- **May 15, 2023:** MCDEVCO attended a Strategic Doing Workshop and led a table discussion surrounding Brainpower and Talent Development in our Region.
- **May 16, 2023:** Business Networking hosted by MCDEVCO.
- **May 23, 2023:** MCDEVCO partnered with the DC Everest Youth Entrepreneurs for a class visit.
- **June 13, 2023:** Business Start Up Information Session hosted by MCDEVCO.
- **June 21 & 28, 2023:** Quickbooks for Business hosted by MCDEVCO.
- **July 19, 2023:** Law Clinic hosted by MCDEVCO in partnership with UW Madison Law & Entrepreneurship Clinic.
- **July 24 & 31, 2023:** Marketing Workshop hosted by MCDEVCO.
- **September 12, 2023 through December 5, 2023:** *GEARS* Certificate of Entrepreneurial Excellence.

Municipalities

MCDEVCO hosts quarterly municipality meetings.

EEC Management

Occupancy Update:

- July 2023 Occupancy: 87%

Kimm Weber, Executive Director - MCDEVCO

STRATEGIC PLANNING WORKSHOP

Now is the time for you to start planning the business you want to grow and succeed.

 **TUESDAYS:**
APRIL 4 & 11, 2023

 6:00-7:30PM

 **MCDEVCO, Inc.**
Entrepreneurial & Education Center
100 N 72nd Avenue, Wausau, WI


Scholarships Available

www.mcdevco.org
715.298.0084



TIM MCKEOUGH
Q Up Success



 **Tuesday, May 16, 2023**
6:00 - 7:30PM

MCDEVCO, Inc.
Entrepreneurial & Education Center
100 N 72nd Avenue, Wausau, WI

 715.298.0084

 www.mcdevco.org

Scholarships Available



Amy Plier
Wausau Container Corp
Co-Founder

www.mcdevco.org

INFORMATION SESSION

 **DATE**
Tuesday
June 13, 2023

 **TIME**
12:00PM


 **LOCATION**
ZOOM

Interested in starting a business?
Join MCDEVCO for a virtual
overview of the steps needed to
begin the entrepreneurial journey!



QuickBooks Online Workshop

MCDEVCO, Inc.
Entrepreneurial & Education Center
100 N 72nd Avenue, Wausau, WI

 **Wednesdays, June 21 & 28, 2023**
6:00-8:00PM

715.298.0084
www.mcdevco.org



Instructor
Sydney Fritzel, CPA
Owner - Summit Tax &
Accounting

BUSINESS LAW BASICS

UW Law & Entrepreneurship Clinic Supervising
Attorney Jeff Glazer will present on
Business Law Basics and Intellectual Property.
Q & A to follow.

10:00-11:00AM - Presentation and Q & A

11:00AM to 3:00PM - Eight (8) 30-minute time
slots available by appointment.

Wednesday, July 19, 2023
Entrepreneurial & Education Center
100 N 72nd Avenue, Wausau, WI 54401

Register Online
www.mcdevco.org/Events&Programs
715.298.0084




Law & Entrepreneurship Clinic
UNIVERSITY OF WISCONSIN LAW SCHOOL
UNIVERSITY OF WISCONSIN-MADISON



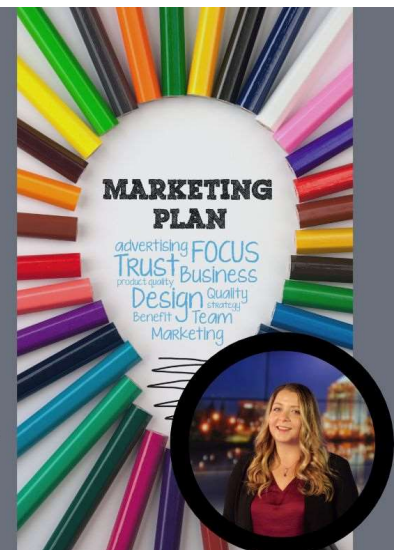
Marketing Workshop

Tara Schessler

Sales Manager - WAOW TV 9

Mondays, July 24 & 31, 2023

MCDEVCO, Inc.
Entrepreneurial & Education Center
100 N 72nd Avenue, Wausau, WI
www.mcdevco.org
715.298.0084





Monthly Summary of the Marathon County Public Library for the Marathon County Extension, Education, and Economic Development Committee

For August 3, 2023 EEEDC Meeting

Mosinee Branch Historical Items

MCPL staff have created an action plan with the City of Mosinee City Administrator and the Mosinee Historical Society to preserve the historical items that are housed in the library. Items that are original to the building will be labeled as “Property of the City of Mosinee” and will be displayed for the public to see. The hope is that all items will fit in the first-floor space so that the public can view them during any of the library’s normal hours. Items that are not original to the building and are not relevant to the library’s purpose will be given to the Historical Society.

Library Services

June was a busy month for Library Services. Summer programming is in full swing! We were thrilled to welcome hundreds of families into the library this month and see so many young people excited about reading. We have given away over 100 books already to kids who are participating in our Summer Reading Program. Story times at our local parks have been a hit with over 50 people in attendance at each event. Our teen D&D weekly event has drawn a solid group of young adults into the library each week—one teen got his first library card after playing and many are making new friends. We welcomed three popular performers to Wausau during the month of June: Snake Discovery, Dinosaur Dimensions, and Pint Size Polkas. Each program drew a large crowd and got kids and families excited about reptiles, dinosaurs, and music.

For adults, we continued to offer our Let’s Talk! Social Hour program, a movie night, and a craft swap. We were thrilled to begin library tours and plan programming for a group from Adaptive Communities, a service for adults with disabilities in Wausau (see below). We look forward to their return for fun programming in July and August!

Adaptive Communities Visiting MCPL

Recently a representative from Adaptive Communities, a social activity center for adults with special needs, inquired with one of our librarians about creating programming specifically for their group.

We reached out and planned two tours for any interested clients. We had a total of 23 people over those two tours! In addition to a library tour, attendees were also given a quick presentation about the fish tank and its inhabitants, and had a chance to ask questions.

In July and August, we will continue programming for this group with four story and craft time meetings. We are very excited to offer both the story time and the craft opportunity, where we plan to do crafts like resistance painting with sponges, making and using puffy paint, creating a sea shell ornament and a planet ornament.

We've also started looking at continuing our programs with them into the fall. It's been great to have the opportunity to work with their community and we hope they enjoy their visits to the library.

Branches

Summer has been a fun and busy time across all of our locations. It would be impossible to share all of the wonderful things happening in all of our locations this summer, but here are some highlights. As always, additional information (and photos!) can be found on our social media and in the Branch Statistics and Activities segment of this report.

In Edgar and Rothschild, the Snake Discovery reptile show was a huge hit! We welcomed over 300 people and many kids (and our branch coordinators!) loved interacting with Banana Bread the python and Doug the boa.



Athens and Spencer hosted a Call of the Wild program where children had fun learning outdoor survival skills, and Pint Size Polkas concerts that got everyone dancing.

In Marathon City and Stratford, the Raptor Education Group from Antigo presented "Winged Wonders". The knowledgeable ladies gave the students valuable information about rescued raptors and shared 5 live beautiful birds for everyone to see. Summer school students and the public were there with over 250 people attending in Marathon and over 100 in Stratford.

"Hey Justin, What's the Weather Going To Be?" was another big hit in Spencer. Justin Loew came with so many interesting facts and opened up the entire hour to questions and answers. Photos taken during the presentation were featured on WAOW Channel 9 that day on the 5pm newscast and also as part of the weather at 6:30pm.

In Mosinee, our popular Plant Swap was again a huge success, and brought in approximately 161 patrons exchanging over 225 plants. Sarah, Mosinee branch coordinator, had lots of fun propagating 42 plants for the swap!

Book Club and Story Time continue to be well attended at many of our locations. Patrons have also visited our locations for a variety of craft weeks, Lego events, sidewalk chalk parties, and educational programs. Creative book displays were featured at all locations including ones like "All Together Now," "Fishing for a Good Book," and "Books Unite Us."

Multiple locations hosted Valerie from the Women's Community, who provided information to patrons about Elder Abuse Awareness month. This was a great way for Valerie to spend time in the community and connect with residents.

In staffing news, interviews were held for the open 30 hour branch assistant position on 6/21. Megan V., our current branch assistant in Marathon City, was selected and will begin in Rothschild on 7/24. We are excited to welcome her to the team! Due to this promotion, the 20 hour branch assistant position is now open in Marathon City. Nikki F., our Athens Branch Coordinator, will be resigning her position to return to teaching. We will be sad to see her go, but we know that the students will be lucky to have her in the classroom! The open positions in Athens and Marathon City are posted and will close in mid-July.



Wausau UW-Stevens Point

Report to the Extension, Education, and Economic Development Committee

Aug 2023

1. **Taste of Jamaica**- Will no longer be on the Wausau campus
 - a. We are interested in food trucks that may want to sale food during lunchtime hours on the Wausau campus.
2. **Fall 2023 Enrollment** -Our fall 2023 applications and admits continue to be up from this time last year.
3. We will have one more orientation session this summer. Students will also participate in academic advising.
4. **The Community's Campus**- we want to be a resource to the community. Because of this, we have hosted several events recently that were opened to the public. These events included: The Candidate Forum, Mosaic's Connecting Communities Conference, Hank Talks, Women Trailblazers and Entrepreneurs Conference, etc. We hosted a community MLK event, 167 people attended.
5. **Campus Executive Summer Project** to meet with as many community leaders and partners as possible. Please reach out if you would like me to meet with you!
otoms@uwsp.edu
6. **Continuing Education:** Please access our continuing education website for professional development opportunities.
<https://www3.uwsp.edu/conted/Pages/Professional-Development.aspx>
7. **Degree Programs Offered** – Below is a list of the degree programs we offer on the Wausau campus.
 - a. Associate Degrees
Associate of Arts and Sciences Degree
Human Services
Leadership and Project Mgt
Pre-Engineering
 - b. Bachelors programs
Business Administration
Nursing
Social Work

Sociology
Engineering (UW-Platteville Partnership)

c. Master's Degrees

Business Administration (Main Campus)
Physician Assistant Program (UW-Madison Partnership)
Social Work (UW-Green Bay Partnership)

8. Future Projects

- a. 1+2+1 nursing partnership with NTC
- b. Parks & Recreation and Wausau campus partnership

Submitted by Ozalle Toms, Campus Executive



Extension

UNIVERSITY OF WISCONSIN-MADISON
MARATHON COUNTY

July 2023 Report

*We teach, learn, lead, and serve,
connecting people with the University of Wisconsin, and engaging with
them in transforming lives and communities.*

4-H – Positive Youth Development

Holly Luerssen, 4-H Program Educator

Jasmine Carbajal, 4-H Associate Educator

- A hands-on educational activity where the goal was to gather youth in Marathon County to teach them about different rockets and participants also made straw rockets.
- A hands-on educational session in Marathon County for youth interested in learning about 4-H and exploring their sparks. The goal was for participants to explore their creativity through painting a small canvas and learn to make art with food.
- A travel experience (Discover WI) for 4H youth and adult advisors where they learned about Wisconsin's rich cultural and historical leadership as they traveled to Southeastern Wisconsin. Additionally, youth grew skills in independence, voice, and flexibility.
- Partnership with North Central Community Action Program and the Marathon County 4-H Leaders Federation to create a 4-H Program Assistant for 4-H programs. Two 4-H Program Assistants will provide a variety of programs through Growing Great Minds, Marathon County Library, summer camps, travel experiences, and traditional 4-H. The purpose of this effort is to improve program effectiveness and community outreach in the Marathon County 4-H program.
- Partnership with MCHS Public Health AmeriCorps Community Corps program and the Marathon County 4-H Leaders Federation to create a 4-H Program Assistant for 4-H programs. 4-H Program Assistants will provide a variety of programs through Growing Great Minds, Marathon County Library, and traditional 4-H. The purpose of this effort is to improve program effectiveness in the Marathon County 4-H program.



Agriculture

Heather Schlessor, Dairy Agent

- A research-based educational article for dairy farmers and agri-business professionals, where participants will learn about handling reproductive hormones and injection placement. The goal of this effort is to increase knowledge of best practices for worker safety, and injection placement according to quality assurance guidelines.
- A research-based educational article for dairy and beef farmers and agri-business professionals, where participants will learn about the different methods and timing for determining pregnancy status in cattle.

An EEO/AA employer, University of Wisconsin-Madison Division of Extension provides equal opportunities in employment and programming, including Title VI, Title IX, the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act requirements.



The goal of this effort is to increase knowledge of the different options available, and the importance of implementing at least one method into their herd management.

- Planning for development of factsheets/articles, longer publications, and videos on nutrition, genetics, & reproduction topics. The goal of this effort is to increase farmer, nutritionist, veterinarian, and other agribusiness professionals understanding of management of these topics to help improve farm sustainability and economic viability.

FoodWise

Mallory McGivern, FoodWise Administrator

Michelle Van Krey, Healthy Communities Coordinator

- Shared leadership in the Marathon County Hunger Coalition, where emphasis is placed on expanding healthy food access and developing new projects and partnerships that will empower Marathon County families through education and shared resources. The coalition's goal is to increase access to healthy foods in order to achieve health equity for all county residents.
- FoodWise team visited the Community Partners Campus to better understand community needs and services provided by the nonprofit campus, as well as collaboration opportunities for direct education and policy, systems, and environmental changes.



Horticulture

Janell Wehr, Horticulture Educator

- A community of practice for horticulture educators where we explore strategies and resources to expand horticulture education and outreach to underrepresented audiences. The goal of participating in this group is to dig into ways we can locally continue to grow and enhance our horticulture programs to reach more diverse audiences.
- Planning for the creation of a repository of existing horticultural resources in multiple languages for home/community gardeners of all abilities. The goal of this effort is to make this repository accessible on the Horticulture Topic Hub.
- Developing informal learning communities utilizing the Horticulture Program's social media for all Wisconsin gardeners, including underserved populations. The goal of this effort is to provide accurate, practical and up-to-date information to the public primarily through the topic hub in order to bolster educational outreach efforts in support of addressing the Horticulture Program objectives.



Extension

UNIVERSITY OF WISCONSIN-MADISON
MARATHON COUNTY

July 2023 Report

Natural Resources

Kris Tiles, NRI Program Manager

Anna James, Regional Natural Resources Educator

- A Participation in the advisory panel of a local producer-led watershed group for farmers, conservationists, and community members of the Big Eau Pleine watershed, by assisting with planning and facilitating activities geared toward increasing the awareness and adoption of conservation and ultimately water quality of the Big Eau Pleine and Wisconsin River watersheds.
- A regional gathering for producer members and collaborators of producer-led watershed protection groups in the North Central Region, where participants get to connect, collaborate, and have candid conversations about being in a producer-led watershed group. The goal of the gathering is to strengthen relationships between groups, identify regional conservation concerns, and discuss the desires of each group.

Additional Extension Outreach Programming Occurring in Marathon County

- Participating on the steering team of a collaborative of local farmers and agricultural professionals called a "learning hub," based in a specific geography referred to as the Cloverbelt, focused on increasing grass-based agriculture in the region mainly by the implementation of grazing dairy heifers.
- Participated in pasture walks held in various locations around the state through the 2022 growing season. The goal of these events is to highlight specific methods and solutions that farmers can implement to improve their success in grazing.
- Coordinate the Grazing Management Team at the Marshfield Agricultural Research Station. The goal is to facilitate monthly meetings to make sure all research station staff and scientists are working toward the same goals, and to ensure success of the grazing program at the station.
- Planning for a small ruminant management program for goat producers, typically members of plain faith communities so that they may improve their production practices, profitability and sustainability of their goat management programs.



Extension

UNIVERSITY OF WISCONSIN-MADISON
MARATHON COUNTY

July 2023 Report

Upcoming Programs

- **4-H Programming** – Information at marathon.extension.wisc.edu/projects/programs/
- **StrongBodies** – StrongBodies Summer 2023 Session – Register at <https://go.wisc.edu/12rqa3>
- **Horticultural Programs** – Information at <https://marathon.extension.wisc.edu/horticulture/programs/>

Jeremy Solin
Area Extension Director

Janell Wehr
Horticulture Educator

Kathy Johnson
*Administrative
Assistant*

Heather Schlessor
Dairy Agent

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