



# MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, June 13, 2024 at 3:00 p.m.**

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

**Committee Members:** Kurt Gibbs, Chair; Chris Dickinson, Vice-Chair; Matt Bootz, Randy Fifrick, Brent Jacobson, Jacob Langenhahn, Stacey Morache, John Robinson, Al Drabek, Jennifer Aarrestad

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

**Committee Mission Statement:** The Executive Committee of the Marathon County Board exists for the purpose of implementing the County Strategic Plan by coordinating policy formation among the Committees and providing leadership for all County Board policies through supervision of administrative staff.

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

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

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

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

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment (15 minutes)** *(Any person who wishes to address the committee during the "Public Comment" portion of meetings, must provide his or her name, address, and the topic he or she wishes to present to the Marathon County Clerk, or chair of the committee, no later than five minutes before the start of the meeting. All comments must be germane to the jurisdiction of the committee)*
4. **Approval of the Minutes from March 14, 2024 Executive Committee Meeting**
5. **Policy Issues and Potential Committee Determination**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
  - A. Discussion and Possible Action by EXEC
  - B. Discussion and Possible Action by EXEC to Forward to County Board for Approval
7. **Educational Presentations and Committee Discussion**
  - A. 2024 1<sup>st</sup> Quarter Financial Reports (Budget to Actual) for Departments of Jurisdiction
  - B. Overview of Administration 2024 Work Plan
  - C. Update on Work of Data Officer
  - D. Discussion of Potential Educational Items for the Full Board
8. **Next Meeting Date & Time, Location, Announcements and Future Agenda Items:**
  - A. Committee members are asked to bring ideas for future discussion
  - B. Next meeting: Thursday, July 18, 2024 at 3:00 pm
9. **Adjournment**

\*Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk's Office at 261-1500 or e-mail [countyclerk@co.marathon.wi.us](mailto:countyclerk@co.marathon.wi.us) one business day before the meeting

**SIGNED** Chair Kurt Gibbs  
Presiding Officer or Designee

EMAILED TO: \_\_\_\_\_  
EMAILED BY: \_\_\_\_\_  
DATE & TIME: \_\_\_\_\_

NOTICE POSTED AT COURTHOUSE  
BY: \_\_\_\_\_  
DATE & TIME: \_\_\_\_\_



# MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, March 14, 2024 at 3:00 p.m.**

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

Kurt Gibbs	Present
Craig McEwen	Present
Matt Bootz	Absent
Chris Dickinson	Present (W)
Jacob Langenhahn	Excused
Jean Maszk	Present
John Robinson	Present
Rick Seefeldt	Present
Michelle Van Krey	Present

Staff Present: Kim Trueblood, Lance Leonhard, Michael Puerner

Others Present: Supervisor Baker, Supervisor Aarrestad

### [Meeting Recording](#)

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment** - None
4. **Approval of the Minutes from February 15, 2024 Executive Committee Meeting (:02)** – Motion by Maszk, Second by McEwen to approve the minutes as presented. Motion carried on a voice vote unanimously.
5. **Policy Issues and Potential Committee Determination**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
  - A. Discussion and Possible Action by EXEC
  - B. Discussion and Possible Action by EXEC to Forward to County Board for Approval
    1. Review and Approval of Administrator’s 2024 Work Plan (:03) – Motion by Robinson, Second by Maszk to recommend adoption of the work plan based on the priorities identified. Motion carried on a voice vote unanimously.
    2. Proposed Amendment to Ordinance 1.51(7) Conduit Bonding (:09)
7. **Educational Presentations and Committee Discussion**
  - A. Update from Rules Review Committee (:24)
8. **Closed Session for Administrator’s Evaluation**
  - A. Motion to go into closed session (**Roll Call Vote Required**), pursuant to Wis. Stat. s. 19.85(1)(c), for the purpose of considering performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, to wit: evaluation of the County Administrator (:30) – Motion by Robinson, Second by Maszk 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) – Motion by Robinson, Second by Maszk to return to open session. Motion carried on a voice vote unanimously.
  - C. Announcements and/or Action Regarding Closed Session Discussion – Motion by Robinson, Second by McEwen to forward the full summary to the full board for their consideration. Motion carried on a voice vote unanimously.
9. **Next Meeting Date & Time, Location, Announcements and Future Agenda Items:**
  - A. Committee members are asked to bring ideas for future discussion
  - B. Next meeting: Thursday, April 11, 2024 at 3:00 pm
10. **Adjournment** – Motion by Seefeldt, Second by Robinson to adjourn. Motion carried on a voice vote unanimously. Meeting adjourned at 3:58 p.m.

Minutes prepared by Kim Trueblood, County Clerk

**FIN - Budget vs Actual for Organization**

**Company** County of Marathon  
**Organization** Cost Center Hierarchy:  
County Administrator  
**Period** FY2024 - Mar  
**Fund** 101 General Fund

<b>Ledger Account</b>	<b>Original Budget</b>	<b>Actuals (YTD)</b>	<b>Budget Used (%)</b>
Revenues	239,000	39,825	16.66%
46500:Health	0	0	0.00%
47200:State	239,000	39,825	16.66%
47290 Other Services to State Government	239,000	39,825	16.66%
<b>Total Revenues</b>	<b>239,000</b>	<b>39,825</b>	<b>16.66%</b>
Expenditures	2,959,482	685,062	23.15%
Personnel	782,729	192,406	24.58%
Salaries and Wages	567,986	139,808	24.61%
Employee Benefits	568	1,634	287.75%
Employer Contributions	214,175	50,964	23.80%
Contractual Services	1,790,692	234,616	13.10%
Professional Services	1,406,796	183,777	13.06%
Utility Services	7,400	1,111	15.02%
Special Services	5,950	6,972	117.18%
Other Contractual Services	370,546	42,756	11.54%
Materials and Supplies	73,928	27,409	37.08%
Office Supplies	1,700	471	27.72%
Publications, Subscriptions and Dues	14,470	7,182	49.63%
Travel	17,075	4,187	24.52%
Operating Supplies	40,683	14,135	34.74%
Other Supplies and Expense	0	1,434	0.00%
Fixed Charges	31,000	17,397	56.12%
Other Permits and Regulatory Fees	500	0	0.00%
Rents and Leases	30,500	3,840	12.59%
Other Fixed Charges	0	13,557	0.00%
Capital Outlay	40,000	0	0.00%
Capital Outlay	40,000	0	0.00%
Grants, Contributions, Indemnities and Other	241,133	213,235	88.43%
Grants and Donations to Other Organizations	238,133	213,133	89.50%
Awards and Indemnities	3,000	102	3.40%
<b>Total Expenditures</b>	<b>2,959,482</b>	<b>685,062</b>	<b>23.15%</b>
<b>Net Change</b>	<b>(2,720,482)</b>	<b>(645,237)</b>	<b>23.72%</b>

**FIN - Budget vs Actual for Organization**

**Company** County of Marathon  
**Organization** Cost Center Hierarchy:  
County Board  
**Period** FY2024 - Mar  
**Fund** 101 General Fund




<b>Ledger Account</b>	<b>Original Budget</b>	<b>Actuals (YTD)</b>	<b>Budget Used (%)</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Expenditures	458,194	87,980	19.20%
Personnel	320,694	72,695	22.67%
Salaries and Wages	295,059	67,245	22.79%
Employee Benefits	295	0	0.00%
Employer Contributions	25,340	5,449	21.51%
Contractual Services	35,500	7,102	20.01%
Professional Services	6,500	0	0.00%
Utility Services	20,000	2,936	14.68%
Repair and Maintenance Services - Other	6,000	0	0.00%
Special Services	3,000	4,166	138.87%
Materials and Supplies	102,000	8,183	8.02%
Office Supplies	11,000	0	0.00%
Publications, Subscriptions and Dues	30,000	260	0.87%
Travel	60,000	7,423	12.37%
Operating Supplies	1,000	500	50.04%
<b>Total Expenditures</b>	<b>458,194</b>	<b>87,980</b>	<b>19.20%</b>
<b>Net Change</b>	<b>(458,194)</b>	<b>(87,980)</b>	<b>19.20%</b>








**COUNTY ADMINISTRATION  
2024 WORK PLAN  
(June 2024 Progress 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 Project</p> <p>A. Complete approved Lake View Campus renovation projects and relocate designated departments to the Lake View Drive Campus.</p>	<ul style="list-style-type: none"> <li>▪ <b>Human Services</b> - Enhance Lake View Campus as the county's human services campus, with Health, DSS, Veterans, ADRC, and Community Programs on single site.</li> <li>▪ <b>Financial savings</b> – 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</li> <li>▪ <b>Reduce Congestion in Courthouse</b> – relocating a portion of HR and Administration, and all of the Finance Department will provide opportunity to alleviate District Attorney Office congestion. Planning will be proposed in 2025 budget.</li> </ul>	<ul style="list-style-type: none"> <li>▪ May 2025 – target for A/B renovation completion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ General construction dependencies</li> </ul>		<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 completed – lease amendments have been proposed. Credit Union is working to find alternative location for primary branch.</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><b>ADRC-CW Lease finalized and signed for 2025 occupancy.</b></p> <p><b>Construction project is moving forward, asbestos remediation work completed.</b></p>
<p>B. Deliver Revised Master Summary Facilities Plan to county board based on projects approved in 2024 Annual Budget</p>	<ul style="list-style-type: none"> <li>▪ Single source of pertinent information regarding county's primary facility assets, including size, square footage, age, general condition, current usage, anticipated future use.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Target delivery date August 15 to County Board during educational presentation in connection with initial 2025 CIP recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None for planning</li> <li>▪ Dependencies exist for execution (Staff capacity; Funding provision by Board)</li> </ul>		<p>General information above</p> <p><b>Initial presentation provided to HRFC on 2.7.2024 relative to several primary facilities.</b></p> <p><b>Continue to evaluate alternative PRF relocation options.</b></p> <p><b>RFSC – value engineering work underway to maintain budget</b></p>



<p>C. Oversee Regional Forensic Science Center construction and prepare for commencement of operations</p>	<ul style="list-style-type: none"> <li>▪ Construction – deliver the project on time (1<sup>st</sup> half of 2025) and on budget.</li> <li>▪ Operations – develop a plan that allows for facility operation to commence timely without significant delay to revenue generation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquire Land per board authorization by groundbreaking</li> <li>▪ Review Lease with Marshfield Clinic – June 1 (don't execute until additional information known)</li> <li>▪ Construction commence – <b>July 2024</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction – standard dependencies</li> <li>▪ Operations – recruitment</li> </ul>		<p>Capital stack for project consists of Federal (\$2M), State (\$7M), and local foundation dollars, as well as the balance as a pledge from MC.</p> <p><b>Bids released in Q1 of 2024, a portion of bids are being re-released, as value engineering was necessary to manage budget. Groundbreaking scheduled for July 2024.</b></p> <p><b>Lease with Marshfield Clinic for suite use prior to completion of facility is 85% complete. Revisions to be sent back for review shortly.</b></p> <p><b>Legislative outreach – have engaged WCA to pursue change in law to allow MC to institute death record signing fee under Chapter 59, timeline to be developed for local/state engagement.</b></p> <p><b>Recruiting – materials for pathologist recruitment are 95% complete. Waiting on release of information based on facilities work and potential need to revise timeline and some aspects of recruitment.</b></p>
<p>D. Present County Board with theoretical financial and operational plan for new Highway Department Shop Construction</p>	<ul style="list-style-type: none"> <li>▪ Strategic – lay out at a high level the options for the Board relative to relocation of Highway Department and financial (tax levy) implications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation to Infrastructure June/July of 2024</li> <li>▪ Presentation to full Board to be determined by Infrastructure feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation is dependent upon information from our consultant and PFA</li> </ul>		<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><b>Finance Director, Highway Accountant, and auditors working to complete review of Highway reserve in connection with 2023 audit.</b></p> <p><b>Anticipate a presentation to the Infrastructure Committee in July with financial projections and bonding plan.</b></p> <p><b>Presentation to the EEED Committee on the Westside Masterplan on June 6, 2024, outlining the importance of relocating Wausau Highway shop to plan progress.</b></p>
<p>E. Assist HRFC in its effort to develop a Policy/Process relative to the divestment of County-owned facilities and properties (<b>non-tax deed</b>)</p>	<ul style="list-style-type: none"> <li>▪ Financial – divest surplus properties; redevelop property as necessary</li> </ul>	<ul style="list-style-type: none"> <li>▪ None have been established by HRFC – other issues have been a priority of the committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ HRFC prioritization</li> <li>▪ Staff capacity</li> </ul>		<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 2024 budget, County Board adopted an amendment providing that the county board will be considering sale of properties vacated through A/B</p>




					<p>renovation and department consolidation.</p> <p>Administration has engaged City of Wausau relative to two parcels at direction of HRFC; anticipating offers to purchase in June/July 2024. Per Economic Development Director, offers likely to come from Community Development Authority.</p> <p>Administration has sought to engage local municipalities on previously compiled list of properties for potential divestment.</p> <p>Administration has received offers to purchase on three properties, which were presented at HRFC in May 2024. Direction provided relative to further negotiations. Anticipate moving forward with divestment in June for at least two properties.</p> <p>Administration has engaged local stakeholder relative to funding of Economic Development professional within County Administration to aid in divestment/redevelopment efforts, including tax-deed properties.</p>
<p>F. Assist County Board in evaluating Ice Arena Feasibility Study and move forward as directed (0)</p>	<ul style="list-style-type: none"> <li>▪ Strategic – gather information relative to operational/replacement costs for Ice Arena asset; develop a strategy to provide for facility maintenance/replacement.</li> <li>▪ Financial – better understand the potential financial performance of an updated facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preferred to have this item considered through 2025 CIP process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		<p>ONGOING</p> <p>Study was approved by the Board in 2023.</p> <p>Presentation on the Westside Master Plan, including the ice arena study, provided to EEED Committee on June 6, 2024.</p> <p>Summary of progress as follows: Our consultant, JLG Architects, met with all user groups on November 30, 2023. With the information gathered they developed the preliminary program plan for the facility based on the needs of the current user groups and the County’s operational needs. Since that time, initial design has been developed to maximize efficiency in operations and to maximize the space of the facility. The developed plan is now being reviewed by structural engineers who will determine the ability to make a portion of the arena a saferoom, which would allow us to apply for grant funding. Plans will be shared with the Park Commission and other boards and committees once the saferoom piece is complete. This is expected to take place in early July. Once the initial design for the building—including the saferoom—is complete, cost estimates will be established.</p> <p>Concurrent with the building design, staff is working with a sub consultant to JLG Architects, Ballard King, to complete an economic impact analysis of the facility.</p>




					This is expected to be complete in mid to late June. The current plan is to have the study and cost estimates complete by early July with presentations to designated subordinate bodies of the County Board in July and August.
G. Provide Proposed updates to §7.07 of the County ordinances (Parking at Courthouse Complex, River Drive Complex, and Social Services Building) (0)					Not prioritized at this time.
2. Budget Related Projects A. Improve Budget Process as requested by the County Board and HRFC (15)	<ul style="list-style-type: none"> <li>Strategic – improved experience for Board members through enhanced understanding of budget process and greater opportunities for direction to Administrator in crafting budget</li> </ul>	<ul style="list-style-type: none"> <li>Applicable timelines will be set forth in the document adopted by the Board (see R-15-23 in March 2023 for reference)</li> </ul>	<ul style="list-style-type: none"> <li>Internal (Board/staff)</li> </ul>		<p>2024 Annual Budget process was shaped by the timeline set forth in R-15-23. HRFC to meet to discuss modifications.</p> <p>HRFC is considering a draft budget timeline and budget priorities at the June 12, 2024, meeting. County Board to adopt priorities on June 18, per draft timeline.</p> <p>Staff have updated the Mandated &amp; Discretionary Program list and will be delivering to county board of supervisors in June 2024.</p>
B. Develop a countywide vehicle fleet program (11)	<ul style="list-style-type: none"> <li><b>Strategic / Financial</b> - Rolling stock funding has not kept pace with needs and creation of a fleet should be more cost-effective than providing for mileage reimbursement, provided we leverage grant reimbursement effectively.</li> <li>Collaborate with NCHC and ADRC on Lake View Fleet</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>Sheriff's Office transitioned their squads to Enterprise Fleet Management Program in 2023, joining FCM and CPZ.</p> <p>District Attorney's Office staff had requested fleet vehicle access in connection with Deflection and DA Investigator positions. Addressing these pressing requests became the highest fleet related priority. After considerable effort between Sheriff's Office, Administration, and District Attorney's Office, we have developed a strategy to address these issues. A fleet solution (van) has been identified for Deflection. Greater examination relative to the DA Investigator position has led us to propose a position transfer to the Sheriff's Office. This transfer will address training and vehicle issues.</p> <p>Broader fleet discussion to occur later in 2024.</p>
C. Enhance 5-year Capital Improvement Plan (7)	<ul style="list-style-type: none"> <li>Strategic – improve our understanding of our future capital needs across the organization and provide that information to policy makers in a more meaningful way</li> <li>Financial – clearly articulate the funding strategy relative to our long-term capital needs (e.g., bonding, outside revenues)</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a 5 year CIP plan to the board through the budget process.</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>FCM staff have initiated our annual CIP process, requesting information from Departments relative to their capital needs in 2025 and beyond.</p> <p>CCITC released an RFP for asset management software to allow us to track our large capital assets and better plan and budget for their maintenance and replacement. Awaiting final conversation with City of Wausau before contracts are finalized with CCITC staff and implementation timeline can be put in place.</p> <p>HRFC has received updates on ARPA spending. In light of</p>







					remaining balance, it is anticipated that ARPA will be used to complete a number of capital projects are part of 2025 budget process.
D. Report to Public Safety on the utilization relative to Alcohol and other Treatment Courts (i.e., Drug Court), including alternative proposals if appropriate. (6)	<ul style="list-style-type: none"> <li>Referenced in the 2024 budget</li> </ul>	<ul style="list-style-type: none"> <li>Present initial information to CJCC on July 18, 2024.</li> <li>Present to Public Safety on August 6, 2024</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>Data Officer has worked with ATTIC (service provider) to better assess data relative to our Treatment Court.</p> <p>Judges have been holding meetings with stakeholders to identify potential population for 2<sup>nd</sup> treatment court, as the 2<sup>nd</sup> court (initially contemplated as Alcohol court) has not seen population growth.</p> <p>Follow up with Justice System stakeholders is anticipated in connection with budget development.</p>
E. Develop a Proposal for consideration for the creation of a Procurement/ Purchasing Agent (1)	<ul style="list-style-type: none"> <li>Financial – request from HRFC</li> </ul>	<ul style="list-style-type: none"> <li>To Be Determined</li> </ul>	<ul style="list-style-type: none"> <li>Staff Capacity</li> </ul>		<p>Initial contemplation of position is to do a two-year pilot position funded with ARPA to complete a return-on-investment analysis. The position would be structured to be the primary point of contact for any procurement greater than \$25,000 or a multi-year contract (i.e., quotes or bids).</p>
F. Report to Executive Committee on Program Based Budgeting options (0)	<ul style="list-style-type: none"> <li>Strategic – could be used to better allocate resources.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined – This was not identified as a priority through Executive committee ranking process.</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>Limited investigation completed at this time.</p> <p>This item was not prioritized in Work Plan discussions by the Executive Committee.</p> <ul style="list-style-type: none"> <li>Initial thoughts on deliverables as follows: Summary of information from other peer counties relative to their efforts at providing a “program-centric” budget to their county boards.</li> <li>Summary of the budgeting tools (i.e., software) and mechanisms to deliver such a program centric budget.</li> </ul>
3. Financial Related Projects					
A. Deliver Quarterly Financial Reports to Standing Committees for Departments under their jurisdiction referenced in Board rules, beginning in May 2024 (develop monthly reports for HR, Finance & Property Committee (11)	<ul style="list-style-type: none"> <li><b>Financial</b> – provide greater information to the board relative to current financial position relative to budget.</li> </ul>	<ul style="list-style-type: none"> <li>Target – May of 2024</li> </ul>	<ul style="list-style-type: none"> <li>Technology – consultant resources to transfer data from the budgeting tool (Adaptive) to Financial System (Workday)</li> </ul>		<p>Completed.</p> <p>Progress had been behind target; however, the week of May 6, the consultant was able to load/publish the 2024 budget from Adaptive into Workday. 1<sup>st</sup> Quarter budget to actual reports were presented to HRFC at the end of May. Standing Committees will see reports for departments under their jurisdiction in June or July.</p>
B. Review Fund Balance policies and update as directed by the Board and implement necessary operational changes (8)	<ul style="list-style-type: none"> <li><b>Financial</b> – enhanced knowledge of existing financial policies by policy body. Improved planning relative to Board strategies.</li> </ul>				<p>Fund balance policy overview was provided by Finance Director Palmer to HRFC on 2.7.2024.</p> <p>Opportunity identified by Administration to create a “Debt Service and Large Capital Debt Abatement” fund. Awaiting further direction for action from HRFC.</p>



					County Administration provided draft amendments to the HRFC and the Executive Committee relative to § 1.51(7), conduit financing, provisions of the county code of ordinances. Awaiting further action by HRFC or Executive Committee with respect to amendment of § 1.51(7).
C. Continued Implementation of Workday ERP System to replace Cayenta financial system and develop a plan to centralize finance staff (6)	<ul style="list-style-type: none"> <li>Operational – previous financial system was beyond useful life.</li> <li>Strategic – centralization of financial functions is better practice; will allow for enhanced training and consistency, and restructure is likely to provide cost savings.</li> </ul>	<ul style="list-style-type: none"> <li>Additional specific timelines will be established post audit.</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>ONGOING</p> <p>Loading 2024 budget from Adaptive (budgeting software) into Workday was far more difficult and took the consultants far longer than anticipated, which delayed budget to actual reports.</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. Intent was to do so as part of the 2025 budget development; however, with the need to recruit and onboard a new Finance Director, the timeline must be reevaluated after selection.</p>
D. Provide staff support for Board in American Rescue Plan Act funding deployment (5)	<ul style="list-style-type: none"> <li>Strategic – Board has expressed desire to utilize ARPA funds to mitigate future capital needs.</li> <li>Financial – resources will allow the county to make meaningful investments in capital in a manner that will reduce need to utilize bonding.</li> </ul>	<ul style="list-style-type: none"> <li>2024 Capital Improvement Project process is underway – adoption by Board is slated for August 22, 2023 per adopted process timeline.</li> <li>Anticipate recommendation relative to reconciliation of ARPA funds previously allocated from the HRFC in July 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Board Policy development – staff are developing CIP plans based on direction from Board and HRFC.</li> </ul>		<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>Significant ARPA funding has been allocated to capital projects in 2023 and 2024 budget process, for example:</p> <ul style="list-style-type: none"> <li>Sheriff TRC facility upgrades</li> <li>Eau Claire Dells park dump station</li> <li>East Gate Hall renovations</li> <li>Courtroom Audio Video project</li> <li>Marathon Park water upgrade</li> <li>Library Chiller/HVAC</li> <li>Lakeview Drive A/B building</li> </ul> <p>ARPA updates have been provided to HRFC as requested. Anticipate additional report in June of 2024.</p>
E. Assist HRFC in addressing Tax Delinquent Parcel backlog (5)	<ul style="list-style-type: none"> <li>Financial – backlogs in tax deed process reduces revenues</li> <li>Operational – backlogs in property description negatively impacts tax collection, as bills are sent to</li> </ul>	<ul style="list-style-type: none"> <li>Reallocated staff from Treasurer’s Office to CPZ (see 2023 Annual Budget)</li> <li>First Round of In Rem Foreclosure – started July 2023; court anticipated in November</li> </ul>	<ul style="list-style-type: none"> <li>Committee capacity</li> <li>Staff capacity</li> </ul>		<p>ONGOING</p> <p>Staff evaluated and recommended the amendment of our Code of Ordinances to allow us to utilize In Rem</p>



	<p>previous owners. Municipalities are negatively impacted, as residents are frustrated</p>				<p>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 2023 for first wave of filings, with the second and third respective notices occurring as required thereafter. The court hearing on the first wave of properties is scheduled for June 27. The Treasurer’s Office has not forwarded a second wave of properties to Corporation Counsel’s Office for processing at this time; however, it reports that it will supplement the list of delinquent parcels in September, following issuance of tax certificates.</p> <p>Updates on progress have been provided to the HRFC periodically, as requested. Treasurer has indicated that a number of property owners in the first in rem filing group have paid. Similarly, process changes, most notably sending notices of delinquency to mortgage holding entities (i.e., banks, credit unions) has led to more properties coming into compliance relative to payments.</p> <p>Staff person hired within Corporation Counsel’s Office in June 2024 that will have a portion of their time devoted to this work.</p>
<p>F. Develop a Proposal for Parks, Recreation &amp; Forestry revenue and Leased-Property revenue set aside to contribute to funding future capital projects (3)</p>	<ul style="list-style-type: none"> <li>Strategic/Financial– setting aside revenue from revenue generating activity/programs may provide opportunities to reduce long-term tax levy allocations necessary to maintain our park, recreation, and forestry capital assets.</li> </ul>	<ul style="list-style-type: none"> <li>Levy Support Analysis document for PRF was delivered to ERC committee at 5.30.2023 meeting in connection with budget discussion.</li> </ul>	<ul style="list-style-type: none"> <li>Staff Capacity</li> <li>Legal requirements</li> </ul>		<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>Progress has been limited due to other priorities within PRF and Administration. PRF leadership has worked to develop the intergovernmental agreement memorializing our longstanding relationship with the City of Wausau relative to PRF work.</p>
<p>G. Provide staff support for development of Opioid Settlement Funding (2)</p>	<ul style="list-style-type: none"> <li>Strategic – investments in opioid-mitigation/response programs may present an opportunity for mitigation of future expense and/or improved quality of life for residents.</li> </ul>	<ul style="list-style-type: none"> <li>TBD by Board of Supervisors</li> </ul>	<ul style="list-style-type: none"> <li>Staff Capacity</li> </ul>		<p>ONGOING</p> <p>Marathon County is receiving opioid settlement funds in connection with various suits that Marathon County elected to join.</p> <p>Board adopted R-1-24 to allocated \$50,000 for continuum of care gap analysis, as recommended by the Criminal Justice Coordinating Council.</p> <p>RFP for analysis was released in February of 2024. Board approved allocation of additional funding, for a total of</p>

					<p>\$70,000) based on the responses.</p> <p>Vendor was selected and contract for work has been finalized and signed. Completion of the analysis is expected before the end of 2024; however, it is unlikely that the information will be available early enough for robust committee discussion purposes. Absent clear direction from the Board/Standing Committee, Administration will not allocate settlement funding through the 2025 budget development process.</p>
<p>H. Negotiate Conduit Bonding agreement based on direction from the EEED, HRF, and ER Committees (2)</p>	<ul style="list-style-type: none"> <li>▪ Operational – the county board approved an initial resolution relative to a manure digester and several other similar projects have expressed interest in similar funding mechanisms.</li> <li>▪ Strategic – this financing tool could provide a long-term revenue source for Marathon County.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developer initially shared the following milestone dates: <ul style="list-style-type: none"> <li>○ 7.1.24 – permits received</li> <li>○ 8.1.24 – sell bonds</li> <li>○ 9.1.24 – financing closed</li> <li>○ 9.1.2025 – gas generation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff Capacity</li> <li>▪ Developer contact and responsiveness</li> </ul>		<p>ONGOING</p> <p>In December of 2023, the Board of Supervisors adopted an initial resolution relative to a proposed digester facility at the Vandergeest Farm in the Village of Maine.</p> <p>County staff have been proactive since the action taken by the Board, reaching out to the developer on several occasions and specifically sharing the county's position relative to project deliverables.</p> <p>Developer expressed understanding of the county's position and initially expressed that the county's requirements were reasonable and that developer would be sharing templates for developer agreement with the county. To date, the county has not received additional information.</p>
<p>I. Support broadband expansion work of Task Force as necessary</p>	<ul style="list-style-type: none"> <li>▪ Strategic – the board has been very active in supporting broadband expansion (e.g., conduit bonding, PSC application, BEAD discussions, engaging local municipalities, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ As needed by the Task Force</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		<p>ONGOING</p> <p>Staff from Administration, Corporation Counsel, and CCIT have been actively engaged with Broadband Task Force through Chair Robinson. Areas of focus have included:</p> <ul style="list-style-type: none"> <li>- Frontier PSC application – reviewing the materials from the PSC and Frontier and developing responses as necessary.</li> <li>- Bug Tussel 2021 Conduit issue – discussing potential financing strategies to address cost overruns incurred through the project.</li> <li>- Bug Tussel PSC application – discussing potential financing strategies to provide support as envisioned by the Board of Supervisors in its initial PSC funding resolution.</li> </ul>
<p>4. Human Resources Related Projects</p> <p>A. Evaluate Health Care Insurance Delivery methodology (fully insured vs. self-funded) (16)</p>	<ul style="list-style-type: none"> <li>▪ Financial – Health Insurance cost is a significant financial expense for all businesses, including the County corporation.</li> <li>▪ Operational – a strong health care benefit is critical to an overall compensation and benefit plan, which is essential to retention and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Onsite Clinic Provider Interviews – June 2024.</li> <li>▪ Future actions dependent upon information learned</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> <li>▪ Market (RFP responses)</li> </ul>		<p>ONGOING</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 2023 – adopted consultant recommendation to remain</li> </ul>



	recruitment.				<p>insured with GHT. Continue evaluation of self-funded transition in 2024 based on claim experience.</p> <ul style="list-style-type: none"> <li>2024 – continued consultant engagement. Based on the significant cost with current onsite clinic provider, an RFP was released for an independent provider. Interviews were conducted during week of June 3. HRFC will be presented with information relative to results of interviews on June 18. Guidance from HRFC will determine future actions and timelines, particularly as it relates to moving to self-funded.</li> </ul>
B. Continue implementation of Workday ERP System (our first HCM System), including Learning Management System (13)	<ul style="list-style-type: none"> <li>Operational – our previous HR operations were conducted through the utilization of manual processes, leading to inefficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management – Appraisal module operational for year end appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity Consultant availability</li> </ul>		<p>ONGOING</p> <p>See Notes from 3C. above relative to financial system update.</p> <p>Performance Appraisal usage was implemented at end of 2023.</p> <p>Improvements made to onboarding process process in Q1.</p> <p>Training on employee performance management/feedback functionality was provided to Department Heads in Q2 of 2024.</p>
C. Deliver proposed update to Human Resources policies to HR Finance & Property Committee for consideration (13)	<ul style="list-style-type: none"> <li>Operational / Financial – strong employment policies and practices are essential to operational and financial performance based on their impact on retention and recruiting.</li> </ul>	<ul style="list-style-type: none"> <li>Dates to be established based on HR Finance &amp; Property Committee workplan</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		<p>ONGOING</p> <p>In 2023, HRFC received several presentations from staff relative to our current state relative to retention, recruiting and benefits. Discussion 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. 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>Comprehensive update of HR policies has been delayed due to lack of capacity.</p> <p>Discussions regarding modification of public access hours have not been resumed at the committee.</p>

<p>5. Intergovernmental Partner Work</p> <p>A. North Central Health Care – continue to provide oversight and work to enhance financial performance and service quality (19)</p>	<ul style="list-style-type: none"> <li>▪ 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 to support individuals with an organizational priority focus on providing care and services in our communities.”</li> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2025 budget development will begin shortly</li> <li>▪ 2023 Dates for context: <ul style="list-style-type: none"> <li>- NCHC Budget letter received on 7.12.2023, calling for 3% tax levy increase (\$143,436)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Pine Crest sale by Lincoln County – substantially impacts overhead allocation. Significant financial impact</li> <li>▪ State of WI Supplemental Aid payment – without restoration there will be a significant shortfall</li> </ul>		<p>ONGOING</p> <p>Relationship and functioning of the NCHC leadership team and NCHC Executive Committee is improved relative to historical.</p> <p>2023 reduction in Supplemental Aid from state caused financial challenges at NCHC. 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 did not follow.</p> <p>Lease agreement language updated to enhance clarity and ensure compliance with 2023 audit (i.e., GASB 87).</p> <p>Administration and NCHC executed leases and other documents relative to off-campus properties being used by 3<sup>rd</sup> party for CBRF. Administration has been negotiating the sale of those properties to 3<sup>rd</sup> party. Anticipate sale in July 2024, pending approval by Board. Recommendation is that funds be set aside for NCHC to use to service debt.</p> <p>Staff will work to finalize additional transfer of real property located on 3<sup>rd</sup> Avenue to County. NCHC Executive Committee expressed that intent is to have county allocate revenue from divestment toward NCHC’s debt service obligation.</p> <p>NCHC staff have engaged staff from La Crosse to better understand how La Crosse County has assisted the City of La Crosse in addressing challenged related to its unhoused population. NCHC leadership presented this information to Administrator on 5.30.2024.</p>
<p>B. Develop a Countywide Dashboard, displaying data regarding Department-based and Program-based performance measures to aid in department and program assessment (6)</p>	<ul style="list-style-type: none"> <li>▪ Operational – provide insight into our performance relative to KPIs for our various programs.</li> <li>▪ Strategic – provide insight to elected officials as to performance and ROI/community benefit relative to programs.</li> <li>▪ Transparency – allow the public to better understand the work of County government</li> <li>▪ Identified aspirational example – <a href="#">Montgomery County, Maryland</a></li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation to Executive Committee to be delivered on 6.13.2024</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity; funding for various data tools</li> </ul>		<p>ONGOING</p> <p>Data Officer hired in September 2023</p> <ul style="list-style-type: none"> <li>- Performance indicator infographics delivered to CJCC in November 2023.</li> </ul> <p>184 KPIs identified for programs from across the organization, which will be reported through expanded annual budget book.</p> <p>Data Officer applied for Bureau of Justice Assistance Grant for additional software resources to support long-term goal of real-time dashboard functionality.</p>
<p>C. CJCC - continue to lead</p>	<ul style="list-style-type: none"> <li>▪ Operational Financial – Justice</li> </ul>		<ul style="list-style-type: none"> <li>▪ Continued support of</li> </ul>		<p>ONGOING</p>

<p>the system budgeting discussions with stakeholders to enhance resource allocation decisions (5)</p>	<p>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).</p>	<ul style="list-style-type: none"> <li>Annual CJCC workplan provides additional project milestones</li> </ul>	<p>Sheriff, DA, Clerk of Court, and Judges in the structure provided in § 2.05(13) of the County ordinances, and supporting bylaws.</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.G.</p> <p>2024 Workplan adopted in November 2023 – available here - <a href="https://www.marathoncounty.gov/home/showpublisheddocument/11473/638355687909600000">https://www.marathoncounty.gov/home/showpublisheddocument/11473/638355687909600000</a> (beginning on page 4).</p> <p>System Budgeting – initial 2025 budget discussions with departments has occurred:</p> <ul style="list-style-type: none"> <li>- Sheriff's Office – no new requests</li> <li>- Clerk/Judges – no new requests, reassign switchboard position responsibility to Administration, maintain funding for 2<sup>nd</sup> treatment court</li> <li>- DA – reclassify legal assistants to paralegals and transition existing ARPA Victim Witness position to permanent funding. (I have discussed continuing ARPA funding for the VW position and the DA supports doing so).</li> </ul>
<p>D. Confer with local municipalities and other stakeholders to evaluate opportunities to aid in improving service delivery to unhoused persons (including Community On Call system) (5)</p>	<ul style="list-style-type: none"> <li>Discussed as a challenge by EEED, HHS, and Public Safety Committees</li> </ul>	<p>No expressed deliverables set by committees at this time.</p>	<ul style="list-style-type: none"> <li>Staff capacity</li> <li>Deliverables being set by Board / committees</li> </ul>		<p>Administrator continues to participate in United Way Homeless/Housing Task Force with representatives from numerous agencies, including City of Wausau</p> <p>City of Wausau Chief of Police and former Mayor attended April 2024 HHS Committee meeting and presented on Wausau efforts</p> <p>Administration has attended information gathering meetings with the Chamber of Commerce to understand business community challenges.</p> <p>Administration requested NCHC leadership outreach to County of La Crosse to understand its work with the City of La Crosse to address this issue.</p> <p>Assisted Library Director in evaluating mechanisms to provide onsite security services at Wausau headquarters</p> <p>Provided fleet vehicle to DA's office to support outreach work in connection with Deflection Program, which works closely with this population.</p> <p>Administration will bring information back to Standing Committees / Board as requested. Awaiting further direction at this time.</p>

<p>E. City/County Information Technology Commission – serve as the CCITC Chair and work to ensure Marathon County receives necessary IT support, while we control our IT spending (4)</p>	<ul style="list-style-type: none"> <li>▪ Operational/Financial – serve as the chair of the CCITC and work to ensure that MC receives necessary IT support, while we control IT spending.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budget Development is ongoing</li> <li>▪ CCITC audit presentation in August 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity for project completion</li> <li>▪ Funding for retention</li> </ul>		<p>ONGOING</p> <p>Historical - County Administrator was first elected as Chair of the CCIT Commission in April 2021, recently re-elected in May 2024.</p> <p>Priorities:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Funding – Revised chargeback model to more appropriately fit member business operations, particularly hybrid work.</li> <li>- Director Appraisal – made enhancements to process and develop annual work plan to emphasize goals of member partners</li> <li>- Project/Portfolio management tool implementation was completed in 2023.</li> </ul> <p>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> <p>Project list is presented to Infrastructure as recurring agenda item. Selection of Asset Management system across County, City, NCHC, and CCIT has been a considerable effort in 2024. Other large projects of note include continued Workday, Teller, and Regional Forensic Science Center efforts. A continued challenge for CCIT is the limited bandwidth for new projects, as vast majority of staff capacity is needed to ensure continued operations.</p>
<p>F. Marathon County Public Library - Review and revise agreements relative to facility, legal, HR, and financial services provided by Marathon County governments (2)</p>	<ul style="list-style-type: none"> <li>▪ Operational / Financial – Review and revise agreements relative to facility, legal, HR, and financial services</li> <li>▪ Facility – develop a plan for utilization of 3<sup>rd</sup> floor</li> <li>▪ Security</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update all agreements in 2024</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity and prioritization of the project</li> </ul>		<p>ONGOING</p> <p>Revise Contracts - Library Director has submitted revised MOUs/Contracts for service to Administration for review and discussion. <b>Lack of Administration capacity at this time.</b></p> <p>Facility – the Library Board has completed a Strategic Plan, which calls for a space assessment for the 3<sup>rd</sup> floor of the Headquarters. Information on the Strategic Plan is available here - <a href="https://mcpl.us/about/blog/mcpl-strategic-plan/">https://mcpl.us/about/blog/mcpl-strategic-plan/</a></p> <p>Security – Library Director has developed—after engaging the Sheriff's Office, Wausau PD, and County Administration—a strategy for obtaining security services to address some challenging behaviors exhibited by select patrons at the Wausau location.</p>



<p>G. Deliver proposed updates to §12.04 developed by Assemblies Workgroup for consideration by the Board</p>	<ul style="list-style-type: none"> <li>Strategic – the regulation of these activities is an important policy question, with significant public safety and emergency preparedness implications.</li> <li>Operational – staff need guidance for carrying out regulation in this area</li> </ul>	<ul style="list-style-type: none"> <li>Target Standing committee presentation in Q3 of 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Direction from Standing Committees</li> </ul>		<p>Ongoing – Staff work is complete</p> <p>Project elevated this to a 2023 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.</p> <p>Presentation was made to committees in early 2024, feedback taken to the workgroup and updates made.</p> <p>Standing committees presentation should take place in Q3 of 2024 based on committee agenda availability.</p>
<p>H. Evaluation of zoning options regarding marijuana cultivation</p>	<ul style="list-style-type: none"> <li>Strategic – there was concern expressed that if some form of legalization occurred, the county would want to ensure appropriate zoning regulation.</li> </ul>	<ul style="list-style-type: none"> <li>None identified – this was not prioritized by the Executive Committee in early 2023</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity and direction from Board relative to goals</li> </ul>		<p>Administration conferred with representatives from WCA in 2023 on this item and was informed that in the event the state did move forward with some form of legalization, the state would preempt local regulation.</p> <p>At this time, it does not appear that there is sufficient political support at the state level for any form of proposed legalization. Should the situation change, I would anticipate this item may be reprioritized by the Executive committee.</p> <p>A number of legislators have discussed developing legislation to address synthetic THC analogs (e.g., Delta 8, Delta 10, etc.)</p>
<p>6. Projects NOT PRIORITIZED, Identified for Future Year Prioritization</p>					
<p>A. 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 (12)</p>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Financial – significant CIP expenses in 2024 and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<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</p>

					<p>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 conducted a space needs analysis based upon a request from both Administration and Board of Regents President Rothman. A report on the analysis and an update relative to current operations will be delivered to the County Board in June of 2024.</p> <p>Administration has been speaking with UWSP leadership about relocating PRF Administrative staff to a portion of the campus (to vacate River Drive) and taking over a portion of operations of the Fieldhouse to enhance recreation programming.</p> <p><b>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 &amp; Property).</b></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. (8)</p>	<ul style="list-style-type: none"> <li>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</li> </ul>				<p>In May of 2024, the Finance Director announced that she would be retiring at the end of June.</p> <p>In light of the need to select and onboard a new Finance Director, it is unlikely that there is bandwidth to take on this practice in 2024 or the first half of 2025, even if it were to be prioritized.</p>
<p>C. Aid the Board in updating existing Comprehensive Plan refresh &amp; generation of new 5-year Strategic Plan (7)</p>	<ul style="list-style-type: none"> <li>Strategic</li> <li>(see page 157 of Comprehensive Plan for relevant history (page 163 of the online pdf)– under Plan Evaluation heading).</li> </ul>	<ul style="list-style-type: none"> <li>Time frame to be determined by Policy Makers</li> </ul>	<ul style="list-style-type: none"> <li>Staff Capacity</li> </ul>		<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>Farmland Preservation Plan (FPP) must be updated before the end of 2024 to ensure that Marathon County farmers continue to be eligible for cost sharing. There is a requirement that the FPP must be adopted by the Comprehensive Plan.</p>

					<p>CPZ staff have undertaken effort, including gathering public input, to update the Farmland Preservation Plan. A presentation on the FPP will be made at the June educational meeting of the County Board.</p> <p>Formal update of the Comprehensive Plan will be scheduled later in 2024.</p>
D. Conduct Needs Assessment and Feasibility Study relative to delivery of Emergency Medical Services through countywide system (6)	<ul style="list-style-type: none"> <li>Strategic – this is an important policy question, with significant public safety and emergency response implications.</li> </ul>				
E. Engage Library Board to identify appropriate use for 3 <sup>rd</sup> Floor and corresponding CIP plan (6)					See item 5.F. above regarding Library Strategic Plan. The Library has developed an initial 5 year CIP plan.
F. Conduct RFP for General Liability Insurance – WMMIC / County Mutual (3)	Operational / Financial – evaluate the options available				Historical – In Wisconsin, two providers serve nearly all counties (i.e., WMMIC and County Mutual)
G. Secure a Telecommunications Audit					<p>Historical - In 2016, Marathon County utilized a 3<sup>rd</sup> 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. Aid in the Comprehensive Review of Marathon County Ordinances	<ul style="list-style-type: none"> <li>Operational</li> <li>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.</li> <li>Price quote received from potential vendor to assist in the comprehensive review</li> </ul>	<ul style="list-style-type: none"> <li>To be determined if prioritized</li> </ul>	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 proposed revisions to Chapters 3, 6, and 12 of the code of ordinances.</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>

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**Marathon County Wisconsin** | Wausau, WI

## **Data Officer**

Job Posting End Date: 06-20-2023

Worker Sub-Type: Regular

Scheduled Weekly Hours: 40

Come work at a place where innovation and teamwork come together to support the most exciting missions in the world!

### **POSITION SUMMARY:**

Reporting to the County Administrator, Marathon County is seeking a Data Officer who will be responsible for overseeing the collection, management, and analysis of data related to justice system programs and other county programs. In addition, the Data Officer will be tasked with developing and implementing data management policies and procedures to ensure data accuracy, completeness, and security. The Data Officer will analyze data to identify trends and patterns that can inform decision-making and improve operational efficiency. The Data Officer will also lead a multi-year project to implement a community-facing data dashboard, which will improve transparency and drive continuous quality improvement throughout each of our justice system programs and other county departmental programming.

### **QUALIFICATIONS:**

- Graduation from an accredited college or university with a bachelor's degree in a relevant field, such as data analytics, information management, statistics, computer information systems, computer science, justice system programs, criminal justice, or a related field is generally preferred.
- Three (3) years of experience analyzing, interpreting, or manipulating data in an information technology environment.
- Demonstrated ability to manage one's work independently, while also working effectively with diverse teams across many different program areas.

### **PREFERRED QUALIFICATIONS**

- Three (3) years of experience in the public sector, or a governmental organization.
- Experience with Open Data software platforms (e.g., Jasper Reports, SQL, Tableau, Power BI).
- Master's degree in data science, computer science, information management, mathematics, statistics, or related field.

### **EXAMPLES OF WORK PERFORMED:**

- Develop and implement data management policies and procedures to ensure data accuracy, completeness, and security for justice system programs and other assigned projects.

- Design and maintain data systems and databases, ensuring data is organized and easily accessible.
- Analyze data to identify trends and patterns that can inform decision-making and improve operational efficiency.
- Develop and maintain performance metrics and dashboards to track progress towards organizational goals and objectives.
- Work collaboratively with cross-functional teams to identify areas for improvement and recommend solutions based on data analysis.
- Oversee the development and implementation of a community-facing data dashboard, ensuring data accuracy and alignment with organizational goals and objectives.
- Lead the communication and dissemination of data analysis to internal and external stakeholders.
- Collaborate with external partners and stakeholders to identify and integrate external data sources to enhance analysis.
- Stay up to date with trends and best practices in data management and analysis and recommend new strategies as appropriate.
- Make presentations to an internal and external audience and interact positively with upper management.

#### KNOWLEDGE, SKILLS & ABILITIES:

- Knowledge of master data, metadata, reference data, data warehousing, and governmental intelligence principles and processes of local, state, and federal laws and regulations relevant to data management and data governance.
- Ability to direct and organize program activities.
- Ability to identify problems, evaluate alternatives, and implement effective solutions.
- Experience designing and implementing data management policies and procedures.
- Experience developing and implementing performance metrics and dashboards.
- Advanced mathematical skills and strong analytical skills, with the ability to translate complex data into actionable insights.
- Experience leading cross-functional teams and projects, with a track record of delivering results on time and within budget.
- Strong verbal and written communication and collaboration skills, with the ability to work effectively with internal and external stakeholders.
- Ability to establish and maintain critical networks and relationships.
- Experience with data visualization tools and techniques for preparing reports.
- Knowledge of programming languages such as Python, R, Groovy, Velocity, or SQL is a plus.

# From Data to Decisions

## Building a Data-Informed Culture

*Executive Committee Meeting*  
*June 13, 2024*

**Why did we start this data journey...**

**...Enhance understanding of the work that is being done.**

**Vision for the project: Montgomery County, MD**  
***Department Performance Dashboards***

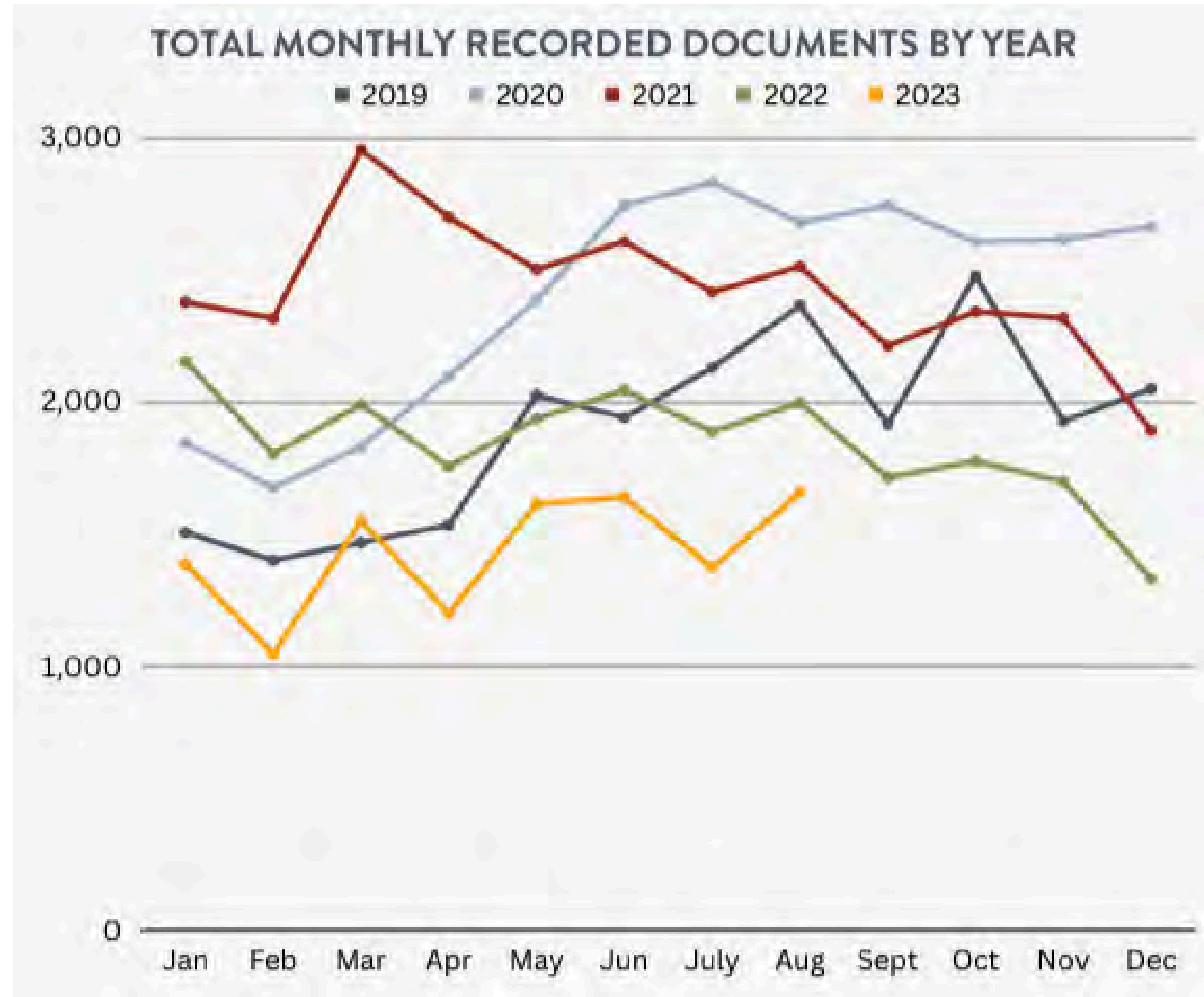
**Realistic expectations... Incremental approach**



# Incremental Approach

## Budget Book - By the Numbers

### Example: Monthly Recorded Documents from Register of Deeds Office



*Data Officers help organizations get the most out of their data.*

## The Process

DATA



SORTED



ARRANGED



PRESENTED  
VISUALLY



EXPLAINED  
WITH A STORY



## The Plan

- Initial Focus on Justice System
- Key Performance Indicator (KPI) Reports
- Data-Informed Processes

# Results-Based Accountability™ (RBA)

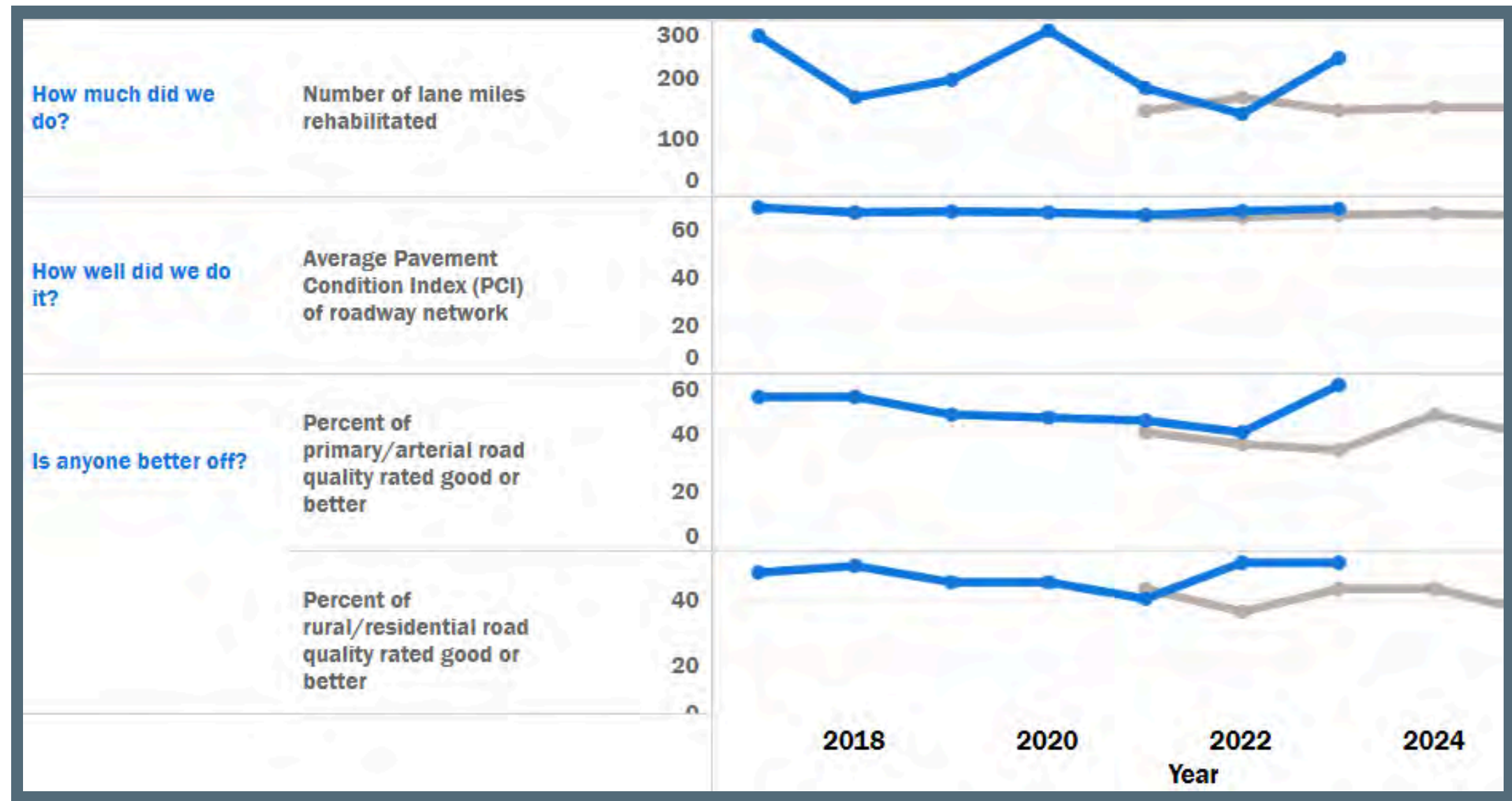
*a framework for turning data into action*

How Much Did We Do?

How Well Did We Do It?

Is Anyone Better Off?

Montgomery County, MD - Dept of Transportation  
Infrastructure & Construction Maintenance



# Putting It All Together

## Key Performance Indicator (KPI) Project

