



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, January 13, 2022, at 4:00 p.m.**

Meeting Location: **Courthouse Assembly Room, B-105, 500 Forest Street, Wausau WI**

Committees Members: Kurt Gibbs Chair; Craig McEwen, Vice-Chair; Matt Bootz; Tim Buttke; Sara Guild, Randy Fifrick, Jacob Langenhahn, Alyson Leahy, Jean Maszk, John Robinson.

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)*

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. 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: 146 159 7938

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

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

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)** *(Any person who wishes to address the County Board, or one of its committees, 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.)*
3. **Approval of the December 9, 2021, Executive Committee Meeting and December 21, 2021 Special Meeting Minutes**
4. **Policy Issues for Discussion and Possible Action**
 - A. Discussion and Recommendations for Filling Supervisor District 12/13 Seat
 - B. Update on 2021 Administration Work Plan Progress and Overview of Draft 2022 Administration Work Plan
 - C. Authorization to Participate in the Uniquely Wisconsin Program offered through the Wisconsin Counties' Association and Discover Wisconsin
 - D. Authorization to lease space within the Community Partners Campus
5. **Operational Functions Required by Statute, Ordinance, or Resolution**
6. **Educational Presentations and Committee Discussion**
 - A. Update on the Implementation of Multi-Factor Authentication (MFA) for County Board members
 - B. Gather Input from Supervisors on questions for the Administrator's Review Survey
7. **Next Meeting Date & Time, Location, Announcements and Future Agenda Items:**
 - A. Committee members are asked to bring ideas for future discussion.
 - B. Next Executive Committee Meeting: **Thursday, February 10, 2022, at 4:00 p.m.**
8. **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 one business day before the meeting*

SIGNED: Chair Kurt Gibbs
Presiding Officer or Designee

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

EMAILED BY: Toshia Ranallo

DATE & TIME: 1/07/2022 AT 6:00 PM

NOTICE POSTED AT COURTHOUSE _____

BY: Toshia Ranallo

DATE & TIME: 1/07/2022 at 3:55 PM



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Thursday, December 9, 2021, at 4:00 p.m.

WebEx/Courthouse Assembly Room, B-105, 500 Forest Street, Wausau WI

Members	Present/Web-Phone	Absent
Chair Kurt Gibbs	W	
Vice Chair Craig McEwen	X	
Matt Bootz	Phone	
Tim Buttke	X	
Sara Guild	X	
Jacob Langenhahn	Phone	
Alyson Leahy	W	
John Robinson	W	
Jean Maszk	W	
Randy Fifrick	X	

Also present: Lance Leonhard, Michael Puerner, and Toshia Ranallo.

1. Call Meeting to Order

Vice Chair McEwen called the meeting to order at 4:00 p.m.

2. Public Comment - None

3. MOTION BY MASZK; SECOND BY FIFRICK TO APPROVE THE NOVEMBER 4, 2021, JOINT EXECUTIVE & REDISTRICTING COMMITTEE'S MEETING MINUTES. MOTION CARRIED.

4. Policy Issues for Discussion and Possible Action - None

5. Operational Functions Required by Statute, Ordinance, or Resolution

A. Opioid Settlement Approval and Authorization of Resolution

Discussion:

Corporation Counsel Michael Puerner explained the resolution proposes to authorize the approval of an ongoing settlement Marathon County is engaged in to pursue litigation against certain opioid manufacturers.

Action:

B. MOTION BY ROBINSON; SECOND BY BUTTKE TO MOVE TO RECOMMEND APPROVING THE OPIOID SETTLEMENT RESOLUTION. MOTION CARRIED.

Follow-up:

Forward to county board for further consideration.

6. Educational Presentations and Committee Discussion

A. As The Administrator's 2021 Work Plan Concludes and Prepares to Develop the 2022 Work Plan, Is There Any Items the Executive Committee Wants to Consider When Ranking Items for the 2022 Work Plan.

Discussion:

Administrator Leonhard reported he will be making a formal presentation to this committee and the full county board relative to progress on the 2021 Work Plan. He will be reviewing past committee meeting minutes to identify and capture items that will need to be carried over from 2021 to the 2022 Work Plan.

He will reach out to all county board members via email and ask what other items they would like to consider and then present a draft to this committee for prioritization.

Supervisor Fifrick suggested discussing facilities planning, specifically to the county highway shop and the River Dr. buildings.

Supervisor Robinson recommended to continue coordinating the county's response to the Pandemic Relief Legislation and maximizing opportunities to use ARPA funds.

7. Next Meeting Date & Time, Location, Announcements and Future Agenda Items:

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

B. Next Executive Committee Meeting: **Thursday, January 13, 2022, at 4:00 p.m.**

8. Adjournment

THERE BEING NO FURTHER BUSINESS TO DISCUSS, MOTION BY MASZK; SECOND BY BUTTKE TO ADJOURN THE MEETING AT 4:14 P.M. MOTION CARRIED.

The recorded meeting can be viewed here: <https://tinyurl.com/MarathonCountyBoard>

Respectfully submitted by, Toshia Ranallo.



MARATHON COUNTY

MINUTES – SPECIAL MEETING TO CONFER ABOUT PROPOSED STATE ACTION

Tuesday, December 21, 2021, at 4:15 p.m.

WebEx/Employee Resources Conference Room, 500 Forest Street, Wausau WI

Committees' Members present: County Board Chair Kurt Gibbs, Vice Chair Craig McEwen, HR Finance & Property Committee Chair John Robinson.

Also present: Sandi Cihlar, Jean Maszk, Jonathan Fischer, Lance Leonhard, and Toshia Ranallo.

1. Call Meeting to Order

Chair Gibbs called the meeting to order at 4:15 p.m. pursuant to Sec. 2.01 (16)(b)10 of the Marathon County Board rules of procedure, which states that the County Board Chair, Vice Chair, and a Standing Committee Chair may hold a meeting to confer regarding a proposed state action on a matter under the jurisdiction of the standing committee if the proposed state action requires an immediate response.

2. Public Comment - None

3. Operational Functions Required by Statute, Ordinance, or Resolution

A. Discussion and Potential Action Regarding Marathon County's Support of Critical Talent Attraction Legislation (LRB-5096)

Discussion:

Chair Gibbs explained there is proposed legislation that would utilize \$10 million in ARPA funds to develop and implement a statewide attraction initiative administered by WEDC that would focus on the recruitment of soon-to-be U.S. military veterans. Veterans often possess the skills, training, and leadership qualities that can help address the state of Wisconsin workforce shortage.

As a result of the discussion, the concept would be supported, however the deadline to email a letter of support had expired. It was determined to monitor the proposed legislation to see if it is moved forward and have it properly vetted through the Education, Extension, and Economic Development (EEED) and HR Finance & Property Committees. Administrator Leonhard will reach out to the VSO to request information be provided to the EEED committee.

Action:

No formal action taken at this time.

4. Adjournment

MOTION BY MCEWEN; SECOND BY ROBINSON TO ADJOURN THE MEETING AT 4:32PM. MOTION CARRIED.



Respectfully submitted by,
Toshia Ranallo






**COUNTY ADMINISTRATION
2021 WORK PLAN – End of Year Progress Update**



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



Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress	Progress
1. Continue Renovation of NCHC Campus	<ul style="list-style-type: none"> Construction of pool, CBRF, Youth Hospital and Nursing Home Tower complete Hospital and Medically-Monitored Treatment (MMT) renovations underway 	<ul style="list-style-type: none"> NCHC in position to service debt at time of first payment Campus renovated in a way that enhances the service delivery options on the campus and allows for further consolidation of county departments to the campus 	<ul style="list-style-type: none"> Construction complete on NCHC occupied portion of building by mid-2022. DSS transition from current location to campus complete by mid-2023 	<ul style="list-style-type: none"> General construction dependencies, including those related to supply chain 		<ul style="list-style-type: none"> Aquatic therapy pool has opened with some pandemic restrictions, FCM is working with NCHC to address potential matters and completed a recent review during a planned closure (roof repair, wall repainting, caulking, new pool deck drains, pump replacement) Youth Hospital is open and NCHC is monitoring ongoing census to ensure fiscal sustainability CBRF opening was impacted by delays at State of WI relative to licensure; however, recent visit with DHS Secretary were positive and we expect prompt licensure. One side of the CBRF will be utilized for Youth Crisis Stabilization based on community need. Behavioral Health Inpatient Hospital and Medically Monitored Treatment renovation estimates have come in significantly above master plan budget, NCHC and County leadership are working to advocate for State funding options to offset costs. Bid packages for the project will be released 5/17. Updated budgets will be communicated to HR, Finance & Property shortly after bids are received. DSS transition planning efforts are underway and we intend to have a plan submitted through annual CIP process (staff at DSS have been working diligently to pursue hybrid and shared




						<ul style="list-style-type: none"> working environments to maximize efficiency and reduce long-term costs) ▪ Nursing home Tower operational in October ▪ Inflationary cost pressures are significant and FCM is working with architects and NCHC staff to address. ▪ Actively worked with local legislators and State DOA to receive \$5 million in grant funding for behavioral health center renovations, as a mechanism to offset costs. Funding was provided for in the annual budget and we are currently in the process of finalizing contract to receive funds. ▪ Behavioral Health and MMT demolition is underway. ▪ Additional RFPs to be issued in Q1 of 2022 for future project phases. ▪ Supply chain issues have had considerable impact on the projects to this point and future impact is being assessed.
A. Complete planning for DSS move to NCHC Campus	<ul style="list-style-type: none"> ▪ Identified DSS as most appropriate department to occupy space vacated by NCHC ▪ FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget 	<ul style="list-style-type: none"> ▪ Increased efficiency of operations ▪ Improved coordination for clients seeking service ▪ Improved coordination between DSS and Community Programs 	<ul style="list-style-type: none"> ▪ By December 2021, develop principles to guide county in considering options relative to divestment of DSS property (To be addressed in 2022) ▪ Construction/remodel complete by May 2023 ▪ Transition staff by September 2023 	<ul style="list-style-type: none"> ▪ Allocation of funding for DSS transition ▪ Construction dependencies, including permit approval 		<ul style="list-style-type: none"> ▪ DSS transition planning efforts emphasized pursuit of hybrid and shared working environments to maximize efficiency and reduce long-term costs. ▪ Anticipate the RFP for demolition/construction for the Social Services, Veterans, and conference room space to be released in Q1 of 2022. Once true costs for the project are received through RFP, borrowing resolution will be brought forward to the county board, consistent with the planning outlined in the 2022 Annual Budget document. ▪ Discussion of policies relative to divestment of county owned property will be had at the HR Finance & Property Committee.
2. Create a long term facilities plan.	<ul style="list-style-type: none"> ▪ Commenced NCHC project ▪ Completed significant Jail project ▪ Participated in South Riverfront Master Plan with City, WPS, and other stakeholders ▪ Have identified an opportunity and need to move the Highway, Parks, CPZ and 	<ul style="list-style-type: none"> ▪ Policy-makers prioritize projects and align around a time line for addressing each. 	<ul style="list-style-type: none"> ▪ Initial High level facilities plan complete by December 2021 <ul style="list-style-type: none"> – Plan will need to be updated periodically with information from subordinate facility plans referenced below ▪ Plan will identify time-line for subordinate facility planning and construction projects 	<ul style="list-style-type: none"> ▪ Allocation of funding for DSS transition ▪ Construction dependencies, including permit approval ▪ Staffing capacity 		<ul style="list-style-type: none"> ▪ FCM staff have completed an asset inventory of county-owned facilities and are working to design the space at the Lakeview campus for the move of DSS ▪ Westside master plan update is below ▪ Library 3rd floor use evaluation is set forth below ▪ Focus for the 2022 Annual Work Plan will be additional planning relative to



	other potential departments					the NCHC campus and developing a plan to relocate staff from River Drive facilities to allow for the potential redevelopment of the area.
A. Update the Westside Masterplan	<ul style="list-style-type: none"> Met with UWSP leadership to better understand need for improved student housing Purchased property adjacent to current highway department set forth in previous Westside Plan Funded Sports Development Study – potential location for indoor facility within existing county-owned property Funding for study is allocated in proposed 2021 budget (CIP) 	<ul style="list-style-type: none"> Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property 	<ul style="list-style-type: none"> RFP for Master Plan to be prepared and ready for release in Q1 2021 (Completed in Q3 2021) 	<ul style="list-style-type: none"> Allocation of funding for planning Completion of Housing study or sufficient information from UW to inform plan Indoor Sports Facility – identification of whether the facility should be sited within Westside Master Plan property Acquisition of property for multi-department (Highway/Parks/CPZ) facility and relocation of county staff 		<ul style="list-style-type: none"> Staff provided the Infrastructure Committee with a presentation of the existing Westside Master Plan and sought direction from the committee on key elements to incorporate into the RFP, most notably the future location of the Highway Department and whether the PRF department is relocated to the West street site. Committee provided direction to staff. Staff have undertaken considerable efforts relative to redevelopment of the UWSP-Wausau dormitory, including numerous meetings with UWSP-Wausau representatives and releasing an RFP for redevelopment. Ultimately, the determination has been made to address the development of the site through the Westside Master Plan process. RFP timeline was delayed due to additional demands with PRF department; however we have completed the RFP process, selected vendor MSA Professional Services (https://www.msa-ps.com/), and we have completed the a portion of the contract negotiations. We anticipate finalizing the scope of services portion of the agreement by the end of January 2022.
B. Work with Library Board to identify appropriate use of 3 rd Floor	<ul style="list-style-type: none"> Sought additional outside engineering assessment of 3rd floor to aid in use determinations 	<ul style="list-style-type: none"> Financial sustainable use Further county facility consolidation efforts 	<ul style="list-style-type: none"> To be determined with Library Director 	<ul style="list-style-type: none"> Covid impact on potential tenancy demand 		<ul style="list-style-type: none"> Administration has engaged the Library Director to discuss the desire of the board to pursue a use of the 3rd floor that accomplishes the goals outlined in this item. The Library Director has explained that the original property transfer documents provide that any third party using the space must be a non-profit and align with the mission of the library. Administration has not reviewed the language at this time. Library Director and County Administrator presented to the Library Board the potential for releasing an RFP seeking a community partner for utilization of the 3rd Floor space on 4/19/21. The Board supported the Director moving forward with that process.



						<ul style="list-style-type: none"> ▪ Replacement of the Library Director has essentially reset these efforts. ▪ Several community leaders have expressed a desire to examine the potential use of the 3rd floor for the delivery of Child Care services. ▪ EEED Committee has expressed that addressing the lack of Child Care resources in the community will be the primary focus of its work for the remainder of this term. ▪ Administrator will continue to engage with local leaders to assess opportunities for Marathon County's engagement on this issue. ▪ Administrator has reached out to newly appointed Library Director to begin dialogue so that the Director can appropriately engage the Library Board on this issue.
<p>C. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility</p>	<ul style="list-style-type: none"> ▪ Completed study and assessment of properties in greater metro area ▪ Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed. 	<ul style="list-style-type: none"> ▪ Consolidate heavy equipment maintenance operation ▪ Consolidate Park management and Park Operations ▪ Co-locate departments with significant adjacencies ▪ Reduce number of stand-alone facilities ▪ Re-develop or divest vacated department property 	<ul style="list-style-type: none"> ▪ September 2020 ▪ To be determined by HR, Finance & Property Committee 	<ul style="list-style-type: none"> ▪ Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board. ▪ Requisite zoning modifications and site suitability must be obtained prior to purchase 		<ul style="list-style-type: none"> ▪ Discussions between the City of Wausau and the Village of Maine have not meaningfully progressed relative to a shared-services agreement. ▪ The landowner's representative has remained in contact with County Administration. ▪ The Infrastructure Committee has reiterated its position that the current West Street site is not a viable long-term site for the Highway Department. ▪ The redevelopment of the City of Wausau downtown is moving forward in May of 2021 and is likely to lead to further discussions relative to the availability of the county's property on River Drive for redevelopment. ▪ No substantial progress has been made on this issue since last update. ▪ The 28th Avenue Corridor Decision-making framework approved by the Board, envisions assessing whether maintaining land in the corridor may aid in the acquisition of the proposed site. ▪ Highway Commissioner is obtaining updated appraisal on proposed property.



<p>D. Develop a Policy/Process relative to the divestment of County-owned facilities and properties (non-tax deed)</p>	<ul style="list-style-type: none"> ▪ Topic has been identified by HR, Finance & Property Committee as a potential priority in 2021. 	<ul style="list-style-type: none"> ▪ Policy would assist policy makers and staff in considering how to proceed when a property is no longer being utilized for the specific purpose for which it was previously utilized 	<ul style="list-style-type: none"> ▪ To be determined based on prioritization 	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ This project has not been identified as a top priority by the HR, Finance & Property Committee and no significant progress has been made. ▪ Given the progress made relative to the planned relocation of Social Services and other Departments to Lake View Drive campus, this will be a priority in the 2022 work plan.
<p>3. Develop “system budgeting” methodology (as referenced in 2020 budget discussion)</p>	<ul style="list-style-type: none"> • County Board has expressed a desire to utilize a “system budgeting” strategy to further encourage cooperation • Criminal Justice System identified as first system to adopt this strategy 	<ul style="list-style-type: none"> • Enhanced collaboration and better understanding of upstream and downstream impacts of practice/policy changes by departments • Formalized process for Justice System professionals to make recommendations relative to priorities and resource reallocation. 	<ul style="list-style-type: none"> • Criminal justice system departments to have system budgeting discussions in building 2022 budget • Development of a shared “performance appraisal goal framework” for use by justice system departments (this was not prioritized in 2022 budgeting discussions) 	<ul style="list-style-type: none"> ▪ Continued support of Sheriff, DA, Clerk of Court, and Judges 		<ul style="list-style-type: none"> ▪ County Administration, Sheriff’s Office, DA’s Office, Clerk of Courts, Judges, and Justice Systems have held a number of facilitated meetings to better understand opportunities for collaboration and improved system functioning. A number of projects were identified and moved forward during the process (pursuing a Digital Evidence Management system, Information Sharing on DSS related cases, electronic court calendaring, consideration of electronic monitoring expansion, review of our jail phone call system, the efficacy of allocating funds to pretrial case management, and CIP projects to add a second hearing room to address the backlog created by the pandemic and improve virtual court technology in existing courtrooms). ▪ Participants in the meetings also discussed new position priorities within the system and identified an additional dispatcher and a legal secretary in the DA’s Office as equal top priorities. ▪ Members also identified a change to our restitution collection process as a priority to move forward to improve efficiency and service to victims, while also providing additional revenue for the justice system. This effort will take coordination of the Clerk of Courts, Judges, and District Attorney to move forward. ▪ Moving from a direct service provision to a contract for service model in the Shelter Home was also identified as a second significant potential cost-reduction opportunity. In Q4 of 2021, System Budgeting participants from Sheriff’s Office and DSS have worked to assess alternative delivery options for this service. A presentation was made to the Public Safety Committee



						<ul style="list-style-type: none"> on this topic in December. Similar approach to be utilized in 2023 budget process. System budgeting was adopted as a workgroup under the Criminal Justice Coordinating Council ordinance, which was adopted by the full board on July 26, 2021.
A. Open an Additional Police Communications Channel	<ul style="list-style-type: none"> 4 of 6 necessary positions had been created prior to 2021. 	<ul style="list-style-type: none"> Police communications operate to enhance officer and public safety. 	<ul style="list-style-type: none"> Fund 2 new positions through the 2022 budget building process, with intent to begin recruitment at the end of 2021 	<ul style="list-style-type: none"> Prioritization by justice system 		<ul style="list-style-type: none"> The Sheriff's Office identified internal staff resources that were reallocated to fill 1 Dispatch position. System budgeting process has identified this position as a co-priority with a legal secretary position in the DA's office for the 2022 Budget. All 6 positions needed for the opening of an additional dispatch channel have been funded through the 2022 Annual Budget. Recruiting and retaining dispatch professionals is ongoing by the Sheriff's Office. For purposes of project tracking through the Administration work plan, this project is being deemed complete, as specific policy questions remain for the Board. Administration and the Sheriff's Office will continue to provide updates on justice systems operations to the Public Safety Committee.
B. Complete a Criminal Justice System Study	<ul style="list-style-type: none"> We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake several studies specific to our criminal justice system, including a study aimed at - Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system. Our internal program team orientation is scheduled for November 18, 2020, where we should learn more from UW 	<ul style="list-style-type: none"> Identify potential avenues for increased efficiency and revenues and opportunities to implement best practices in Justice System (Clerk of Courts, Judicial System, DA & Sheriff) Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system. Improve our Priority Based Budgeting utilization 	<ul style="list-style-type: none"> To be determined with UW team 	<ul style="list-style-type: none"> Allocation of funding in 2021 budget for UniverCity program or some alternative funding for the completion of this work Selection of this project by UniverCity Team Cooperation from Justice System Partners on allocating resources to this shared effort or the reprioritization of resources to a Department to offset that need 		<ul style="list-style-type: none"> Marathon County proposed 11 Justice System related projects as part of our ongoing UniverCity Year effort. It remains unclear whether the program will match UW system resources to the specific programs and the degree to which there is modification of the projects to meet the concurrent needs of the UW system. That said, our Justice Systems Coordinator and DA's office Diversion Coordinator are pursuing a number of projects to address the original goals of this workplan item, including the development of key performance indicators (KPIs) for our justice alternative programs and analysis of our case processing practices. County Administration prepared bylaws and an ordinance to formalize a Criminal Justice Coordinating Council aimed at improving the function of the justice




	<p>officials regarding next steps in the overall UniverCity Year program.</p> <ul style="list-style-type: none"> ▪ The proposed 2021 budget does provide for \$40,000 of funding for participation in the program. ▪ In the event that funding for participation in the program is removed from the budget or UW Madison does not select this particular topic for study, we will need to secure alternative resources to complete the work. 					<p>system by setting forth a system through which issues can be raised, discussed, and resolved. The Board adopted the ordinance in July of 2021 and the CJCC has been meeting on a monthly basis since September.</p> <ul style="list-style-type: none"> • Administrator will convene the System Budgeting group to identify resources for a Data Analyst position for creation in the 2023 budget. • KPIs for each program should be identified through work of Justice Alternatives Coordinator and the UniverCity projects referenced. • The Public Safety Committee has received initial information relative to several projects from both the Justice Systems Coordinator and District Attorney's Office staff.
C. Implement 6 th Judge	<ul style="list-style-type: none"> ▪ Provided 6th Circuit Court Judgeship via the state budget process – August 2021 start date ▪ Hearing Room A constructed to accommodate move of Court Commissioner from Branch 6. 	<ul style="list-style-type: none"> • Improved processing of cases 	<ul style="list-style-type: none"> • Clerk of Courts realign existing court personnel as necessary to staff court by August 2021 • Development of capital project plan for Hearing Room B for inclusion in 2022 budget process 			<ul style="list-style-type: none"> • Plan was developed with the Clerk of Court, Judge-elect Corbett, Employee Resources, and Administration as to how to proceed with realignment/recruiting of necessary positions. • Hearing Room B CIP project is being nearly complete and should aid in the courts' ability to address covid related case backlogs.
4. Evaluate the benefit of expanding our vehicle leasing program to include DSS and Health Department	<ul style="list-style-type: none"> ▪ Have existing program in place with CPZ and FCM 	<ul style="list-style-type: none"> ▪ Decrease costs associated with employee travel 	<ul style="list-style-type: none"> ▪ To be determined ▪ Evaluation of the savings from pilot ▪ Evaluation of potential savings from expansion ▪ Implementation of program if appropriate 			<ul style="list-style-type: none"> • Administrator met with representatives from WCA and Enterprise Rental Car and was provided general information on the program. • Next step – project remains a low/mid; however, staff capacity within impacted departments is limited at this time. Administrator is working to assess potential resource reallocation for this project. Initial evaluation will be of the cost savings within CPZ and FCM and then an evaluation of potential expansion.
5. Expand Broadband to underserved communities	<ul style="list-style-type: none"> • Secured Broadband Assessment and Plan in January of 2020 • Allocated \$54,000 in 2020 budget for continued work • Engaged providers with plan • Engaged Greater Wausau 	<ul style="list-style-type: none"> • Goals for 2021 to be determined by policy makers • What is the appropriate allocation of staff time through Administration and UW-Extension necessary? 	<ul style="list-style-type: none"> • To be determined by policy makers 	<ul style="list-style-type: none"> • Allocation of requisite funding • Allocation of requisite staff resources 		<ul style="list-style-type: none"> ▪ In 2021, Marathon County supported the seven (7) funding applications, many of which required coordination with providers, local municipalities, educational institutions, and others. Ultimately, one project received funding award. ▪ County staff continue to provide support


	<p>Prosperity Partnership leadership</p> <ul style="list-style-type: none"> Broadband taskforce formed and active Route to Recovery projects pursued (fiber expansion) Continued engagement with ISPs for purposes of PSC grants 					<p>to the Broadband Task Force and Administration has procured a new staff member that will be a single point of contact for additional task force support, beginning in mid-January.</p> <ul style="list-style-type: none"> Staff continue to work to effect the Board's directives relative to the conduit bonding for broadband expansion.
6. Examination of the merits of modifying our Land Records "Search by Name" functionality	<ul style="list-style-type: none"> Current process allows for online self-service search-by-name functionality Executive Committee had discussed issue previously and provided guidance to former Administrator that led to functionality being offered Criminal Justice System stakeholders have reiterated their concerns of the process, requesting that this topic be revisited and placed on Administration Work Plan 	<ul style="list-style-type: none"> Decision made that considers the operational/financial implications of a non-name search with the public safety concerns previously expressed 	<ul style="list-style-type: none"> To be determined by Executive Committee. 	<ul style="list-style-type: none"> If the direction from the board is that Administration should change our process, the Board will need to approve the reallocation of any staff resources necessary to address the increased demand identified during the evaluation process. 		<ul style="list-style-type: none"> This project has not been identified as a significant priority and reallocation of resources to conduct further examination has not been recommended by Executive Committee, therefore, this item is being deemed complete.
7. Develop a sustainable strategy for funding Capital Improvements	<ul style="list-style-type: none"> Implemented a revenue "set-aside" policy relative to rental income to fund upgrades within spaces leases to non-county entities (Department of Corrections, Special Education) 	<ul style="list-style-type: none"> Standard budgeting practices that allow us to perform all necessary routine maintenance on building infrastructure and components Budget planning practices that forecast necessary technology system upgrades and/or replacements (ERP, law enforcement technology, emergency dispatch radio systems, land records, etc.) Fully implement the Capital Planning module of Facility Dude software 	<ul style="list-style-type: none"> Work to develop practices for implementation in 2022. 	<ul style="list-style-type: none"> Identification of staff capacity (see item A. below) 		<ul style="list-style-type: none"> A workgroup—consisting of staff from Administration, FCM, Finance, CCITC, and Corporation Counsel, and members of the HR, Finance & Property Committee—have been meeting to develop a new CIP process in keeping with the philosophical direction from the Committee. Essentially, the new process will call for the abolition of the CIP Committee and will instead result in the development of a 5 yr. Capital Forecast that is presented to the Committee and ultimately the full board on an annual basis. The approved 5 yr capital forecast will inform the Administrator's development of the Annual Recommended Budget. The new CIP process envisions separating the projects into three distinct areas – Necessary Maintenance, Life Cycle projects, and Other Projects. Only projects in the "other" category would be ranked. The new policy should be ready in 2022, for use in the 2023 Budget process.




<p>A. Develop a long-term plan for road and bridge capital maintenance and construction funding</p>	<ul style="list-style-type: none"> ▪ Workgroup formed to develop charter for 2050 Transportation System Capital Plan (Administration, Highway Dept., CPZ, NCWRP, Infrastructure Chair) ▪ Draft charter in progress ▪ Completed an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing GTA funding ▪ Through the 2021 Budget process the County Board authorized an increase in funding for capital maintenance projects related to 4 bridge decks and a pavement replacement project. 	<ul style="list-style-type: none"> ▪ Increased understanding of asset condition and long-term capital funding needs ▪ Identified funding strategies to aid in budget decision-making 	<ul style="list-style-type: none"> ▪ Infrastructure Committee to receive progress update in June 2021 ▪ Draft report to be complete by November 2021. 	<ul style="list-style-type: none"> ▪ Identification of staff capacity/resources ▪ Identification of appropriate funding to complete planning process 		<ul style="list-style-type: none"> ▪ 2050 Transportation System Capital Plan workgroup identified two phased approach to develop the 2050 plan. The first phase called for the completion of a County Roadway safety audit and plan to identify existing roadway safety concerns and provide recommendations to mitigate risk. The plan has been completed, discussed by the Infrastructure committee, and was approved in May 2021. ▪ The second phase of the project calls for the Workgroup to work with North Central Wisconsin Regional Planning to move forward with 2050 plan development. The plan charter has two goals—first, to prepare a comprehensive inventory of county roadway and bridge assets and develop a long-range maintenance schedule (with an explanation of the estimated funding necessary to maintain a reliable transportation network); the second goal is to prepare a funding gap analysis aimed at assisting the board in identifying future funding strategies in light of current state-funding levels and trends. ▪ The delivery date of the 2050 study document from NCWRP has been delayed due; however, the Infrastructure committee did receive a presentation from NCWRP Director Dennis Lawrence. Final project delivery is anticipated in Q1 of 2022.
<p>8. Pursue partnerships relative to implementing a Regional Forensic Science Center</p>	<ul style="list-style-type: none"> ▪ 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed ▪ 2020 – Project is on-track. Business plan has been completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County ▪ Staff are hopeful that the strong relationships we have built with these partners will be helpful in moving the project 	<ul style="list-style-type: none"> ▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners – DONE 	<ul style="list-style-type: none"> ▪ Complete initial design for prospective location, using available funds in Medical Examiner Budget by August 2021. ▪ Pursue CIP projects for purchase of property and design in 2022 Budget process ▪ Seek out funding sources to reduce upfront capital costs for construction ▪ Engage legislators to pursue legislative change to permit fee increases to improve long-term operational structure. 	<ul style="list-style-type: none"> • Funding • Legislative modifications • Prioritization by Board 		<ul style="list-style-type: none"> ▪ Have conducted multiple meetings with Health System representatives regarding “partnerships” to ensure the viability of the forensic science center. The conversations have centered on both site selection and operations. Site selection discussions have slowed, as Marathon County has submitted a grant application for the full construction costs for the facility (approximately \$9.3 million) to the State of Wisconsin. We should have information relative to our grant application status by January 31, 2022. Construction funding remains the largest barrier to this project moving forward. ▪ We have strong indications that the Medical College of Wisconsin, Aspirus


	<p>forward.</p> <ul style="list-style-type: none"> Staff have had positive feedback from partners and have a follow up meeting in the near future. 					<p>and Marshfield Clinic Health Systems would utilize services through the Regional Forensic Science Center.</p> <ul style="list-style-type: none"> In 2021, we continued to meet with local legislators regarding the project and discussed the need for potential capital funding and the amendment of statute to provide flexibility to increase fees that are otherwise capped. The legislators have been helpful with respect to strategies for capital funding; however, our discussions regarding statutory changes for ongoing funding have not been overly fruitful. These conversations will continue. We need to continue discussions with CCITC relative to the ability to monetize our in-house software to offset operational costs or serve as an inducement for counties to utilize our services in the event we proceed. Given the significant number of CCITC priorities throughout 2021, this aspect of the project has not advanced.
<p>9. ERP Replacement Project – continue planning effort to replace financial system (Cayenta) with comprehensive financial, HR, learning management application (joint project with City of Wausau)</p>	<ul style="list-style-type: none"> Secured the services of Berry Dunn to assist in the preparation of the RFP for the system replacement. Workday was selected as our new ERP vendor 	<ul style="list-style-type: none"> Replace outdated financial system Obtain comprehensive solution that will replace separate, unintegrated system with comprehensive solution 	<p>Initial Plan</p> <ul style="list-style-type: none"> RFP release – 11/2020 Responses due – 12/15/2020 Demos of qualified responses – 2/2021 Select vendor & negot. contract – 3/2021 – 6/2021 Begin Implementation – 6/2021 Implementation timeframe – 18 -24 months <p>Revised Timeline</p>	<ul style="list-style-type: none"> Appropriation of necessary funding for purchase Allocation of funding for additional staff resources as necessary 		<ul style="list-style-type: none"> Our selection process took longer than initially proposed; however, we ultimately selected Workday as the ERP vendor. Presentations were made to the Board, which ultimately approved the capital purchase and funding plan. We are well into the implementation planning stage of the project and are entering the Architecture phase. We should have more definite implementation milestones with respect to HR and Finance modules in the near future that can be delivered to the Board. One of the most significant issues we need to move forward is the re-organization of financial professionals across the organization to be more centralized. One of our most ambitious goals is to incorporate these changes in our 2023 budget document.
<p>A. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development</p>	<ul style="list-style-type: none"> OEPM has been assessing internal skill/capacity to deliver leadership training and has been researching learning management systems in preparation for ERP replacement. 	<ul style="list-style-type: none"> Increased employee performance Enhanced ability to attract talent Increased employee retention 	<ul style="list-style-type: none"> To be determined with implementation of ERP Shifting of responsibility relative to OEP to HR Director to occur on April 1, 2021. Additional information on plan to be presented to HR, Finance & Property in Q1 of 2021. 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Transition of OEPM into the HR Director role has gone well Timing with respect to Employee Learning strategy will be dependent upon the ERP implementation schedule. Based on the information from our implementation consultant, the





components	<ul style="list-style-type: none"> Administration will be implementing a plan to integrate our OEP efforts into our Employee Resources Department, which will further enhance our opportunity to deliver employee learning and development while also saving tax levy. 					<p>employee learning components will be implemented in later stages of our ERP process.</p> <ul style="list-style-type: none"> The ER Department has worked to enhance our utilization of virtual platforms for delivery of professional development trainings. Our ability to effectively utilize virtual platforms will be important, as our organization does not have existing, allocated capacity to deliver this type of professional development across our organization.
B. Fully Implement IDEAS Academy Program	<ul style="list-style-type: none"> OEPM has developed strong curriculum and delivered training to numerous staff, with Due to our Covid response efforts, including the significant increase in employees working remotely and other competing pandemic response priorities, progress relative to our “increased efficiency” target has been significantly reduced; however, we continue to increase the number of staff trained and are confident that we will reach our Awareness training target. Currently, 470 staff (70%) have attended Awareness training. 	<ul style="list-style-type: none"> Internal efficiency gains Revenue generation from external course offerings (2020 budget discussion) Target - \$250,000 in increased efficiency per year 	<ul style="list-style-type: none"> Deliver “Awareness” training to 75% of staff by January 2021 Develop mechanism for generating revenue from external course offerings by June 1, 2020 (date will need to be re-calculated due to Covid response and ERP replacement) 	<ul style="list-style-type: none"> Onboarding of new HR Director and realignment of OEP duties within ER Department 		<ul style="list-style-type: none"> OEPM/HR Director did deliver sessions of Awareness and Innovator trainings at conclusion of 2021; however, the pandemic has limited our ability to deliver in-person trainings and the focus has been transitioning the OEPM to the HR Director role.
C. Realignment of resources within Administration and Employee Resources	<ul style="list-style-type: none"> Plan has been developed – see page 35 of budget message: OEPM → HR Director and Original OEPM position to Public Communications Specialist position 	<ul style="list-style-type: none"> Integration of organizational excellence efforts into employee resources department Addition of communications specialist position (priority identified in 2016 Comprehensive Plan) Reduction in total tax levy burden across both departments 	<ul style="list-style-type: none"> Reorganization plan approved by full Board – January 2021 OEPM formally assumes HR Director role – April 2021 Begin recruitment for Communications Director – February 2021 			<ul style="list-style-type: none"> OEPM to HR Director transition has gone well. Individual has been in the role since 4/21 and has effectively led the department staff and ongoing department initiatives. (ERP, Health Insurance evaluation, RFP for Class Compensation study) Completed recruitment for Communications & Engagement Specialist position in April and candidate began employment in June of 2021. Individual has been effective at coordinating internal and external communications. Internal employee communications via standard newsletter are increasing from every other month to every other week as part of an overall communication strategy and our incident-based communications have improved. For purposes of reporting to the Board, this project is deemed complete.




<p>10. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a schedule for the updating of charges/fees</p>	<ul style="list-style-type: none"> Standard indirect cost plan 	<ul style="list-style-type: none"> Improved cost recovery for services we provide Increased consistency of cost recovery practices Incorporation of fee schedules into the budget document Consider utilization of indirect cost plan to gain insight and improve reporting 	<ul style="list-style-type: none"> If prioritized, timeline to be developed in connection with HR, Finance & Property Committee 			<ul style="list-style-type: none"> The comprehensive aspect of this project has not moved forward in a meaningful way due to limited capacity and other priorities, particularly the ERP implementation. Administrator will continue to evaluate next steps.
<p>11. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected officials)</p>	<ul style="list-style-type: none"> Record retention schedule was last updated in 1994 	<ul style="list-style-type: none"> Update our schedule to account for new records Better understanding of our records needs Training developed for policy makers and staff 	<ul style="list-style-type: none"> To be developed based on prioritization by Executive Committee Overall project is likely 18 months in duration 			<ul style="list-style-type: none"> Workgroup was formed with representatives from Administration and Corporation Counsel’s Office to engage with the City of Wausau and NCHC to ensure that our effort was consistent, where appropriate, and to understand the processes being utilized by other CCITC member organizations. Recommendations from Workgroup: <ol style="list-style-type: none"> Records Retention – formally adopt the retention schedule provided by the Wisconsin Public Records Board. Amendments will be necessary for social media and text messaging records. Milestone dates, including trainings, are provided for within the 2022 Annual Work Plan. Social Media Use Policy – policy has been drafted and will be reviewed by Administration and Employee Resources and formally incorporated into our Employee Policies in Q1 of 2022. Our implementation of the policy will entail usage of third-party software and significant employee training. Additional information on milestones will be provided in the 2022 Work Plan
<p>12. Evaluate Start Right Program</p>	<ul style="list-style-type: none"> We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake a review of the Start Right Program. It is anticipated that the UniverCity program would be a more cost-effective manner in which to perform the evaluation than a different 	<ul style="list-style-type: none"> Improved understanding of return on levy investment in prevention 	<ul style="list-style-type: none"> Submission of project plan – Feb. 2021 Final report received from UW – May 2022 	<ul style="list-style-type: none"> Selection of this project by UW UniverCity 		<ul style="list-style-type: none"> Health Department staff cooperated with representatives from the UniverCity Year program to complete an evaluation of Marathon County’s Start Right Program. The evaluation has been delivered to the Health Officer and it is envisioned that the report will be presented to the Board of Health and the Health & Human Services Committee in Q1 of 2022, provided that pandemic response obligations provide sufficient capacity to do so.




	<p>third party.</p> <ul style="list-style-type: none"> ▪ Health Officer Joan Theurer has developed a draft framework relative to the evaluation of the program. Should we be selected for the program, we will provide the framework to UW program staff. ▪ The adopted 2021 budget provides \$40,000 funding for participation in the UniverCity Year program and county staff will have their initial orientation with program staff in coming weeks. 				<ul style="list-style-type: none"> ▪ In 2022, Health Officer will develop a plan of action in response to the report for delivery to the Board of Health and the Health & Human Services Committee. Components of that plan of action will be incorporated in the 2023 Administrator's Proposed Budget as necessary.
<p>13. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives</p> <ul style="list-style-type: none"> - Pretrial Case Management & Supervision - Evaluation of Court Mediation Program 	<ul style="list-style-type: none"> ▪ County Administrator has historically maintained role as Chair of the EBDM large group. In response to Covid, we have transitioned to virtual meetings. Progress on many of our initiatives has slowed as a result of Covid. Similarly, the pandemic cut short our pretrial case management & supervision data collection efforts. ▪ Court mediation – in 2019 and 2020, Administration staff convened several meetings with court staff, a representative of the judiciary, and Judicare staff to develop performance measures. As a result of the pandemic, evictions were put on hold and the mediation program was not operating. My initial inclination is that the county pursue a performance-based/outcome-based contract with Judicare, as opposed to simply approving an allocation of funds through the budget. 				<ul style="list-style-type: none"> ▪ As noted in sections 3 and 3B (see above), in July of 2021, the Board adopted an ordinance revision that formally created the Criminal Justice Coordinating Council. The ordinance calls for the Chair of the group to be either a Judge or the Chair of the County Board of Supervisors. The CJCC has several work groups (e.g., System Budgeting, Case Processing, Mental Health). ▪ Pretrial Case Management and Supervision – the program is ongoing and as issues arise, the Justice Alternatives Coordinator raises them with stakeholders. Moving forward, the primary effort will be to ensure that adequate resources are available for supervision of defendants. Frequent updates to the CJCC will be ongoing. ▪ Court mediation – as noted in the budget document, the pandemic essentially led to the temporary cessation of the program. Administration has been in contact with the lead representative of the Mediation program to ensure that once the program is reinstated that stakeholders work diligently to ensure that relevant data is captured and reported. The collection and reporting of the data will then be incorporated into a performance based contract relative to 2023 budget funding.





<p>14. Continued Annual Updates to 2018-2022 Strategic Plan</p>	<ul style="list-style-type: none"> Annual Update offered in 2020 	<ul style="list-style-type: none"> Meaningful tracking of progress on Strategic Plan Objectives Community Engagement tool 	<ul style="list-style-type: none"> Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022. 			<ul style="list-style-type: none"> Progress on Strategic Plan Objectives continues to be made; however, formal data gathering and reporting on progress is proving challenging in light of other pressing priorities of countywide concern (e.g., pandemic response, ERP, ARPA, and NCHC efforts). Administration and CPZ staff have begun discussions to integrate the Annual Update process into a project plan that includes both a new Strategic Plan and an Evaluation of the 2016 Comprehensive Plan, which was called for in the Board's adoption of the comprehensive plan in 2016 (see page 157 (page 163 of the online pdf)– under Plan Evaluation heading). To address capacity issues referenced above and to bring subject matter expertise relative to data collection and analysis to our organization, Administration is developing a proposal for a Data Analyst position as part of the 2023 proposed budget. Generally speaking, the position will be allocated ½ time to criminal justice system related work and ½ time to other county efforts.
<p>15. Complete needs assessment relative to county-wide Naloxone use policy</p>	<ul style="list-style-type: none"> No significant progress made due to prioritization of Covid response and other projects. This project was a priority identified by the Board of Health and the Health & Human Services Committee in 2019. 	<ul style="list-style-type: none"> Report to Executive Committee explaining the current need for such a policy, the potential benefit of such a policy, the staff resources needed to implement such a policy, and a recommendation of how to move forward. 	<ul style="list-style-type: none"> Report completed by July 1, 2021 			<ul style="list-style-type: none"> No progress has been made on this project due to higher priority projects.
<p>16. Evaluate Revenues at the Juvenile Detention Facility</p>	<ul style="list-style-type: none"> Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel. No significant progress made due to prioritization of Covid response and other projects. 	<ul style="list-style-type: none"> The facility fills 16 beds out of its 20 bed capacity. 13 from other counties. The cost per child should be the same or less for Marathon County children as it is for children from other counties. 	<ul style="list-style-type: none"> Prior to 2022 budget 			<ul style="list-style-type: none"> Juvenile Detention revenue evaluation has not moved forward in a meaningful way due to concerns that the usage data (revenues) would not be a meaningful indication of future sustainability due to the impact of the pandemic on 3rd party (county) usage of the facility. As noted in item #3, staff are proceeding with an examination of the Shelter Home operation. The implementation of the recommendations from the Shelter Home analysis will be a priority in 2022.



<p>17. Develop and Implement solution to Tax Deed and Property Description Backlogs</p>	<ul style="list-style-type: none"> ▪ Position identified within Corporation Counsel's Office to take on this work. ▪ Met with staff member to explain plan. ▪ Training plan 	<ul style="list-style-type: none"> ▪ Improved alignment of staff to work priorities, reduction in property description backlog in Treasurer's Office ▪ Improved processing of tax deed properties in the Treasurer's and County Clerk's Office ▪ Elimination of 0.63 position in Treasurer's Office, saving approximately \$30,000 in tax levy. 	<ul style="list-style-type: none"> ▪ Begin training new staff member on property description in December/January ▪ Begin training new staff on tax deed process, March/April of 2021 			<ul style="list-style-type: none"> ▪ 1.0 FTE position within Corporation Counsel's Office has been aligned to address the needs relative to Property Description (60% time), Tax Deed (30%), and other duties (10%). We had a resignation in the position initially; however, we completed a recruitment and the position was filled in April. The individual has focused efforts on property description and is now being onboarded relative to Tax Deed process. High volumes of land transactions/filings continue to occur. Administration has requested periodic updates from the Treasurer's Office on the property description backlog. ▪ Property Description – filings continue to be significantly higher than historical norms. Staff have focused their recent efforts on addressing the listing backlog to minimize confusion with respect to tax billings. It is reported that this listing backlog relative to tax bill related documents has been reduced to 30 days. In 2022, Administration intends to work with staff from CPZ, Register of Deeds, and Treasurer to determine the most effective organizational structure to address our Land Records service needs. The intent of the project would be to bring any organizational structure recommendations forward with the 2023 Annual Budget. ▪ Tax Deed Properties - The County Clerk's Office has reviewed the properties currently held by the County via tax deed and is bringing them to the committee as necessary for re-appraisal. The committee has been active in accepting bids on properties that come before it. Additional funds were budgeted in 2022 within the Clerk's Office to pursue additional appraisals, in anticipation of more properties proceeding through the tax deed process. Additional funds were allocated as part of the 2022 budget process for the Treasurer to outsource title research on tax delinquent parcels.
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18. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Response Hazmat services	<ul style="list-style-type: none"> Principles of contract have been discussed with City of Wausau representatives 	<ul style="list-style-type: none"> Improved consistency of services for hazardous material incident response Improved financial sustainability of Emergency Management Office by avoiding operational/equipment costs associated with direct delivery of hazardous material release response 	<ul style="list-style-type: none"> Contracts complete and provided to City of Wausau by Dec. 16, 2020. Agreements signed by Dec. 31, 2020 Implement processes and systems called for by contract – timeframe within contract Assess the performance of contract beginning in September of 2021. 			<ul style="list-style-type: none"> Contract is signed and in place. City of Wausau has already responded to three Emergency Response incidents pursuant to the contract. Initial reports are highly positive from County EM staff. EM staff and Administration intent to work to assess contract performance in the Q4 of 2021.
19. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Management Technician services	<ul style="list-style-type: none"> Principles of contract have been discussed with City of Wausau representatives Emergency Management Technician position created through the 2021 budget. Currently recruiting for position. 	<ul style="list-style-type: none"> Enhanced Emergency Management 'bench strength' within department Improved capacity to assist local municipalities with emergency planning and prevention services Improved financial sustainability of Emergency Management Office 	<ul style="list-style-type: none"> Contracts complete and provided to City of Wausau by Dec. 16, 2020. Agreements signed by Dec. 31, 2020 Implement processes and systems called for by contract – timeframe within contract Assess the performance of contract beginning in September of 2021. 			<ul style="list-style-type: none"> Contract is signed and in place. Initial feedback is positive. EM staff and Administration intent to work to assess contract performance in the Q4 of 2021.
20. UWSP Wausau – clarify long-term relationship / roles	<ul style="list-style-type: none"> HR, Finance & Property Committee has identified the reviewing of our relationship with the UW system as a priority, based on the significant financial investment the county has made in campus facilities and the growing costs of maintenance. 	<ul style="list-style-type: none"> Understanding whether the UW system is interested in sharing in the future maintenance costs at the campus will allow the county to better plan for future budgets HR, Finance & Property Committee would be in a position to develop a more sustainable policy with respect to the funding of campus maintenance Campus facilities are more effective at attracting students 	<ul style="list-style-type: none"> To be determined by HR, Finance & Property Committee in 2021 			<ul style="list-style-type: none"> Efforts with UWSP-Wausau representatives have to this point focused on efforts relative to the dormitory. Our efforts to modify our CIP process will better inform the County Board of the long-term capital needs of the UW campus and should provide important information for a discussion on the relationship between the County and the UW; however, it alone does not modify the relationship. Given the nature of this item, significant involvement by one or more County Board members in these conversations (when they occur) will likely be necessary; however, to this point, other efforts have taken priority.
21. Implement Financial Services Assistance approach for small/mid-size departments	<ul style="list-style-type: none"> Modified position description of Sr. Accounting Professional to call for the provision of services to "smaller" departments. Memorandum provided to identify departments to inform of operational shift over 2021. 	<ul style="list-style-type: none"> Improved understanding of budget process and budget performance by departments without internal financial professionals First step in consolidation of financial services, which will be furthered through ERP replacement Additional capacity within departments based on realignment of work to the Finance Department 	<ul style="list-style-type: none"> To be determined during 2021 			<ul style="list-style-type: none"> Efforts have initially been focused on Corporation Counsel, Emergency Management, UW Extension, and Justice Alternatives. Through the 2022 Budget process we intend to outreach of the remaining departments identified within our initial memo/plan to pursue increased standardization and consistency of process. Feedback during the 2022 budget process from the assisted departments was extremely positive. Improved grant allocation methodology implemented within Emergency

						Management.
22. Develop a Parks, Recreation, & Forestry Sustainability Plan	<ul style="list-style-type: none"> Staff have begun evaluating the viability of various revenue generating strategies to reduce long-term tax levy allocations necessary to operate/maintain our park, recreation, and forestry system. 	<ul style="list-style-type: none"> Improved sustainability of our PRF system through a multi-faceted approach adopted by the Park Commission. 	<ul style="list-style-type: none"> To be developed by Department Director during Q1 of 2021 			<ul style="list-style-type: none"> No progress has been made on this project due to higher priority projects; however, Administration and PRF Director will be discussing goals and process in 2022.
23. Monitor Out-of-Home Care costs as a result of the investment in additional positions in 2020.	<ul style="list-style-type: none"> HR, Finance & Property Committee identified desire to have periodic reporting on the return on investment of the 	<ul style="list-style-type: none"> Compliance with Federal Families First Prevention Services Act Reduction in out-of-home care placement costs (positive return on investment in safety staff) 	<ul style="list-style-type: none"> Written report presented to HR, Finance & Property by September 15, 2021. 			<ul style="list-style-type: none"> Presentation on initial outcomes of the additional Family Support Specialist Positions provided for in the 2021 budget was delivered to the HR Finance & Property Committee in September 2021. Initial data appears promising, as more than 90% of families participating did not have a new abuse/neglect substantiation and did not have children return to out-of-home care. A lack of "control-group" data makes more meaningful comparison impossible at this time; however, Social Workers have expressed significant benefit from having families work with the support specialists. We will evaluate the opportunity to generate comparison data.
24. Financial Efficiency Projects A. Seek consultant to conduct formal review of Health Care costs and evaluate options moving forward	<ul style="list-style-type: none"> Health care costs are significant budget driver, the HR, Finance & Property Committee previously expressed a desire to conduct a comprehensive review 					<ul style="list-style-type: none"> Utilization of consultant was very successful. Consultant was instrumental in securing a reduction in health care premium cost from our insurer (initial reinsurance quote was +6%, however, our final rate was -5%) Ultimate recommendation of our consultant was to remain with current insurance provider, develop financial plan to be in a position to transition to self-funded in 2023 budget process, and evaluate the market in 2022 similar to our process in 2021. Our contract with USI also provided access to specialized employment law consultation, which was useful to our HR staff. Moreover, USI assisted in improving our Employee Benefit guide materials, updating our Wellness Program, and is delivering a Total Compensation educational presentation at our employee training event that is aimed at enhancing employee retention. Given the success of this relationship, we envision using this service on an ongoing basis. For purposes of reporting

						relative to the defined task in this year's work plan, the project is being deemed completed.
B. Priority Based Budgeting	<ul style="list-style-type: none"> We have data from 2018 budget input into the system Engaged with consultants to develop plan to update our data Developing a charter and project plan to update information within the tool and provide actionable data to Departments and the Board 	<ul style="list-style-type: none"> Improved transparency with the public relative to budget spending Additional tool for the County Board to utilize when discussing the allocation of resources Additional tool for Administration and Department Heads to identify opportunities for collaboration relative to resources 	<ul style="list-style-type: none"> To be determined through discussion with HR, Finance & Property Committee and set forth in Charter and project plan 			<ul style="list-style-type: none"> As of 5/14/21 the program inventory, costing and scores have been updated within the PBB tool. The final review with our consultants is scheduled for May 17. A "Program Insights" event was held in June of 2021, where departmental representative offered suggestions relative to improving the efficiency and financial performance of programs/services. This project has not had additional progress since June due to a lack of capacity, following the departure of the Deputy Administrator.
C. Telecommunications Audit	<ul style="list-style-type: none"> In 2016, Marathon County utilized a 3rd party vendor (Spyglass) to complete a telecommunications audit. Identified another vendor in this space, should county move forward with RFP 	<ul style="list-style-type: none"> Revenue – recovery of past overcharges by virtue of audit Operational cost reduction – in the event of identified opportunities and county moves forward with implementation 	<ul style="list-style-type: none"> Will be developed based on level of prioritization by the Executive Committee 			<ul style="list-style-type: none"> Administration has had contact with three vendors that perform this work and would be interested in responding to an RFP if released. Additional efforts have not been made due to other priorities, particularly within Administration and CCITC, each of which will be significantly involved in the audit process and the implementation of recommendations..
25. City/County Information Technology related items A. Work with City of Wausau Mayor and NCHC CEO to strengthen CCITC partnership	<ul style="list-style-type: none"> NCHC has expressed a desire to leave CCITC; however, chief officers of owners have committed to working to address concerns and strengthen partnership 	<ul style="list-style-type: none"> Improved CCITC partnership: better understanding by owners of CCITC business pressures, better understanding by CCITC of owner needs. 	<ul style="list-style-type: none"> Project plan to be developed in Q1 of 2021, in connection with NCHC and City of Wausau. 			<ul style="list-style-type: none"> Administrator, City of Wausau Mayor, and NCHC CEO have been meeting periodically to address opportunities to strengthen the partnership. One area of significant focus has been project/portfolio management and ensuring that resources are allocated in an intentional way to member priorities. Modified intergovernmental agreement and operating agreement will be taken to the respective partner boards in the coming weeks. New citizen member will be considered by the member boards in coming weeks County Administrator was elected as Chair of the CCIT Commission in April 2021. CCITC has been working to develop a more equitable chargeback model for members. Administrator is working with CCITC Director to enhance appraisal process to emphasize goals of member partners

<p>B. Enhance Cybersecurity Readiness – monitor and upgrade as necessary</p>	<ul style="list-style-type: none"> There is recognition amongst owners of CCIT (City, County, NCHC) that security must be high priority Had external security audit and continue to make improvements based on findings 	<ul style="list-style-type: none"> Improve backup capability Reinforce awareness and education amongst staff Periodically review and update incident response plans, including through the Nationwide Cybersecurity Review (NCSR) - https://www.cisecurity.org/ms-isac/services/ncsr/ 	<ul style="list-style-type: none"> Project plan to be developed based on CCITC security plan 			<ul style="list-style-type: none"> CCITC implemented a number of initiatives to enhance security, most notably our implementation of multi-factor authentication across each of the member entities. MFA should be fully implemented by end of January 2022. Hired our first dedicated security professional, implemented three new security tools, and contracted for additional CISO resources. Conducted 3 phishing campaigns, demonstrating significant improvement in security performance amongst staff. New products/vendors for our ERP and website systems should further reduce security vulnerability.
<p>26. Develop a Countywide Dashboard, displaying data regarding Department-based and Program-based performance measures to aid in department and program assessment</p>	<ul style="list-style-type: none"> Identified aspirational example – Montgomery County, Maryland 	<ul style="list-style-type: none"> Department Directors have a better understanding of what measures matter and they have a tool to assist them in assessing performance and determining interventions. Policy makers have better information from which they can assess return on investment for programs Enhanced transparency 	<ul style="list-style-type: none"> To be determined based on level of prioritization by the Executive Committee 	<ul style="list-style-type: none"> Allocation of funding for acquisition of software/system for the collection, analysis, and display of data Staff resources – new funding or deprioritization of other work to identify resources 		<ul style="list-style-type: none"> No significant progress has been made in this area due to competing priorities. As noted in item 3.B. (see above) the Justice Alternatives Coordinator has been working to identify KPIs for programs within that program; however, the measures have not been formally presented to the justice system partners and the county has not allocated resources to a dashboard implementation. As noted in items 3B and 14, County Administration is working to develop a proposal for the 2023 budget process that would create/fund a data analyst position that would aid in the creation of performance dashboards.
<p>27. Work to develop a County Event Policy governing the allocation of county resources to support private events</p>	<ul style="list-style-type: none"> Public Safety and Infrastructure Committee began discussing this issue in 2019, seeking comprehensive evaluation of how and when county resources should be expended to support private events, including evaluation of cost recovery policies. 	<ul style="list-style-type: none"> Creation of a policy that provides direction to county staff on the criteria to be applied when considering requests for the allocation of county resources to private events. Of particular interest were events occurring on public roadways and on county-owned property. Policy should provide guidance on cost-recovery 	<ul style="list-style-type: none"> To be determined based on prioritization 			<ul style="list-style-type: none"> No significant progress has been made in this area since early 2020 due to competing priorities.
<p>28. Develop a plan to recruit, retain, and develop a more diverse workforce and present the plan to HR, Finance & Property Committee and Diversity Affairs Commission by July</p>	<ul style="list-style-type: none"> Administration is currently working to develop a plan to review our HR policies and practices 	<ul style="list-style-type: none"> Improved applicant pool Improved engagement of employees Improved outcomes relative to service delivery 	<ul style="list-style-type: none"> Per proposal from Diversity Affairs, plan must be delivered by July 1, 2021 December 31, 2021 (modified in 2021 by HR, Finance & Property Committee). 	<ul style="list-style-type: none"> Staff capacity is likely limited, particularly in light of the planned transition from the incumbent HR Director to the future Director (scheduled to occur in April 2021), and 		<ul style="list-style-type: none"> The formal proposal calling for this objective to be completed as part of Comprehensive Plan Objective 3.8 was not approved by the Board. County Administration is working with Employee Resources Director to examine capacity for reviewing our recruiting and hiring

1, 2021				significant responsibilities with respect to the ERP replacement project.		<p>practices.</p> <ul style="list-style-type: none"> ▪ Developments in the labor market (increasing wages, low unemployment) and widespread labor shortage, have led to greater challenge in retaining and recruiting talent. Many organizations, including local government employers, have taken steps to address these concerns (e.g, retention bonuses, increased wages, shifting compensation bands). In 2022, Administration and Employee Resources intend to present short-term strategies to address these pressures, as well as the results of our Class Compensation analysis.
29. Enhance knowledge of NCHC Board of County priorities and expectations through role on NCHC Board and Executive Committee	<ul style="list-style-type: none"> ▪ Revised Tri-County Agreement calls for the consolidation of RCA into the Executive Committee of the NCHC Board 	<ul style="list-style-type: none"> ▪ Improved alignment of NCHC operations with County Government needs ▪ Increased consistency relative to compensation and personnel policies between NCHC and the owner counties. ▪ Improved service quality relative to county/owner needs 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> ▪ A significant amount of Administration time has been devoted to address NCHC efforts, including the financial performance of the organization. ▪ Based on the events of 2020 and 2021, the Executive Committee of the NCHC Board has elected to pursue a substantial revision to the Tri-County Agreement that seeks to provide enhanced accountability to the member counties by constructing the contract under Chapter 59 of the Wisconsin Statutes to allow for a multi-county organization that operates in a manner similar to a single-county 51.42 entity in a county with an Administrator or Executive. The Executive Committee is aiming to bring draft revisions to the member counties in Q1 of 2022.
30. Apply for Community Development Block Grant – Corona Virus Funds and carryout grant reporting responsibilities	<ul style="list-style-type: none"> ▪ Submitted an Intent to Apply document to the State of Wisconsin Department of Administration and we were requested to submit a formal application for funding 	<ul style="list-style-type: none"> ▪ Enhanced funding opportunities for small businesses located outside of the city of Wausau in need of financial assistance as a result of the pandemic. \$500,000 in funding being sought. ▪ Enhanced funding to provide housing resources for individuals and families that are displaced or potentially displaced due to the pandemic. 	<ul style="list-style-type: none"> ▪ Letter of Intent was submitted to the Wisconsin DOA in November. Received response, with invitation to apply on December 18, 2020. ▪ Application to Apply is due February 26, 2021. 	<ul style="list-style-type: none"> ▪ Determination by the Executive Committee that this project is of sufficient value to move forward with the necessary prerequisites to application. 		<ul style="list-style-type: none"> ▪ Completed all necessary application and follow up materials. We were informed that Marathon County was awarded a \$1.1 million grant for us to carry out small business and homeowner/renter assistance as proposed in our grant application. MCDEVCO and NCCAP are working to deploy funds as provided within the proposal and as permitted by the program. ▪ NCCAP has deployed approximately \$12,000 of funding ▪ MCDEVCO has received 91 applications, of which 28 have been preliminarily approved and are awaiting dispersal by DOA. Total amount awaiting dispersal is \$140,000.



**COUNTY ADMINISTRATION
2022 WORK PLAN – DRAFT**

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

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress	Progress
1. Facilities Related Projects A. Continue Renovation of NCHC Spaces on Lake View Drive Campus	<ul style="list-style-type: none"> Construction of pool, CBRF, Youth Hospital complete Nursing Home Tower complete Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway Budget – has been impacted by pandemic, grant from State of WI received, future borrowings envisioned following RFBs Finalizing bid drawings for upcoming phase (DSS, Veterans, Conference space) 	<ul style="list-style-type: none"> NCHC in position to service debt at time of first payment Campus renovated in a way that enhances the service delivery options on the campus and allows for further consolidation of county departments to the campus 	<ul style="list-style-type: none"> Department of Social Services (DSS) and Veterans Service Office (VSO) transition from current location to campus complete by mid-2023 Complete the renovation of NCHC related spaces during 2022 	<ul style="list-style-type: none"> General construction dependencies, including pandemic related dependencies 		ONGOING
B. Complete planning for DSS move to Lake View Drive Campus	<ul style="list-style-type: none"> Identified DSS as most appropriate department to occupy space vacated by NCHC FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget Working with Credit Union representative to determine next steps for relocation from DSS building 	<ul style="list-style-type: none"> Increased efficiency of operations Improved coordination for clients seeking service Improved coordination between DSS and Community Programs DSS, Veterans, and River Drive Conference Room resources will be relocated to Lake View Drive Campus (staff spaces will pursue hybrid and shared working environments to maximize efficiency and reduce long-term costs – smaller footprint) Credit Union – space has been identified for Credit Union location (specifics on the design, funding mechanism, and lease must be finalized) 	<ul style="list-style-type: none"> Construction for DSS, VSO, and Conference Center space to be complete by 5/2023 (initial estimate) Transition staff by September 2023 	<ul style="list-style-type: none"> Allocation of funding for DSS transition Construction dependencies, including permit approval 		ONGOING

<p>C. Create a long-term facilities plan.</p>	<ul style="list-style-type: none"> ▪ NCHC campus master plan construction underway ▪ Plans near completion to move DSS, Veterans, and Conference Room facilities to Lake View Drive Campus ▪ Site selection study for shared Highway/PRF facility complete ▪ Westside Masterplan update is underway ▪ Regional Forensic Science Center schematic plans complete, grant funding sought. ▪ General property asset review completed by FCM staff 	<ul style="list-style-type: none"> ▪ A comprehensive plan for the long-term consolidation of county properties, with general overview of the intent with respect to each of the county's existing operational facilities ▪ Updated Master Facility Plans for each of the operational facilities that the county intends to maintain 	<ul style="list-style-type: none"> ▪ Specific Timeline must be developed by the HR, Finance & Property Committee in consultation with Administration. Major project areas include: <ul style="list-style-type: none"> a. Develop plans for relocation of PRF, UW Extension, and CPZ staff from River Drive buildings will be primary focus during 2022. b. Develop plan for 3rd floor of Library with Library Director, with aim of improving financial position of library or otherwise benefiting county organization c. Timeline for subordinate facility planning and construction projects 	<ul style="list-style-type: none"> ▪ Staff capacity – likely the filing of the vacant FCM Deputy Director position and Administration 		<p>ONGOING</p>
<p>D. Update the Westside Masterplan</p>	<ul style="list-style-type: none"> ▪ Met with UWSP leadership to better understand need for improved student housing, multiple redevelopment efforts with UW and FCM staff were unsuccessful. ▪ Purchased property adjacent to current highway department set forth in previous Westside Plan ▪ Funded Sports Development Study – potential location for indoor facility within existing county-owned property ▪ Funding for study was allocated in proposed 2021 budget (CIP) ▪ MSA selected as consultant 	<ul style="list-style-type: none"> ▪ Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property ▪ Plan should incorporate the vision from the Infrastructure Committee that the future location of the Highway Department and PRF facility be located off of West Street. 	<ul style="list-style-type: none"> ▪ Contract finalized by 1.31.2022 ▪ Master Plan complete by 10.1.2022. 	<ul style="list-style-type: none"> ▪ General dependencies relative to master plan delivery (e.g., consultant performance, staff capacity to assist in information procurement, etc.) 		<p>ONGOING</p>
<p>E. Work with Library Board to identify appropriate use of 3rd Floor</p>	<ul style="list-style-type: none"> ▪ Sought additional outside engineering assessment of 3rd floor to aid in use determinations ▪ Several community leaders have expressed a desire to examine the potential use of the 3rd floor for the delivery of Child Care services. ▪ EEED Committee has expressed that addressing the lack of Child Care resources in the community will be the primary focus of its work for the remainder of this term. ▪ Administrator will continue to engage with local leaders to 	<ul style="list-style-type: none"> ▪ Financially sustainable use of the space ▪ Further county facility consolidation efforts 	<ul style="list-style-type: none"> ▪ To be determined with Library Director and Library Board 	<ul style="list-style-type: none"> ▪ Covid impact on potential tenancy demand ▪ Costs associated with the necessary buildout of the 3rd floor space ▪ Use/engineering limitations - Past efforts have been hindered based on the engineering of the space. 		<p>ONGOING</p>

	<p>assess opportunities for Marathon County's engagement on this issue.</p> <ul style="list-style-type: none"> Administrator has reached out to newly appointed Library Director to begin dialogue so that the Director can appropriately engage the Library Board on this issue. 					
F. Acquire Property for Multi-Department (Highway/Parks) Facility	<ul style="list-style-type: none"> Completed study and assessment of properties in greater metro area Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed. The landowner's representative has remained in contact with the Highway Commissioner and County Administration 	<ul style="list-style-type: none"> Consolidate heavy equipment maintenance operation Consolidate Park management and Park Operations Co-locate departments with significant adjacencies Reduce number of stand-alone facilities Re-develop or divest vacated department property 	<ul style="list-style-type: none"> To be determined by HR, Finance & Property Committee 	<ul style="list-style-type: none"> Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board. Requisite zoning modifications and site suitability must be obtained prior to purchase 		ONGOING
G. Develop a Policy/Process relative to the divestment of County-owned facilities and properties (non-tax deed)	<ul style="list-style-type: none"> Topic was identified by HR, Finance & Property Committee as a potential priority in 2021. 	<ul style="list-style-type: none"> Policy would assist policy makers and staff in considering how to proceed when a property is no longer being utilized for the specific purpose for which it was previously utilized 	<ul style="list-style-type: none"> To be determined based on prioritization Social Services property is likely to be vacant by end of 2023 River Drive property availability is not known as final plans for CPZ, UW Extension, and PRF staff have not been developed. 	<ul style="list-style-type: none"> HRFC Prioritization Staff Capacity 		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT
2. Regional Forensic Science Center – pursue partnerships and support Task Force	<ul style="list-style-type: none"> 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed 2020 – Business plan completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County 2021 – staff continued meetings with health care system partners, updated business plans and schematic facility drawings, and sought significant grant funding through the State of Wisconsin. We are awaiting the results of our application for funding. 	<ul style="list-style-type: none"> Complete the foundational work to assist the Broadband Task Force in developing a recommendation to the County Board relative to the policy decision whether to implement and operate a forensic pathology department serving north central Wisconsin. Assessment of the viability to monetize our in-house software to offset operational costs or serve as an inducement for counties to utilize our services in the event we proceed. 	<ul style="list-style-type: none"> Determination relative to grant application – 2.1.2022 Future milestones to be developed by Task Force in consultation with County Board Public Safety Committee 	<ul style="list-style-type: none"> Funding Legislative modifications Prioritization by Board Capacity within CCIT to evaluate software monetization 		ONGOING

<p>3. Financial Related Projects</p> <p>A. Implementation of Workday ERP System to replace Cayenta financial system</p>	<ul style="list-style-type: none"> ▪ Conducted RFP for system, selected Workday. ▪ Presentations were made to the Board, which ultimately approved the capital purchase and funding plan. ▪ Contract was negotiated and signed ▪ We are well into the implementation planning stage of the project and are entering the Architecture phase. We should have more definite implementation milestones with respect to HR and Finance modules in the near future that can be delivered to the Board. 	<ul style="list-style-type: none"> ▪ Vision statement - Transform our system and processes through intelligent workflow and service design that prioritizes simplicity, efficiency, and best practices that position us for the future and to provide the best employee and customer experience. ▪ Guiding principles – intuitive, efficient, standardization, comprehensive solution ▪ One of the most significant issues we need to move forward is the re-organization of financial professionals across the organization to be more centralized. One of our most ambitious goals is to incorporate these changes in our 2023 budget document. 	<p>Initial Plan</p> <ul style="list-style-type: none"> ▪ RFP release – 11/2020 ▪ Responses due – 12/15/2020 ▪ Demos of qualified responses – 2/2021 ▪ Select vendor & negot. contract – 3/2021 – 6/2021 ▪ Begin Implementation – 6/2021 ▪ Implementation timeframe – 18 -24 months <p>Revised Implementation Schedule</p> <ul style="list-style-type: none"> ▪ Completion of Architect phase – 3/2022 ▪ Completion if initial configuration – 5/22 ▪ Payroll implemented – 2/23 ▪ Main phase completion – 3/23 	<ul style="list-style-type: none"> ▪ Staff capacity – we are in the process of onboarding additional staff to assist in the implementation ▪ Vendor capacity – the IT staffing market is such that it is likely that members of our implementation team will change over the life of the implementation. There is a potential that this could impact implementation. 		<p>ONGOING</p>
<p>B. American Rescue Plan Act funding deployment</p>	<ul style="list-style-type: none"> ▪ The HRFC has conducted several public listening sessions relative to the county's \$26.3 million allocation and had discussions on potential criteria used to assess potential projects ▪ Administrator and Board Chair have engaged NCHC leadership relative to significant financial shortfalls as a result of pandemic and will develop application for use of ARPA funds to compensate Lost Revenue ▪ Finance Director has completed preliminary lost revenue calculation with the assistance of auditors. Some questions remain relative to how NCHC revenue loss from shared services will be recognized. 	<ul style="list-style-type: none"> ▪ Formal Application and process approved by Board that meets the Board's goals ▪ Transparent reporting to the public relative to the county's deployment of ARPA funds ▪ Report spending as required under ARPA 	<ul style="list-style-type: none"> ▪ Administrator to work with HRFC Chair to determine milestones and timeline 	<ul style="list-style-type: none"> ▪ Identification of staff capacity (ERP project significantly limits staff availability) 		<p>ONGOING</p>
<p>C. Oversight of Community Development Block Grant – Corona Virus funds (grant reporting)</p>	<ul style="list-style-type: none"> ▪ Applied for, and was granted, \$1.1 million in funding from Wisconsin DOA for small business, homeowner, and renter assistance programs. MCDEVCO and NCCAP are responsible for deploying 	<ul style="list-style-type: none"> ▪ Enhanced funding opportunities for small businesses located outside of the city of Wausau in need of financial assistance as a result of the pandemic. \$500,000 in funding being sought. ▪ Enhanced funding to provide 	<ul style="list-style-type: none"> ▪ Grant reporting requirements are delineated within the grant. Staff are working with MCDEVCO and NCCAP on an ongoing basis to address concerns as they arise. ▪ In mid-2022, it is likely that we will address whether funding can, should be 	<ul style="list-style-type: none"> ▪ Funding will be deployed as requested and as permitted based on the grant and availability. 		<p>ONGOING</p>

	<p>funds; however, the responsibility for compliance with the grant and reporting obligations rests with Marathon County.</p> <ul style="list-style-type: none"> ▪ NCCAP has deployed approximately \$12,000 of funding ▪ MCDEVCO has received 91 applications, of which 28 have been preliminarily approved and are awaiting dispersal by DOA. Total amount awaiting dispersal is \$140,000. 	<p>housing resources for individuals and families that are displaced or potentially displaced due to the pandemic</p>	<p>transferred from NCCAP to MCDEVCO for further deployment.</p>			
<p>D. Finalize and Implement the new 5-year Capital Improvement Planning and 1-year Capital Improvement Program process</p>	<ul style="list-style-type: none"> ▪ A workgroup—consisting of staff from Administration, FCM, Finance, CCITC, and Corporation Counsel, and members of the HR, Finance & Property Committee—had been meeting to develop a new CIP process in keeping with the philosophical direction from the Committee. Essentially, the new process will call for the abolition of the CIP Committee and will instead result in the development of a 5 yr. Capital Forecast that is presented to the Committee and ultimately the full board on an annual basis. The approved 5 yr. capital forecast will inform the Administrator’s development of the Annual Recommended Budget, including the Capital Budget. 	<ul style="list-style-type: none"> ▪ A new CIP process envisions separating the projects into three distinct areas – Necessary Maintenance, Life Cycle projects, and Other Projects. Only projects in the “other” category would be ‘ranked.’ ▪ The Board should be more informed of the large capital projects through the 5-year planning process. ▪ The 5-year capital plan will be more integrated into our annual budget process. 	<ul style="list-style-type: none"> ▪ Milestones to be developed; however, the new policy should be ready in 2022, for use in the 2023 Budget process. 	<ul style="list-style-type: none"> ▪ Staff Capacity 		<p>ONGOING</p>
<p>E. Evaluate the current benefit of our existing vehicle leasing program and evaluate expanding to include DSS and Health Department</p>	<ul style="list-style-type: none"> ▪ Have existing program in place with CPZ and FCM 	<ul style="list-style-type: none"> ▪ Decrease costs associated with vehicle operations and employee travel 	<ul style="list-style-type: none"> ▪ To be determined <ol style="list-style-type: none"> 1. Evaluation of the savings from pilot 2. Evaluation of potential savings from expansion 3. Implementation of program if appropriate 4. Determination whether further evaluation of incorporating rolling stock departments (Sheriff, Highway, PRF) is advantageous. 	<ul style="list-style-type: none"> ▪ Staff Capacity 		<p>RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT</p>
<p>F. Develop a long-term plan for road and bridge capital maintenance</p>	<ul style="list-style-type: none"> ▪ Workgroup formed to develop charter for 2050 Transportation System Capital 	<ul style="list-style-type: none"> ▪ Increased understanding of asset condition and long-term capital funding needs 	<ul style="list-style-type: none"> ▪ Infrastructure Committee to receive progress update in February of 2022 on the 2050 Report and get 	<ul style="list-style-type: none"> ▪ Identification of staff capacity/resources ▪ Identification of appropriate 		<p>ONGOING</p>

<p>and construction funding</p>	<p>Plan (Administration, Highway Dept., CPZ, NCWRP, Infrastructure Chair); Charter complete; safety audit was completed (approved by committee in May of 2021); draft 2050 report has been delivered to Highway Department leadership, Administration, and Infrastructure Committee Chair for review. Group will recommend next steps based on the report.</p> <ul style="list-style-type: none"> ▪ Completed an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing GTA funding ▪ Through the 2021 Budget process the County Board authorized an increase in funding for capital maintenance projects related to 4 bridge decks and a pavement replacement project. 	<ul style="list-style-type: none"> ▪ Identified funding strategies to aid in budget decision-making ▪ The 2050 Transportation Plan charter had two goals—first, to prepare a comprehensive inventory of county roadway and bridge assets and develop a long-range maintenance schedule (with an explanation of the estimated funding necessary to maintain a reliable transportation network); the second goal is to prepare a funding gap analysis aimed at assisting the board in identifying future funding strategies in light of current state-funding levels and trends. 	<p>recommendations from Highway Commissioner, Administration, and Committee Chair</p> <ul style="list-style-type: none"> ▪ Future milestones to be developed post report 	<p>funding to complete planning process</p>		
<p>G. Develop a Parks, Recreation, & Forestry Sustainability Plan</p>	<ul style="list-style-type: none"> ▪ Staff have begun evaluating the viability of various revenue generating strategies to reduce long-term tax levy allocations necessary to operate/maintain our park, recreation, and forestry system. 	<ul style="list-style-type: none"> ▪ Improved sustainability of our PRF system through a multi-faceted approach adopted by the Park Commission. ▪ Plan similar to that adopted by Washington County, WI 	<ul style="list-style-type: none"> ▪ Administrator and Department Head to meet with PRF staff in Q2 of 2022 to begin brainstorming on revenue generation/expense reduction opportunities. ▪ Timeline for the delivery of the sustainability plan to be developed in connection with Department Director. 	<ul style="list-style-type: none"> ▪ Staff capacity – PRF director is significantly involved in the West side Master plan update. 		<p>ONGOING</p>
<p>H. Telecommunications Audit and generation of comprehensive cellular telephone policy</p>	<ul style="list-style-type: none"> ▪ In 2016, Marathon County utilized a 3rd party vendor (Spyglass) to complete a telecommunications audit. ▪ Administrator has identified two additional potential vendors, obtaining contract terms from one vendor. 	<ul style="list-style-type: none"> ▪ Revenue – recovery of past overcharges by virtue of audit ▪ Operational cost reduction – in the event of identified opportunities and county moves forward with implementation ▪ Consistent cellular telephone policy 	<ul style="list-style-type: none"> ▪ Will be developed based on level of prioritization by the Executive Committee ▪ Cellular telephone inventory complete by Q2 of 2022 ▪ Draft of cellular telephone policy prepared by end of Q3 ▪ Implement consistent reimbursement/provision policy in connection with the activation of the ERP 	<ul style="list-style-type: none"> ▪ Staff capacity 		<p>ONGOING</p>
<p>I. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a</p>	<ul style="list-style-type: none"> ▪ We have a standard indirect cost plan 	<ul style="list-style-type: none"> ▪ Improved understanding of our costs to deliver services ▪ Improved cost recovery ▪ Increased consistency of our cost recovery practices 	<ul style="list-style-type: none"> ▪ Timeline to be developed if this project is prioritized 	<ul style="list-style-type: none"> ▪ Staff capacity 		<p>RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT</p>

<p>schedule for the updating of charges/fees</p>		<ul style="list-style-type: none"> ▪ Consider utilization of indirect cost plan to gain insight and improve reporting ▪ Incorporation of fee schedules into the budget document 				
<p>4. Criminal Justice Initiatives</p> <p>A. Support the development & functioning of the CJCC</p>	<ul style="list-style-type: none"> • The CJCC was created by action of the Board in 2021 • Judge O'Neill has been identified as the Chair of the CJCC and workgroup leads have been identified. 	<ul style="list-style-type: none"> • Enhanced collaboration amongst Justice System departments and increased ownership relative to the development of solutions that utilize existing system resources as opposed to seek the allocation of 'new' resources. • Continue the use of System Budgeting into 2023 budget • Evaluate Restitution Collection practices – partners have expressed a desire to move forward with developing a collection process that ensures compliance with state statute, improves efficiency and service for victims of crime, and enhances operating revenues within the justice system. • Continue to improve the Pretrial Assessment and Supervision Program • Compile the resources to create 1.0 Data Analyst position (½ criminal justice focus and ½ countywide) 	<ul style="list-style-type: none"> • Administration will oversee and deliver the staffing support for the CJCC throughout the year 	<ul style="list-style-type: none"> ▪ Continued support of Sheriff, DA, Clerk of Court, and Judges 		<p>ONGOING</p>
<p>B. Evaluate the results of the UniverCity Year Criminal Justice System projects and develop next steps</p>	<ul style="list-style-type: none"> ▪ Marathon County proposed 11 Criminal Justice related projects through our UniverCity Year partnership. The projects vary significantly in scope and depth and will require considerable resources to determine next steps. 	<ul style="list-style-type: none"> • Generally speaking, improved functioning of the justice system is the broad goal underlying all of the projects; however, specific outcomes will be derived from the project submissions. 	<ul style="list-style-type: none"> • The timeline for evaluation will be dependent on the scope and depth of the projects; however, it is my desire to have periodic reports to the Public Safety Committee on the results of each of the projects. 	<ul style="list-style-type: none"> • Staff capacity within Administration and each of the Justice System departments to undertake the evaluation and planning • Creation of a Data Analyst Position – a number of the initiatives focus on 		<p>ONGOING</p>

				enhancing our use of data in decision-making		
C. Evaluate the Service Delivery Options for Shelter Home Services and develop a plan to implement sustainable practices	<ul style="list-style-type: none"> Sheriff's Office, DSS, and Administration have discussed the operational and financial challenges relative to Shelter Home operations and have engaged a potential vendor to learn more about third-party business modeling for operations 	<ul style="list-style-type: none"> Reduce the cost of delivering shelter home services to Marathon County Youth 	<ul style="list-style-type: none"> To be developed based on prioritization 	<ul style="list-style-type: none"> Staff capacity within Social Services, Sheriff's Office, and Administration 		ONGOING
D. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to provide a portion of necessary funding for new dispatch channel. No significant progress made due to prioritization of Covid response and other projects. 	<ul style="list-style-type: none"> The development of sustainable census and funding The cost per child should be the same or less for Marathon County children as it is for children from other counties. 	<ul style="list-style-type: none"> To be developed based on prioritization 	<ul style="list-style-type: none"> Staff capacity within Social Services, Sheriff's Office, and Administration 		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT
5. Human Resource Related Projects						
A. Implementation of Workday ERP System (our first HCM system), including Learning Management System	<ul style="list-style-type: none"> See notes above OEPM position integrated within HR Director in 2021. We have expanded our use of virtual training libraries, including use at our annual MLK Jr. Day On in-service training day 	<ul style="list-style-type: none"> An integrated system that serves as a resource for employees from their application for hire to beyond their last day of employment. A Learning Management System Increased employee performance Enhanced ability to attract talent Increased retention 	<ul style="list-style-type: none"> See notes above 	<ul style="list-style-type: none"> Staff capacity 		ONGOING
B. Re-evaluate Health Care Delivery methodology (fully insured vs. self-funded)	<ul style="list-style-type: none"> Contracted with USI in 2021 to provide formal review of health care delivery costs, which was highly successful from a financial perspective and recommended that we evaluate whether to return to self-funded status in 2022. 	<ul style="list-style-type: none"> Highly effective, market competitive, and cost-effective health care benefit. 	<ul style="list-style-type: none"> Timelines to be determined based on information from USI 	<ul style="list-style-type: none"> Staff capacity 		ONGOING
C. Conduct Class Compensation Study and Employee Benefit review	<ul style="list-style-type: none"> Funding for Class Compensation study was provided within 2022 budget Released an RFP for a class compensation study at the end of 2021 with a very aggressive timeline to align with ERP architecture phase. 	<ul style="list-style-type: none"> Revised class compensation structure for 2023 budget preparation Survey employees regarding benefits that they would like us to examine Deliver to employees a more easily understood benefit 	<ul style="list-style-type: none"> Timelines to be established Desire to have class compensation structure/cost projections for 2023 budget 	<ul style="list-style-type: none"> Staff capacity 		ONGOING

	<p>Based on the responses and concerns regarding whether our timeline would ensure “best value” we envision re-releasing our RFP with a revised timeline.</p> <ul style="list-style-type: none"> ▪ Have begun evaluation of our holiday policy relative to our competitors 	<p>package that demonstrates “total value of compensation” for staff, which will allow us to more effectively retain and recruit talent.</p>				
<p>D. Develop and Implement Procurement Code Training for Department Heads (procurement agents) and Develop Procurement Oversight processes</p>	<ul style="list-style-type: none"> ▪ County Board ratified a comprehensive revision of the County’s procurement code in December 2020. 	<ul style="list-style-type: none"> ▪ Sustainable training program that ensures that (1) procurements are completed in the manner contemplated by the revised code and (2) that there is a mechanism to address areas for potential amendment on an ongoing basis. ▪ Oversight - Work to develop reporting mechanism within new ERP system to review purchases that are subject to RFP/Bid processes to ensure that we are conducting procurements as envisioned by the Board of Supervisors 	<ul style="list-style-type: none"> ▪ Training curriculum to be developed by April 2022 (Department Head retreat, ongoing new employee orientation) ▪ Oversight – schedule for implementation of oversight tool will be determined by ERP implementation schedule 	<ul style="list-style-type: none"> ▪ Oversight through ERP system is dependent upon ERP functionality 		<p>ONGOING</p>
<p>E. Fully Implement IDEAS Academy Program</p>	<ul style="list-style-type: none"> ▪ OEPM has developed strong curriculum and delivered training to numerous staff (pre-pandemic 70% of staff had completed Awareness training) ▪ Pandemic and ERP replacement have dramatically impacted our training ability and capacity. 	<ul style="list-style-type: none"> ▪ Internal efficiency gains ▪ Revenue generation from external course offerings ▪ Initial Target - \$250,000 in increased efficiency per year 	<ul style="list-style-type: none"> ▪ Milestone/Goal setting must take place with HR Director and must align with ERP implementation 	<ul style="list-style-type: none"> ▪ Staff capacity 		<p>ONGOING</p>
<p>6. Intergovernmental Partner work</p> <p>A. North Central Health Care</p>	<ul style="list-style-type: none"> ▪ Administrator and Board chair are members of NCHC Board and Executive committee. ▪ Worked closely throughout 2021 to address issues and provide policy direction to Executive Team at NCHC 	<ul style="list-style-type: none"> ▪ Revise the Tri-County Agreement to provide greater operational and policy oversight of NCHC by Administrative Leaders at each of the member counties. ▪ Recruit new CEO and assist in onboarding ▪ Improve alignment of NCHC services with county government needs ▪ Increased consistency relative to compensation and personnel policies between NCHC and the owner counties. ▪ Improved service quality relative 	<ul style="list-style-type: none"> ▪ Revised Tri-County Agreement presented to DHS and the member counties in Q1 of 2022. 	<ul style="list-style-type: none"> ▪ Staff capacity 		<p>ONGOING</p>

		to county/owner needs				
B. City/County Information Technology Commission	<ul style="list-style-type: none"> ▪ Administrator, City of Wausau Mayor, and NCHC CEO met periodically to address opportunities to strengthen the partnership. One area of significant focus has been project/portfolio management and ensuring that resources are allocated in an intentional way to member priorities. ▪ Modified intergovernmental agreement and operating agreement will be taken to the respective partner boards in the coming weeks. ▪ New citizen member onboarded in 2021 ▪ County Administrator was elected as Chair of the CCIT Commission in April 2021. ▪ CCITC has been working to develop a more equitable chargeback model for members. ▪ Administrator is working with CCITC Director to enhance appraisal process and develop annual work plan to emphasize goals of member partners 	<ul style="list-style-type: none"> ▪ Strengthen partnership ▪ Enhance CCITC's responsiveness to member needs ▪ Position CCITC to be more proactive relative to security and technology needs of members 	<ul style="list-style-type: none"> ▪ New director appraisal form utilized in 2022 ▪ Implementation of project/portfolio management practices in 2022 	<ul style="list-style-type: none"> ▪ Staff capacity 		ONGOING
C. Marathon County Public Library - Review and revised agreements relative to facility, legal, HR, and financial services	<ul style="list-style-type: none"> ▪ Administrator and new Library Director have discussed the importance of updating each of the documents. ▪ Administrator, Corporation Counsel, and HR Director have attended library board meeting and expressed desire to update the documents. ▪ Library Director has begun review and update process. 	<ul style="list-style-type: none"> ▪ Clarity of understanding of the roles and responsibilities of both entities with respect to facilities, legal, HR, and financial services. 	<ul style="list-style-type: none"> ▪ Update all agreements in 2022 	<ul style="list-style-type: none"> ▪ Staff capacity and prioritization of the project 		ONGOING
D. UWSP Wausau Update Westside MP clarify long-term relationship / roles relative to facility maintenance	<ul style="list-style-type: none"> ▪ See notes above ▪ Leases and agreements indicate that county is responsible for all maintenance of buildings on campus, while UW is 	<ul style="list-style-type: none"> ▪ Understanding whether the UW system is interested in sharing in the future maintenance costs at the campus will allow the county to better plan for future budgets 	<ul style="list-style-type: none"> ▪ Unknown 	<ul style="list-style-type: none"> ▪ Entirely dependent on UWSP / Board of Regents willingness to change the longstanding relationship with the satellite campuses. 		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT

	<p>responsible for programming.</p> <ul style="list-style-type: none"> ▪ HR, Finance & Property Committee has identified the reviewing of our relationship with the UW system as a priority, based on the significant financial investment the county has made in campus facilities and the growing costs of maintenance. ▪ Administrator and Campus Executive have clarified that student housing is no longer a priority function at the campus ▪ UWSP is in process of recruiting a new Wausau Campus Executive 	<ul style="list-style-type: none"> ▪ HR, Finance & Property Committee would be in a position to develop a more sustainable policy with respect to the funding of campus maintenance ▪ Campus facilities are more effective at attracting students 				
7. Miscellaneous						
A. Comprehensive Review of Marathon County Ordinances	<ul style="list-style-type: none"> ▪ 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"> ▪ Reduction in the inconsistencies within the code. 	<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 		NEW PROJECT
B. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected officials)	<ul style="list-style-type: none"> • Record retention schedule was last updated in 1994 ▪ Workgroup formed in 2020, generated following recommendations: <ol style="list-style-type: none"> 1. Records Retention – formally adopt the retention schedule provided by the Wisconsin Public Records Board. Amendments will be necessary for social media and text messaging records. 2. Social Media Use Policy – policy has been drafted and will be reviewed by Administration and Employee Resources and formally incorporated into our 	<ul style="list-style-type: none"> • Update our schedule to account for new records • Better understanding of our records needs • Training developed for policy makers and staff 	<ul style="list-style-type: none"> ▪ Adopt records retention schedule in Q2 of 2022. ▪ Administration and Employee Resources complete review of Social Media policy in Q1 of 2022 ▪ Adoption of Social Media Policy into our Employee Resources policies in Q1 or 2 of 2022. ▪ Develop a training and communications plan to disseminate the policy updates to staff in Q2 of 2022. 	<ul style="list-style-type: none"> ▪ 3rd party software will be required to archive social media, implementation of the software will require IT resources. Currently, those resources are very limited. 		ONGOING

	Employee Policies in Q1 of 2022. Our implementation of the policy will entail usage of third-party software and significant employee training. Additional information on milestones will be provided in the 2022 Work Plan					
C. Evaluate Start Right Program	<ul style="list-style-type: none"> We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake a review of the Start Right Program. Final Report received from UniverCity in Q1 of 2022. 	<ul style="list-style-type: none"> Improved understanding of return on levy investment in prevention 	<ul style="list-style-type: none"> Health Officer will engage BOH regarding report in Q1 and Q2. Delivery of the report and recommendations to the HHS Committee by Q2 Additional milestones and timeline are dependent upon the evaluation and next steps identified 	<ul style="list-style-type: none"> Staff capacity at Health Department Capacity at BOH and HHS 		ONGOING
D. Continued Participation in UniverCity Year projects, evaluate next steps	<ul style="list-style-type: none"> Marathon County submitted over 30 projects through the UniverCity Year partnership program 	<ul style="list-style-type: none"> Outcomes are dependent on the specific project 	<ul style="list-style-type: none"> Timelines are individualized based on the specific project 	<ul style="list-style-type: none"> Dependent upon project 		ONGOING
E. Comprehensive Plan refresh & generation of new 5 year Strategic Plan	<ul style="list-style-type: none"> Progress on Strategic Plan Objectives continues to be made; however, formal data gathering on progress is proving challenging in light of other pressing priorities of countywide concern (e.g., pandemic response, ERP, ARPA, and NCHC efforts). Administration and CPZ staff have begun discussions to integrate the Annual Update process into a project plan that includes both a new Strategic Plan and an Evaluation of the 2016 Comprehensive Plan, which was called for in the Board's adoption of the comprehensive plan in 2016 (see page 157 (page 163 of the online pdf)– under Plan Evaluation heading). 	<ul style="list-style-type: none"> Meaningful tracking of progress on Strategic Plan Objectives Community Engagement tool 	<ul style="list-style-type: none"> Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022. 	<ul style="list-style-type: none"> Staff Capacity – Administration will be working to develop resources for Data Analyst position through the 2023 budget Pandemic Response obligations of Health Department 		NEW PROJECT
F. Develop and Implement solution to Tax Deed and Property	<ul style="list-style-type: none"> Position identified within Corporation Counsel's Office to address increased 	<ul style="list-style-type: none"> Improved alignment of staff to work priorities, reduction in property description backlog in 	<ul style="list-style-type: none"> Administration will present resource alignment plan to the appropriate County Board Standing Committee(s) by 			ONGOING

Description Backlogs	<p>workload.</p> <ul style="list-style-type: none"> ▪ Despite increase staff allocation, property listing backlog remains significant ▪ Administration to work with Treasurer, Register of Deeds, and CPZ to realign staff to be able to more effectively respond to surges in filings and updated mapping needs ▪ Tax Deed backlog – 2022 budget provides funding for title research on tax delinquent properties and for additional property appraisals 	<p>Treasurer’s Office</p> <ul style="list-style-type: none"> ▪ Improved processing of tax deed properties in the Treasurer’s and County Clerk’s Office ▪ Elimination of 0.63 position in Treasurer’s Office, saving approximately \$30,000 in tax levy. 	the end of Q2			
G. 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"> ▪ Identified aspirational example – Montgomery County, Maryland ▪ Department Directors are being asked to develop Key Performance Indicators for their departments ▪ A number of UniverCity Year projects have been working to assist in the identification of KPIs 	<ul style="list-style-type: none"> ▪ Department Directors have a better understanding of what measures matter and they have a tool to assist them in assessing performance and determining interventions. ▪ Policy makers have better information from which they can assess return on investment for programs ▪ Enhanced transparency 	<ul style="list-style-type: none"> ▪ To be determined based on level of prioritization by the Executive Committee 	<ul style="list-style-type: none"> ▪ Allocation of funding for acquisition of software/system for the collection, analysis, and display of data ▪ Staff capacity – Administration is working to develop resources to create a 1.0 FTE data analyst position 		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT
H. Work to develop a County Event Policy governing the allocation of county resources to support private events	<ul style="list-style-type: none"> ▪ Public Safety and Infrastructure Committee began discussing this issue in 2019, seeking comprehensive evaluation of how and when county resources should be expended to support private events, including evaluation of cost recovery policies. ▪ A workgroup (comprised of county and city staff from multiple departments) met in early 2020; however, pandemic response caused the effort to be postponed. ▪ Recently, the workgroup met to restart its work. 	<ul style="list-style-type: none"> ▪ Creation of a policy that provides direction to county staff on the criteria to be applied when considering requests for the allocation of county resources to private events. Of particular interest were events occurring on public roadways and on county-owned property. ▪ Policy should provide guidance on cost-recovery 	<ul style="list-style-type: none"> ▪ Evaluation of policies existing in similar counties complete by April 1, 2022 	<ul style="list-style-type: none"> ▪ Staff capacity 		ONGOING
I. 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)	<ul style="list-style-type: none"> ▪ EEED Committee has expressed that the local child care shortage is an issue it would like to focus on during the remainder of the term. ▪ City, County, and School District leaders have begun discussing the impact of the shortage on their respective 	<ul style="list-style-type: none"> ▪ To be determined by EEED Committee and full board. ▪ Solution that continues to make Marathon County government an employer of choice. ▪ Solution that benefits the broader community. 	<ul style="list-style-type: none"> ▪ To be determined by EEED Committee 	<ul style="list-style-type: none"> ▪ External partner capacity ▪ Internal capacity ▪ Funding 		

	<p>workforces.</p> <ul style="list-style-type: none">▪ Chamber of Commerce representatives have expressed that the shortage is having impacts on labor shortages.					
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DRAFT

Authorizing Participation in the Uniquely Wisconsin Tourism Campaign and Amending the 2022 Budget

WHEREAS, during the COVID-19 pandemic, tourism is an area that has been adversely affected as fewer people have traveled; and

WHEREAS, the Wisconsin Counties Association (WCA) has initiated a “Uniquely Wisconsin” tourism campaign in partnership with Discover Wisconsin to highlight interesting facts about Wisconsin to begin to attract tourists back to Wisconsin counties; and

WHEREAS, in addition to potential full-length Discover Wisconsin episodes, the campaign may include social media, television network commercials, podcasts, WCA publications, and more; and

WHEREAS, interested counties are being asked to participate with an investment of \$60,000 each, in anticipation that up to 20 counties will choose to participate, creating a \$1.2 million campaign; and

WHEREAS, prior to the pandemic, in 2019 Marathon County had tourism expenditures of \$258.1 million and Marathon County has historically ranked near the top 10 in total tourism expenditures for counties statewide; and

WHEREAS, the American Rescue Plan Act (ARPA) includes aid to the tourism industry as an allowable use of funds; and

WHEREAS, participating in this campaign would allow Marathon County to promote tourism at a lower cost than engaging with Discover Wisconsin in its own campaign, while partnering with other counties to maximize exposure and leverage a unique marketing opportunity while also supporting the overall growth of tourism spending within the State.

NOW, THEREFORE, BE IT RESOLVED, that the Marathon County Board of Supervisors authorizes the participation in the Uniquely Wisconsin tourism campaign at a commitment of no greater than \$60,000 using American Rescue Plan Act (ARPA) funding.

BE IT FURTHER RESOLVED, that the County Administrator is empowered to further engage the local Convention & Visitors Bureau to partner in the development of the campaign, including the potential sharing of participation expense.

BE IT FURTHER RESOLVED, that Board authorizes the amendment of the 2022 budget to provide the necessary funding for participation in the program.

FISCAL NOTE:

These payments will be funded by no more than \$60,000 from Marathon County's APRA allocation.

LEGAL NOTE:

The County Board is authorized to take this action pursuant to §§ 59.01 and 59.51, Wis. Stats. As an amendment to the adopted 2022 County Budget, this Resolution requires a 2/3 vote of the entire membership of the County Board pursuant to § 65.90(5)(a), Wis. Stats.

UNIQUELY WISCONSIN



JOIN US IN HIGHLIGHTING WHAT MAKES OUR STATE SPECIAL

PROJECT DESCRIPTION

Wisconsin is rich with traditions, landmarks and gorgeous natural resources. We are asking Wisconsin counties to join together to highlight and promote the uniqueness of our state. This will be accomplished using video, audio, podcasts and social media. Your involvement includes highlighting what is unique about your county and region, doing so in a humorous and engaging way.

Marketing deliverables and campaign will depend on number of participating counties and locations

Example Banter Concepts:

*Favorite area of Wisconsin?
What does "Up North" mean to you?
Which border is better, river or lake?
Brandy or Whiskey Old Fashioned?
Best fish for a fish fry?
Favorite winter activity?
Fishing opener or Deer opener?*

DELIVERABLES POTENTIAL

Discover Wisconsin Original Shorts

- Themed stories of Wisconsin within participating counties
- Original shorts released on social media, YouTube, and DW App

Know Your Wisconsin

- Engaging and informative news stories found within our counties
- Shared across select Wisconsin TV news affiliates, DW social media, DW podcasts, and WCA publications

Discover Wisconsin Original Production - Documentary

- Full length professionally developed documentary inviting viewers to see what makes Wisconsin wonderful

Discover Wisconsin Social Media

- Millions of impressions, views and placement across all Discover Wisconsin social media channels (Facebook, Instagram, Twitter, etc.) in promotion of campaign

Discover Wisconsin Full Episodes

- Complete production and distribution of full Discover Wisconsin episodes during historic Season 35
- Episode released across DW Regional TV network, social media, YouTube, and DW app

Television Network Exposure

- Multiple :30 second commercials every week of the Discover Wisconsin schedule across the Regional Television Network

"The Cabin" Podcast - Dedicated Podcasts

- Fun and hearty debates between hosts and county guests on topics selected for campaign

Passport to Adventure

- Invite our viewers and fans to explore our state with destination specific promotional giveaways/contests

NEXT STEPS

Commitment Date: Nov 1, 2021

Step 1: Sign MOU

Step 2: Marketing campaign finalized with final list of participating counties (after Nov. 1st)

Step 3: Sign marketing agreement listing specific deliverables

Step 4: Creative meetings start (each county to fill out ranking list)

Step 5: Start pre-production and filming logistics (no later than Jan 15th)

Step 6: Start rollout of marketing campaign

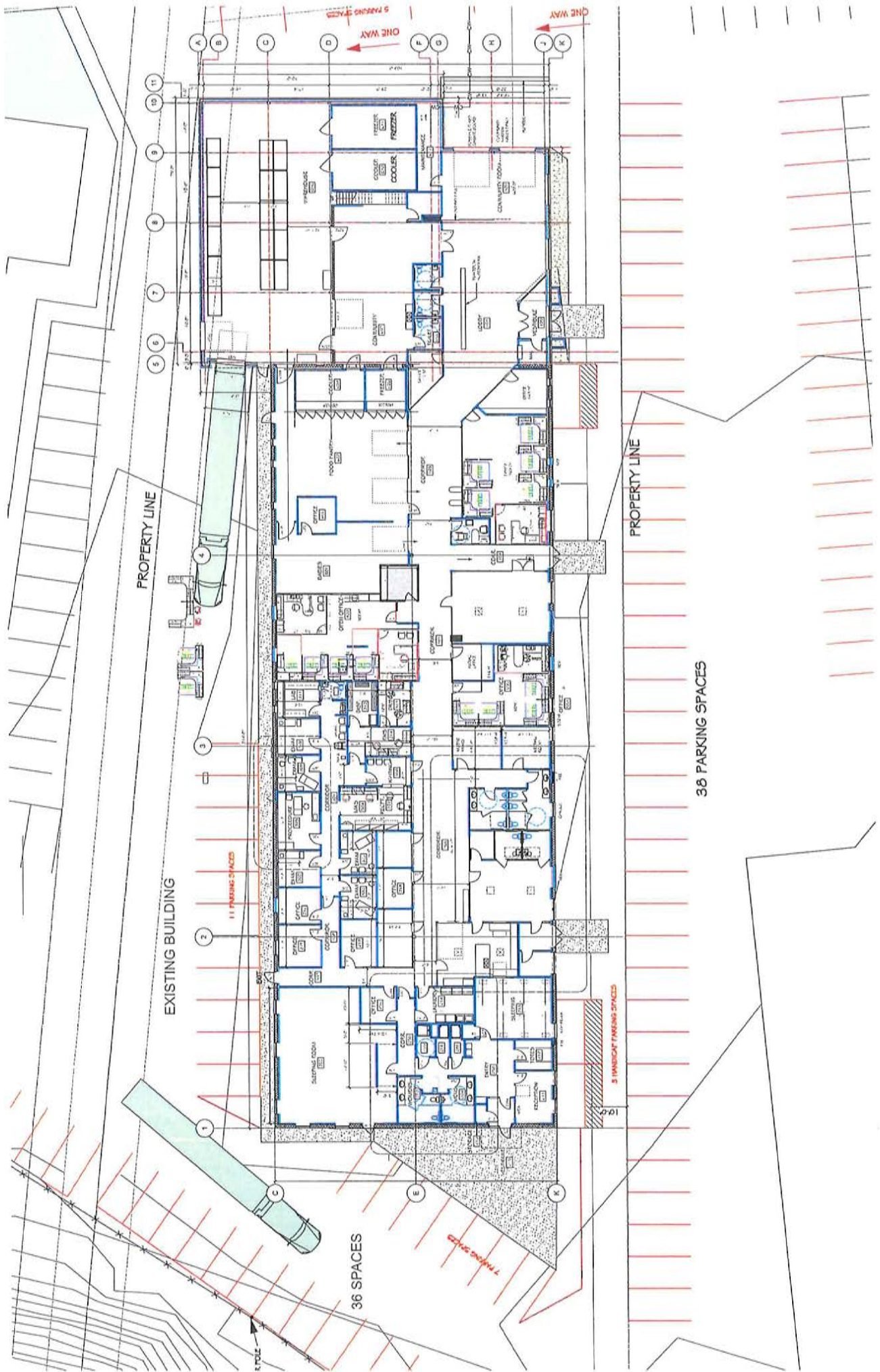
For more information, please contact:

Mark O'Connell

*Executive Director - WCA
o'connell@wicounties.org*

Josh Schoemann

*County Executive - Washington County
County.exec@washcowisco.gov*



DISCOVER WISCONSIN MEDIA/PRODUCTION NETWORK AGREEMENT

CLIENT INFORMATION			
Company Name	Marathon County		
	<i>(Company Name as it should appear on invoice)</i>		
Billing Address	500 Forest St.		
	<i>(Street Address)</i>	<i>(PO Box if applicable)</i>	
	Wausau	WI	54403
	<i>(City)</i>	<i>(State)</i>	<i>(Zip)</i>
Billing Contact			
	<i>(Name)</i>		<i>(Title)</i>
	<i>Phone #</i>	<i>Cell #</i>	<i>(Email Address)</i>
PARTNERSHIP COST			
Total Investment			
	2022: \$60,000		
Payment Terms			
<p><u>Payment: Within thirty days of signature of marketing agreement, unless mutually agreed</u></p> <p>Payment will be made in full to fiscal agent, Wisconsin Counties Association: Wisconsin Counties Association 22 E Mifflin St. Unit 900 Madison, WI 53703</p> <p>*Price does not include sales tax (only if applicable)*</p>			
PROPOSED BY: Discover Mediaworks, Inc.		ACCEPTED BY: Marathon County	
_____ Josh Ostermann Content Marketing & Business Dev.		_____ Marathon County Representative	
Date: _____		Date: _____	
TOTAL COSTS			\$60,000
TIMELINE / DEADLINE			JANUARY 2022 – DECEMBER 2022

PROJECT LANGUAGE

Uniquely Wisconsin

This Media Network/Production Agreement serves the interests of the Client (Marathon County), the goals of the campaign by defining the deliverable content of the campaign and productions as described below. Discover Mediaworks is the parent television production company that produces the Discover Wisconsin entertainment series. This agreement also defines the roles and responsibilities of both parties in achieving the goals of the campaign and productions.

1. **SERVICES AND DELIVERABLES:** Discover Mediaworks shall provide all assets within project scope included in agreement. If Discover Mediaworks is unable to deliver any assets by the end of agreement, those assets will be deducted from the total cost of the partnership or Discover Mediaworks and Marathon County will work to find mutually agreeable replacement assets and timeline.
2. **CONTENT DEVELOPMENT AND APPROVALS:** The content and storyline of the production will be developed jointly between Discover Mediaworks and Marathon County. Furthermore, the production must be acceptable to Marathon County, who reserves the right to request slant, style, edits, revisions, or additions to the production per the terms of this agreement during the development and pre-production process, and up to two (2) revisions during post-production/editing process.
 - a) Creative Video Sign-off. Creative outline and direction approval by Marathon County must be completed prior to Discover Mediaworks production. Final script and approved edits by Marathon County must be completed prior to video distribution.
 - b) Creative Non-Video Sign-off. Graphics, copy, social posts, and editorials must be approved by Marathon County prior to Discover Mediaworks (Discover Wisconsin) distribution.
3. **PROJECT REVIEW:** Discover Mediaworks will provide Marathon County review (impressions, engagements, etc.) updates a minimum of one (1) time throughout project year.
4. **COMPLIANCE:** Discover Mediaworks will comply with all federal, state and local laws, regulations, ordinances, guidelines, permits and requirements applicable to providing services pursuant to this Agreement, and will be solely responsible for obtaining current information on such requirements.
5. **FORCE MAJEURE:** Neither party shall be liable for any failure or delay in performing its obligations under this Agreement if and to the extent that such failure or delay is caused by a Force Majeure event. A Force Majeure event means, in relation to either party, any event or circumstance beyond the reasonable control of that party including act of God, fire, explosion, flood, epidemic, pandemic, power failure, war or threat of war, acts of terrorism, national emergency, riot, civil disturbance, sabotage, labor disputes. A party affected by the Force Majeure (the "Affected Party") shall immediately notify the other party ("Non-Affected Party") in writing of the event, giving sufficient details thereof and the likely duration of the delay. The Affected Party shall use all commercially reasonable efforts to recommence performance of its obligations under this Agreement as soon as reasonably possible.

PROJECT SCOPE

Marathon County Receives:

Broadcast Component

PRODUCTION

Discover Wisconsin Television Special – Uniquely Wisconsin

- Professionally produced twenty-six (26) minute commercial free special episode/documentary
 - Marathon County to receive one (1) approximately four (4) – five (5) minute portion of a Discover Wisconsin production for Uniquely Wisconsin special episode/documentary
- Production to take place in 2022
- Pre-production & post-production included

AIRTIME

Discover Wisconsin Television Special – Uniquely Wisconsin

- Special Episode/Documentary will air one (1) time on Discover Wisconsin Regional Television Network
- Placement on Discover Wisconsin streaming platforms and social media
 - Placement of series on Discover Wisconsin’s App for up to five (5) years
 - App available on multiple streaming platforms (subject to change)
 - Videos will be broadcast and delivered on any new platforms developed within five (5) year window
 - Five (5) year window begins upon placement on streaming platforms and social media, no later than December 31st, 2022
 - Placement of series on Discover Wisconsin’s YouTube channel for foreseeable future
 - Placement of series on Discover Wisconsin’s Facebook page for foreseeable future

PRODUCTION

Broadcast Commercial:

- One (1) Professionally produced :30 Television commercial for Marathon County
 - :05-:10 seconds of each commercial will carry the Uniquely Wisconsin theme and messaging
 - :20-:25 seconds of each commercial will carry Marathon County specific messaging
 - Commercials to be edited from footage acquired during special episode/documentary and docuseries film production

AIRTIME

Broadcast Commercial:

- One (1) :30 commercial airing during three (3) select Discover Wisconsin episodes on Discover Wisconsin Regional Television Network

PROJECT SCOPE

Marathon County Receives:

Docuseries Component

PRODUCTION

Docuseries Original Shorts:

- Three (3) fifteen (15) – eighteen (18) docuseries themed shorts
 - Marathon County to receive one (1) approximately four (4) – five (5) minute portion of each of the three (3) Discover Wisconsin produced Uniquely Wisconsin Docuseries Original Shorts
- Production to take place in 2022
- Pre-production & post-production included

RELEASE

Docuseries Original Shorts:

- Placement on Discover Wisconsin streaming platforms and social media
 - Placement of series on Discover Wisconsin's App for up to five (5) years
 - App available on multiple streaming platforms (subject to change)
 - Videos will be broadcast and delivered on any new platforms developed within five (5) year window
 - Five (5) year window begins upon placement on streaming platforms and social media, no later than December 31st, 2022
 - Placement of series on Discover Wisconsin's YouTube channel for foreseeable future
 - Placement of series on Discover Wisconsin's Facebook page for foreseeable future

MARKETING

Docuseries Original Shorts:

- Three (3) "The Bobber" editorial blogs
 - Blog content to be shared with participating counties to match each of the three (3) Docuseries concepts
- Three (3) e-newsletters promotion (features or mentions)
- Promotion of series on all Discover Wisconsin social media and digital platforms
 - Discover Wisconsin Facebook, Instagram, Twitter, YouTube, TikTok

PROJECT SCOPE

Marathon County Receives:

Social Media Component

PRODUCTION

Social Media Banter Videos:

- Marathon County to receive three (3) :60 second videos used for social media pages
 - Banter videos to be filmed specifically for themed question during special episode/documentary and docuseries film production

RELEASE

Docuseries Original Shorts:

- Each banter video to be posted at least one (1) time across Discover Wisconsin social media and digital platforms
 - 50,000 guaranteed impressions per video post

Podcast Component

PRODUCTION

The Cabin Podcast:

- Marathon County to receive one (1) approximately thirty (30) minute (minimum) dedicated podcast to highlight the uniqueness of Marathon County
 - Podcast will include Uniquely Wisconsin messaging to start podcast
- Marathon County to receive one (1) three (3) – five (5) minute interview for a key Marathon County representative during podcast episode

RELEASE/MARKETING

The Cabin Podcast:

- Podcast episode released to all podcast platforms (Apple Podcasts, Spotify, Simplecast, etc.)
- Podcast episode includes a social media post across Discover Wisconsin social media platforms
- One (1) blog editorial included for Marathon County's episode

Digital Component

MARKETING

Marathon County VIP Package:

- Marathon County to receive a sign-up to win contest/giveaway for a VIP trip to explore Marathon County
- Contest/giveaway to be promoted on Discover Wisconsin social media
- Contest/giveaway items to be supplied by County
- Landing page for each contest to be built and hosted by Discover Wisconsin
 - Sign-up information has possibility to be shared with Marathon County for marketing purposes
 - Discover Mediaworks will work with Marathon County for County specific opt-in questions

PROJECT SCOPE

Marathon County Receives:

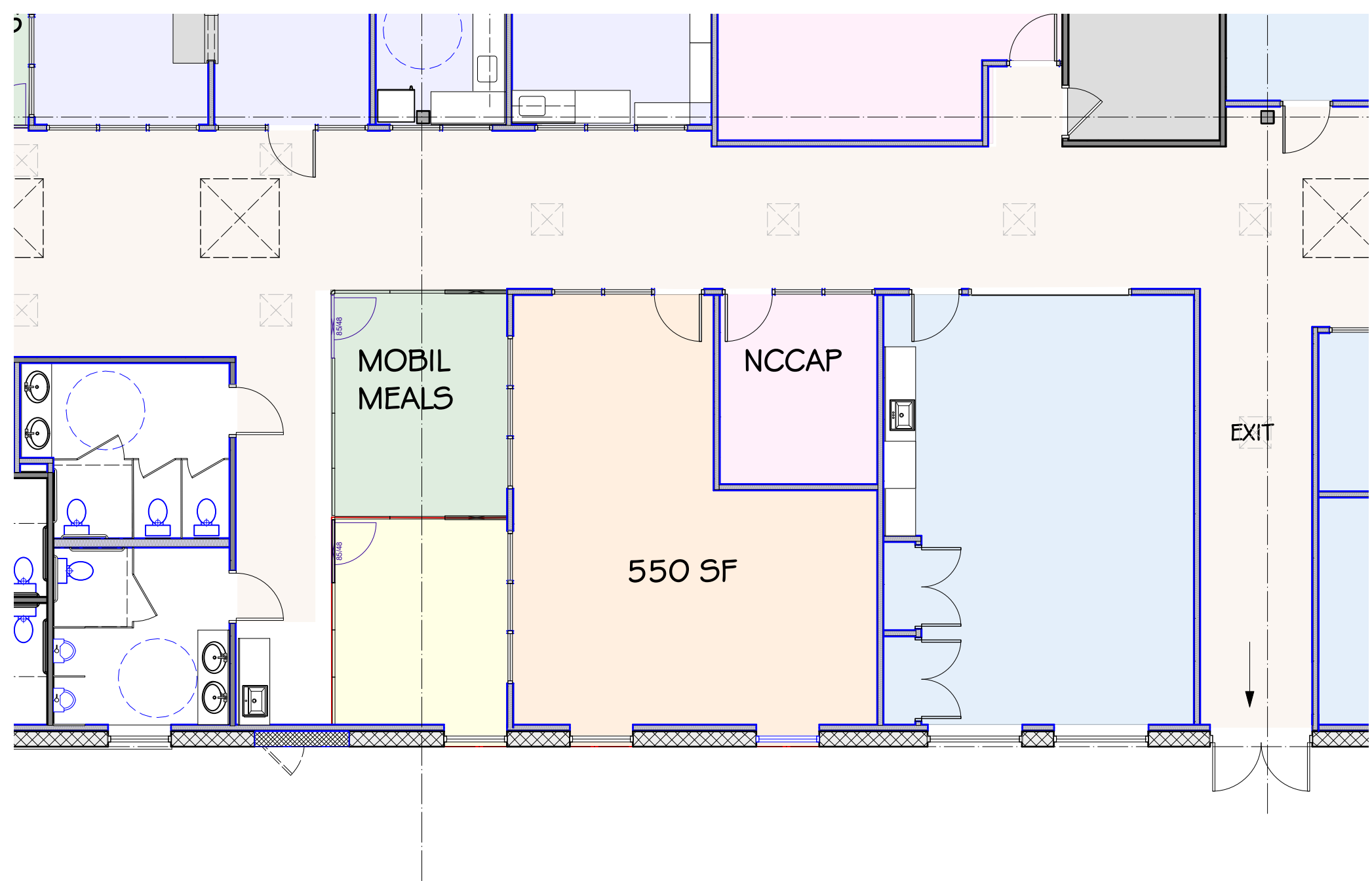
Shared Media

Video:

- Each video will be shared with client via a unique URL to embed each video story on their website(s) and/or social media

Non-compete

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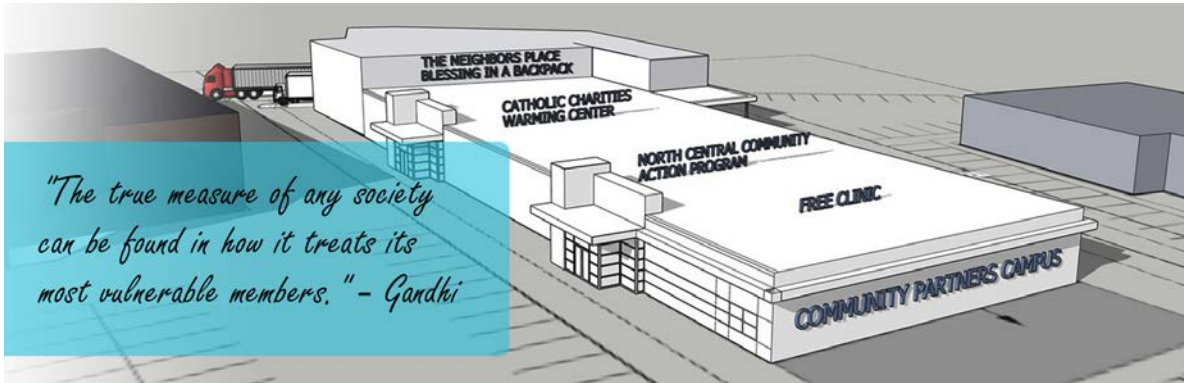
EXIT

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Donate Today!



"The true measure of any society can be found in how it treats its most vulnerable members." - Gandhi



Community Partners Campus (CPC) is a newly formed 501(c) (3) corporation whose sole purpose is to develop and operate a shared space nonprofit center. CPC intends to lease space and provide services to other tax-exempt organizations at below-market rates, thereby building a community in which

charitable, educational, medical, and social services can be more efficiently administered to our local individuals and families in need.

Our vision includes the acquisition and buildout of a facility that allows CPC to house 8 – 15 nonprofit partners having a mission-driven purpose to serve disadvantaged families and individuals in a single location.

The goal of CPC is to support our community nonprofit partners' efforts by offering functional, collaborative, shared spaces facilities housing organizations having a mission-driven purpose that meets their client needs with an emphasis on food, clothing, shelter, medical, mental health, and social well-being. In addition to providing more services to more people, CPC allows its partners to focus efforts on their missions without the distractions of owning their building or renting a facility at market rates that don't truly meet their needs. CPC's shared-space nonprofit center will also benefit the entire community by reducing tax dollars spent within the medical, legal, law enforcement, and educational systems by providing these services to families and individuals in need all under one roof.



Support for this project was provided through the B.A. & Esther Greenheck Foundation

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