



MARATHON COUNTY HUMAN RESOURCES, FINANCE AND PROPERTY COMMITTEE AGENDA with MINUTES

Date & Time of Meeting: **Tuesday, January 23, 2024 at 3:00 pm**

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

John Robinson	Present
Alyson Leahy	Present (W)
Kurt Gibbs	Present
Gayle Marshall	Present
Kody Hart	Present
Ann Lemmer	Present
Yee Leng Xiong	Excused

Staff Present: Lance Leonhard, Michael Puerner, Kim Trueblood, Kristi Palmer, Connie Beyersdorff, Chris Holman, Molly Adzic

[Meeting Recording](#)




1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment** - None
4. **Approval of Minutes from the January 10, 2024 HRFC meeting (:01)** - Motion by Hart, Second by Lemmer to approve the minutes as presented. Motion carried on a voice vote, unanimously.
5. **Policy Issues Discussion and Potential Committee Determination**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
 - A. Items for Discussion and Possible Action by HRFC
 1. Claim Disallowance – Peggy Meyer (:02) – Motion by Gibbs, Second by Lemmer to disallow both presented claims following recommendations from the County insurance company.
 2. Claim Disallowance – Zach Decker – see above.
 3. Update on In Rem Tax Deed Process and Next Steps (:03)
 4. Discussion on Tax Deed Property Processes – Setting Value, Assigning Fees (:25) – included above
 5. Policy Surrounding Disposition of Surplus Property (:45)
 - B. Items for Discussion and Possible Action by HRFC to Forward to County Board
 1. To Allocate Up To \$50,000.00 of Marathon County’s Opioid Litigation Settlement Funds for Purposes of Conducting a Gap Analysis of Continuum of Care for Treatment and Recovery in Marathon County (:53) – Motion by Gibbs, Second by Hart to approve the resolution and forward it to the full board. Motion carried on a voice vote unanimously.
7. **Educational Presentations and Committee Discussion**
 - A. American Rescue Plan Act (ARPA) Update (:56)
8. **Closed Session Discussion Regarding Register of Deeds (1:06)**
 - A. Motion to go into closed session (roll call vote required) pursuant to sec. 19.85(1)(f) for the purpose of considering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations; to wit: discussion regarding Register of Deeds. Motion by Gibbs, Second by Lemmer to go into closed session. Motion carried on a roll call vote unanimously.
 - B. Motion to return to open session (roll call vote not required) (1:58) Motion by Hart, Second by Lemmer to return to open session. Motion carried on a voice vote unanimously.
 - C. Announcements or action from the committee regarding closed session discussion. (2:01)
9. **Next Meeting Date & Time, Announcements and Future Agenda Items**
 - A. Committee members are asked to bring ideas for future discussion.
 - B. Next meeting: Wednesday, February 7, 2024 at 3:00 pm
10. **Adjournment** – Motion by Marshall, Second by Gibbs to adjourn. Motion carried on a voice vote unanimously. Meeting adjourned at 5:03 p.m.










**COUNTY ADMINISTRATION
2023 WORK PLAN**
(End of Year Update) (new information in **RED**)



Project Complete	
Moderate to Significant Progress	
Minimal to Moderate Progress	
No Progress or Project No Longer Being Pursued	



Activity	Deliverables/Expected Outcomes	Key Upcoming Dates	Dependencies	Progress	Progress – New In Red
<p>1. Facilities Related Projects</p> <p>A. Continue Renovation of NCHC Spaces on Lake View Drive Campus</p>	<ul style="list-style-type: none"> ▪ Improved Financial Performance (aim of initial project) ▪ Consolidated footprint for NCHC ▪ Complete needed facility renovations ▪ Vacate portions of campus for County utilization 	<ul style="list-style-type: none"> ▪ Specific Dates noted in progress section ▪ NCHC portion of Lake View Campus project should be complete by end of 2023. 	<ul style="list-style-type: none"> ▪ General construction dependencies ▪ Debt Service – NCHC ability to service debt is tied to financial performance 		<p>Ongoing</p> <p>Timeline – project continues to proceed according to plan. NCHC portion of project is effectively complete</p> <p>NCHC Administrative Staff, Pharmacy, Outpatient, and Community Treatment have moved into new space, vacating A/B.</p> <p>Demolition of C-wing completed and new parking lot completed for back-of-house (staff) parking.</p> <p>MMT is open, waiting for CMS billing approval.</p> <p>Northern Reflections nursing home renovations complete.</p>
<p>B. Complete approved Lake View Campus renovation projects and relocate Social Services Department, Veterans Office, and conference room facilities to the Lake View Drive Campus.</p>	<ul style="list-style-type: none"> ▪ Human Services - Enhance Lake View Campus as the county's human services campus, with Health, DSS, Veterans, ADRC, and Community Programs on single site. ▪ Financial savings – reduced overhead/facility costs with single site; potential consolidation of future positions; consolidated footprint based on the remote work/hybrid work. Renovated DSS space is approximately 70% of size of Thomas Street site 	<ul style="list-style-type: none"> ▪ DSS – None – project complete but for permanent exterior signage, which will be addressed after all facility relocations. ▪ MCECU, and Conference Center completion August 2023 	<ul style="list-style-type: none"> ▪ Veterans relocation is part of A/B building renovation that is currently in design. Funding will be included in Administrator's Proposed 2024 budget 		<p>Complete</p> <p>DSS move Complete – relocation was highly successful</p> <p>Emergency Management relocated from West Street to Lake View area.</p> <p>Lake View Conference Center complete</p> <p>Credit Union space substantially completed – finalizing lease amendments</p> <p>County Board approved A/B renovation phase in November as part of budget. Tour provided to Board members in December 2023.</p> <p>Veterans Service Office is being relocated to A/B building upon completion of construction.</p>




<p>C. Deliver Summary Facilities Plan to utilize office space on Lake View Drive Campus</p>	<ul style="list-style-type: none"> ▪ Consolidated footprint (relocate Veterans, CPZ, Conference Room facilities to Lake View Drive Campus ▪ Improved Financial Performance – provide for ADRC return to campus ▪ Develop plan consistent with Board’s previous direction to relocate Highway Department from West Street. ▪ Complete Westside Masterplan ▪ Develop a Regional Forensic Science Center ▪ Update of Courthouse Facility Plan 	<ul style="list-style-type: none"> ▪ Emergency Management relocation to Lake View Campus – October 2023 – target move ▪ County Budget – funding for A/B project – November 2023. ▪ Courthouse Facility MP update – not anticipated to be considered until 2024 for 2025 budget consideration. 	<ul style="list-style-type: none"> ▪ None for planning ▪ Dependencies exist for execution (Staff capacity; Funding provision by Board) 		<p>Complete</p> <p>Conceptual Plan for A/B buildings was approved by County Board and funding for project was approved as part of 2024 Annual budget. Plan provides for relocation of several county departments (i.e., CPZ, Veterans, Finance, UW Extension, and portions of HR and Admin) and affiliated organizations (i.e., ADRC of Central Wisconsin and NCHC Adult Protective Services)</p> <p>ADRC – ongoing – design of prospective space is ongoing. Draft lease is currently being reviewed by ADRC leadership and Administrator. Goal is to have a lease signed in Q1 of 2024. ADRC Executive Director and Administrator will engage respective committees in Q1 to move this forward.</p> <p>Parks Recreation & Forestry alternative relocation to Lake View A/B space is available to ensure River Drive campus space vacated within same timeframe as CPZ, Veterans, and UW Extension to ensure County Board can redevelop/divest property. Previous direction was to relocate PRF on shared site with Highway; however, direction from Infrastructure (see 1.D.) was to pivot, based on significant cost implications.</p>
<p>D. Present County Board with theoretical financial plan for new Highway Department Shop Construction</p>	<ul style="list-style-type: none"> ▪ Strategic – lay out at a high level the options for the Board relative to relocation of Highway Department and financial (tax levy) implications. 	<ul style="list-style-type: none"> ▪ Presentation to County Board in Q3 	<ul style="list-style-type: none"> ▪ Logistics for PFA support 		<p>Ongoing</p> <p>Presented summary plan to the Infrastructure Committee in Q1 of 2023, consensus from committee was to further evaluate relocation of Highway Department only, as opposed to joint facility.</p> <p>Highway Commissioner and Administrator received direction to continue to evaluate properties for potential relocation. Presentation to full board is envisioned in Q1 of 2024. Infrastructure Committee gave direction to staff to attempt to determine the ‘costs’ associated with remaining on current site. Staff have attempted to have our existing site evaluation consultant develop this information.</p>
<p>E. Present Board a plan for relocation of PRF Admin to vacate River Drive Properties</p>	<ul style="list-style-type: none"> ▪ Financial & Operational benefit ▪ Revenue from redevelopment of River Drive properties 	<ul style="list-style-type: none"> ▪ August 22, 2023 – Finalization of 2024 CIP 	<ul style="list-style-type: none"> ▪ Time – developing a long-term solution may move us beyond 2024 budget process ▪ Funding – significant renovation to Operations Building may be necessary to accommodate Admin. 		<p>Substantially Complete</p> <p>Staff have developed a plan for PRF Admin staff to move into Lake View A/B space vacated by NCHC. (see 1.C.)</p>





<p>F. Update the Westside Masterplan and move forward as Board directs</p>	<ul style="list-style-type: none"> Updated Plan to provide direction for staff relative to facility planning and maintenance. 	<ul style="list-style-type: none"> Plan is complete – staff will work to develop future potential projects for funding consideration by the Board. 	<ul style="list-style-type: none"> N/A 		<p>Complete</p> <p>Westside MP was adopted by the county board in February 2023.</p> <p>Emergency Management has been relocated off of West Street to Lake View Campus based on Westside MP. Space is adjacent to Conference Center, which works well for virtual EOC capability.</p> <p>Working to relocate ME Department through the Forensic Science Center project.</p> <p>County Board approved the acceptance of grant funds for purposes of completing study relative to the operation of ice facilities, including the local demand for service, operational cost evaluation, potential funding sources, and potential use as a community 'safe room.'</p>
<p>G. Assist HRFC in its effort to develop a Policy/Process relative to the divestment of County-owned facilities and properties (non-tax deed)</p>	<ul style="list-style-type: none"> Creation of a Divestment policy beyond our procurement code 	<ul style="list-style-type: none"> None have been established by HRFC – other issues have been a priority of the committee 	<ul style="list-style-type: none"> HRFC prioritization Staff capacity 		<p>Ongoing</p> <p>Administration met with representatives from UW Extension (outside local office) to understand potential assistance of UW staff in developing redevelopment plans.</p> <p>Administrator submitted an application for an economic development fellow through the Economic Recovery Corps program on June 30, 2023; however, application was unsuccessful.</p> <p>As part of budget, County Board adopted an amendment providing that the county board will be considering sale of properties vacated through A/B renovation and department consolidation.</p> <p>Administration has sought examples of property development/divestment RFPs from other local governments to aid in process.</p> <p>Staff stand ready to assist as requested.</p>
<p>H. Negotiate and Complete Land Transaction and Tenant-lease for property adjacent to Courthouse</p> <p>(ADDED in July 2023 – following Board action to approve OTP – workplan not formally</p>	<ul style="list-style-type: none"> Strategic – acquire property pursuant to existing courthouse master plan (2011-13) Financial – execute lease with existing tenants 	<ul style="list-style-type: none"> Office to purchase – returned signed on 7.21.23. Closing – August 2023 Tenant meeting to negotiate lease – TBD 	<ul style="list-style-type: none"> Staff capacity 		<p>Complete</p> <p>County Board authorized acquisition via OTP in July 2023. Offer conveyed and returned signed on July 21.2023.</p> <p>Closing was completed on 8/15/2023.</p> <p>Leases were executed with two entities in December of 2023. Gross revenue projections from leases are higher than those initially presented to board. Law office entity desired a smaller footprint, which allowed Administration to lease to Marathon County Court-Appointed Special Advocates, an entity that works with Marathon County</p>


amended to reflect)					<p>Courts.</p> <p>Administration & FCM will continue to evaluate options for vacant 525 and 525 ½ Washington Street properties and report same to Board as appropriate.</p>
<p>2. Budget Related Projects</p> <p>A. Improve Budget Process as requested by the County Board and HRFC.</p>	<ul style="list-style-type: none"> Strategic – improved experience for Board members through enhanced understanding of budget process and greater opportunities for direction to Administrator in crafting budget 	<ul style="list-style-type: none"> Set forth in Timeline adopted by County Board in R-15-23 in March 2023 	<ul style="list-style-type: none"> Internal (Board/staff) 		<p>Complete</p> <p>Budget process and timeline documents developed with guidance of HRFC, based on other county processes.</p> <p>Budget kickoff meetings conducted</p> <p>Standing committee meetings have recurring budget topics</p> <p>Administration compiled Mandatory/Discretionary summary document, Rate/Fee document, and Levy 5-year document, which were provided and reviewed by all committees.</p> <p>Budget Priorities were adopted at June 2023 Board meeting.</p> <p>2024 Annual Budget was considered and adopted on November 9, 2023. County Board standing committees are soliciting feedback on process for future enhancements.</p>
<p>B. Deliver a Presentation to the Board on Mandatory v. Discretionary Programs</p>	<ul style="list-style-type: none"> Strategic – improved understanding of our programs/services in light of statutory mandates 	<ul style="list-style-type: none"> Set by HRFC and Board 	<ul style="list-style-type: none"> None – complete 		<p>Complete</p> <p>Document will continue to be revised on annual basis to reflect changes made by Board or Legislature and to be more comprehensive based on directives from the Board of Supervisors.</p>
<p>C. Complete the NCHC Debt Repayment and lease documents</p>	<ul style="list-style-type: none"> Strategic – memorialize the facility use agreements for the renovated campus. Financial – create a viable plan for NCHC to service the project debt, allowing County to develop better future financial plans. 	<ul style="list-style-type: none"> Prioritized through 2023 Budget adoption process 	<ul style="list-style-type: none"> None – complete 		<p>Complete</p> <p>Lease signed in March 2023.</p> <p>Revised debt service schedule was incorporated into lease and approved by NCHC Executive Committee.</p> <p>Terms of the schedule were presented to County Board during the April Budget Orientation Kickoff.</p>
<p>D. Regional Forensic Science Center – support task force and engage local representatives following Governor’s development of biennial budget</p>	<ul style="list-style-type: none"> Strategic – develop a local facility that will allow us to collaborate with local partners in the completion of our mandated work Financial – stabilize costs, reduce non-productive staff time, reduce levy allocation over time. 	<ul style="list-style-type: none"> September 2023 – local stakeholder / leader informational meeting Schematic design complete by 12/2023 RFB for construction – Jan/Feb 2024 	<ul style="list-style-type: none"> Funding 		<p>Ongoing</p> <p>Marathon County Board approved the utilization of a portion of the previously allocated \$2 million of ARPA to be used for schematic design.</p> <p>State of Wisconsin allocated \$7M of funding to project through the annual budget process.</p> <p>Community Foundation of North Central Wisconsin was secured to serve as fiscal agent.</p> <p>At direction of Task Force, staff have executed and applied</p>




					<p>for numerous grants. As of 12/27/2023, we have been notified of the following local grant awards:</p> <ul style="list-style-type: none"> - \$1 million in funding from BA & Ester Greenheck - \$60,900 Wausau Marathon County Fund - \$23,400 James & Susan Lundberg Fund - \$ 9,000 Tom & Marilyn Kraemer Fund for Wausau Marathon County - \$ 7,900 North Central Health Protection Plan Fund - \$ 7,800 Marvin & Ruth (Rudie) Schuette Fund - \$10,000 Murco Foundation - \$10,000 WPS Foundation <p>County Board adopted R-76-23 in December 2023, providing further direction to staff relative to project. A copy of the resolution is available here - https://www.marathoncounty.gov/home/showpublisheddocument/11726/638378919168500000 (see page 245-47)</p>
<p>3. Financial Related Projects</p> <p>A. Continued Implementation of Workday ERP System to replace Cayenta financial system and develop a plan to centralize finance staff</p>	<ul style="list-style-type: none"> ▪ Operational – previous financial system was beyond useful life. ▪ Strategic – centralization of financial functions is better practice; will allow for enhanced training and consistency, and restructure is likely to provide cost savings. 	<ul style="list-style-type: none"> ▪ Implementation of budget module must be complete as necessary for generation of 2024 proposed budget. Go live for the budget module is set for August 4. 	<ul style="list-style-type: none"> ▪ Staff capacity 		<p>Ongoing</p> <p>Per CCITC report, project continues to be moving on schedule. We closed our Cayenta data maintenance at the end of July and have moved all needed data into our record tool (Prism Analytics).</p> <p>Ancillary projects (Teller Phase II– point of sale tool) are similarly referenced as moving according to CCITC schedule. Other additional interfaces between Workday and other software currently in use will be developed as needed.</p> <p>Planning for centralization of finance professionals, including potential realignment of payroll functionality with HR department was delayed with significant Annual Budget process improvements. Planning for centralization must begin post audit. Execution timeline is yet to be determined, likely as part of 2025 budget.</p>
<p>B. Provide staff support for Board in American Rescue Plan Act funding deployment</p>	<ul style="list-style-type: none"> ▪ Strategic – Board has expressed desire to utilize ARPA funds to mitigate future capital needs. ▪ Financial – resources will allow the county to make meaningful investments in capital in a manner that will reduce need to utilize bonding. 	<ul style="list-style-type: none"> ▪ 2024 Capital Improvement Project process is underway – adoption by Board is slated for August 22, 2023 per adopted process timeline. ▪ Anticipate recommendation relative to reconciliation of ARPA funds previously allocated from the HRFC in July 2023. 	<ul style="list-style-type: none"> ▪ Board Policy development – staff are developing CIP plans based on direction from Board and HRFC. 		<p>ONGOING</p> <p>County Board, through HRFC, conducted robust listening sessions relative to use of funds. A public application process was developed to allow for further public input; however, the portal was removed in January 2023 following committee discussion.</p> <p>In November 2023, in connection with adoption of Annual Budget, the Board allocated a significant amount of remaining ARPA funds.</p> <ul style="list-style-type: none"> - Sheriff TRC facility upgrades - Eau Claire Dells park dump station - East Gate Hall renovations <p>Additional updates on funding utilization to be provided as</p>



					<p>requested.</p> <p>Significant projects have been completed in 2023:</p> <ul style="list-style-type: none"> - Courtroom Audio Video project - Marathon Park water upgrade
<p>C. Provide staff support for development of Opioid Settlement Fund Deployment plan (added in February 2023)</p>	<ul style="list-style-type: none"> ▪ Strategic – investments in opioid-mitigation/response programs may present an opportunity for mitigation of future expense and/or improved quality of life for residents. 	<ul style="list-style-type: none"> ▪ Target date of August 17, 2023 for completion of facilitated process. Report to be compiled thereafter and presented to Public Safety Committee for consideration. 	<ul style="list-style-type: none"> ▪ Deadline is aggressive 		<p>Complete</p> <p>A charter was developed for the project that called for facilitation by the Health Department.</p> <p>Monthly CJCC meetings have been devoted to accomplishing the goals of the charter. To this point a “result statement” has been identified – Marathon County residents are free from the physical, emotional, social, and economic impacts of opioid misuse.</p> <p>The following indicators were selected to communicate progress/success of interventions: Drug Overdose Deaths due to Opioids (Medical Examiner data); Non-fatal overdoses (DHS data source from Ambulance runs).</p> <p>Stakeholders classified potential uses of funding based on (1) the influence that the strategy would have on the indicators and (2) our ability to implement the strategy.</p> <p>Staff delivered report from CJCC to both Public Safety and HHS Committees in December regarding the process described above. The committees are scheduled to have a joint meeting January 9th. Report available here - https://www.marathoncounty.gov/home/showpublisheddocument/11607/638373855034470000 (beginning at page 3).</p> <p>Staff will work to effectuate direction of the board relative to next steps.</p>
<p>D. Develop a Parks, Recreation, & Forestry Sustainability Plan</p>	<ul style="list-style-type: none"> ▪ Strategic/Financial– additional revenue generating strategies and operational efficiency strategies may provide opportunities to reduce long-term tax levy allocations necessary to operate/maintain our park, recreation, and forestry system. 	<ul style="list-style-type: none"> ▪ Levy Support Analysis document for PRF was delivered to ERC committee at 5.30.2023 meeting in connection with budget discussion. 	<ul style="list-style-type: none"> ▪ Park Commission policy recommendations to 		<p>Ongoing</p> <p>The Levy Support Analysis delivered to the Environmental Resources Committee provides a roadmap for potential policy revisions by the Park Commission and other policy bodies.</p> <p>Conversation at HRFC has supported Administration’s perspective that we should move in a direction of developing a funding strategy for capital replacement through a reserve built from a portion of operational revenues.</p>
<p>E. Solid Waste Department Landfill Gas Rights Acquisition</p>	<ul style="list-style-type: none"> ▪ Strategic / Financial – terminating the pre-2023 agreement will provide Marathon County with the opportunity to monetize the LFG asset, which can move SWD to a revenue generator for general fund, 	<ul style="list-style-type: none"> ▪ No key dates upcoming for this specific project, as it is complete. However, Administration will be working with SWD to have the department make a general fund contribution in 2024 budget (reflect overhead contributions) 	<ul style="list-style-type: none"> ▪ NONE 		<p>Complete</p> <p>Administration, Corporation Counsel, and SWD worked diligently through December and January to complete Landfill Gas Purchase Agreement and a corresponding lease. The lease has been amended since originally signed.</p>


	as opposed to generally neutral.				SWD is receiving \$25K per month pursuant to the LFGPA, with increased revenues projected once RNG is being produced. 2024 Adopted budget provided for a \$200,000 contribution from the SWD operation revenue to the county's general fund operations.
F. Assist HRFC in Developing and Implementing solution to Tax Deed and Property Description Backlogs	<ul style="list-style-type: none"> ▪ Financial – backlogs in tax deed process reduces revenues ▪ Operational – backlogs in property description negatively impacts tax collection, as bills are sent to previous owners. Municipalities are negatively impacted, as residents are frustrated 	<ul style="list-style-type: none"> ▪ Adoption of Revisions – August 2023 ▪ First Round of In Rem Foreclosure – started July 2023; court anticipated in November 	<ul style="list-style-type: none"> ▪ Committee capacity ▪ Staff capacity 	 (Parcel Listing)  (Tax Deed)	<p>Property Description – Complete – Parcel Listing and Assessment rollover</p> <p>The transition of the listing and mapping positions to CPZ (from Treasurer), along with process improvements implemented through the efforts of CPZ, have significantly reduced the backlog of listing. With respect to standard/non-problematic transactions, we are processing through current day.</p> <p>We engaged utilized a LTE with experience in the area of Assessment Rollover and State Submission processes to aid us in 2023 and it was worked exceedingly well.</p> <p>Feedback from local assessors was positive. Envision continuing CPZ's operational leadership on the assessment process.</p> <p>Tax Deed</p> <p>Ongoing</p> <p>Staff evaluated and recommended the amendment of our Code of Ordinances to allow us to utilize In Rem Foreclosure process, in addition to Tax Deed. Approved by the Board in April of 2023.</p> <p>In Rem – first (of three) notice publications started in July for first wave of filings, with the second and third respective notices occurring as required thereafter. Further information is needed from the County Treasurer's Office for the court process to move forward relative to the first wave of filings; however, staff turnover within the office at the end of October has inhibited progress. Per Treasurer, necessary information should go out in January. The second wave of filings should follow. Treasurer reports that a number of owners of properties subject to this process have come in to pay off balances owed.</p>
4. Human Resources Related Projects A. Continue implementation of	<ul style="list-style-type: none"> • Operational – our previous HR operations were conducted through the utilization of manual 	<ul style="list-style-type: none"> • Performance Management – Appraisal module operational for year end appraisals 	<ul style="list-style-type: none"> ▪ Staff capacity ▪ Consultant availability 		<p>ONGOING</p> <p>See Notes from 3A. above.</p>


Workday ERP System (our first HCM System), including Learning Management System	processes, leading to inefficiency.				
B. Evaluate Health Care Insurance Delivery methodology (fully insured vs. self-funded)	<ul style="list-style-type: none"> Financial – Health Insurance cost is a significant financial expense for all businesses, including the County corporation. Operational – a strong health care benefit is critical to an overall compensation and benefit plan, which is essential to retention and recruitment. 	<ul style="list-style-type: none"> Presentation from USI week of July 24 on responses to RFP. Future actions dependent upon information learned. 	<ul style="list-style-type: none"> Staff capacity Market (RFP responses) 		<p>ONGOING</p> <ul style="list-style-type: none"> Past - Contracted with USI beginning in 2021 to provide formal review of health care insurance delivery costs, relationship has been highly successful from a financial perspective and in 2021, recommended that we evaluate whether to return to self-funded status in 2022 and 2023, after building reserve strategy. 2023 – adopted consultant recommendation to remain insured with GHT. Continue evaluation of self-funded transition in 2024 based on claim experience.
C. Aid HRFC in review of existing employment policies and practices to enhance retention and recruiting.	<ul style="list-style-type: none"> Operational / Financial – strong employment policies and practices are essential to operational and financial performance based on their impact on retention and recruiting. 	<ul style="list-style-type: none"> Presentation to HRFC on internal policies / practices relative to child care benefits for staff in August 2023 Hours of Public Access discussion continue – August 2023. 	<ul style="list-style-type: none"> Funding 		<p>Complete</p> <p>HRFC has received several presentations from staff relative to our current state relative to retention, recruiting and benefits. Discussion has coalesced around two concepts: (1) modifying public access hours to enhance public service and employee benefit and (2) child care benefits. Staff continue to maintain class compensation plan and evaluate necessary modifications.</p> <p>MCSO modified internal advancement process for Corrections Officer staff to more closely resemble sworn staff process, implementation in 2024. Sheriff Billeb recently indicated that recent recruitment efforts have resulted in increased applications.</p> <p>Administration engaged local judges regarding potential adoption of modified hours of operation (i.e., expanded hours M-Th and ½ day Friday); however, courts indicated they would not be in a position to make such a change. Several counties (e.g., Chippewa, Price, Washington) have modified schedules in some of their departments. Based on the judicial feedback, Administration recommendation is to continue this discussion and evaluate options in connection with relocation of Departments to Lake View campus.</p> <p>Staff will continue to provide information to the HRFC and full board as requested.</p>
5. Intergovernmental Partner Work A. North Central Health Care	<ul style="list-style-type: none"> Operational – work toward achieving desired future state – “work seamlessly together in delivering human services to vulnerable individuals in our communities. Inpatient services deliver treatment and stabilization 	<ul style="list-style-type: none"> NCHC Budget letter received on 7.12.2023, calling for 3% tax levy increase (\$143,436) NCHC is building budget currently. 	<ul style="list-style-type: none"> Pine Crest sale by Lincoln County – substantially impacts overhead allocation. Significant financial impact State of WI 		<p>Ongoing</p> <p>Relationship and functioning of the NCHC leadership team and NCHC Executive Committee is strong. There have been strides made to improve operational and financial performance for Social Services CCS program.</p>

	<p>to support individuals with an organizational priority focus on providing care and services in our communities.”</p> <ul style="list-style-type: none"> Financial – NCHC is delivering programs that Marathon County is statutorily obligated to deliver. Those programs can significantly impact MC budgets. Similarly, the debt service relative to the renovation is substantial. 		<p>Supplemental Aid payment – without restoration there will be a significant shortfall</p>		<p>Evaluation of the impact of State of WI budget on NCHC operations and financials will be necessary. The county board will likely need to make working with WCA and other impacted counties to contact legislators and the Governor to a priority to address the need to restore the supplemental aid payment to county nursing home facilities.</p> <p>NCHC Executive Committee is working with staff to develop strategies to ensure that our staff are targeted to our core (mandated and/or county priority) programs.</p> <p>NCHC Lease and Debt service schedules were completed – see above. However, the impact of the supplemental aid payment loss and the Pine Crest sale are significant areas of concern relative to overall financial performance. Continued evaluation of NCHC debt service ability to take place.</p> <p>County Budget provided increased support for NCHC programs aimed at maintaining existing services.</p> <p>Administrator, County Board Chair, and NCHC leadership held a meeting with State elected leaders to discuss significant impact that supplemental payment reduction in 2023 had on NCHC and Marathon County, requesting legislative action to address the reduction. While meeting went very well, legislative action on 2023 supplemental payment reduction is not envisioned. Update on meeting provided to HHS on 12.6.2023 by NCHC Executive Director and County Administrator.</p> <p>NCHC will be transferring real property located on 3rd Avenue to County for disposition. NCHC Executive Committee expressed that intent is to have county allocate revenue from divestment toward NCHC’s debt service obligation.</p>
<p>B. City/County Information Technology Commission</p>	<ul style="list-style-type: none"> Operational/Financial – serve as the chair of the CCITC and work to ensure that MC receives necessary IT support, while we control IT spending. 	<ul style="list-style-type: none"> Budget Development is ongoing CCITC audit presentation in August 2023 	<ul style="list-style-type: none"> Staff capacity for project completion Funding for retention 		<p>ONGOING</p> <p>Historical - County Administrator was elected as Chair of the CCIT Commission in April 2021. Priorities:</p> <ul style="list-style-type: none"> Security – local government cyber attacks are ever increasing, significant investments made to bolster protection and ensure capacity to recover, while also limiting Cyber Insurance costs. Funding – Revised chargeback model to more appropriately fit member business operations, particularly hybrid work. Director Appraisal – made enhancements to process and develop annual work plan to emphasize goals of member partners Project/Portfolio management tool implementation

					<p>was completed in 2023. Focus has been on limiting IT project work to top priorities based on large number of ongoing items (Workday/Teller; Facility moves; courthouse A/V). Significant challenge, as all members have large IT needs.</p> <p>County's 2024 allocation for CCIT was reduced due, in part, to revised charge-back model.</p>
C. Marathon County Public Library	<ul style="list-style-type: none"> Operational / Financial – Review and revise agreements relative to facility, legal, HR, and financial services 	<ul style="list-style-type: none"> Update all agreements in 2023 	<ul style="list-style-type: none"> Staff capacity and prioritization of the project 		<p>ONGOING</p> <p>Library Director has submitted revised MOUs/Contracts for service to Administration for review and discussion.</p> <p>Lack of Administration capacity at this time.</p>
D. CJCC	<ul style="list-style-type: none"> Operational / Financial – Justice system is a significant cost center for county spending (continue to lead the system budgeting discussions with stakeholders to enhance resource allocation decisions; participate actively in CJCC and ensure adequate staff support to all efforts). 	<ul style="list-style-type: none"> Details of CJCC annual plan of work, with timelines, available here, beginning on page 28 - https://www.co.marathon.wi.us/Portals/0/Departments/MCB/Archives/Boards%20Committees%20Commissions/Criminal%20Justice%20Coordinating%20Council/2023/CJCC_20230615_Packet.pdf 	<ul style="list-style-type: none"> Continued support of Sheriff, DA, Clerk of Court, and Judges in the structure provided in § 2.05(13) of the County ordinances, and supporting bylaws. 		<p>ONGOING</p> <p>Presentation on progress on workplan provided to Public Safety on 7.11.2023.</p> <p>Attorney Whitepaper finalized and presented to Public Safety. No action taken.</p> <p>Data Officer hired in September 2023, working to develop dashboard for justice system. Programmatic infographics delivered to CJCC in November for review and comment.</p> <p>Opioid funding recommendation development – see above section 3.C.</p> <p>Justice Alternative Programming contract – vendor selection complete, informational update provided to Public Safety in closed session; contract negotiations are ongoing.</p> <p>2024 Workplan adopted in November 2023 – available here - https://www.marathoncounty.gov/home/showpublisheddocument/11473/638355687909600000 (beginning on page 4).</p>
E. Develop a Countywide Dashboard, displaying data regarding Department-based and Program-based performance measures to aid in department and program assessment	<ul style="list-style-type: none"> Operational – provide insight into our performance relative to KPIs for our various programs. Strategic – provide insight to elected officials as to performance and ROI/community benefit relative to programs. Transparency – allow the public to better understand the work of County government Identified aspirational example – Montgomery County, Maryland 	<ul style="list-style-type: none"> Data Officer hiring to be complete by July 31, 2023. Future milestones to be developed based on onboarding plan 	<ul style="list-style-type: none"> Staff capacity; funding for various data tools 		<p>ONGOING</p> <p>Data Officer hired in September 2023, working to develop dashboard for justice system. Programmatic infographics delivered to CJCC in November for review and comment.</p> <p>Dashboard of select program KPIs to be operational by end of Q2 in 2024. Initial focus is justice system involved departments; however, due to data access and quality issues, some non-justice involved departments will be selected to move forward earlier than envisioned while we address the access and quality issues.</p>

<p>F. Support the EEED Committee's efforts to examine the county's potential role in addressing the shortage of available Child Care resources (from employer and community perspective)</p> <p>- Role of Marathon County government relative to addressing Housing access, added based on adoption of Strategic Plan amendments by Board.</p>	<ul style="list-style-type: none"> Strategic - EEED Committee expressed that the local child care shortage is an issue it would like to focus on during the remainder of the term, due to economic development impacts. Operational – see discussion above relative to HRFC employment benefit review. 	<ul style="list-style-type: none"> Strategic Plan section 10.6 amended to provide that EEEDC shall (3) by August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting affordable high-quality childcare. (4) by August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting safe and affordable housing options. 	<ul style="list-style-type: none"> External partner capacity Internal capacity Funding 		<p>Ongoing – near complete</p> <p>Housing – County Board adopted resolution R-66-23 – Marathon County Government's Response to Housing – on December 14, 2023. Administration will provide additional support as directed by the Board of Supervisors through the 2024 Workplan.</p> <p>Child Care – County Board is continuing to consider this issue, as R-55-23, was referred to the EEED Committee on December 14, 2023, for further discussion. Administration will provide additional support as directed by the Board of Supervisors through the 2024 Workplan.</p>
<p>6. Projects NOT PRIORITIZED, Identified for Future Year Prioritization</p>					
<p>A. Work to develop a County Event Policy governing the allocation of county resources to support private events</p>	<ul style="list-style-type: none"> Strategic – the regulation of these activities is an important policy question, with significant public safety and emergency preparedness implications. Operational – staff need guidance for carrying out regulation in this area 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Staff capacity 		<p>Ongoing – Nearly Complete</p> <p>Project elevated this to a current year priority based on repeated discussions at committee levels and the decision of the Board to delay implementing zoning regulations relative to events until this effort can be concluded.</p> <p>Administration sought volunteers for a workgroup from Public Safety, Infrastructure, and Environmental Resources Committees to lead in the updating of the ordinance.</p> <p>CPZ staff led workgroup and drafting effort. Effort nearing completion, with presentation to committees in February and Board consideration tentatively scheduled for February/March.</p>
<p>B. Secure an external forensic audit resource to conduct periodic reviews of departmental budgets to assess compliance with existing Marathon County ordinances and best practices.</p>	<ul style="list-style-type: none"> Operational – assure compliance with best practice and identify financial opportunity; supplement the annual audit which is aimed at financial reporting as opposed to business practices 				
<p>C. Evaluate the current</p>	<ul style="list-style-type: none"> Operational – Rolling stock funding 	<ul style="list-style-type: none"> Expanding program to Sheriff's Office – 	<ul style="list-style-type: none"> Staff Capacity 		

benefit of our existing vehicle leasing program and evaluate expanding to include DSS and Health Department	has not kept pace with needs. Hasn't increased in over 10 years.	<p>July 2023.</p> <ul style="list-style-type: none"> Evaluation for Health / DSS in connection with 2024 budget 			<p>Ongoing</p> <p>We made movement in Q2/3 due to significant fiscal shortfalls projected relative to rolling stock needs. Administration/FCM arranged for various departments, including Sheriff's Office, to review Enterprise approach (already existing contract).</p> <p>Sheriff's Office entered into the Enterprise contract.</p> <p>HRFC adopted a revised Rolling Stock policy on September 26, 2023, and funding was provided commensurate with the updates in the 2024 annual budget.</p> <p>The discussion with DSS and Health will focus on the creation of a vehicle reserve/pool through the redirection of IRS reimbursement for personal vehicle use. Administration to include an item on the 2024 workplan for consideration relative to the establishment of a shared fleet at the Lake View campus and the Courthouse campus.</p>
D. Conduct Needs Assessment and Feasibility Study relative to delivery of Emergency Medical Services through countywide system	<ul style="list-style-type: none"> Strategic – this is an important policy question, with significant public safety and emergency response implications. 				
E. Engage Library Board to identify appropriate use for 3 rd Floor and corresponding CIP plan					<p>Suggestion – provide direction to County Board members that serve on the Library Board relative to the board's preferences regarding the deliverables for a successive utilization of the space:</p> <ul style="list-style-type: none"> - Financial ? - Operational ?
F. Provide staff support for development of Opioid Settlement Fund Deployment plan (added in February 2023) – SEE 3.C above					
G. Secure a Telecommunications Audit					<p>Historical - In 2016, Marathon County utilized a 3rd party vendor (Spyglass) to complete a telecommunications audit.</p> <p>Administrator has identified two additional potential vendors, obtaining contract terms from one vendor.</p>
H. Incorporate a Comprehensive Fee Schedule in the Annual Budget Process	<ul style="list-style-type: none"> Strategic – keeps Board aware of growing operational costs in budget adoption process Financial 	<ul style="list-style-type: none"> Budget Adoption calendar 	<p>Staff capacity; Board direction relative to rate increases</p>		<p>Ongoing</p> <p>Fee schedules were compiled and shared with all standing committees through the budget process. .</p>

					<p>The revised Health Department fee schedule was recommended for inclusion in the budget by the HHS Committee. The full board adopted the projected revenues under the revised schedule in November through the budget process.</p> <p>Administration will work to better include a comprehensive schedule in the budget as an appendix.</p>
<p>I. Assist the Board in clarifying the long-term relationship with UWSP-Wausau and identifying a sustainable funding strategy for capital improvement projects on the campus</p>	<ul style="list-style-type: none"> ▪ Strategic ▪ Financial – significant CIP expenses in 2024 and beyond. 	Unknown	<p>UW leadership –UWSP / Board of Regents willingness to change the longstanding relationship with the satellite campuses</p> <p>Funding – financial needs for campus facilities is significant.</p>		<p>Historical background – there is significant discussion statewide regarding the future of the satellite campuses. Bounty Board Chair and Administrator met with local and UWSP leadership to get update.</p> <p>Administrator and Board Chair have participated in meetings with several other counties with satellite campuses relative to these issues and is aware of similar long-term facility maintenance funding sustainability concerns expressed at their respective campuses.</p> <p>Washington County Board recommended combining Tech and UW campuses, received funding through JFC, but vetoed through budget.</p> <p>The 2024 annual budget provided for significant improvements to the boiler system at the campus.</p> <p>Next steps – Administration needs direction. In the absence of UW Regents voluntarily agreeing to share in the facility maintenance costs, Administration needs direction relative to the service level that should be maintained relative to campus academic buildings.</p> <p>UWSP leadership is preparing a space needs analysis and report for the County Board in 2024.</p> <p>A task force may be a good mechanism for the Board to provide direction and/or engage the UW system, as the issue impacts multiple standing committees (i.e., EEED and HR Finance & Property).</p>
<p>J. Aid in the Comprehensive Review of Marathon County Ordinances</p>	<ul style="list-style-type: none"> ▪ Operational ▪ Chapter 2 and Zoning Chapters are reviewed frequently (Rules Review, Zoning reviews); however, a complete review of all ordinance sections for a significant period of time. ▪ Price quote received from potential vendor to assist in the comprehensive review 	<ul style="list-style-type: none"> ▪ To be determined if prioritized 	<ul style="list-style-type: none"> ▪ Staff capacity within Corporation Counsel, Administration, and County Board leadership 		<p>Historical background - This project has not been prioritized by the Board and staff capacity is limited. That said, staff have moved forward revisions to Chapter 6 of the code of ordinances and Administration envisions revisions to the Chapter 12 Assembly Ordinance to address legal and practical concerns.</p> <p>Options: (1) Taskforce—composed of board members, staff, and other individuals—to move this forward; (2) Vendor/FTE review, could provide funding in 2024 budget.</p>

					<p>Absent change in approach, the ordinance update process will continue in a gradual fashion, as individual ordinances are identified. The benefit of this approach is that the capacity demands are reduced; however, the drawbacks are the speed of completion and potential quality of product.</p> <p>With the increased utilization of hybrid work environments and the impending relocation of staff to the Lake View Campus, the county's parking ordinance (i.e., section 7.07) should be amended. Administration will be working with various departments to bring forward a proposal for consideration by the Board.</p>
<p>K. Aid the Board in updating existing Comprehensive Plan refresh & generation of new 5-year Strategic Plan</p>	<ul style="list-style-type: none"> Strategic (see page 157 of Comprehensive Plan for relevant history (page 163 of the online pdf)– under Plan Evaluation heading). 	<ul style="list-style-type: none"> Time frame to be determined by Policy Makers 	<ul style="list-style-type: none"> Staff Capacity 		<p>Historical Background - (see page 157 of Comprehensive Plan for relevant history (page 163 of the online pdf)– under Plan Evaluation heading).</p> <p>Direction is necessary whether this funding should be provided in Annual Budget for one or both of these items and the timeframe for each.</p>
<p>L. Conduct RFP for General Liability Insurance</p>	<ul style="list-style-type: none"> Operational / Financial – evaluate the options available 				<p>Historical – In Wisconsin, two providers serve nearly all counties (i.e., WMMIC and County Mutual)</p>
<p>M. Evaluation of zoning options regarding marijuana cultivation (requested be considered by a Board Supervisor)</p>	<ul style="list-style-type: none"> Strategic – in the event that marijuana cultivation is legalized at the state level having a proposed ordinance would ensure Marathon County was prepared. 				
<p>N. Report to Executive Committee on review of Program Budgeting Options</p>	<ul style="list-style-type: none"> Summary of information from other peer counties relative to their efforts at providing a “program-centric” budget to their county boards. Summary of the budgeting tools (i.e., software) and mechanisms to deliver such a program centric budget. 	<p>July 2024 – as requested by Executive Committee</p>	<p>Prioritization in Annual Workplan by full board.</p>		

Long-Term Master Facilities Planning & Capital Improvement Forecasting Efforts

Facility Overview

- Size
- Year Built
- Condition
- Current Operational Use
- Anticipated Future Use

Facility Overview – Courthouse, Public Safety Building, and Jail

500 Forest Street

- Size – 272,607 sq. ft. (3 floors)
- Year Built – 1954, 1969, 1988
- Condition - Fair
- Current Operational Use – Courts, General Government, Jail, meetings rooms, State DOC
- Anticipated Future Use – continued occupancy, ongoing general maintenance until substantive rebuild.



Facility Overview – Lake View Campus

1000 Lake View Center

- Size – 65,019 sq. ft. (1 floor)
- Year Built – 1976 (reno 2023)
- Condition – Strong
- Current Operational Use – Health, Social Services, Facilities & Capital Management, Wellness Center, Credit Union, Meeting rooms
- Anticipated Future Use – continued occupancy



Facility Overview – Lake View Campus

1100 Lake View Center (A&B buildings)

- Size – 71,410 sq. ft. (1 floor)
- Year Built – 1972 (renovation ongoing)
- Condition – N/A
- Current Operational Use – vacant
- Anticipated Future Use – ADRC, APS, Veterans, UW Extension, CPZ, Finance, HR, Administration

Facility Overview – Lake View Campus

1200 Lake View Center (Lake View Professional Plaza)

- Size – 46,320 sq. ft. (3 floors)
- Year Built – 1932 (consistent renovation)
- Condition – Exterior-Good; Plumbing/sanitary-in need of upgrade
- Current Operational Use – Special Education, storage, general office space available
- Anticipated Future Use – continued consistent use, retain space for future expansion

Facility Overview – Lake View Campus – North Central Health Care

2370, 2380, and 2400 Marshall Street
and 1150 Lake View

- Size – 286,597 sq. ft.
- Year Built –substantial renovation in 2023
- Condition – Good
- Current Operational Use – Nursing Home, Community Programs, Inpatient Hospitals, CBRF, Aquatic Pool
- Anticipated Future Use – continued consistent use



Facility Overview – Public Library

300 N. 1st Street

- Size – 94,572 sq. ft. (4 floors)
- Year Built – 1994 (ongoing renovations)
- Condition – Good
- Current Operational Use – Library, vacant top floor
- Anticipated Future Use – continued consistent use, develop plan for top floor use



Facility Overview – 1308 West Street – Medical Examiner

1308 West Street

- Size – 11,682 sq. ft.
- Year Built –1998 (ongoing renovations)
- Condition – Fair
- Current Operational Use – Medical Examiner, storage
- Anticipated Future Use – Divestment/Redevelopment (West Side Master Plan)



Facility Overview – Thomas Street

400 E. Thomas Street

- Size – 34,000 sq. ft.
- Year Built – 1961
- Condition – Good
- Current Operational Use – Vacant, Credit Union
- Anticipated Future Use – Divestment/Redevelopment



Facility Overview – River Drive Campus



210 River Drive

- Size – 12,096 sq. ft. (2 floors)
- Year Built – approx. 1966
- Condition - Good
- Current Operational Use – CPZ Department operations, large conference room space
- Anticipated Future Use – Divestment/Redevelopment

Facility Overview – River Drive Campus



212 River Drive

- Size – 17,535 sq. ft. (1 floor)
- Year Built – approx. 1966
- Condition - Good
- Current Operational Use – PRF Admin, UW Extension, Veterans, 5 meeting rooms, and misc. storage
- Anticipated Future Use – Divestment/Redevelopment

Facility Overview – River Drive Campus

326 River Drive

- Size – 5,846 sq. ft. (1 floor)
- Year Built – approx. 1966
- Condition - Good
- Current Operational Use – None (vacant); previously rented to Farm Service Agency
- Anticipated Future Use – Divestment/Redevelopment

Facility Overview – updates

- Highway Department
 - Wausau Shop relocation
 - Mosinee Shop relocation
- Sheriff's Training Resource Center renovation
- Juvenile Detention
- Parks Facilities
- UW Campus Buildings

Facilities & Capital Management Long-Term Planning Perspectives

GFOA Best Practices We Do

- A policy for how an organization will approach capital planning, including how stakeholder departments will collaborate to prepare a plan that best meets the operational and financial needs of the organization.
- Identification of how decisions will be made in the capital planning process including a structured process for prioritizing need and allocating limited resources
- A requirement that a multi-year capital improvement plan be developed and that it include long term financing considerations and strategies.

GFOA Best Practices We Do

- A requirement that the plan include significant capital maintenance.
 - Many projects that are in this category are higher-cost and are considered CIP projects, but are not 'new' projects.
 - Example: Investing in pieces of an older system that prolong the life of the highest cost items. In 2023 we increased the pace of pH testing and installed a filter on a boiler in a UW building that cost over \$5,000. This will prolong the life of the boiler, which should still have 12-15 years in it.
 - Example: Updating JACEs within HVAC cost over \$25,000 in 2023. Subscription items within automated systems require semi-regular upgrades in order to ensure that equipment can speak to itself across generations and also provide the latest cybersecurity measures against potential threats.
 - Example: Updating and modernizing the 20 elevators owned by Marathon County. The equipment and maintenance is proprietary, high cost, and extends the life of each elevator which are incredibly expensive when new.

GFOA Best Practices “To Do”

- Define how the county will approach long term planning to meet the organization’s financial and operational needs.
- Clearly define what constitutes a long-term project.
 - Recommendation: Keep the 5-year plan to key infrastructure needs
- Tie the planning process more deliberately to fiscal capacity
 - Grants, levy, contingency, and borrowing
 - A policy for linking funding strategies to life of the asset(s) that inform when debt would be issued and for how long
- A procedure for accumulating necessary capital reserves for new and replacement costs.
 - Building reserve funds
 - Annual contribution to mitigate replacement costs
 - Example: Cost of equipment divided by 25 = annual contribution amount

FCM Staff SWOT Analysis

5-year CIP and Facility Planning

• Strengths

- New infrastructure (equipment/controls) in many buildings now
- The expertise of our Project Planners—Strong Facilities Team Overall
- Welcoming input from all relevant parties
- Standardizing building controls (etc.) across all buildings
- Being proactive instead of reactive

• Weaknesses

- Lack of building controls or old controls in some buildings
- A lot of HVAC and other equipment out there that we haven't been charged with taking care of historically, so we need to investigate
 - Ensuring there is staff capacity to take more on (we are spread thin in HVAC)
- West end of Jail does not have the ability to maintain cooling in summer months
- CIP funds availability/sustainability

FCM Staff SWOT Analysis

5-year CIP and Facility Planning

- Opportunities

- Continue replacing equipment to resolve known issues, improve controls, and save energy
- Find ways to save on utilities and fuel to have less of an impact on the environment
- Fully integrating county buildings and equipment BAS to DDC to improve comfort, energy efficiency, health, and maintenance costs
- Integrating will streamline the overall maintenance effort and add value

- Threats

- Equipment failures, especially older/outdated equipment and equipment we are now starting to get into but haven't historically been charged with maintaining so there are unknowns at this point.
- Lack of controls in some peripheral buildings and a lack of updated controls means we are unable to monitor temperatures, control schedules, and maintain efficiency in these spaces
- Historically, CIP funds were not always immediately available and that slowed the start of projects. As the year wears on, there are fewer contractors bidding on projects. Also, if we are slow to pay, some contractors may not want to work with us.
- **Recruitment/Retention: Employee turnover/retirements, private sector competition**
- Rising energy and utility costs. Even the efficiencies we've gained through best practices are losing traction if/when utility costs go up. The savings are still there, but harder to see.
- Fiscal sustainability given existing needs and cost increases in the market/supply chain

Forward Looking Projects

- New Highway Facility
 - Been under discussion for a long time
 - Site location has been elusive, but there is a likely window to consider for borrowing being coupled with other funding mechanisms in the next five years. This takes the amount of time for securing a site and working through the conceptual, design, and construction document development phases.
- Pardee St. (Parks)
 - Multiple areas in need of updating/renovation
 - Parks Administration long-term home (i.e., consolidation)?
- Ice Arena (TBD)
- Courthouse/Jail
 - Likely a longer-term project at this point with some steps taken recently to provide a framework for the project to work within.

Annual Non-CIP Costs Include:

- Utility Costs
- Contractual Services
- Building Materials
- Building Repairs
- Shop Tools/Equipment/Supplies
- Fees & Permits
- Personnel
 - Developing in-house staff and expertise will be key
 - Providing paths for leadership and skills development is crucial
 - Private sector competition here can be fierce
 - Matching personnel capacity to additional duties and responsibilities will need to be a deliberate balancing act

Annual Non-CIP Costs

- 2018 Costs

(Utilities, Supplies, Refuse Collection, Building Repairs/Materials, Contracted Services)

- Courthouse: \$379,644.67
- North Central Health Care Campus: \$874,564.68
- Thomas St. (DSS): \$56,729.42
- 212 River Drive: \$30,719.52
- 210 River Drive: \$15,888.53
- Juvenile Facility: \$46,531.76
- West Street Operations: \$8,878.09
- UWSP-Wausau Campus: \$58,760 (This is for maintenance ONLY)
- Library: \$101,452.45
- Total for these buildings: \$1,573,169.12

Annual Non-CIP Costs

- 2022 Costs

(Utilities, Supplies, Refuse Collection, Building Repairs/Materials, Contracted Services)

- Natural Gas was **\$320,236.32 over budget this year**
 - Utilities were \$393,427.81 over budget in total
 - Courthouse: \$540,214.33
 - North Central Health Care Campus: \$1,339,259.14 (\$243,051.41 natural gas)
 - Thomas St. (DSS): \$64,311.62
 - 212 River Drive: \$25,914.04
 - 210 River Drive: \$17,555.71
 - Juvenile Facility: \$63,079.70
 - West Street Operations: \$12,352.95
 - UWSP-Wausau Campus: \$58,760 (This is for maintenance ONLY)
 - Library: \$128,026.99
- Total for these buildings: **\$2,309,474.48**
- Increase in costs without utilities 2018-2022: **\$342,877.55**

Annual Non-CIP Costs

- Looking Ahead, we will be able to establish a clearer baseline for this information because:
 - Construction and affiliated costs will be gone
 - Inflation from previous years has settled, though the increase in the price floor has not gone down and we don't expect it to
 - Supply chains have stabilized compared to past years, though there are still areas that present long-lead challenges
 - Utility programs, especially in natural gas, will help the county navigate fluctuations in the market better.
 - There will most likely continue to be market challenges in this area
 - New equipment on the NCHC/Lake View campus is in place
 - We are looking at adding more meters to dial in use vs. overall 'central' use
 - Additional tools that utilize AI are available to help manage use, and additional in-line meters will help generate the data needed

Annual 'Small Caps' Funding

- There are two separate funds primarily used for projects that are small to midsize in scope and typically do not fall under the CIP umbrella.
 - Remodels, Equipment Upgrades, Carpet replacement, Surprises
- Actual Expenses
 - 2018: Courthouse (\$76K), Lake View Campus (\$117.5K)
 - 2019: Courthouse (\$76K), Lake View Campus (\$152.5K)
 - 2020: Courthouse (\$150K), Lake View Campus (\$147K)
 - 2021: Courthouse (\$150K), Lake View Campus (\$156.5K)
 - 2022: Courthouse (\$150.5K), Lake View Campus (\$72K)

5-Year CIP Planning

- 5-Year CIP
 - Historically, unfunded projects were shifted here.
 - Recommend focusing solely on key infrastructure, end of life, and generally higher-cost project needs here to establish an estimated annual floor for funding consideration
 - Unfunded 'new' projects can be re-submitted by departments
- Recurring CIP costs should also be included
 - This would be base funding projections without any increases, which would be applied later by the committee and County Board
- Long-term plan would be informed by asset inventory and expected life of key infrastructure and its support systems

5-Year CIP Planning

- A RFP is ongoing for a new Asset Management System that will serve multiple entities.
- The front-end work of inventorying all equipment and systems will be a heavy lift requiring the dedication of resources that are taken away from other work.
- Facilities will be a likely early adopter on the county side via the Work Order Program that comes with the new overall system. The inventory data will tie in directly to this.
- A full inventory and adoption of the new system will most likely occur in 2025.
- This system and its information will also tie into CIP directly.