



CITY OF MERRILL
COMMITTEE OF THE WHOLE
AGENDA • TUESDAY, DECEMBER 3, 2024

Regular Meeting

City Hall Council Chambers

6:00 PM

To attend remotely call 316-789-6394 PIN 312 210 408 #

I. Call to Order

II. Roll Call

III. Public Comment

IV. General Agenda Items for Consideration

1. Consider placing the minutes from the October meetings on file.
2. Discuss heating issues at the Street Department.
3. Discuss options for the City Attorney position after City Attorney Hayden's retirement.
4. Review and discuss Merrill's Strategic Plan - included in the packet for review before the meeting

V. Closed Session

1. The Committee may convene in closed session pursuant to Wisconsin State Statutes Section 19.85(1)(e) for deliberating or negotiating on the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session; to discuss potential acquisition of real estate.

VI. Reconvene in Open Session

1. The Committee may reconvene in an open session for potential action on the closed session item.

VII. Adjournment

The Merrill City Hall is accessible to the physically disadvantaged. If special accommodations are needed, please contact the Merrill City Hall at (715) 536-5594.

**CITY OF MERRILL
COMMITTEE OF THE WHOLE
MONDAY, OCTOBER 14, 2024 MINUTES
REGULAR MEETING CITY HALL COUNCIL CHAMBERS 6:30 PM**

I. Call to Order Mayor Hass called the meeting to order at 6:30 pm.

II. Roll Call

Present: Mayor Hass, Alderperson A. Caylor, Alderperson M. Caylor, Alderperson Meyer, Alderperson Fermanich, Alderperson Lass, Alderperson Rick, Alderperson Weix Jr., Alderperson Rutkowski

Present Not Voting: City Attorney Hayden, City Clerk Anderson-Malm, City Administrator Akey, Building Inspector/Zoning Administrator Pagel, Enrichment Center Director Mrachek, Facilities Maintenance Manager Brunett, Finance Director Ley, Fire Chief Klug, IT Manager Brown (remote), Library Director Ollhoff, Parks & Recreation Director Wendorf, Police Chief Bennett, Street Superintendent Bonack, Transit Director Brummond, Utility Operations Manager Steinagel, Cameo Almli, Scott Steele, Aaron Svcek - MAPS

III. Public Comment There was no public comment.

IV. General Agenda Items for Consideration

1. Consider placing the minutes from the September 23rd meeting on file.

- Alderperson Rick motioned to place the minutes on file. Alderperson Rutkowski seconded and the motion passed.

2. 2025 Capital Budget - The revisions were reviewed from the September 23rd Committee of the Whole. Alderperson Fermanich motioned to leave the removal of Street Square basketball courts at \$5,000. Alderperson Rick seconded and the motion passed on a 6/3 roll call vote. Alderperson's Weix, Rutkowski and Lass voted no.

3. General Fund Operating Budget 2025 -

a. General Fund - Finance Director Ley explained the budget handout and answered questions. All funds were not reviewed. It was decided these funds would be reviewed at the October 28th Committee of the Whole.

b. Other Funds -

1) Marketing Budget - Fund 26 - Without objection, this discussion was moved to the beginning of the meeting. Aaron from MAPS addressed the committee regarding Merrill Community Media Services and their proposed budget. Cameo Almli and Scott Steele addressed the committee regarding marketing. Following discussion, Alderperson M. Caylor motioned to approve the budget after reducing item C to \$5,000 from \$15,000. Making the proposed budget \$88,500. The motion was withdrawn. No action was taken.

2) **School Resource Officer - SRO - Fund 21** - This will be reviewed at the October 28th meeting.

3) **Fairgrounds - Fund 26** - This will be reviewed at the October 28th meeting.

V. **Adjournment** Alderperson Rick motioned to adjourn. Alderperson Rutkowski seconded and the motion passed. The meeting was adjourned at 8:37 pm.

Minutes submitted by City Clerk Anderson-Malm

Minutes are in draft form until approved at the next scheduled meeting

**CITY OF MERRILL
COMMITTEE OF THE WHOLE
MONDAY, OCTOBER 28, 2024 MINUTES
2025 BUDGET CITY HALL COUNCIL CHAMBERS 6:00 PM**

- I. **Call to Order** Mayor Hass called the meeting to order at 6:00 pm.
Present: Mayor Hass, Alderperson A. Caylor, Alderperson M. Caylor, Alderperson Meyer, Alderperson Fermanich, Alderperson Lass, Alderperson Rick, Alderperson Weix Jr., Alderperson Rutkowski
Others present: City Attorney Hayden, City Clerk Anderson-Malm, City Administrator Akey, Building Inspector/Zoning Administrator Pagel, Enrichment Center Director Mrachek, Facilities Maintenance Manager Brunett, Finance Director Ley, Fire Chief Klug, IT Manager Brown, Library Director Ollhoff, Parks & Recreation Director Wendorf, Police Chief Bennett, Street Superintendent Bonack, Transit Director Brummond, Utility Operations Manager Steinagel, Gary Schwartz, people supporting the Merrill Airport, Merrill Community Media.
- II. **Roll Call** Roll call was taken with all nine voting members present.
- III. **Public Comment** There was no public comment.
- IV. **General Agenda Items for Consideration**
 1. **Consideration of the City General Fund Budget request (Fund 10) and proposed 2024 Tax Levy** - The discussion concerning the Merrill Airport and maintenance hangar was moved to the beginning of the meeting. Following discussion, Alderperson M. Caylor motioned to include the hangar in the 2025 budget. Alderperson Meyer seconded; the motion passed on a roll call vote of 8/1. Alderperson Rick voted no.
Additional information was provided regarding the 2025 levy. Alderperson A. Caylor motioned to forward the 2025 General Fund to the November 12th meeting. Alderperson Rutkowski seconded. The motion was withdrawn due to further discussion was required.
Alderperson Meyer motioned to reduce the Historical Society budget request from \$8,000 to \$5,000. Alderperson Rutkowski seconded; the motion passed on a 7/2 roll call vote. Alderperson's Rick and Weix voted no.
Alderperson Fermanich motioned to reduce the City Band budget request from \$14,000 to \$12,000. The motion died for lack of a second.
Alderperson A. Caylor motioned to forward the 2025 General Fund with the revisions from the Historical Society to the November 12th meeting. Alderperson Rutkowski seconded; the motion passed on a 9/0 roll call vote.
 2. **Consideration of Other City Funds:** - Following discussion, Alderperson M. Caylor motioned to forward the Other City Funds, as adjusted, to the November 12th meeting. Alderperson Rutkowski seconded; the motion passed on a 9/0 roll call vote.

- a. **Landfill (Fund 20)** - No changes were made.
 - b. **Police School Resource Officer (Fund 21)** - No revisions were made.
 - c. **Merrill Fair Grounds (Fund 24)** - No revisions were made.
 - d. **Community Development (Fund 25)** - No revisions were made.
 - e. **Aviation Fuel (Fund 27)** - No revisions were made.
 - f. **Debt Service (Fund 30)** - No revisions were made.
 - g. **Capital Projects (Fund 52)** - No revisions were made.
 - h. **Marketing and Communications (Fund 26)** - Mayor Hass motioned to remove the ZTV (\$12,000) and Merrill Minute (\$5,808) from the Fund 26 budget, reducing the total to \$26,400. Alderperson M. Caylor seconded. The motion died on a 4/4 roll vote. Alderperson Meyer abstained. Alderpersons Fermanich, Lass, Weix, and Rutkowski voted no. Mayor Hass motioned to remove \$12,000 for ZTV from the Fund 26 budget, reducing the total to \$32,208. Alderperson M. Caylor seconded. The motion passed on a 6/2 roll call vote. Alderperson Meyer abstained. Alderpersons Lass, and Weix voted no.
 - i. **Fire Inspection (Fund 26)** - No revisions were made.
 - j. **MEC Transportation (Fund 26)** - No revisions were made.
 - 3. **Consideration of Tax Incremental Districts (TIDs) 2025 Budget Requests** - Alderperson M. Caylor motioned to forward the TID's 2025 budget requests to the November 12th meeting. Alderperson Rick seconded; the motion passed on a 9/0 roll call vote.
 - 4. **Consideration of Water and Sewer Utility 2025 Budget Requests** - Alderperson Meyer motioned to forward the Water & Sewer 2025 budget requests to the November 12th meeting. Alderperson A. Caylor seconded; the motion passed on a 9/0 roll call vote.
 - 5. **Consideration of 2025 Capital Budget Requests** - Alderperson Meyer motioned to forward the Capital 2025 budget requests to the November 12th meeting. Alderperson Rick seconded; the motion passed on a 9/0 roll call vote.
- V. **Adjournment** Finance Director Ley was thanked for her hard work on the budget. Alderperson Meyer motioned to adjourn. Alderperson Weix seconded; the motion passed. The meeting was adjourned at 7:40 pm.

Minutes submitted by City Clerk Anderson-Malm

Minutes are in draft form until approved at the next scheduled meeting



Strategic Plan

2020-2024

Merrill, WI

Primary Core Values

The City of Merrill government stakeholders identified the following core values that will be the guiding principles and foundation for the City:

- Partnership: Work together to get things done in a collaborative and respectful manner.
- Integrity: Act with transparency and be accountable for what we do and say.
- Service: Provide professional, respectful service to those who live, work or visit.
- Sustainability: Make decisions with an understanding of their impact on the environment, people, community and finances.
- Diversity and Inclusion: Embrace the traits and characteristics that make people unique and provide a sense of belonging and support within our community.

Using the primary core values, the group developed the following mission statement:

Mission Statement: To enrich quality of life through innovative, consistent and efficient City services and strong partnerships with citizens, businesses and key stakeholders.

Using the primary core values, the group developed the following vision statement:

Vision Statement: Merrill will be recognized as a welcoming city with a safe and diverse community, vibrant and sustainable economy, and a comfortable quality of life for all.

Using the primary core values, the group developed the following community vision statement:

Community Vision Statement: Embrace our diverse heritage while working toward a brighter future.

- Strengths

1. Merrill provides a safe environment for its citizens.
2. Merrill is a supportive, philanthropic community i.e. Bierman Family Foundation, Merrill Area Public Schools scholarships.
3. Merrill has a quality education system with interaction with MAPS, NTC and parochial schools.
4. Recreational spaces i.e. MARC, Council Grounds, extensive municipal park system.
5. Geographic location along the Wisconsin River and Prairie River.
6. Economic development districts for tax base increase.
7. Intersectional access to Hwy 39-51 and Hwy 64.
8. High quality city services provided by committed employees and experienced department heads i.e. Fire/EMS, Police, Street/Sanitation, Water & Sewage Utilities, and the Merrill-Go-Round.
9. Recent growth momentum.
10. Establishment of Merrill Enrichment Center on the Festival Grounds.

- Opportunities

1. Desire to build out a marketing/identity platform for the City.
2. Develop industrial land availability east and north of Merrill near the Hwy 39/51 bypass - annexation.
3. Enhance Merrill's recreational park options i.e. build an indoor multi-sport complex, sponsor more state-wide sport tournaments, and develop a robust disc golf venue.
4. Continued expansion of the River Bend Trail System – both north and south.
5. Take advantage and promote MAPS recognized training and internship programs.
6. Utilize TIDs as a tool to compete and grow businesses in Merrill.
7. Rehabilitate and repurpose older buildings, residential and commercial.
8. Assist in the development of Merrill's riverfronts for both business and housing.

9. Support Aspirus Health Center and other medical facilities for better health care.
10. More promotion of the Central WI region i.e. consideration of a Central WI inter-city transit program.
11. Develop a view that local government is here to promote business - both new and existing.
12. Sponsorship of more “community events” to attract non-residents.

Strategic Issue Prioritization

City officials and community members were asked to identify issues that are the most important for city government to address in the coming years.

After discussion and a voting process, officials and members chose the following strategic issues:

- How can Merrill city government help grow the city’s tax base?
- How can Merrill attract more people (young and old) to live, work and play in our city?
- How can Merrill create an acceptable balance of taxes and municipal services?
- How does Merrill increase citizen civic engagement in government issues?

CITY OF MERRILL ACTION PLAN

Strategic Issue #1: How can Merrill increase the City's tax base?
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Tasks/Action Steps:	Who	Target Completion Date	Resources Needed	Evaluation Method
What steps are relevant to achieving the Strategic Issue and who will be involved in each step? List steps in order to be implemented.	Person(s) responsible for implementing the step?	When is this step to be completed?	What resources are needed to complete this step?	How will we know if the step has 1) been completed, 2) worked?
1. Implement a balanced approach using new residential and commercial development along with annexation to promote growth throughout the city.	City Staff RDA City Council	Ongoing, projects will be reported on in the evaluation method.	Marketing, Time and Funding	A yearly report will be created to detail the progress relating to this action step and presented at a council meeting.
2. The city shall use all tools available to help potential and current businesses find options to build new or expanded existing businesses.	City Staff RDA City Council	Ongoing, projects will be reported on in the evaluation method.	Marketing, Time and Funding	A yearly report will be created to detail the progress relating to this action step and presented at a council meeting.
3. Promote the city and city government by the latter telling stories about existing services, the local educational system, and quality of life amenities (frequently update the city website; partner with the chamber when possible; partner with community entities when possible; use various media to tell the story)	Designated City Staff	End of 2020	Marketing, time and Funding	A yearly report will be created to detail the progress and presented at a council meeting.

<p>4. Work with the Redevelopment Authority, LCEDA, and other entities to explore development of vacant, underdeveloped, or undeveloped parcels within city limits.</p>	<p>RDA</p>	<p>Ongoing</p>	<p>Marketing, time and Funding</p>	<p>A yearly report will be created to detail the progress and presented at a council meeting.</p>
<p>5. Work with/make it easier for existing businesses and corporations corporations to expand their operations (if city government regulations prevent them from doing something, city government must help them find another way to reach their goals that still follows regulations).</p>	<p>City Staff Common Council Existing business developers</p>	<p>End of 2020</p>	<p>Staff time</p>	<p>A yearly report will be created to detail the progress and presented at a council meeting.</p>
<p>6. Continually assess those economic development projects that have the greatest potential to grow the tax base – e.g. return on investment (TIF will continue to be an important tool).</p>	<p>RDA, LCEDC</p>	<p>Ongoing</p>	<p>Time and funding</p>	<p>A yearly report will be created to detail the progress and presented at a council meeting.</p>
<p>7. Apply for grants, etc. to help supplement economic development projects, whether in annexed areas or not.</p>	<p>City Staff, RDA Common Council</p>	<p>Ongoing</p>	<p>Marketing time and Funding</p>	<p>A yearly report will be created to detail the progress and presented at a council meeting.</p>

Strategic Issue #2: How can Merrill attract more people (young and old) to live, work and play in our city?

	Action Steps	Who	Target Completion Date	Resources Needed	Evaluation Method
Housing	Implement a balanced approach to provide all levels of housing: Affordable, Mid-Range, High End	RDA, LCED, WHEDA, Real Estate Developers, City Administrator, City Finance Director, City Council Members	Yearly Evaluation	Establish a committee to develop a plan for TID completion projects	Committee will be established in year 4 or 5 of plan due to end date of TID
	Establish programs that could utilize Affordable Revolving Loan Funds (RLF) such as Down payment Assistance, Homeowner Rehab Loans, Rental Rehab Loans, and Homebuyers Education. (target blighted areas)	Community Development Department	Yearly Evaluation	Apply for Block Grants and other type of alternative funding options for residents and developers	Will show evidence of progress towards knowledge of application process and applicable uses of grants available

Jobs

Promote job creation and diversity	City IT/City Clerk for webpage; Local Businesses, Chamber of Commerce, RDA, LCED, City Administrator, City Finance Director, City Council Members	Yearly Evaluation	Partner with the Chamber to access the Central Wisconsin Job Recruitment website and partner with the Chamber to cross promote website that can be utilized as a recruitment tool for new businesses and thus residents to the area.	Document growth of jobs on a yearly basis and document yearly which entities are utilizing the site and set goals to increase partners.
Explore ways to support and provide services needed for jobs: Adequate Childcare & Healthcare	City; Local Businesses; Chamber of Commerce; RDA; Co-op of business resources.	Immediate need	Need to increase childcare resources, perhaps with a business co-op	A yearly report will be created to detail the progress and presented at a Council meeting.
Provide training needed to keep students and others here for good paying jobs; recruit for training of jobs.	NTC, Youth Apprenticeship Program (Best in State), Fab Lab, Business Lab, employers with on-site training programs; scholarships for students and employees.	Yearly review	Local businesses, NTC, MAPS,	A yearly report will be created to detail the progress and presented at a Council meeting.

Quality of Life/Amenities	Support existing non-profits and organizations that provide services	City departments- Park & Recreation, Library, Enrichment Center, Airport, Transit, Local non-profits, Community organizations; Chamber of Commerce	Yearly review	Time	A yearly report will be created to detail the progress and presented at a Council meeting.
	Continue to work with partners to promote the restaurants/entertainment options	LCED, City, RDA, Chamber of Commerce, existing businesses	Yearly review	Time, Marketing and Funding	A yearly report will be created to detail the progress and presented at a Council meeting.
	Pursue and continue to sustainable community initiatives				
Marketing	Consider hiring a Marketing resource to make Merrill a destination of choice for living, working and playing	All City departments, other city partners- Chamber of Commerce, local businesses	Yearly Evaluation must include a list of partnerships made during that time period	Create a Marketing plan for the city	Evaluate yearly whether targeted steps towards a more cohesive marketing plan have made an impact and if so consider hiring a full time position.

Take a note from Tourism and develop a promotion pipeline that promotes in specific area.	Tap into already on-going platforms with Wausau, Centergy, and WEDC.	End of 2020	Implement billboards and other highly visible means of promoting Merrill both in the city and outside city limits	Report out on progress to the Common Council.
Apply for Rebranding grant and implementation plan.	Chamber of Commerce, local businesses, City, LCED.	Yearly Evaluation must include a list of partnerships made during that time period	<p>Work with Chamber of Commerce towards developing a logo for the city</p> <p>Explore partnering with area entities to explore hiring a grant writer to obtain funding for initiatives</p>	Report out on progress to the Common Council.

Strategic Issue #3: How does Merrill create an acceptable balance of taxes and "municipal services"?

Tasks/Action Steps:	Who	Target Completion Date	Resources Needed	Evaluation Method
What steps are relevant to achieving the Strategic Issue and who will be involved in each step? List steps in order to be implemented.	Person(s) responsible for implementing the step?	When is this step to be completed?	What resources are needed to complete this step?	How will we know if the step has 1) been completed, 2) worked?
Establish a metric or range for yearly tax increases by considering the use of the consumer price index.	Dept. Heads Council	Annually	Cooperation with Dept. Heads & Council	Follow CPI and final Budget Approval Dept.
Do a regular prioritization review of a comprehensive list of all city capital improvement projects.	Dept. Heads Finance Dir. Council	Annually, Affects Borrowing	Review and Prioritize Plan	Capital Plan and Budget Approval
Examine the merits of revenue funding of operations in a "user utility" structure such as a wheel tax, bottle tax, etc. or creating a storm water or garbage/recycling utility.	COW meeting to establish so all are on board.	ASAP, need to be established by July.	League of Wisconsin Municipalities. Other Municipalities.	Improved revenue sources, equity, improved services.

Strategic Issue #4: How does Merrill increase citizen civic engagement in government issues:

Key Task	Tasks/Action Steps	Who	Target Completion Date	Resources Needed	Evaluation Method
City government improved Communication to Citizens *(marketing)	Form Task Force to see what is needed or desired	Member Contributors, Specific ACC Members Interested in Civics 101	Jan – March, 2020	Meeting time, place, facilitator, agenda	Desired directives towards next steps
	Report findings to Mayor/Council for next direction & input	Task Force, Mayor, Council, Dept. Heads & IT	March – June 2020	Meeting time, place, agenda	Obtain further direction and input along with potential constraints or obstacles for final output to citizens
	Finalize Plan(s) of improved communications	Task Force, Mayor, City Council	June – Oct. 2020	Meeting time, place, agenda, set timetable for implementation	Approval to proceed with implementation (either full or phased depending on desired plan)
	Implementation	Applicable City Staff	Oct. 2020 - ???	Staff, collaboration, applicable mediums (websites, publications, etc.)	Completion of respective plan phase(s)
General Education for Public Involvement**	Similar to above, also builds on achievement of above.	Member Contributors, Specific ACC Members, Civic Service Host Groups such as MAPS, service clubs	May initially be done in conjunction with above with similar or alternate timeline for implementation developed	Meeting time, place, facilitator, agenda, notification of events, draw for events	Number of events held/attended, increased awareness of government entities
Civics 101 Concept	Hold open forums, educational Q&A sessions, etc.	Department Heads, Police, Fire, Street Dept., etc., MAPS, Civic Groups, keep library involved	On-going based on initial timeline or event schedule established	Meeting time, place, facilitator, agenda, notification of events, draw for events	Number of events held/attended, increased awareness of government entities
Civil Discussions & Discourse***	Lead by example	All participants in any government related forum	Immediately – ongoing	Strength of Character, Voice of Reason, Power of Persuasion	Improved interaction between all impacted benefactors
Collaborative – Deliberative Processes	Incorporate into general education. Offer as part of HS curriculum/class	MAPS, Mayor, Specific Interested ACC Members	Ongoing	Parties of Authority, School Board, Mayor, Superintendent, Teacher	School has been approached to look for way to incorporate civil discourse and discussion into common coursework

* Encompasses all original tasks/action steps listed

** Encompasses #1, 2, 3, & 7 of the original tasks/action steps listed

*** Encompasses #4, 5, 6 & 7 of the original tasks/action steps listed

Success on Merrill's Strategic Plan Implementation

Success in achieving Merrill's Strategic Goals are dependent on:

- All involved in our community must be willing to be cooperative, communicative and collaborative.
- The plan and its goals must be constantly reviewed by the community and the Common Council.
- City government must take a strong leadership role in defining roles and responsibilities with specific tasks.
 - 1) Create an ad hoc Strategic Plan Committee consisting of City officials and citizen members to provide oversight and monitoring of the progress of the strategic plan.
- Throughout the year, progress on the goals must be reported out and there should be yearly summaries provided to the community and Common Council.
 - 1) A specific point person, ie committee chairperson, must be given a specific timeline to report to the Common Council at least on a quarterly basis.
 - 2) The report can be put on the Council agenda on a rotational basis with all assigned goals.
- Each goal should have an assigned administrative or Common Council member along with a community member to assist in providing input and collaboration with Merrill citizens at large to maintain a regular flow of information to the community and Common Council.