



## MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Wednesday, February 9, 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 January 13, 2022, Executive Committee Meeting Minutes

### 4. Policy Issues for Discussion and Possible Action

#### A. Discussion of Potential Revisions to NCHC Tri-County Agreement

1. This item will include a motion to go into closed session, pursuant to Wis. Stat. Sections 19.85 (c), (e) and (f), for the purpose of considering performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, for conducting other specified public business, whenever competitive or bargaining reasons require a closed session, and for preliminary consideration of specific personnel problems which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person involved in such problems, to wit: consideration of specific NCHC employees and personnel data in the context of potential revisions to the NCHC Tri-County Agreement.
2. Motion to return to open session for announcements and possible action on matters discussed in closed session.

#### B. Prioritization of the Administrator's 2022 Work Plan

#### C. Annual Evaluation of County Administrator

1. The Executive Committee may consider a Motion to Go into Closed Session pursuant to §19.85(1) (c) Wis. Stats. to consider performance evaluation data of a public employee over which the governmental body has jurisdiction or exercises responsibility, namely: the County Administrator. **[Roll Call Vote Suggested]**
2. Motion to return to open session for announcements and possible action on matters discussed in closed session.

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

**6. Educational Presentations and Committee Discussion**

**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, March 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](mailto: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: 2/04/2022 AT 4:00 PM

NOTICE POSTED AT COURTHOUSE

BY: Toshia Ranallo

DATE & TIME: 2/04/2022 at 4:00 PM



**MARATHON COUNTY  
EXECUTIVE COMMITTEE MEETING MINUTES**

**Thursday, January 13, 2022, at 4:00 p.m.**

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

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

**Also present/WebEx:** Sandi Cihlar, Chris Dickenson, Lance Leonhard, Michael Puerner, Kim Trueblood, Gerry Klein, Dale Schumacher, Tami Coulson, Other CCIT staff, Toshia Ranallo, and members from the public.

**1. Call Meeting to Order**

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

**2. Public Comment**

Steve Frazier, 7102 Evergreen St., Schofield, WI provided public comment.

**3. Approval of the December 9, 2021, Executive Committee Meeting and December 21, 2021, Special Meeting minutes. MOTION BY MCEWEN; SECOND BY MASZK TO APPROVE DECEMBER 9, 2021, EXECUTIVE COMMITTEE MEETING AND DECEMBER 21, 2021, SPECIAL MEETING MINUTES. MOTION CARRIED.**

**4. Policy Issues for Discussion and Possible Action**

A. Discussion and Recommendations for Filling Supervisor District 12/13 Seat

**Discussion:**

Chair Gibbs explained part of District 12 has been redistricted into District 13. He further reported two individuals have circulated nomination papers for the April election and requested the committee’s direction on the process to fill the current vacancy.

**Action:**

**MOTION BY BUTTKE; SECOND BY ROBINSON TO KEEP THE SEAT VACANT UNTIL THE APRIL ELECTION. MOTION CARRIED.**

**Follow up:**

Forward to the county board for informational purposes.

B. Update on 2021 Administration Work Plan Progress and Overview of Draft 2022 Administration Work Plan

**Discussion:**

Administrator Leonhard expressed gratitude to staff on the significant amount of work set forth on projects within the 2021 Work Plan while continuing to deliver services. The updated progress in the 2021 Work Plan and an overview of the draft 2022 Work Plan can be accessed in today’s [packet on the website located here](#).

The Administrator pointed out the following significant projects that have been completed and/or will continue through 2022:

- Facilities related projects: NCHC Lakeview campus will continue until 2023
- Regional Forensic Science Center: Anticipating results on a \$9 million State of WI grant.
- Several finance related projects including the implementation of the Enterprise Resource Planning System
- Criminal Justice related projects: opened an additional dispatch channel; additional positions with the DA's Office; supported the development and functioning of the Criminal Justice Coordinating Council (CJCC)
- Partnership in several significant projects within University of Wisconsin-Madison
- HR related projects: Workday System; Comprehensive Class Compensation Study; health care benefits evaluation
- North Central Health Care: Revising the Tri-County Agreement
- University Of Wisconsin-Stevens Point relationship in connection with the west side master plan

- A comprehensive review of the Marathon County ordinances

Leonhard requested direction from the board to prioritize the time in addressing many of the projects mentioned that will continue into 2022.

**Action:**

No formal action taken at this time.

**Follow up:**

Chair Gibbs indicated the Executive Committee will be tasked with prioritization of projects listed in the 2022 Work Plan in March after receiving input from each of the standing committees.

- C. Authorization to Participate in the Uniquely Wisconsin Program offered through the Wisconsin Counties' Association and Discover Wisconsin

**Discussion:**

Administrator Leonard gave a brief overview on participating in the Uniquely Wisconsin Tourism Campaign in partnership with Discover Wisconsin. The campaign is to highlight interesting facts about Wisconsin to attract tourists back to Wisconsin counties. Interested counties are being asked to participate with an investment of \$60,000 each, in anticipation that up to 20 counties choose to participate.

The American Rescue Plan Act (ARPA) includes aid to the tourism industry as an allowable use of funds. 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.

Administrator Leonard has had discussions and will continue to engage with the local Convention & Visitors Bureau to partner in the development of the campaign and potential sharing of the participation expense.

**Action:**

**MOTION BY ROBINSON; SECOND BY BUTTKE TO MOVE TO AUTHORIZE THE PARTICIPATION IN THE UNITED UNIQUELY WISCONSIN TOURISM CAMPAIGN AT A COMMITMENT OF NO GREATER THAN \$60,000 USING AMERICAN RESCUE PLAN ACT FUNDING AND TO HAVE THE COUNTY ADMINISTRATOR FURTHER ENGAGE THE LOCAL CONVENTION AND VISITORS BUREAU TO PARTNER IN THE DEVELOPMENT OF THE CAMPAIGN INCLUDING THE POTENTIAL SHARING OF THE PARTICIPATION EXPENSE. MOTION CARRIED.**

**Follow up:**

Forward to the County Board.

- D. Authorization to lease space within the Community Partners Campus

**Discussion:**

Administrator Leonard provided an overview on leasing space within Community Partners Campus. The purpose is to develop and operate a shared space nonprofit center to other tax-exempt organizations to create a community in which charitable, educational, medical, and social services can be more efficiently administered to local individuals and families in need.

**Action:**

**MOTION BY ROBINSON; SECOND BY BUTTKE TO MOVE TO RECOMMEND THE COUNTY ADMINISTRATOR ENTER INTO A LEASE AGREEMENT WITH COMMUNITY PARTNERS CAMPUS FOR A PERIOD OF APPROXIMATELY FIVE YEARS WITH THE FUNDING SOURCE TO BE DETERMINED AT A LATER DATE BY THE HUMAN RESOURCES FINANCE AND PROPERTY COMMITTEE. MOTION CARRIED.**

**Follow up:**

Forward to the County Board.

**5. Operational Functions Required by Statute, Ordinance, or Resolution – None**

**6. Educational Presentations and Committee Discussion**

- A. Update on the Implementation of Multi-Factor Authentication (MFA) for County Board members

**Discussion:**

IT Director Gerry Klein provided background on the need to implement Multi-Factor Authentication (MFA) which will

aid in protecting county information stored on the server. He further explained the insurance company notified them in November that the county is required to have cyber insurance coverage by January 31, 2022. MFA will ask county staff and supervisors to provide additional information before accessing email or the county network using an app called Microsoft Authenticator downloaded on their personal cell phone. If individuals do not have a personal cell phone, they will be issued a hard token which is a small device that will provide them with a code similar to the app used on a cellphone.

Klein commended Dale Schumacher, Tami Coulson, and the rest of his team for all the extra effort brought forward to have MFA implemented so quickly.

**B. Gather Input from Supervisors on questions for the Administrator’s Review Survey**

***Discussion:***

Chair Gibbs explained the Executive Committee performs the evaluation for the County Administrator in their first-year term. In the second year there is a requirement in the board rules that includes input is to be solicited from all 38 county board supervisors.

Chair Gibbs requested input from committee members as to what questions should be posed to the full county board to gather feedback to evaluate the County Administrator’s performance.

Supervisors suggested questions could be centered around the following:

- The 2021 and 2022 Work Plans
- Communications with the administrator, specifically with the boards, committees, commissions, the public and workforce
- The responsiveness to emergencies

Chair Gibbs indicated questions will be drafted and will be distributed to supervisors after the Administrator presents the 2021 Work Plan update at the January County Board meeting.

**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: **Wednesday, February 9, 2022, at 4:00 p.m.**

**8. Adjournment**

**9. THERE BEING NO FURTHER BUSINESS TO DISCUSS, MOTION BY MC EWEN; SECOND BY BUTTKE TO ADJOURN THE MEETING AT 5:13 P.M. MOTION CARRIED.**

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

Respectfully submitted by, Toshia Ranallo.



**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"> <li>Construction of pool, CBRF, Youth Hospital complete</li> <li>Nursing Home Tower complete</li> <li>Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway</li> <li>Budget – has been impacted by pandemic, grant from State of WI received, future borrowings envisioned following RFBs</li> <li>Finalizing bid drawings for upcoming phase (DSS, Veterans, Conference space)</li> </ul>	<ul style="list-style-type: none"> <li>NCHC in position to service debt at time of first payment</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Department of Social Services (DSS) and Veterans Service Office (VSO) transition from current location to campus complete by mid-2023</li> <li>Complete the renovation of NCHC related spaces during 2022</li> </ul>	<ul style="list-style-type: none"> <li>General construction dependencies, including pandemic related dependencies</li> </ul>		ONGOING
B. Complete planning for DSS move to Lake View Drive Campus	<ul style="list-style-type: none"> <li>Identified DSS as most appropriate department to occupy space vacated by NCHC</li> <li>FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget</li> <li>Working with Credit Union representative to determine next steps for relocation from DSS building</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency of operations</li> <li>Improved coordination for clients seeking service</li> <li>Improved coordination between DSS and Community Programs</li> <li>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)</li> <li>Credit Union – space has been identified for Credit Union location (specifics on the design, funding mechanism, and lease must be finalized)</li> </ul>	<ul style="list-style-type: none"> <li>Construction for DSS, VSO, and Conference Center space to be complete by 5/2023 (initial estimate)</li> <li>Transition staff by September 2023</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of funding for DSS transition</li> <li>Construction dependencies, including permit approval</li> </ul>		ONGOING

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

	<p>assess opportunities for Marathon County's engagement on this issue.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>					
F. Acquire Property for Multi-Department (Highway/Parks) Facility	<ul style="list-style-type: none"> <li>Completed study and assessment of properties in greater metro area</li> <li>Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed.</li> <li>The landowner's representative has remained in contact with the Highway Commissioner and County Administration</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate heavy equipment maintenance operation</li> <li>Consolidate Park management and Park Operations</li> <li>Co-locate departments with significant adjacencies</li> <li>Reduce number of stand-alone facilities</li> <li>Re-develop or divest vacated department property</li> </ul>	<ul style="list-style-type: none"> <li>To be determined by HR, Finance &amp; Property Committee</li> </ul>	<ul style="list-style-type: none"> <li>Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board.</li> <li>Requisite zoning modifications and site suitability must be obtained prior to purchase</li> </ul>		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"> <li>Topic was identified by HR, Finance &amp; Property Committee as a potential priority in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>To be determined based on prioritization</li> <li>Social Services property is likely to be vacant by end of 2023</li> <li>River Drive property availability is not known as final plans for CPZ, UW Extension, and PRF staff have not been developed.</li> </ul>	<ul style="list-style-type: none"> <li>HRFC Prioritization</li> <li>Staff Capacity</li> </ul>		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"> <li>2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed</li> <li>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</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Determination relative to grant application – 2.1.2022</li> <li>Future milestones to be developed by Task Force in consultation with County Board Public Safety Committee</li> </ul>	<ul style="list-style-type: none"> <li>Funding</li> <li>Legislative modifications</li> <li>Prioritization by Board</li> <li>Capacity within CCIT to evaluate software monetization</li> </ul>		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"> <li>▪ Conducted RFP for system, selected Workday.</li> <li>▪ Presentations were made to the Board, which ultimately approved the capital purchase and funding plan.</li> <li>▪ Contract was negotiated and signed</li> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Guiding principles – intuitive, efficient, standardization, comprehensive solution</li> <li>▪ 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.</li> </ul>	<p>Initial Plan</p> <ul style="list-style-type: none"> <li>▪ RFP release – 11/2020</li> <li>▪ Responses due – 12/15/2020</li> <li>▪ Demos of qualified responses – 2/2021</li> <li>▪ Select vendor &amp; negot. contract – 3/2021 – 6/2021</li> <li>▪ Begin Implementation – 6/2021</li> <li>▪ Implementation timeframe – 18 -24 months</li> </ul> <p>Revised Implementation Schedule</p> <ul style="list-style-type: none"> <li>▪ Completion of Architect phase – 3/2022</li> <li>▪ Completion if initial configuration – 5/22</li> <li>▪ Payroll implemented – 2/23</li> <li>▪ Main phase completion – 3/23</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity – we are in the process of onboarding additional staff to assist in the implementation</li> <li>▪ 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.</li> </ul>		<p>ONGOING</p>
<p>B. American Rescue Plan Act funding deployment</p>	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ 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</li> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formal Application and process approved by Board that meets the Board's goals</li> <li>▪ Transparent reporting to the public relative to the county's deployment of ARPA funds</li> <li>▪ Report spending as required under ARPA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrator to work with HRFC Chair to determine milestones and timeline</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of staff capacity (ERP project significantly limits staff availability)</li> </ul>		<p>ONGOING</p>
<p>C. Oversight of Community Development Block Grant – Corona Virus funds (grant reporting)</p>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Enhanced funding to provide</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ In mid-2022, it is likely that we will address whether funding can, should be</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding will be deployed as requested and as permitted based on the grant and availability.</li> </ul>		<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"> <li>▪ NCCAP has deployed approximately \$12,000 of funding</li> <li>▪ 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.</li> </ul>	<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"> <li>▪ A workgroup—consisting of staff from Administration, FCM, Finance, CCITC, and Corporation Counsel, and members of the HR, Finance &amp; 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.’</li> <li>▪ The Board should be more informed of the large capital projects through the 5-year planning process.</li> <li>▪ The 5-year capital plan will be more integrated into our annual budget process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Milestones to be developed; however, the new policy should be ready in 2022, for use in the 2023 Budget process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff Capacity</li> </ul>		<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"> <li>▪ Have existing program in place with CPZ and FCM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decrease costs associated with vehicle operations and employee travel</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined <ol style="list-style-type: none"> <li>1. Evaluation of the savings from pilot</li> <li>2. Evaluation of potential savings from expansion</li> <li>3. Implementation of program if appropriate</li> <li>4. Determination whether further evaluation of incorporating rolling stock departments (Sheriff, Highway, PRF) is advantageous.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff Capacity</li> </ul>		<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"> <li>▪ Workgroup formed to develop charter for 2050 Transportation System Capital</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased understanding of asset condition and long-term capital funding needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure Committee to receive progress update in February of 2022 on the 2050 Report and get</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of staff capacity/resources</li> <li>▪ Identification of appropriate</li> </ul>		<p>ONGOING</p>

and construction funding	<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"> <li>Completed an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing GTA funding</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Identified funding strategies to aid in budget decision-making</li> <li>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.</li> </ul>	<p>recommendations from Highway Commissioner, Administration, and Committee Chair</p> <ul style="list-style-type: none"> <li>Future milestones to be developed post report</li> </ul>	funding to complete planning process		
G. Develop a Parks, Recreation, & Forestry Sustainability Plan	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainability of our PRF system through a multi-faceted approach adopted by the Park Commission.</li> <li>Plan similar to that adopted by Washington County, WI</li> </ul>	<ul style="list-style-type: none"> <li>Administrator and Department Head to meet with PRF staff in Q2 of 2022 to begin brainstorming on revenue generation/expense reduction opportunities.</li> <li>Timeline for the delivery of the sustainability plan to be developed in connection with Department Director.</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity – PRF director is significantly involved in the West side Master plan update.</li> </ul>		ONGOING
H. Telecommunications Audit and generation of comprehensive cellular telephone policy	<ul style="list-style-type: none"> <li>In 2016, Marathon County utilized a 3<sup>rd</sup> party vendor (Spyglass) to complete a telecommunications audit.</li> <li>Administrator has identified two additional potential vendors, obtaining contract terms from one vendor.</li> </ul>	<ul style="list-style-type: none"> <li>Revenue – recovery of past overcharges by virtue of audit</li> <li>Operational cost reduction – in the event of identified opportunities and county moves forward with implementation</li> <li>Consistent cellular telephone policy</li> </ul>	<ul style="list-style-type: none"> <li>Will be developed based on level of prioritization by the Executive Committee</li> <li>Cellular telephone inventory complete by Q2 of 2022</li> <li>Draft of cellular telephone policy prepared by end of Q3</li> <li>Implement consistent reimbursement/provision policy in connection with the activation of the ERP</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		ONGOING
I. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a	<ul style="list-style-type: none"> <li>We have a standard indirect cost plan</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of our costs to deliver services</li> <li>Improved cost recovery</li> <li>Increased consistency of our cost recovery practices</li> </ul>	<ul style="list-style-type: none"> <li>Timeline to be developed if this project is prioritized</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity</li> </ul>		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT

<p>schedule for the updating of charges/fees</p>		<ul style="list-style-type: none"> <li>▪ Consider utilization of indirect cost plan to gain insight and improve reporting</li> <li>▪ Incorporation of fee schedules into the budget document</li> </ul>			
<p>J. Evaluate and recommend to the County Board utilization of the Environmental Repair Funds collected at the Solid Waste Department</p>	<ul style="list-style-type: none"> <li>▪ The Solid Waste Department (SWD) collected funds pursuant to § 59.07(135)(q) [later § 59.70(2)(q)]. The use of the funds is restricted based on statute.</li> <li>▪ In 2017, the Solid Waste Management Board requested staff engage with local legislators to pursue potential statutory amendments to expand potential use of the funds; however, those efforts have not proven fruitful.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A plan to utilize the funds that supports the goals and objectives within the County's Comprehensive and Strategic Plans and is in compliance with existing statutes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dependent upon prioritization of committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>	<p>NEW PROJECT</p>
<p>4. Criminal Justice Initiatives</p> <p>A. Support the development &amp; functioning of the CJCC</p>	<ul style="list-style-type: none"> <li>• The CJCC was created by action of the Board in 2021</li> <li>• Judge O'Neill has been identified as the Chair of the CJCC and workgroup leads have been identified.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Continue the use of System Budgeting into 2023 budget</li> <li>• 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.</li> <li>• Continue to improve the Pretrial Assessment and Supervision Program</li> </ul>	<ul style="list-style-type: none"> <li>• Administration will oversee and deliver the staffing support for the CJCC throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued support of Sheriff, DA, Clerk of Court, and Judges</li> </ul>	<p>ONGOING</p>

		<ul style="list-style-type: none"> <li>• Compile the resources to create 1.0 Data Analyst position (½ criminal justice focus and ½ countywide)</li> </ul>				
B. Evaluate the results of the UniverCity Year Criminal Justice System projects and develop next steps	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff capacity within Administration and each of the Justice System departments to undertake the evaluation and planning</li> <li>• Creation of a Data Analyst Position – a number of the initiatives focus on enhancing our use of data in decision-making</li> </ul>		ONGOING
C. Evaluate the Service Delivery Options for Shelter Home Services and develop a plan to implement sustainable practices	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the cost of delivering shelter home services to Marathon County Youth</li> </ul>	<ul style="list-style-type: none"> <li>• To be developed based on prioritization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity within Social Services, Sheriff's Office, and Administration</li> </ul>		ONGOING
D. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> <li>▪ Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to provide a portion of necessary funding for new dispatch channel.</li> <li>▪ No significant progress made due to prioritization of Covid response and other projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The development of sustainable census and funding</li> <li>▪ The cost per child should be the same or less for Marathon County children as it is for children from other counties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be developed based on prioritization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity within Social Services, Sheriff's Office, and Administration</li> </ul>		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"> <li>▪ See notes above</li> <li>▪ OEPM position integrated within HR Director in 2021.</li> <li>▪ We have expanded our use of virtual training libraries, including use at our annual MLK Jr. Day On in-service training day</li> </ul>	<ul style="list-style-type: none"> <li>▪ An integrated system that serves as a resource for employees from their application for hire to beyond their last day of employment.</li> <li>▪ A Learning Management System</li> <li>▪ Increased employee performance</li> <li>▪ Enhanced ability to attract talent</li> <li>▪ Increased retention</li> </ul>	<ul style="list-style-type: none"> <li>▪ See notes above</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		ONGOING
B. Re-evaluate Health Care Delivery	<ul style="list-style-type: none"> <li>▪ Contracted with USI in 2021 to provide formal review of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Highly effective, market competitive, and cost-effective</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timelines to be determined based on information from USI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		ONGOING

methodology (fully insured vs. self-funded)	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.	health care benefit.				
C. Conduct Class Compensation Study and Employee Benefit review	<ul style="list-style-type: none"> <li>▪ Funding for Class Compensation study was provided within 2022 budget</li> <li>▪ Released an RFP for a class compensation study at the end of 2021 with a very aggressive timeline to align with ERP architecture phase. Based on the responses and concerns regarding whether our timeline would ensure “best value” we envision re-releasing our RFP with a revised timeline.</li> <li>▪ Have begun evaluation of our holiday policy relative to our competitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revised class compensation structure for 2023 budget preparation</li> <li>▪ Survey employees regarding benefits that they would like us to examine</li> <li>▪ Deliver to employees a more easily understood benefit package that demonstrates “total value of compensation” for staff, which will allow us to more effectively retain and recruit talent.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timelines to be established</li> <li>▪ Desire to have class compensation structure/cost projections for 2023 budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		ONGOING
D. Develop and Implement Procurement Code Training for Department Heads (procurement agents) and Develop Procurement Oversight processes	<ul style="list-style-type: none"> <li>▪ County Board ratified a comprehensive revision of the County’s procurement code in December 2020.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training curriculum to be developed by April 2022 (Department Head retreat, ongoing new employee orientation)</li> <li>▪ Oversight – schedule for implementation of oversight tool will be determined by ERP implementation schedule</li> </ul>	<ul style="list-style-type: none"> <li>▪ Oversight through ERP system is dependent upon ERP functionality</li> </ul>		ONGOING
E. Fully Implement IDEAS Academy Program	<ul style="list-style-type: none"> <li>▪ OEPM has developed strong curriculum and delivered training to numerous staff (pre-pandemic 70% of staff had completed Awareness training)</li> <li>▪ Pandemic and ERP replacement have dramatically impacted our training ability and capacity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internal efficiency gains</li> <li>▪ Revenue generation from external course offerings</li> <li>▪ Initial Target - \$250,000 in increased efficiency per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Milestone/Goal setting must take place with HR Director and must align with ERP implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		ONGOING
6. Intergovernmental Partner work						ONGOING

<p>A. North Central Health Care</p>	<ul style="list-style-type: none"> <li>▪ Administrator and Board chair are members of NCHC Board and Executive committee.</li> <li>▪ Worked closely throughout 2021 to address issues and provide policy direction to Executive Team at NCHC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revise the Tri-County Agreement to provide greater operational and policy oversight of NCHC by Administrative Leaders at each of the member counties.</li> <li>▪ Recruit new CEO and assist in onboarding</li> <li>▪ Improve alignment of NCHC services with county government needs</li> <li>▪ Increased consistency relative to compensation and personnel policies between NCHC and the owner counties.</li> <li>▪ Improved service quality relative to county/owner needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revised Tri-County Agreement presented to DHS and the member counties in Q1 of 2022.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		
<p>B. City/County Information Technology Commission</p>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Modified intergovernmental agreement and operating agreement will be taken to the respective partner boards in the coming weeks.</li> <li>▪ New citizen member onboarded in 2021</li> <li>▪ County Administrator was elected as Chair of the CCIT Commission in April 2021.</li> <li>▪ CCITC has been working to develop a more equitable chargeback model for members.</li> <li>▪ Administrator is working with CCITC Director to enhance appraisal process and develop annual work plan to emphasize goals of member partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen partnership</li> <li>▪ Enhance CCITC's responsiveness to member needs</li> <li>▪ Position CCITC to be more proactive relative to security and technology needs of members</li> </ul>	<ul style="list-style-type: none"> <li>▪ New director appraisal form utilized in 2022</li> <li>▪ Implementation of project/portfolio management practices in 2022</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		<p>ONGOING</p>
<p>C. Marathon County Public Library</p> <p>- Review and revised agreements relative to facility, legal, HR,</p>	<ul style="list-style-type: none"> <li>▪ Administrator and new Library Director have discussed the importance of updating each of the documents.</li> <li>▪ Administrator, Corporation Counsel, and HR Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarity of understanding of the roles and responsibilities of both entities with respect to facilities, legal, HR, and financial services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update all agreements in 2022</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity and prioritization of the project</li> </ul>		<p>ONGOING</p>

and financial services	<ul style="list-style-type: none"> <li>have attended library board meeting and expressed desire to update the documents.</li> <li>Library Director has begun review and update process.</li> </ul>					
<p>D. UWSP Wausau</p> <p>Update Westside MP</p> <p>clarify long-term relationship / roles relative to facility maintenance</p>	<ul style="list-style-type: none"> <li>See notes above</li> <li>Leases and agreements indicate that county is responsible for all maintenance of buildings on campus, while UW is responsible for programming.</li> <li>HR, Finance &amp; 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.</li> <li>Administrator and Campus Executive have clarified that student housing is no longer a priority function at the campus</li> <li>UWSP is in process of recruiting a new Wausau Campus Executive</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>HR, Finance &amp; Property Committee would be in a position to develop a more sustainable policy with respect to the funding of campus maintenance</li> <li>Campus facilities are more effective at attracting students</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>Entirely dependent on UWSP / Board of Regents willingness to change the longstanding relationship with the satellite campuses.</li> </ul>		<p>RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO THIS POINT</p>
<p>7. Miscellaneous</p> <p>A. Comprehensive Review of Marathon County Ordinances</p>	<ul style="list-style-type: none"> <li>Chapter 2 and Zoning Chapters are reviewed frequently (Rules Review, Zoning reviews); however, a complete review of all ordinance sections for a significant period of time.</li> <li>Price quote received from potential vendor to assist in the comprehensive review</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in the inconsistencies within the code.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined if prioritized</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity within Corporation Counsel, Administration, and County Board leadership</li> </ul>		<p>NEW PROJECT</p>
<p>B. 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"> <li>Record retention schedule was last updated in 1994</li> <li>Workgroup formed in 2020, generated following recommendations: <ol style="list-style-type: none"> <li>Records Retention – formally adopt the retention schedule</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Update our schedule to account for new records</li> <li>Better understanding of our records needs</li> <li>Training developed for policy makers and staff</li> </ul>	<ul style="list-style-type: none"> <li>Adopt records retention schedule in Q2 of 2022.</li> <li>Administration and Employee Resources complete review of Social Media policy in Q1 of 2022</li> <li>Adoption of Social Media Policy into our Employee Resources policies in Q1 or 2 of 2022.</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> party software will be required to archive social media, implementation of the software will require IT resources. Currently, those resources are very limited.</li> </ul>		<p>ONGOING</p>



	<p>provided by the Wisconsin Public Records Board. Amendments will be necessary for social media and text messaging records.</p> <p>2. 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>		<ul style="list-style-type: none"> <li>Develop a training and communications plan to disseminate the policy updates to staff in Q2 of 2022.</li> </ul>			
C. Evaluate Start Right Program	<ul style="list-style-type: none"> <li>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.</li> <li>Final Report received from UniverCity in Q1 of 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of return on levy investment in prevention</li> </ul>	<ul style="list-style-type: none"> <li>Health Officer will engage BOH regarding report in Q1 and Q2.</li> <li>Delivery of the report and recommendations to the HHS Committee by Q2</li> <li>Additional milestones and timeline are dependent upon the evaluation and next steps identified</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity at Health Department</li> <li>Capacity at BOH and HHS</li> </ul>		ONGOING
D. Continued Participation in UniverCity Year projects, evaluate next steps	<ul style="list-style-type: none"> <li>Marathon County submitted over 30 projects through the UniverCity Year partnership program</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes are dependent on the specific project</li> </ul>	<ul style="list-style-type: none"> <li>Timelines are individualized based on the specific project</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon project</li> </ul>		ONGOING
E. Comprehensive Plan refresh & generation of new 5 year Strategic Plan	<ul style="list-style-type: none"> <li>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).</li> <li>Administration and CPZ staff have begun discussions to integrate the Annual Update</li> </ul>	<ul style="list-style-type: none"> <li>Meaningful tracking of progress on Strategic Plan Objectives</li> <li>Community Engagement tool</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Staff Capacity – Administration will be working to develop resources for Data Analyst position through the 2023 budget</li> <li>Pandemic Response obligations of Health Department</li> </ul>		NEW PROJECT

	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 ( <a href="#">see page 157</a> (page 163 of the online pdf)– under Plan Evaluation heading).					
F. Develop and Implement solution to Tax Deed and Property Description Backlogs	<ul style="list-style-type: none"> <li>▪ Position identified within Corporation Counsel's Office to address increased workload.</li> <li>▪ Despite increase staff allocation, property listing backlog remains significant</li> <li>▪ 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</li> <li>▪ Tax Deed backlog – 2022 budget provides funding for title research on tax delinquent properties and for additional property appraisals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved alignment of staff to work priorities, reduction in property description backlog in Treasurer's Office</li> <li>▪ Improved processing of tax deed properties in the Treasurer's and County Clerk's Office</li> <li>▪ Elimination of 0.63 position in Treasurer's Office, saving approximately \$30,000 in tax levy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administration will present resource alignment plan to the appropriate County Board Standing Committee(s) by the end of Q2</li> </ul>			ONGOING
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"> <li>▪ Identified aspirational example – <a href="#">Montgomery County, Maryland</a></li> <li>▪ Department Directors are being asked to develop Key Performance Indicators for their departments</li> <li>▪ A number of UniverCity Year projects have been working to assist in the identification of KPIs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department Directors have a better understanding of what measures matter and they have a tool to assist them in assessing performance and determining interventions.</li> <li>▪ Policy makers have better information from which they can assess return on investment for programs</li> <li>▪ Enhanced transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined based on level of prioritization by the Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allocation of funding for acquisition of software/system for the collection, analysis, and display of data</li> <li>▪ Staff capacity – Administration is working to develop resources to create a 1.0 FTE data analyst position</li> </ul>		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"> <li>▪ 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.</li> <li>▪ A workgroup (comprised of county and city staff from multiple departments) met in</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Policy should provide guidance on cost-recovery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation of policies existing in similar counties complete by April 1, 2022</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff capacity</li> </ul>		ONGOING

	<p>early 2020; however, pandemic response caused the effort to be postponed.</p> <ul style="list-style-type: none"> <li>Recently, the workgroup met to restart its work.</li> </ul>					
<p>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)</p>	<ul style="list-style-type: none"> <li>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.</li> <li>City, County, and School District leaders have begun discussing the impact of the shortage on their respective workforces.</li> <li>Chamber of Commerce representatives have expressed that the shortage is having impacts on labor shortages.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined by EEED Committee and full board.</li> <li>Solution that continues to make Marathon County government an employer of choice.</li> <li>Solution that benefits the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined by EEED Committee</li> </ul>	<ul style="list-style-type: none"> <li>External partner capacity</li> <li>Internal capacity</li> <li>Funding</li> </ul>		

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