



2023 ANNUAL BUDGET

COUNTY ADMINISTRATOR'S BUDGET MESSAGE
PRESENTED OCTOBER 12, 2022, TO THE MARATHON COUNTY
HUMAN RESOURCES, FINANCE, AND PROPERTY COMMITTEE

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FROM THE ADMINISTRATOR

TO: The Honorable Marathon County Board of Supervisors

FROM: Lance Leonhard, County Administrator

DATE: October 12, 2022

SUBJECT: 2023 BUDGET MESSAGE



I respectfully submit this Financial Plan and recommended 2023 Annual Budget for your review and consideration, as required by Wisconsin Statute section 59.033(5). This document represents my recommendations with respect to the 2023 operating budget and funding for the 2023 Capital Improvement Program.

Overview of the Budget Process

Developing an annual budget is always a team effort and throughout this year's budget process, the budget team and I have worked to engage leaders of the County Board and our organization to ensure that we present a budget that both addresses the community's priorities as identified by the board and ensures that our organization functions as efficiently and effectively as possible as we work to address the community's needs. I believe that our Department leaders and budget team have done well to carry out the policy directives from the standing committees and the Board of Supervisors through the development of the 2023 Annual Budget and funding plan for the 2023 Capital Improvement Program.

Based on our current economic environment and the budget assumptions discussed with the HR, Finance & Property Committee, I directed our Departments to strive to reduce their non-payroll operating levy budgets by 2% from 2022. As a team, we also challenged ourselves to evaluate opportunities for increasing non-tax revenues, adopting alternative service delivery models, and sharing or reducing staffing allocations as a means to fund the implementation of a revised compensation schedule. While external fiscal forces such as significant increases in contractual services or materials costs, made this work more difficult, I am exceedingly proud of the proposal we present to you today.

FROM THE ADMINISTRATOR

This budget continues our efforts to align our resources with our goal of being the Healthiest, Safest, and Most Prosperous county in the State of Wisconsin and contains significant investments in the strategies that during my tenure as Administrator the board has referenced as foundational to Marathon County’s long-term fiscal health and operational success.

Those strategies continue to manifest themselves in this year’s budget through investments in Our People, Our Infrastructure, and Opportunities for Innovation; however, given the impacts of significant inflation, concerns regarding future economic outlook, and a significant reduction in general transportation aids, the 2023 Budget and capital funding plan also focuses on maintaining existing programs and service levels, not incurring any additional debt, and utilizing American Rescue Plan Act funds sparingly to mitigate future financial risk. The combination of these strategies will allow us to continue to deliver the programs and services that taxpayers have come to expect, while also living within our means.

Ultimately, the product of our team’s collective effort is a spending plan that I believe delivers on the priorities set by the Marathon County Board of Supervisors, maintains our essential services, invests in Our People, Our Infrastructure, and Opportunities for Innovation, all while reducing the cost of government by avoiding borrowing. The tax rate resulting for this proposed budget is \$4.47, which is 50 cents (10%) below the 2022 rates of any of our Central Wisconsin neighbors and below the 2022 statewide median rate of \$4.92.[1]

Clark	8.04
Langlade	6.18
Lincoln	5.47
Portage	5.03
Shawano	4.97
Waupaca	6.24
Wood	5.33

[1] The median rate and the rates of each of our neighboring counties is compiled from The Green Book, 5th ed., Forward Analytics—A Division of the Wisconsin Counties’ Association (available at <https://www.forward-analytics.net/wp-content/uploads/2022/09/2022-County-Fact-Book-1.pdf>) (last accessed on October 4, 2022)

FROM THE ADMINISTRATOR

Our longstanding commitment to prudent fiscal management and professional administration ultimately benefits the people we serve in two important respects: (1) high quality services and (2) relatively low amounts of per capita spending when measured against our Wisconsin county government peers. Across the state, and particularly within our North Central Wisconsin region, Marathon County is recognized as a leader in government services. Staff throughout our organization are sought after for their knowledge, skills, and experience. Having talented staff working to carry out the clear, consistent policy direction provided by the Board of Supervisors through our Comprehensive, Strategic, and Annual Work plans, has allowed us to develop efficient and effective models of service delivery that have allowed Marathon County to reduce our per capita government expenditures to \$963, significantly below the statewide average of \$1,021 and the median of \$1,151.[1]

Some of the key features of the 2023 Annual Budget and Capital Improvement Funding plan, many of which will be expounded upon later in this budget document, include:

- **Our People**

- Funding for the implementation of the Compensation Schedule developed through our compensation analysis, which is currently being considered by the Board of Supervisors.
- Continued funding for consulting services to control our health insurance costs while maintaining a quality plan for our employees. These services have been immensely valuable and have allowed us to control spending and begin to build a reserve that will position us to consider self-funding our health plan.
- Public Safety investments – The budget, utilizing ARPA funds, provides funding for an additional limited-term Victim Witness Specialist within the District Attorney’s Office. The position will be used to support two additional prosecutors—funded by the State of Wisconsin through the end of 2024 with state ARPA funds—to address court backlogs caused by the pandemic.

- **Our Infrastructure**

- A Capital Improvement Program that continues to implement the directive from the County Board to fully-fund necessary routine and end-of-life maintenance for our buildings and IT infrastructure.
- Improving our IT Security – \$436,454 in capital funding to procure 24/7 security incident event monitoring to reduce risk of significant IT security breach and bolster our IT Security.

[1] The statewide per capita county government expenditure average and median, as well as Marathon County’s per capita expenditure amount, was retrieved from The Green Book, 5th ed., Forward Analytics—A Division of the Wisconsin Counties’ Association (available at <https://www.forward-analytics.net/wp-content/uploads/2022/09/2022-County-Fact-Book-1.pdf>) (last accessed on October 4, 2022)

FROM THE ADMINISTRATOR

- A funding plan for significant improvements to roads and bridges that ensures we maximize our general transportation aid eligible spending.
- **Opportunities for Innovation**
 - \$50,000 of funding to support the Extension, Education & Economic Development Committee in their efforts to develop strategies to address significant issues that are impacting our county's economic future: a shortage of accessible, quality childcare for working families and a lack of accessible, workforce housing.
 - Continued funding for entrepreneurial education through the Marathon County Development Corporation (MCDEVCO) to stimulate new business development.
 - With the support of the Criminal Justice Coordinating Council, funding within the Administration budget was reallocated to provide for the creation of a Data Officer position that will initially primarily be allocated to working with the Justice System to aid in the assessment of our performance and the development of system-wide efficiencies. The position will also be tasked with a multi-year project to implement a community facing data dashboard to improve transparency relative to the services that we provide and drive continuous quality improvement throughout each of our departments.
 - Funding for the Implementation a new website platform aimed at improving the public's ability to access services.
- **Mitigating Future Financial Risk**
 - No new debt – the capital improvement plan calls for no new borrowing.
 - Conservative Sales Tax Revenue estimates
 - Strategic Budget Reductions of Library Reserves – Library staff have been strong stewards of county tax levy allocations, resulting in anticipated growth of their Library capital reserve beyond the \$300,000 target established in last year's budget. I have reduced the 2023 Library Budget by \$350,000, based on our reserve target. This is a substantial reduction; however, I have confidence in the ability of the Library Director and her team to manage their budget effectively. In 2023, the Library Director intends to develop a long-range capital plan, which will assist in clarifying the library's anticipated capital needs, managing the reserve, and controlling the overall tax levy.
 - ARPA funds are used sparingly in the 2023 budget – Apart from providing the county's share of funding for the Victim Witness Specialist position referred to above, the 2023 budget allocates only \$404,200 of ARPA funding. That funding was necessary to cover increased utility costs, most notably an approximate 73% increase in natural gas costs over 2022.

FROM THE ADMINISTRATOR

The Human Resources, Finance & Property Committee will receive the recommended budget and capital funding plan on Wednesday, October 12, 2022, and have the opportunity to make modifications it deems appropriate before approving a budget to move forward to the County Board for further consideration. In consultation with Board leadership, this date was selected for the delivery of the Administrator's budget to allow other members of the Board of Supervisors to have the opportunity to consider the proposed budget and offer suggested modifications of the Administrator's budget to the Human Resources, Finance & Property Committee before the committee adopts a budget and forwards it to the County Board for consideration. On Thursday, November 3, 2022, the County Board will hold a Public Hearing on the proposed budget, and finally, on Thursday, November 10, 2022, the County Board will approve the 2023 annual budget, including funding for the 2023 Capital Improvement Program (CIP).

Marathon County Government is recognized as a leader, delivering high-quality, cost-effective, and innovative services. This annual budget provides for the support of 22 county departments, 4 intergovernmental agencies of which Marathon County is a member, and numerous non-profit agencies. Our 850 employees deliver nearly a thousand programs and services on behalf of the residents and guests of Marathon County. We have a long-standing history of prudent, professional fiscal management. Our reserves are healthy and stable, our bond rating is excellent, and we understand the value of long-term financial and facility planning. This budget seeks to strengthen and build upon that foundation.

We function at a high-level in large part because of the many contributors who are committed to public service and who understand that the work we do matters. This budget plan represents an investment in our shared vision of being the Healthiest, Safest, and Most Prosperous county in the State of Wisconsin and it is my distinct privilege to present it to you.



Lance Leonhard
County Administrator

2023 FORECAST



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**THE PROPERTY TAX RATE WILL BE REDUCED BY EIGHT (8) CENTS TO \$4.47;
EQUATING TO A 1.76% REDUCTION IN TAX RATE**

Property taxes are the largest single source of revenue for counties in Wisconsin. In Marathon County, property tax levy accounts for approximately 27.0% of our overall operating budget (see pages 23 and 24).

In 2023, the proposed tax rate will be \$4.47, eight (8) cents, or 1.76%, lower than the 2022 rate of \$4.55. While the tax rate will drop significantly, our overall tax levy in 2023, will be increased by \$4,998,507, which is approximately 9.4%. The significant drop in tax rate is a function of Wisconsin's Levy Limit law, while the increase in overall levy is a function of net new construction, an increase in levy for local bridge/culvert aid, and levy associated with servicing debt for past capital projects. Let me explain further:

"Tax Rate" - - Amount of tax collected from the tax base (usually expressed in mills, or \$.001 of equalized value).

"Tax Levy"- - Equalized value times the tax rate.

So for instance - - \$100,000 (equalized value of property) x .002 (2 mills tax rate) = \$200 tax levy

The tax levy for the County is the total tax levy of all the properties within the County.

In 2023, the equalized value for apportionment of all the properties in Marathon County is \$13,074,169,600, an increase of \$1,332,120,800 (approximately 11.34%) over 2022. Despite the significant increase in equalized value, due to Wisconsin's levy limits, Marathon County operating tax levy is limited to increasing by \$856,069, our net new construction value. Our increase in operating tax levy (net new construction), the increase in bridge/culvert levy, and the levy for servicing debt on past capital projects, minus a reduction in the Library levy discussed later, total \$4,998,507 above the overall tax levy budgeted in 2022. Thus, you can say the 2023 budget proposal, compared to 2022, cuts taxes if you focus on the tax rate or you can say that it increases taxes if you focus on the overall amount of tax levy collected. Both are true.

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AVERAGE HOMEOWNER IMPACT

Despite the reduction in tax rate, the average homeowner in Marathon County will see an increase in the County portion of their property tax bill for 2023 compared to 2022. For illustration purposes, the following table compares the “average homeowner’s” tax bill for 2011 thru 2021.

As shown below, the "average homeowner" in Marathon County will see their County tax bill increase by \$74.00 even though the tax rate declined by 8 cents. This is largely due to the significant increase (approximately 11.34% across the county) in their property value. This is demonstrated in the table below by the \$19,658 (11.34%) increase in property value over 2022. The increase in the tax bill for that property (\$74.00) represents less than 0.4% of the overall increase in property value (\$19,658). Stated differently, applying the tax rate of \$4.47 to the incremental increase in value for the average home in Marathon County (\$193,007), would yield tax revenue of \$87.87. The fact that the average homeowner (as represented in the table) will see an increase tax bill of \$74.00, as opposed to the \$87.87, illustrates the reduction in tax rate from 2022 to 2023.

The table on the following page displays tax bill and tax rates over time, holding home value constant over the same period, to further illustrate the impact of home value on a tax bill. As explained in the 2022 budget message, the two cent increase in tax rate in 2022 was due to a one-time levy rate adjustment that was approved by the Board in connection with properly accounting for library operations under Wisconsin’s Levy Limit law. Additional information on that adjustment, and the rationale provided to the Board for adopting it, is available in the 2022 budget message.[1]

Budget Year	Property Value	\$ Increase in Property Value	% Increase in Property Value	Tax Rate	% Change in Tax Rate	Tax Amount	\$ Change In Tax Bill	% Change in Tax Bill
2023	\$193,007	\$19,658	11.34%	\$4.47	-1.76%	\$862.74	\$74.00	9.38%
2022	\$173,349	\$4,179	2.47%	\$4.55	0.44%	\$788.74	\$22.40	2.90%
2021	\$169,170	\$10,414	6.56%	\$4.53	-3.82%	\$766.34	\$17.01	2.30%
2020	\$158,756	\$6,691	4.40%	\$4.71	-1.88%	\$749.33	\$16.59	2.26%
2019	\$152,065	\$5,100	3.47%	\$4.80	-3.03%	\$732.74	\$4.54	0.62%
2018	\$146,965	\$4,280	3.00%	\$4.95	-1.79%	\$728.20	\$7.65	1.06%
2017	\$142,685	\$4,263	3.08%	\$5.04	-1.75%	\$720.55	\$11.11	1.57%
2016	\$138,422	\$2,288	1.68%	\$5.13	-0.58%	\$709.44	\$6.80	0.97%
2015	\$136,134	\$2,669	2.00%	\$5.16	-0.19%	\$702.45	\$12.44	1.80%
2014	\$133,465	\$717	0.54%	\$5.17	0.00%	\$690.01	\$3.70	0.05%
2013	\$132,748	(\$4,275)	-3.12%	\$5.17	0.00%	\$686.31	(\$22.10)	-3.20%
2012	\$137,023	(\$1,777)	-1.28%	\$5.17	0.00%	\$708.41	(\$9.19)	-1.30%
2011	\$138,800	(\$2,700)	-1.91%	\$5.17	0.00%	\$717.60	(\$13.96)	-1.90%

[1]Marathon County 2022 Annual Budget, available here (<https://www.co.marathon.wi.us/Portals/0/Departments/CAD/Documents/2022%20Budget%20Book%20-%20Final.pdf>) (last accessed on October 8, 2022).

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HISTORICAL TAX RATE AND TAX BILL INFORMATION ON "TYPICAL" \$150,000 HOME IN MARATHON COUNTY

Budget Year	Tax Rate	Tax Amount	\$ Change In Tax Bill	% Change in Tax Bill
2023	\$4.47	\$670.50	(\$12.00)	-1.76%
2022	\$4.55	\$682.50	\$3.00	0.44%
2021	\$4.53	\$679.50	(\$27.00)	-3.82%
2020	\$4.71	\$706.50	(\$13.50)	-1.88%
2019	\$4.80	\$720.00	(\$22.50)	-3.03%
2018	\$4.95	\$742.50	(\$13.50)	-1.79%
2017	\$5.04	\$756.00	(\$13.50)	-1.75%
2016	\$5.13	\$769.50	(\$4.50)	-0.58%
2015	\$5.16	\$774.00	(\$1.50)	-0.19%
2014	\$5.17	\$775.50	\$0.00	0.00%
2013	\$5.17	\$775.50	\$0.00	0.00%
2012	\$5.17	\$775.50	\$0.00	0.00%
2011	\$5.17	\$775.50	\$0.00	0.00%

WORKING CAPITAL ACCOUNTS

While working capital can serve as a funding source, it is not a revenue in the ordinary sense. Instead, similar to a savings account, working capital typically accumulates as a result of revenues in excess of targets or expenses below targets. Maintaining a healthy working capital reserve is essential to cover unplanned expenditures or significant shortfalls in projected revenues. A strong working capital reserve and a sound working capital reserve policy are also extremely important factors relative to a county's investment rating. Marathon County has maintained a rating of Aa1 for decades based, in part, on these factors. A strong investment rating means lower interest rates on any general obligation debt issuance, which saves taxpayers considerable money in the long-term.

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Historically, Marathon County has on occasion utilized working capital reserves to address shortfalls in its budgeting process. In its 2018 Annual Budget, the Marathon County Board authorized the expenditure of \$1,625,438 in working capital to fund expenditures attributable to the opioid and methamphetamine epidemics in our community, specifically, funding new positions in the District Attorney's Office and Sheriff's Office, creating a Drug Recovery Court, and funding increases in the cost of out-of-home placement of children and the housing of prisoners. Similarly, in 2019, our working capital reserve served as the funding source for \$400,000 of non-capital expenses associated with structural repairs within the county jail (namely, the operating costs attendant to supervising inmates outside our facility), authorized by an emergency resolution of the board.

I am proud to report that—as was the case in last year's budget—due to the diligent efforts of county staff in building this proposed budget, despite significant financial and inflationary pressures, the 2023 operating budget is balanced without planning for the spending down of any working capital reserve funds. That said—as will be discussed in detail later in this budget message—significant increases in our cost to continue (inflation), our obligation to service debt incurred to finance the renovations of our North Central Health Care facilities, and increasing interest rates have led me to propose a budget that seeks to utilize a portion of the funds the county received through the American Rescue Plan Act to offset certain budget areas most impacted by inflation. Similarly, to fund necessary capital improvements to our highway system—while following the board's directive to not incur additional borrowing and ensure that our expenditures qualify as General Transportation Aid eligible—the 2023 capital budget does propose to utilize highway fund balance for a number of infrastructure projects and rolling stock replacements.

Additional historical information relative to Marathon County's working capital reserve balance is contained on page 50.

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ADJUSTMENTS MADE TO BALANCE THE BUDGET

During the budget building process, I challenged each of the Departments to find opportunities for efficiency and cost savings while maintaining our steadfast commitment to realistic budget forecasting. While many small adjustments were made as part of the budget balancing process, I want to highlight five specific adjustments I incorporated in this proposed budget:

1. Budgeting for Attrition in several departments

In the past, our budgets assumed that all positions would be filled all year long. This resulted in surpluses in departmental payroll accounts when there was employee turnover and there was a gap of time after the incumbent left the position and before the new hire started. Historically, the resulting departmental surpluses served as a significant source of funding for subsequent year capital improvement projects. Beginning in 2019, to balance our budgets without compromising the level of services we deliver, we reduced payroll budgets by \$100,000 in both the Sheriff's Office Corrections Division and the Highway Department. That practice was continued in both 2021 and 2022; however, the specific divisions that were adjusted varied based on forecasted turnover and operational needs and adjustments were only incorporated into the budget proposal after significant consultation with Sheriff's Office leadership and the Highway Commissioner.

In connection with my 2023 budget proposal we continued past practice, examining current attrition and forecasted operations changes. The product of that collaborative effort with the Sheriff's Office, are proposed attrition and vacancy reductions of \$100,000 within both the Communications and Corrections Divisions. We have not included attrition-based modifications for the Sheriff's Office Administration division, but (as explained later in the "Employee Compensation" portion of this document) we have included that division in our overall budgeting strategy for implementing the Compensation Study being considered by the Board. In addition to again deploying this strategy within the Sheriff's Office, we continued the practice within the Highway Department Administration division, reducing the personnel budget by \$100,000.

I am confident that position vacancies within each of these areas will be such that supplementary funding will not be necessary. That said, as explained last year's budget message, budgeting closer to our actual payroll costs does not result in true savings. Instead, it simply more accurately reflects our actual operational costs.

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2.Reductions in the 2023 Library Budget

Because the Marathon County Public Library is funded with independent tax levy, as opposed to traditional operating tax levy, modifications to the Library budget do not directly impact our ability to “balance” the operating levy budget. That said, however, the Library Director, her team, and I take seriously our obligation to follow the Board’s policy, set through our core values, of being good stewards of tax dollars. To that end, in 2022, we instituted a reserve targeting policy relative to the Marathon County Public Library (MCPL) in our budget building process, seeking to maintain \$300,000 within library reserves.

As background for the policy, it is important to note that pursuant to Wisconsin law, once funds are allocated to a public library system, such as MCPL, the system retains any balance remaining at the end of a given budget year. This is unlike year-end balances that might remain within other County Departments, which revert back to the county and in Marathon County, based on our capital improvement funding policy, ultimately serve as a source of funding for capital projects and contribute to fund balance. Based on a number of factors, most notably attrition/vacancy and sound financial management at the Library, we anticipate a significant surplus (approximately \$219,000) being contributed to the reserve balance at the close of 2022.

The Administrator’s 2023 budget proposal calls for a reduction of \$350,000 in the Library’s personnel budget to continue to target a reserve balance of \$300,000. A cut of this magnitude is significant and I envision that the Library Board will transfer existing reserve funds as necessary to fund operations.

I understand from speaking with the Library Director that in 2023, she intends to develop a long-range capital plan that will clarify the future capital needs of the MCPL. I fully support that effort and I intend to work with the Library Director to incorporate that plan in some form within our broader long-range capital planning process to enhance transparency and better aid our budgeting efforts.

3.Setting Intentional Targets Relative to our Inmate Housing Costs

As explained in greater detail on pages 38-42, during the pandemic we saw significant reductions in our jail census. With fewer people in the jail, we generally experience reductions in expenses relative to direct housing for out-of-county held offenders, meals, medical expenses, and transport costs. In 2021, we returned to many of our pre-pandemic jail admission practices.

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Not surprisingly, we saw some increase in census; however, our census numbers have somewhat stabilized.

While this budget makes considerable mention of jail census due to the significant financial ramifications that census has on the county's budget, we must remember that our focus on the financial implications of our jail population cannot compromise our commitment to public safety. Our goal of being the Healthiest, Safest, and Most Prosperous county in the state cannot be achieved if we do.

Instead, to make lasting progress in this area, we must continue our efforts to ensure that we are smart on criminal justice, using our jail for those individuals that pose substantial risk to public safety and providing necessary supports to those that can safely remain in our community to remain there. This is no small effort.

In this year's budget, as I did last year, in collaboration with the Sheriff, I set an out-of-county housing census target based on our recent census history for purposes of developing the budget proposal. That target is 45 inmates, a reduction of five inmates from our 2022 budget target of 50 inmates. I believe this target will move us in the right direction by continuing the conversation amongst justice system professionals and our community regarding how we can improve the functioning of our justice system. Marathon County has a longstanding history of innovation in the justice system, including through offering non-mandated services, and if we endeavor to continue doing so, we need to develop strategies to control costs associated with inmate housing. Our largest challenge in this work, however, may not be related to our number of inmates. Instead, our greatest challenge may be to ensure that we have adequate staffing to supervise inmates within our facility, as opposed to housing them in other county jails. Limited staff over the last several months has necessitated a dramatic increase in our utilization of out-of-county housing. Implementation of our new Class Compensation Schedule will be an integral part of our overall strategy to achieve our out-of-county housing target.

4. Allocation of American Rescue Plan Act funding for significant inflation of energy costs

Because Wisconsin's levy limits do not provide a mechanism for increasing property tax revenue to offset general increases in the costs of goods and services over time (generally referred to as inflation), the significant inflation currently being experienced is particularly challenging for local governments. While the proposed 2023 budget and capital improvement funding plan do not allocate funding received through the American Rescue Plan Act (ARPA) for capital expenditures, in keeping with the recent directives of the HR, Finance & Property Committee and the Board of Supervisors, the budget does utilize a portion of the county's

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ARPA allocation—\$404,200 or approximately 1.5% of the total allocation—to offset operational increases driven by the rapid and significant increase in utility costs, most notably natural gas. More information on the impact of inflation on specific areas within the county budget are located on pages 33-34 of this document.

It is anticipated that in the latter half of 2023, the county will have the opportunity to consider divestment of the Social Services Department property located at 400 E. Thomas Street in Wausau. The HR, Finance & Property Committee has expressed its intent to develop policies guiding property divestment and to refine our existing energy conservation policies. The revenues received through the potential divestment of the property could serve to provide funding for capital projects aimed at controlling future energy costs and mitigating financial risk posed by future inflationary pressures in the energy markets.

5. Conservative Sales Tax Projections

Wisconsin law permits counties to collect a 0.5% sales and use tax on those goods and services also subject to state sales tax requirements.[1] According to the 2022 edition of the Wisconsin Counties' Association Green Book, 68 of 72 counties had adopted resolutions authorizing the collection of sales tax by 2021.[2] Marathon County has collected sales tax since 1987.

In Marathon County, over the past several years, sales tax has been budgeted to account for approximately 8% of our annual projected revenues. Given the inherent volatility of sales tax revenues, particularly in the event of economic disruption, adopting a conservative projection with respect to these revenues is sound fiscal practice.

In both 2019 and 2020, Marathon County budgeted the “full” sales tax revenue estimate provided to us as a means to balance our budget. This year, as was my recommendation relative to the 2021 and 2022 budgets, I am recommending the adoption of a more conservative sales tax revenue estimate, specifically \$15,495,000, approximately 6.8% below the \$16,626,376 estimate that was released by Forward Analytics—the data analytics division of the Wisconsin Counties' Association.[3]

[1] County sales and use tax is largely governed by Subchapter V of Chapter 77 of the Wisconsin Statutes.

[2] The Green Book, 5th ed., Forward Analytics—A Division of the Wisconsin Counties' Association (available at <https://www.forward-analytics.net/wp-content/uploads/2022/09/2022-County-Fact-Book-1.pdf>) (last accessed on October 4, 2022).

[3] Forward Analytics 2023 Sales Tax Forecast, released August 30, 2022 (available <https://files.constantcontact.com/77ea05ac001/28f7de29-385c-468b-8633-b36e29195fa7.pdf?rdr=true>) (last accessed October 3, 2022).

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My thought process in doing so is simple—the economic outlook for 2023 is more uncertain than previous years. The Federal Reserve's efforts to control inflation and ever-growing competition relative to talent, appear to be slowing the economy. While Forward Analytics is projecting a rise in sales tax revenues of 2.5% over 2022 collections, my budget proposes we adopt a slightly more conservative approach to ensure that we can respond to potential economic downturn in a manner that does not cause significant disruption for those that rely upon on our services or require us turn to significant borrowing for capital expenditures.

AMERICAN RESCUE PLAN ACT FUNDING

Marathon County received \$26,316,628 in ARPA funding in connection with the State and Local Fiscal Recovery Fund. The County Board has established a process by which projects can be submitted for funding consideration, providing for an initial review by the Human Resources, Finance & Property Committee. Any projects deemed suitable for funding by the Committee are ultimately considered by the Board of Supervisors.

The chart below summarizes the funding allocations previously approved by the Board of Supervisors at the time of this budget proposal.

Approved Projects	Amount Allocated	Encumbered Amount (actual cost)
PTO Balance Liability Reduction	\$500,000	\$159,836.68
Uniquely Wisconsin Tourism Campaign	\$60,000	\$50,000
Lease of Space Within Community Partners Campus	\$42,900	TBD
Courtroom and Jail Audio/Video Enhancements	\$630,000	TBD
Broadband Expansion	\$3,950,835	TBD
Regional Forensic Science Center Project	\$2,000,000	TBD
North Central Health Care Addition and Remodel	\$3,115,010	\$3,115,010
Highway Department - 4 year Transportation Plan Enhancements	\$10,337,879	TBD
Approved Projects Total	\$20,636,624	\$3,324,847

As alluded to above, the Administrator's 2023 proposed annual budget, in keeping with the directive of the Board of Supervisors, does not utilize ARPA funding for any capital projects that were not previously approved. The proposed budget does, however, call for the utilization of ARPA funding in the following two specific (non-capital) respects.

2023 FORECAST

2023 Budget Projects	
DA Office Staffing (1.0 LTE Victim Witness Specialist - one year funding)	\$45,032
Utility Inflation	\$404,200
Total ARPA Funding Allocated through 2023 Budget	\$449,232

An additional seventeen (17) project requests have been received through the first and second phases of the county's ARPA application process that await an initial funding recommendation from the HR, Finance & Property Committee. The aggregate value of those seventeen (17) projects is \$11,463,619. It is anticipated that the HR, Finance & Property Committee will begin evaluating the submissions in November, after the adoption of the 2023 Annual Budget.

OUTSTANDING COUNTY BONDS & NOTES

Wisconsin statute section 67.03 provides that total general obligation debt held by a county may not exceed 5% of the equalized value of taxable property within the county's jurisdiction. Marathon County's outstanding general debt obligation as of December 31, 2022, will be \$104,355,000 (principal only), which represents approximately 14.6% of our 2022 legal debt limit of \$713,157,085.

This reflects all outstanding general obligation debt for which Marathon County is responsible, including debt issued to fund renovations at Central Wisconsin Airport and North Central Health Care.

To provide context relative to Marathon County's use of general obligation borrowing, Marathon County's general obligation debt per capita is \$309, which is significantly below the average general obligation debt per capita of Wisconsin counties of \$459 or the median of \$430.

The following schedule reflects our debt service obligations (principal & interest) in connection with our recent 2018-2022 general obligation bonds and notes, including those undertaken to renovate our North Central Health Care facilities, dating back to 2020:

2023 FORECAST

Year	County	NCHC	Total
2020	1,677,675	31,756	1,709,431
2021	1,787,476	539,381	2,326,857
2022	1,869,481	1,769,951	3,639,432
2023	4,034,990	3,349,571	7,384,561
2024	3,584,665	4,118,435	7,703,100
2025	3,582,622	4,122,297	7,704,919
2026	3,591,103	4,123,791	7,714,894
2027	3,587,554	4,126,846	7,714,400
2028	3,583,417	4,131,777	7,715,194
2029	3,584,772	4,129,485	7,714,257
2030	3,098,954	4,109,533	7,208,487
2031	2,687,300	4,104,200	6,791,500

Year	County	NCHC	Total
2032	1,708,500	4,108,450	5,816,950
2033	1,707,600	4,105,550	5,813,150
2034	1,704,900	4,105,500	5,810,400
2035	1,705,300	4,103,200	5,808,500
2036	1,703,700	4,103,600	5,807,300
2037	1,700,100	4,101,600	5,801,700
2038	1,699,400	4,102,150	5,801,550
2039	1,701,400	4,100,200	5,801,600
2040	1,696,100	4,100,600	5,796,700
2041	1,698,400	4,075,500	5,773,900
2042	1,693,200	4,039,200	5,732,400
TOTAL	55,388,609	83,702,573	139,091,182

NEW POSITION REQUESTS AND CHANGES IN ALLOCATED FULL-TIME EQUIVALENT POSITIONS

Each year departments submit requests for new positions to Administration through our existing position review process. In 2023, departments requested a net increase of 8.70 new/expanded full-time equivalent positions during the annual budget process.[1] Each of these requests would undoubtedly provide valuable services to our community.

[1] The District Attorney's Office submitted a request for four (4) 1.0 FTE staff positions through the county's application process for American Rescue Plan Act (ARPA) funding. During its initial review, the Human Resources, Finance & Property directed that these positions be considered through the annual budget process. The District Attorney's ARPA funding request is set forth in the New & Expanded Position Request table below in row 5(A).

2023 FORECAST

That said, our limited financial resources require our organization to focus on our core services, seek to realign our limited resources with our priorities, and leverage fund matching resources whenever possible. This strategy is in keeping with the methodology underlying our Priority Based Budgeting initiative. My recommendation relative to new positions was also informed by our System Budgeting approach within the Criminal Justice System and the Criminal Justice Coordinating Council.

Ultimately, I am recommending funding for 2.0 new positions as part of the 2023 budget. One position, the Data Officer, is a full-time allocated position, while the other, the Victim Witness Specialist, is a Limited-Term (Casual) position that will coincide with the term of funding provided by the State of Wisconsin for additional prosecutors within the District Attorney's Office (*i.e.*, ending December 31, 2024). My proposed funding mechanism for the Victim Witness position is identical to that employed by the State of Wisconsin for the aforementioned prosecutor positions: utilizing ARPA funds to fulfill the county's share of costs. Annually, between 40% and 60% of the position costs are covered through Chapter 950 funds provided by the State of Wisconsin. The specific amount of funding varies by year based on fee collections throughout the state. We have adopted a conservative estimate relative to the state share of funding for the position.

While the 2023 budget does provide for a 1.0 new FTE allocated position, it does not provide funding for a previously existing 1.0 FTE allocated Property Listing position in the Office of Corporation Counsel, essentially leaving our funded FTE workforce numbers unchanged. Each of the new positions provided for within the 2023 proposed budget are described in greater detail on subsequent pages.

2023 FORECAST

New & Expanded Position Requests - 2023

Positions Requested To Include In 2023 Budget

Dept	Request	Class Title (Working Title)	Occ Code DBM	Funding	Net Change FTE/LTE	Additional County Funding			Non-Levy or Grant Funds		
						Minimum	Control Point	Maximum	Minimum	Control Point	Maximum
1	Facilities & Capital Management	Create 1.0 FTE Senior Technical Maintenance Professional	B24	100% Tax Levy	1.00	\$75,208	\$85,041	\$95,921	\$0	\$0	\$0
2	Facilities & Capital Management	Abolish 3 (5 FTE - A11) and Create 1.0 FTE Custodial Worker	A13	100% Tax Levy	-0.50	\$17,118	\$16,074	\$14,753	\$0	\$0	\$0
3	Medical Examiner	Create 7 FTE Deputy Medical Examiner	C42	72% Tax Levy 28% Outside Funding	0.70	\$31,961	\$38,276	\$45,914	\$12,429	\$14,885	\$17,855
4	Sheriff's Office	Expand Vehicle Maintenance Technician from .50 to 1.0 FTE	B21	100% Tax Levy	0.50	\$44,582	\$47,976	\$52,157	\$0	\$0	\$0
5	District Attorney	Create 1.0 FTE Victim Witness	B22	60% Tax Levy and 40% Ch950 Surcharge	1.00	\$40,624	\$45,032	\$50,460	\$27,083	\$30,021	\$33,640
5(A)	District Attorney ARPA request	Create 1.0 FTE Legal Assistant, 1.0 FTE Paralegal, & 2.0 FTE Victim Witness Specialists	B23, B32, B22	Legal Secretary and Paralegal - 100% Tax Levy, first Victim Witness Specialist is 60% Tax Levy and 40% Ch950 Surcharge, while second would be 100% Tax Levy	4.00	\$260,658	\$290,064	\$326,276	\$27,083	\$30,021	\$33,640
6	Parks, Recreation & Forestry	Create 1.0 Maintenance Technician	B21	50% Tax Levy 50% City	1.00	\$32,263	\$35,658	\$39,839			
7	Social Services	Create 1.0 Social Service Professional	C42	100% Outside Funding/reinvesting	1.00	\$0	\$0	\$0	\$87,920	\$100,239	\$115,265
8	County Administration	Create 1.0 Data Officer	C52	100% Tax Levy	1.00	\$100,832	\$115,852	\$134,027	\$0	\$0	\$0
REQUESTED FTE'S & FUNDING FOR CONSIDERATION IN 2023 BUDGET					9.70	\$604,246	\$673,973	\$759,347	\$154,415	\$175,166	\$200,400

Positions Included in 2023 Budget by County Administrator:

Dept	Approval	Class Title (Working Title)	Occ Code DBM	Funding	Net Change FTE/LTE	Additional County Funding			Non-Levy or Grant Funds		
						Minimum	Control Point	Maximum	Minimum	Control Point	Maximum
District Attorney	Create 1.0 LTE Victim Witness	Victim Witness Specialist	B22	60% Tax Levy and 40% Ch950 Surcharge	1.00	\$40,624	\$45,032	\$50,460	\$27,083	\$30,021	\$33,640
County Administration	Create 1.0 Data Officer	Data Officer	C52	100% Tax Levy	1.00	\$100,832	\$115,852	\$134,027	\$0	\$0	\$0
Total Cost of New Positions included in 2023 BUDGET					2.00	\$141,456	\$160,884	\$184,487	\$27,083	\$30,021	\$33,640

2023 FORECAST

1. Administration – creation of one (1.0) FTE Data Officer

Justification: The need to enhance our collection, understanding, and use of data exists across our organization. With the continued pressures of property tax levy limits, we are constantly confronted with the challenge of allocating our limited resources to those programs and services designed to meet our legal mandates and those that have the greatest impact on our residents. Our System Budgeting workgroup of the Criminal Justice Coordinating Council (CJCC) identified this position as it's highest priority in preparing for the 2023 budget. This position will be fully funded through the reallocation of existing resources within the Administration/Justice System Alternatives budget. The individual in this position will initially be primarily focused on engaging justice system partners to aid in the assessment of our performance and the development of system-wide efficiencies. However, the individual will also be tasked with a multi-year project to implement a community facing data dashboard to improve transparency relative to the services that we provide and drive continuous quality improvement through working with leaders from each of our county departments and the County Board of Supervisors to better understand the return on our investments. The Deputy Administrator has enrolled in the National Association of Counties' Leading in Analytics course to build our understanding of innovative approaches being taken in counties throughout the country.

2. District Attorney's Office – creation of one (1.0) LTE Victim Witness Specialist

Justification: The District Attorney's Office is staffed by a combination of state and county employees. Generally speaking, the State of Wisconsin provides funding the prosecutors while the County is responsible for providing office support staff. Victim Witness professionals are responsible for ensuring that we are in compliance with the notification and support service requirements set forth in Wisconsin Statutes and the Wisconsin Constitution. In March of 2022, Governor Evers announced that Marathon County would receive two (2) additional Assistant District Attorney positions. The rationale for the additional positions was, in part, to address the backlog of criminal cases caused by the pandemic. The additional prosecutor positions are being funded through the state's allocation of federal pandemic relief funding through December 31, 2024.

Despite diligent efforts on behalf of our local District Attorney, Theresa Wetzsteon, at the time I am writing my proposed budget, I understand the aforementioned two (2) additional limited term prosecutor positions remain unfilled. That said, I support the District Attorney request to fund a Victim Witness Specialist position, utilizing a portion of our ARPA allocation to serve as the County share of costs. The State of Wisconsin will cover a portion of the cost of the position (40-60%) from revenues it receives in connection with Chapter

2023 FORECAST

950 of the statutes and other justice system related revenues. My rationale for funding the position at this time, despite our current inability to fill the additional prosecutor positions is that we cannot afford to be in a situation where the prosecutor positions are filled, and our existing staff are called upon to pick up that increased workload while we start a recruitment. In short, it would be unfair to our staff and to crime victims.

Note with respect to unfilled positions: The position request from Facilities & Capital Management to abolish three (3) – 0.5 FTE custodial positions to create one (1) – 1.0 FTE custodial position and the request from the Medical Examiner to create one (1) 0.7 FTE Deputy Medical Examiner position were essentially requests to modify staffing plans by reducing utilization of part-time or contractual staff and creating full-time, allocated positions. While I am not supporting the formal creation of the FTE allocated positions in the 2023 budget, I want to advise the Board that we are adopting the staffing models that underlie each request using our casual (non-allocated) staffing practices. Throughout 2023, I will work with leadership from each of the Departments to evaluate whether this trial effort is successful and cost-effective. Based on the results of that evaluation, we will propose any appropriate position modifications in keeping with applicable Marathon County ordinances and policies.

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MARATHON COUNTY: HISTORICAL FULL-TIME EQUIVALENT EMPLOYEES BY DEPARTMENT

DEPARTMENTS:	2018	2019	2020	2021	2022	2023	Incr. + Decr. -	See Note	NOTES
Clerk of Courts	34.00	34.00	33.00	33.00	33.00	33.00	0.00		
Conservation Planning & Zoning	24.00	25.00	27.00	27.00	30.00	30.00	0.00	4	
Corporation Counsel	7.78	8.00	9.00	9.00	9.00	8.00	-1.00	1	
County Administration	4.00	5.00	5.00	5.00	5.00	6.00	1.00	2	
County Clerk	4.00	4.00	4.00	4.00	4.00	4.00	0.00		
District Attorney	15.30	15.00	15.00	15.00	16.00	16.00	0.00	3	
Emergency Management	2.00	2.00	2.00	2.00	2.00	2.00	0.00		1 – Funding was not available to fund the vacant Property Lister position. The position remains allocated but is unfunded and will not be filled without funding via budget amendment. Position will be abolished if unfunded in 2024.
Employee Resources	7.00	7.00	7.00	7.00	7.00	7.00	0.00		
Facilities & Capital Management	35.70	35.70	37.20	37.20	37.20	37.20	0.00		2 – Created 1.0 FTE Data Officer position
Finance	6.00	6.00	6.00	6.00	6.00	6.00	0.00		3 – Provided funding for 1.0 LTE Victim Witness Specialist position utilizing ARPA funding (intend to fund position using ARPA funds through end of 2024). This does not increase FTE count because it is a LTE position.
Health	43.82	43.82	38.30	38.30	36.73	36.73	0.00		
Highway	78.50	78.50	77.80	77.80	77.40	77.40	0.00		
Library	46.10	46.10	45.03	45.03	45.33	45.33	0.00		
Medical Examiner	4.00	4.00	4.00	4.00	4.00	4.00	0.00		4 – 1.0 FTE GIS Technician and 1.0 FTE Property Lister position were transferred from Treasurer’s Office to CPZ during 2022.
Parks, Recreation & Forestry	44.00	43.60	43.60	43.75	44.00	44.00	0.00		5 – In 2022, the Sheriff’s Office ceased operating the Shelter Home, resulting in 6.0 FTE being reassigned. Shelter Home operational funding is not provided within 2023 budget.
Register of Deeds	7.50	6.00	5.00	5.00	5.00	5.00	0.00		
Sheriff	193.60	196.60	199.17	199.17	193.17	193.17	0.00	5	
Social Services	115.63	121.50	126.50	126.50	128.00	128.00	0.00		
Solid Waste	9.00	9.00	10.00	10.00	11.00	11.00	0.00		
Treasurer	5.00	5.00	5.63	5.63	3.00	3.00	0.00	4	
UW Extension	1.00	1.00	1.00	1.00	0.00	0.00	0.00		
Veterans	2.75	2.75	2.75	2.75	2.75	2.75	0.00		
TOTAL	690.68	699.57	703.98	704.13	706.72	706.72	0.00		
Central WI Airport	23.00	23.00	19.75	18.75	19.75	19.75	0.00		
ADRC-CW	58.11	58.11	57.93	57.93	59.67	59.67	0.00		

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EMPLOYEE HEALTH INSURANCE

The rising cost of health care is a national concern. At the same time, maintaining a quality, affordable health care benefit plan is key to our ongoing efforts to retain and attract high performing employees. Managing this dynamic in an effective, sustainable way is essential.

For our organization, like many others, employee health care is a major expense within our annual budget. As provided in the chart below, we contribute over \$24,392 to the cost of a family health plan and over \$8,650 to the cost of an individual plan annually. Our history, not unlike that of other employers and governmental entities, has been somewhat characterized by volatility in health care costs. A brief recitation of our experience since 2020, demonstrates the prudence, and effectiveness, of the approach we adopted in 2021 and will continue through 2023.

As part of the 2020 budget process, we made tough decisions to reduce our initial renewal projection of a 12% increase to an actual increase of 5%, implementing a number of plan design changes, including the implementation of office co-pays, increasing deductibles, and other cost shifting measures. With all those changes in place, our 2020 health insurance budget was \$12,148,485.

As we prepared for our 2021 budget, we wanted to guard against being unprepared for a large increase, similar to that which we experienced in 2020, so we budgeted for a 9% increase. Unfortunately, our initial actuarial review again recommended a 12% increase. Through the diligent efforts of staff in working with our health care provider, Group Health Trust (GHT), we were ultimately able to reduce our insurance increase to 6.5%. To achieve the reductions, we made changes to our health network, selected a new pharmacy benefit manager, and eliminated some benefits to employees participating in our wellness program.

In 2021, we executed on the strategy outlined in my 2021 budget message. I formed a workgroup of staff from across our organization that was led by our Human Resources Director and our Finance Director. We released a request for proposals (RFP) for consulting services, secured a consultant (USI), and we examined the data. At the same time, the HR, Finance & Property Committee adopted a 6% increase as our assumption in building the 2022 proposed budget.

Our consultant examined the market, worked closely with our insurer, Group Health Trust (GHT), and delivered his recommendations. In short, USI advised us to build a health care reserve that provides the flexibility to more readily transition to a self-funded model should our insurance costs warrant doing so. Additionally, through USI's diligent work and the work of GHT, we

2023 FORECAST

were able to secure a 5.0% rate reduction for 2022, without making plan design changes. In keeping with USI's recommendation, and in the interest of securing long-term sustainability relative to health care costs, we reserved the difference between our initial +6% projection and the ultimate -5% rate we secured to replenish our health insurance fund, which had carried a negative balance since at least 2014.

Our 2022 budget allocated funds for USI to again assist us in evaluating our health care options and that investment has again delivered substantial returns. With USI's help we were able to achieve a renewal quote of +3.9%, far below our not-to-exceed ceiling of +8.5%, the national projected increase in health care costs (which has been reported between 6 and 9%), and the experience of local governments across the state, many of which are dealing with double-digits increases. Given that the 3.9% increase is still below the 6% reserve building strategy we adopted in 2022, this means that there will be no increased cost to our employees in connection with delivering our health plan benefit and we will continue to be in a position where we can build our insurance fund. It is also important to note that we made changes to our pharmacy benefit that will improve employee experience, further adding value to our health plan.

The stark reality is that many counties around the state have been faced with very difficult challenges due to rising health care costs. In 2018, Kyle Christensen, Director of Government Affairs for the Wisconsin Counties' Association, explained the compounding pressures caused by tax levy limits and rising health care costs, noting that in 2018:

At least 60 of the 72 counties will experience a higher increase in the cost of employee health insurance than the State imposed levy caps will allow them to take in in new tax levy. (October 5, 2018 WCUTA Meeting)

Our approach of engaging an expert in health plan benefits and the insurance market to actively examine on an annual basis how best to deliver our benefit plan is the most cost-effective strategy available to us.

2023 FORECAST

HISTORY OF HEALTH INSURANCE PREMIUMS

Updated: September 28, 2022

Year		Self-Funded VS Fully Insured	SINGLE		Employee +1		FAMILY	
			Full Premium	% Increase	Full Premium	% Increase	Full Premium	% Increase
2023 - 15% employee contribution (5% Wellness Incentive)	UHC Choice Plus	Fully Insured	\$800.84	0.00%	\$1,922.00	0.00%	\$2,258.45	0.00%
2022 - 15% employee contribution (5% Wellness Incentive)	UHC Choice Plus	Fully Insured	\$800.84	6.00%	\$1,922.00	6.00%	\$2,258.45	6.00%
2021 - 15% employee contribution (5% Wellness Incentive)	UHC Choice Plus	Fully Insured	\$755.51	6.50%	\$1,813.21	6.50%	\$2,130.61	6.50%
2020 -15% employee contribution (5% Wellness Incentive)	Aspirus	Fully Insured	\$709.40	5.00%	\$1,702.54	5.00%	\$2,000.57	5.00%
	Broad	Fully Insured	\$769.90	5.00%	\$1,849.40	5.00%	\$2,173.37	5.00%
2019 -12.6% employee contribution (3% Wellness Incentive)	Aspirus	Fully Insured	\$675.62	3.00%	\$1,621.47	3.00%	\$1,905.30	3.00%
	Broad	Fully Insured	\$733.24	3.00%	\$1,761.33	3.00%	\$2,069.88	3.00%
2018 -12.6% employee contribution (3% Wellness Incentive)	Aspirus	Fully Insured	\$655.94	-1.98%	\$1,574.24	-3.09%	\$1,849.81	-3.20%
	Broad	Fully Insured	\$711.89	-1.00%	\$1,710.04	-2.03%	\$2,009.58	-2.14%
2017 -12.6% employee contribution (3% Wellness Incentive)	Aspirus	Fully Insured	\$669.18	-2.50%	\$1,624.39	-2.50%	\$1,911.04	-2.50%
	Broad	Fully Insured	\$719.06	-2.50%	\$1,745.50	-2.50%	\$2,053.53	-2.50%
2016 -12.6% employee contribution	Aspirus	Fully Insured	\$686.34	-6.12%	\$1,666.04	-6.12%	\$1,960.04	-6.12%
	Broad	Fully Insured	\$737.50	0.88%	\$1,790.26	0.88%	\$2,106.18	0.88%
2015 -12.6% employee contribution		Fully Insured	\$731.08	0.00%	\$1,774.65	0.00%	\$2,087.81	0.00%
2014 -12.6% employee contribution		Fully Insured	\$731.08	12.80%	\$1,774.65	12.80%	\$2,087.81	12.80%
2013 -12.6% employee contribution		Fully Insured	\$648.12	5.29%	\$1,573.26	5.29%	\$1,850.89	5.29%

2023 FORECAST

EMPLOYEE COMPENSATION

The county's most valuable asset in working to achieve its goal of being the Healthiest, Safest, and Most Prosperous county in the State of Wisconsin is our team of employees. Ensuring that we are able to attract and retain a talented workforce with diversity of perspective, background, and experience, is key to our success. A competitive compensation system is a core component of a comprehensive talent attraction and retention strategy.

Our pay for performance approach is somewhat unique amongst our county government peers. Contrary to a traditional step system, where all employees within an organization progress through a predetermined series of 'steps' based on years of service with the organization, employees within a pay for performance system receive compensation increases based on their success in achieving defined goals or objectives. The amount of funding allocated to each of the departments for purposes of the compensation program is determined through our annual budget process.

From 2016 to 2020, the Board budgeted a 2% annual increase in employee compensation, distributed through our performance-based pay system. In 2021, that amount was increased to 2.3%. In the 2022 budget, the Board of Supervisors made two very important investments in retaining and attracting talented professionals that deliver services to our residents.

First, the board allocated 3% of payroll to be implemented through our pay for performance system. The amount was necessary to not fall further behind in a highly competitive labor market. Simply put, as referenced in previous budget messages, our performance-based pay system has been hindered by a lack of adequate funding that has not kept pace with the market trends. Second, the board allocated funding to complete a Compensation Study, aimed at delivering an updated compensation schedule based on current market conditions. While our consultant's initial recommendation was to adopt a compensation schedule 5% above the market data they had collected—based on both our high expectations relative to staff performance and the fact that a significant number of other local governments were actively engaged in compensation studies and are likely to shift their schedules—we have proposed an "at market" schedule.

The proposed 2023, budget provides for the necessary additional funding to implement, as proposed, the Compensation Study currently being considered by the Board. The direct fiscal impact to Marathon County for the implementation of proposed classification and compensation plan is approximately \$1,583,814.78. The overall increase in budgeted payroll over 2022 in connection with the implementation of the proposed classification and compensation plan is approximately \$2,690,672.

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To ensure we properly maintain the Compensation Schedule in the form adopted by the Board, our Human Resources staff will work with the HR Finance & Property Committee to develop maintenance policies and update existing ordinances as the Board deems appropriate.

WORKER'S COMPENSATION INSURANCE

Our budgeted cost of workers' compensation has decreased by \$43,595 (a 2.7% reduction from our 2022 budget).

2022 Adopted Workers' Compensation Budget - \$1,607,666

2023 Proposed Workers' Compensation Budget - \$1,564,071

Our Human Resources Department has taken a proactive approach to limiting our workers' compensation risk by increasing our focus on employee safety and loss control. In 2022, we engaged a new loss control specialist to begin the process of reviewing and improving our safety programs. We undertook this effort in partnership with our existing insurance broker at no additional charge to the county.

HIGHWAY PAVING AND BRIDGE PROGRAMS

We are budgeting \$5,913,675 on highway paving in 2023.

Specifically, we plan on completing a total of 30.2 miles of highway improvements, consisting of full depth pavement replacement, milled and overlaid, and of thin asphalt overlays. In terms of general estimates, one mile of full-depth (4-inch) asphalt replacement costs \$235,000 and should last, with appropriate use and maintenance, for twenty (20) years. Our other maintenance efforts (the mill-and-replace and overlay approaches) can be used as intermediate tools to extend the life of a roadway based on its condition.

We have estimated vehicle registration fees of \$2,960,000 based on the actual revenues received in 2019 and 2020. Marathon County receives \$24.93 net revenue per vehicle subject to registration fee. All registration revenues are allocated to our paving program and in 2023, these revenues will serve to fund approximately 50% of the County road paving program.

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In addition, CTH “K” will be reconstructed from Decator Road to the North County line at a cost of \$8,667,399, with \$4,330,865 coming from outside funding.

Additionally in 2023, design work will continue relative to the following projects:

- CTH F, Black Creek bridge
- CTH O, Little Eau Pleine bridge
- CTH C, Plover River bridge
- CTH L, Little Rib River bridge
- CTH A, Big Rib River bridge
- CTH U, Little Rib River bridge
- CTH H, Rocky Run Bridge
- CTH P, Big Eau Pleine Bridge
- CTH F, Big Eau River Pleine bridge
- CTH H (CTH N – STH 29)
- CTH C (CTH J – CTH I)
- CTH J (STH 153 – STH 29)
- CTH X (STH 153 – Wood Road)
- CTH T (County Line – STH 97)
- CTH E (STH 153-CTH P)

We have been well-served by having shovel-ready projects when new state and federal government infrastructure funding is available, including our recent funding awards through the Bipartisan Infrastructure Law. Ensuring that we continue to have additional pre-designed projects positions us well for future funding opportunities.

2023 FORECAST

PARKS DEPARTMENT SMALL CAPITAL PROJECTS

Several years ago, we instituted a practice of setting aside \$100,000 annually to fund small capital projects within our park system. The funds certainly do not cover large maintenance projects; however, this practice is important in that it allows us to do important small maintenance projects that prolong the life of our recreation infrastructure and mitigate the risk of small issues developing into significant cost projects. For purposes of the 2023 proposed budget, we have prioritized the small capital projects below. While the initial estimated costs for all of the projects exceeds the \$100,000 available within the budget, projects will be completed only as the available funds permit:

- | | |
|--|------------------|
| 1. Marathon Park: Multi-Purpose Building Table & Chair Replacements | \$19,800 |
| Summary: Continue table and chair replacements. These items are used for rental/commercial events. | |
| 2. Marathon County Sports Complex: Path Construction | \$10,500 |
| Summary: Construct walking/cart path connecting concessions area to north end of complex. | |
| 3. Nine Mile: Boiler System Supply Line | \$7,500 |
| Summary: Replace existing low efficiency insulated water supply line with improve efficiency lines | |
| 4. Marathon Park: Multi-Purpose Building 2 Rink Lighting | \$3,000 |
| Summary: Replace existing rink lights with upgrade. | |
| 5. County Well Pump Replacement | \$20,000 |
| Summary: Replace two existing well pumps that are beyond repair. | |
| 6. Dells of the Eau Claire: Manager Cabin Upgrade | ~\$10,000 |
| Summary: Restore existing interior, upgrade information kiosk, convert bedrooms to storage and segregate from main area. | |
| 7. Bluegill Bay: Dock Rebuilds (4) | ~\$20,000 |
| Summary: Replace existing to an ADA compliant system. | |
| 8. Dells of the Eau Claire: Group Campground - Upgrade Sites & Remove Shelter | ~\$5,000 |
| Summary: Raise campsites with granite, remove shelter for future replacement. | |
| 9. Sunnyvale Park: Softball Dugout and Score Booth Upgrade | ~\$12,000 |
| Summary: Replace all existing dugouts and score booths. Price is per field. | |
| 10. Engineered Wood Fiber | ~\$30,000 |
| Summary: Material for 4 new playgrounds. | |

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NURSE HOME VISITING PROGRAM CHANGING FROM THE "START RIGHT" MODEL TO "NURSE FAMILY PARTNERSHIP" MODEL

Funding and supporting early childhood programming, including prenatal and post-natal services is a common function of county health departments. Throughout the United States, counties provide early childhood or prenatal support to over 16 million children annually. Prenatal and post-natal home visiting programs have been proven to reduce rates of smoking, decrease emergency department use, decrease infant mortality, decrease pregnancy-induced hypertension, increase breastfeeding attempts, decrease parental dependence on Medicaid, decrease overall Medicaid cost, decrease childhood language delays, and improve life outcomes.

The first three years of a child's life are the "bricks and mortar" of brain development—building the foundation for future learning, behavior, and health. Evidence shows that when we invest [in] the early years, infants and toddlers become health children who are confident, empathetic, and ready for school and life. Communities and governments can provide parents with the support they need to succeed and thrive.
National Association of Counties[1]

Marathon County began delivering nurse home visiting services, piloting the Start Right model, in 1994. The model was expanded countywide in 1999. At its core, Start Right was developed as a way to limit costs elsewhere in the County budget, specifically by reducing incidences of child abuse and neglect, which could otherwise trigger children being removed from their homes and require the expenditure of county resources. Over time, we have also come to see that the program is likely to have considerable benefit relative to the coordination of mental health services. Moreover, as we have learned more about the long-term impacts of adverse childhood experiences (ACEs), we understand that Start Right, and other programs like it, are likely responsible for mitigating the risk of negative adult outcomes and the associated costs—such as arrest, incarceration, and alcohol/drug dependency—for the children served.

[1] National Association of Counties website, Early Childhood: The Importance of Prenatal-to-Three, (available here - <https://www.naco.org/resources/signature-projects/early-childhood>) (last accessed on October 10, 2022).

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In 2021, in connection with our UniverCity Year partnership program, staff undertook a comprehensive evaluation of the Start Right model to better understand the return on the county's investment. The evaluation highlighted the challenges with the respect to the data collection and analysis of the model. The feedback from the evaluation led staff to investigate other potential Nurse Home Visiting program models that aligned more closely with the Board of Supervisors' desire for strong data analysis and return on investment information.

After an extensive programmatic and financial evaluation, staff made the operational determination that adopting the Nurse Family Partnership model was appropriate, as it was better suited to delivering on the policy outcomes desired by the Board of Supervisors. The full text of the Start Right evaluation through the UniverCity project and the white paper from staff detailing the plan to implement the Nurse Family Partnership model are available in the packet for the August 2, 2022, Board of Health meeting. [1]The 2023 proposed budget provides for the adoption of the Nurse Family Partnership model, which results in a savings of \$372,972, when compared to 2022's budgeted costs for the Start Right model.

INFLATION

Wisconsin levy limits were created in connection with the adoption of the 2005-07 biennial state budget. These limits served to cap the amount of county property tax levy growth, based on net new construction. Initially, the law also provided a floor by which the tax levy could grow regardless of the level of net new construction. Between the 2005-07 budget and the 2009-11 budget that floor ranged from 2% to 3.86%. The floor (or guaranteed increase) was eliminated in the 2011-13 state budget.

While Marathon County has benefited from relatively strong net new construction increases when compared to our peers in North Central Wisconsin, it is instructive to note that between 2011 and 2020, the statewide net new construction averaged 1.3%, while the average rate of inflation was 1.7%.[2]

[1]The 2023 proposed budget provides for the adoption of the Nurse Family Partnership model, which results in a savings of \$372,972, when compared to 2022's budgeted costs for the Start Right model.

[2] Rethinking Revenues: A National Perspective on Funding Counties, Forward Analytics, May 2021, (available here - <https://www.forward-analytics.net/wp-content/uploads/2021/06/Rethinking-Revenues-2021.pdf>) pp. 14

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While our operational costs to continue have consistently exceeded the amount of new property tax levy collected as a result of the net new construction calculation, the magnitude of the inflationary pressures experienced in 2022, and anticipated in 2023, have been exceptionally challenging. The chart below provides several examples of the inflationary impacts on this year's budget.

YEAR	ASPHALT PER TON	OIL FILTER	DIESEL FUEL PER GAL	UNLEADED FUEL	METAL 36" CULVERT	INMATE MEAL CONTRACT	NATURAL GAS P/THERM	NATURAL GAS (TOTAL BUDGETED)
2020	\$49.02	\$24.99	\$1.52	\$1.15	\$37.76	\$689,237.00	0.33	\$358,300.00
2023 Budgeted	\$58.88	\$29.83	\$3.38	\$3.33	\$42.06	\$835,000.00	0.72	\$905,000.00
% Increase	20.11%	19.37%	122.37%	189.57%	11.39%	21.15%	118.18%	152.58%

CHILDCARE AND HOUSING

The limited supply of accessible, high-quality childcare and the limited supply of housing are having profound impacts on our national, regional, and local economies. The links between childcare, housing, and economic prosperity through workforce development are such that these topics are front-and-center in our discourse, whether public or private. The profound nature of these challenges is causing national, state, and local governments to consider what role, if any, they will play in addressing them. In fact, the September 2022 issue of the Wisconsin Counties' Magazine offered excellent insights into the workforce challenges our state is facing and the important relationship that access to high-quality childcare and housing can play in improving our economic outlook. Importantly, the magazine also provided insights on how county governments can have a positive impact.

Childcare

In 2022, the Board of Supervisors began examining what role Marathon County Government may play in addressing the shortage of accessible, quality childcare in our community, both from the perspective as one of the county's large employers and as a

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government institution. The Extension, Education & Economic Development Committee directed County Administration to convene local organizations with the intent of applying for the State of Wisconsin Department of Children and Families Dream Up! grant, aimed at expanding childcare resources in local communities. In April of 2022, Marathon County Government served as the lead applicant on behalf of sixteen local organizations, and in May of 2022, we learned we were awarded the grant, which provides technical assistance to help us develop a local plan to expand childcare supply and \$75,000 in funding for implementation. I anticipate that the group's strategic plan will be complete by the end of 2022.

Housing

The topics of housing supply and housing accessibility have been featured recently at both the National Association of Counties' and Wisconsin Counties' Association annual conferences. Not surprisingly, the lack of supply of housing and the substantial increases in costs associated with constructing new homes, has created a significant workforce challenge. In the recent Wisconsin Counties' Magazine, the situation was succinctly described as **"a real crisis for renters, younger families, workers in low-wage positions, and for employers and economic development agencies looking to recruit and retain a skilled workforce."**^[1] The author of that article and characterization, Kurt Paulsen argued that "[c]ounty elected and appointed officials can lead the way in promoting more housing, a greater variety of housing, and housing affordability programs in every community." A number of counties throughout the state are embarking on initiatives to impact housing accessibility within their communities.

Proposed Budget

The proposed 2023 budget does not provide funding to solve either of these challenges. After all, the question of what role Marathon County Government will play, if any, in addressing each of these issues remains open for the Board of Supervisors to answer. And, while the Extension, Education & Economic Development Committee and the Health & Human Services Committees have begun to consider these questions, finding the answers will undoubtedly require significant examination and discussion. My proposed 2023 budget allocates \$50,000 to assist the Board in continuing that examination and discussion.

[1] Kurt Paulsen, The State of Housing in Wisconsin, Wisconsin Counties' Magazine, Sept. 2022, at pp. 18-20 (available here - <https://indd.adobe.com/view/10db873d-65c5-4674-a079-9fec2740629d>) (last accessed on October 9, 2022).

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BROADBAND EXPANSION

Broadband expansion, and how county government can facilitate it, has been a topic of discussion since 2009. While our initial assessment was such that we largely entrusted the private sector to expand access without significant local government intervention, the Board of Supervisors, has fully embraced the important role that it can play in expanding access to high-speed internet services and thereby improving the health, safety, and prosperity of Marathon County residents.

In 2018, broadband expansion was identified as one of the twelve (12) objectives of the county's strategic plan. In 2020, the Broadband Task Force was created and our achievements since that time have been significant.

Marathon County has applied, or assisted in the application, for more than ten (10) grants at the state and federal level and we have entered into a conduit bonding agreement with a local internet service provider (ISP). That agreement will provide for dramatic expansion of broadband and cellular access throughout some of the most underserved areas of our community, while also enhancing our emergency services dispatching network. Our awards from the Public Service Commission in 2022 alone will substantially enhance the service to more than 800 businesses and 10,000 residences in Marathon County.

Consistent with my 2022 budget proposal, my 2023 proposed budget does not allocate specific funding for high-speed internet expansion. That does not, however, mean that funding for such projects does not exist. Instead, funding could be provided as determined by the Board from the following three sources: (1) American Rescue Plan Act funds, (2) Contingency Funding, and (3) Working Capital.

FUNDING OF NON-PROFIT ORGANIZATIONS

As explained in previous annual budget messages, direct county funding of non-profit organizations has been a source of controversy for 25 years.

The objection has always been—***if you can't afford to fully fund mandated County services, why are you using County funds to support services provided by non-profits that can raise money in the community by other means?***

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As part of the 2020 Annual Budget, the board provided general direction to Administration relative to future funding for non-profit entities. Specifically, the board resolved to implement a plan to progressively reduce financial support for five (5) of the non-profits over the course of four (4) years, essentially reducing their individual allocations by 25% of their respective 2019 funding amount. With respect to the remaining six (6) non-profits, the board elected to continue their previously established funding levels; however, the board requested that Administration work to develop performance-based contracts relative to the funding provided.

The proposed 2023 budget funding for non-profits is consistent with the board’s direction in 2020. The organizations on the left side of the chart below will no longer be funded through the budget, while the organizations on the right side of the chart continue to be funded at 100% of their previous allocations.

Crime Stoppers	\$0	2-1-1 Information and Referral (United Way)	\$40,000
Healthy Teens (Boys and Girls Club)	\$0	Economic Development education (MCDEVCO)	\$40,000
Marathon County Development Corporation	\$0	Historical Society	\$54,376
Partners for Progressive Agriculture	\$0	Judicare Mediation Program[1]	\$15,000
Wisconsin Valley Fair	\$0	North Central Community Action Program	\$33,757
Total Funding Allocation	\$0	Women’s Community	\$55,000
Amount Reduced from 2022 funding level	\$62,500	Total Funding Allocation	\$238,133

Additional information regarding the non-profit organizations identified by the County Board of Supervisors in 2019 to receive continued funding, as well as summary information relative to the services each provides in accordance with the performance base contracts developed by Administration, is provided on pages 127-131 of this budget message.

[1] The Judicare Mediation Program was a new endeavor funded as part of the 2020 Annual Budget through a transfer of funds from the Sheriff’s Office’s out-of-county inmate housing allocation, after the Sheriff expressed support for evaluating whether the program would increase availability of judicial resources to address criminal cases more promptly, which would in turn reduce correctional care costs. Additional information regarding the program is available at <https://wisconsincentraltimenews.com/2019/07/24/more-access-to-justice-volunteer-based-civil-court-mediation-program-expands/>. It was anticipated that the Evidence-Based Decision Making Team would evaluate the return on investment of the program in 2020; however, because of the orders issued by the Wisconsin Supreme Court in connection with the pandemic, the mediation programs operations were significantly impacted. Should the Board provide funding as proposed, Administration would work to develop a performance contract with Judicare.

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ADULT DETENTION FACILITY (AKA "JAIL") CENSUS

Marathon County has long recognized that the costs of housing Marathon County jail inmates in other county jails is a driver of the annual county budget. Whether it is the direct costs of housing inmates, their medical costs, or the costs to transport inmates to and from other facilities in the event our jail is at capacity, each county budget since 2000 has referenced the importance of controlling these costs.

As noted in previous budgets, jail census is the product of numerous factors within a “public safety system,” where multiple players (Judges, the District Attorney’s Office, Public Defenders and other defense counsel, Clerk of Courts, Community Corrections and other state agencies, Justice Alternatives, NCHC, Police Agencies, and others) need to work together to achieve any objective, including controlling jail population. Similarly, reducing the census in isolation is easy, doing so in a manner that strengthens public safety requires a thoughtful approach which focuses on the best interests of County residents, not just cost reduction. Marathon County has understood the complex nature of the public safety (justice) system for decades. We were the first county to form a Criminal Justice Coordinating Council (originally known as the Justice Advisory Council), in 1994, and we were one of the six counties selected to participate in the state’s Evidence-Based Decision-Making (EBDM) pilot program.

In 2021, Marathon County formally created a Criminal Justice Coordinating Council (CJCC), with membership from across the justice system and with representatives from the County Board, specifically, the Board Chair and the Chairpersons of both the Public Safety and Health & Human Services Committees. The formal creation of our CJCC should help us build upon our past success in implementing numerous initiatives, including:

- **Drug Recovery Court** – aimed at providing a structured environment, coupling intense treatment options and court oversight, to rehabilitate justice system involved county residents that would otherwise be facing significant terms in the State Prison system. Our program works closely with our child protection system to identify individuals with children in out-of-home care, which offers another significant benefit in the form of reducing long-term care costs and returning children to their parents.

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- **Crisis Assessment Response Team** – CART was developed to work with individuals in the community that are in crisis to build rapport and make connections with resources in order to maintain the individual's wellbeing without the use of emergency detention or jail. CART includes one Marathon County Sheriff's Deputy and one Wausau Police Officer teamed with crisis counselors from NCHC. To learn more about CART, you can access this article on our online newsletter - <https://wisconsincentraltimenews.com/2018/05/22/responding-to-mental-health-crises-in-a-new-way/>
- **Crisis Intervention Training / Crisis Intervention Program** - CIT is a community-based approach to improve outcomes for officers responding to mental health crises. CIT provides 40 hours of training for law enforcement to improve responses to and reduce arrests of people with mental health issues. CIP is a 16-hour training designed for a wide range of audiences interested in better understanding and improving interactions with people experiencing a mental health crisis. Participants may include correctional officers, dispatchers, emergency personnel, medical staff and more. CIP can improve overall safety for individuals and staff as well as improve identification, referral and treatment services of individuals with mental illness.
- **Hot Sheet Case Tracking** – Hot sheet case tracking was developed as a way to reduce case disposition times for individuals detained in the Marathon County Jail. Defendants incarcerated and awaiting court activity for cases more than 120 days are identified and reported to the judicial branch responsible for processing. Hot sheet tracking keeps the courts focused on issues related to the case that need addressing in order for the case to move more quickly to sentencing. Quicker sentencing leads to a reduction in jail stays.
- **Arrest Proxy Tool** – The purpose of the PROXY assessment is to help guide law enforcement in their decision making at the first point of contact with an offender. The goal of the PROXY is to divert low risk offenders from being arrested and booked into the county jail. The tool can further assist in screening the level of appropriateness for diversion programming. The PROXY was implemented collaboratively between the Marathon County District Attorney's office and local law enforcement. While local law enforcement ceased using the proxy in 2022, law enforcement continue to be guided by the principles upon which the proxy was based.
- **Active Warrant "Clean-Up"** – This project was aimed at identifying and disposing of outdated warrants unrelated to significant public safety concerns in order to prevent unnecessary arrests and incarcerations. Ultimately, the project resulted in the quashing (elimination) of 562 outdated warrants, saving considerable law enforcement and court resources.

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These past successes are important; however, we need to further expand our efforts should we desire to improve public safety and control costs.

In 2020, through the pandemic our justice system underwent considerable change. We restricted the circumstances under which we would accept new inmates at the jail, the local office of the Division of Community Corrections (probation/parole) implemented new practices relative to placing clients in custody, and courts utilized “virtual” appearances in ways they had not previously.

Throughout 2020, and into the first half of 2021, we saw our average jail census fall considerably. In the latter half of 2021, we returned to many of our pre-pandemic jail admission practices. Not surprisingly, we saw some increase in census; however, our census numbers have somewhat stabilized.

While this budget makes considerable mention of jail census due to the significant financial ramifications that census has on the county's budget, we must remember that our focus on the financial implications of our jail population cannot compromise our commitment to public safety. Our goal of being the Healthiest, Safest, and Most Prosperous county in the state cannot be achieved if we do.

Instead, to make lasting progress in this area, we must continue our efforts to ensure that we are smart on criminal justice, using our jail for those individuals that pose substantial risk to public safety and providing necessary supports to those that can safely remain in our community to remain there. This is no small effort.

In this year's budget, as I did last year, in collaboration with the Sheriff, I set an out-of-county housing census target based on our recent census history for purposes of developing the budget proposal. That target is 45 inmates, a reduction of five inmates from our 2022 budget target. I believe this target will move us in the right direction by continuing the conversation amongst justice system professionals and our community. Marathon County has a longstanding history of offering non-mandated services in our justice system and if we endeavor to continue doing so, we need to develop strategies to control costs associated with inmate housing.

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Our largest challenge in this work, however, may not be related to our number of inmates, but could instead be related our numbers of staff. Limited staff over the last several months has necessitated a dramatic increase in our utilization of out-of-county housing. Based in part on our experience with extended position vacancies in our Corrections and Communications Divisions, the Public Safety Committee has recommended amending the Strategic Plan to provide the following:

County Board adopt, maintain, and fund employee class compensation plans and government policies that prioritize the retention and recruitment of the high-quality, skilled workforce needed to deliver government services.

Implementation of our new Class Compensation Schedule and its continued maintenance and funding will be an integral part of our overall strategy to achieve our out-of-county housing targets.

We also need to continue to utilize the Criminal Justice Coordinating Council (CJCC) as the forum for addressing system issues. Deploying the Data Officer proposed in the 2023 budget to identify key performance indicators that can help us maintain a jail population that is fiscally sustainable, but most importantly ensures that we are delivering on our commitment to public safety.

Our investments in courtroom audio and video enhancements provided for in the 2022 budget were significantly delayed by supply chain disruptions; however, we have completed enhancements to two of the eight court spaces and increased our remote hearing capacity in the jail from two to three facility spaces. Adopting technology that allows us to maintain our staff within our facility will be an important strategy to address our overall staffing needs, which will contribute to meeting our out-of-county housing targets. Moving forward, our justice system partners must continue to challenge themselves to continue to expand our utilization of these tools to confront staffing challenges (e.g., a shortage of defense attorneys) and more efficiently process cases.

One additional strategy that I will investigate in 2023 with Sheriff's Office leadership and the County Board to safely reduce our out-of-county inmate housing and inmate medical expenses is the potential utilization of a community-based residential facility (CBRF), with twenty-four hour staffing and electronic monitoring, as an alternative housing model for qualifying (non-violent, low risk) inmates with significant medical costs. Because Medicaid and BadgerCare Plus benefits are suspended when an individual is incarcerated, Marathon County is financially responsible for the cost of inmate medical care, including medications. Because some of our inmates have medication costs between \$1,000 and \$4,000 per month, an alternative housing strategy may have significant financial impact. That said, as expressly stated above, our focus must always remain on public safety and adoption of evidence-based strategies.

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JAIL CENSUS

YEAR	JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL	MONTHLY AVG.
2022	251	219	239	243	250	252	283	296						254.13
2021	276	259	276	239	229	223	246	265	269	277	257	249	3065	251.42
2020	355	332	337	279	279	267	265	263	257	268	247	254	3403	283.58
2019	381	369	358	347	350	353	362	345	350	353	340	355	4263	355.25
2018	374	374	400	411	418	412	408	397	394	388	379	357	4712	392.67
2017	400	413	399	441	394	399	422	423	404	379	372	375	4821	401.75
2016	351	359	348	358	361	371	380	371	401	410	398	395	4503	375.25
2015	327	329	345	365	356	337	328	331	338	337	340	339	4072	339.33
2014	343	349	342	352	341	342	347	341	344	347	358	329	4135	344.58
2013	352	362	348	343	346	374	371	362	358	366	367	348	4297	358.09
2012	310	306	305	326	327	322	327	341	334	345	336	339	3918	326.5
2011	287	293	305	303	298	305	298	301	298	293	294	290	3565	297.09
2010	303	298	298	312	302	296	303	312	300	302	292	284	3602	300.16
2009	303	315	326	317	334	335	326	339	338	324	326	315	3898	324.84
2008	336	340	350	346	347	359	346	355	352	359	354	328	4172	347.67
2007	326	326	330	319	322	334	326	323	341	357	349	334	3987	332.25
2006	357	361	381	387	376	375	366	344	350	337	327	317	4278	356.5
2005	304	300	315	337	324	337	353	339	327	353	357	361	4007	333.92

Our maximum daily census for the Marathon County Jail - based on Department of Corrections regulations - is 252. Based on the need to allow for sufficient ability to segregate inmates based on classification, our realistic maximum census estimate is 225.

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OUT-OF-HOME PLACEMENT OF CHILDREN

Intervening and providing services to children who are abused or neglected and working to rehabilitate youth in our juvenile justice system are core functions of county government.

In 2023, we are budgeting \$5,851,916 in connection with our statutory obligations for placements of children that are in-need of protective services or that are involved in our youth justice system in community placements or in institutional care settings.

	2022 Actual Placements	10-year Average	2023 Budgeted Placements	2023 Avg. Placement Cost	2023 Budgeted Placement Cost	2022 Budgeted Placement Cost	Difference Between 2022 and 2023 Budgeted Placements
Residential Care	4	11	9	\$178,872	\$1,609,848	\$1,939,871	(\$330,023)
Group Home	8	8	8	\$146,493	\$1,171,946	\$809,088	\$362,858
Treatment Foster Care	15	13	18	\$60,927	\$1,096,693	\$959,795	\$136,898
Specialized Foster Home	6	16	7	\$14,879	\$104,156	\$228,006	(\$123,850)
Foster Home	82	66	71	\$9,934	\$705,335	\$761,769	(\$56,434)
Court Ordered Kinship	50	38	51	\$3,600	\$183,600	\$194,400	(\$10,800)
Subtotal	165	152	164		\$4,871,578	\$4,892,929	(\$21,351)
Long-Term Guard-Kinship	70	67	70	\$3,600	\$252,000	\$216,000	\$36,000
Voluntary Kinship	35	26	40	\$3,600	\$144,000	\$118,800	\$25,200
Subsidized Guardianship	10	8	12	\$12,864	\$154,368	\$245,514	(\$91,146)
Foster Care to 21	0	N/A	0	\$0	\$0	\$0	\$0
Subtotal	115	101	122		\$550,368	\$580,314	(\$29,946)
Correctional Care	1	1.5	1	\$429,970	\$429,970	\$425,626	\$4,344
Total	281	255	287		\$5,851,916	\$5,898,869	(\$46,953)

Overall, this represents a decrease of \$50,528 from the amount budgeted in 2022; however, additional explanation relative to the factors underlying our budgetary reduction is appropriate.

Simply put, we are reducing our highest cost budget placements (residential care) from 13 in 2022 to 9 in 2023. This effort is driven by the policy directives of the Families First Prevention Services Act and is in keeping with the philosophy to maintain children in the least restrictive setting possible, most preferably the home of a parent. While our history has demonstrated that our

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professional staff have taken this challenge seriously and done well in reducing our most restrictive placements, it bears stating expressly that placements are driven by the specific needs of the children and families we serve, not by the budgets we set. If facts and circumstances demonstrate that a high-cost, restrictive placement is necessary to ensure a child is safe, we will recommend placement of that child in that high-cost, restrictive setting.

While we are budgeting for fewer high-cost placements in 2023, it is very important to note that the costs of these placements continue to increase substantially, particularly within congregate care placement settings.

- Residential Care placements
 - In 2023, the average cost of a Residential Care placement is anticipated to be \$178,872, which is an increase of \$29,343 (20%) over 2022.
- Group Home placements
 - In 2023, the average cost of a Group Home placement is anticipated to be \$146,529, which is an increase of \$56,594 (63%) over 2022.

It is also important to note that our 2023 budget assumes that the Correctional Care daily rate of \$1,178, which is set through June 30, 2023, continues throughout the remainder of the calendar year.

FUNDING OF REGIONAL INTERGOVERNMENTAL ENTITIES

1. City-County-NCHC Technology Department (CCITC)

- Funding for CCITC is \$2,598,676, an increase of \$528,480 (25.5%) over 2022.
- The 2022 CCITC budget increase is driven by the following:
 - Increased licensing costs – a \$382,237 increase in the annual cost of the Workday HR & Financial System (and other supporting software) over the current cost of our Financial System, and a 10% increase in the costs of Office 365 licenses.
 - Increased IT Security Investments – \$60,000 in additional spending relative to endpoint detection & response capability, chief information security officer contractual services, and automated remediation software services.
 - \$436,454 in capital funding to procure 24/7 security incident event monitoring to reduce risk of significant IT security breach and bolster our IT Security
- By agreement the County Board cannot reduce the amount contributed for technology support.

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- In 2023, to ensure that we are not spending unnecessarily with respect to IT software, I will be working with our CCITC partners from the City of Wausau and North Central Health Care to review our IT software utilization and work to consolidate our software portfolio and eliminate duplicative offerings.

2. Aging & Disability Resource Center of Central Wisconsin – ADRC-CW

- Funding continues at the level initially set when the regional entity was created, \$395,367.

3. North Central Health Care (NCHC)

- While the NCHC budget has not been adopted by the NCHC Executive Committee at this time, the NCHC Finance Director has indicated that the budget request to Marathon County will be \$4,382,212, which is the same amount of levy support that NCHC has received for its core programs since 2013.[1]
- NCHC has submitted a request for American Rescue Plan Act (ARPA) funding, as alluded to in my 2022 budget message, based on the pandemic's dramatic impact on NCHC's programs, both with respect to revenues and expenses. Admissions to nearly every program were restricted as part of the protocols from the State of Wisconsin and the federal government. Given the nature of many NCHC operations, staffing shortages due to COVID isolations and quarantines required significant increases in the use of overtime and contract staff to cover critical care functions, dramatically increasing costs and depleting funding reserves.[2]

4. North Central Regional Planning Commission

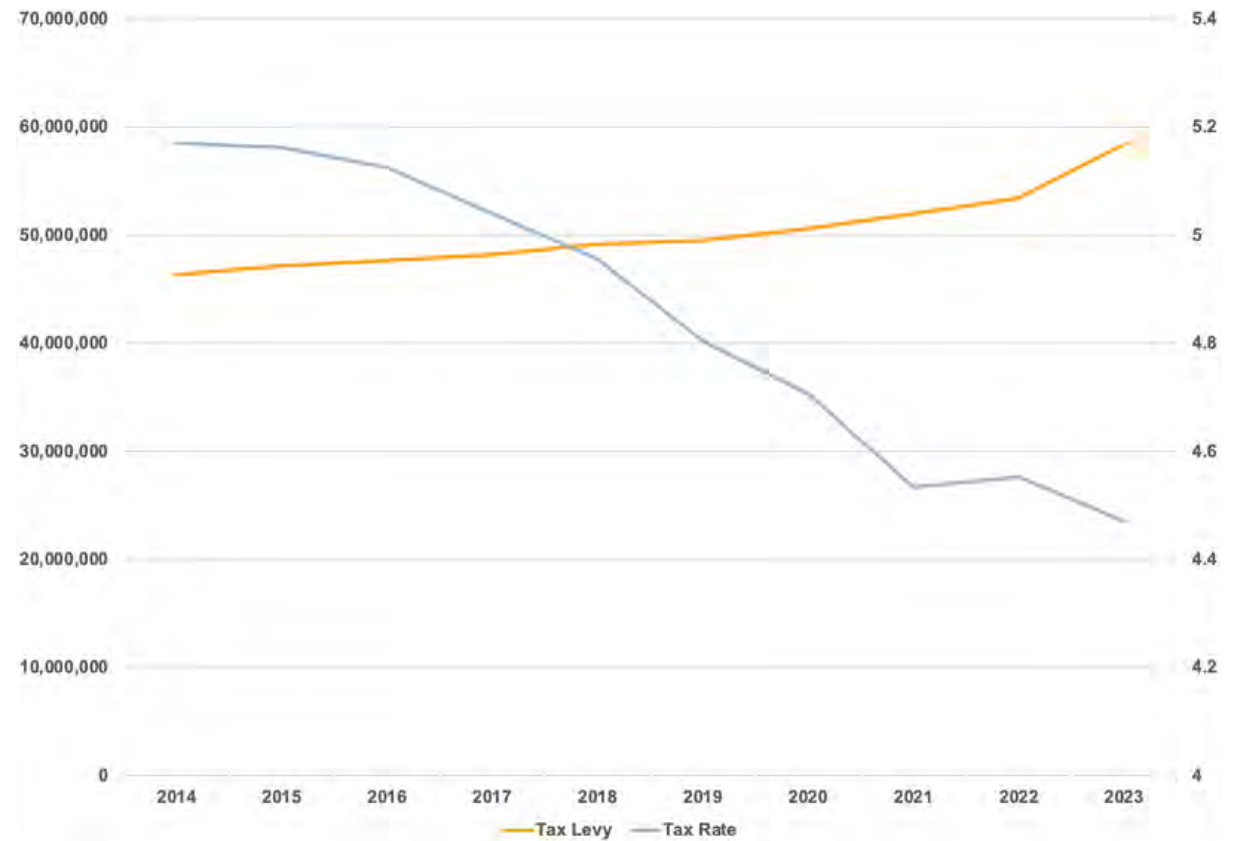
- Funding for our Commission membership continues to be \$43,000 and is incorporated into the budget.

[1] Marathon County's total allocations to North Central Health Care have varied from 2013-2020; however, the variations in allocation were due to changes in the mechanism of accounting for specific payments for purposes of Family Care funding, Birth to Three Programming, and the provision of Adult Protective Services.

[2] A summary of the various services delivered by North Central Health Care on behalf of its member counties (Langlade, Lincoln, and Marathon) is available within the 2021 North Central Health Care budget document (available at https://www.norcen.org/documents/NCHC_2021_AdoptedBudget.pdf) (last accessed on March 4, 2021).

TAX LEVY & TAX RATE

Budget Year	Tax Levy	Tax Rate
2014	46,340,765	5.1700
2015	47,152,340	5.1613
2016	47,608,889	5.1252
2017	48,180,111	5.0398
2018	49,135,092	4.9549
2019	49,489,841	4.8047
2020	50,610,851	4.7066
2021	51,942,105	4.5329
2022	53,448,724	4.5519
2023	58,447,231	4.4704



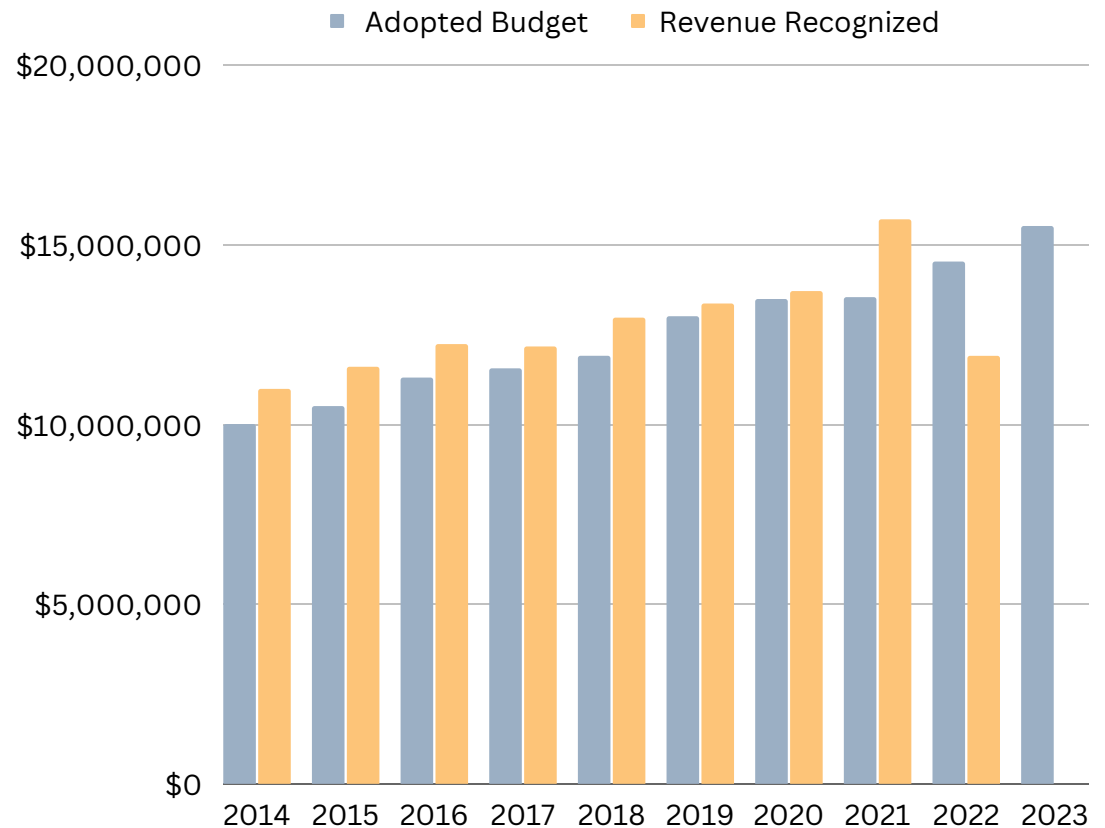
SALES TAX

Marathon County has collected sales tax since 1987. The main portion of the annual sales tax collection is used in the regular operating budget for the county; however, our 2023 budget allocates \$2.6 million to service debt obligations incurred in connection with past capital projects. We are adopting a conservative sales tax projection in 2023, budgeting 6.8% less revenue than the projections from Forward Analytics.

Budget Year	Adopted Sales Tax Budget	Actual Sales Tax Collected
2014	10,000,000	10,977,152
2015	10,500,000	11,592,871
2016	11,293,400	12,223,836
2017	11,550,000	12,157,767
2018	11,900,000	12,960,473
2019	13,000,000	13,353,678
2020	13,479,000	13,699,878
2021	13,533,000	15,697,275
2022	14,521,547	11,900,047*
2023	15,495,000**	

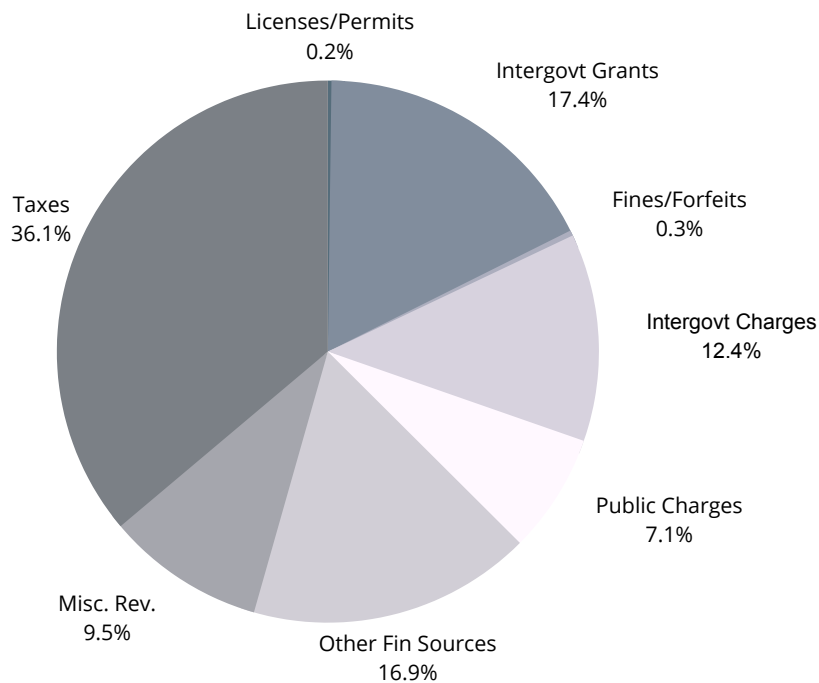
*actual sales tax collected through September 30, 2022.

**pending adoption of the budget by the County Board.



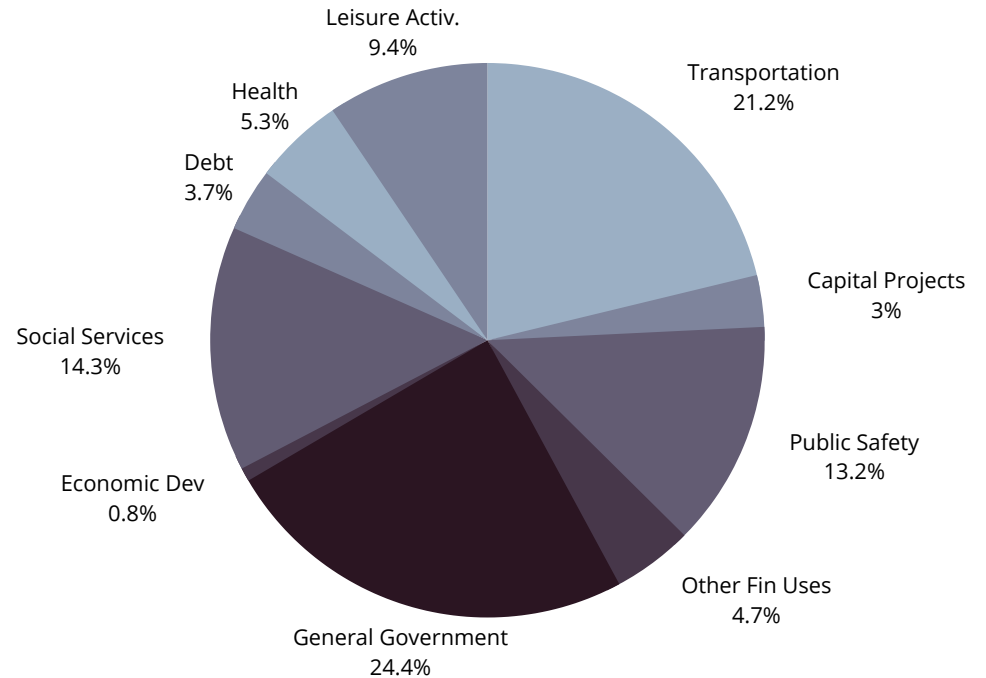
REVENUE & EXPENSE BUDGETS BY CATEGORY

2023 RECOMMENDED BUDGET REVENUES



2023: \$215,678,022
2022: \$199,764,135

2023 RECOMMENDED BUDGET EXPENSES



2023: \$215,678,022
2022: \$199,764,135

STATE SHARED REVENUE

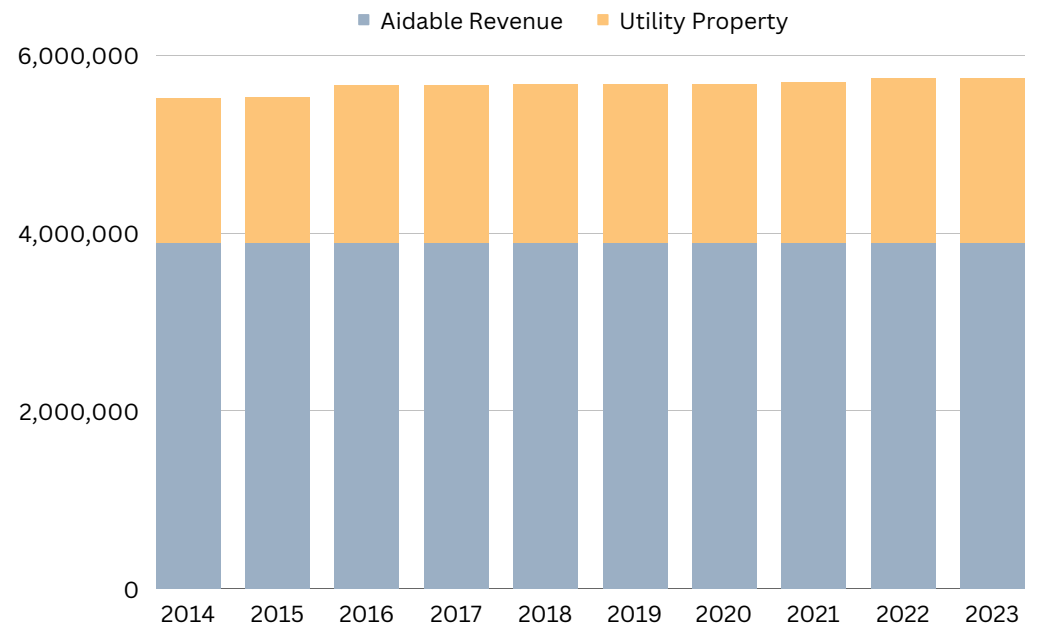
Chapter 79 of the Wisconsin Statutes establishes the State of Wisconsin shared revenue formula, which generally serves the following broad county objectives:

1. Alternative revenue to finance local expenditures, which in turn reduces the amount needed to be raised from property taxes, thereby providing property tax relief.
2. Compensate local units of government for taxes on certain public utility property that is not taxed locally.

An annual ad valorem (i.e., based on the value of property) payment for utility property that is located in the county that is taxed by the state is included in the formula. The largest portion of the formula is based on aidable revenues.

Our 2023 budget assumes state shared revenue, both in the form of state aides and utility tax, remain stable through the upcoming biennial state budget. In the event these revenues are reduced, county staff will engage the Human Resources, Finance & Property Committee to develop and implement a strategy to address the budget shortfall.

Budget Year	Aidable Revenue	Utility Property	Total Shared
2014	3,877,717	1,637,762	5,515,479
2015	3,877,717	1,644,525	5,522,242
2016	3,877,717	1,776,433	5,654,150
2017	3,877,717	1,776,433	5,654,150
2018	3,877,717	1,793,508	5,671,225
2019	3,877,717	1,790,455	5,668,172
2020	3,877,717	1,790,455	5,668,172
2021	3,877,717	1,815,303	5,693,020
2022	3,877,621	1,854,135	5,731,756
2023	3,877,619	1,854,135	5,731,754

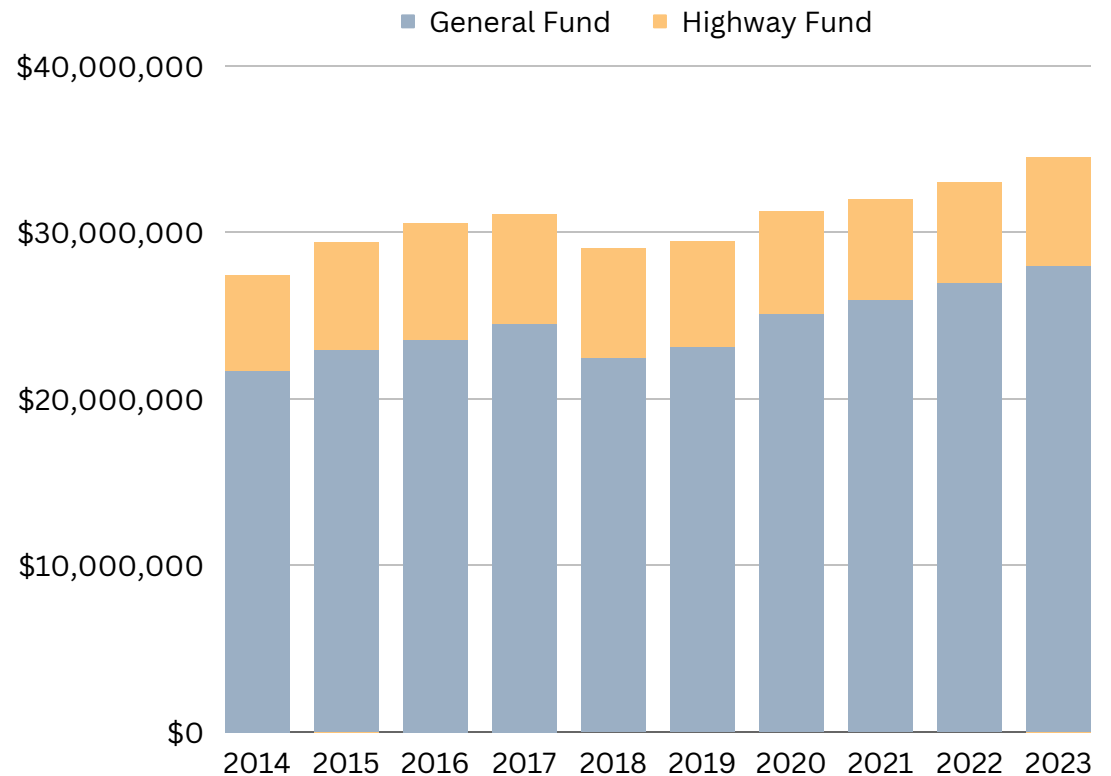


WORKING CAPITAL POLICY

In 1989, the County Board adopted a policy for retaining working capital. This formula sets the minimum requirement for available funds on hand to ensure a sufficient cash flow balance.

The following chart shows the history:

Budget Year	General Fund	Highway
2014	21,649,074	5,736,931
2015	22,883,813	6,497,983
2016	23,510,697	6,993,356
2017	24,466,583	6,588,118
2018	22,391,145	6,588,118
2019	23,044,282	6,375,143
2020	25,044,014	6,191,987
2021	25,877,997	6,071,207
2022	26,883,219	6,089,750
2023	27,923,106	6,559,017



5-YEAR CAPITAL IMPROVEMENT PROGRAM (CIP)

Marathon County adopted its first five-year C.I.P. in 1991 and continues to maintain a five-year capital project plan.

In 2021, the Human Resources, Finance & Property Committee began a process to update our CIP processes, focusing on ensuring that necessary routine, end-of-life maintenance, and regulatorily required projects are adequately funded. The Board adopted the committee's recommendation to abolish the Capital Improvement Committee and have the CIP planning process be driven by staff relative to the categorization of the various capital project submissions and driven by the HR, Finance & Property Committee relative to ensuring that we fund the projects that fall into the necessary routine, end-of-life maintenance, and regulatory category.

Our primary sources of CIP funding continue to be:

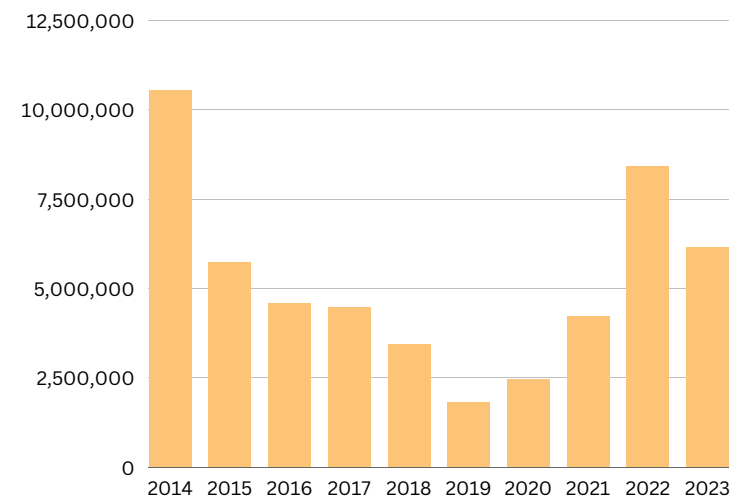
1. Prior year fund balance
2. Current year tax levy
3. Revenues from enterprise funds (fees)
4. Bonding (borrowing)

The practice of using prior year undesignated fund balance to fund capital improvements has served us well. It incentivizes appropriate Departmental budgeting, as it ensures that unspent operating balances from one year are not utilized for future operating needs, and it has served to stabilize the tax rate by reducing the need to bond for capital projects. In 2004 the County Board formally adopted the CIP funding policy which states that undesignated funds remaining in the budget after the working capital formula is completed, are transferred, in the year following the audit to the capital improvement program. In years past, the County was able to avoid borrowing for many projects by having this policy in place.

As our budgets have tightened, and we have adopted strategies such as budgeting for attrition, we have experienced smaller balances carrying over into CIP.

For the 2023 CIP budget, we allocated approximately \$6.1 million in CIP fund balance, much of which came from undesignated fund balance remaining at the end of 2021.

Budget Year	CIP (Fund Bal. Transfers)
2014	10,521,395
2015	5,707,032
2016	4,566,529
2017	4,448,447
2018	3,426,108
2019	1,793,920
2020	2,445,259
2021	4,210,226
2022	8,390,037
2023	6,122,489



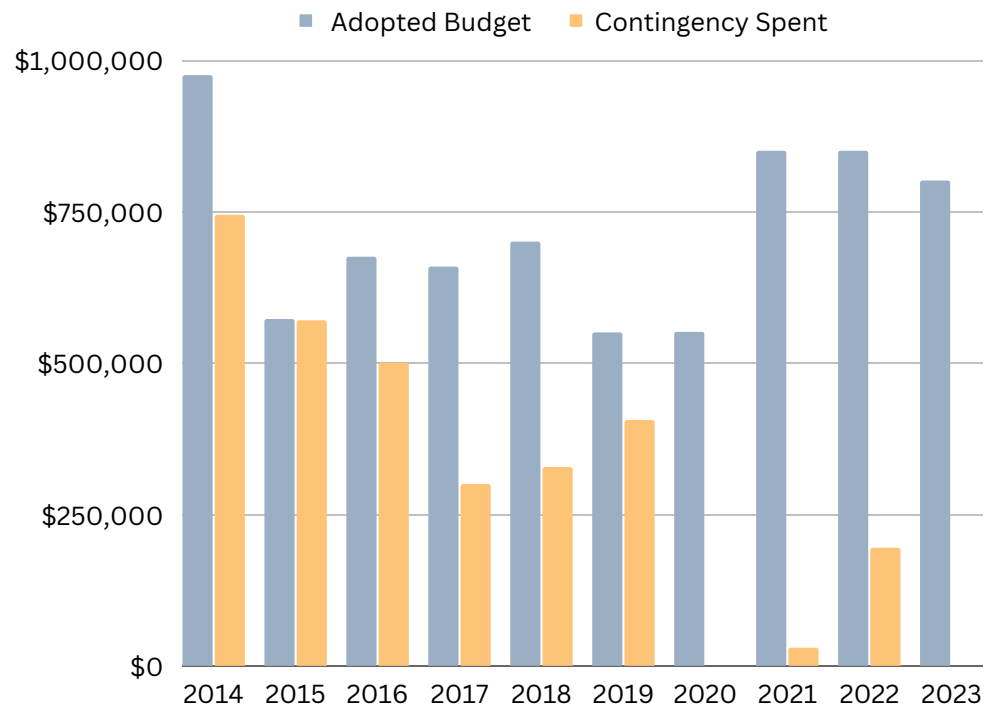
CONTINGENT FUND

For many years Marathon County had in place a Contingent Fund Policy that set the Fund at approximately .7% of the gross operating budget for the year. In 2003, the policy changed slightly, setting the Contingent Fund at a “base” amount of \$700,000, and adjusting it based on the CPI each year (Consumer Price Index) only if needed.

In 2023, I am again recommending we maintain a healthy contingent fund (\$800,000), \$50,000 of which would be made available to be used by the HR, Finance & Property Committee for special funding requests. My rationale mirrors that from last year. In speaking with the District Attorney, I was informed that it is reasonably likely that we will have significant expenditures associated with criminal jury trials in 2023, as we continue to address court backlogs associated with the pandemic. Given insufficient funding in the Clerk of Courts and District Attorney’s budgets to account for these expenses, a healthy contingent fund is prudent. It should be noted that in addition to this contingent fund, including the allocation to HR, Finance & Property, my budget allocates \$50,000 to the Extension, Education & Economic Development Committee to aid it in resolving the role of Marathon County Government relative to the Childcare and Housing challenges referenced above.

Budget Year	Contingent Fund Budget	Contingent Fund Spent
2014	975,000	744,368
2015	572,086	570,000
2016	675,000	500,000
2017	658,693	300,000
2018	700,000	328,000
2019	550,000	405,435
2020	550,000	0
2021	850,000	30,000
2022	850,000	195,000*
2023	800,000	

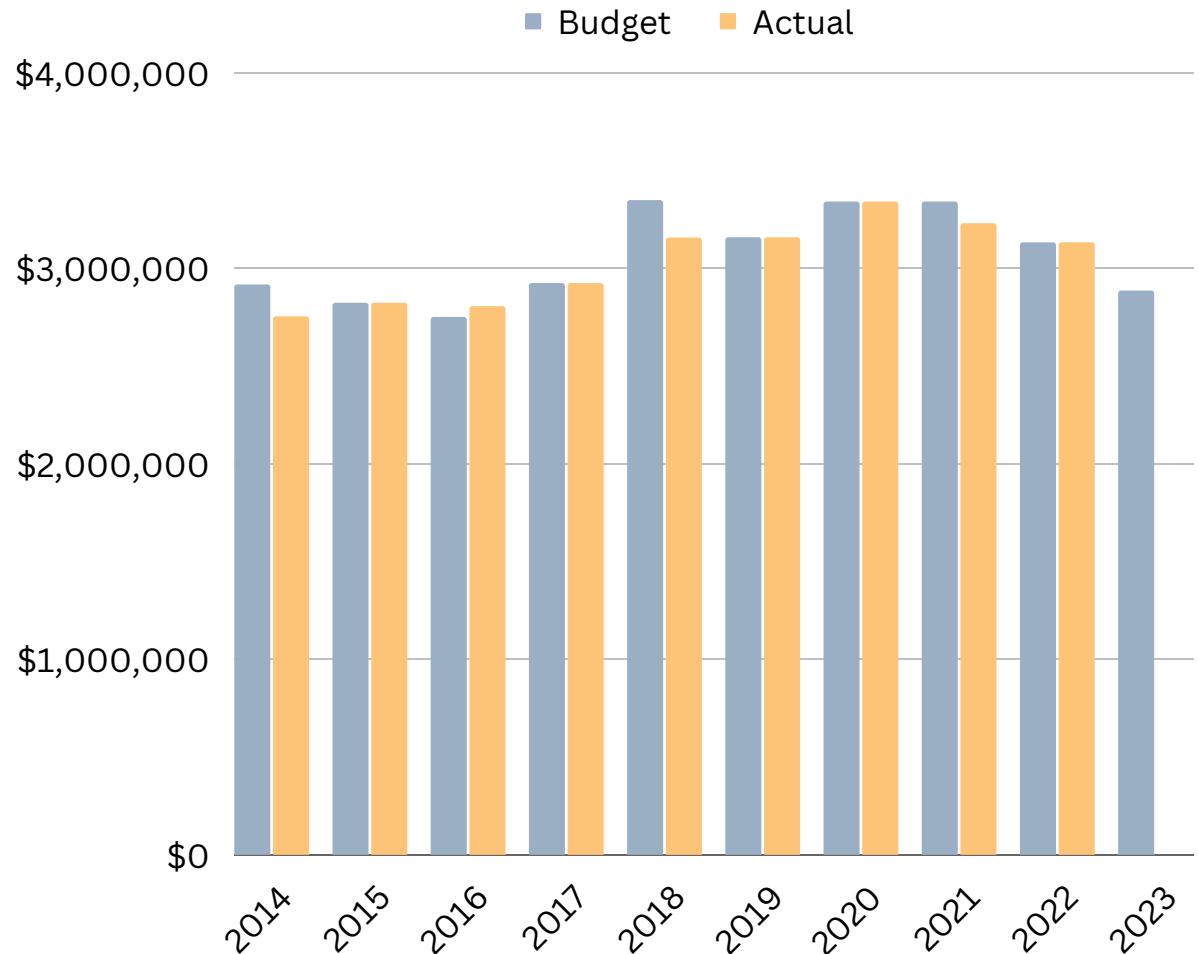
*encumbered as of September 2022



TRANSPORTATION AIDS

Marathon County is entitled to a share of revenue collected for transportation purposes (gas tax) and distributed by the State of Wisconsin. The County's share of such revenue is based on formulas set forth under Section 86.30(9). The County's share of transportation revenues provides for fundamental transportation needs including maintenance, operation, and construction of safe local roads. As demonstrated below, contributions from the state have not kept pace with increasing costs, leaving counties to shoulder more funding responsibility.

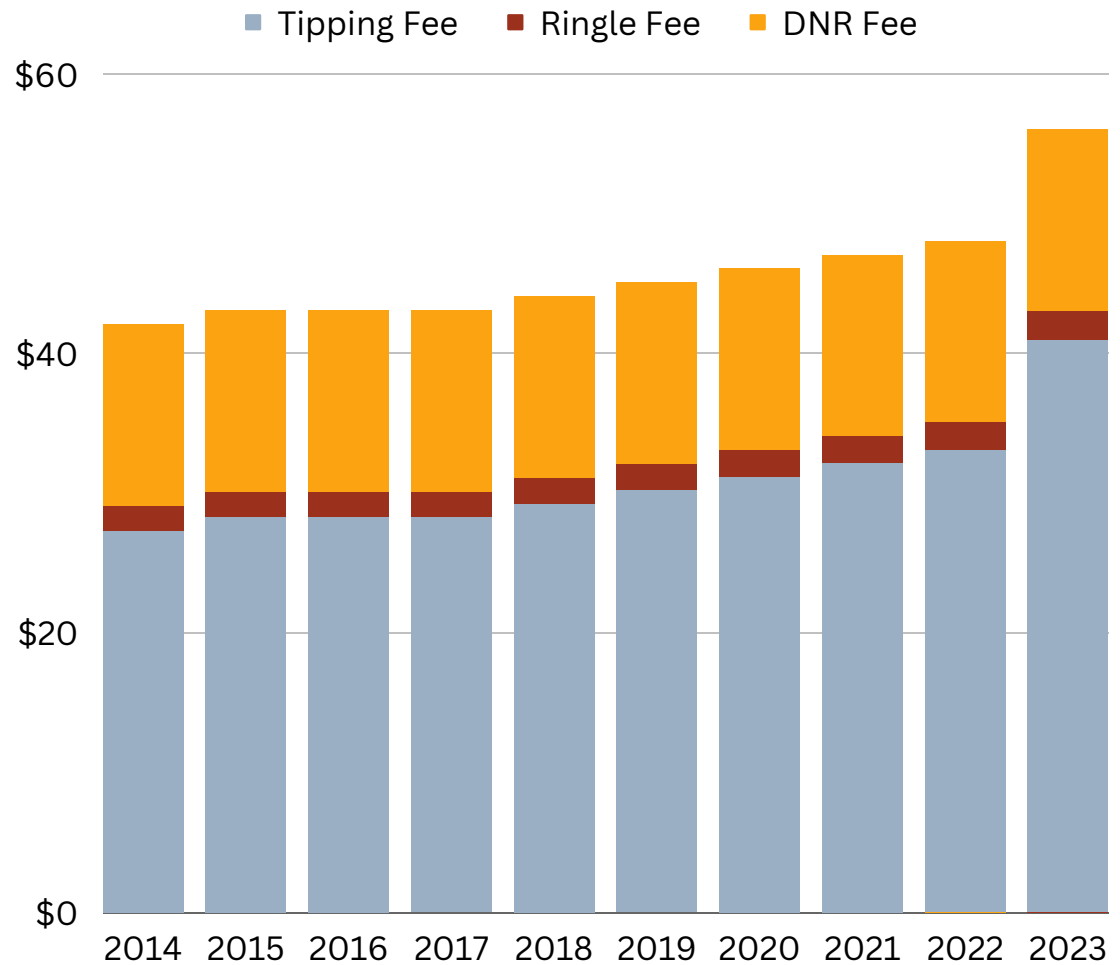
Year	Budget	Actual
2014	2,914,009	2,750,997
2015	2,820,570	2,820,570
2016	2,748,168	2,803,131
2017	2,921,132	2,921,133
2018	3,345,441	3,154,121
2019	3,155,341	3,155,341
2020	3,338,202	3,338,202
2021	3,338,202	3,227,394
2022	3,129,379	3,129,907
2023	2,879,380	



TIPPING FEE/ SURCHARGE USAGE

Wisconsin Statute 59.70 (2) authorizes the county to create and operate a solid waste management system. For Marathon County the site is located in Ringle. The landfill is solely operated by the revenues derived from the tipping fee (history is listed below) and has never needed tax levy.

	Tipping Fee	Ringle Fee	DNR Fee	Total
2014	27.24	1.76	13.00	42.00
2015	28.24	1.76	13.00	43.00
2016	28.24	1.76	13.00	43.00
2017	28.21	1.79	13.00	43.00
2018	29.18	1.82	13.00	44.00
2019	30.14	1.86	13.00	44.00
2020	31.11	1.89	13.00	46.00
2021	32.10	1.90	13.00	47.00
2022	33.00	2.00	13.00	48.00
2023	40.87	2.13	13.00	56.00





DEPARTMENTAL BUDGET OVERVIEWS

COUNTY ADMINISTRATION

ABOUT THE DEPARTMENT

As the sole employee of the County Board of Supervisors, the County Administrator provides executive management and oversight relative to Marathon County government operations. The Administrator supervises all non-elected department heads; drafts and presents a proposed annual budget to the HR, Finance & Property Committee for consideration; recommends organizational changes; and works to carry out the policies enacted by the County Board. The Administrator ensures that the County Board of Supervisors, and each of its standing committees, have the necessary information to make informed policy decisions. A key area of focus within the Office of the Administrator is to ensure that Mission, Vision, and Core Values serve as a guide in the daily work of Marathon County government. The Administrator is responsible for continuing to move us toward our goal of being the Healthiest, Safest, and Most Prosperous County in the State of Wisconsin.

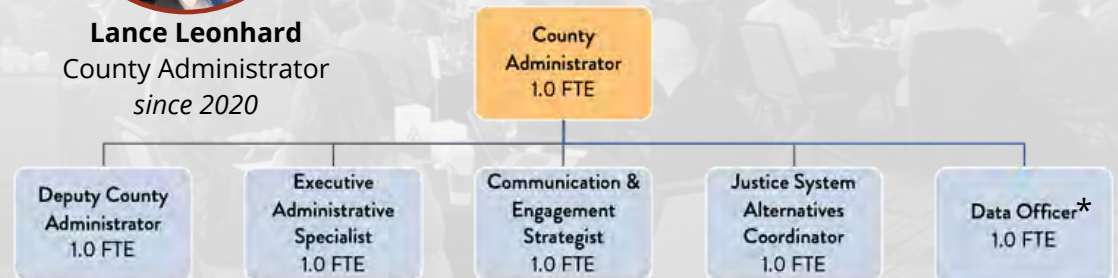
OUR MISSION

The County Administrator, as the Chief Administrative Officer of the County, coordinates and manages all functions of County government that are not specifically vested in other boards, commissions, or elected officials. Wisconsin Statutes 59.18 describes the duties and authority of a County Administrator in Wisconsin.

OUR TEAM



Lance Leonhard
County Administrator
since 2020



*new position requested through the adoption of the 2023 budget..

COUNTY ADMINISTRATION

2022 HIGHLIGHTS

A great deal of progress has been made on our 2022 Annual Work Plan. Here are just a few highlights:

- **Implementing Workday, our New Enterprise Resource Planning (ERP) system** – We are scheduled to go live in January of 2023 and staff are working diligently to keep us on our timeline.
- **ARPA Project consideration** – We have aided the HR, Finance & Property Committee in considering twenty-five applications for funding in the first round of the ARPA review process and have collected an additional ten (10) applications during the second application period, which will be presented to the committee (along with a number of previously reviewed projects) before the end of 2022.
- **Regional Forensic Science Center** – We expanded our proposed partnership to include Northcentral Technical College (which would serve as the location for the facility), revised our business plan, secured support from the County Board to allocate \$2 million in ARPA funds toward the project, and recently met with the Governor's Office to discuss the project and request \$10 million in state funding to make the project a reality. In addition to supporting our request to the Governor, Wisconsin Counties' Association also presented the project to representatives from Senator Johnson and Baldwin's offices and Representative Tiffany's office.
- **Enhancing collaboration between Marathon County and NCHC** – The pandemic further highlighted the importance of access to mental health and addiction resources. It also significantly negatively impacted NCHC's finances. Based on the revised Tri-County Agreement, the Administrator and the Chairperson of the County Board serve on the Executive Committee of the North Central Community Services Program, the primary governing body of NCHC. The Committee has restructured NCHC and has provided clarity of focus to staff leadership to work seamlessly with the Social Services departments in each of the member counties to deliver human services to vulnerable populations in our communities with an organizational priority on providing care and services in our communities.
- **Uniquely Wisconsin program** - our Communications & Marketing Strategist has served as the lead contact for Marathon County's participation in the Uniquely Wisconsin program (a partnership between Discover Wisconsin and the Wisconsin Counties' Association aimed at stimulating tourism and economic development post-pandemic).
- **Dream Up! Childcare Supply Building Grant** - Administration served as the lead applicant for our successful grant submission to the State of Wisconsin Department of Children & Families Dream Up! program.

COUNTY ADMINISTRATION

LOOKING FORWARD TO 2023

- **Data Officer position** – Should the 2023 adopted budget provide for the creation of the Data Officer position, we would anticipate completing the recruitment and building a plan of work by July of 2023.
- **Childcare & Housing** – Administration will work to assist the Board by gathering information as requested, as the Board works to determine what, if any, role Marathon County Government will play in addressing these challenges from an employer and workforce/economic development perspective.
- **Review of Mandated and Discretionary Programs** – a number of Standing Committees have expressed a desire to better understand the programs we deliver and how they relate to our statutory mandates. I intend to focus on that effort after the adoption of the 2023 budget and aid the Board by gathering the information they are looking for to make important resource allocation decisions.
- **Ongoing Facility Consolidation** – Social Services and our Veterans Service Office will move to our Lake View Drive Campus in the middle of 2023, allowing us to further evaluate potential divestment of their respective current sites, and we will continue to plan for consolidating our physical footprint to reduce our long-term operating costs.
- **Revamping our Budget Calendar** – at the recent Wisconsin Counties’ Association Annual Conference, a number of supervisors and I attended a presentation where we learned about some of the budgeting practices in other counties in the state. While I believe our existing process, including some recent enhancements, have served us well, I am a strong proponent of continuous improvement. I was particularly intrigued by the process of conducting an “Annual Budget Summit” with the Board early in the year. I would like to work with HR Finance & Property to discuss adopting that, and other, changes to our process.
- **Workforce Retention & Recruitment strategies** – Local governments, including counties, around the state and country are adopting new policies and operational practices that aid us in retaining and attracting top talent. In 2023, Administration and Human Resources will work with the HR Finance & Property Committee and the Board to ensure we are able to maintain our high-quality services by adopting appropriate workforce and operational policies.
- **Updating our Rolling Stock Capital Improvement Policy** – We have made great strides since 2020 in our approach to capital projects, focusing on funding necessary regulatory, end-of-life, and routine maintenance. We need to apply our continuous improvement mindset to our rolling stock funding policy, which hasn’t changed since 2010.

AGING & DISABILITY RESOURCE CENTER

ABOUT THE DEPARTMENT

The [Aging and Disability Resource Center of Central Wisconsin \(ADRC-CW\)](#) is a four-county regional organization serving adults 60 years and older and people living with disabilities between 18 and 59 years of age. The ADRC-CW was created as a four-county organization under Wis. Stat. 66.0301(1) in 2009 and represents Langlade, Lincoln, Marathon, and Wood counties.



The ADRC-CW is a place where people come to receive unbiased information. The ADRC-CW is a bridge from one life transition to another, connecting residents to relevant internal services and programs and community resources. The agency works with customers to explore options for dementia and caregiver support, transportation and ride services, disease prevention and health promotion education, home chore and repair services, and disability transitional services, among other choices. Customers are also screened for long-term care eligibility, and assistance is provided to help people navigate the complexities of private insurance and government benefits such as Medicare and Medicaid.

The agency also offers a robust [Meals for Seniors](#) program, which provides opportunities for individuals 60 years plus to receive well checks and socialization, along with a balanced and nutritious meal. Dining services include Meals on Wheels, community-based senior dining, and Café 60, a restaurant dining option. Café 60 is a creation of the ADRC-CW and is currently available only in Marathon County. Furthermore, the ADRC-CW assists people with staying engaged and active by offering a variety of volunteer opportunities. Volunteers help with Senior Nutrition, Health Promotion, and Benefits Specialist programs, among other options offered by the ADRC-CW.

OUR MISSION

The Aging and Disability Resource Center of Central Wisconsin promotes choice and independence through personalized education, advocacy, and access to services that prevent, delay, and lessen the impacts of aging and disabilities in the lives of adults.

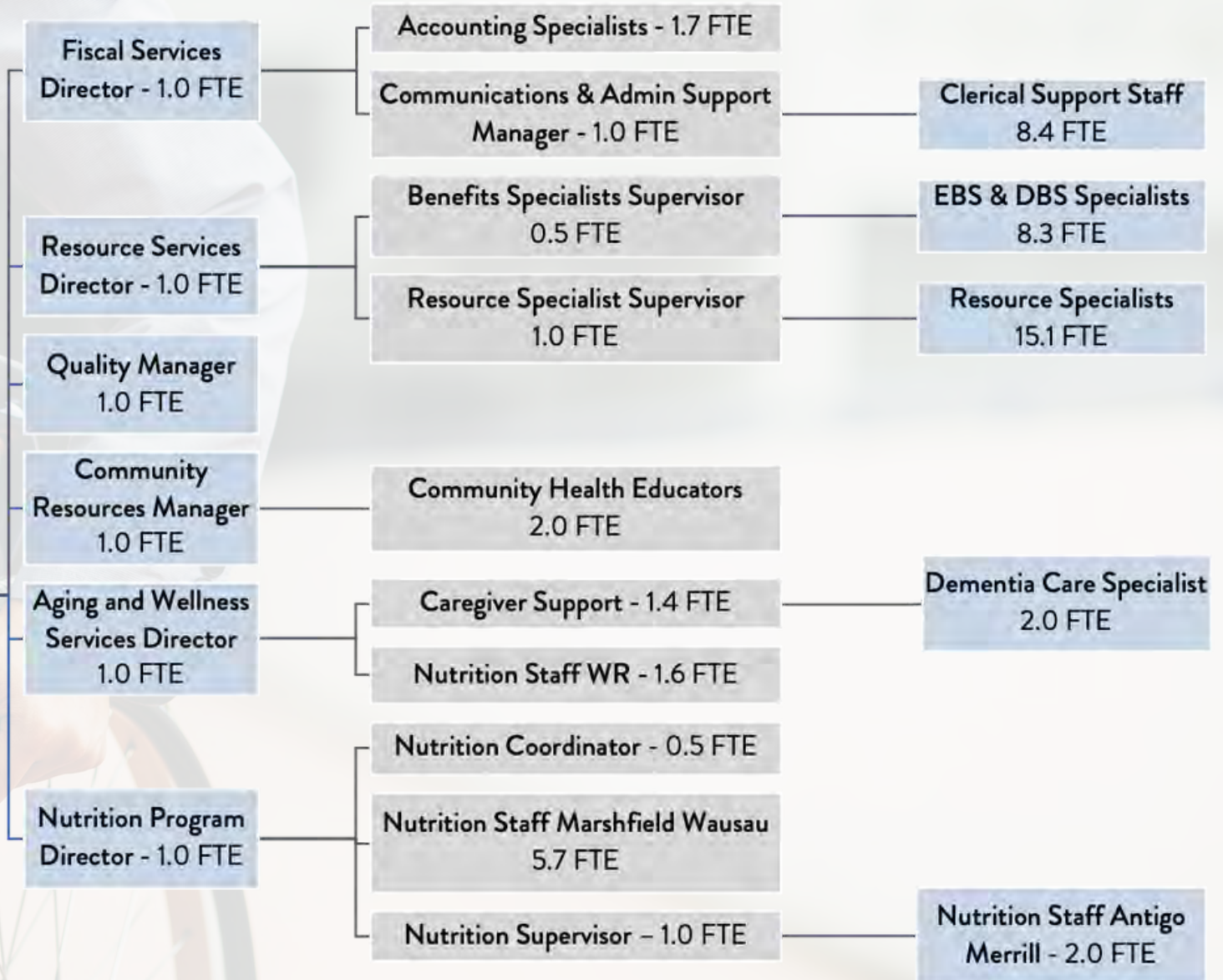
AGING & DISABILITY RESOURCE CENTER

OUR TEAM



Mike Rhea
Executive Director
since 2022

ADRC-CW
Executive Director
1.0 FTE



AGING & DISABILITY RESOURCE CENTER

2022 HIGHLIGHTS

- **New Dining Site** - The ADRC opened a new congregate dining site for seniors at the Hmong American Center.
- **Staff Changes** - Following the resignation of the previous Executive Director, Mike Rhea was selected to lead the organization and assumed Executive Director duties in April. Additionally, the organization hired an additional Demential Care Specialist to provide services throughout the four-county region.
- **Increase in Customers** - Staff have continued to navigate an ongoing increase in customers due to the continued growth of the aging population.
- **Return to Pre-Pandemic Operations** - The ADRC continued its return to normal operations with the return of home visits and in-person customer appointments.
- **Expansion of Stockbox Program** - In partnership with agencies across our region, the ADRC expanded the nutrition Stockbox program to Antigo, Merrill, Tomahawk, Marshfield, and Wisconsin Rapids. This program provides food commodities to eligible older adults.

- **Workforce Development** - The ADRC provided learning opportunities through internships, and work experiences for college students and disabled adults.



VOLUNTEERS

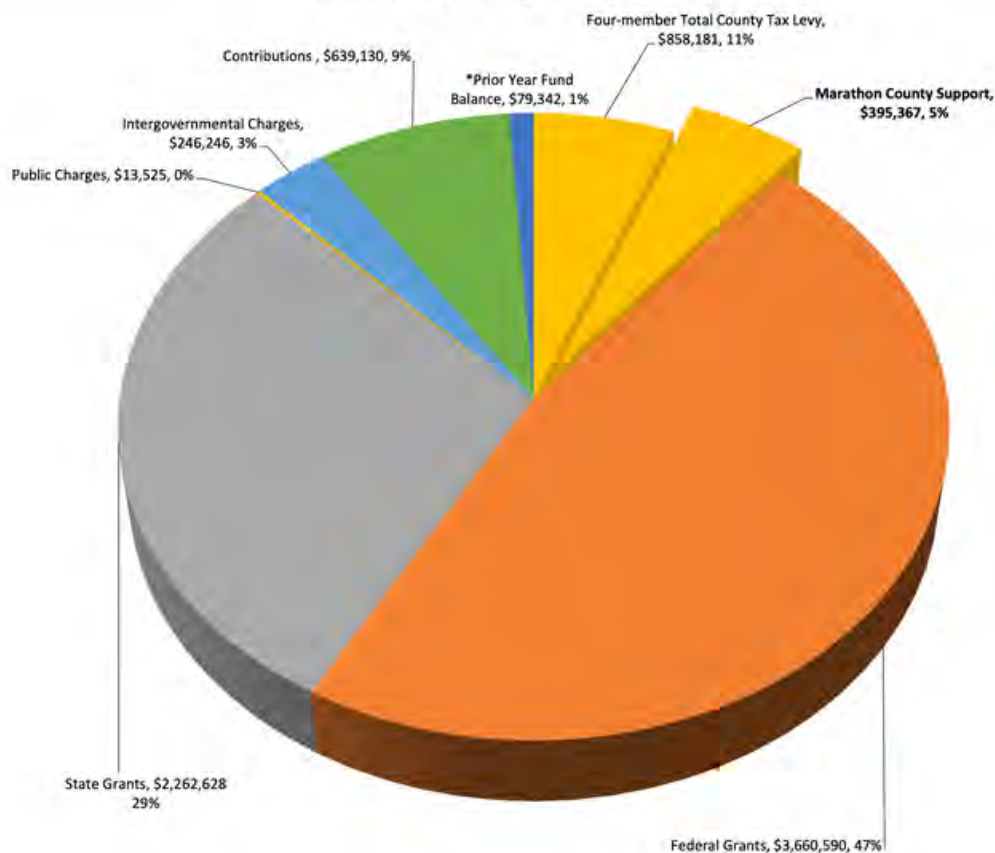
During 2022, over **325 volunteers** helped support the services of the ADRC including meal delivery, leading prevention classes and providing support for other key organizational initiatives.

AGING & DISABILITY RESOURCE CENTER

LOOKING FORWARD TO 2023

- **Organizational Vision** – The ADRC will work to develop and implement an organizational vision that addresses service delivery for an increasing number of customers.
- **Strategic Review of Nutrition Operations** - A strategic review of nutrition operations will be conducted to assess future needs and how to best serve customers. Additionally, staff will implement a routing program to increase efficiencies with Meals on Wheels routes.
- **Strategic Marketing Plan** - ADRC staff will work to develop a strategic marketing plan to ensure all who need ADRC services are aware of what is available and how to access the services they need.
- **Continuous Improvement** - Utilizing data, the ADRC will expand on current continuous improvement efforts to make informed decisions regarding organizational initiatives while continually seeking to improve. Additionally, the organization will work to identify collaboration opportunities to maximize efficiencies and opportunities to reduce service duplications.

2023 BUDGET - REVENUE SOURCES



CENTRAL WISCONSIN AIRPORT

ABOUT THE DEPARTMENT

The Central Wisconsin Airport (CWA) is a regional non-hub airport located in Mosinee, WI, roughly equidistant between Stevens Point and Wausau. The airport is owned by Marathon and Portage Counties and governed by the Central Wisconsin Joint Airport Board as provided for by an Intergovernmental Agreement under section 66.0301 of the Wisconsin Statutes. As a result, the airport is required to prepare an annual budget that is reviewed and approved by the Finance Committees of Marathon and Portage counties.

CWA first opened in 1969 with 39,000 departing passengers annually. A concourse renovation took place in 1998, which equipped the airport with five departure gates and four boarding bridges. In the spring of 2011, CWA broke ground on a terminal renovation and expansion project aimed at increasing operational space, expanding the security checkpoint, expanding parking facilities, and relocating car rentals to their own facility. And in 2020, the concourse was remodeled to better serve passengers with new state-of-the-art restrooms, the addition of private rooms, a kitchen build-out to allow for additional food options at the cafe, new gate area seating, and the installation of charging stanchions throughout the concourse area.

OUR MISSION

The mission of the Central Wisconsin Airport is to be the airport of choice by providing a safe, efficient, and competitive operating environment.

OUR TEAM



Brian Grefe
Airport Director
since 2016

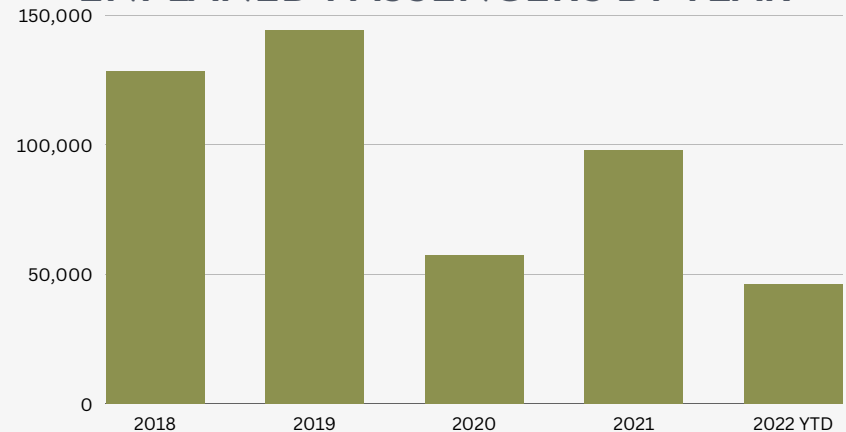


CENTRAL WISCONSIN AIRPORT

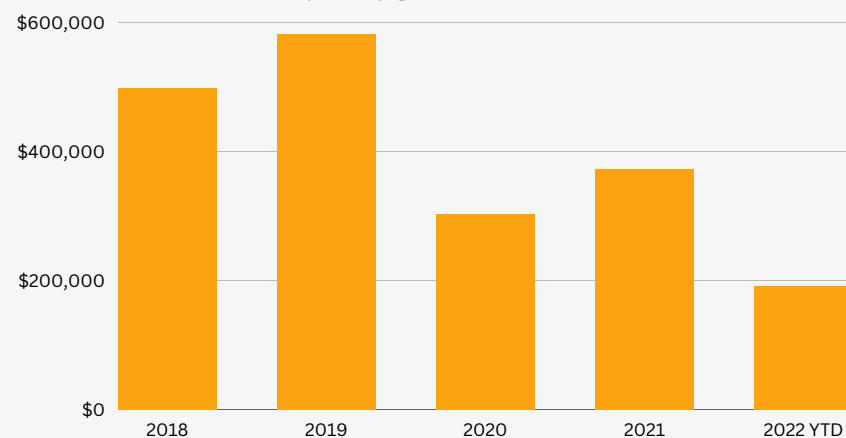
2022 HIGHLIGHTS

- **Tenant Changes** - United Airlines, a long-time tenant of CWA, discontinued air service on January 4, 2022. United had three daily flights to Chicago O'Hare Airport. Alamo Rental Car also ceased operations at CWA in March 2022.
- **SCASDP Grant** - CWA was one of 25 communities across 20 states that received a portion of \$16.9 million. CWA's grant amount is \$900,000 with the goal of obtaining a low-cost or ultra-low-cost carrier into our market with destination such as Southwest Florida, Orlando, or Phoenix, AZ.
- **Corporate Hangars** - Odyssey Aviation, LLC moved into their new hangar in June of 2022. Productivity Advantage, Inc. will be moving into their new hangar in October of 2022.
- **New Intern Program** - CWA implemented a very successful intern program this year for college and high school students. The airport was fortunate to get two college students for the summer and two high school students who will work through next year.

ENPLANED PASSENGERS BY YEAR



PASSENGER FACILITY CHARGES (PFC) REVENUE BY YEAR



2022 YTD figures as of July 31, 2022.

CENTRAL WISCONSIN AIRPORT

LOOKING FORWARD TO 2023

- **Anticipated Decrease in Operational Revenue** – With the uncertainty of COVID-19 and the pilot shortage within the airline industry, the 2023 Budget has a budgeted decrease in operational revenue over 2022 directly related to our reduced flight schedule. The largest decreases are in parking lot revenue, landing fee revenue, as well as in PFC revenue. The decrease in passenger traffic will also affect other areas such as car rental and café concessionaire revenue. As we move through the remainder of 2022 and into 2023, we will closely monitor the actual impact on our annual budget.
- **Capital Projects** - Capital projects in 2023 include the replacement of one pickup truck, continual replacement and upgrades to the IT network, new parking lot revenue control equipment, the addition of a ditch mower for airfield maintenance, a fuel farm backup generator, a snow plow and pickup broom for the mini loader, along with the purchase of some used metal working equipment. Additionally, funds are allocated for the replacement of the 2004 Cat loader (pending state funding), air traffic control tower upgrades and \$1,600,000 to cover CWA's share of the costs for the Runway Shift project and Terminal Area Master Plan (TAMP) until PFC reimbursements and/or grants are received in 2025 and beyond.
- **Runway Shift/TAMP Project** – For 2023, CWA is requesting to borrow \$1,600,000 from their Fund Balance for the Runway Shift project and TAMP. CWA will be shifting their primary runway in 2023/2024 as an added safety measure required by the FAA. To keep this \$18 million dollar project on schedule, they are requesting that the airport be allowed to borrow from Fund Balance to pay for the design, engineering, construction, and navigation aids associated with this project. The local (CWA) portion will be approximately \$750,000, which will be eligible for PFC funding at the time the grant is awarded and after the new PFC application is approved. Reimbursement of the Fund Balance loan is planned to start in 2023/2024 based on the current PFC collection rate. As for the TAMP, they are requesting \$850,000 from their Fund Balance, with a planned reimbursement starting in 2025/2026 from PFC funding. Both reimbursements will be at 100%.
- **Debt Service Payments** – Debt service payments total \$535,662.50 for 2023. Of this amount, \$74,466.70 will be paid from the Passenger Facility Charge (PFC) fees, and the remaining \$461,195.80 will be paid from the American Rescue Plan Act (ARPA) funding as approved by the Federal Aviation Administration (FAA).

CITY-COUNTY INFORMATION TECHNOLOGY COMMISSION

ABOUT THE DEPARTMENT

The City-County Information Technology Commission (CCITC) serves the City of Wausau, Marathon County, and North Central Health Care by providing the implementation and operation of cooperative data processing and management of information systems. Moreover, CCITC provides information services to all City and County departments including installing and maintaining computer hardware and software, while interfacing with NCHC's Internal IT resources to support NCHC operational and strategic IT needs

OUR MISSION

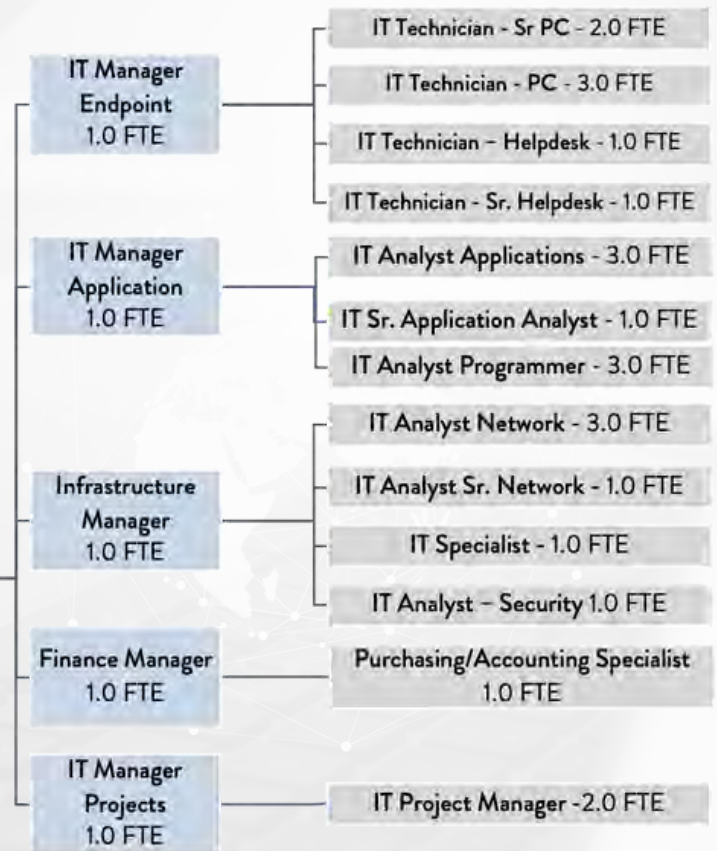
We are one IT team bound together with one mission, to serve the community by helping our governmental partners use technology effectively.

OUR TEAM



Gerry Klein
CCITC Director
since 2007

IT Director
1.0 FTE



CITY-COUNTY IT COMMISSION

2022 HIGHLIGHTS

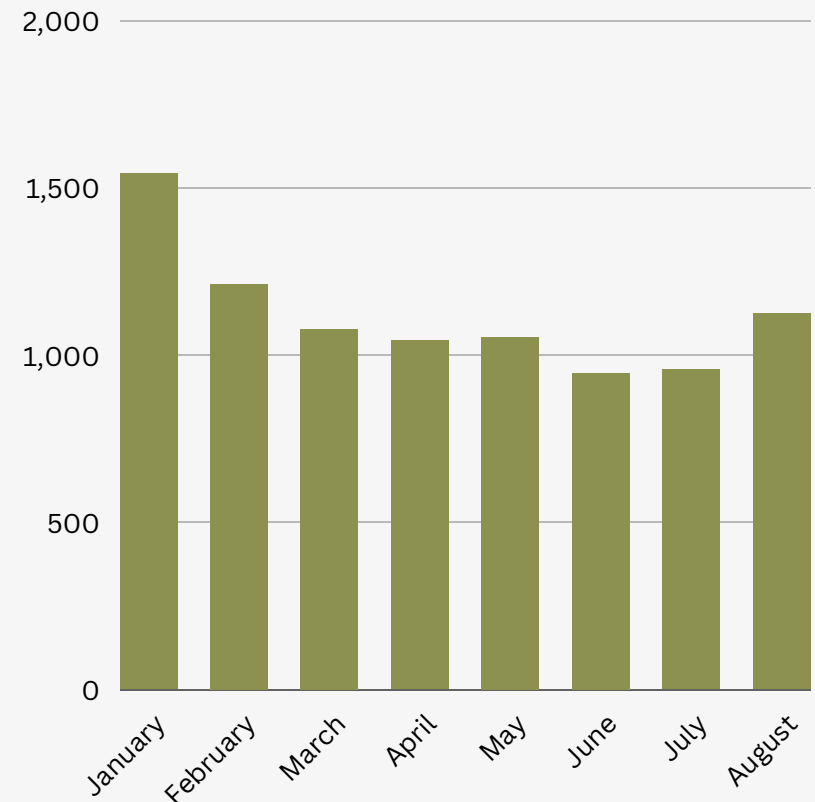
- **Network Security** - The department continues to focus on ensuring our networks are as secure as possible through staff education efforts and minimizing external threats. During 2022, CCITC implemented new security tools and, using virtual security expertise, have continued to develop a cyber risk management strategy and work plan. Additionally, multi-factor authentication was implemented for all email accounts.
- **Office 365 Implementation** - Office 365 was implemented across the three organizations. This involved migrating all email accounts from our onsite Exchange Email server to the Microsoft Office365 cloud, integrating new Office 365 tenants with single sign-on integration to several systems, and training staff how to use new software such as Microsoft Teams.
- **Technology for NCHC Remodeled Areas** - CCITC staff installed and configured technology equipment for several newly remodeled sections of buildings on the NCHC campus. Additionally, staff is involved in planning for future needs as the remodel project continues.
- **Workday ERP Implementation** - CCITC staff continue to be heavily involved in the implementation of our new Workday ERP system and other associated programs. So far this year, the first three phases of project deliverables have been completed. Implementation will continue throughout 2023.
- **Process Improvements** - CCITC has begun implementing Microsoft Team Dynamics for service management and project prioritization. During the remainder of this year, staff from the three organizations CCITC serves will begin using the TAG (Technology Assistance Gateway) platform to open tickets for assistance, locate how-to's in the knowledge base, receive updates on open project tickets, and more. This new tool is expected to create staff efficiencies and increase the level of communication between CCITC staff and those they serve.

CITY-COUNTY IT COMMISSION

LOOKING FORWARD TO 2023

- **Workday ERP Implementation** – Significant staff resources will continue to be allocated to the Workday ERP implementation project. It is anticipated that the project will go-live on January 1, 2023. Following go-live, work will continue to implement a new job costing software for Parks and Highway, and a county-wide cashiering system, among other integrations. This work will continue throughout 2023.
- **Workforce Development/Retention** – CCITC will finish the implementation of new staff salary ranges and job titles in 2023. Additionally, the team will strive to maintain a staff turnover rate below 10% and fill vacant positions within three months of posting.
- **Strategic Planning** – Complete reporting for our current strategic plan and schedule development activities for a new strategic plan to be developed in winter 2024.
- **Major Projects** – In addition to the Workday ERP implementation, CCITC staff will focus on the rewriting of the Medical Examiner application, continued rollout and implementation of the Technology Assistance Gateway (TAG) self-service customer portal, and finish implementation of a disaster recovery system for the Superior law enforcement system.

TICKETS FOR SERVICE IN 2022
BY MONTH



CLERK OF COURTS

ABOUT THE DEPARTMENT

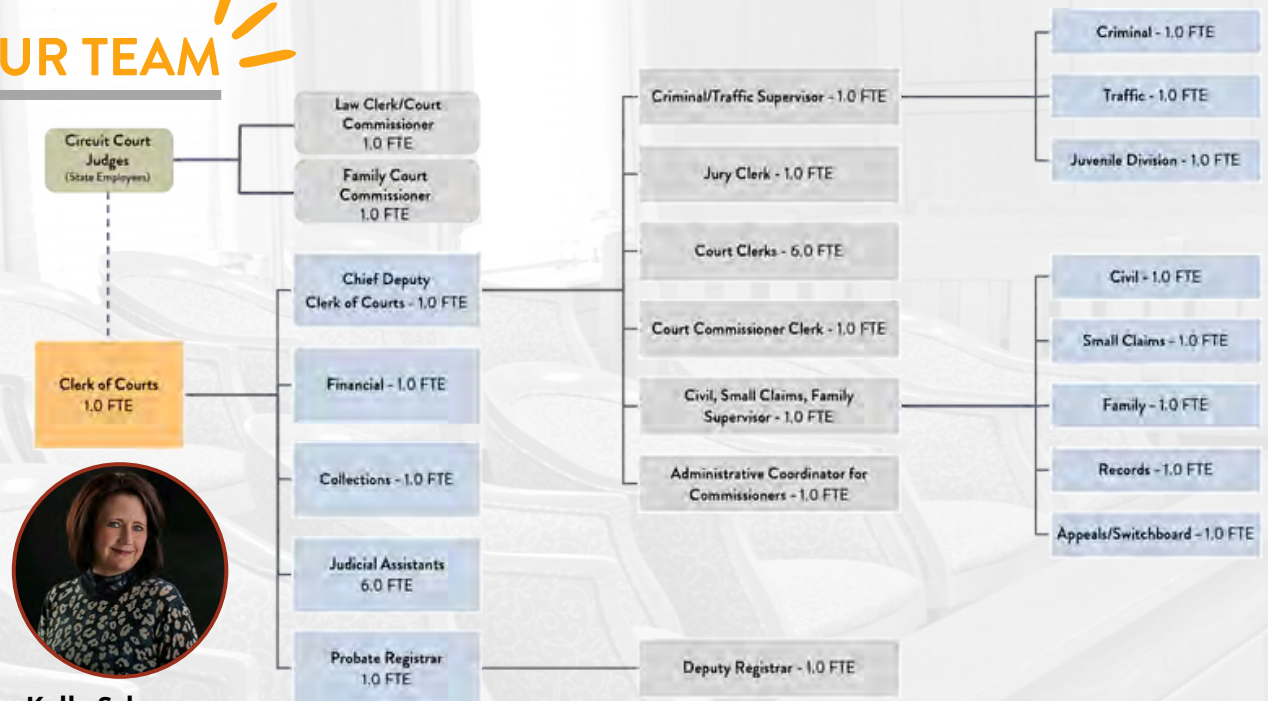
The Clerk of Courts Office performs a wide range of responsibilities to ensure the functioning within Marathon County Circuit Court. Some of those duties include: the receipt, maintenance, and securing of all official circuit court records; responsibility for ensuring staffing for all circuit court proceedings; management of the jury process; and primary responsibility for the collection and disbursement of funds in accordance with court orders and Wisconsin State law.

The Clerk of Courts budget is comprised of funding from a number of sources, including the State of Wisconsin, county levy, and user fees, such as fines, and forfeitures.

OUR MISSION

The Clerk of Courts Office exists to assure complete and responsive access to justice and to maintain the successful operations of the courts. They are successful when the public and the courts have what is needed to assure an outcome that is timely, ethical, efficient, and which respects the dignity and value of all involved.

OUR TEAM



Kelly Schremp
Clerk of Court
since 2022

CLERK OF COURTS

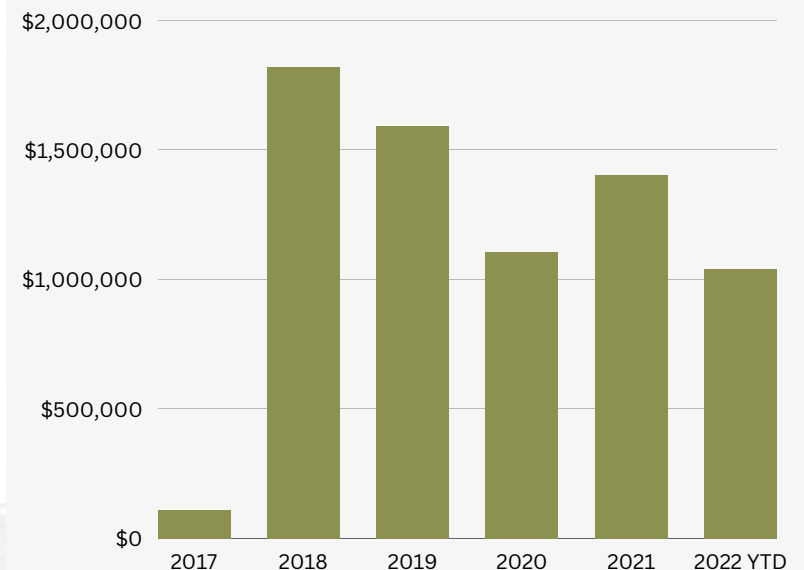
2022 HIGHLIGHTS

- **Collection of Uncollectible Debt** – Since 2017, the Clerk of Courts Office has partnered with the State Debt Collection Agency (SDC) to collect past due court-ordered obligations. To date, the Clerk of Courts has collected nearly \$7 million in otherwise uncollectible debt. And, while the office is collecting a significant portion of that debt for later disbursement, it does get to maintain a portion of the receipts, which has a positive impact on the annual budget.
- **Implementation of Courtroom B** – The implementation of Courtroom B was successfully completed in 2022. This courtroom is used primarily for hearings with the Court Commissioner, but can be used for visiting judges as well. Most notably, the Clerk of Courts Office is staffing this additional courtroom through reorganization efforts and without adding staff to the department. With the addition of Courtroom B, we now have 6 Branch courtrooms and 2 hearing rooms.

LOOKING FORWARD TO 2023

- **Courtroom Audio/Video Technology Upgrades** – With the use of ARPA funds, comprehensive courtroom audio/video technology upgrades have begun and will continue into 2023. These upgrades will standardize the audio/video equipment in each courtroom, which will further accommodate flexibility for virtual court reporting, virtual interpreting of court proceedings, and virtual hearings for inmates housed inside and outside of Marathon County. These enhancements will allow for more efficient use of resources associated with transportation and staffing.
- **CJCC & Case Processing** – other priorities in 2022 delayed analysis of our restitution collection practices. We will complete that important work in 2023.

UNCOLLECTIBLE DEBT COLLECTED BY YEAR



CONSERVATION, PLANNING & ZONING

ABOUT THE DEPARTMENT

The Conservation, Planning, and Zoning Department (CPZ) works to protect our community's land and environment through work in four main divisions:

- Conservation Services
- Planning Services
- Land Information Services
- Zoning & Regulatory Services

The work of the CPZ Department is such that its budget is reliant upon funding from local, State, and Federal sources. CPZ staff are well-respected and leaders in their fields. As such, CPZ continues to successfully compete for funding opportunities that negate the need for tax levy resources.

OUR MISSION

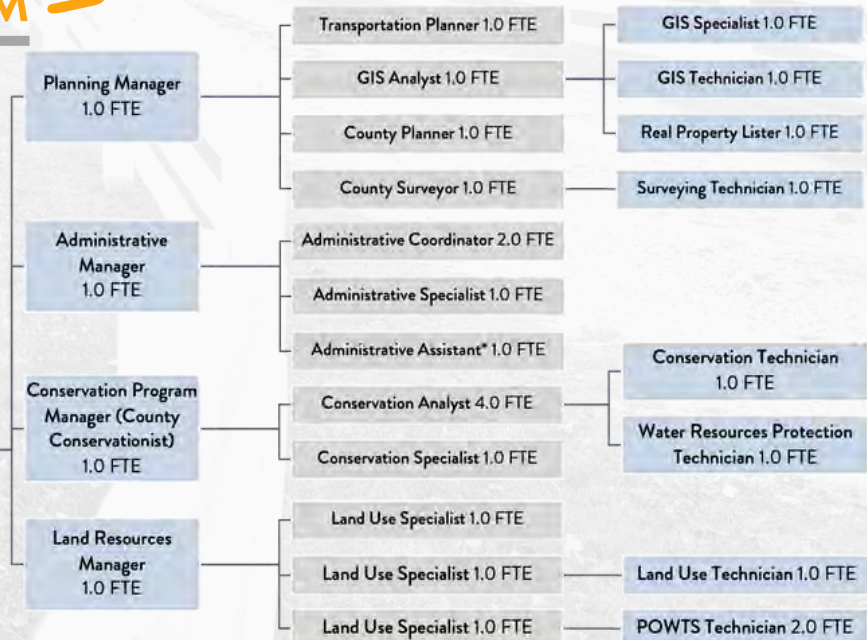
To protect our community's land and environment because we believe that the economic strength and vitality of our community is dependent on the quality of our resources. Through leadership, accountability, community engagement and collaborative partnerships we promote thoughtful and deliberate use of resources and innovative solutions, so that Marathon County has healthy people, a healthy economy, and a healthy environment today and tomorrow.

OUR TEAM



Laurie Miskimins
CPZ Director
since 2021

CPZ Director
1.0 FTE

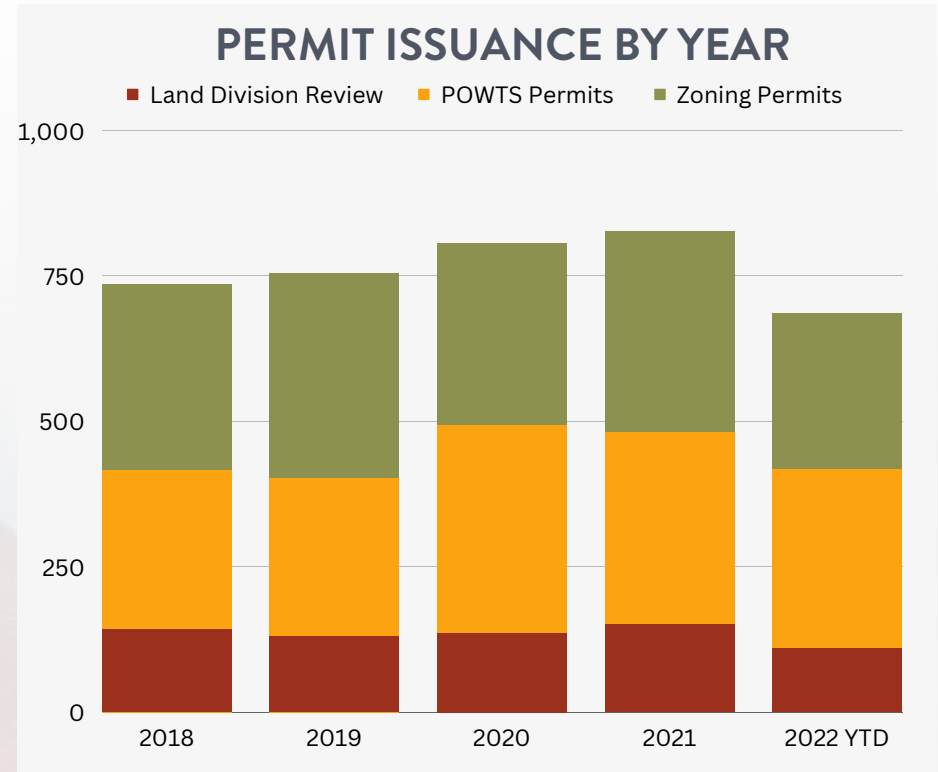


*position shared with Marathon County Health Department.

CONSERVATION, PLANNING & ZONING

2022 HIGHLIGHTS

- **Land Information Program Changes** – Conservation, Planning, and Zoning welcomed the Real Property Lister and Parcel Mapper to our department this year. These positions were previously housed in the Treasurer’s office and moving forward, CPZ will be handling the real property listing and mapping duties and work closely with the Treasurer as it relates to assessments in the county. The transfer of these positions will allow for increased bench strength relative to listing and mapping functions, given the other technical positions already within the CPZ office.
- **Every Farmer Incentive Program** – In 2022, CPZ launched the new “Every Farmer Incentive Program.” This program is an innovative approach to move farmers from good to great managers of the land and requires farmers to move beyond the state-mandated agricultural performance standards and prohibitions. It provides financial incentives for implementation of superior management systems to reduce soil and phosphorus from affecting our surface waters. The farmers that participated in the program successfully reduced phosphorus in the Big Eau Pleine and Little Eau Pleine Watersheds by 11,456 pounds.



CONSERVATION, PLANNING & ZONING

LOOKING FORWARD TO 2023

- **Updating the Groundwater Plan** – In 2023, CPZ anticipates initiating the Groundwater Plan Update. This update remains a priority outcome in the Strategic Plan, and will require a huge data collection effort to help fill the groundwater data gaps in our county. The update will also involve extensive regional engagement to identify our groundwater issues and needs moving forward and regional strategies to address those needs.
- **Next Gen 911** – Marathon County continues to lead the effort in implementing Next Gen 911 and is on track to be the first county in the state to rollout the system. CPZ has been working closely with the Sheriff's Office and CCITC to implement this new system in early 2023.
- **Financial Assistance Programs for POWTS and Contaminated Wells** – Along with updating the Groundwater Plan, CPZ will be increasing education efforts to make landowners aware of financial assistance programs available for fixing failing POWTS and contaminated wells. State ARPA funds, along with an updated loan program for POWTS within Marathon County, will provide additional resources to landowners over the next couple of years to make improvements to failing systems and improve groundwater and drinking water quality.
- **Increased Cross-Training & Building Bench Strength** – With many new staff at CPZ, the department will be concentrating on getting them trained in their positions, but also trained to support additional functions across the department.

CORPORATION COUNSEL

ABOUT THE DEPARTMENT

The Corporation Counsel, Michael Puerner, serves as the parliamentarian and provides legal advice, assistance, formal opinions and court representation to the County Board, County departments, elected officials and County commissions, boards and committees. Attorneys within the office also provide legal services and advice to county staff in the following areas:

- General Legal Services
- Ordinance Enforcement
- Involuntary Mental Health Commitments
- Adult Guardianships/Protective Placements
- Children in Need of Protection & Services (CHIPS)
- Minor Guardianships
- Termination of Parental Rights (TPR)
- Child Support Enforcement & Paternity Actions
- Open Meetings/Public Records/Robert's Rules of Order
- Immunity/Claims Against the County

The department also provides various legal services to the City-County Information Technology Commission, North Central Health Care, the Aging and Disability Resource Center of Central Wisconsin, Lincoln County, and Langlade County, as provided for within various inter-governmental contracts

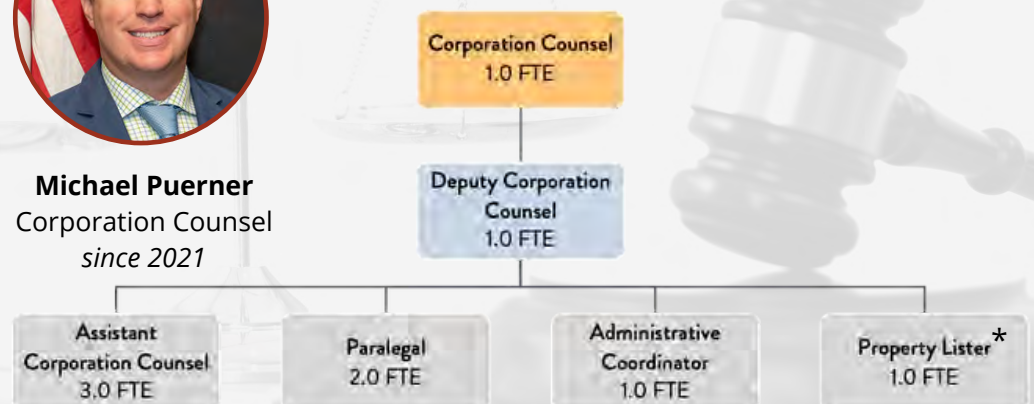
OUR MISSION

The Office of Corporation Counsel serves the collective safety and welfare of the residents of Marathon County by providing civil legal services including enforcement, counsel, and referral to county departments and the County Board.

OUR TEAM



Michael Puerner
Corporation Counsel
since 2021



*position is currently vacant and was not funded through the 2023 budget.

CORPORATION COUNSEL

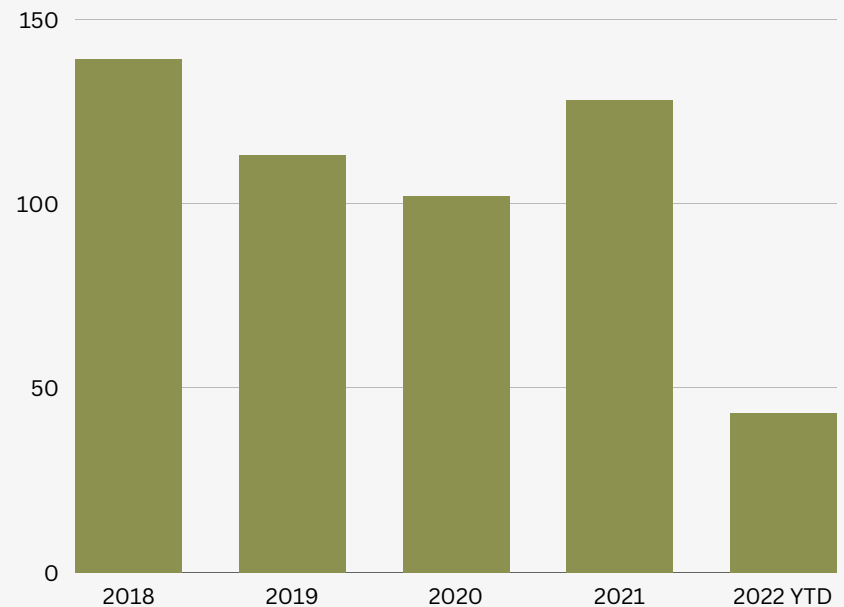
2022 HIGHLIGHTS

The Office of Corporation Counsel assisted in the completion of several large special projects:

- **Procurement Code Updates** - Corporation Counsel drafted an updated Procurement Code that was adopted by the Marathon County Board of Supervisors. This procurement code updated provisions to better reflect today's procurement realities including altered thresholds for small projects and request for proposals (RFP). Provisions were also updated to ensure our procurement code is more in line with federal policy.
- **Social Media Use Policy** - Corporation Counsel partnered with County Administration to create an employment policy regarding the use of social media by county departments. This policy was accompanied by training provided to departments on the policy and its implementation. The policy ensures uniform retention of public records created by the use of social media and outlines best practices for the use of social media by departments.
- **Public Records Retention** - The County's existing records retention schedule has not been updated in several decades. Corporation Counsel and County Administration conducted trainings for all Department Heads and records custodians regarding records retention requirements. Corporation Counsel is currently evaluating each department's retention practices in order to develop an updated comprehensive retention policy that aligns with guidelines provided by the State Public Records Board for the County Board's review.

Additionally, Corporation Counsel worked with the Department of Social Services to implement streamlined mechanisms for tracking the work performed on cases that are eligible for federal reimbursement. This implementation has resulted in a significant increase in reimbursable work performed by Corporation Counsel attorneys in Child in Need of Protection or Services (CHIPS), Termination of Parental Rights (TPR), and child support cases.

CHILD PROTECTION CASES BY YEAR



CORPORATION COUNSEL

LOOKING FORWARD TO 2023

- **Public Records Retention** - Corporation Counsel expects to present a proposed update to the County's records retention schedule to the County Board in early 2023 for consideration.
- **Process Improvements for Child Support Enforcement** - Corporation Counsel and Social Services will be collaborating on process improvements to streamline the methods utilized in child support enforcement actions.
- **County Board Rules Review** - Corporation Counsel anticipates assisting the Rules Review Committee in 2023 with analyzing the County Board's existing rules and drafting proposed changes or amendments.
- **Families First Prevention Services Act** - With the implementation of the federal [Families First Act](#), Corporation Counsel will continue to pursue permanency for children placed in out-of-home care, with a particular focus on achieving permanency through the most appropriate means, including reunification, guardianship, or termination of parental rights.
- **Development of agreements with other multi-governmental agencies for reimbursement of legal services** - With the success of a reimbursement model for legal services provided to North Central Health Care, Corporation Counsel will explore similar reimbursement agreements with other multi-governmental agencies served by Marathon County Corporation Counsel, including ADRC-CW, Central Wisconsin Airport, CCITC, and the Marathon County Public Library.

COUNTY CLERK

ABOUT THE DEPARTMENT

The County Clerk's Office is the official Clerk to the Marathon County Board of Supervisors. All County Board minutes, original resolutions, and ordinances are on file in the Clerk's Office. The Clerk is responsible for posting all County Board official agendas and publishing the minutes and ordinances in the newspaper. Following the approval of the County budget, the County Clerk apportions the taxes to each of the 61 Marathon County municipalities.

The County Clerk's Office also serves as the chief election official and conducts all federal, state, county, local, and school elections.

Additionally, the County Clerk's Office issues marriage licenses, terminations of domestic partnership, U.S. Passports, direct seller's permits, timber cutting permits, and distributes the state dog licenses to local municipal treasurers. The department serves as the filing agent for farmland preservation, receives claims filed against Marathon County, and keeps all Marathon County contracts and leases on record. The office compiles and distributes the Marathon County Public Officials Directory and the Property Valuation Statistical Report.

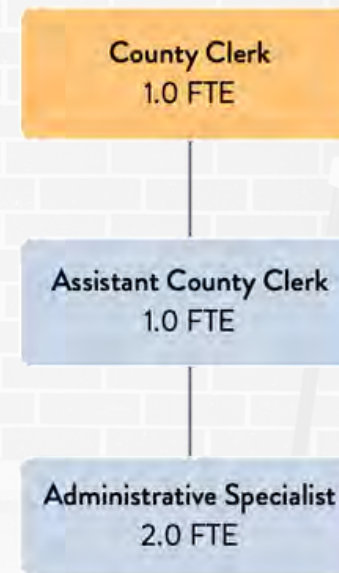
OUR MISSION

The County Clerk performs duties prescribed by State Statute, including the handling of elections, marriage licensing, and the retention of records associated with the County Board. The office seeks to organize and carry out its duties in the most efficient manner possible.

OUR TEAM



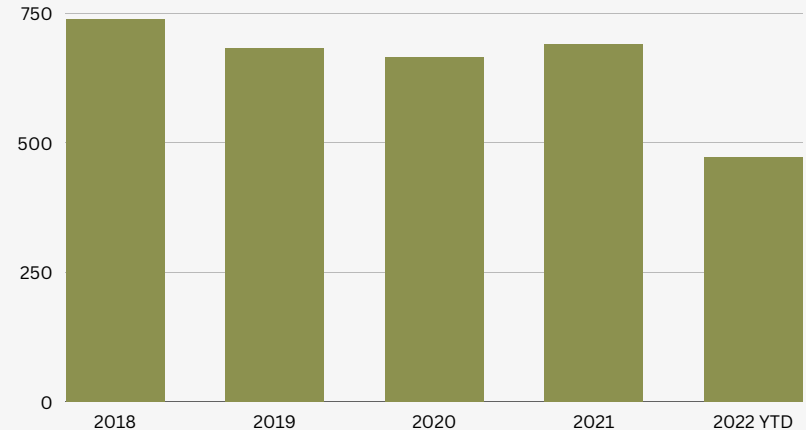
Kim Trueblood
County Clerk
since 2019



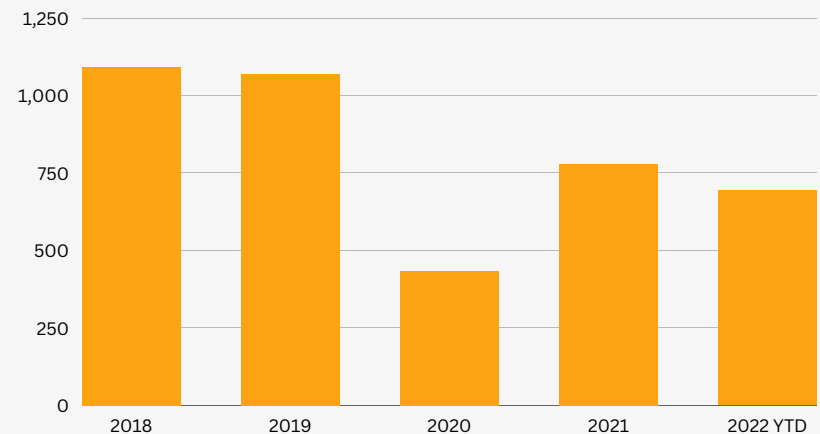
2022 HIGHLIGHTS

- **Elections** - The County Clerk's Office administered four elections in 2022. The spring elections and the August primary saw record turnouts and the November general election is on track to be a high turnout election as well.
- **Marriage Licenses and Passport Applications** - As of August 31, the Office has issued 471 marriage licenses and processed 692 passport applications. The Clerk's Office is the only Marathon County facility that does strictly walk-in service.
- **Onboarding of New County Board Supervisors** - The County Board saw a significant turnover in supervisors from the April election. The Clerk's Office worked with County Administration to onboard and provide orientation to all the newly elected members.
- **Staffing Standing Committees** - The Clerk's Office is now serving as the recording secretary to all but one of the Standing Committees. While this has significantly added to the workload in the office, it will provide more consistency in agendas and minutes in long term.

MARRIAGE LICENSES ISSUED BY YEAR



PASSPORT APPLICATIONS PROCESSED BY YEAR



LOOKING FORWARD TO 2023

- **Tax Deed Properties** - Legislative changes have presented an opportunity to evaluate the tax deed process and how various departments will function within that process going forward. The Clerk's Office will continue to work with the Treasurer's office and Administration to design a process that works for all parties involved.
- **Workday Implementation** - Staff within the Clerk's Office are looking forward to the implementation of Workday to aid in record keeping related to some existing redundancies across departments.
- **Elections** - The office will administer two elections in 2023 and continue to work with municipalities in the step process that was provided in the municipal election services agreements.
- **Staff Efficiencies** - New staff have acclimated well to the Clerk's Office duties. The office is currently exploring opportunities to assist some departments with labor-intensive projects that are in process. Additionally, one Administrative Specialist position remains vacant as office needs are reevaluated. This position was funded in the 2023 budget and will be filled if a need is determined.

**DID
YOU
KNOW?**

U.S. Flag Retirement Drop Box

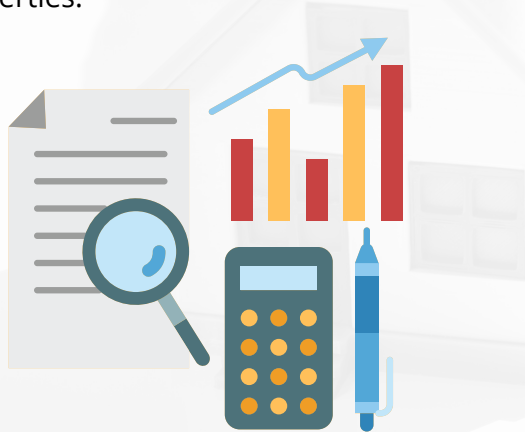
You can dispose of worn or torn U.S. flags in the flag retirement box located inside the Marathon County Courthouse by the County Clerk's Office. This service is offered in partnership with the National Association of Counties, at no cost to the county. Flags should be respectfully folded before being placed in the box.

COUNTY TREASURER

ABOUT THE DEPARTMENT

The County Treasurer executes its mission by following a number of key strategies:

- working collaboratively with the State of Wisconsin, local school districts, and each of our 61 local municipalities to ensure payments are distributed appropriately;
- providing timely and accurate information to the public through our land records system;
- prudent, professional management of county investments; and
- working collaboratively with other county departments to address tax delinquent properties.



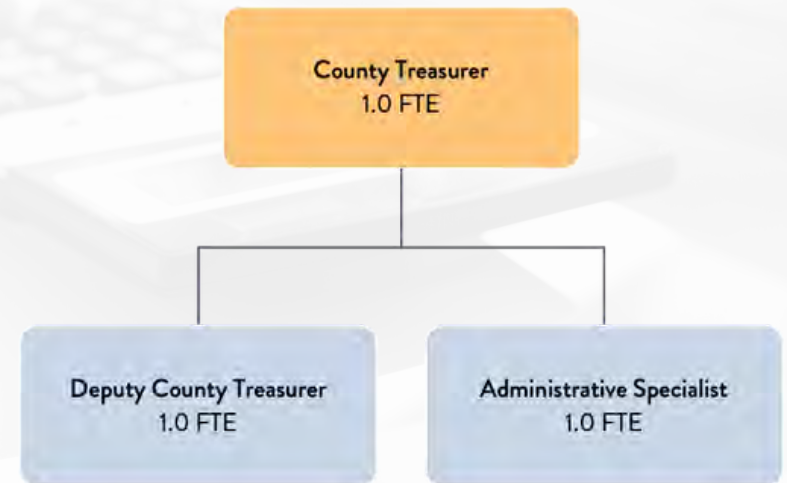
OUR MISSION

The County Treasurer's Office has the statutory duty of receiving all moneys from all sources belonging to the county and all other moneys which by State Statute or County ordinance are to be paid to the Treasurer. The Statutory duties include collection of property taxes and settling with other jurisdictions. The Treasurer's Office also has the responsibility for cash management and the investment of funds by County Resolution.

OUR TEAM



Connie Beyersdorff
County Treasurer
since 2020



COUNTY TREASURER

2022 HIGHLIGHTS

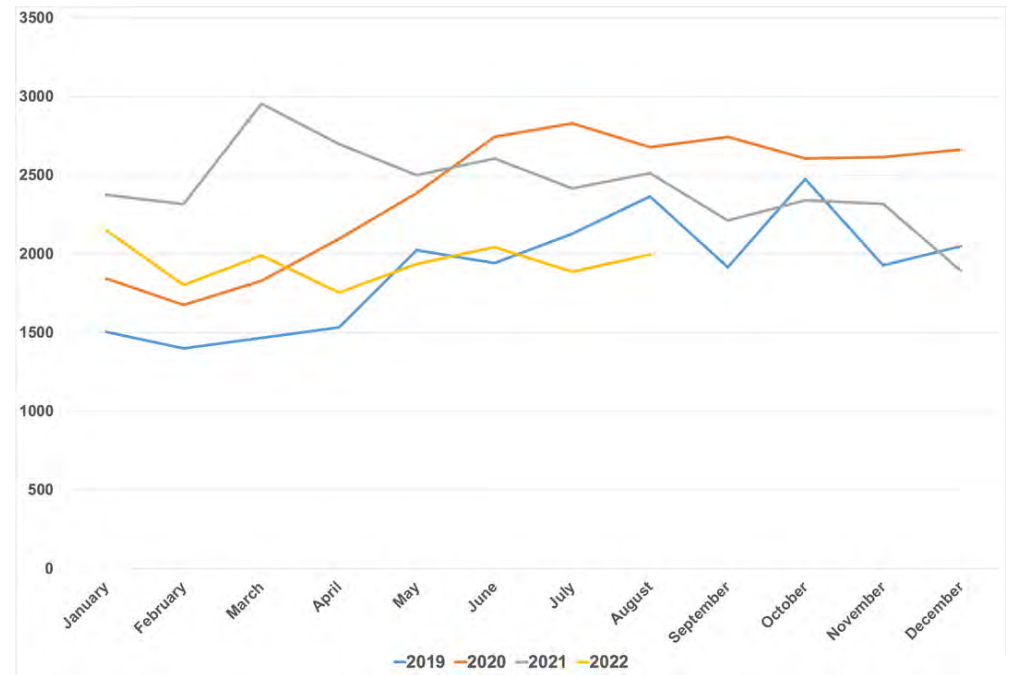
- **Property Taxes** - The tax bill preparation and collection process begin and ends with a pair of processes that are both extremely important and can take considerable effort—maintaining an accurate record of property descriptions and working to return tax delinquent parcels to the tax rolls. Throughout 2022, there have been efforts to address each of these processes to improve efficiency.
- **Tax Delinquencies** - When a landowner is delinquent on three (3) years of successive tax bills, the county is permitted to institute a process to take possession of the property and sell it, ultimately returning it to the tax roll. In Marathon County, we utilize the tax deed process. The Treasurer's Office, along with the Corporation Counsel's Office and the County Clerk's Office, each play a role in the process. Over several years, the list of eligible properties grew and reached 375 properties in 2021. In 2022, the Treasurer worked with many residents and notified property owners that the County is in the process to collect taxes owed or will be obtaining ownership of the property through a tax deed process. Many of the residents began to start paying their back taxes which decreased the list by 96 parcels. The County Treasurer completed the sale book to close the 2021 tax year and 83 more parcels were added for tax deed eligibility. This brought the current total to 362 properties.
- **Property Description Reviews** - Since 2019, Marathon County has experienced an increase of property related recordings (e.g., satisfactions, deed transfer, mortgages, land divisions, etc.,) being filed within our Register of Deeds Office. To ensure that the tax rolls remain accurate, our staff performs a review of the property listing on the documents. The number of filings increased dramatically in 2020, but has decreased throughout 2022. Additionally, this fall the Property Lister and GIS mapper positions were transferred to the Conservation, Planning and Zoning department to ensure that the two positions will receive additional support from a team with a similar knowledge base.
- **Teller** - In 2022, the Treasurer's Office started assisting with the implementation of Teller, our new point-of-sale software. The Treasurer's office has been busy working with multiple departments to finalize integrations for efficient receipting of county funds.
- **Workday** - The Treasurer's Office has been working with the Finance Department and CCITC to transition our financial software from Cayenta to Workday in early 2023. Bank setup and testing verification of multiple accounts with our automated banking team and county departments has been completed.

COUNTY TREASURER

LOOKING FORWARD TO 2023

- **Step By Step** - The Office will continue to diligently address the listing and tax deed issues to ensure progress in 2023. One of the guiding principles in the effort will be sustainability to ensure strategies are implemented to prevent the county from facing another backlog that has been added to for over a decade. In 2023, the department hopes to finalize a strategy that will allow them to procure external resources for an important—and very time consuming—aspect of the tax deed process: title research. Furthermore, a longstanding practice that has been delaying efforts has been identified and will be discussed with the HR, Finance & Property Committee.

TOTAL MONTHLY RECORDED DOCUMENTS BY YEAR



DISTRICT ATTORNEY

ABOUT THE DEPARTMENT

The District Attorney is the head law enforcement officer in Marathon County and is the prosecutor in all cases of crime or county traffic ordinance violations committed in Marathon County. In this capacity, the District Attorney along with department staff work with the Marathon County Sheriff's Department, the Wisconsin State Patrol and local police departments to ensure the effective, efficient and uniform enforcement of the criminal laws and the administration of criminal justice throughout the county.

The District Attorney's Office also operates a Court Diversion Program that affords low-risk, first-time offenders the opportunity to avoid criminal charges and/or convictions if they agree to successfully complete a customized agreement that the District Attorney believes will be beneficial to them in hopes that they will not repeat criminal behavior in the future.

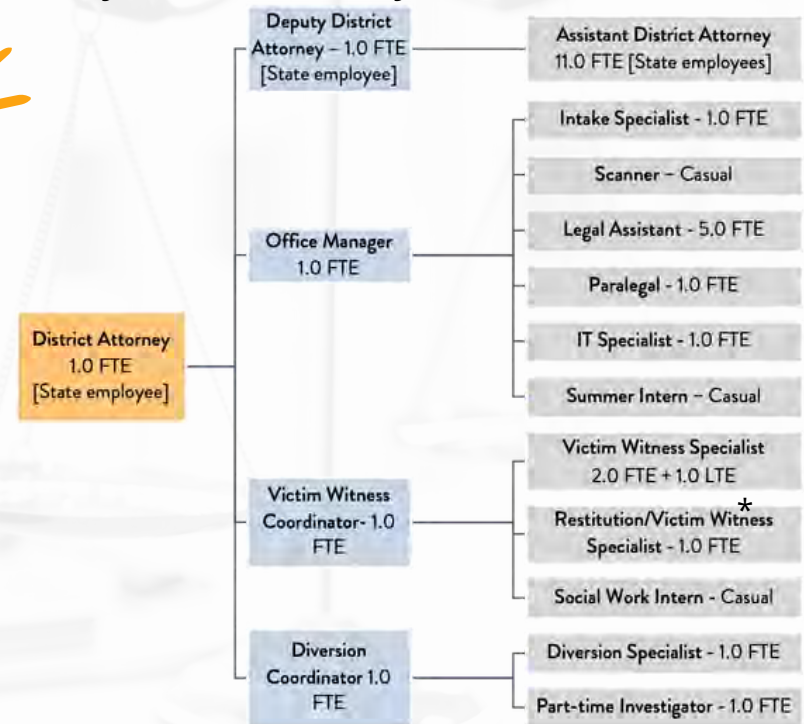
OUR MISSION

The mission of the Marathon County District Attorney's Office is to use all reasonable and lawful diligence to hold accountable those who violate the law; to ensure that crime victims are treated with fairness, dignity, and respect; and to maintain safety and obtain justice for the residents of Marathon County.

OUR TEAM



Theresa Wetzsteon
District Attorney
since 2016



*new LTE position requested through the adoption of the 2023 budget.

DISTRICT ATTORNEY

2022 HIGHLIGHTS

- **Electronic Discovery** - The District Attorney's Office rolled out an electronic discovery process to share digital media and law enforcement reports as required by law to those charged with a crime in a more cost-effective manner. Along with this process improvement came a new fee structure that reflected costs per units of data. The District Attorney's Office processed an unprecedented volume of material in 2022, and the new process and fee structure resulted in a comparable increase in fees. The District Attorney's Office is on track to collect \$200,000 in fees for the distribution of materials and media, \$150,000 or 400% above the anticipated amount for 2022.
- **Superion Upgrade Progress** - The Superion upgrade to facilitate enhanced information transfer from the law enforcement database to the State of Wisconsin DA PROTECT system has made significant progress this year. The Wausau Police Department has gone live with the interface, while other partners continue to troubleshoot issues in hopes of going live by the end of 2022. The full impact of the interface on the reduction of data entry work by DA staff remains to be determined, but the outlook is positive with a full interface of data.
- **State Limited Term Prosecutor Positions** - The District Attorney's Office was selected to receive two limited term prosecutor positions funded by the State's American Rescue Plan funds. The Marathon County District Attorney's Office was selected based upon the County's caseload and estimated dispositional backlog.
- **Diversion Program** - Marathon County's Diversion Program began an Operating after Revocation and Operating Without a License Program in the fall of 2017 to assist Marathon County residents in obtaining a valid driver's license while diverting them from the traditional court process. In 2020 and 2021, 224 cases were referred to the program. Of those 224 cases, 47% (120 cases) were successfully diverted where the individual thereby obtained a valid license or occupational license.
- **Inter-departmental Collaboration** - The DA's Office collaborated with the County's Pretrial Services Program to assist in the compilation of information. As part of the District Attorney's Office case review for charging and bond recommendations, the DA Investigator compiles criminal histories of each offender referred to the Office. In compiling this crucial information and providing it to Pretrial Services, the DA's Office is effectively reducing waste otherwise incurred by duplicating services.

LOOKING FORWARD TO 2023

- **Criminal Court Backlog** - The number of pending cases in Marathon County has grown significantly since 2017. In 2017, we had a clearance rate of 100% for criminal cases with 1,972 criminal cases pending at year's end including 933 felonies. In 2021, the Marathon County Court system cleared 93% of total criminal cases. At year's end 2021, Marathon County had 2,959 criminal cases pending. In the last 5 years, Marathon County has seen a 50% increase in pending cases. Although the pandemic contributed to these numbers, the District Attorney's Office is committed to working with system partners to identify other significant contributing factors.
- **Continuous Improvement** - The District Attorney's Office continues to evaluate roles and responsibilities alongside system partners with changes resulting in increased efficiency in workflow. For example, the District Attorney's Office evaluated the process to procure 911 calls and medical records which resulted in a redistribution of responsibility to local law enforcement agencies.
- **Evaluation of Restitution Collection System** - The District Attorney's Office continues to work to improve system processes for victims. In 2023, system partners will evaluate the system of restitution collection for victims of crime. This will provide opportunities to consider implementation of more effective collection methods for restitution and costs of services.
- **Data Storage Needs** - While more electronic discovery has led to an increase in revenue, it has also led to an exponential growth in the volume of data that has to be reviewed and maintained by the office. With three (3) additional law enforcement agencies (the Sheriff's Office, Everest Metro, and Kronenwetter) joining the Wausau PD in the utilization of body-worn cameras, and law enforcement increasing reliance on cellular phone downloads to aid investigations, the DA's Office digital evidence storage needs have grown from 6 terabits (TB) in January of 2020, to 48 TB in May of 2022. In 2023, the DA's Office, Sheriff's Office, CCITC, and County Administration will learn more about digital evidence management solutions.
- **Victim Witness Specialist (Limited Term) position** - the proposed 2023 Annual Budget provides for an additional Victim Witness Specialist position to support the two limited term prosecutor positions provided by the State of Wisconsin to aid in addressing the backlog of criminal cases resulting from the pandemic.

EMERGENCY MANAGEMENT

ABOUT THE DEPARTMENT

Marathon County Emergency Management is the lead county agency charged with coordinating Marathon County's planning, preparedness, mitigation, response and recovery efforts for natural and man-made disasters. Marathon County Emergency Management provides assistance to county departments with their planning and to local municipalities with emergency responses, requests for county and state assistance, severe weather incidents, special events planning, and other threats to public safety. Emergency management operates under the authority of Chapter 323 of the Wisconsin Statutes and county ordinance.

Marathon County Emergency Management looks to two grants for substantial funding of its operation. The Emergency Planning and Community Right-to-Know Act (EPCRA) grant and the Emergency Management Performance Grant (EMPG) are allocated to Marathon County through State and Federal sources. Both EPCRA and EMPG grants require a dollar-for-dollar match for every dollar received.

EPCRA and EMPG funds are used to cover eligible expenses associated with hazardous materials planning and preparedness activities as well as the building and enhancement of critical capabilities in disaster preparedness, response, recovery, and mitigation activities. These mission areas are the backbone of emergency management, are vital to the safety and security of our county and delivered at a value to the taxpayers.

OUR MISSION

The mission of the Marathon County Office of Emergency Management is to assist the community in mitigating known hazards and in preparing for, responding to, surviving and recovering from both natural and man-made disasters.

OUR TEAM



Philip Rentmeester
Emergency Management
Director
since 2015



EMERGENCY MANAGEMENT

2022 HIGHLIGHTS

- **Strengthening Regional Relationships** - Emergency Management hosted a functional exercise based on a simulated tornado touchdown in Wausau that involved 28 different regional agencies with 56 participants. A tabletop exercise was also held at Central Wisconsin Airport that focused on operational communication, operational coordination, on-scene security, and law enforcement.
- **Northern Wisconsin Incident Management Team** - Marathon County Emergency Management has participated in the development of the Northern Wisconsin Incident Management Team. This team is comprised of regional partners that would deploy to disaster incidents and special events in an emergency.
- **Updates to Governing Documents** - The department is proceeding through the established processes to update various governing documents including the county's Emergency Management ordinance, Emergency Support Function plans, the county's Emergency Operation Plan, the Hazardous Materials Response Strategic Plan, and the county's Hazard Mitigation Plan.

LOOKING FORWARD TO 2023

- **Integrated Preparedness Plan** - Development of an Integrated Preparedness Plan to prioritize emergency management efforts in training and exercising. Additionally, the department plans to host additional Incident Command System (ICS) courses at the basic and advanced levels, as well as lead a regional exercise for a simulated hazardous materials incident.
- **Assess the Future of the County's Technical Rescue Team** - The department will reassess the future of the county's Technical Rescue Team due to changes in the local delivery of technical rescue services. This assessment will determine if there is a duplication of services with the Task Force 1 Urban Search & Rescue Team at the City of Wausau Fire Department.
- **Potential County-wide EMS Feasibility Study** - Emergency Management staff will continue to explore opportunities, including funding mechanisms, for conducting a feasibility study regarding the delivery of emergency medical services throughout the county.

FACILITIES & CAPITAL MANAGEMENT

ABOUT THE DEPARTMENT

The Marathon County Facilities and Capital Management Department services over 1,095,558 square feet of buildings and their respective grounds, providing preventive maintenance, repair, custodial service, remodeling, light construction, grounds maintenance, electric, plumbing, heating, cooling and security systems maintenance.

The department also supervises and administers the Capital Improvement Program (CIP), including new construction and remodeling of county facilities. In addition to these services, the Facilities and Capital Management Planners provide project management and consultation to other Department Heads, Elected Officials, Program Directors and assist in coordinating major construction and renovation projects with architects and contractors.

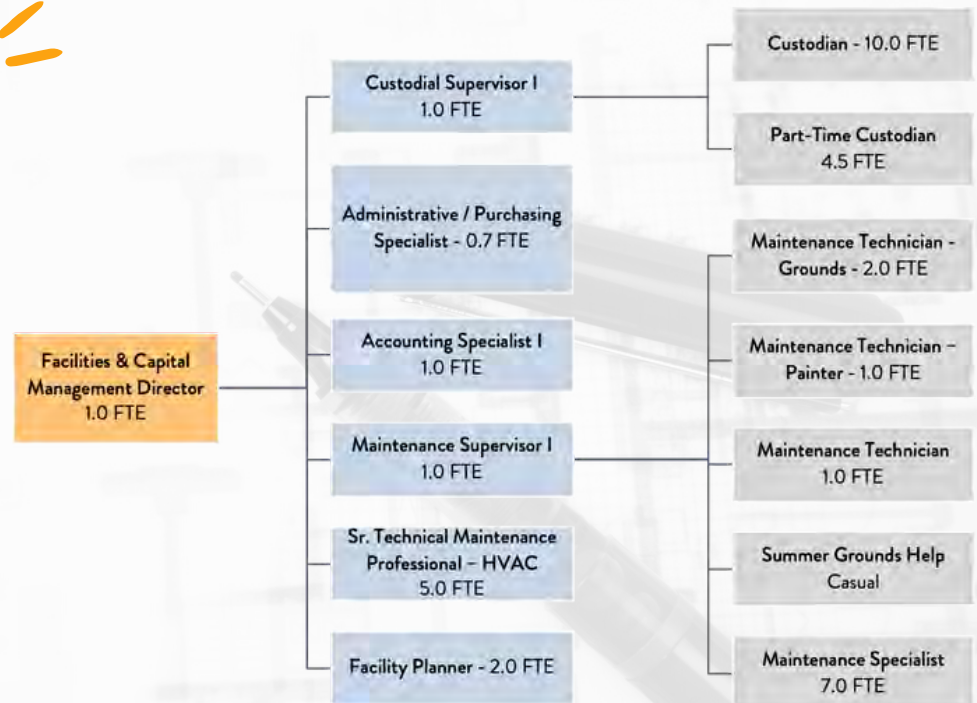
OUR MISSION

The mission of the Marathon County Facilities and Capital Management Department is to make the County-owned buildings energy efficient while maintaining occupant comfort, secure these premises and inventories within, and protect the health and wealth of all County employees and the general public. Oversee the implementation of non-highway capital projects.

OUR TEAM



Terry Kaiser
Facilities & Capital
Management Director
since 2020



FACILITIES & CAPITAL MANAGEMENT

2022 HIGHLIGHTS

The department completed 10,967 work requests as of August 2022. Approximately 1/3 of those requests were for planned maintenance.

Significant projects that were completed in 2022 include:

- D and F wing remodel and addition on the NCHC Campus
- MVCC Boiler Demolition and new connection to Central Utility Plant
- Lake View Professional Plaza Window Replacement
- Construction of an indoor location for a water meter at Lakeview Campus
- HVAC replacement in Jail Administration and kitchen
- NCHC Professional Plaza HVAC control upgrades
- NCHC Mount View exterior painting
- NCHC A and B Building Roof Replacement
- Courthouse Envelope Repairs
- Lake View Professional Plaza parking lot and sewer replacement
- Jail Flooring Replacement

Furthermore, staff worked with County Administration and the Finance Department to make improvements to the CIP process. This collaborative effort will continue into 2023 as we work to revise the process and implement tools made available through Workday.

LOOKING FORWARD TO 2023

Looking forward to 2023, the department will continue to work on and manage a variety of projects. Noted below are some of the more significant projects that will take place in 2023:

- Completion of remodel of 1000 Lakeview Drive for relocation of Social Services in March 2023 and additional spaces for the Marathon County Employees Credit Union and Veterans Service Office
- Completion of the final remodel phase of Mount View Care Center on the NCHC Campus
- HVAC construction for steam removal at NCHC – final phase
- Completion of Lakeview Drive Conference Center
- Design for 1100 Lakeview Drive Remodel
- NCHC Laundry Steam Replacement
- Courthouse South Roof Replacement
- Elevator modernization at UWSP at Wausau Campus
- 1212 West Street Demolition
- Library Chiller Replacement Design

Facilities & Capital Management staff will continue to work with County Administration and the Finance Department staff to overhaul the CIP planning process to better plan for and allocate resources for capital projects.

FINANCE

ABOUT THE DEPARTMENT

The Finance Department is responsible for the financial accounting and reporting for the county. This includes such financial functions as general ledger, payroll, accounts receivable, accounts payable, and fixed assets. The department is also responsible for the cash management and debt management programs, including the selling of bonds, the payment of debt, and protecting the County's Aa1 debt rating. The Finance Director and the County Treasurer assist each other with the County's complex investment program.

The Finance Department is also responsible for hiring certain contractual services from outside vendors, such as independent auditors, to perform the annual audit and assist with the production of the County's Annual Audited Financial Report. The department also retains the services of actuaries, investment advisors, third party custodians, bond counsel, and other professional services.

OUR MISSION

To provide financial management and accounting services to internal and external customers of Marathon County. To achieve this, the Department maintains comprehensive accounting, reporting, and administrative systems that comply with Federal, State, and County regulations.

OUR TEAM



Kristi Palmer
Finance Director
since 2001



2022 HIGHLIGHTS

- **CIP Process Improvements** - The Finance Department worked with Facilities & Capital Management staff and County Administration to overhaul the CIP planning process to better plan for and allocate resources for capital projects. Significant improvements were made for the 2023 Budget process, but there is certainly additional opportunity for improvements. These efforts will continue into 2023.
- **Workday Implementation** - Significant staff time has been allocated to the ERP system implementation. Finance staff have been involved with system configurations and testing. These efforts will increase as staff operates two systems simultaneously near the end of the year to prepare for launch and ensure data and process integrity.
- **ARPA Allocation** - The Finance Department continues to assist in the administration of the County's American Rescue Plan Act (ARPA) allocation of \$26,356,580.

LOOKING FORWARD TO 2023

- **Consolidation of Finance Staff** - With the implementation of Workday, the department will continue planning for the consolidation of finance staff from external service departments and the development of a consolidated, divisional department, aimed at growing bench strength, gaining efficiencies, and reducing costs.
- **Launch of Workday** - The department is looking forward to the launch and implementation of Workday and the long-term efficiencies it will create within the department and across the county. Mapping out business processes in Workday has led to many process improvements and other enhancements that will take time to communicate and to train other users on once the system is live and accessible by everyone.
- **ARPA Allocation & Reporting** - The Finance Department will continue to assist in the administration of the County's ARPA allocation and ensure eligible activities are reported appropriately.

HEALTH

ABOUT THE DEPARTMENT

The Health Department is tasked with a wide variety of programs and services that protect the health of Marathon County residents. The Health Department makes a difference by:

- Preventing infectious disease threats to the public and keeping the public informed when threats are present
- Preventing unsafe food and water through well testing and licensing enforcement efforts
- Promoting strong healthy families through parent and family education initiatives
- Creating places where it is easy to support healthy lifestyles by working with partners to educate on the effects of tobacco, drug and alcohol use, obesity, and mental health
- Protecting against health hazards
- Monitoring and addressing community health priorities through the facilitation of community partnerships
- Connecting families with special health care needs to services

Due to the nature of the work of the Health Department, its budget is reliant on local, state, and federal sources.

OUR MISSION

To advance a healthy Marathon County community by preventing disease, promoting health, and protecting the public from environmental hazards.

OUR TEAM



Laura Scudiere
Health Officer
since 2021

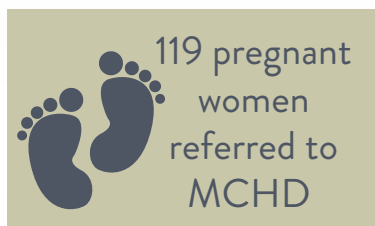
Health Officer
1.0 FTE



*LTE positions funded by State and Federal limited-term COVID grants .

2022 HIGHLIGHTS

- **Return to Pre-Pandemic Activities** - The Health Department worked to rebuild after pandemic losses, while also incorporating its non-COVID scope of work back into practice.
- **Community Health Priorities** - Required programming and work on community health priorities resumed. Information on our current community health priorities can be found at [HealthyMarathonCounty.org](https://www.healthymarathoncounty.org).
- **Annual Reports:** Each year, the Health Department is required to publish an annual report. Prior reports with a full comprehensive review of highlights can be found [here](#).



LOOKING FORWARD TO 2023

- **Transitioning Start Right to the Nurse Family Partnership** - The Health Department has operated Start Right, a home-visiting program delivery model that provides a range of pre-natal and post-natal support to women, children, and families. Fueled by a recent evaluation conducted by UniverCity, analysis indicated that the Start Right model, was unable to provide strong return on investment data and thus staff was tasked with evaluating other nurse home-visiting models. The Nurse-Family Partnership (NFP) model was chosen to replace Start Right and will be implemented as of January 1, 2023. NFP is a voluntary home visiting program model that supports low-income families by increasing parenting and life skills. Specially trained registered nurses provide support, advice, education, and visits to families beginning during early pregnancy and continuing until age 2. NFP's return on investment is estimated to be \$60,428 per family serviced or a 6.4 to 1 benefit-to cost-ratio. Despite first year startup costs, the savings are still significant in 2023, with an estimated savings of \$372,972. In subsequent years, savings will amount to approximately \$646,476 per year over prior budgets.
- **Reviewing Licensing Fees** - The Health Department has a goal of evaluating its current fee structure in 2023 to ensure that fees are covering the majority of costs for our licensing and inspection programs.

HIGHWAY

ABOUT THE DEPARTMENT

The Marathon County Highway Department operates the highway system under its jurisdiction to provide a safe and convenient means for the vehicular transportation of people and goods.

The department oversees the maintenance of 614 miles of the county trunk highway system and annually contracts with the Wisconsin Department of Transportation (WisDOT) to maintain an additional 874 lane miles of state and federal highway system roads.

The Highway Department also provides technical assistance, financial aid, and various services to other local units of government, including the Metropolitan Planning Organization (MPO). These services are critical to maintaining a safe, convenient, and efficient transportation system serving communities, residents, and businesses throughout Marathon County.

OUR MISSION

The Marathon County Highway Department will strive to maintain all State and County highways in a safe and reasonable condition at all times.

2022 HIGHLIGHTS

- **Completion of 2050 Transportation Plan** - The Highway Department completed its 2050 Transportation Plan. This long-range plan provides guidance on maintaining the approximately 614 miles of roadway that comprise our county trunk highway system.
- **2050 Highway Sustainability Study** - The North Central Wisconsin Regional Planning Commission was contracted to develop a long-term sustainability study to guide the decision-making process for future resurfacing and reconstruction projects as well as best practice maintenance work. This study aims to determine the level of investment necessary to sustain a safe, reliable and well-maintained County Highway System.
- **Review of General Transportation Aids** - The Highway Department facilitated a review of our General Transportation Aids (GTA) with the Infrastructure Committee to enhance understanding of how the county can maximize these funds.

HIGHWAY

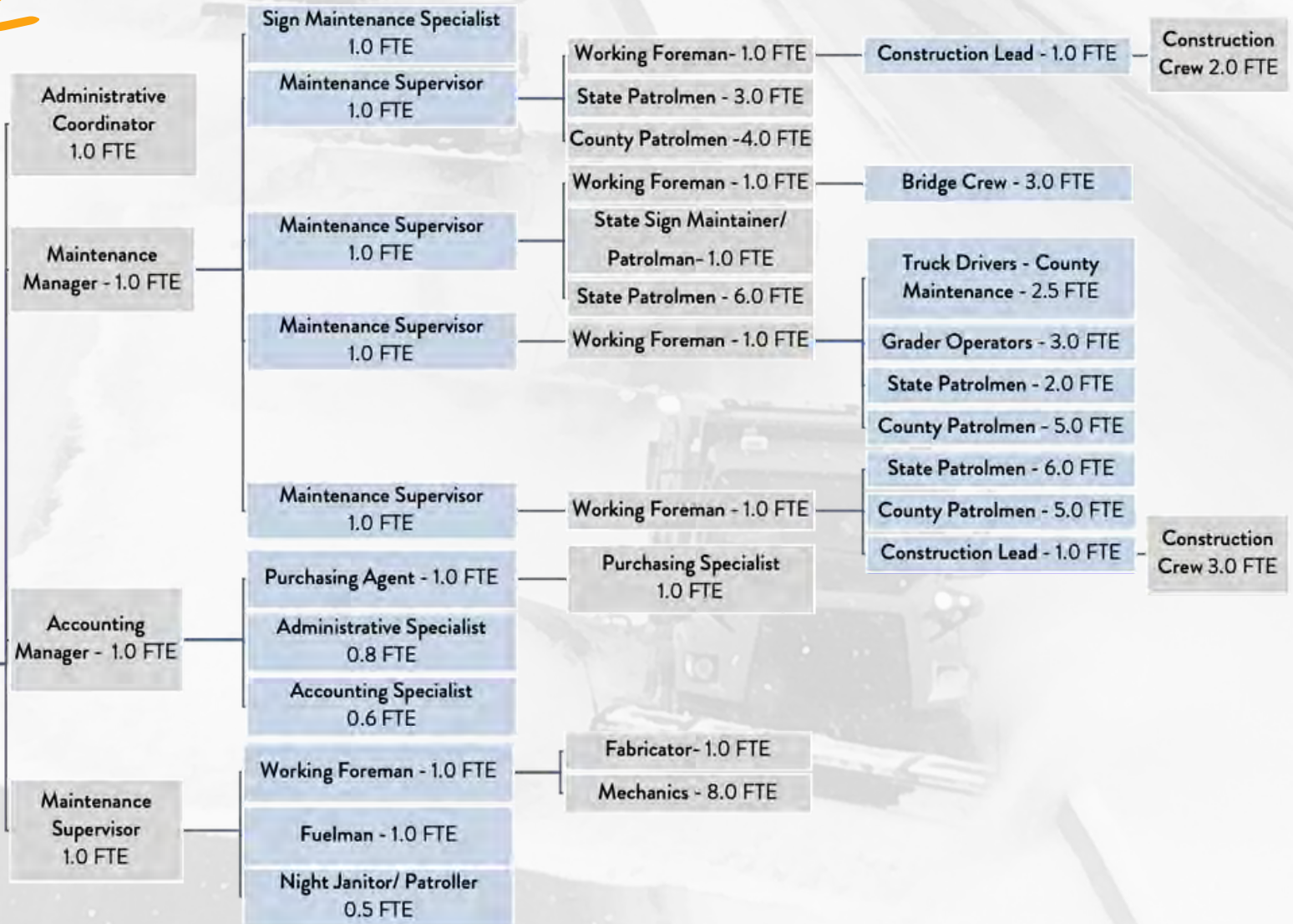
OUR TEAM



Jim Griesbach
Highway
Commissioner
since 2006

Highway
Commissioner
1.0 FTE

Assistant
Highway Director
1.0 FTE



LOOKING FORWARD TO 2023

- **Rolling Stock** - The Highway Commissioner will work with County Administration to address our rolling stock replacement practices. The amount of funds appropriated has remained unchanged since 2011. The Highway Department's appropriation (fixed at \$957,600) is inadequate to purchase needed equipment, for which costs have risen dramatically. For example, costs for chassis have risen 20.6%, snow equipment such as plows, wings and tailgate spreaders have increased 63.4%, and the cost for an asphalt paver has increased from \$344,000 in 2014 to \$550,000 today.
- **Highway K Project** - A \$9 million resurfacing project that will include a roundabout at the intersection of WW. This project is receiving Highway Safety funds to offset some of the project costs. Additionally, a total of \$4.3 million in outside funding has been secured for this project.
- **Surface Transportation Program (STP)** - The Highway Department will begin a 3-year facilitation process in which the department will oversee and manage over \$37.5 million in bridge and roadway construction projects throughout the county. Additionally, the department will oversee and manage \$6.6 million in bridge projects in various municipalities throughout the county.



Each year, the Marathon County Highway Department conducts a public awareness campaign to remind drivers to **slow down and move over** in work zones. On average, there are 2,488 work zone crashes in Wisconsin each year.

HUMAN RESOURCES

ABOUT THE DEPARTMENT

The Human Resources Department, formerly known as Employee Resources, is responsible for developing and managing the County's comprehensive human resource programs, which include:

- Ensuring County employment practices comply with federal and state laws
- Developing and administering personnel policies and procedures
- Managing employee compensation programs
- Administering employee benefits programs
- Reviewing staffing levels and organization design
- Providing employee training and development opportunities
- Assisting departments in employee performance management
- Advising and counseling on various human resource issues
- Negotiating collective bargaining agreements
- Developing and promoting safety and wellness programs
- Overseeing the worker's compensation program
- Administering the County's risk management programs
- Safeguarding the County's financial integrity through property and liability insurance procurement and administration

OUR MISSION

The mission of the Human Resources Department is to align all human resource programs to ensure Marathon County is a preferred employer which attracts and retains high performing employees who contribute to the County's mission and vision. Our risk management programs support our mission by protecting County property and financial assets and provides for the safety of our employees and the public.

OUR TEAM



Molly Adzic
HR Director
since 2021



HUMAN RESOURCES

2022 HIGHLIGHTS

- **USI Partnership** - We continue to find value in our relationship with USI Insurance Consultants. Our Health Insurance rates going into 2023 are lower than they were when our relationship was formed in 2021. USI helped us negotiate rates that have helped us increase our Health Insurance fund balance by over \$1 million dollars in the past year.
- **Improvements to Pre-Employment Screening Process** - Implemented changes to our pre-employment screening process saving the county over \$15,000 through engaging a new vendor and transitioning to screenings that more accurately predict success in a role.
- **Workday Implementation** - Human Resources joined forces with the Finance Department, as well as the City of Wausau and CCITC, to implement a new HR & Finance software, Workday, to help transform and streamline our systems and processes. Our team has worked closely with Collaborative Solutions in the planning and architecture of our new solution to ensure an intelligent system design and configuration. Additionally, we have learned how to perform system transactions, set up and maintain integrations, and build business processes to keep our system running for years to come, as well as prepare us to assist in the training of end-users countywide.
- **Class-Compensation Study** - Contracted with McGrath Human Resource Consulting group to perform the first comprehensive classification and compensation study since 2013. The Human Resources Department led this effort and engaged Department Heads and other stakeholders throughout the process as appropriate.
- **Community Engagement Efforts** - Participated in community-wide events to support the county's presence in the community, to promote employment opportunities, and to generate positive exposure for the county. Events attended include: Chamber Business Expo, County Fair, Sheriff's Office corrections recruiting event, community partners event, UWSP-Wausau Career Exploration Day, and the Central Wisconsin High School Leadership Program.
- **Enhanced Social Media Presence to Increase Awareness of County Employment Opportunities** - Merged social media accounts and renamed our Employee Resources Facebook page to Marathon County Government to increase the county's online following and gain a broader reach to better connect and communicate with our community members on job openings and exciting reasons to join our team. Additionally, the department began accepting applications through Indeed during the course of the year which has helped to increase the number of applicants per position.

HUMAN RESOURCES

LOOKING FORWARD TO 2023

- **Implementation of Updated Class-Compensation Schedule** - We plan to implement a new classification and compensation system that will assist in the recruitment and retention of talent countywide.
- **Launch of Workday** - We are looking forward to going live in Workday, our new Enterprise Resource Planning (ERP) tool. We will be updating and simplifying our processes and procedures. We look forward to our gained efficiencies, insight, and streamlined approach to employment transactions. Less manual processes will allow for more strategic initiatives and a better employee experience.
- **Increased focus on employee safety and loss control** - We've engaged a new loss control specialist through our insurance broker at no cost to the county. This individual will assist in reinvigorating our safety programs to minimize future loss and liability.



Published 134
job postings



Received & reviewed
1,422 applications



Hired 277 new
employees



Processed 43 internal
transfers & promotions



Settled 58 self-insured
property & auto claims



Insured \$444,236,253
of county property



Processed
23 retirements



Conducted 32 required
safety & compliance
training sessions

LIBRARY

ABOUT THE DEPARTMENT

Since 1907, the Marathon County Public Library (MCPL) has provided free library services to the residents of central Wisconsin. The Marathon County Public Library is a consolidated county library with nine locations throughout Marathon County, including its Wausau headquarters and branches in Athens, Edgar, Hatley, Marathon City, Mosinee, Rothschild, Spencer and Stratford.

The reporting structure of the Library differs from most county departments. Pursuant to Chapter 43 of Wisconsin State Statutes, the Library Director reports to the Library Board and serves as the administrative officer of the institution.



OUR MISSION

To enrich lives by promoting lifelong learning and actively providing the community with access to ideas, information and opportunities to connect.

OUR TEAM



Leah Giordano
Library Director
since 2021



2022 HIGHLIGHTS

- **New Leadership** - In the last year, new leadership assumed the roles of Director, Support Services Manager and Library Services Manager. We were also able to create upward moving career paths for staff by promoting several employees to roles of greater responsibility.
- **Program Innovation** - Staff created innovative programs and story times like a farm-themed event featuring a live calf and community helper story times featuring police and firefighters. The public continues to enjoy the creative Grab-N-Go crafts offered at all locations. Fall brings the ever-growing Central Wisconsin Book Festival with guest authors.
- **Inter-Governmental Collaboration** - The library partnered with Parks, Recreation and Forestry for Summer Library Program events on the 400 Block and Trail Tails at Oak Island Park, with UW-Extension for virtual gardening classes and with the Marathon County Historical Society for History Chats.
- **Materials Handler Replacement** - The library is currently in the process of purchasing an automated materials handler to replace aging machinery that is past its expected user life.
- **Ongoing service** - As services increased after the pandemic, the library has seen an increase in visits, program participation, and revenue from passports, fines and printing. Efforts are ongoing as the hub for the [LENA Start Marathon County](#) program, which helps parents increase interactive talk with their babies to close the early-talk gap, support kindergarten readiness, and build stronger families.
- **Inflation Impact** - 2022 brought about expenditure increases for the library in several areas including utility payments at branch locations and materials processing. Expenses from distributors have increased as much as 86% on some items. To combat this increase, library staff are doing some of this processing in house.

If Library patrons had paid for each of the physical materials they checked out in 2021, they would have collectively spent
\$5,270,868

**DID
YOU
KNOW?**

LOOKING FORWARD TO 2023

- **Strategic Planning** - In 2023, the Library Board and staff will work on the development of a strategic plan and technology replacement goals.
- **Potential move for Athens Branch** - The Village of Athens is actively working on fundraising to purchase a new municipal building, which would open the possibility for the library to move along with them into a newer and more spacious location.
- **Digitization of Local History Items** - Library staff are digitizing local history items from the collection to make them available to patrons on our website and through the Central Wisconsin Digitization Project. Grant funding is being sought in 2023 for the next phase of the project, which would be to transfer newspaper microfilm to a digital format.
- **Third Floor Renovations** - In the next three years the library's third floor hopes to see the creation of a public multimedia center space. The initial step for this would be a new HVAC system.



762,710 items
borrowed



\$16,630 in Passport
Program Revenue



1,899 new library card
applications



268,392 website visits



16,118 youth program
participants across all
branches



14,168 uses of
public computers

MEDICAL EXAMINER

ABOUT THE DEPARTMENT

The Medical Examiner's Office is charged with investigating and determining the cause, circumstances, and manner of death in each case of unattended natural, non-natural, unexpected, or unusual deaths. These deaths may include homicide, suicide, accidents whether the injury is or is not the primary cause of death, death without a physician in attendance, or death in which the attending physician refuses to sign the death certificate. The Medical Examiner's Office is also responsible to issue cremation authorizations, mass fatality preparedness, participate in death prevention initiatives (highway safety, suicide, infant/child, overdose), community awareness and education, close follow-up with affected families, and collaboration with other agencies involved in the death investigation.

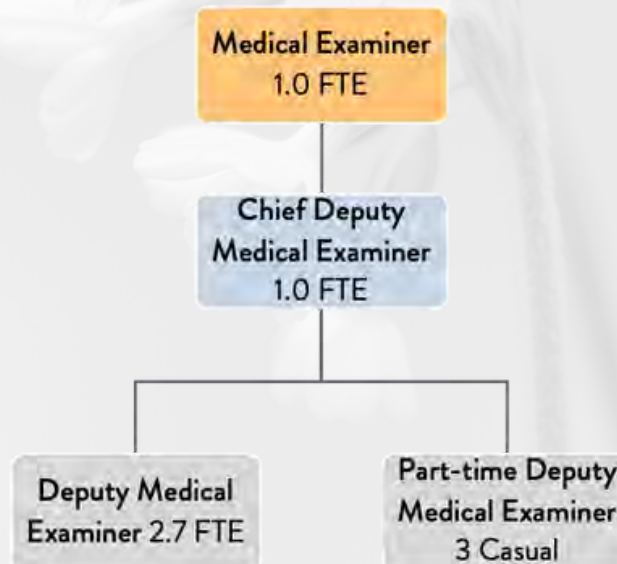
OUR MISSION

The Medical Examiner's Office is dedicated to providing professional, accurate, and efficient medicolegal death investigation to the residents of Marathon County. The Medical Examiner's Office investigates deaths and issues cremation authorizations and disinterment permits as provided for in Wisconsin State Statutes.

OUR TEAM



Jessica Blahnik
Medical Examiner
since 2013



2022 HIGHLIGHTS

- **Caseload Continues to Increase** - The Medical Examiner's Office caseload has continued to increase over the past few years, putting 2022 on track for another record year. Not only has the caseload increased, but so has the complexity of the cases.
- **Cremation Permits** - Cremation as a final disposition continues to steadily increase in popularity. The Medical Examiner's Office is responsible for issuing cremation authorizations for each decedent who dies within their jurisdiction and the family has requested cremation as a final disposition. Cremation authorizations are the primary revenue source for the department. They are on track for another record year for cremation authorizations.
- **Regional Forensic Science Center Progress** - There has been a lot of progress on the Marathon County Regional Forensic Science Center project in this past year. The County Board has allocated \$2 million of the county's ARPA funds towards the facility costs. A location has been identified at Northcentral Technical College, which will facilitate a mutually beneficial partnership between both agencies and an optimal learning experience for students. The business plan has been updated and finalized to reflect inflation and regional need.
- **Overdose Fatality Review Team** - The Medical Examiner's Office was awarded \$43,500 in grant funding for the cycle of September 1, 2021 - August 31, 2022, to support the Overdose Fatality Review Team. The grant was renewed for September 1, 2022 - August 31, 2023, in the amount of \$56,493. The goal of this team is to review all overdose deaths that occur in Marathon County and identify ways the death could have been prevented or changes that can be made within systems to prevent future deaths. This funding allowed Marathon County to complete an additional seven autopsies, send community partners to trainings, purchase toxicology supplies, implement identified prevention measures, and much more.
- **Staffing Restructure** - The department is piloting a staffing restructure to better meet the growing departmental needs, while focusing on staff retention and work-life balance. With the staffing restructure, the department reduced the amount of on-call time each full-time staff member had per week. Once all staff members are fully trained, the plan is to implement 10-hour workdays, with staggered start times to reduce the number of on-call hours, in addition to working at the office during the staff member's weekend requirement. The staffing restructure is expected to have a cost savings in reduced on-call time, reduced overtime, and fewer staff members.

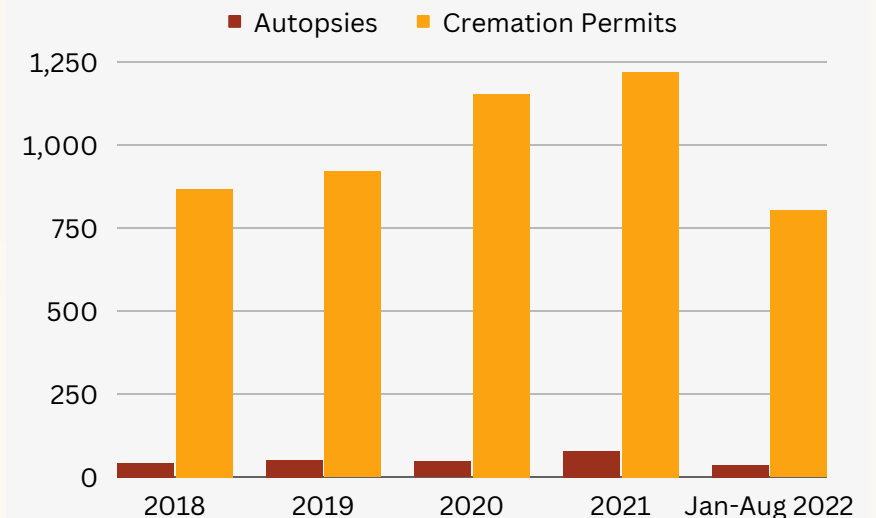
MEDICAL EXAMINER

LOOKING FORWARD TO 2023

- **Potential Grant Funding** - The 2022 Medical Examiner's Budget remains consistent with the budgets of previous years and has been developed to include grant funds that were awarded in the amount of \$56,493. There is also the possibility of receiving an additional \$180,000 in grant funding to prepare for the Regional Forensic Science Center. The grant should be renewed for 2023-2024 grant year, with the amount unknown at this time.
- **Review of Fee Structure** - With the growing office operational costs, the current fee structure for cremation authorizations and disinterment permits should be reviewed in 2023. There is state legislation that limits coroner and medical examiner fees, where fees can only be increased yearly based upon the consumer price index. The last time the fee structure was evaluated was prior to 2015; in 2016 a death certification fee was created but needed to be eliminated based upon the legislation changes. With the high inflation rates, 2023 would be an ideal year to increase both fees.
- **Implementation of Suicide Death Review Team** - Marathon County is implementing a Suicide Death Review team to complement the current Child Death, Fatal Overdose and Highway Safety Commission. The Suicide Review Team will be co-facilitated by the Medical Examiner's Office and the Health Department. The first meeting is expected to take place in November 2022.

- **Regional Forensic Science Center** - Work will continue on the Regional Forensic Science Center project, with securing funding sources as the primary focus. Once funding is secured, the project will be brought forward to the County Board for final approval. Having an operational Forensic Science Center in Marathon County would improve the time frame and ability to conduct autopsies caused by the forensic pathologist shortage in the state. This would provide better service to the families and complete death investigations in a more efficient manner.

AUTOPSIES & CREMATION PERMITS BY YEAR



PARKS, RECREATION & FORESTRY

ABOUT THE DEPARTMENT

The Wausau and Marathon County Parks, Recreation, and Forestry Department operates two separate park systems, and a County Forestry system each with its own facilities, objectives, and budgets.

The Marathon County park system is based on large parks that typically focus upon a high quality natural feature and provide limited areas of development that support low intensity recreation uses, such as picnicking, hiking, fishing, swimming, and camping. These parks serve large areas of the county. The county park system also provides specialized facilities that serve the entire county or major populations within the county, such as the fairgrounds, shooting range, softball complex, and indoor ice skating.

The Wausau and Marathon County park systems provide distinctly different, yet complementary, facilities and recreation opportunities. The specialized knowledge, skills, and equipment necessary to effectively operate the two systems have been successfully provided by a single workforce and management team since 1924.

OUR MISSION

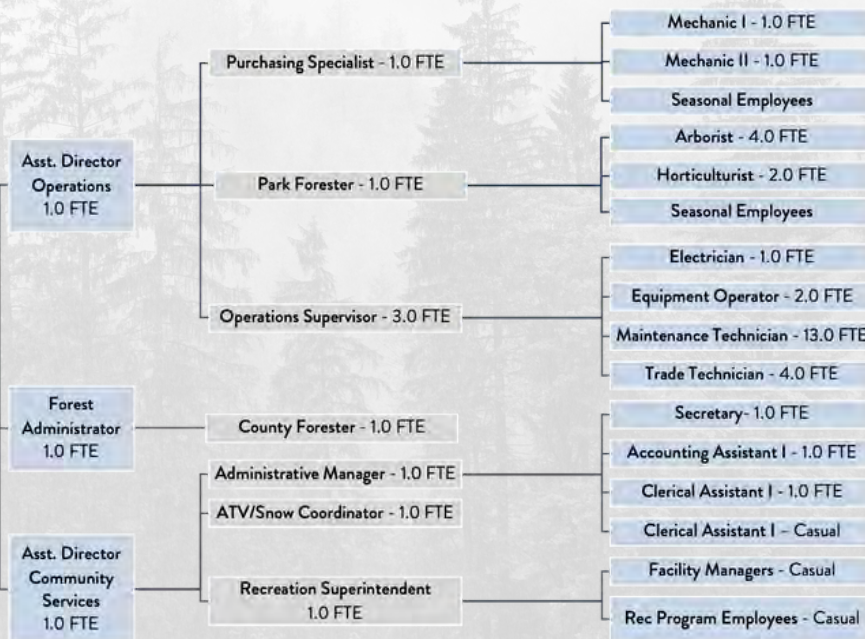
Adaptively manage our park and forest lands for natural resource sustainability while providing healthy recreational opportunities and unique experiences making Marathon County the preferred place to live, work, and play.

OUR TEAM



Jamie Polley
Parks, Recreation & Forestry Director since 2018

Parks, Recreation & Forestry Director
1.0 FTE



PARKS, RECREATION & FORESTRY

2022 HIGHLIGHTS

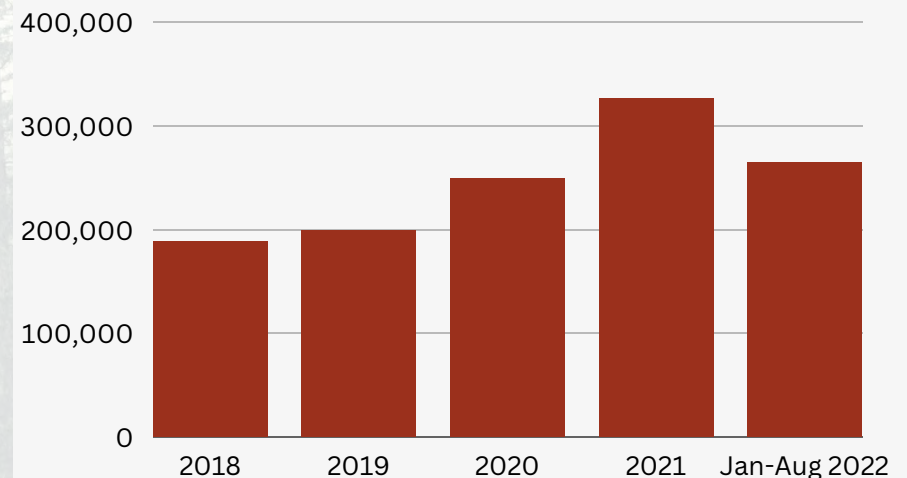
- **Camping Revenue** - The department budgeted for \$245,500 in camping revenues in 2022. They are on track to bring in approximately \$275,100 or 12% over what is budgeted. Revenues are not expected to hit levels reached in 2021 due to the new registration process and allowing campers to book sites 365 days out.
- **Pickleball Programming** - The department held it's 2nd annual Pickleball Tournament with 75 teams bringing in \$3,888.73 in registration fees. This was an increase from 50 teams at \$1,308.19 in registration fees in 2021.
- **County Conservation Aid Grants** - County Conservation Aid Grants - matching grants for an equal amount of levy funds - were used to update the boat launch at DC Everest Park and the Archery Range. The Archery Range updates including an elevated shooting platform and new targets. The grants were awarded for \$8,628 per project or \$17,256 total.
- **Inter-departmental Collaboration** - The Parks, Recreation and Forestry Department partnered with the Highway Department to repair and pave the road into Big Eau Pleine Park and to install the shelter at the Two Hearts Dog Park.
- **Westside Master Plan** - The Westside Master Plan will be presented to the County Board for approval by the end of 2022. The most recent design concepts can be found [here](#).
- **Marathon Park Ice Arena Lease** - The department signed a 5-year lease agreement with the Wausau Cyclones hockey team which will keep the team in Marathon County through the 2026-2027 season.
- **Sponsorships** - Secured a 5-year sponsorship from Festival Foods for the People's Sports Complex playground.
- **Timber Sales** - Timber sale revenue to date has increased 13% from the revenue received in 2021 (\$457,140 in 2021 to \$525,000 in 2022). 19 Timber sales will be closed in 2022 for a net value of \$525,000.
- **New Playgrounds** - New playgrounds have been installed at Big Eau Pleine, Cherokee, Mission Lake, Dells of Eau Claire and Blue Gill Bay Park.

PARKS, RECREATION & FORESTRY

LOOKING FORWARD TO 2023

- **2023 Budget Impacts** - The 2023 budget increases fees for facilities and programs and decreases seasonal staff.
- **Pickleball Programming** - The department plans to add a Friday night kids, singles, and 60 & older divisions to the Pickleball Tournament next year, increasing revenue from programming.
- **NCHC Aquatics Partnership** - The department is partnering with Northcentral Health Care to utilize the therapy pool for increased community aquatics programs, such as swimming lessons and water aerobics.
- **Playground Replacements** - Playground replacements will take place in Marathon Park and Amco Park.
- **Continuous Improvement** - The department will implement identified opportunities to increase efficiency, identify alternate funding and increase revenue to reduce department levy funds.
- **Potential ARPA Projects** - Applications were submitted for ARPA funding for improvements to Big Eau Pleine, Dells of Eau Claire and Nine Mile County Forest.
- **Timber Sales** - Another strong year of timber sales is projected with 23 sales on the books for 2023 each with a 1-3 year contract. Total value of the timber sales sold is \$1,181,885.
- **Westside Master Plan** - Work will continue on the Westside Master Plan with phased implementation.
- **Park Master Plans** - The department will complete a Park Master Plan for Rib Falls Park.

ANNUAL CAMPING REVENUE



REGISTER OF DEEDS

ABOUT THE DEPARTMENT

The Marathon County Register of Deeds Office is the central location for vital records and land records for Marathon County.

The vital records division maintains and issues copies of certificates for births, deaths, marriages, and domestic partnerships. This office can provide vital records for events occurring in the State of Wisconsin depending on the date of the event. The vital records division also records military discharge papers for veterans.

The real estate division records, files, maintains and issues copies of real estate records for property located in Marathon County, and records a variety of other documents of significance.

OUR MISSION

The Register of Deeds is a state constitutional officer responsible for recording and maintaining birth, marriage, and death registrations, a wide variety of real estate transaction and land records, and veteran's discharges. The Office archives, maintains, and provides access to records as provided by state law. In performing its work, the Office is responsible for collecting fees that fund the work of the Wisconsin Land Information Program, which seeks to provide for the continued modernization of land records within Marathon County.

OUR TEAM



Dean Stratz
Register of Deeds
since 2017

Register of Deeds
1.0 FTE

Deputy Register of Deeds
1.0 FTE

Administrative Specialist
3.0 FTE

REGISTER OF DEEDS

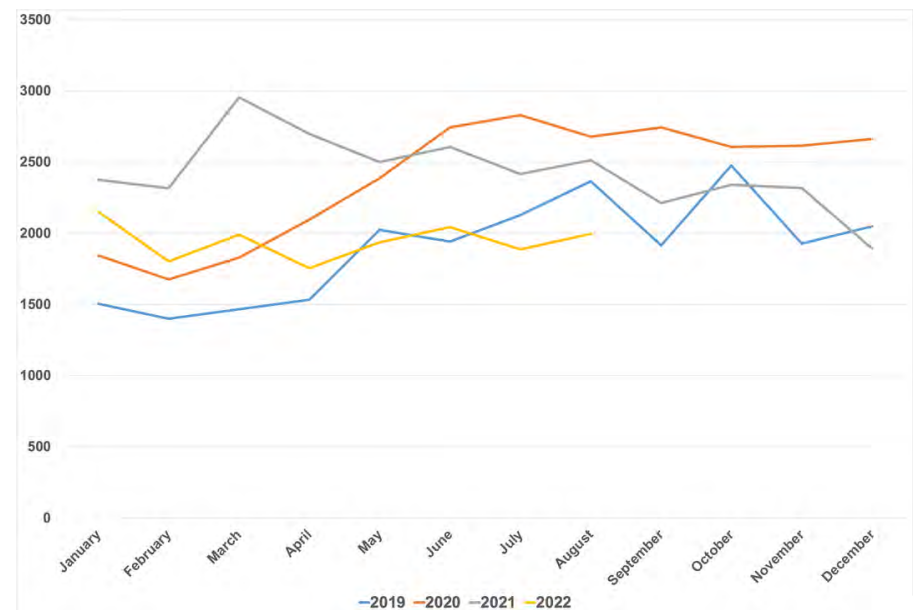
2022 HIGHLIGHTS

- **Completion of Office Remodel** - The remodel of the Register of Deeds office was completed in summer. These office modifications were part of the strategy to implement Courtroom B through the use of a portion of the Register of Deeds Office's footprint. The remodel has been well received by staff and customers alike.
- **Continuous Improvement Project** - The Register of Deeds Office conducted a continuous improvement project with the Conservation, Planning & Zoning Department to identify opportunities for efficiencies in the property listing process. The Register of Deeds has been instrumental in reducing the number of land transactions that require review by the Property Lister through the implementation an "early review process."

LOOKING FORWARD TO 2023

- **Reduced Revenue Projections** - Given the Federal Reserve's increase in interest rates, property transactions have slowed causing our 2023 revenue projections to be reduced from 2022.
- **Property Listing Assistance** - The Register of Deeds Office will continue to assist with property listings in an effort to reduce the current backlog.

TOTAL MONTHLY RECORDED DOCUMENTS BY YEAR



SHERIFF'S OFFICE

ABOUT THE DEPARTMENT

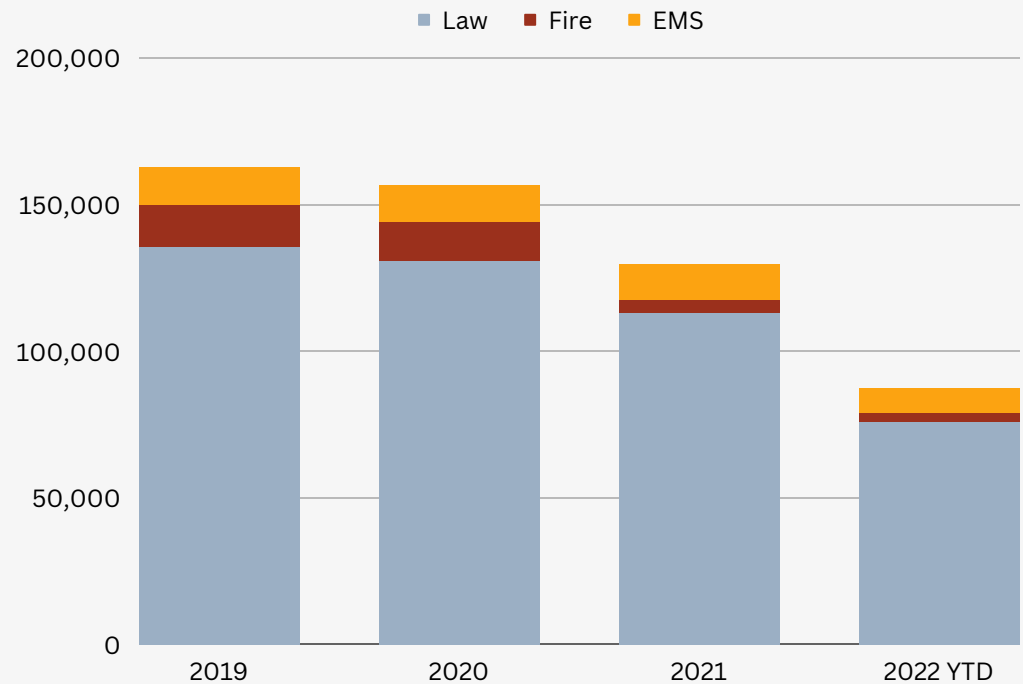
The Sheriff's Office team is made up of more than 200 professionals who strive to provide a safe, secure and crime-free community. The department is divided into five different divisions:

- **Administration** provides direction, coordination, and control necessary to successfully accomplish the office's goals.
- **Communications** handles all emergency calls and is responsible for paging and radio dispatching for nearly 80 emergency services agencies in Marathon County.
- **Corrections** is responsible for the operations of the jail and juvenile facility.
- **Investigations** is responsible for conducting criminal investigations within the jurisdiction of the Sheriff's Office.
- **Patrol** is the front-line team tasked with patrolling and providing service throughout the more than 1,500 square miles of Marathon County.

OUR MISSION

The Marathon County Sheriff's Office exists to provide a safe, secure, and crime-free community through trust-building, enforcement, and public safety management.

TOTAL COUNTY-WIDE CALLS FOR SERVICE BY YEAR



SHERIFF'S OFFICE

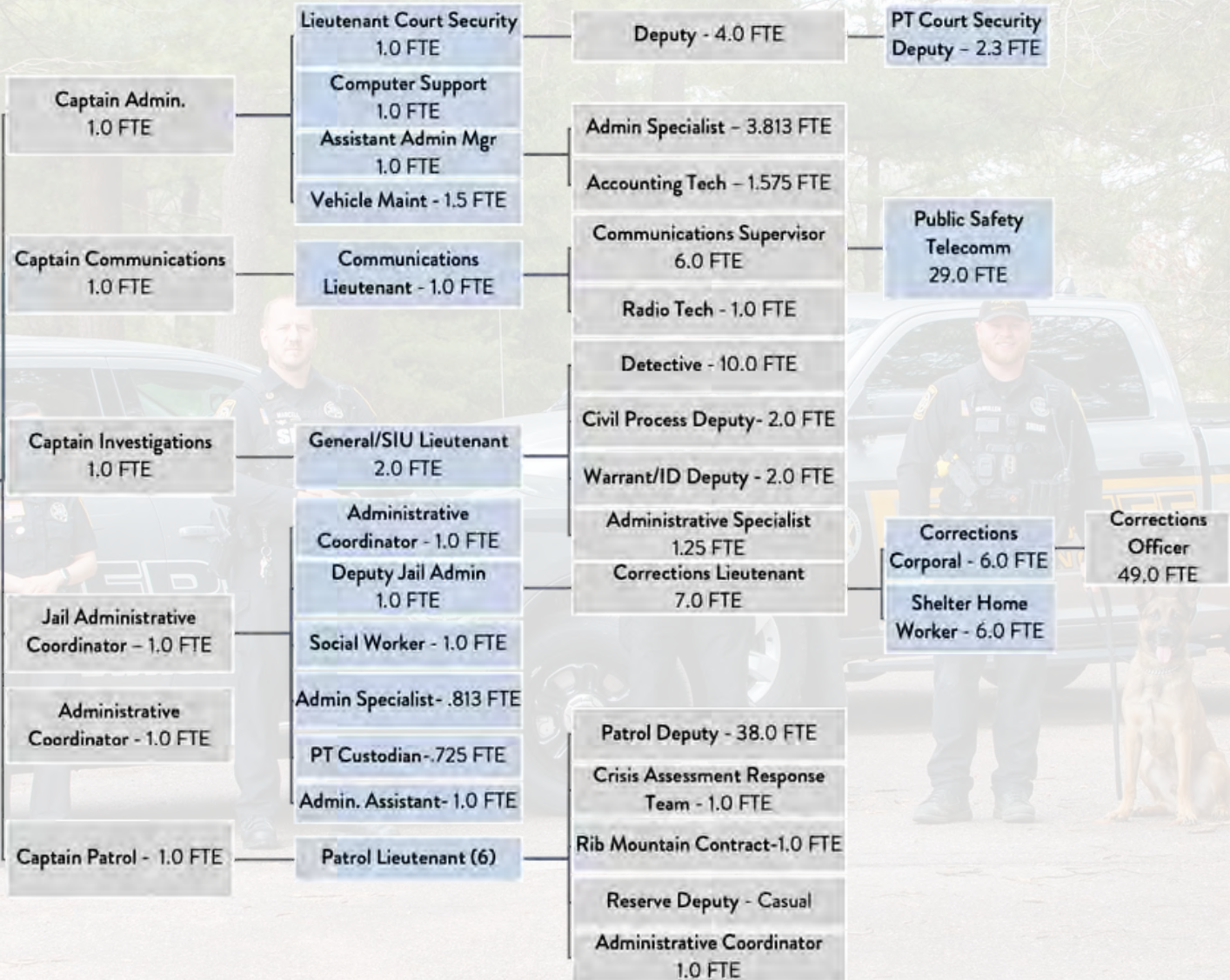
OUR TEAM



Scott Parks
Sheriff
since 2013

Sheriff
1.0 FTE

Chief Deputy
1.0 FTE



SHERIFF'S OFFICE

2022 HIGHLIGHTS

- **Completion of Large Projects** - During the course of the last year, the Sheriff's Office has completed the implementation of several large projects.
 - The **law enforcement records management software** project was completed with the final interfaces being put into production. The most significant of these interfaces was related to the transfer of information from law enforcement agencies to the District Attorney's Office. The outcome of this work is improved accuracy and efficiency for the District Attorney and her staff.
 - **Body-worn cameras** have now been fully implemented across the Sheriff's Office. Body cameras are deployed in the jail as well as on the street by deputies and detectives. All squad cameras were updated through this process as well.
 - The final large project that was completed this year was the **911 Center and Back-up 911 Center technology and equipment build-out**. With this project nearing completion, the Sheriff's Office will now have the ability to handle all police, fire and EMS calls for service and answer 911 calls from the back-up center in the event the dispatch center at the courthouse is compromised.
- **Shelter Home Evaluation** - In late 2021, the Sheriff's Office began the process of evaluating whether operating the Marathon County Shelter Home was in the best interest of the County. Through the analysis, it was discovered that the costs associated with operating the Shelter Home far outweighed the need. In collaboration with Social Services, the Sheriff's Office made the very difficult decision to close the Shelter Home and move to a new service delivery model for youth in need of shelter services.
- **Rib Mountain Deputy Contract** - This past year, the Sheriff's Office continued their contract with the Town of Rib Mountain for law enforcement services. The Town of Rib Mountain contracts a deputy for 40 hours of patrol/coverage each week. It is anticipated that this agreement will be expanded in 2023 and that the Town of Rib Mountain will be contracting for an additional deputy for a total of 80 hours per week. The addition of this deputy position will help the Sheriff's Office as the town likely changes to a village in the coming years. The relationship with Rib Mountain has been excellent.

SHERIFF'S OFFICE

LOOKING FORWARD TO 2023

- **Recruitment and Retention** - Challenges associated with recruiting, hiring and retaining qualified staff has been incredibly difficult in the jail as well as the 911 center. We continue to work on an advertising and recruiting strategy to bring the right people into the organization for these positions. The Sheriff's Office is relying heavily upon the outcome of the compensation study to further these efforts.
- **Jail Inmate Population** - A large number of inmates continue to be housed out of our facility due to significant staffing shortages. In line with the efforts noted above, we will continue to work on recruiting in an effort to bring our inmates back. This will save the county hundreds of thousands of dollars each year. In previous years, we did a very good job of managing the inmate population, significantly cutting costs (e.g., \$575,000 in the 2022 budget).
- **Innovative Approaches to Cut Costs** - The Sheriff's Office is currently working with Administration and North Central Health Care staff to research innovative programming for those inmates who are "high-utilizers" of our services as well as those of our medical and mental health partners. Case management and supportive housing in lieu of incarceration for certain inmates would significantly cut costs for services like psychotropic medications and medical procedures. The use of electronic monitoring coupled with case management could be a useful tool moving forward.
- **Evaluation of Secure Detention Center** - The Sheriff's Office is considering whether it makes sense for the county to operate a Secure Detention Center (SDC). Contrary to the outcome of the Shelter Home analysis, there are no private partners available to hold juvenile offenders who require secure custody. With limited secure detention centers across the state, the Sheriff's Office has solicited partners from other counties to help cover the costs associated with operating a SDC by asking that county's commit to an annual contract for a bed. If there is enough interest, the operation of the SDC would be cost-neutral (saving Marathon County approximately \$900,000 per year) with additional revenue to cover facility upkeep.
- **NCHC Partnership** - As costs increase due to inflation, we learned that our jail food vendor was seeking a 25% increase. This necessitated a review of alternative options. The Sheriff's Office is working with North Central Health Care to explore the possibility of having NCHC provide meal services to the jail. This then opened up discussions on psychiatric services being contracted through NCHC. Both of these opportunities are being explored with the hopes that they can be implemented in 2023.
- **Alarm Permit Fees** - The Sheriff's Office continues to expand upon the Alarm Permit Fee process. Revenues have grown from \$70,000 per year to now more than \$90,000 per year.

SOCIAL SERVICES

ABOUT THE DEPARTMENT

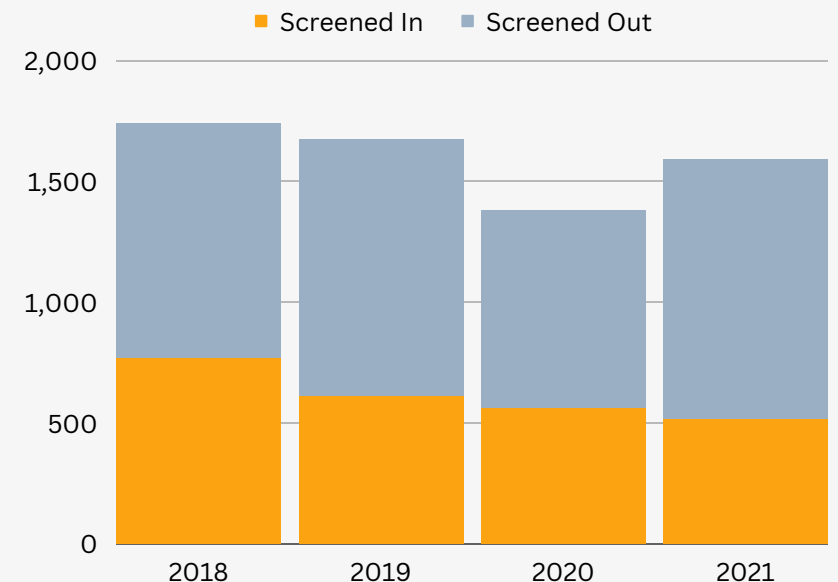
The Department of Social Services is made up of a dedicated team of more than 125 employees that work every day to protect children in our community and strengthen families. The Department has teams devoted to the following six core functional areas:

- **Child Protection** – responsible for receiving, responding to, and investigating reports of child abuse and neglect and with working with children, families, and other supports to provide for safe, permanent placements for children.
- **Youth Justice** – tasked with receiving referrals from law enforcement agencies and local schools regarding delinquent behavior and coordinating a response through informal or court involvement.
- **Children’s Long Term Support** – responsible for coordinating the delivery of voluntary services for children with disabilities in our community.
- **Economic Support** – determining eligibility on behalf of the State of Wisconsin for Foodshare, Medicaid (Badger Care), Caretaker Supplements, and Child Care subsidies.
- **Child Support** – working to ensure children and families in our community have sufficient financial resources by locating non-custodial parents for purposes of support, seeking to establish paternity, and monitoring support payments as directed by the courts.
- **Administration** – serving to provide the necessary support and delivery of resources to staff to accomplish the Department and county objectives.

OUR MISSION

The Marathon County Social Services Department works to strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

CHILD MALTREATMENT REPORTS BY YEAR



Screened In: Maltreatment allegations rise to the level of statutory authority for DSS response. **Screened Out:** Maltreatment allegations do not rise to the level of statutory authority for DSS to respond; referrals for community services may be provided.

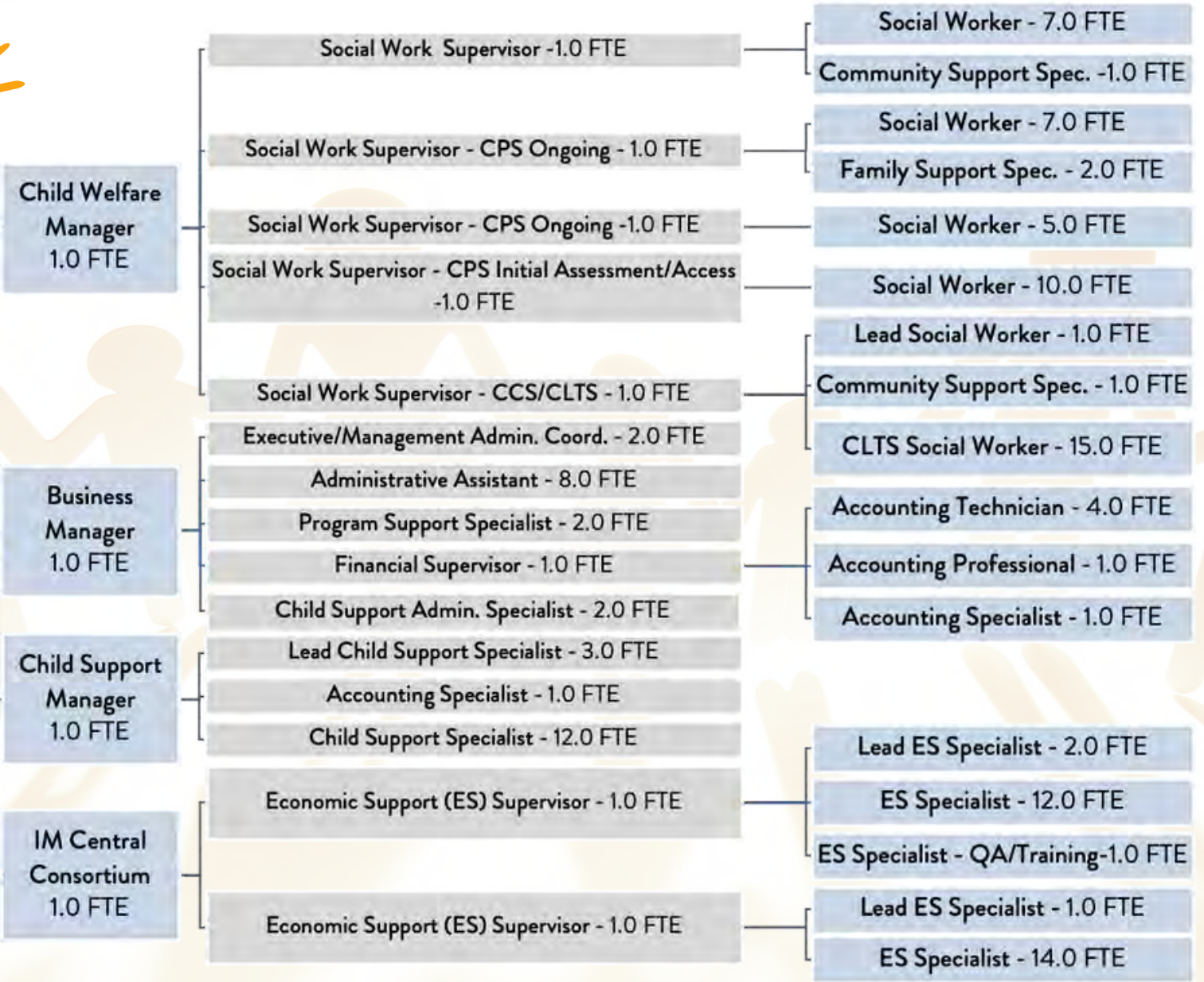
SOCIAL SERVICES

OUR TEAM



Vicki Tylka
Social Services Director
since 2005

**Social Services
Director**
1.0 FTE



SOCIAL SERVICES

2022 HIGHLIGHTS

- **ELEVATE Child Support Systems Change Grant** - Positive results are being demonstrated for clients of the program and participation has increased to 279 members as of August 1. Indications are that the program will continue and expand within the state in 2023-2024. The synergy in connecting services of Child Support with Child Welfare is significant to maximize resources for families.
- **Children's Long-Term Support** - Children with disabilities can remain with their families in the community with services which decreases the need for out-of-home care days and eliminates use of county levy to support the program. As of August 22, 333 children were served by the Children's Long-Term Support program and 76 children received Comprehensive Community Services.

LOOKING FORWARD TO 2023

- **Reduction in Out-of-Home Care Days** - Achieving a reduction in out of home care days, as required by federal Family First Prevention Services Act, includes addressing barriers of lack of adequate housing for families, increasing provision of in-home safety services, and enhanced case management services. The 2023 budget submission strives to reduce out of home care costs by decreasing out of home care days, and a shift to least restrictive, more family like settings, which are less costly and better for children.
- **New Model for Youth Shelter Home** - As the Youth Shelter home was closed in February 2022, an alternative model for community-based services is being evaluated. An array of evidenced base services in the community can be provided for less cost and impact a greater number of youth, with the goals of building on the youth's strengths and increased involvement of families.
- **Relocation to Lake View Drive Campus** - The Department will relocate to the Lake View Drive Campus, adjacent to the Health Department, in March 2023. Considerable planning has taken place and will continue to take place to ensure the move is conducted efficiently with minimal interruption to services.

SOLID WASTE

ABOUT THE DEPARTMENT

The Solid Waste Department began operations in 1980 with the opening of the Area A landfill in Ringle. Since that time the department has provided a wide range of waste and recycling services for not only Marathon County, but also central and Northcentral Wisconsin. Currently, Marathon County owns 575 acres of land that can be utilized for waste management.

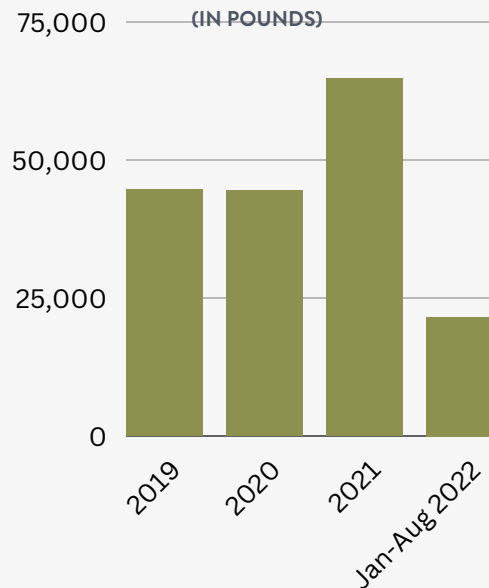
The Solid Waste Department operates as a business enterprise and has never used county tax levy. The Solid Waste Management Board has set a policy vision that the department is not just a landfill, it is a true community resource.

In 1997, the Solid Waste Department partnered with the Health Department to start collecting household hazardous waste for proper disposal. This effort was the next step in an evolution of hazardous waste management that started throughout the county with the popular Clean Sweep programs. In 2010, the collection was moved to the Solid Waste Department and currently operates 5 days a week.

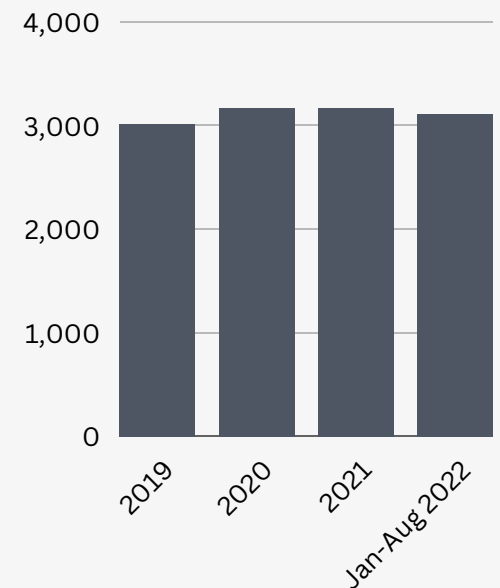
OUR MISSION

To provide the residents, businesses and organizations of the region with a cost-effective, comprehensive integrated waste management system. The system consists of programming, education and consulting services on waste reduction, recycling, composting and hazardous waste management, along with landfill disposal, with landfill-gas-to-energy production

HOUSEHOLD HAZARDOUS WASTE COLLECTED

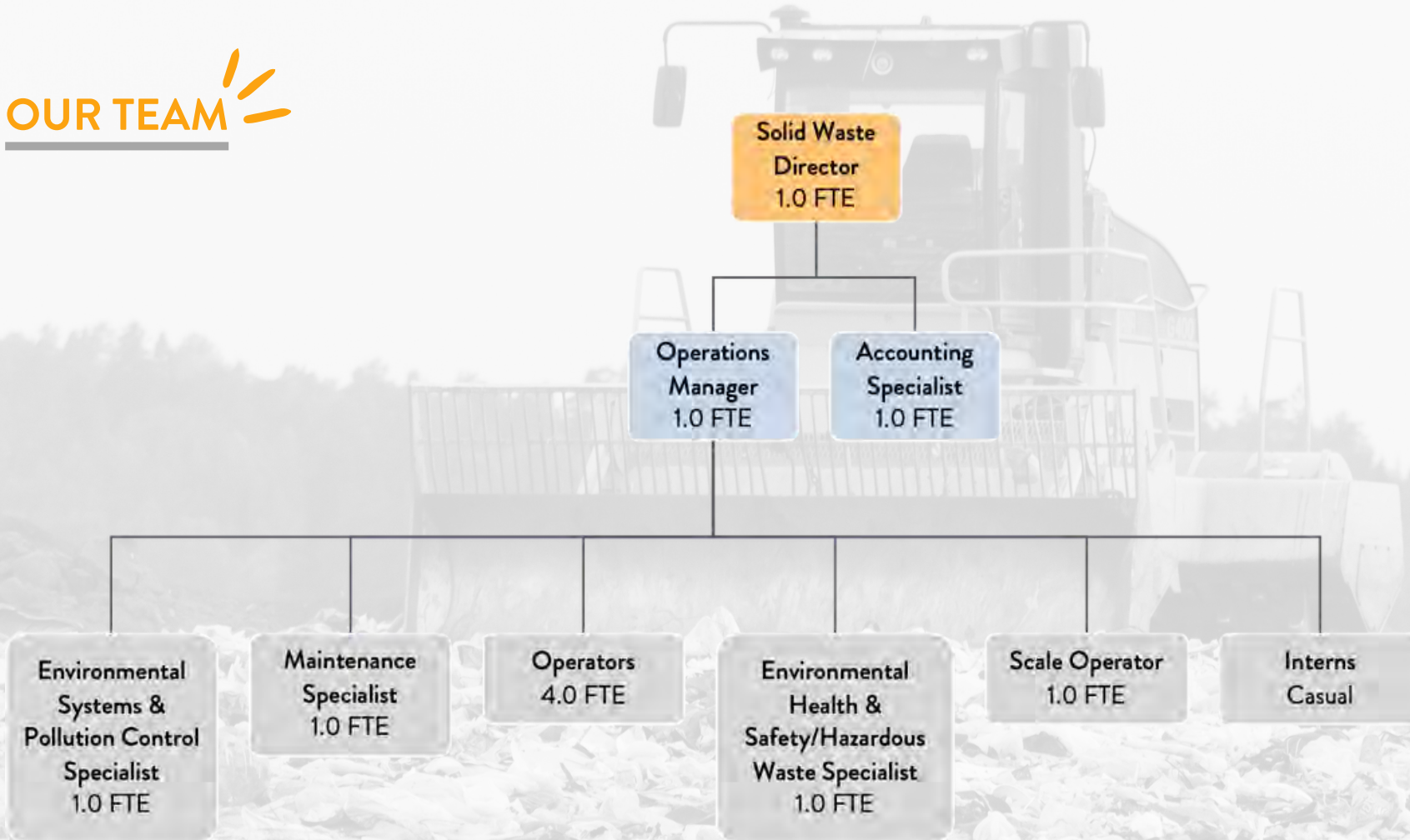


AVERAGE MONTHLY TRANSACTIONS



SOLID WASTE

OUR TEAM



2022 HIGHLIGHTS

- **Bluebird Ridge Expansion** - The Solid Waste Department contracted with Riverview Construction to build Phase 5B, a contiguous 6-acre liner expansion on the Bluebird Ridge Recycling and Disposal Facility, providing an additional 3 years of disposal capacity. The total cost of construction was around \$2.8 million. Department staff took on most of the surveying work and soil testing, saving the Department nearly \$150,000 in engineering fees. In addition to the liner construction, the team worked together on a DNR mandated closure of 10 acres of final cap at a cost of approximately \$900,000.
- **Landfill Gas Infrastructure Upgrades** - In addition to the construction, the department worked to upgrade gas infrastructure to better capture landfill gas that is generated within the waste mass. System upgrades included nearly \$125,000 in upgrades for multiple gas wells across the site. These upgrades improve the capture of landfill gas before it escapes the landfill and provide more ability to destroy it through combustion in the flare system.
- **Dual Scale Operation** - 2022 was the first full year of operating with 2 vehicle scales. In late 2021, the department installed a second weigh-station and vehicle scale. The scale was in full use for the entirety of 2022, and provided a significant improvement in vehicle throughput, virtually eliminating wait times for all customers and yielding efficiency for everyone.
- **Inter-departmental Collaboration** - The Solid Waste Department is always looking for ways to share resources across other Marathon County Departments. In 2022, Solid Waste worked with Facilities and Capital Management to “trade” services. Solid Waste needed some carpentry work completed in the office and Facilities and Capital Management needed to dispose of nearly 2,000 pounds of hazardous chemicals. Working together, both Departments successfully shared in the services they provide, and the work was able to be completed while saving both departments thousands.
- **Additional Staff Member** - In January 2022, the department hired an additional full-time operations team member. This additional employee was a significant step in providing necessary support to maintenance and programs, allowing the department to save nearly \$75,000 on outside contractor assistance. With the help of additional staff, the operations team was able to do more work in-house, including road construction, soil hauling, and leachate system maintenance. The additional employee also increased flexibility throughout the department, increasing bench strength, reducing overtime costs, and allowing staff to better utilize PTO and manage time off.

LOOKING FORWARD TO 2023

- **Managing Increased Costs** - The anticipated implementation of the Class-Compensation study will not only bring employees closer to market wage rates, but also a significant increase in expense. To best manage these increasing costs, the department will look to again implement a 4-10 schedule (4 days of 10-hour shifts) to help offset some of the overtime costs associated with operation of the facility.
- **Gas Infrastructure Upgrades** - The Solid Waste Department will upgrade necessary infrastructure for the gas system. The blower, gas flare, and system control station that supplies vacuum to the landfills is nearly 25 years old with outdated electrical controls and insufficient software programming. Work will be done to upgrade this system to increase reliability and maintain compliance with DNR air permits. The cost of system upgrades will be around \$625,000 which will come from Solid Waste reserves as a Capital Improvement Project.
- **Area B Landfill** - The department will work to finish filling any remaining capacity in the Area B landfill. Area B still contains some usable capacity, and any remaining space will be utilized for disposal to the extent possible. This work will be completed in 2023 to set up for final capping of Area B in 2024.
- **Bluebird Ridge Gas Infrastructure** - With more waste continually being added to the Bluebird Ridge Recycling and Disposal Facility, the need for additional gas control infrastructure will be necessary. This Capital Improvement Project for installation of new gas wells will be around \$200,000, funded by Solid Waste reserves.
- **Fee Increases** - Solid Waste Department tipping fees will increase in 2023 to better manage the increasing costs of fuel and construction. Cost of operation and construction of the landfill is driven by fuel and can fluctuate from year to year. This past year was particularly challenging due to the fuel increases that drove up the price of trucking, equipment operation, and all the plastic for geomembrane and piping systems. Original estimates for final closure of Area B were around \$5.9 million and has now increased to \$9.4 million. To adjust, disposal fees will be increasing from \$48 per ton to \$56 per ton following the CPI increase but maintaining a competitive pricing structure within the central Wisconsin area. Contract rates for customers who have accounts with the department will be increased by 6%. Municipal customers will only see an increase of 4% to help them better manage their costs relative to tax dollars. Other price increases include recycling fees for appliances, electronics, and tires, in addition to other materials like yard waste, concrete, and shingles.

UW-EXTENSION MARATHON COUNTY

ABOUT THE DEPARTMENT

The University of Wisconsin-Madison Division of Extension's (UW-Extension) purpose is to teach, learn, lead and serve, connecting people with the University of Wisconsin, and engaging with them in transforming lives and communities.

With an office in each Wisconsin county, UW Extension delivers programming based on the specific local needs of each community. The staff are employees of UW-Madison and the facilities are provided by each respective county. The staff of the Marathon County office provide local educational programs in the following major program areas: Agriculture, Horticulture, 4-H Youth Development, and Health and Well-being through the FoodWise Program.

Overall, Marathon County Extension staff live out the Wisconsin Idea - that the resources of the University belong to the residents of the state where they live, work, and recreate.

OUR MISSION

With an office in each Wisconsin county and faculty on UW Campuses, Extension develops practical educational programs tailored to local needs and based on university knowledge and research.

OUR TEAM



Jason Hausler
Interim Area Director & Assistant Dean
-serving since 2017



UW-EXTENSION MARATHON COUNTY

2022 HIGHLIGHTS

- **New 4-H Staff** – UW-Extension hired two new 4-H staff members, to deliver and expand the reach of youth development programming across Marathon County. One staff member is bilingual (Spanish) and that has opened new doors for not only youth development programming to Latinx communities, but rather to all educational programs.
- **4-H Summer Program** – Over 1,650 youth from throughout Marathon County participated in the 4-H summer funding. This growth in the program is partially a result of leveraged funding to support an additional half-time 4-H staff member to serve and grow the program.
- **UniverCity Project** – UW-Extension partnered with UniverCity on a project surrounding Fenwood Creek, aimed at improving environmental stewardship.



719 youth enrolled in 4-H across **29 clubs** in the county during the 2021-2022 year.

903 participants engaged in the Heart of the Farm programming series.



198 court-mandated community service hours completed through the therapeutic horticulture program.

LOOKING FORWARD TO 2023

- **Expansion of 4-H Program** - In 2023, UW-Extension will expand 4-H youth programs to new audiences through a partnership with AmeriCorps that will explore providing 4-H programs at more schools around the county.
- **Broadband Staff Support** - UW-Extension will continue to provide staff support to the Broadband Task Force. This support comes in the form of staffing committee meetings, preparing minutes and agendas, and distributing the appropriate notices and communications.
- **Office Efficiencies** – UW-Extension will continue to evaluate additional way to improve internal efficiencies through technology usage, partnering with other departments and sunsetting initiatives, if needed.

VETERANS SERVICE OFFICE

ABOUT THE DEPARTMENT

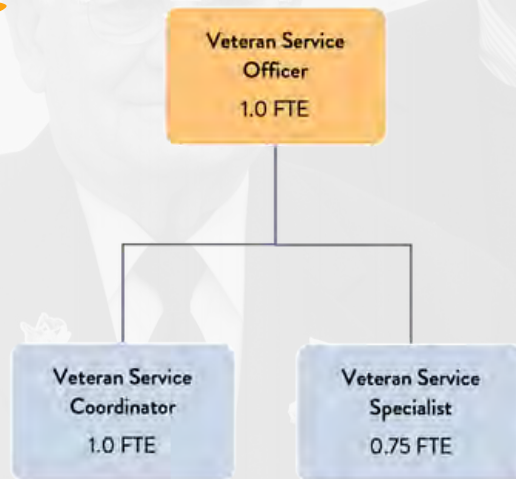
The Veterans Service Office assists eligible Veterans and their dependents in applying for a wide range of benefits and services such as loans, death and burial benefits, education, retraining grants, obtaining military records, pension and compensation, health care needs and more.

The VA accredited staff provides knowledgeable assistance navigating forms, application for benefits, the submission process to the VA, and information about programs and service available to Veterans. Their goal is to serve all Veterans and their families with dignity and compassion while providing professional and timely customer service.

OUR TEAM



Jill Geoffroy
Veterans Service
Officer
since 2020



OUR MISSION

The Veterans Service Office strives to provide the best support to Marathon County Veterans and their families. They ensure Veterans and their families are receiving State and Federal benefits that they are eligible to receive, raise the profile of Veteran's issues within the community and educate the public on the contributions and benefits of Veterans along-side service organizations and community leaders, and responsibly manage limited resources and leverage what we have to serve the citizens of our county.



Serving Those Who Served.

VETERANS SERVICE OFFICE

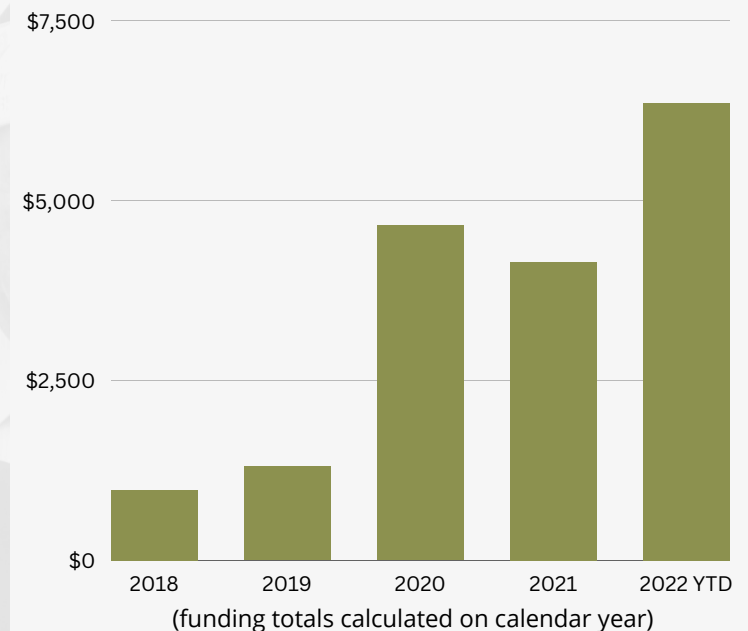
2022 HIGHLIGHTS

- **Claims Submitted** – Veterans Service Office staff submitted over 1,560 claims and applications to the VA and WDVA on behalf of Marathon County Veterans. These claims provided to access to benefits including compensation, pension, survivor pension, burial benefits, property tax credit, VA health care applications, education benefits and others.
- **Community Outreach** - Significant outreach was conducted this past year reaching 103 people to support, educate and engage Veterans and their families in programs and services available to them. This number is expected to grow with additional activities planned for the remainder of 2022.
- **Customer Surveys** – Increased office efficiency and timely service has proved successful at improving customer satisfaction, as demonstrated by our 96% positive response rate on customer service survey results.
- **New Monetary Compensation** - Since January, new monetary compensation totaling \$1,473,729.43 has been secured for 194 Marathon County Veterans. The VSO has already secured benefits for more Veterans than last year, and is on pace to surpass last year's monetary compensation total.

LOOKING FORWARD TO 2023

- **Relocation to Lake View Campus** - The office will plan for and complete the relocation of the Veterans Service Office (VSO) to the North Central Health Care - Lake View Campus.
- **Community Partners Campus** – The Veterans Service Office (VSO) will enhance access opportunities for local veterans by having a regular presence at the Community Partner Campus. The VSO, in partnership with County Administration, and other County Departments will continue to explore opportunities to deliver services through Marathon County's leased space on the Community Partners Campus to more effectively serve veterans in our community.
- **Internal Work Sharing** - Due to internal office efficiencies, VSO staff will continue to provide assistance to other county departments who are experiencing challenges due to staff shortages.

SERVICE COMMISSION FUNDS AWARDED



NON-PROFIT ORGANIZATIONS



MCDEVCO

CONTRACTED SERVICES:

- Deliver at least two GEARS Certificate of Excellence program sessions within the calendar year.
- Deliver a combination of education, leadership, and mentorship programs, as outside funding and internal resources allow.
- The above mentioned educational and leadership programs shall result in the formation, maintenance, and/or relocation of 16 new businesses within Marathon County.



CONTRIBUTIONS

2022 Contribution: \$85,000

2023 Contribution: \$40,000

MISSION

The Marathon County Economic Development Corporation's mission is to invest in business development and community growth through the integration of resources.

IMPORTANT NOTES

In addition to delivering the contractual services referenced above, MCDEVCO administers the following on behalf of Marathon County:

- A Revolving Loan Fund (RLF) to provide gap financing to local businesses in need of capital;
- The personal onsite wastewater treatment system (POWTS) loan program to aid income constrained residents update their home systems; and
- The Community Development Block Grant (CDBG) Coronavirus grant program to assist small businesses outside the City of Wausau impacted by the pandemic.

UNITED WAY 211

CONTRACTED SERVICES:

- Partner with the Department of Social Services to update and enhance 211 referral resources for calls regarding abused and neglected children
- Partner with the Health Department to update and enhance 211 referral resources regarding free or low cost immunizations, sexually transmitted disease testing, Start Right services, and AODA and mental health services available within the community
- Partner with North Central Health Care to update and enhance 211 referral resources related to AODA and mental health services
- Partner with the Aging and Disability Resource Center and Adult Protective Services to update and enhance referral resources related to abused neglected, or at-risk adults and elderly
- Partner with Central Wisconsin Airport to update and enhance 211 referral resources related to business and personal travel from the Central Wisconsin Airport
- Partner with the Sheriff's Office to update and enhance 211 referral resources related to nonemergency law enforcement referrals within Marathon County



**United Way
of Marathon County**

To gather information regarding the 211 service and its impact, [click here](#)

CONTRIBUTIONS

2022 Contribution: \$40,000

2023 Contribution: \$40,000

IMPORTANT NOTES

As a result of its recent Strategic Planning initiative, United Way has a new, organization-wide goal for our community . . .

Lifting 10,000 community members to financial stability by 2033.

MISSION

***The United Way of Marathon County recently adopted a new mission statement . . .
UNITING TO THRIVE***

[Click here](#) to view Annual Reports, Audits, and Funded Partner information.

MARATHON COUNTY HISTORICAL SOCIETY

CONTRACTED SERVICES:

- Host five programs or lectures within Marathon County and outside the greater Wausau metropolitan area in coordination with the Director of the Marathon County Public Library
- Host ten programs, lectures, or events within the greater Wausau metropolitan area in partnership with the Director of the Marathon County Public Library
- Add Marathon County records to the MCHS online searchable database
- Continue to pursue options for digitizing original county records stored in the county's archives including probate records, farm journals, and County Board proceedings



CONTRIBUTIONS

2022 Contribution: \$54,376
2023 Contribution: \$54,376

IMPORTANT NOTES

- *In 2023, MCHS anticipates initiating a capital campaign for facility expansion, increasing the public's access to historical records.*
- *The lecture/program series has received more than 6,600 views over the last 12 months.*

MISSION

The Marathon County Historical Society's mission is to collect, preserve, and exhibit materials related to the history of Marathon County; and to use those materials to help people learn about North Central Wisconsin, connect with their roots, and explore their own historical connections.

[Click here](#) to view the Marathon County Historical Society's Annual Report.

NORTH CENTRAL COMMUNITY ACTION PROGRAM

CONTRACTED SERVICES:

- In partnership with North Central Health Care Community Treatment, provide housing related services for clients of Community Treatment within Marathon County
- In partnership with North Central Health Care Crisis and MMT departments, provide crucial transition services to clients utilizing Crisis and MMT programming to assist them in maintaining sobriety and housing stability
- In partnership with the Department of Social Services, provide services for recipients of Community Response who are struggling with homelessness, access to child care, and behavioral or addiction issues
- Partner with the Marathon County Jail and Probation and Parole to provide housing and case management services to individuals being released from incarceration
- Provide services and skills training to Marathon County partners and service recipients



CONTRIBUTIONS

2022 Contribution: \$33,757

2023 Contribution: \$33,757

IMPORTANT NOTES

In addition to these contracted services, NCCAP was the subrecipient of Community Development Block Grant (CDBG) Coronavirus funding that Marathon County received to assist homeowners and renters that reside outside the City of Wausau that were impacted by the pandemic.

MISSION

The mission of the [North Central Community Action Program \(NCCAP\)](#) is to act as an advocate, provider, and facilitator of programs and services for low-income individuals in Lincoln, Marathon, and Wood Counties. NCCAP seeks to create opportunities for people and communities to obtain skills, identify and utilize resources, and explore innovative options necessary to reduce poverty and increase self-sufficiency.

[Click here](#) to view North Central Community Action Program's 2020 Annual Report.

THE WOMEN'S COMMUNITY

CONTRACTED SERVICES:

- Partner with the District Attorney's Office to provide advocacy services to victims of domestic abuse and sexual assault cases
- Attend probation review hearings in domestic abuse cases to assist the District Attorney and Probation and Parole with monitoring of offender compliance
- Partner with the diversion program of the District Attorney's Office to provide classes and programming related to the sending, receiving, or forwarding of sexually explicit messages, images, or videos by youth
- In partnership with the District Attorney's Office, present sexual assault prevention education annually to school districts within the County
- Provide the services of a trained victim advocate to provide advocacy and outreach services to victims identified by the Sheriff's Office
- Provide the services of a trained victim advocate to provide professional input at Child Advocacy Center interviews of abused and neglected children



THE WOMEN'S COMMUNITY
A SAFE PLACE: SERVICES FOR
VICTIMS OF ALL GENDERS & AGES



CONTRIBUTIONS

2022 Contribution: \$55,000

2023 Contribution: \$55,000

IMPORTANT NOTES

In addition to the revenue in connection with the contracted services agreement, the Women's Community receives a portion of the marriage license fee revenue collected by the County Clerk pursuant to section 765.15 of the Wisconsin Statutes.

MISSION

The Women's Community exists to provide specialized services and resources to people in Central Wisconsin affected by domestic violence, sexual assault, stalking and human trafficking.

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Administration/Justice Systems Alternatives									
2023	2,865,617	59,561	2.12%	536,133	72,133	15.55%	2,329,484	(12,572)	-0.54%
2022	2,806,056	199,415	7.65%	484,000	68,250	17.25%	2,342,056	131,165	5.93%
2021	2,606,641	(51,723)	-1.95%	395,750	(85,866)	-17.83%	2,210,891	34,143	1.57%
2020	2,658,364	281,681	11.85%	481,616	90,866	23.25%	2,176,748	190,815	9.61%
2019	2,376,683	28,055	1.19%	390,750	(98,214)	-20.09%	1,985,933	126,269	6.79%
Capital Improvements									
2023	7,512,943	(980,677)	-11.55%	7,425,473	(622,573)	-7.74%	87,470	(358,104)	-80.37%
2022	8,493,620	3,275,706	62.78%	8,048,046	3,565,220	79.53%	445,574	(289,514)	-39.38%
2021	5,217,914	2,733,555	110.03%	4,482,826	2,304,169	105.76%	735,088	429,386	140.46%
2020	2,484,359	986,727	65.89%	2,178,657	711,325	48.48%	305,702	275,402	908.92%
2019	1,497,632	(1,109,746)	-42.56%	1,467,332	(899,996)	-38.02%	30,300	(209,750)	-87.38%
Clerk of Circuit Courts									
2023	3,772,694	93,351	2.54%	2,096,912	94,457	4.72%	1,675,782	(1,106)	-0.07%
2022	3,679,343	120,035	3.37%	2,002,455	221,875	12.46%	1,676,888	(101,840)	-5.73%
2021	3,559,308	51,098	1.46%	1,780,580	0	0.00%	1,778,728	51,098	2.96%
2020	3,508,210	190,838	5.75%	1,780,580	100,000	5.95%	1,727,630	90,838	5.55%
2019	3,317,372	22,697	0.69%	1,680,580	0	0.00%	1,636,792	22,697	1.41%
Conservation, Planning & Zoning									
2023	4,831,479	804,620	19.98%	3,259,569	576,711	21.50%	1,571,910	227,909	16.96%
2022	4,026,859	533,109	15.26%	2,682,858	516,975	23.87%	1,344,001	16,134	1.22%
2021	3,493,750	323,974	10.22%	2,165,883	327,151	17.79%	1,327,867	(3,177)	-0.24%
2020	3,169,776	(14,544)	-0.46%	1,838,732	4,399	0.24%	1,331,044	(18,943)	-1.40%
2019	3,184,320	(196,068)	-5.80%	1,834,333	(163,582)	-8.19%	1,349,987	(32,486)	-2.35%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Contingency									
2023	800,000	(50,000)	-5.88%	0	0	0.00%	800,000	(50,000)	-5.88%
2022	850,000	0	0.00%	0	0	0.00%	850,000	0	0.00%
2021	850,000	300,000	54.55%	0	0	0.00%	850,000	300,000	54.55%
2020	550,000	0	0.00%	0	0	0.00%	550,000	0	0.00%
2019	550,000	(150,000)	-21.43%	0	0	0.00%	550,000	(150,000)	-21.43%
Corporation Counsel									
2023	966,336	(17,036)	-1.73%	507,643	(3,201)	-0.63%	458,693	(13,835)	-2.93%
2022	983,372	13,784	1.42%	510,844	10,844	2.17%	472,528	2,940	0.63%
2021	969,588	106,171	12.30%	500,000	109,000	27.88%	469,588	(2,829)	-0.60%
2020	863,417	21,759	2.59%	391,000	0	0.00%	472,417	21,759	4.83%
2019	841,658	24,152	2.95%	391,000	11,949	3.15%	450,658	12,203	2.78%
County Board of Supervisors									
2023	442,686	1,569	0.36%	0	0	0.00%	442,686	1,569	0.36%
2022	441,117	8,138	1.88%	0	0	0.00%	441,117	8,138	1.88%
2021	432,979	(21,150)	-4.66%	0	0	0.00%	432,979	(21,150)	-4.66%
2020	454,129	(1,443)	-0.32%	0	0	0.00%	454,129	(1,443)	-0.32%
2019	455,572	22,361	5.16%	0	0	0.00%	455,572	22,361	5.16%
County Clerk									
2023	601,987	(127,439)	-17.47%	141,200	(92,650)	-39.62%	460,787	(34,789)	-7.02%
2022	729,426	25,778	3.66%	233,850	(5,300)	-2.22%	495,576	31,078	6.69%
2021	703,648	(96,179)	-12.02%	239,150	(31,750)	-11.72%	464,498	(64,429)	-12.18%
2020	799,827	32,916	4.29%	270,900	12,040	4.65%	528,927	20,876	4.11%
2019	766,911	15,660	2.08%	258,860	(12,350)	-4.55%	508,051	28,010	5.83%
Debt Service									
2023	7,384,562	3,745,130	102.90%	3,100,000	1,330,049	75.15%	4,284,562	2,415,081	129.18%
2022	3,639,432	1,162,575	46.94%	1,769,951	1,085,004	158.41%	1,869,481	77,571	4.33%
2021	2,476,857	617,426	33.21%	684,947	534,947	356.63%	1,791,910	82,479	4.82%
2020	1,859,431	(77,069)	-3.98%	150,000	0	0.00%	1,709,431	(77,069)	-4.31%
2019	1,936,500	111,750	6.12%	150,000	0	0.00%	1,786,500	111,750	6.87%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
District Attorney									
2023	1,496,048	168,432	12.69%	404,346	206,846	104.73%	1,091,702	(38,414)	-3.40%
2022	1,327,616	151,194	12.85%	197,500	27,500	16.18%	1,130,116	123,694	12.29%
2021	1,176,422	(11,029)	-0.93%	170,000	5,096	3.09%	1,006,422	(16,125)	-1.58%
2020	1,187,451	(212,336)	-15.17%	164,904	(71,505)	-30.25%	1,022,547	(140,831)	-12.11%
2019	1,399,787	18,746	1.36%	236,409	(64,395)	-21.41%	1,163,378	83,141	7.70%
Emergency Management									
2023	329,009	(36,696)	-10.03%	172,526	16,486	10.57%	156,483	(53,182)	-25.37%
2022	365,705	27,290	8.06%	156,040	0	0.00%	209,665	27,290	14.96%
2021	338,415	(394,518)	-53.83%	156,040	(2,157)	-1.36%	182,375	(392,361)	-68.27%
2020	732,933	(7,217)	-0.98%	158,197	2,093	1.34%	574,736	(9,310)	-1.59%
2019	740,150	(20,908)	-2.75%	156,104	(2,900)	-1.82%	584,046	(18,008)	-2.99%
Employee Resources									
2023	723,631	(59,275)	-7.57%	164,169	(75,334)	-31.45%	559,462	16,059	2.96%
2022	782,906	195,796	33.35%	239,503	223,503	1396.89%	543,403	(27,707)	-4.85%
2021	587,110	(1,620)	-0.28%	16,000	0	0.00%	571,110	(1,620)	-0.28%
2020	588,730	12,472	2.16%	16,000	0	0.00%	572,730	12,472	2.23%
2019	576,258	22,454	4.05%	16,000	(300)	-1.84%	560,258	22,754	4.23%
Facilities and Capital Management									
2023	5,988,521	622,125	11.59%	1,029,651	419,344	68.71%	4,958,870	202,781	4.26%
2022	5,366,396	68,612	1.30%	610,307	(26,746)	-4.20%	4,756,089	95,358	2.05%
2021	5,297,784	362,172	7.34%	637,053	(267,972)	-29.61%	4,660,731	630,144	15.83%
2020	4,935,612	57,544	1.18%	905,025	(11,806)	-1.27%	4,030,587	69,150	1.75%
2019	4,878,068	70,775	1.47%	916,831	(11,099)	-1.20%	3,961,437	81,874	2.11%
Finance									
2023	941,749	33,787	3.72%	272,415	18,030	7.09%	669,334	15,757	2.41%
2022	907,962	128,251	16.45%	254,385	126,385	98.74%	653,577	1,866	0.29%
2021	779,711	20,190	2.66%	128,000	23,000	21.90%	651,711	(2,810)	-0.43%
2020	759,521	11,079	1.48%	105,000	0	0.00%	654,521	11,079	1.72%
2019	748,442	16,183	2.21%	105,000	3,500	3.45%	643,442	12,683	2.01%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Finance-General County Insurance									
2023	0	0	0.00%	0	0	0.00%	0	0	0.00%
2022	0	0	0.00%	0	0	0.00%	0	0	0.00%
2021	0	0	0.00%	0	0	0.00%	0	0	0.00%
2020	0	0	0.00%	0	0	0.00%	0	0	0.00%
2019	0	0	0.00%	0	0	0.00%	0	0	0.00%
Health									
2023	5,203,598	530,591	11.35%	2,307,806	662,869	40.30%	2,895,992	(132,278)	-4.37%
2022	4,673,007	79,635	1.73%	1,644,737	31,261	1.94%	3,028,270	48,374	1.62%
2021	4,593,372	(64,460)	-1.38%	1,613,476	(53,936)	-3.23%	2,979,896	(10,524)	-0.35%
2020	4,657,832	(11,277)	-0.24%	1,667,412	(64,170)	-3.71%	2,990,420	52,893	1.80%
2019	4,669,109	(328,593)	-6.57%	1,731,582	(292,379)	-14.45%	2,937,527	(36,214)	-1.22%
Highway									
2023	40,406,751	8,622,991	27.13%	30,647,287	8,255,012	36.87%	9,759,464	367,979	3.92%
2022	31,783,760	674,843	2.17%	22,392,275	(385,483)	-1.69%	9,391,485	1,060,326	12.73%
2021	31,108,917	2,158,374	7.46%	22,777,758	2,071,814	10.01%	8,331,159	86,560	1.05%
2020	28,950,543	1,560,298	5.70%	20,705,944	1,378,734	7.13%	8,244,599	181,564	2.25%
2019	27,390,245	(1,532,597)	-5.30%	19,327,210	(1,903,192)	-8.96%	8,063,035	370,595	4.82%
Insurance									
2023	20,938,389	497,307	2.43%	20,938,389	497,307	2.43%	0	0	0.00%
2022	20,441,082	2,287,426	12.60%	20,441,082	2,287,426	12.60%	0	0	0.00%
2021	18,153,656	753,817	4.33%	18,153,656	753,817	4.33%	0	0	0.00%
2020	17,399,839	1,461,274	9.17%	17,399,839	1,461,274	9.17%	0	0	0.00%
2019	15,938,565	194,872	1.24%	15,938,565	194,872	1.24%	0	0	0.00%
Library									
2023	3,859,838	105,076	2.80%	573,153	381,000	198.28%	3,286,685	(275,924)	-7.74%
2022	3,754,762	0	0.00%	192,153	0	0.00%	3,562,609	0	0.00%
2021	3,754,762	(30,009)	-0.79%	192,153	(17,000)	-8.13%	3,562,609	(13,009)	-0.36%
2020	3,784,771	104,975	2.85%	209,153	8,037	4.00%	3,575,618	96,938	2.79%
2019	3,679,796	(13,642)	-0.37%	201,116	0	0.00%	3,478,680	(13,642)	-0.39%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Medical Examiner									
2023	939,784	259,850	38.22%	546,000	253,215	86.48%	393,784	6,635	1.71%
2022	679,934	35,794	5.56%	292,785	18,138	6.60%	387,149	17,656	4.78%
2021	644,140	5,957	0.93%	274,647	17,547	6.82%	369,493	(11,590)	-3.04%
2020	638,183	8,451	1.34%	257,100	0	0.00%	381,083	8,451	2.27%
2019	629,732	13,986	2.27%	257,100	7,100	2.84%	372,632	6,886	1.88%
Parks, Recreation & Forestry									
2023	6,087,897	613,967	11.22%	3,895,503	577,573	17.41%	2,192,394	36,394	1.69%
2022	5,473,930	148,564	2.79%	3,317,930	127,441	3.99%	2,156,000	21,123	0.99%
2021	5,325,366	(449,477)	-7.78%	3,190,489	(440,451)	-12.13%	2,134,877	(9,026)	-0.42%
2020	5,774,843	349,460	6.44%	3,630,940	347,009	10.57%	2,143,903	2,451	0.11%
2019	5,425,383	141,496	2.68%	3,283,931	30,507	0.94%	2,141,452	110,989	5.47%
Register of Deeds									
2023	599,433	(51,661)	-7.93%	1,058,092	(201,878)	-16.02%	(458,659)	150,217	24.67%
2022	651,094	5,083	0.79%	1,259,970	156,000	14.13%	(608,876)	(150,917)	-32.95%
2021	646,011	97,222	17.72%	1,103,970	200,624	22.21%	(457,959)	(103,402)	-29.16%
2020	548,789	(54,473)	-9.03%	903,346	58,147	6.88%	(354,557)	(112,620)	-46.55%
2019	603,262	(98,167)	-14.00%	845,199	(105,801)	-11.13%	(241,937)	7,634	3.06%
Sheriff									
2023	16,653,831	781,949	4.93%	1,449,553	185,682	14.69%	15,204,278	596,267	4.08%
2022	15,871,882	823,037	5.47%	1,263,871	198,907	18.68%	14,608,011	624,130	4.46%
2021	15,048,845	899,474	6.36%	1,064,964	73,730	7.44%	13,983,881	825,744	6.28%
2020	14,149,371	881,980	6.65%	991,234	360,411	57.13%	13,158,137	521,569	4.13%
2019	13,267,391	246,888	1.90%	630,823	(19,136)	-2.94%	12,636,568	266,024	2.15%
Sheriff-Adult Correction/Juvenile Detention									
2023	9,880,397	621,824	6.72%	1,740,553	640,888	58.28%	8,139,844	(19,064)	-0.23%
2022	9,258,573	779,959	9.20%	1,099,665	25,280	2.35%	8,158,908	754,679	10.19%
2021	8,478,614	(434,318)	-4.87%	1,074,385	(23,465)	-2.14%	7,404,229	(410,853)	-5.26%
2020	8,912,932	383,937	4.50%	1,097,850	101,845	10.23%	7,815,082	282,092	3.74%
2019	8,528,995	86,182	1.02%	996,005	(982,972)	-49.67%	7,532,990	1,069,154	16.54%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Sheriff-Shelter Home									
2023	68,101	(493,876)	-87.88%	0	(75,090)	-100.00%	68,101	(418,786)	-86.01%
2022	561,977	0	0.00%	75,090	(12,500)	-14.27%	486,887	12,500	2.63%
2021	561,977	12,005	2.18%	87,590	0	0.00%	474,387	12,005	2.60%
2020	549,972	27,043	5.17%	87,590	12,500	16.65%	462,382	14,543	3.25%
2019	522,929	10,620	2.07%	75,090	0	0.00%	447,839	10,620	2.43%
Social Services\Child Support									
2023	21,958,233	2,060,629	10.36%	14,558,105	2,006,063	15.98%	7,400,128	54,566	0.74%
2022	19,897,604	114,938	0.58%	12,552,042	564,024	4.70%	7,345,562	(449,086)	-5.76%
2021	19,782,666	(2,048,681)	-9.38%	11,988,018	(1,938,735)	-13.92%	7,794,648	(109,946)	-1.39%
2020	21,831,347	1,709,961	8.50%	13,926,753	1,441,056	11.54%	7,904,594	268,905	3.52%
2019	20,121,386	432,857	2.20%	12,485,697	407,737	3.38%	7,635,689	25,120	0.33%
Solid Waste									
2023	6,295,677	(1,068,161)	-14.51%	6,295,677	(1,068,161)	-14.51%	0	0	0.00%
2022	7,363,838	2,723,815	58.70%	7,363,838	2,723,815	58.70%	0	0	0.00%
2021	4,640,023	(1,623,898)	-25.92%	4,640,023	(1,623,898)	-25.92%	0	0	0.00%
2020	6,263,921	828,795	15.25%	6,263,921	828,795	15.25%	0	0	0.00%
2019	5,435,126	1,443,485	36.16%	5,435,126	1,443,485	36.16%	0	0	0.00%
Support Other Agencies									
2023	9,542,263	515,981	5.72%	20,000	0	0.00%	9,522,263	515,981	5.73%
2022	9,026,282	271,577	3.10%	20,000	0	0.00%	9,006,282	271,577	3.11%
2021	8,754,705	84	0.00%	20,000	0	0.00%	8,734,705	84	0.00%
2020	8,754,621	(227,896)	-2.54%	20,000	0	0.00%	8,734,621	(227,896)	-2.54%
2019	8,982,517	158,430	1.80%	20,000	0	0.00%	8,962,517	158,430	1.80%
Transfer Between Funds									
2023	7,758,691	(3,616,440)	-31.79%	7,758,691	(3,616,440)	-31.79%	0	0	0.00%
2022	11,375,131	4,450,860	64.28%	11,375,131	4,450,860	64.28%	0	0	0.00%
2021	6,924,271	2,998,836	76.39%	6,924,271	2,998,836	76.39%	0	0	0.00%
2020	3,925,435	243,591	6.62%	3,925,435	243,591	6.62%	0	0	0.00%
2019	3,681,844	(3,347,136)	-47.62%	3,681,844	(3,347,136)	-47.62%	0	0	0.00%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Treasurer									
2023	479,858	(97,017)	-16.82%	20,448,869	(1,850,897)	-8.30%	(19,969,011)	1,753,880	8.07%
2022	576,875	(13,656)	-2.31%	22,299,766	720,049	3.34%	(21,722,891)	(733,705)	-3.50%
2021	590,531	(10,869)	-1.81%	21,579,717	(81,171)	-0.37%	(20,989,186)	70,302	0.33%
2020	601,400	55,537	10.17%	21,660,888	479,000	2.26%	(21,059,488)	(423,463)	-2.05%
2019	545,863	9,592	1.79%	21,181,888	1,754,388	9.03%	(20,636,025)	(1,744,796)	-9.24%
UW-Extension									
2023	299,632	-8,832	3.04%	68,302	18,072	35.98%	231,330	(9,240)	-3.84%
2022	290,800	(29,273)	-9.15%	50,230	(88)	-0.17%	240,570	(29,185)	-10.82%
2021	320,073	(11,387)	-3.44%	50,318	0	0.00%	269,755	(11,387)	-4.05%
2020	331,460	(23,658)	-6.66%	50,318	(29,567)	-37.01%	281,142	5,909	2.15%
2019	355,118	17,577	5.21%	79,885	11,468	16.76%	275,233	-6,109	2.27%
Veterans Administration									
2023	247,713	1,597	0.65%	14,300	(11,700)	-45.00%	233,413	13,297	6.04%
2022	246,116	17,403	7.61%	26,000	13,000	100.00%	220,116	4,403	2.04%
2021	228,713	(6,453)	-2.74%	13,000	0	0.00%	215,713	(6,453)	-2.90%
2020	235,166	4,879	2.12%	13,000	0	0.00%	222,166	4,879	2.25%
2019	230,287	4,342	1.92%	13,000	0	0.00%	217,287	4,342	2.04%
Central Wisconsin Airport									
2023	5,887,150	511,280	9.51%	5,887,150	511,280	9.51%	0	0	0.00%
2022	5,375,870	(175,633)	-3.16%	5,375,870	(175,633)	-3.16%	0	0	0.00%
2021	5,551,503	1,385,251	33.25%	5,551,503	1,385,251	33.25%	0	0	0.00%
2020	4,166,252	(244,882)	-5.55%	4,166,252	(244,882)	-5.55%	0	0	0.00%
2019	4,411,134	142,147	3.33%	4,411,134	142,147	3.33%	0	0	0.00%
Central Wisconsin Airport Debt									
2023	1,185,126	431,363	57.23%	1,185,126	431,363	57.23%	0	0	0.00%
2022	753,763	(76,700)	-9.24%	753,763	(76,700)	-9.24%	0	0	0.00%
2021	830,463	223,101	36.73%	830,463	223,101	36.73%	0	0	0.00%
2020	607,362	(778,364)	-56.17%	607,362	(778,364)	-56.17%	0	0	0.00%
2019	1,385,726	(21,624)	-1.54%	1,385,726	(21,624)	-1.54%	0	0	0.00%

5-YEAR BUDGET COMPARISON

MARATHON COUNTY FIVE YEAR DEPARTMENT BUDGET COMPARISON 2019-2023 COUNTY ADMINISTRATOR BUDGET

Department	Expenses			Revenues			Tax Levy		
	Expenses	Increase (Decrease)	% over Previous Year	Revenue	Increase (Decrease)	% over Previous Year	Tax Levy	Increase (Decrease)	% over Previous Year
Special Education									
2023	10,113,922	84,201	0.84%	10,113,922	84,201	0.84%	0	0	0.00%
2022	10,029,721	504,810	5.30%	10,029,721	504,810	5.30%	0	0	0.00%
2021	9,524,911	1,939,504	25.57%	9,524,911	1,939,504	25.57%	0	0	0.00%
2020	7,585,407	938,936	14.13%	7,585,407	938,936	14.13%	0	0	0.00%
2019	6,646,471	927,049	16.21%	6,646,471	927,049	16.21%	0	0	0.00%
ADRC - CW									
2023	8,614,476	1,336,152	18.36%	8,614,476	1,336,152	18.36%	0	0	0.00%
2022	7,278,324	369,136	5.34%	7,278,324	369,136	5.34%	0	0	0.00%
2021	6,909,188	202,641	3.02%	6,909,188	202,641	3.02%	0	0	0.00%
2020	6,706,547	(61,516)	-0.91%	6,706,547	(61,516)	-0.91%	0	0	0.00%
2019	6,768,063	58,515	0.87%	6,768,063	58,515	0.87%	0	0	0.00%
Totals									
2023	215,678,022	15,913,887	7.97%	157,230,791	10,956,809	7.49%	58,447,231	4,957,078	9.27%
2022	199,764,135	18,901,301	10.45%	146,273,982	17,353,253	13.46%	53,490,153	1,548,048	2.98%
2021	180,862,834	9,935,081	5.81%	128,920,729	8,603,827	7.15%	51,942,105	1,331,254	2.63%
2020	170,927,753	8,439,458	5.19%	120,316,902	7,318,448	6.48%	50,610,851	1,121,010	2.27%
2019	162,488,295	(2,577,610)	-1.56%	112,998,454	(2,932,359)	-2.53%	49,489,841	354,749	0.72%
2018	165,065,905	(2,629,422)	-1.57%	115,930,813	(3,584,403)	-3.00%	49,135,092	954,981	1.98%

CIP FUNDING PLAN

TYPE	DEPARTMENT	PROJECT REQUEST COST	YEARS PREVIOUSLY FUNDED	SSIGNED	PROJECT DESCRIPTION	CIP Fund Balance	Tax Levy	Grant Funding	ARRA	HIQHWAY fund balance	Registration Fees	Other	Un-Funded	TOTAL
PROJECTS NOT FUNDED BY CIP														
Imp	HWY	\$7,246,115	Recurring	N/A	Blumhouse Surfacing		\$3,120,629	\$403,595		\$761,091	\$2,960,000			\$7,246,115
Imp	HWY	\$400,000	Recurring	N/A	Replace and Rehabilitate County Bridges and Culverts		\$400,000							\$400,000
Imp	HWY	\$225,000	Recurring	N/A	Replace and Rehabilitate Federally Funded Bridges and Culverts		\$225,000							\$225,000
Imp	HWY	\$412,500	Recurring	N/A	Culverts / Bridges Aid		\$612,500							\$612,500
Imp	CWA	\$400,000	INFD ONLY	N/A	CWA Terminal Area Master Plan - Study							\$400,000		\$400,000
Imp	Solid Waste	\$625,000	INFD ONLY	N/A	Gas and Condensate Collection System Rate Station							\$625,000		\$625,000
Imp	Solid Waste	\$200,000	INFD ONLY	N/A	Gas Well Installation							\$200,000		\$200,000
Imp	Solid Waste	\$1,595,000	INFD ONLY	N/A	Rolling Stock							\$1,595,000		\$1,595,000
	Sub Total	\$11,303,615												\$11,303,615
RECURRING PROJECTS														
Imp	FCM	\$50,000	Recurring		County Facility Parking Lot Fund sub @ \$50,000	\$50,000								\$50,000
	Sub Total	\$50,000												\$50,000
TECHNOLOGY PROJECTS														
Equip	CCIT	\$166,000	Recurring		PC Upgrade Fund	\$166,000								\$166,000
Equip	CCIT	\$101,000	Recurring		Network / Server Upgrade Fund	\$101,000								\$101,000
Equip	CCIT	\$40,000	Recurring		Video Equipment Upgrade Fund	\$40,000								\$40,000
Equip	CCIT	\$40,000	Recurring		Voice Equipment / Phone System Upgrade Fund	\$40,000								\$40,000
Equip	CCIT	\$31,000	End of Life	23IT-05C	County Board, Eng Refresh for Marathon County Board	\$31,000								\$31,000
Equip	CCIT	\$35,000	End of Life	23IT-05C	Phone Replacements - See Attached Note - Can this be Funded	\$35,000								\$35,000
Equip	CCIT	\$436,454	New	23IT-04C	Airr Work - Security Incident Event Monitor - SIEM	\$436,454								\$436,454
Equip	CCIT	\$50,000	New	23IT-03F	Upgrade of Sheriff Mobile Devices and General Computers for Sheriff	\$50,000								\$50,000
Equip	CCIT	\$60,000	New	23IT-01G	Additional Data Evidence Storage and Backup	\$60,000								\$60,000
	Sub Total	\$975,454												\$975,454
ROLLING STOCK														
Equip	EM&N HOLD	\$95,000	Rolling	23EM-01R	Rolling Stock								\$95,000	\$95,000
Equip	FCM - ONHOLD	\$115,000	Rolling	23BM-02R	Rolling Stock								\$115,000	\$115,000
Equip	FCM / CPZ	\$62,876	Recurring	23BM-01R	Rolling Stock Lease - Enterprise Fleet Management	\$62,876								\$62,876
Equip	FR&F	\$173,460	Recurring	23PD-01R	Rolling Stock Fund sub @ \$173,460	\$173,460								\$173,460
Equip	Sheriff	\$333,696	Recurring	23SH-01R	Rolling Stock Fund sub @ \$333,696	\$333,696								\$333,696
Equip	HWY	\$957,600	Recurring	23HW-01R	Rolling Stock Fund sub @ \$957,600					\$957,600				\$957,600
	Sub Total	\$1,597,632												\$1,597,632

CIP FUNDING PLAN

TYPE	DEPARTMENT	PROJECT REQUEST COST	YEARS PREVIOUSLY FUNDED	SIGNED	PROJECT DESCRIPTION	CIP Fund Balance	Tax Levy	Grant Funding	ARPA	HIGHWAY fund balance	Registration Fees	Other	Un-Funded	TOTL
MAIN / END OF LIFE / REGULATORY														
Imp	Parks	\$960,000	Mandatory	23PO-010	Marathon Parks - Water System Compliance	\$960,000								\$960,000
Imp	FCM	\$523,374	Mandatory	23BM-010	Demolition of Cold Storage at 1212 West Street - PGA	\$523,374								\$523,374
Imp	FCM	\$275,000	End of Life	23BM-090	Design of Library for Chiller Replacement	\$275,000								\$275,000
Imp	Public Works	\$115,300	End of Life	23PO-090	Decks of Eau Claire Beach Parking Lot Pavement Replacement	\$115,300								\$115,300
Imp	UW	\$104,500	End of Life	23UM-010	Fire Alarm System Upgrade	\$104,500								\$104,500
Imp	UW	\$83,000	End of Life	23UM-020	Corcours Roof Replacement - at Wausau Main Building - 518 S 7th Ave. Wausau	\$83,000								\$83,000
Imp	FCM	\$1,345,000	End of Life	23BM-020	Courthouse North End Envelope Replacement	\$1,345,000								\$1,345,000
Imp	FCM	\$78,500	End of Life	23BM-090	Courthouse air conditioning	\$78,500								\$78,500
Imp	FCM	\$496,972	End of Life	23BM-040	EPDM Roof Replacement - South Courthouse	\$496,972								\$496,972
Imp	Highway	\$5,106,534	End of Life	23H-010	County Road R - Gestat Drive to North County Line					\$5,106,534				\$5,106,534
Imp	Highway	\$525,730	End of Life	23H-020	County Road W - Willow Creek					\$525,730				\$525,730
Imp	Highway	\$217,820	End of Life	23H-030	County Road T - South County Line to 5TH 97					\$217,820				\$217,820
Imp	Highway	\$967,967	End of Life	23H-040	County Road J - 5TH 153 to 5TH 29					\$967,967				\$967,967
Imp	Highway	\$536,038	End of Life	23H-050	County Road X - 5TH 153 to Wood Road					\$536,038				\$536,038
Imp	Parks	\$750,000	End of Life	ARPA	Big Eau Pileme Shower / Restroom Facility Enhancement									\$0
Imp	Parks	\$950,000	End of Life	ARPA	9 Mile Chalet Renovation Including Water and Sewer Enhancements								\$750,000	\$750,000
Imp	Parks	\$576,000	End of Life	ARPA	Decks of Eau Claire Restroom and Shower Facility LIR Station and Campsite Cabins								\$450,000	\$450,000
Imp	Parks	\$180,000	Recurring	23PO-030	Playground Replacement at Marathon Park Campground - Arco	\$180,000							\$675,000	\$675,000
Imp	Parks	\$125,000	Recurring	23PO-030	Restroom Vault Toilet Replacement at DC Everett Park	\$125,000								\$125,000
Sub Total		\$13,996,935												\$13,996,935
NEW PROJECTS														
Imp	FCM	\$100,000	New	23BM-030	Design & CM for 1100 and 1200 Lakeside Drive as Part of the Ongoing Renovation Project to Move MC Dept to the Campus	\$100,000								\$100,000
Imp	FCM	\$147,450	New	23BM-070	Domestic Hot Water at 1100 Lakeside Drive	\$147,450								\$147,450
Imp	Sheriff	\$300,000	New	23SH-020	Jail Property and Person Scanner							\$300,000		\$300,000
Imp	FCM	\$91,300	New	23BM-090	LVPF Paving Lot Replacement - South Side	\$91,300						\$79,993		\$91,300
Imp	FCM	\$65,000	New	23BM-090	Courthouse 2, 3, & 9 Carpet Replacement - In Courtrooms Only - Not the Clinicians							\$65,000		\$65,000
Imp	Highway	\$296,441			Town of Emmet Eau Pileme park					\$296,441				\$296,441
Imp	Highway	\$250,000			Land acquisition-highway								\$250,000	\$250,000
	UW	\$425,000	Postpone	23UM-030	UWSP at Wausau Kitchen, Dining Area, Auditorium, Student Union and Planetarium Space Building Space - Evaluate for future budget years								\$425,000	\$425,000
Imp	Sheriff	\$3,217,000	Postpone	23SH-010	Public Safety Training and Response Center at Packer Drive and 72nd Ave - SE Corner. See Attached Note - Recommend Design for \$300,000 to Follow Recommendation Code for Construction Delivery Methods - Evaluate for future budget years								\$3,217,000	\$3,217,000
Imp	Parks	\$1,133,000	Postpone	23PO-040	Sunnyside Softball Field Light Replacement - See Note - Recommend an Usage Review for Justification of the Project - Evaluate for future budget years								\$1,133,000	\$1,133,000
	Parks	\$300,000	Postpone/New	23PO-070	Marathon Park Design and Construction Plan Development - Westside Master Plan Area - Evaluate for future budget years								\$300,000	\$300,000
Imp	CPZ	\$400,000	Postpone	23CP-010	Marathon County Groundwater Plan - Evaluate for future budget years								\$400,000	\$400,000
Imp	DA	\$96,602	Postpone	23DA-010	Victim Witness Remedial/Expansion - Evaluate for future budget years								\$96,602	\$96,602
Sub Total		\$6,824,293												\$6,824,293
2023 Total of All Project Requests						\$6,122,489	\$4,359,120	\$403,595	\$0	\$9,359,621	\$2,060,000	\$3,264,993	\$8,279,102	\$34,747,020
Type: Equip = Equipment Imp = Improvement Bldg = Building						Total Amount Funded from 2023 CIP	Total Amount from Tax Levy	Total Amount from Grant Funding	ARPA	Total Amount from Bonding	Total Amount from Registration Fees	Total Amt from Other Funding Sources	Total Amount Not Funded	Total Amount of all Project Requests (incl. Funded & Un-Funded)