



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: Thursday, November 10, 2022 @ 3:00 p.m.

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

Committee Members: Kurt Gibbs, Chair; Craig McEwen, Vice-Chair; Matt Bootz; Michelle Van Krey; John Robinson; Rick Seefeldt; Jacob Langenhahn; Chris Dickinson; Jean Maszk

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.*

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

Phone #: 1-408-418-9388

Access Code: 146 235 4571

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. **Pledge of Allegiance**
3. **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. All public comment must be germane to the jurisdiction of the committee.)*
4. **Approval of the Executive Committee Meeting Minutes from October 13, 2022.**
5. **Educational Presentations and Committee Discussion**
 - A. Administrator's Annual Work Plan – Progress Update
6. **Operational Functions Required by Statute, Ordinance, or Resolution**
 - A. Discussion of Strategic Plan Updates from the Standing Committees and Possible Recommendations to the Board
 - B. Motion to go into Closed Session (**roll call vote suggested**), pursuant to Wis Stat ss. 19.85(1)(c), for the purpose of considering performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, to wit: feedback on the work of the County Administrator.
 - C. Motion to return to Open Session (roll call vote not required)
7. **Policy Issues for Discussion and Possible Action: None**
8. **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, December 8 at 3:00 p.m.
9. **Adjournment**

**Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk's Office at 261-1500 or e-mail countyclerk@co.marathon.wi.us 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: _____
DATE & TIME: _____

NOTICE POSTED AT COURTHOUSE _____
BY: _____
DATE & TIME: _____



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: Thursday, October 13, 2022 @ 3 p.m.

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

Kurt Gibbs	Present
Craig McEwen	WebEx
Matt Bootz	WebEx
Chris Dickinson	Excused
Jacob Langenhahn	Excused
Jean Maszk	WebEx
John Robinson	Present
Becky Buch (for Rick Seefeldt)	Present
Michelle Van Krey	Present

Staff Present: Lance Leonhard, Kim Trueblood, Mike Puerner

Others Present: David Baker

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment** - None
4. **Approval of the Executive Committee Meeting Minutes from September 15, 2022** – Motion by Robinson, Second by Van Krey to approve the minutes. Motion carried on a voice vote unanimously.
5. **Educational Presentations and Committee Discussion** - None
6. **Operational Functions Required by Statute, Ordinance, or Resolution** - None
7. **Policy Issues for Discussion and Possible Action**
 - A. Discussion of Strategic Plan Updates from the Standing Committees and Possible Recommendations to the Board
Environmental Resources Committee – the chair of the committee needs to have one final review of their proposed updates, so it will be brought to the Executive Committee at a future meeting.
Extension, Education, and Economic Development Committee – Committee Vice Chair Buch recognized Supervisor Baker to present the approved updates to Objectives 10.6 and 10.8. Details are provided in the packet.
Objective 10.6 - Discussion was had and questions were asked and answered. It was agreed that additional clarity and details need to be provided before this measure can be forwarded to the full board.
Objective 10.8 – Discussion was had and questions were asked and answered. For outcome measures 1 & 2, it was determined that more data needs to be gathered. For outcome measure 3, it was questioned whether this was a role for the county.
Public Safety Committee – Chair Bootz, Vice-Chair Maszk, and Administrator Leonhard presented the discussion that was had by the committee. Details are provided in the packet.
Objective 7.1 and Objective 12.3 – Discussion was had that there is quite a bit of overlap between the two. Questions were asked and answered. It was discussed that Objective 12.3 should be returned back to the committee to formulate a new outcome measure.
 - B. Process for Administrator’s Evaluation in regards to the Comprehensive Class Compensation Study Implementation for the 2023 Budget
Chair Gibbs stated that this was added to the agenda for consistency in the implementation of the class comp study in regards to the administrator’s evaluation. HRFC Chair John Robinson reviewed the information that had been presented to that committee relative to the study. Discussion was had regarding the timing of the administrator’s evaluation in order to meet the timeline for the potential December 11 implementation of the new pay schedule. Questions were asked and answered.

Motion by Robinson, Second by McEwen to conduct the Administrator's evaluation so that timing is consistent with the remainder of the County employees for a December 11 implementation, if the class comp study is approved by the full board. Motion carried on a voice vote unanimously.

8. 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, November 10 at 3:00 p.m.

9. Adjournment – Motion by Robinson, Second by Van Krey to adjourn. Motion carried on a voice vote unanimously. Meeting adjourned at 4:20 p.m.

Minutes prepared by Kim Trueblood, County Clerk

DRAFT

Revisions to the Strategic Plan from the Environmental Resources Committee for Consideration by the Executive Committee (Completed August 30, 2022)

Objective 5.2: Promote sound land use decisions that conserve and preserve natural resources in decisions with economic development and growth.

- Deprioritize Strategy D. Keep all other strategies.
- Revisions to the outcomes as follows:

Outcome Measure 1: By December 31, 2024, phosphorus from cropland and farmsteads in the Fenwood Creek Watershed will be reduced by 20% or 14,016 pounds.

~~**Outcome Measure 2:** By December 31, 2022, four or more additional towns will adopt Marathon County Zoning Code.~~

By December 31, 2024, Marathon County will hold one continuing education event per year for all towns, to better educate them on sound land use development options.

Outcome Measure 3: By December 31, 2024, an average of 320 acres of land per year will be acquired for the Marathon County Parks and Forest System.

Objective 6.3: Protect and enhance the quantity and quality of potable groundwater and potable surface water supplies.

- Keep all strategies.
- Revisions to the outcomes as follows:

Outcome Measure 1: By December 31, 2024, the Marathon County Board of Supervisors will adopt a groundwater protection plan that provides state outcome measures of groundwater quality and quantity.

~~**Outcome Measure 2:** By December 31, 2022, the number of POWTS discharging sewage to ground surface will be reduced by 750 systems or more.~~

By December 31, 2024, the number of failing POWTS will be reduced by 750 systems or more.

~~**Outcome Measure 3:** By December 31, 2022, discharges of animal waste to surface and groundwater will be reduced by ensuring all idle animal waste facilities are closed in compliance with ordinance requirements.~~

By December 31, 2024, an inventory of wellhead protection areas, their associated land use, and delineation of their recharge areas will be compiled. Marathon County will reach out to each municipality to educate them on potential groundwater contamination sources and how to prevent the contamination of its wells.





**COUNTY ADMINISTRATION
2022 WORK PLAN
(updated 11.10.2022)**



Project could be stopped (not started) with little or no impact on operations	
Stopping (not starting) project would have considerable operational impacts	
Stopping (not starting project) would have significant operational impacts	



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	Impact coding	Progress	Progress
1. Facilities Related Projects							ONGOING
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 and early 2023 	<ul style="list-style-type: none"> General construction dependencies, including pandemic-related and other economic-related concerns (e.g., supply chain delays, vendor/contractor capacity, inflationary cost pressures, etc.) 			<p>Timeline – project continues to proceed according to plan. Renovated inpatient Adult Hospital with 16 private rooms was opened earlier this year. Additional renovation of crisis and detox spaces, should be complete by end of November. Final phase of campus renovation (landscaping, site restoration, etc.) is slated for Fall of 2023. The MVCC – 2400 Marshall Suite A – remodel should be complete in September 2023, absent additional supply chain issues.</p> <p>Budget – Supply chain issues led us to delay the release of our most recent previous bid package in an attempt to allow costs to stabilize. Cost increases led to NCHC’s submission of a request for ARPA funding in amount of \$3.115 million. Staff are continuing to seek out opportunities for cost controls.</p>
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 	<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 	<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 			<p>Timeline – at this time the project is on schedule. Construction of space for Social Services remodel is underway and intent remains to transition staff to Lake View Drive Campus in calendar year 2023.</p>



	<p>funding via 2021 budget</p> <ul style="list-style-type: none"> Working with Credit Union representative to determine next steps for relocation from DSS building 	<p>Campus (staff spaces will pursue hybrid and shared working environments to maximize efficiency and reduce long-term costs – smaller footprint)</p> <ul style="list-style-type: none"> Credit Union – space has been identified for Credit Union location (specifics on the design, funding mechanism, and lease must be finalized) 					<p>Budget – staff are working to ensure that project remains on budget, despite supply chain and staffing pressures. Social Services leadership was extremely proactive in working with Facilities staff to adopt hybrid workspace design. <u>The renovated space is less than 70% of the size of the current Social Services space, approximately 10,000 fewer square feet.</u> This more compact footprint will significantly reduce long-term operational expenses.</p> <p>Current state:</p> <ul style="list-style-type: none"> DSS Construction at 50%; CVSO, MCECU and Conference Space 25%. DSS substantial completion February 28th, 2023 CVSO, MCECU, and Conference Center complete August 2023 <p>Revised Appraisal of Social Services property has been completed to assist county board in evaluating future property use.</p>
<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"> Develop plans for relocation of PRF, UW Extension, and CPZ staff from River Drive buildings will be primary focus during 2022. Develop plan for 3rd floor of Library with Library Director, with aim of improving financial position of library or otherwise benefiting county organization 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>Development of timeline for major projects areas has not been priority of HR Finance & Property Committee due to other priorities.</p> <p>Staff have developed conceptual plan with respect to relocation of UW Extension and CPZ staff to LakeView Drive Campus.</p> <p>Given recent developments relative to land availability for joint PRF/Highway site, Administration, FCM, and PRF will be evaluating the potential of relocating PRF Admin to the PRF operations site. Initial evaluation indicates that relocation may be both operationally and financially advantageous.</p>

						<p>Moreover, given the lack of readily available land for the PRF/Highway site, and my perception that the timeframe for the redevelopment of the River Drive site, an alternative plan is likely preferred. Admin, PRF, and FCM will present a plan to the appropriate standing committees by June 1, 2023.</p> <p>Administration and FCM have had very productive conversations with the Aging & Disability Resource Center of Central Wisconsin regarding returning their office space to the Lake View Drive Campus. Doing so would represent the return of a significant rental income and co-locate services lines that support the mandated work that counties perform (Social Services, Community Programs, and Adult Protective Services and services for the Aging and Adult-disabled populations).</p> <p>Library Board submitted ARPA request related to its proposed use of 3rd floor; however, the project was not moved forward by the HRFC or through the budget process. Administration will engage with Library Director to develop plan relative to next steps.</p> <p>Following the implementation of the ERP System, staff intend to further formalize our remote work policies and practices to further inform our long-term facility planning.</p>
D. Update the Westside Masterplan	<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 and Emergency Management/Medical Examiner office, set forth in previous Westside Plan 	<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, Emergency Management/Medical Examiner, and PRF facility be located off of 	<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>Very near complete.</p> <p>The Westside Master Plan project is now ready for review and consideration by all appropriate County Board committees.</p> <p>Park Commission reviewed and adopted the plan at it's October meeting, forwarding it to the HR Finance & Property Committee for consideration.</p> 



	<p>(referred to as “cold storage facility”)</p> <ul style="list-style-type: none"> ▪ 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 for Westside Masterplan 	West Street.					As the HRFC and Board are currently in the midst of the budget process, I envision presentations to occur in either December or January; however, staff will work with the appropriate Board committees to schedule delivery of the information. Ultimately, the next steps for this project will be dependent upon board action.
E. 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 ▪ 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. 	<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>Library Director, on behalf of the Library Board, did submit an ARPA request for HVAC improvements to the 3rd floor of the facility (projected cost of \$750,000 to \$1.5 million). It is anticipated that the HRFC will direct that this project be considered through the county’s CIP process. Other HVAC improvements to the library facility are being evaluated in the county’s 5-year capital planning process.</p> <p>The ARPA request submitted by the Library Board envisions the 3rd floor being deployed for employment assistance and multimedia training.</p> <p>Ultimately, the request was not moved forward by the HRFC or through the Budget process.</p> <p>My sense is that County Board and Library Board will need to engage in a dialogue relative to expectation regarding the utilization of the space and the desired on the impact of the future use on the annual Library operational and capital budget needs.</p>
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 	<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 	<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 			<p>ONGOING</p> <p>The Administrator, Highway Commission and Deputy Commissioner, and the Chair of the Infrastructure Committee met with representatives from the Village of Maine to discuss other potential strategies to address concerns</p>

	representative has remained in contact with the Highway Commissioner and County Administration	department property		suitability must be obtained prior to purchase			<p>previously expressed by the Village relative to the location of a multi-county department facility in the Village of Maine. Village of Maine officials held a publicly noticed meeting wherein the Administrator was advised the topic was discussed. In July 2022, the Administrator was advised that the Village of Maine remained opposed to the county relocating county facilities to the Village.</p> <p>Administration and Highway Commissioner have updated the Infrastructure Committee and have received guidance relative to next steps. A second suitable site that staff had been evaluating has recently been sold and therefore is no longer available. Administration will continue discussion with City of Wausau staff relative to identification of alternative site; however, given the lack of suitable property and timeline for potential divestment of River Drive property, Administration, PRF, and FCM will develop and present alternative plan, providing for co-location of PRF Admin on the PRF Operations site. This could be financially and operationally beneficial. As noted above, an alternative plan will be presented to the appropriate county board bodies by June 1, 2023.</p>
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 			<p>HRFC has not held discussions on this topic.</p> <p>Administration has engaged several local government professionals in an attempt to gather existing policies/ordinances relative to property divestment.</p>
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 	<ul style="list-style-type: none"> Complete the foundational work to assist the Regional Morgue 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 	<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 			<p>RECENT UPDATES - Marathon County allocated \$2 million of ARPA toward the project, as proposed on the NTC campus.</p> <p>Administration, ME staff, Board Chair Gibbs, Task Force Chair McEwen, NTC president and board</p>



	<p>representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County</p> <ul style="list-style-type: none"> 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. 	<p>Wisconsin.</p> <ul style="list-style-type: none"> 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. 					<p>members, and representatives of WCA met with Governor Evers staff to discuss state support for the project on 9/26/2022. Presentation was received well; however, Governor has not taken action on our request.</p> <p>HISTORICAL UPDATES - Potential Partnership with Northcentral Technical College – county staff have engaged NTC staff to discuss the potential location of the Regional Forensic Science Center on NTC campus. Discussions have been positive. County and NTC have developed potential site plans and the county has revised its business plan and stakeholder document to capture these developments. Staff have submitted these documents to local state legislators and to Wisconsin Counties' Association (for provision to a member of our federal delegation) for consideration for funding. Administration was also contacted by a representative of the Wisconsin Department of Justice relative to the project; specifically, whether there would be interest in having the local DOJ Forensic Science Lab located in proposed site.</p> <p>The Morgue Taskforce recommended staff submit a request for ARPA funding to the County Board, which was supported by Public Safety. Staff have submitted the request, which is currently before HRFC.</p>
<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 	<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, 	<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 	<ul style="list-style-type: none"> Staff capacity – we have onboarded 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 			<p>ONGOING</p> <p>Timeline – We are on schedule to have go-live of primary financial components in Q1 of 23. Parallel Testing phase is underway.</p> <p>Budget – We continue to be on track relative to budget.</p> <p>Change Management – we have</p>



	of the project, nearly complete with the Architecture stage and are concurrently testing.	comprehensive solution <ul style="list-style-type: none"> 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. 	Revised Implementation Schedule <ul style="list-style-type: none"> Completion of Architect phase – 3/2022 Completion of initial configuration – 5/22 Payroll implemented – 1/23 Main phase completion – 3/23 Ongoing implementation and skill building throughout 2023. 	the implementation. There is a potential that this could impact implementation.			implemented a number of change management strategies in an attempt to ensure the project implementation is successful, including ongoing updates in countywide newsletters and the development of a network of staff from departments across the organization to ensure information is successfully disseminated.
B. American Rescue Plan Act funding deployment	<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 County 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) Ongoing revisions of ARPA guidelines/requirements 			<p>ONGOING</p> <p>The County Board has progressed through round 1 of the application timeline, approving a number of additional requests.</p> <p>The round 2 application window has closed and Administration has compiled the 10 applications for consideration by the HRFC and Full Board following the adoption of the budget.</p> <p>The round 3 application window has opened and 1 new project has already been submitted.</p> <p>ARPA funds are currently proposed to be utilized in three ways in the 2023 budget (DA's office LTE position, Utility increase mitigation, and NCHC 2022 loses).</p>
C. Oversight of Community Development Block Grant – Corona Virus funds (grant reporting)	<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 funds; however, the responsibility for compliance with the grant and reporting obligations rests with Marathon County. 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 	<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"> 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 transferred from NCCAP to MCDEVCO for further deployment. 	<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>Given the limited deployment of the housing relative funds, NCCAP suggested returning the funds for reallocation. Staff sought guidance from HHS Committee in October 2022. Ultimately, housing/rental assistances funds are being returned to State of Wisconsin DOA for potential reallocation. Funds for small business assistance are being maintained, as MCDEVCO continues to attempt to deploy them locally.</p> <p>HISTORICAL UPDATE - Deployment of the housing related funding through NCCAP (as a</p>


	DOA. Total amount awaiting dispersal is \$140,000.						subrecipient) has not increased since report in March 2022. Analysis of next steps should be considered in the coming months. NCCAP Executive Director has expressed support of reallocation to MCDEVCO of the remaining balance of funding designated for housing assistance. Administration has sought input from MCDEVCO Executive Director if reallocation has merit from her position. We will then need to assess whether a mechanism exists to do so.
D. Finalize and Implement the new 5-year Capital Improvement Planning and 1-year Capital Improvement Program process	<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 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 Technology for tracking and reporting (Workday implementation will improve this process) 			<p>ONGOING</p> <p>Staff component of CIP consideration and submittal was completed as part of the budget process. Staff provided a great deal of information (approximately 400 pages of project requests and supporting documentation) for purposes of the HRFC and Board consideration of the CIP; however, staff received valuable feedback on shortcomings with respect to the process. Staff will work with HRFC to improve timeline, enhance education to board members on the funding streams for CIP, and improving the information delivery.</p> <p>Apart from addressing issues referenced above, consensus emerged that updating our Rolling Stock process and funding level is critically necessary.</p> <p>Based on HRFC discussions, it is envisioned that a number of ARPA submissions will be addressed through the 5-year CIP process and that the ARPA may serve as a funding source.</p>
E. Evaluate the current benefit of our existing vehicle leasing program and evaluate expanding 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 vehicle operations and employee travel 	<ul style="list-style-type: none"> To be determined <ol style="list-style-type: none"> Evaluation of the savings from pilot Evaluation of potential savings from expansion Implementation of program if appropriate Determination whether further 	<ul style="list-style-type: none"> Staff Capacity 			<p>Staff have identified revision of our rolling stock CIP funding and operational process as a priority for model review in 2023. Our current contractual relationship with an outside vendor will be evaluated</p>

			evaluation of incorporating rolling stock departments (Sheriff, Highway, PRF) is advantageous.				comparatively with the CWA in-house approach for light-duty/general vehicles. I envision our IDEAS Academy process improvement methodology as a framework for evaluation relative to process.
F. Develop a long-term plan for road and bridge capital maintenance and construction funding	<ul style="list-style-type: none"> Workgroup formed to develop charter for 2050 Transportation System Capital 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. 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 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. 	<ul style="list-style-type: none"> Infrastructure Committee to receive progress update in February of 2022 on the 2050 Report and get recommendations from Highway Commissioner, Administration, and Committee Chair Future milestones to be developed post report 	<ul style="list-style-type: none"> Identification of staff capacity/resources Identification of appropriate funding to complete planning process 			<p>ONGOING</p> <p>Infrastructure Committee has received the final report from NCWRPC.</p> <p>In July 2022, the Committee received a summary presentation from staff relative to the financial implications of the report and an overview of the PASER roadway maintenance system.</p> <p>Tim Ramberg (St. Croix County) provided a presentation on the General Transportation Aid system in August of 2022.</p> <p>Consensus at the committee was to develop budget that maintained PASER rating of 7, maintained winter maintenance service levels, and sought to increase GTA eligible expenditures, while also ensuring that we could compete effectively for Federal and State roadway and bridge funding. Administration and Highway Commissioner delivered a budget proposal that addressed these areas.</p>
G. 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. 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; however, our initial timeline for completion of this project was required to be altered, due to limited capacity within PRF and other priorities that required PRF leadership focus. I am meeting with PRF Director on 11/22/22 to assess progress and revise presentation timeline.</p> <p>One of the intriguing programs that staff have been evaluating is the potential for county forest enrollment in the voluntary Carbon Credit market. There is a potential for</p>

						significant annual revenues with doing so. Staff have provided information to the Forestry Recreation committee, Chair of HRCFC, and the Board Chair. We anticipate making a formal presentation when we have sufficient information relative to the potential benefit of this practice.
H. Telecommunications Audit and generation of comprehensive cellular telephone policy	<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 that aligns with our Public Records Retention practices 	<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>Administration has continued to remain in contact with potential consultants that may perform this work; however, no progress has been made due to capacity limitations.</p> <p>In process of revising records retention schedules and practices (see 7.B.)</p>
I. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a schedule for the updating of charges/fees	<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 Consider utilization of indirect cost plan to gain insight and improve reporting Incorporation of fee schedules into the budget document 	<ul style="list-style-type: none"> Timeline to be developed if this project is prioritized 	<ul style="list-style-type: none"> Staff capacity 		RECURRING PROJECT/NO SIGNIFICANT PROGRESS TO UPDATE SINCE LAST REPORT
J. Evaluate and recommend to the County Board utilization of the Environmental Repair Funds collected at the Solid Waste Department	<ul style="list-style-type: none"> 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. 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Dependent upon prioritization of committee 	<ul style="list-style-type: none"> Staff capacity 		<p>Presentation to ERC and County Board on the funds and a request to utilize them in connection with DNR mandated closure activities will be made in December 2022.</p> <p>Historical Progress – SWD staff have submitted a memo to Administration relative to potential uses of the Environmental Repair funds.</p> <p>Administration and Corporation Counsel to conduct legal review on the potential uses and deliver memorandum to ERC by end of year.</p>
K. Solid Waste Department Landfill Gas to Renewable Natural Gas Partnership	<ul style="list-style-type: none"> Marathon County has a longstanding agreement with a 3rd party relative to landfill gas. Over the last year, the 3rd party 	<ul style="list-style-type: none"> Revised Agreement Potential financial benefits to the county 	<ul style="list-style-type: none"> Dependent upon the 3rd Party and potential purchasers 	<ul style="list-style-type: none"> Staff capacity 		<p>NEW PROJECT</p> <p>Staff continue to have numerous meetings with potential purchasers</p>



discussions	<p>has been evaluating the potential transition of using gas for generating electricity to generating renewable natural gas.</p> <ul style="list-style-type: none"> Marathon County staff (SWD, Administration, and Corporation Counsel) have been frequently meeting with the 3rd party, as well as representatives of potential purchasers of the 3rd party to discuss amending the agreement. 						<p>of the 3rd party. Presentations have been made to the ERC on this issue on two occasions.</p> <p>Discussions with the current potential purchaser have been particularly frequent and have required significant attention from staff.</p> <p>It is reasonably foreseeable that a revised agreement with the 3rd party vendor will be reached. County Administration will work with Board leadership to ensure that appropriate bodies are engaged.</p>
<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 Officer 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>CJCC and/or CJCC Executive Committee has been meeting on a monthly basis since the Board created the entity by ordinance. Both entities are, from Administration's perspective, functioning reasonably well.</p> <p>System Budgeting meetings were conducted in May and June. Consensus emerged that enhancing the county's ability to understand and utilize the data it maintains was the top system need.</p> <p>The group recently endorsed the creation of a Data Officer position within the county to assist in the evaluation of the functioning of the justice system, as well as other areas of the county. Staff compiled similar job descriptions from other entities, had the position classified, identified funding necessary for the position, and submitted the new position request through the Budget process. The position was included within the Administrator's Proposed budget. Next steps will depend upon the action of the board relative to the position.</p> <p>Emerging system needs – (1) the limited supply of private bar</p>



							attorneys willing to accept State Public Defender and county appointments and (2) data storage needs within the District Attorney's Office. The Public Safety Committee has recommended changes to the Strategic Plan to require a Whitepaper on issue #1, funding for addressing issue #2 has been provided for within the proposed budget.
B. Evaluate the results of the UniverCity Year Criminal Justice System projects and develop next steps	<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 enhancing our use of data in decision-making 			<p>ONGOING</p> <p>During the term of our partnership, Marathon County developed 38 projects; 32 of which were ultimately matched with UniverCity resources. The vast majority of the projects have been completed. A list is available here - https://univercity.wisc.edu/univercity-year-marathon-county/</p> <p>A number of projects are on track to close-out by the end of the year.</p> <p>Administration met with a representative from the program in July.</p> <p>Justice system stakeholders that have participated in projects will determine next steps in early 2023.</p>
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 			<p>Determination was made to acquire Shelter Home services on an as needed basis through contract and to utilize increased in-home safety services and parental supports to limit shelter home need and provide better care to families.</p> <p>Through the 2023 proposed budget, levy was transferred from the Sheriff's Office to Social Services to accommodate this model change. This process change resulted in the elimination of 6.0 FTE positions and a significant levy savings. We will monitor the performance under this new model.</p>



							<p>HISTORICAL UPDATE - An RFP was released on 6.3.2022 (with closing date of 7.1.2022) seeking interest from outside entities relative to outsourcing the delivery of shelter home services within the footprint of our existing facility.</p> <p>We received one (1) response. Leadership from Sheriff's Office, Social Services, and Administration will be meeting in the near future to discuss next steps.</p>
<p>D. 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 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 to conduct evaluation. Staffing availability to operate the facility long-term. 			<p>As part of the budgeting building process, the Sheriff's Office modified its approach relative to partnering with other counties. Specifically, given the significant costs of operating our facility and the limited supply of such facilities in the state, the Sheriff's Office developed an approach where counties need to commit to an annual contract for a bed within the facility, as opposed to simply paying for the bed-days used. The Sheriff's Office and Administration incorporated this approach into the 2023 proposed budget. Should the program work as designed, it would save Marathon County approximately \$900,000 per year.</p> <p>HISTORICAL UPDATE - Juvenile Detention operations were suspending in Q2 of 2022 based on significant staffing issues within Corrections Division. Staffing issues have worsened, requiring modifications to inmate housing operations.</p> <p>Administration, HR, and Sheriff's Office are attempting to address staffing shortages to permit inmate housing operations to normalize and Secure Detention to reopen.</p>
<p>E. Conduct Needs Assessment and Feasibility Study relative to delivery of Emergency Medical</p>	<ul style="list-style-type: none"> Public Safety Committee has identified this as a project for inclusion on the workplan Emergency Management Director has worked with 	<ul style="list-style-type: none"> Improved response times for EMS, particularly in the rural areas not served by full-time EMS systems. Improved health outcomes for 	<ul style="list-style-type: none"> To be determined based on prioritization 	<ul style="list-style-type: none"> Staff capacity within Emergency Management, Sheriff's Office – Dispatch, and County Administration 			<p>Staff completed work through UniverCity Year partnership on two projects relative to EMS delivery. Presentations relative to each of the projects were delivered to the</p>


<p>Services through countywide system</p>	<p>UniverCity Year program to examine how to improve recruitment and retention of EMS personnel and potential system interventions to improve engagement of stakeholders.</p> <ul style="list-style-type: none"> ▪ Dispatch personnel have made changes relative to paging processes to improve response times. 	<p>those requiring EMS services in the rural areas.</p>					<p>Public Safety Committee at its February meeting – packet available here - https://www.co.marathon.wi.us/Portals/0/Departments/MCB/Archives/Standing%20Committees/Public%20Safety%20Committee/2022/PUBS_20220202_Packet.pdf</p> <p>Sheriff's Office Communications leadership has worked to pull data from our system relative to response time. However, the next step, should the Board wish to prioritize this work is to secure a consultant for further evaluation and recommendations.</p>
<p>5. Human Resource Related Projects</p> <p>A. Implementation of Workday ERP System (our first HCM system), including Learning Management System</p>	<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. 	<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 ▪ Increased efficiency (less paper processes) 	<ul style="list-style-type: none"> ▪ See notes above 	<ul style="list-style-type: none"> ▪ Staff capacity 			<p>ONGOING</p> <p>See 3.A. above</p>
<p>B. Re-evaluate Health Care Insurance Delivery methodology (fully insured vs. self-funded)</p>	<ul style="list-style-type: none"> ▪ Contracted with USI in 2021 to provide formal review of health care insurance delivery costs, which was highly successful from a financial perspective and recommended that we evaluate whether to return to self-funded status in 2022. ▪ USI released an RFP on behalf of Marathon County in 2021 for both fully insured and self-funded proposals. Although self-funding appeared to be the most cost-effective option for 2022, we remained fully insured due lack of reserve funds available to support the transition. 	<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 			<p>ONGOING</p> <p>Very positive results with our 2023 Health Insurance program (see page 25 of the budget book for explanation). We have proposed continuing our relationship with USI through the proposed 2023 budget.</p>


	<ul style="list-style-type: none"> We were able to secure a - 5.0% rate reduction for 2022 while remaining with GHT to help build our fund balance to make self-funding a future possibility. The 5% reduction combined with 6% employee increase has us on track to increase our health insurance fund balance by approximately \$1,390,234.48 in 2022 making a transition to self-funding in 2023 possible. 					
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 timeline. Based on the responses and concerns regarding whether our timeline would ensure "best value" we envision re-releasing our RFP with a revised timeline. Have begun evaluation of our holiday policy relative to our competitors 	<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 package that demonstrates "total value of compensation" for staff, which will allow us to more effectively retain and recruit talent. 	<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 Funding strategy for implementation of study results 		<p>COMPLETE</p> <p>Developed and distributed a comprehensive Employee Benefit Guide to our staff in January of 2022.</p> <p>County Board adopted the Compensation Schedule and Proposed Implementation plan in October 2022.</p>
D. Develop and Implement Procurement Code Training for Department Heads (procurement agents) and Develop Procurement Oversight processes	<ul style="list-style-type: none"> County Board ratified a comprehensive revision of the County's procurement code in December 2021. 	<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>Training on Procurement Code revisions delivered in December 2021 to Department Heads with presentation materials sent thereafter.</p> <p>Specific presentation on the challenges of Capital Leases relative to procurement rules and state statutes delivered on February 18, 2022.</p> <p>Trainings to be incorporated into ERP upon implementation in Q1 of 2023. Work deemed complete until ERP implementation.</p>
E. Fully Implement IDEAS Academy Program	<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) 	<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>IDEAS Academy awareness training continues to be a required course for all Marathon County Employees</p>



	<ul style="list-style-type: none"> ▪ Pandemic and ERP replacement have dramatically impacted our training ability and capacity. 						<p>The number of available training sessions for both Awareness and Innovator Training have been limited due to facilitator bandwidth</p> <p>Over 500 employees have gone through Awareness training; however, given that this professional development effort is spearheaded by our HR Director, the ERP implementation has significantly reduced capacity to deliver programming.</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 Executive Director 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 to county/owner needs 	<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 ▪ NCHC Staffing levels (ability to deliver programs, financial performance) 			<p>ONGOING</p> <p>Revised Tri-County agreement ratified by all members and approved by DHS.</p> <p>Hired Interim Executive Director, Finance Director, and have restructured the organization to mirror the primary program areas within county government entities.</p> <p>Financial performance has significantly improved based on the revised focus from the Executive Committee – recognizing NCHC is a county government operation.</p> <p>Adopted a desired future goal statement that will guide recruitment of key positions within the organization.</p> <p>We are in the process of recruiting for the Managing Director of Community Programs</p> <p>2023 budget will be received in November. The budget is balanced. In building the budget the Executive Committee and the NCCSP Board conducted significant program evaluations aimed at reducing costs and avoiding duplication of services. Administration brought that information back to the HHS Committee as decisions were made</p>

							relative to the NCHC budget. Next steps – finalize the facility lease agreement, maintenance services agreement with NCHC, and debt repayment schedules; select Executive Director.	
B. City/County Information Technology Commission	<ul style="list-style-type: none"> ▪ Administrator, City of Wausau Mayor, and NCHC Executive Director 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 				<p>ONGOING</p> <p>Modifications to “charge back” model that more appropriately reflect the technology needs associated with hybrid work environments have been made for incorporation into 2023 budget.</p> <p>Project/Portfolio management tool implementation is underway.</p> <p>Revised format for project prioritization meetings have shown the opportunity for increased coordination across County/NCHC/City of Wausau. Capacity constraints across leadership of has made scheduling difficult.</p> <p>Administration is beginning research into ability to more effectively address Cyber Insurance.</p>
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 				<p>ONGOING</p> <p>Library Director has submitted revised MOUs/Contracts for service to Administration for review and discussion.</p> <p>After the budget is adopted, Administration anticipates capacity for review.</p>
D. UWSP Wausau								

<p>Update Westside MP</p> <p>clarify long-term relationship / roles relative to facility maintenance</p>	<ul style="list-style-type: none"> ▪ See notes above (1.D.) ▪ Leases and agreements indicate that county is responsible for all maintenance of buildings on campus, while UW is responsible for programming. ▪ 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 has hired a new Wausau Campus Executive 	<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"> ▪ Unknown 	<ul style="list-style-type: none"> ▪ Entirely dependent on UWSP / Board of Regents willingness to change the longstanding relationship with the satellite campuses. 			<p>Westside Master Plan (see progress notes above in item 1.D.)</p> <p>Based on most recent conversations with former Campus Executive, she was unaware of any discussions at UW leadership to alter the building maintenance responsibilities/funding for satellite campuses.</p> <p>Administrator has spoken with leaders of two other counties with satellite campuses relative to these issues and is aware of similar long-term facility maintenance funding sustainability concerns expressed at their respective campuses.</p> <p>Next steps – Administration needs direction. In the absence of UW Regents voluntarily agreeing to share in the facility maintenance costs, Administration needs direction relative to the service level that should be maintained relative to campus academic buildings.</p> <p>A task force may be a good mechanism for the Board to provide direction and/or engage the UW system.</p>
<p>7. Miscellaneous</p> <p>A. Comprehensive Review of Marathon County Ordinances</p>	<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 			<p>This project has not been prioritized by the Board and staff capacity is limited. That said, staff have moved forward revisions to Chapter 6 of the code of ordinances and Administration envisions working with the Chair of Infrastructure to develop a charter for a workgroup to address needed revisions to the Chapter 12 Assembly Ordinance to address legal and practical concerns.</p> <p>Administration recommendation is to form a Taskforce—composed of board members, staff, and other individuals—to move this forward, if a comprehensive revision is a priority.</p>


							Absent prioritization, the ordinance update process will continue in a gradual fashion, as individual ordinances are identified. The benefit of this approach is that the capacity demands are reduced; however, the drawbacks are the speed of completion and potential quality of product.
B. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected Department Heads)	<ul style="list-style-type: none"> • Record retention schedule was last updated in 1994 <ul style="list-style-type: none"> ▪ 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 	<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. ▪ County Administration and Corporation Counsel capacity to deliver training 			<p>ONGOING</p> <p>Records Retention – Administration and Corporation Counsel have conducted meetings with all departments to discuss current retention practices and updates to our existing records retention schedule. Most departments have completed a review of their proposed schedule and noted how records are currently being maintained, who is responsible, and level of compliance. Corporation Counsel is currently reviewing each Department spreadsheet to determine any areas of concern or opportunities to recommend further adjustments to the state’s schedule. Given bandwidth limitations within Corporation Counsel and Administration, the complete schedule and policy will be presented to the Board during Q1 or Q2 of 2023.</p> <p>Social Media – The policy has been drafted and finalized by Human Resources, Corporation Counsel, and County Administration. Phase 1 of the project has been completed with all Department users having participated in a 90-minute training session explaining the policy and expectations. The Archive Social software has been implemented across county departments to ensure compliance with record archiving requirements. Phase 2 will take place post Workday launch and include the roll out of the employee personal use policy. Workday will be utilized to deliver and track the</p>


							policy education for this initiative. County-wide social media channels have been established on Facebook, Twitter, Instagram, and LinkedIn and are being used to provide relevant and timely information to the residents and guests of Marathon County.
C. Evaluate Start Right Model of Nurse Home Visiting Program	<ul style="list-style-type: none"> We made application to the UW Madison UniverCity 2020-2023 program in July 2020. As part of the application we indicated a desire to undertake a review of the Start Right Program. 	<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 Board of Health and Health & Human Services Committee 			<p>COMPLETE</p> <p>Health Department staff have completed their review of the UniverCity analysis and as a result examined alternative delivery models for addressing the needs filled by the Start Right Program that had greater bodies of data relative to program effectiveness and return on investment.</p> <p>Staff delivered its recommendation to Administration to transition to the Nurse-Family Partnership delivery model, which is a voluntary home visiting program that supports first-time mothers and their babies by assisting parents to increase their parenting and life skills through the provision of support, advice, and education on diverse topics regarding child and maternal health, development, and care. This model is used in 40 states, and eight Wisconsin Counties including Dunn, Chippewa, Eau Claire, Juneau, Adams, Sauk, Dane, and Kenosha. Factoring in savings, including criminal justice implications, medical care, child welfare, special education costs and quality of life, it's estimated that the return on investment is \$60,428 per family served, resulting in a 6.4 to 1 benefit to cost ratio.</p> <p>Administration approved transition to NFP model of Home Visiting and educational presentations were provided to both the Board of Health (8/2/2022) and the Health & Human Services Committee (8/3/2022) that the change would be made through the 2023 budget process. No</p>

							<p>direction was provided at that time to terminate the Home Visiting Program.</p> <p>The transition to the NFP model will take place in 2023, absent direction from the Board to terminate, or reduce funding of, the Home Visiting Program.</p>	
<p>D. Continued Participation in UniverCity Year projects, evaluate next steps</p>	<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 				<p>Largely complete.</p> <p>Marathon County submitted a total of 38 projects, of which 26 were completed prior to 7.1.2022, we anticipate that all projects will be complete by the end of Q4.</p> <p>A list of the projects, including links to many of the completed reports, is available at https://univercity.wisc.edu/univercity-year-marathon-county/</p> <p>Administration met with the Director of the program in Q3 and will be evaluating next steps. At this time, Administration is not recommending re-application/continuation of the contract for participation and funding has not been allocated. Should the Board desire to participate beyond the initial three-year commitment, a funding mechanism would need to be identified.</p>
<p>E. Comprehensive Plan refresh & generation of new 5-year Strategic Plan</p>	<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). (see page 157 of Comprehensive Plan for relevant history (page 163 of the online pdf)– under Plan Evaluation heading). 	<ul style="list-style-type: none"> 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 Officer position through the 2023 budget 				<p>The Executive Committee discussed whether to revise and extend the Strategic Plan based, in part, on the impact of the pandemic relative to progress on plan objectives.</p> <p>Each of the Standing Committees has been discussing a series of questions developed by board leadership and staff to determine what updates, revisions, additions, and deletions should be made to the plan. To aid in the discussion, Administration compiled brief updates from each of the lead departments relative to the objectives, strategies, and outcome</p>

						<p>measures within the plan. The document was shared with all members of the board on 7.4.2022.</p> <p>The Standing Committee discussions relative to the Strategic Plan continue at this time. Administration and Staff await further guidance relative to next steps. Should the determination be made that something other than an “internal extension” of the Strategic Plan is desired, further discussion relative to desired outcomes and potential funding strategies would be necessary.</p>
<p>F. 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 address increased workload. ▪ 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 	<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"> ▪ Administration will present resource alignment plan to the appropriate County Board Standing Committee(s) by the end of Q2 			<p>Property Description Parcel Mapping position was transferred from the Treasurer’s Office to Conservation, Planning, & Zoning in May 2022 (approved by the HRFC on 5.11.2022). This will house this position, which heavily utilizes our geographical information system (GIS), with other similar positions. This move has enhanced training and bench-strength relative to the work of the position.</p> <p>The Property Listing position was likewise be moved from the Treasurer’s Office to CPZ in July (approved by HRFC on 7.26.2022). This likewise enhanced training and bench strength within that field of work. Moreover, it will allow the Treasurer’s Office to focus more efforts on addressing delinquent properties.</p> <p>The transition, along with process improvements implemented through the efforts of CPZ and ROD, have significantly reduced the backlog of listing. With respect to standard/non-problematic transactions, we are processing through current day. We have reduced the backlog by approximately 2500 transactions, in addition with handling transactions that come in on a daily basis.</p>



							<p>Tax Deed The Treasurer's Office has contracted for the performance of title research on 50 selected delinquent properties to begin the tax deed process.</p> <p>Treasurer's Office staff and Administration met with representatives from the City of Wausau to discuss the potential for collaboration in addressing tax delinquent parcels within the City of Wausau (which accounts for the greatest volume of delinquency in the county). Communication will continue as capacity improves. City and County staff are currently impacted by Workday/Teller implementation.</p>
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 officer position 			<p>See 4.A. above</p> <p>Data Officer Position was included within the Administrator's 2023 proposed budget; however, there are discussions to remove the position.</p> <p>Absent funding or alternative capacity to carry-out the goals described, further progress on this item is not feasible.</p> <p>A number of the UniverCity Year projects related to the generation of performance measures.</p>
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. 	<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 Initial direction from policy makers was to have the County coordinate its approach with the City of Wausau as much as 	<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 			<p>See item 7.A.</p> <p>HISTORICAL UPDATE - Staff from multiple county and city departments met to evaluate next steps.</p> <p>Some progress was made; however, with the onset of Q3 (the popular event season) participants focused efforts on engaging planned event organizers relative to safety.</p> <p>Administration has sought a legal memo from Corporation Counsel on</p>

	<ul style="list-style-type: none"> Recently, the workgroup met to restart its work. 	possible.					the scope of county authority, particularly with respect to incorporated areas, unincorporated areas with county zoning, and unincorporated areas that have not adopted county zoning. The results of that memo may impact our next steps.
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 workforces. Chamber of Commerce representatives have expressed that the shortage is having impacts on labor shortages. 	<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>Marathon County was lead grant applicant on behalf of approximately sixteen local organizations in Dream Up! grant application filed on 4.4.2022, seeking technical assistance in developing strategic plan to address local childcare shortage.</p> <p>We were awarded the grant in May 2022 and have held our first of four strategic planning sessions. Work should conclude in August. In addition to technical assistance, the grant does provide for \$75,000 to implement the local strategic plan.</p> <p>Group meetings continue to develop strategic plan.</p> <p>Desired Future state articulated by the Group has been - All working families in Marathon County have accessible, affordable, quality childcare in their community</p>