



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: Wednesday, August 10, 2022 at 1:00 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 July 14, 2022**
5. **Educational Presentations and Committee Discussion**
 - A. Follow Up on [2018-2022 Strategic Plan Discussion](#) from each of the Standing Committees
 1. What new strategies need to be added to the existing Objectives in the plan?
 2. Should any of the strategies under your Objectives be prioritized?
 3. Are there any Objectives and/or Strategies from the [2016 Comprehensive Plan](#) be added to the Strategic Plan?
6. **Operational Functions Required by Statute, Ordinance, or Resolution - None**
7. **Policy Issues for Discussion and Possible Action**
 - A. Follow Up on Administrator's Work Plan
 1. Prioritization of Each Project on the Work Plan
 2. Potential Additions to the Work Plan
 - a. Possibility of detail of costs for each department based on statutory requirements and level of service
 3. Potential Deletions from the Work Plan
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, September 8, 2022 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 AMENDED AGENDA WITH MINUTES

Date & Time of Meeting: Thursday, July 14, 2022 @ 3:00 p.m.

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

Committee Members:

Table with 2 columns: Name, Status. Rows include Kurt Gibbs, Craig McEwen, Matt Bootz, Chris Dickinson, Jacob Langenhahn, Jean Maszk, John Robinson, Rick Seefeldt, Michelle Van Krey.

Staff Present: Lance Leonhard, Mike Puerner, Kim Trueblood

Others Present: Supervisors Baker, Morache, and Ungerer

- 1. Call Meeting to Order
2. Public Comment - None
3. Approval of the Executive Committee Meeting Minutes from June 9, 2022
4. Educational Presentations and Committee Discussion
5. Operational Functions Required by Statute, Ordinance, or Resolution

Committee went into closed session at 4:15 p.m.

- C. Motion to return to Open Session (roll call vote not required) Motion by Maszk, Second by Langenhahn to return to open session. Motion carried on a voice vote, unanimously. Open session resumed at 5:25 p.m.
- 6. **Policy Issues for Discussion and Possible Action:** None
- 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, August 11 at 3:00 p.m.
- 8. **Adjournment** – Motion by Dickinson, Second by Langenhahn to adjourn. Motion carried on a voice vote, unanimously. Meeting adjourned at 5:30 p.m.

Minutes prepared by Kim Trueblood, County Clerk

Suggested Modifications from the Infrastructure Committee to the 2018-2022 Strategic Plan

8.7 – Strive to provide affordable, reliable, high-speed internet access throughout the county

A – Mark as complete, and modify to add a new strategy

- A(1)
 - o Support the Broadband Task Force in executing continued comprehensive approach to delivering county-wide high-speed internet access, ~~including fiber, copper, powerline, cellular, Wi-Fi, new radio frequencies, satellite, and other emerging technologies~~, with a particular focus on addressing unserved and underserved areas.

B – strike the last two words of the strategy (otherwise leave as is).

- Promote partnerships between carriers/providers and government

C – ~~No Change Suggested~~ Modify as follows:

- Develop ~~financial~~ incentives to encourage carriers/providers to commit to helping accomplish this objective in Marathon County

D – No Change Suggested

- Establish a dig-once policy for county roadway reconstruction and bridge projects that engages providers in a discussion about whether to include conduit for fiber.

E – Modify to provide as follows:

- Assist Marathon County citizens by providing information regarding available carriers within their general areas of the county.

Outcome Measures

- Deem the outcome measure complete as currently drafted.
- Add the following two measures:
 - o By December 31, 202~~2~~4, develop an improved data inventory relative to internet service speeds available through the county.
 - o By December 31, 2023, ensure 85% of households have access to high-speed internet (50 MBPS/10 MBPS)

10.12 – Maintain Infrastructure to support economic growth

A – No Change Suggested

B – Modify to provide as follows:

- Support technology in the workplace and at home, particularly through access to broadband.

C – Eliminate this strategy

- Committee expresses that this is not viewed as a primary function of county government, but rather an obligation of municipalities.

D – No Change Suggested

E – Eliminate this Strategy

- Committee views this as a primary function of municipalities, as opposed to county government

F – Modify to provide as follows:

- Secure state and federal funding to maintain and/or develop infrastructure—including multimodal transportation features—and support economic growth.

ADD strategy G

- Maintain an updated County Highway Safety Plan

ADD strategy H (See Objective 10.13 from Comprehensive Plan)

- Maintain the partnership between Portage and Marathon Counties to support and strengthen Central Wisconsin Airport as a regional airport.

Outcome Measures

- 1 – No Change Suggested
- 2 – Eliminate as drafted and replace with the two following measures:
 - o Implement at least three Federal Highway Administration Safety Countermeasures based on information from the 2021 Marathon County Roadway Safety Plan, or its successor, on an annual basis.
 - o Staff report to Infrastructure Committee relative to Convene a meeting of local to feedback from municipal leaders (elected or appointed) ~~to gather feedback~~ on safety concerns on the county highway and multimodal transportation systems following quarterly safety meetings.

Strategy A

Develop a plan to reduce childhood trauma.

Strategy B

Create a trauma-informed care system.

Strategy C

COMPLETE

Develop a comprehensive risk-based assessment to address juvenile offenders to reduce the likelihood of recidivism.

Strategy D

Develop a framework for building resilient children.

Strategy E

COMPLETE

may 26, 2020

The County Board will approve a plan that creates a trauma-informed response system for services we provide.



OBJECTIVE 3.3: Ensure that every child makes it to adulthood with health, stability, and growth opportunities.

At 92.3%

By December 31, 2022, there will be an increase in high school graduation rates from 92% to 95% in Marathon County.

Baseline: 92% in 2015–2016
Source: 2017–2019 LIFE Report

Outcome Measure 1

↑ 174 to 193 in 2021

By December 31, 2022, there will be a reduction in the number of out-of-home care days experienced by children in Marathon County.

Baseline: 136 in 2015; 184 in 2016; 200 in 2017 (year placement equivalent)
Source: Marathon County Department of Social Services

Outcome Measure 2

PASS i TIC

By December 31, 2019, at least one practice change will be implemented that is aimed at decreasing the number of young adults (age 17–21) in Marathon County jail who were the subject of a court order for services as a child.

Baseline: To Be Determined
Source: Marathon County Department of Social Services

Outcome Measure 3

Departments Contributing

- Clerk of Courts
- County Administration
- Corporation Counsel
- Health
- Library
- Parks, Recreation, and Forestry
- Sheriff's Office
- Social Services
- UW-Extension

Working Draft of Strategic Plan Progress Update 3.3

3.3 Ensure that every child makes it adulthood with health, stability, and growth opportunities.

A: Develop a plan to reduce childhood trauma.

1. Restorative Justice Services are more widely utilized in efforts to reduce formal referrals to Juvenile Court.
2. *Marathon County DSS's youth justice practice now consistently includes social workers offering services prior to the formal court disposition in efforts to engage youth and families early to reduce likelihood of recidivism and deeper involvement in the court system.
3. *The youth justice program has contracted with a new provider to evaluate and deliver evidence-based services that can positively impact the rehabilitative process for youth.

B. Create a trauma informed care system.

Pursuant to Family First Prevention Services Act, continue to create strategies to decrease out of home care days and lessen the need for removal of children from their homes and return to home more quickly when placement does need to occur.

1. Creation of two FTE family support specialists in 2021 provides parent education in families homes and reduced reliance on out of home care.
 - a. From 02/02/2021 through 5/31/2022, 80 families completed the parent education service and received support from the family support specialists. Out of these 80 families, 86% have had no new Child Protective Services reports and 96% of families had children that did not re-enter out of home care.
2. Planning for Marathon County CASA, Court Appointment Special Advocates, is underway with implementation planned for Spring 2023. CASA is a national program that provides trained volunteers to meet frequently with children and provide information to the Children's Court regarding the status and needs of children under a court order. CASA's outcomes include reduction of out of home care days. The program can work with children in home and out of home, as ordered by the court.
3. DSS has presented data relative to the racial disparity that exists in the Wisconsin child welfare system statewide, and specific to Marathon County. The illustrated data shows more children of color are reported for youth justice violations and for being victims of child maltreatment, as compared to youth who are white, in proportion to our population demographics. Education and discussion have occurred with social workers and updates to mandated reporter education curriculum has been made to include relevant data.
4. Our Judicial Engagement Team (JET) comprised of legal partners and child welfare partners including schools, work to improve outcomes for families through the children's court system. In June 2022, a template was created and shared with partners to simplify court ordered conditions, tailoring them to individual children and family needs. This effort is designed to support parents in proactively engaging in changes required to move their cases through the court system and be successful in parenting their children.

C. Develop a comprehensive risk-based assessment to address juvenile offenders to reduce the likelihood of recidivism.

COMPLETE: Marathon County DSS was one of the first counties to utilize the YASI (Youth Assessment and Screening Instrument) that provides risk assessment for recidivism and case plan tools to build on protective factors.

D. Develop a framework for building resilient children.

1. In 2022, Social Services, local school district officials, and justice system partners updated our truancy intervention process to improve student attendance and graduation rates.
2. In April 2022, DSS was invited to be part of a housing collaborative with the Department of Children and Families. This demonstration project will provide access to grants and technical assistance to address the gap in affordable housing for child welfare families. The goal is to reduce the need to place children in out of home care or delay their return due to inadequate or unsafe housing.

E. The County Board will approve a plan that creates a trauma informed response system for services we provide.

COMPLETE: The county board approved a plan to create a trauma informed response system on May 26, 2020.

Outcome Measure 1 – By December 31, 2022, there will be an increase in graduation rates from 92% to 95% in Marathon County.

- Life Report (2019-2021) Marathon County's high school graduation rate is 92.3% compared to 89.6% statewide. This is a slight increase over the rate reported in the 2017-19 LIFE Report of 92.0%

Outcome Measure 2 – By December 31, 2022, there will be a reduction in the number of out-of-home care days experienced by children in Marathon County.

- The number of out of home care days (year equivalent) increased from 174 in 2020 to 193 in 2021. However, the overall cost of placements decreased by \$316,793 because more children were successfully placed in lower cost and more family-like settings. Placements in relative care and foster care increased while placements in residential care decreased.

Outcome Measure 3 - Two practice changes are noted in Letter A above*

2020 Progress Update follow-ups:

1. STS Training- our county wide employee orientation continues to provide an introduction to this topic to all staff with an explanation of resources available. Departments with significant impact (DSS, Sheriff, Justice System) have implemented departmental strategies to mitigate risk.
2. Handle with Care – program was not able to be utilized during the pandemic and when virtual school is in session. DSS plans to renew this program with Wausau School District this fall school year.
3. PASS – In 2022, a social worker grad student provided support to two elementary schools which resulted in increased student attendance and helping parents understand the importance of consistent school attendance.
4. Trauma Informed Care Organizational Assessment.
 - a. Departments continue to implement practices as opportunities arise. TIC principles have been incorporated into recent large building projects.
 - i. Social Services future space at Lake View Drive Campus will feature a RISE UP mural in the lobby and family visitation room to create a warm and welcoming environment for those who utilize our facility.
 - ii. Regional Forensic Science Center designs have included a separate family consultation and grieving area to ensure that families have sufficient privacy to interact with staff about confidential or sensitive issues and take time necessary process their grief.
 - b. Inservice Training events have continued to provide educational opportunities for staff relative to TIC principles.

Strategy A

Develop a continuum of services within a therapeutic community.

Strategy B

Attract and retain qualified treatment providers and behavioral educators.

Strategy C

Develop more mechanisms to ensure access to treatment across the County.

Strategy D

Develop a more comprehensive approach to crisis prevention and serving people (adults and children) in crisis.

Strategy E

Develop comprehensive mental health treatment options for criminal justice populations and others with criminogenic treatment needs.

Strategy F

Conduct a Community Needs Assessment and create a plan to address identified gaps in service.



OBJECTIVE 3.7: Ensure that every person has local access to effective mental health treatment.

17% decrease

By December 31, 2022, Emergency Detentions in Marathon County will decrease by 25%.

Baseline: To Be Determined
Source: North Central Health Care

Outcome Measure 1

2019 20% Life Report

By December 31, 2022, the percentage of LIFE Report community survey respondents who reported not seeing a mental health provider when needed will be less than 15%.

Baseline: 21.5% in 2017
Source: 2017-2019 LIFE Report

Outcome Measure 2

2019 26%

By December 31, 2022, the percentage of high school students in Marathon County who felt so sad or hopeless every day for two or more weeks in a row that they stopped doing usual activities during the 12 months before the survey will be less than 20%.

Baseline: 23.6% in 2017
Source: 2017 Marathon County Youth Risk Behavior Survey

Outcome Measure 3

Departments Contributing

- Clerk of Courts
- County Administration
- Corporation Counsel
- District Attorney
- Emergency Management
- Health
- North Central Health Care
- Sheriff's Office
- Social Services
- Veteran's

Working Draft of Strategic Plan Progress Update 3.7

3.7 Ensure that every person has local access to effective mental health treatment.

A. Develop a continuum of services within a therapeutic community.

1. North Central Health Program offering enhancements to treatment continuum:
 - Lakeside Recovery medically monitored treatment is a 21-day substance abuse recovery program operated 24 hours a day in a community-based setting (<https://www.norcen.org/services/addiction/lakeside-recovery>). The program is being expanded to 16 beds and from a 21-day program to a 28-day program in the fall of 2022.
 - The Crisis Community Based Residential Facility (CBRF) is a therapeutic mental health and substance abuse stabilization program operated 24 hours a day in a voluntary setting. In 2018, the number of beds expanded from 6 to 12 (<https://www.norcen.org/services/mental-health/residential-services>). Due to construction and COVID restrictions, NCHC has currently reduced beds to 8 and will have capacity for 16 beds in fall of 2022.
 - Intensive Outpatient (IOP) and Day Treatment programs were revitalized in 2018 and continue operation in 2022. IOP provides a group setting for clients who need more intensive substance abuse treatment than typical outpatient services, but who do not meet the level of care needed for Day Treatment. Day Treatment provides a more structured and intensive recovery program and requires a significant amount of support while individuals are obtaining treatment (<https://www.norcen.org/services/addiction/substance-abuse-day-treatment>).
 - The Community Treatment Program has grown and currently offers the services of 28 case management staff to meet increasing client volumes. Individual Placement & Support or Supported Employment is provided to help promote the recovery of people who have a mental illness to find and keep a job and utilize their skills (<https://bit.ly/mc-ctp>).
 - In 2018, the Linkage and Follow-Up Program was created for individuals on commitment and settlement agreements. This program continues today.
 - Began the North Central Health Care reconstruction project. NCHC broke ground on the reconstruction project to expand the Community-Based Residential Facility (CBRF) and to build a Youth Psychiatric Hospital to open in late 2020 (<https://www.norcen.org/about-us/renovations>).

B. Attract and retain qualified treatment providers and behavioral educators.

1. Continued participating in the Central Wisconsin Psychiatry Residency Program. NCHC partnered with the Medical College of Wisconsin to provide an inpatient and crisis experience for the Psychiatric Residency Program. Medical residents begin their residency with Inpatient and Emergency rotations within the Behavioral Health Services Department and to date, three residents have been hired post-graduation. The residency partnership with the Medical College of Wisconsin continues to bring qualified medical staff into Central Wisconsin (<https://bit.ly/mc-prp>).

C. Develop more mechanisms to ensure access to treatment across the County.

1. School-Based Mental Health Consortium.
 - The Marathon County Health Department provided support and professional development for school staff to aid efforts to improve children’s mental well-being via an Advancing a Healthier Wisconsin endowment. This was instrumental in providing on-site mental health counseling to students in all Marathon County public school districts as of March 2018 (see: <https://bit.ly/mc-mhc>). Learn more through the 2017–2018 Impact Report (see: <http://healthymarathoncounty.org/priority-areas/behavioral-health>). The Marathon County Board approved acceptance of funds providing for the 3rd phase of the program, which means that Marathon County will be working with partners to ensure the sustainability and coordination of existing services through the end of the grant term.
2. Criminal Justice-related access
 - Developed the Crisis Assessment Response Team (CART). The purpose of CART is to interact with individuals who are in some form of crisis (<https://bit.ly/mc-cta>). The interactions build rapport, and the team works with other agencies to care for and maintain the person’s wellbeing without placing the person in emergency detention or jail. CART includes one Marathon County Sheriff’s Deputy and one Wausau Police Officer teamed with crisis counselors from NCHC. Prior to CART being implemented, 45% of calls regarding persons in crisis were detained by law enforcement at mental health facilities. There have been preliminary discussions relative to expanding CART to other law enforcement agencies and increasing hours of operation.
 - Secured a grant to create a Medication-Assisted Treatment (MAT) program at the Marathon County Jail. MAT is an evidence-based decision-making initiative that combines behavioral therapy and medications to treat substance abuse. This program continues in 2022. One limitation to this program is available prescribing staff. Further expansion of this program is being explored.
3. Community Partners Campus Lease effort
 - The County Board allocated ARPA funds to lease space at the Community Partners Campus to, among other things, provide a venue and mechanism for individuals to access mental health services virtually while they are at the CPC location.
4. NCHC Telehealth utilization
 - During the pandemic, NCHC focused on expanding access to services through telehealth services. NCHC staff are working to develop strategies to further utilize telehealth services.

D. Develop a more comprehensive approach to crisis prevention and serving people (adults and children in crisis).

1. NCHC related programs

- Inpatient Hospital renovation – the renovation project referenced above has afforded single-occupancy rooms within the crisis center, which will enhance quality of care and the ability of NCHC to more effectively manage census.
 - CBRF, Youth and Adult Hospital, and Detoxification programs have each had facility-related enhancements through the renovation project.
2. Justice-system Crisis enhancements
 - CIT/CIP training programs
 - Implementation of these programs across the Sheriff’s Office and other law enforcement agencies within Marathon County has improved our ability to accurately identify individuals in crisis.
 - CART – see note above

E. Develop comprehensive mental health treatment options for criminal justice populations and others with criminogenic treatment needs.

1. CJCC/EBDM
 - In 2021, Marathon County formally created by ordinance the Criminal Justice Coordinating Council. The principal mission of the CJCC is to improve the administration of justice and promote public safety through community collaboration, planning, research, education, and system-wide coordination of criminal justice initiatives. The CJCC is comprised of representatives from the County Board, justice system stakeholders, NCHC, various county departments, and the public. Additional information regarding the CJCC is available here - <https://www.co.marathon.wi.us/Government/CountyBoard/BoardsCommittees/CriminalJusticeCoordinatingCouncil.aspx>
2. CIT/CIP training programs – see note above
3. CART – see note above

F. Conduct a community needs assessment and create a plan to address identified gaps in service.

1. In 2019, North Central Health Care retained a consultant to conduct a needs assessment and strategic plan to identify service gaps and mechanisms to address them. Given the impact of the pandemic and limited capacity that effort was paused. Following the selection of new leadership at NCHC, it is anticipated that the needs assessment work will be revisited.

Outcome measures

1. By December 31, 2022 Emergency Detentions in Marathon County will decrease by 25%.
 - Total detentions in 2021: 324
 - Total detentions in 2020: 302
 - Total detentions in 2019: 389
 - Percent change since 2019 is approximately a 17% decrease.
 - Source: Marathon County Corporation Counsel

2. By December 31, 2022 the percentage of Life Report community survey respondents who reported not seeing a mental health provider when needed will be less than 15%.
 - In 2019, 20% of LIFE Report community survey respondents reported not seeing a mental health provider when needed.
 - Source Marathon County Pulse:
<https://www.marathoncountypulse.org/indicators/index/view?indicatorId=9313&localeId=3136>
3. By December 31, 2022, the percentage of high school students in Marathon County who felt so sad or hopeless every day for two of more weeks in a row that they stopped doing usual activities during the 12 months before the survey will be less than 20%.
 - In 2019, 26% of high school students in Marathon County felt so sad or hopeless almost everyday for two or more weeks in a row that they stopped doing some usual activities during the 12 months before the survey.
 - Source: Marathon County Pulse:
<https://www.marathoncountypulse.org/indicators/index/view?indicatorId=6693&localeId=3136>

Strategy A

Develop a comprehensive approach to address use of heroin and meth.

Strategy B

Complete an inventory of programs, services, and community initiatives in relationship to best practices led or supported by Marathon County Government that contribute to mitigating and preventing drug misuse and abuse.

Strategy C

Identify gaps in programs/services and community initiatives and opportunities for public/private partnerships to further efforts to mitigate and prevent drug misuse and abuse.

Strategy D

Identify and advance public policy that would support the mitigation and prevention of drug misuse and abuse among residents of Marathon County.

Strategy E

Identify and track data points to measure the impact of drug misuse and abuse among residents of Marathon County.

OBJECTIVE 7.2: Mitigate the impacts of heroin and methamphetamine epidemics in Marathon County through evidence-based practices.



Not implemented

By March 1, 2019, an outcome measure will be established to measure the quality of life for adults in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.

Baseline: To Be Determined
Source: North Central Health Care

Outcome Measure 1

99% in 2019

By December 31, 2022, 3% or less of high school students in Marathon County will report having taken prescription drugs without a doctor's prescription one or more times in the past 30 days.

Baseline: 4.6% in 2017, 3.8% in 2015
Source: 2017 YRBS^{*} Survey

Outcome Measure 2

same

By December 31, 2022, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

Baseline: 9.8 per 100,000 residents/40 deaths, 2014-2016
Source: WISH^{**}

Outcome Measure 3

Departments Contributing

- Clerk of Courts
- Corporation Counsel
- County Administration
- District Attorney
- Health
- North Central Health Care
- Sheriff's Office

* Youth Risk Behavior Survey
** Wisconsin Interactive Statistics on Health

Working Draft of Strategic Plan Progress Update 7.2

7.2 Mitigate the impacts of heroin and methamphetamine epidemics in Marathon County through evidence-based practices.

A: Develop a comprehensive approach to address use of heroin and meth.

1. Work to address each of the four pillars of drug strategy (Prevention, Harm Reduction, Law Enforcement, and Treatment) (see e.g., <https://www.dhs.wisconsin.gov/scaoda/scaoda-heroin-report-20140630.pdf>)
 - a. Prevention
 - i. Health Department staff have continued prevention education outreach work through the AOD Partnership.
 - ii. Drug Endangered Children initiatives have been a focus of law enforcement and Child Protective Services.
 - iii. Marathon County Medication Drop Box Program takes unwanted or expired prescriptions, along with over-the-counter medications intended for people and pets, and disposes of them in an appropriate manner (<https://bit.ly/mc-mdb>). The program provides a safe place to dispose of medications, decreasing the risk for medications being misused, ingested accidentally, or ending up in our groundwater. In 2018, the program expanded by adding two new locations in Edgar and Spencer, bringing the total number of locations to eight in Marathon County. Athens, Mosinee, and Stratford added medication drop box locations in 2019, leading to all municipalities in Marathon County participating in the program. 100% of pharmacies in Marathon County promote the locations of the medication drop boxes (<http://aodpartnership.org/resources>). The program was established in 2010 through a collaboration of the Health Department, Law Enforcement, Solid Waste, and Alcohol and Other Drugs Partnership.
 - b. Harm Reduction
 - Expanded access to naloxone (Narcan) treatment products to law enforcement personnel.
 - Collaborative efforts have been made across all forms of County government with the purpose of reducing the number of overdoses resulting in emergency medical care and/or death. Overdose numbers continue to ebb and flow. Naloxone products have been identified nationwide as a lifesaving tool when applied as soon as possible to an individual in an opiate induced overdose state. Local law enforcement partnered with the Wausau Fire Department to secure naloxone products for area patrol cars. Naloxone products have an expiration date, so this partnership continued further in ensuring doses available are not outdated by a swapping process between medical providers and first line responders. The availability of naloxone products in the field deployed by area law enforcement has resulted in overdosing individuals to be recovered and saved rather than result in a fatality.

Saving a person who made a poor choice in using an opiate-based product permits the opportunity to change their behavior and potentially assist the subject in transitioning from controlled substance abuse to a healthier lifestyle, which benefits the medical community, law enforcement, and especially the person saved and his or her family members. Another reason for law enforcement officers to carry naloxone products is that in the environments they frequent, they could come in contact with, ingest, or inhale opiate-based products, resulting in the officers and/or K9 partner needing a naloxone treatment to survive. Accidental overdoses by either personnel or K9s in the law enforcement community is a frequently occurring event nationally. Providing these products helps keep our community and those who serve in the law enforcement profession safer.

c. Treatment

- i. Expanded North Central Health Care (NCHC) Mental Health and Substance Abuse Counseling. This includes:
 - Lakeside Recovery medically monitored treatment is a 21-day substance abuse recovery program operated 24 hours a day in a community-based setting (<https://www.norcen.org/services/addiction/lakeside-recovery>). The program is being expanded to 16 beds and from a 21-day program to a 28-day program in the fall of 2022.
2. The Crisis Community Based Residential Facility (CBRF) is a therapeutic mental health and substance abuse stabilization program operated 24 hours a day in a voluntary setting. In 2018, the number of beds expanded from 6 to 12 (<https://www.norcen.org/services/mental-health/residential-services>). Due to construction and COVID restrictions, NCHC reduced beds to 8 and will have capacity for 16 beds in fall of 2022.
3. Intensive Outpatient (IOP) and Day Treatment programs were revitalized in 2018 and continue operation in 2022. IOP provides a group setting for clients who need more intensive substance abuse treatment than typical outpatient services (see: <https://bit.ly/mc-iop>), but who do not meet the level of care needed for Day Treatment. Day Treatment provides a more structured and intensive recovery program and requires a significant amount of support while individuals are obtaining treatment (<https://www.norcen.org/services/addiction/substance-abuse-day-treatment>).
4. The Community Treatment Program has grown and currently offers the services of 28 case management staff to meet increasing client volumes. Individual Placement & Support or Supported Employment is provided to help promote the recovery of people who have a mental illness to find and keep a job and utilize their skills (<https://bit.ly/mc-ctp>).
5. Secured a grant to create a Medication-Assisted Treatment (MAT) program at the Marathon County Jail. MAT is an evidence-based decision-making initiative that combines behavioral therapy and medications to treat substance abuse. This program continues in 2022. One limitation to this program is available prescribing staff. Further expansion of this program is being explored.

d. Law Enforcement

i. Expanded the Central Wisconsin Narcotics Task Force (CWNT).

1. The Marathon County Sheriff's Office developed a specialized unit to investigate controlled substance trafficking in this area in the late 1970s. The team was identified as the Special Investigations Unit (SIU). SIU has evolved from two Sheriff's Office staff to now include staff from the Sheriff's Office, Wausau Police Department, and Everest Metro Police Department. SIU was an effective unit, with cases being prosecuted at the Federal level on a frequent basis. This success resulted in the Federal Bureau of Investigation (FBI) wanting to partner with SIU in developing CWNT. CWNT members are from the FBI, Marathon County Sheriff's Office, and Lincoln County Sheriff's Office, and the Wisconsin Department of Justice Division of Criminal Investigation. CWNT is headquartered and supervised by the Marathon County Sheriff's Office. The purpose of CWNT is to conduct criminal investigations against individuals trafficking in controlled substances, in particular opiates and methamphetamine in central Wisconsin and also to provide case information to law enforcement at the Federal, State and local levels throughout the nation. Discussions are occurring with other area law enforcement agencies to assign staff to CWNT (<https://bit.ly/mc-cwnt>). Success is measured by the disruption of controlled substances flowing into this community, the number of traffickers arrested, and the successful prosecution of those persons in the Federal or State system. Local interdiction efforts and information sharing is having national-level implications by identifying traffickers and taking effective action against them before they can impact this community with their illegal trade.

ii. Explored options for diversion program expansion for methamphetamine and heroin:

1. The District Attorney's Office is offering Deferred Entry of Judgment agreements on felony possession charges if the defendant starts Alcohol and Other Drug Abuse treatment in the pretrial stage. The goal is to encourage individuals to obtain treatment as early as possible in the criminal justice system and to reward individuals who are self-motivated to change. The program is collaborating with community partners to make treatment more accessible to this population.

iii. Implemented the Marathon County Drug Recovery Court

1. Marathon County Drug Treatment Court is operated through a contract with ATTIC Correctional Services and Marathon County Justice Programs (<https://correctionalservices.org>). The program is grant funded at \$150,000 per year through Wisconsin Department of Justice Treatment Alternatives and Diversion (TAD) Grant Funds and a tax levy match of \$50,000. It follows the National Association of Drug Court Professionals' 10 key components and is an evidence-based program.

The program provides a minimum of 14 months of treatment services, case management, sober housing, drug testing, and community supervision. The Drug Court Team includes judicial participation and representation from justice programs, ATTIC Correctional Services, Wisconsin Probation and Parole, State Public Defenders Office,

Marathon County District Attorney's office, Marathon County Sheriff's Office, Marathon County Social Services, City of Wausau Police Department, and Marathon County Corporation Council.

The Drug Recovery Court Program serves high-risk and high-need drug-dependent individuals facing felony drug-related charges. All participants are admitted into the program as a plea agreement in place of a prison sentence. Priority is given to individuals with children in out-of-home placement.

Since the program began in March 2018, 69 people have been served and 11 participants have been reunited with their children, affecting a total of 18 children. Six participants are actively working toward reunification with their children. The collaboration of accountability and treatment greatly increases active participation in the recovery process and significantly reduces drug use and further criminal activity.

B: Complete an inventory of programs, services, and community initiatives in relationship to best practices led or supported by Marathon County Government that contribute to mitigating and preventing drug misuse and abuse.

1. Complete – inventory prepared by the Health Department and presented to the Public Safety and Health & Human Services Committee in September of 2018 for consideration.
 - Available here (page 2 – 39) -
https://www.co.marathon.wi.us/Portals/0/Departments/MCB/Archives/Standi ng%20Committees/Health%20and%20Human%20Services%20Committee/2018/HHSC_20180917_Packet_Joint_PS.pdf

C: Identify gaps in programs/services and community initiatives and opportunities for public/private partnership to further efforts to mitigate and prevent drug misuse and abuse.

1. Completed with Strategy B – see note above

D: Identify and advance public policy that would support the mitigation and prevention of drug misuse and abuse among residents of Marathon County

1. Potential Public Policy recommendations were contained with the report specified in Strategy B.

E: Identify and track data points to measure the impact of drug misuse and abuse among residents

1. Marathon County Pulse

- The pulse platform provides general data on a wide variety of subjects tied to our goal of being the healthiest, safest, and most prosperous county in the State of Wisconsin. The platform is accessible online at <https://www.marathoncountypulse.org/>
- Specific data relative to alcohol and drug misuse and abuse is available here - <https://www.marathoncountypulse.org/?module=topiccenter&controller=index&action=subtopic&topicId=71&contentType=indicator>

Outcome Measure 1 - By March 1, 2019 an outcome measure will be established to measure the quality of life for adults in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.

- Anticipate evaluation of all data measures with hiring of new leadership at NCHC in Q3 of 2022. Quality of life measure has not been implemented at this time.

Outcome Measure 2 - By December 31, 2022, 3% or less of high school students in Marathon County will report having taken prescription drugs without a doctor's prescription one or more times in the past 30 days.

- Teens Who Ever Used Prescription Drugs without a Prescription (High School): 9% in 2019 (compared with 8.4% in 2015 and 11.1% in 2017)
- Source: Marathon County Pulse
<https://www.marathoncountypulse.org/indicators/index/view?indicatorId=7211&localeId=3136>

Outcome Measure 3 - By December 31, 2022, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

- The age-adjusted death rate due to drug overdoses has trended down slightly as of 2020 and there is no statistical significance in the change from prior years. This data was last updated in 2021.
 - 2015 11.6
 - 2016 13.4
 - 2017 12.8
 - 2018 9.5
 - 2019 12.6
 - 2020 11.2
- Source: Marathon County Pulse
<https://www.marathoncountypulse.org/indicators/index/view?indicatorId=8141&localeId=3136> and Wisconsin Department of Health Services