



# MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

**REVISED**

Date & Time of Meeting: **Thursday, January 14, 2021, at 4:00 p.m.**

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

**Committee Members:** Kurt Gibbs Chair; Craig McEwen, Vice-Chair; Matt Bootz; Tim Buttke; Randy Fifrick; Sara Guild, Jacob Langenhahn, Alyson Leahy, John Robinson, E.J. Stark

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

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number: 1-408-418-9388. Access Code: 146 1597938** No other number is required to participate in the telephone conference

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

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)**
3. **Approval of the November 12, 2020 and December 10, 2020 Executive Committee Meeting Minutes**
4. **Policy Issues for Discussion and Possible Action**
  - A. Board Size Task Force Report Recommendations
  - B. CDBG-CV Program Funds Application
    - 1) Should Marathon County proceed with application for Community Development Block Grant funds?
5. **Operational Functions Required by Statute, Ordinance, or Resolution**
  - A. Proposed Outcome Measures for Objective 3.8 in the Marathon County Strategic Plan
  - B. Resolution Declaring Marathon County "A Community for All"
  - C. Administrator's 2021 Work Plan
    - 1) Prioritization of Work Plan items and recommendation to be forwarded to the County Board
  - D. New Position Request – Communication and Engagement Strategist
  - E. Discussion and Possible Action: Procedures to be followed to Conduct Public Hearing and County Board Vote in the Event a Proposal to Withdraw from the Wisconsin Valley Library System is Forwarded to County Board by the Marathon County Public Library Board.
  - F. The Executive Committee may consider a Motion to Go into Closed Session pursuant to §19.85(1) (c) Wis. Stats. to consider performance evaluation data of a public employee over which the governmental body has jurisdiction or exercises responsibility, namely: the County Administrator. **[Roll Call Vote Suggested]**
  - G. Motion to Return to Open Session [Roll Call Vote not necessary]
  - H. Possible Announcements or Action Resulting from Closed Session
6. **Educational Presentations/Outcome Monitoring Reports**

**7. Next Meeting Date & Time, Location, Future Agenda Items**

- Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
- Next Meeting: **Thursday, February 11, 2021, at 4:00 p.m.** in the Courthouse Assembly Room

**8. Announcements**

**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 715-261-1500 one business day before the meeting.

**SIGNED** /s/ Kurt Gibbs

Presiding Officer or Designee

FAXED TO: Wausau Daily Herald, City Pages, and  
FAXED TO: Other Media Groups  
FAXED BY: T. Ranallo  
FAXED DATE: 1-13-2021  
FAXED TIME: 1:30 PM

NOTICE POSTED AT COURTHOUSE

BY: T. Ranallo  
DATE: 1-13-2021  
TIME: 1:30 PM



## MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Friday, November 12, 2020, 4:00 p.m.

Courthouse Assembly Room (WEBEX), Courthouse, 500 Forest St, Wausau WI 54403

Attendance:	Present	Absent	Vice-Chairs
Kurt Gibbs, Chair	X		
Craig McEwen, Vice-Chair	W		
Matt Bootz	W		Brent Jacobson W
Tim Buttke	W		Michelle Van Krey W
Randy Fifrick	W		Sandi Cihlar W
Sara Guild	W		Ka Lo W
Jacob Langenhahn	W		
Alyson Leahy	W		
John Robinson	W		
E J Stark	W		

**Also Present:** Lance Leonhard, Jason Hake, Mike Puerner, John Graveen, Toshia Ranallo, Mary Palmer,

**Web/Phone:** Jean Maszk, MaryAnne Groat, Tammy Stratz, Katie Rosenberg

### 1. Call Meeting to Order

Meeting was called to order by Chair Kurt Gibbs at 4:00 p.m.

### 2. Public Comment: None

### 3. Policy Issues Discussion and Committee Determination

#### A. Downtown Wausau Mall renovation project

##### 1. Does the Committee support the Administrator signing a letter of support for the project?

#### **Discussion:**

Chair Gibbs directed the committee to discuss the question of whether to or not to support the project. He stated that the values of the TIFs and TIDs and how the city funds it, is a discussion for the Finance Committee. Bootz, Robinson, and Gibbs indicated they support the letter.

#### **Action:**

**MOTION BY ROBINSON; SECOND BY McEWEN TO AUTHORIZE ADMINISTRATOR LEONHARD TO SIGN THE LETTER OF SUPPORT FOR THE PROJECT. MOTION CARRIED.** Mayor Rosenberg thanked the committee for approving this letter.

#### B. Possibly Apply for Community Development Block Grant-Coronavirus Funds (CDBG-CV) - (Supervisor William Harris and Community Development Manager Tammy Stratz for the City of Wausau).

#### **Discussion:**

Supervisor Harris verified the County would not be in competition with Wausau for this grant and 13% could be used for administration expenses. To prepare for the grant the county would need to identify the scope, tentative budget, create a narrative, and a time table. Once the funds are administered and the contract is signed, the county has two years to distribute the funds.

The committee discussed the capacity of in-house resources, including the number of staff members and time needed. They would like to ensure there are minimal disruptions to these departments. It was suggested to reach out to county partnerships such as MCDEVCO and North Central Community Action for assistance as they are already familiar with CDBG

processes.

Administrator Leonhard suggested having this grant housed in either the veteran's office, finance department, or social services.

**Action:**

***MOTION BY ROBINSON; SECOND BY BUTTKE TO REACH OUT TO COUNTY PARTERSHIPS AND IN-HOUSE DEPARTMENTS TO ASSIST IN THE GRANT PROCESS AND SUBMIT THE LETTER OF INTENT, ONLY IF IT IS DOABLE WITH MINIMAL DISRUPTIONS TO IN-HOUSE DEPARMENTS. MOTION CARRIED.***

**4. Next Meeting Time, Location, Agenda Items and Reports to the County Board**

- Committee members are asked to bring ideas for future discussion and educational presentations for the County Board – email agenda items to Chair Gibbs
- Next regular meeting: Thursday, December 10, 2020 at 4:00 p.m. in the Courthouse and WebEx/Phone

**5. Announcements:** None

**6. Adjournment**

There being no further business to discuss, **MOTION BY McEWEN; SECOND BY BUTTKE TO ADJOURN THE MEETING.** Meeting adjourned at 4:55 p.m.

Respectfully submitted by,  
Toshia Ranallo



# MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Date & Time of Meeting: **Thursday, December 10, 2020, at 4:00 p.m.**

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

MEMBERS	PRESENT	ABSENT	VICE-CHAIRS	PRESENT
Kurt Gibbs, Chair		Excused	Brent Jacobson	W
Craig McEwen, Vice-Chair	X		Michelle Van Krey	
Matt Bootz		Excused	Sandi Cihlar	W
Tim Buttke	W		Ka Lo	
Randy Fifrick	W			
Sara Guild	W			
Jacob Langenhahn	W			
Alyson Leahy	W			
John Robinson	W			
E J Stark	W			

**Also Present:** Lance Leonhard, Jason Hake, Toshia Ranallo, Mary Palmer, Scott Corbett, others  
**Web/Phone:** John Happli, Others

1. **Call Meeting to Order** - The meeting was called to order by **Vice Chair McEwen at 4:00 p.m.**
2. **Public Comment (15 Minutes)** - None
3. **Approval of the November 6, 2020, Executive Committee Meeting Minutes** – Motion by **J. Langenhahn** seconded by **R.Fifrick** to approve the minutes as printed. Motion carried.
4. **Policy Issues Discussion and Committee Determination** - None
5. **Operational Functions Required by Statute, Ordinance, or Resolution** - None
6. **Educational Presentations/Outcome Monitoring Reports**

**A. Update on Broadband Task Force**

**Discussion:** J. Robinson gave the following update: Marathon County is partnering with area internet service providers on two projects to expand high speed internet access in Marathon County. These projects would significantly increase access to high speed internet throughout the County. The first phase is with Wittenberg Telephone for the Town of Reid and a small portion of the Town of Ringle, southwest of the Village of Hatley. This project would provide high speed fiber service to 85 residences and 3 businesses in this area. The County is also partnering with Bug Tussel Wireless, Northwoods Connect and Network Professionals. A State of Wisconsin Public Service Commission grant was submitted on December 1, 2020 to assist in these efforts. The collaborative Marathon County Wireless Broadband Expansion Project includes fixed wireless infrastructure at 19 existing and proposed tower locations. The northern tier of Marathon County is a priority area due to the current lack of high speed internet, cellular, and landline phone service.

**Follow through:** No follow through needed.

**B. Update on County Board Size Task Force**

**Discussion:** J. Robinson indicated it will be the recommendation of the Board Size Task Force committee to remain a 38 member board. This committee reviewed 118 comments from citizens. There were an overwhelming support to continue as a 38 member board due to distress in government, remaining a diverse board, and concerns that resident’s voices would be lessened with a smaller board. In January, Robinson indicated there will be a report presented first to the Executive Committee and then

forwarded onto the County Board. It will be brought before the county board again in February for possible action.

Follow through: No follow through needed.

### **C. Review of WCUTA Resolution**

**Discussion:** J. Robinson explained this resolution was generated to try and get counties and municipalities that have utilities to take a stand and ask for an increase in utility payments. The HR Finance Committee recently discussed and supports this resolution.

Follow through: No follow through needed.

### **D. NCCAP Annual Reporting**

**Discussion:** Administrator Leonhard stated North Central Community Action Program (NCCAP) was one of five identified non-profits in the 2020 budget that administration was directed to work with, to move from what had been an expressed allocation of funding through the county board budget process, to a contract for services model for that same amount of direct funding that had been provided for in the budget. This report is one example of a summary of their efforts. Administrator Leonhard will continue to work with the other 4 non-profits for similar reports.

Follow through: No follow through needed.

### **E. Administrator's 2021 Work Plan**

**Discussion:** The Full board will be asked to approve the work plan in January. Administrator Leonhard requests the committee review the document, identify any tasks that might have been excluded, and prioritize and rank the items. He asked the committee to provide any information to him and Chair Gibbs.

**Follow through:** Administrator Leonhard will email the committee the most updated version of the [2021 Work Plan](#).

## **7. Next Meeting Date & Time, Location, Future Agenda Items**

- Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
- Next Meeting: **Thursday, January 14, 2021, at 4:00 p.m.** in the Courthouse Assembly Room

**8. Announcements** – McEwen, thanked Mary palmer for her years of service and congratulated her and wished her well during her retirement.

**9. Adjournment** – Motion by J. Robinson seconded by Buttke to adjourn the meeting at 4:35 p.m.

Respectfully submitted by,  
Toshia Ranallo



STATE OF WISCONSIN  
DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor  
Joel Brennan, Secretary  
Susan Brown, Division Administrator

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December 18, 2020

Kurt Gibbs, County Board Chair  
Marathon County  
500 Forest Street  
Wausau WI 54403

RE: Marathon County 2020 Community Development Block Grant for Coronavirus (CDBG-CV) Intent to Apply

Dear Chairperson Gibbs:

The Wisconsin Department of Administration (DOA) Division of Energy, Housing and Community Resources (DEHCR) received Marathon County's Intent to Apply for the Community Development Block Grant for Coronavirus (CDBG-CV) program.

To be considered for a CDBG-CV award, the unit of general local government (UGLG) must have submitted an Intent to Apply with a project that meets a CDBG national objective and prevent, prepare for or respond to the Coronavirus. DEHCR's review of Marathon County's application revealed that your potential project could meet the program requirements. DEHCR invites you to submit a full application for review. Funds have been set aside in the amount you requested. You may receive an award if a complete application is submitted that provides detailed documentation on how the need your project addresses, arose directly because of the Coronavirus. This need could not exist in the same manner prior to the pandemic.

Please go to our CDBG-CV website, linked below, for the application materials. Final applications are due by 4:00 PM on February 26, 2021.

[https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG\\_Coronavirus.aspx](https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG_Coronavirus.aspx)

Should you have any questions regarding our review process, decision or next steps, please contact me at (608) 333-8047 or David.Pawlisch@Wisconsin.gov.

Sincerely,

*David J. Pawlisch*

David Pawlisch, Director  
Bureau of Community Development  
Division of Energy, Housing and Community Resources



COMMUNITY DEVELOPMENT BLOCK GRANT  
COVID-19 response (CDBG-CV) Intent to Apply

**Eligibility:** Applicants must have identified a project that prevents, prepares for or responds to COVID-19.

**Applicant Information:**

Applicant: County of Marathon  
(Town, Village, City or County)

Address: 500 Forest Street, Wausau, WI 54403

E-Mail Address: [Lance.Leonhard@co.marathon.wi.us](mailto:Lance.Leonhard@co.marathon.wi.us)

Contact Person: Lance Leonhard Telephone: 715-261-1402

Region: Central Region

**Project Area/National Objective:** (Town, Village, City, County, Census Tract, etc.) Please be as specific as possible and include estimated number of people that will benefit from the project and what national objective you will meet:

The project covers the townships that include all areas in Marathon County outside the Wausau City limits and has two primary goals: (1) preventing homelessness from eviction or foreclosure by providing rental or mortgage assistance and (2) ensuring the sustainability of Marathon County’s small businesses, as the restrictions from COVID-19 have forced them to close and reopen with changing operating restrictions from the State and Health Department that decrease customers and revenue.

With respect to preventing homelessness due to eviction or foreclosure, our initiative would be led by North Central Community Action Program (NCCAP). We anticipate the anticipated number of households who need assistance to be well over 500 and that said households consist of over 2100 individuals. We know this because NCCAP has identified approximately 325 underserved households presently, as it has exhausted current funding streams for individuals outside of the city of Wausau and the CARES CDBG funding it has received is only available to those living within the city of Wausau. The need for these CDBG funds is made more significant by the fact that other funding sources are not available to assist with home mortgages and there is a significant population that is housing instable due to the pandemic impacting their ability to pay their mortgage. The average rent paid in Marathon County for a household is \$746.00 plus utilities. Generally, mortgage payments for the population served by NCCAP ranges from \$625.00 to \$1,000.00. Most of these households require anywhere from one to six months of assistance to maintain housing stability due to the COVID pandemic.

With respect to ensuring the sustainability of Marathon County’s small businesses throughout the pandemic, we know that every small business in Marathon County has been impacted negatively by the pandemic. The small business with less than ten (10) employees along with independent contractors and sole proprietors normally did not qualify for any of the funding programs from the federal government or the funds ran out. For Marathon County small businesses, MCDEVCO was only able to obtain \$50,000.00 from private sources to present 50 businesses with \$1000.00 grants. This left us with 40 small businesses that applied that we had to let them know that we ran out of funds and could not assist them once again. From the start of *Safer at Home*, MCDEVCO has and continues to talk with over 625 businesses throughout the county that required some kind of financial assistance to keep their doors open. As we did not have the funds, we had to direct them to other resources. The larger reality is that per the U.S. Census Bureau the County in 2012 (which is the most current data) has 10,129 small businesses. Small businesses are the backbone of our county as they contribute to the growth and innovation of our community. They stimulate economic growth by providing two-thirds of net new jobs locally –



many representing the low-to-middle income bracket. Small businesses buy and support local keeping four times the money in our County. They pay local taxes that benefit roads, schools, and our community. Resources for funding as the pandemic continues is being an urgent local need as business owners are deciding if they can save their businesses or should close the doors. Closing will also leave our community with the low-to-middle income bracket out of work and empty building throughout the county.

**Proposed Activity:** Describe the activities to be funded through the CDBG-CV including how the activities prevent, prepare for, or responds to COVID-19. Please identify who will administer the federal CDBG regulations or assist in delivery of the project.

**RENTAL/MORTGAGE ASSISTANCE** - Our Rental and/or mortgage assistance program would provide assistance to households who have a loss of income due to the effects of COVID, due to contracting COVID, or quarantining due to exposure to COVID. North Central Community Action Program staff would meet with clients who live in Marathon County to provide the necessary screening. NCCAP would ensure households meet the criteria for this funding as well as provide to clients additional referrals to community resources where appropriate. As a sub-recipient NCCAP would be responsible for the fiscal administration of the proposed activity (preparing vouchers, issuing checks to landlords or mortgage holders, complying with OMB and audit requirements, as well as the record keeping, demographic data capturing, and quarterly reporting requirements to Marathon County Government.

North Central Community Action Program's experience in providing rental assistance and working collaboratively with community partners and in providing referrals expands over 40 years.

**SMALL BUSINESS GRANTS** - MCDEVCO has administered the City of Wausau CDBG funds for over 30 years and is contracted to also administer their CARES funding to assist the city's small businesses impacted by the pandemic. We are very familiar with HUD quarterly reporting requirements and appropriate use of funds. We also have 44 years of gap financing administration of public and private funds. Our website represents the online application process along with internal controls, policies and procedures, and required documentation and compliance required by administrators. Every year MCDEVCO has a yellow book audit to ensure to those who entrust us with funds that we are doing our due diligence. The Marathon County pandemic fund would provide required assistance to businesses throughout the county that continue to struggle from having to close to reopening with ever changing requirements as the pandemic continues to grow. The funding that we believe that is required to ensure our small business stay open is grants that range from Two Thousand Five Hundred dollars (\$2,500.00) to Five Thousand dollars (\$5,000.00). Basic criteria for Marathon County business eligibility to receive a grant includes:

- Business must have been in operation as of March 25, 2020.
- Business must be physically located in the Marathon County. This loan is not for franchises.
- Business must either have been closed as nonessential or had operations severely limited by the State of Wisconsin Safer-at-Home orders and continue to struggle to be sustainable with new regulations.
- Business must have 10 or fewer fulltime equivalent employees as of March 25, 2020.
- Sole proprietor and Independent Contractors are also eligible along with LLC's. and Corporations that meet the requirements.
- Property management, real estate rental and real estate sales businesses are not eligible.
- Businesses already receiving funds from the SBA's Payroll Protection Program (PPP), Economic Injury Disaster Loan (EIDL) program, 20/20 Small Business, insurance disaster claims, and financial institutions cannot duplicate allocation of funding. No refinancing of debt allowed.
- For every grant received, a low-to-middle income position must be retained and/or created.

Partnership that MCDEVCO will offer will be our educational programming and one-on-one mentoring program to assist the small business to be sustainable.

MCDEVCO will also implement advertising through Facebook advertising, print, radio, and TV to inform small businesses of the program. Lastly, we have an email list of over 1,100 businesses, community leaders, and individuals that we will use to get the information to the small businesses.

We will collaborate with the Wausau Chamber (to inform small businesses), the Hmong Chamber, Marathon County and all Municipality leaders through our weekly meetings of the funding for their businesses, and area financial institutions to share with their small businesses that are struggling.

**Budget Narrative:** Please include information on whether additional funding including local funds will be required and the status of that funding commitment.

**RENTAL/MORTGAGE ASSISTANCE** - Additional funding will not be required for the proposed activity. Households not meeting the requirements for this activity relating to COVID, will be diverted to other housing programs operated by North Central CAP as available.

**SMALL BUSINESS GRANTS** – Additional funding will not be required for the proposed grants. For applicants that may not qualify for this program MCDEVCO will work with to find other resources for them. The requested amount is \$500,000.00, which equates to between 100-200 small businesses that can be assisted with grants ranging from \$2500.00 to \$5,000.00.

Please list the funds being requested for each activity. You may apply for one or more program activities. Add more lines if necessary

<b>PROJECT COMPONENT(S)</b>	<b>CDBG-CV</b>	<b>\$</b>	<b>AMOUNT</b>
1. Rental/Mortgage Assistance		\$	500,000
2. Small Business Grants		\$	500,000
3. Administration, up to 13% of project cost		\$	100,000
<b>TOTAL CDBG-CV PROJECT BUDGET</b>		\$	<b>1,100,000</b>

**Time Table:**

What is the anticipated time frame in which you will complete the proposed activities/project?

**RENTAL/MORTGAGE ASSISTANCE** - At this time, hundreds of households are in immediate need of rental or mortgage assistance. NCCAP expects once funding is available, upon the award to Marathon County to operation this program, NCCAP would be able to connect with households quickly and utilize the funding through December 31, 2021.

**SMALL BUSINESS GRANTS** – MCDEVCO is positioned to begin delivering this program immediately upon awarding of the grant to Marathon County. This funding is required immediately as the pandemic continues to hurt small businesses, as they struggle to stay open.

**Grantee Representative:**



(Lance Leonhard)

(Signature)

County Administrator

(Title)

November 18, 2020

(Date)

**Please submit this completed form via email to: [CDBGCV@Wisconsin.gov](mailto:CDBGCV@Wisconsin.gov)**

**Enter the following on the subject line: “County/City/Village/Town of (Blank) CDBG-CV Intent to Apply”.**

**COMMUNITY DEVELOPMENT BLOCK GRANT – COVID- 19 (CDBG-CV)  
MARATHON COUNTY – APPLICATION PREPARATION PROCESS**

**CHARTER**

**Team:** Oversight Committee consisting of members from County Administration, County Board, NCCAP representative/s, MCDEVCO representative/s, and a Project Manager.

**Problem Statement:** Complete and submit grant application to DOA for approval of the CDBG-CV for Marathon County by Feb 26, 2020. DEHCR announcing awards within CDBG Housing Regions through a competitive process by March 26, 2020. Grant agreement development with DOA to initiate Marathon County Program/Projects with quarterly reporting and completion within two years from application approval.

**County Requirements:**

- Intent to Apply Submitted by Lance Leonhard, County Administrator Nov 18, 2020 for \$1,100,000  
Project Components:
  - Rental /Mortgage Assistance      \$500,000
  - Small Business Grants              \$500,000
  - Administration Cost                  \$100,000
- DOA Approval to Complete Grant Application received
- Competitive Process by CDBG Housing Regions – Seven Regions in the state of Wisconsin, Marathon County is in Central Region with nine counties
- County Executive Committee Review Jan 14, 2020
- Name Project Manager and Oversight Committee
- Contact Partners (MCDVECO and NCCAP) to assist with Grant Application Process
- Time commitment for CDBG-CV Application Process – 26 hours in very short timeframe:
  - 8 hours for County Project Manager
  - 10 hours Partners
  - 6 hours Oversight Committee
  - 2 hours Corporation Counsel’s office

**Tools:**

- CDBG-CV Intent to Apply completed/submitted by Lance Leonard on November 18, 2020
- Grant Application booklet dated 12/21/2020 outlining the process
- Presentation by David Pawlisch and Mark Staff, DOA

**Controls/Limitations:**

- Funds must be used for COVID preparedness, prevention or response
- Must proposed programs must meet a CDBG National Objective:
  - 80% below County Low to Moderate Income (LMI) Benefit
  - Urgent Local Need (ULN) of which a pandemic does qualify
- Cannot be receiving funding from another source such as CARES Act funding at the same time, however CAN end one source of funding and start a new source (properly audit/document)  
(Note: Rural Broadband Expansion, HUD Funding examples of another funding source).

- Presumed benefit group – homeless, transit housing, elderly, etc.
- Cannot supplant or replace municipal expenditures
- Total COVID cases in County data obtained from DHS and does not need to be provided
- Public Hearing Notice 5 days reduced from 14 days due to short turn-around time
- DOA understands that public surveys are not going to be completed due to deadline for application
- Matching Funds are Not Required

### **PROJECT SCOPE**

The project covers the townships that include all areas in Marathon County outside the Wausau City limits and has two primary goals: (1) preventing homelessness from eviction or foreclosure by providing rental or mortgage assistance and (2) ensuring the sustainability of Marathon County’s small businesses, as the restrictions from COVID-19 have forced them to close and reopen with changing operating restrictions from the State and Health Department that decrease customers and revenue.

#### **Preventing Homelessness Due to Eviction or Foreclosure:**

- North Central Community Action Program (NCCAP) would have project oversight, grant management, fund distribution and quarterly reporting requirements.
- Impacting an estimate of 500 households consist of over 2100 individuals in Marathon County (outside the City of Wausau).
- Current funding streams are exhausted and CARES funding only applies to within the City of Wausau.
- The need for CDBG – CV funds could assist with home mortgages for rural home owners directly impacted by the COVID-19 pandemic.
- The need for CDBG-CV funds could assist with rental/utilities for rural residents who rent a home or apartment directly impacted by the COVID-19 pandemic.
- NCCAP would need to assist with identifying specific area outside the Wausau City Limits.

#### **Sustainability of Small Businesses Directly Impacted by the COVID-19 Pandemic:**

- MCDEVCO would have project oversight, grant management, fund distribution and quarterly reporting requirements.
- Small businesses, outside the City of Wausau, with less than ten (10) employees along with independent contractors and sole proprietors normally do not qualify for funding programs from the federal government or the funds ran out.
- 625 businesses throughout the county required financial assistance due to the direct impact of the COVID-19 pandemic.
- There is 10,129 small businesses in Marathon County (2012 Census Data), which is the economic backbone for Marathon County to the not only sustain but grow rural communities. Small business owners and employees pay local taxes to fund school, roads, and community programs.

## TIMELINE

01/14/21 – Present to County Executive Committee (Jill Geoffroy and Vicki Tylka)

01/15/21 – Identify Project Manager, and Citizen Participation Plan (Oversight) Committee to comply with membership requirements, and MCDEVCO and NCCAP Partners

01/18/21 – Contact Committee Members and Schedule Oversight Committee Meetings

01/18/21 – Share Grant Application and Other Tools with Committee, MCDEVCO, and NCCAP

01/20/21 (or 21 or 22) – First Citizen Participation Plan Committee (Oversight) Committee Meeting

- Answer any questions about Tools and Application Process that was sent to each on 1/18/21
- Form Sub-committees based on expertise and assign tasks to each member or sub-committee
- Draft a Public Notice with Agenda and select date for Citizen Participation Plan Public Hearing
- Write Citizen Participation Plan (CPP)
- Identify business locations within Marathon County (i.e. townships, etc.)
- Identify housing areas – rental apartments, rural farm communities, transit housing areas, homeless shelters

01/21/21, 01/26/21 - County Board Meetings

- Resolution to Adopt a Citizen Participation Plan
- Appointment of members to the Citizen Participation Plan Committee

01/25/21 – 01/28/21 Assigned work to be completed by Project Manager, Oversight Committee and Partners (MCDEVCO and NCCAP).

01/28/21 – Progress Check-In (Committee via email)

- MCDEVCO and NCCAP
  - Project Budget Form and Itemized Costs (Financial)
  - Project Narrative with Supporting Documentation
  - Acquisition/Relocation Questionnaire and Plan
- Project Manager - gather questions send to DOA (David Pawlisch)
- Citizen Participation Plan DRAFT document
- Corporation Counsel – Marathon County Fair Housing Ordinance, Statement of Assurances, Lobbying Certification, document review and advise as needed

01/29/21 – Post Public Meeting Notice (i.e. Citizen Participation Hearing) (5 days prior to meeting)

- Purpose to receive citizens' views
- Provide explanation of Community development needs, objectives, and strategies
- CDBG - CV program including goals, objectives, application process, amount of funds available, timetable, eligible activities, etc.

01/29/21-2/5/21 Finalize materials for Citizen Participation Hearing

02/05/21 – Draft documents due to Project Manager

02/08/21 (or 9 or 10 or 11) – Hold CPP Public Hearing, Sign-In Sheet, Meeting Minutes

02/15/21 – 02/16/21 – Project Manager works with MCDEVCO and NCCAP on Grant Application

02/17/21 (or 18) – Citizen Participation Plan (Oversight) Committee Meeting – Forms and supporting Document Final Review

02/23/21 – Final Documents and supporting attachments review by Lance Leonhard, Corp Counsel

02/24/21 – Submission to DOA (prior to deadline in case any documents need edit/changes)

**APPLICATION CHECKLIST**

<b>CDBG CORONAVIRUS APPLICATION</b>				
<b>ATTACHMENTS AND SUPPORTING DOCUMENTATION CHECKLIST</b>				
Topic	Documents	Required for All Apps	Included with this application submission?	
			YES	NO
Citizen Participation	1. Adopted Citizen Participation Plan (CPP)	✓	<input type="checkbox"/>	
	2. Citizen Participation Public Hearing Notice ( <i>with proof of publication [if required] and/or clerk's certification of posting dates and locations [if required]; and proof of adequate advance notice [which must be at least 2 weeks (14 days) notice or the equivalent of a Class 2 Notice] in accordance with the UGLG's CPP in effect on the date of the first notice</i> )	✓	<input type="checkbox"/>	
	3. Citizen Participation Public Hearing Certification Form	✓	<input type="checkbox"/>	
	4. Public Hearing Meeting Minutes ( <i>with the attendees listed in the Minutes or on a separate Sign-In Sheet provided</i> )	✓	<input type="checkbox"/>	
	5. Policy for Non-Violent Civil Rights Demonstrations/Prohibiting the Use of Excessive Force and Enforcing State & Local Laws Prohibiting Physically Barring Entrances/Exits	✓	<input type="checkbox"/>	
Financial	6. CDBG CV Project Budget Form ( <i>attachment for Part 6 of this application</i> )	✓	<input type="checkbox"/>	
	7. Detailed Itemization of Project Costs ( <i>including applicable supporting documentation, for Part 6 of this application and the CDBG CV Project Budget Form</i> )	✓	<input type="checkbox"/>	
	8. Matching Funds Documentation ( <i>if applicable</i> )		<input type="checkbox"/>	<input type="checkbox"/>
Project Area / Service Area	9. Map(s) of Project Area (nature and location(s) of project activities)	✓	<input type="checkbox"/>	
	10. Service Area Demographic Profile Form	✓		
	11. Map(s) of Service Area (location(s) of where primary beneficiaries live)	✓	<input type="checkbox"/>	
	12. Map(s) of Utility Service in Project Area & Service Area ( <i>if applicable</i> )		<input type="checkbox"/>	<input type="checkbox"/>
	13. LMI Calculation Worksheet (Form 8 of Income Survey Data Forms document), if HUD LMI Summary Data (LMISD) for multiple census blocks or multiple local governments that make up the entire service area were used to calculate the LMI percentage for the service area; or if a combination of HUD LMISD and income survey data were used to calculate the LMI percentage for the service area ( <i>if applicable</i> )		<input type="checkbox"/>	<input type="checkbox"/>
Income Survey	14. Income Survey Certification Letter from DEHCR ( <i>if applicable; and if received certification of survey results from DEHCR prior to application</i> )		<input type="checkbox"/>	<input type="checkbox"/>
	15. Income Survey Packet [including Income Survey Data Forms] ( <i>if applicable; and if did not receive certification of survey results from DEHCR prior to application</i> )		<input type="checkbox"/>	<input type="checkbox"/>
	16. Letter from Limited Clientele Facility/Program ( <i>if applicable</i> )		<input type="checkbox"/>	<input type="checkbox"/>

Limited Clientele	17. Income Limits Used by Limited Clientele Facility/Program (if applicable)		<input type="checkbox"/>	<input type="checkbox"/>
Fair Housing	18. Potential Fair Housing Actions Checklist (Specifying the three (3) actions that the local community will undertake)	✓	<input type="checkbox"/>	
	19. Fair Housing Ordinance	✓	<input type="checkbox"/>	
Acquisition / Relocation	20. Residential Anti-Displacement and Relocation Assistance Plan (RADRAP)	✓	<input type="checkbox"/>	
	21. Acquisition/Relocation/Demolition Questionnaire	✓	<input type="checkbox"/>	
Other	22. Authorizing Resolution to Submit CDBG CV Application	✓	<input type="checkbox"/>	
	23. Project Narrative Supporting Documentation		<input type="checkbox"/>	<input type="checkbox"/>
	24. Statement of Assurances	✓	<input type="checkbox"/>	
	25. Lobbying Certification	✓	<input type="checkbox"/>	

**STATE OF WISCONSIN**  
Department of Administration



**Community Development Block Grant –  
Coronavirus (CDBG CV)**



**Grant Application**

**12/21/2020**





## **CDBG CV PROGRAM CONTACT INFORMATION**

Questions regarding the program or application can be directed to the email address provided below.

**Do not mail applications. Applications will only be accepted via email to the address below.**

**Applications are due by 4 PM on February 26, 2021 to the email address below.**

Telephone: David Pawlisch, Director  
Bureau of Community Development  
(608) 333-8047

Email: [CDBGCV@wisconsin.gov](mailto:CDBGCV@wisconsin.gov)

### **PLEASE NOTE:**

CDBG CV Grant Application materials can be downloaded from the Bureau of Community Development section on the Division of Energy, Housing and Community Resources website at: [https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG\\_Coronavirus.aspx](https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG_Coronavirus.aspx). Please **download the electronic document(s) prior to application submission** to ensure that you are referencing the most up-to-date version of the application as periodic revisions may have been made since this copy was printed.

**Wisconsin Department of Administration  
Division of Energy, Housing and Community Resources**

**Community Development Block Grant  
Coronavirus (CDBG CV)  
Grant Application**

PART 1 - GRANT REQUEST		
Grant Request Amount: \$ [ ] [ ]	Other Funding, if applicable: \$ [ ] [ ]	Total Project Cost: \$ [ ] [ ]
Project Scope: <input type="checkbox"/> Community-Wide <input type="checkbox"/> Neighborhood, District, or Site-Specific		
Project Title: [ ] [ ]		
Brief Project Description: [ ] [ ]		
If Project receives CDBG funding: Project Begin Date (MM/YY): [ ] [ ] / [ ] [ ]                    Project Completion Date (MM/YY): [ ] [ ] / [ ] [ ]		

PART 2 - APPLICANT INFORMATION			
<b>APPLICANT</b> (Unit of General Local Government [UGLG]): [ ] [ ]			Population: [ ] [ ]
UGLG Type: <input type="checkbox"/> City <input type="checkbox"/> Village <input type="checkbox"/> Town <input type="checkbox"/> County	County: [ ] [ ]		
Senate District #: [ ] [ ]	Assembly District #: [ ] [ ]		
Joint Application? <input type="checkbox"/> No <input type="checkbox"/> Yes (If yes, list other unit[s] of government): [ ] [ ]			
Chief Elected Official (CEO): [ ] [ ]			Title: [ ] [ ]
Clerk: [ ] [ ]			Title: [ ] [ ]
Municipal Administrator: [ ] [ ]			Title: [ ] [ ]
Treasurer/Finance Director: [ ] [ ]			Title: [ ] [ ]
UGLG Street Address: [ ] [ ]			
UGLG Mailing Address if different than above: [ ] [ ]			
City: [ ] [ ]	Zip: [ ] [ ]	DUNS #: [ ] [ ]	
UGLG Phone: ( [ ] [ ] ) [ ] [ ] - [ ] [ ]	UGLG Fax: ( [ ] [ ] ) [ ] [ ] - [ ] [ ]	FEIN: [ ] [ ]	
UGLG E-Mail: [ ] [ ]		Clerk E-Mail: [ ] [ ]	
<b>Chief Elected Official's Signature:</b> [ ] [ ]			Date: [ ] [ ]
Application Contact			
Name: [ ] [ ]		Title: [ ] [ ]	
Firm/Company/Entity: [ ] [ ]			
Mailing Address: [ ] [ ]			
City: [ ] [ ]		State: [ ] [ ]	Zip: [ ] [ ]
Phone: ( [ ] [ ] ) [ ] [ ] - [ ] [ ]	Fax: ( [ ] [ ] ) [ ] [ ] - [ ] [ ]	E-Mail: [ ] [ ]	

### PART 3 - INITIAL ELIGIBILITY

Provide or acknowledge the following to demonstrate initial application eligibility. *Contact the Bureau of Community Development if any answer in this section is "No":*

**Yes No**

- |                          |                          |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. The Unit of General Local Government (UGLG) certifies that it is a non-entitlement community that does not receive CDBG funds directly from the Department of Housing and Urban Development (HUD).   |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. UGLG's adopted <i>Citizen Participation Plan</i> is attached.  |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Documentation of the first public hearing notice, verifying that the notice was published in accordance with the UGLG's <i>Citizen Participation Plan</i> in effect on the date of the first notice; and adequate advance notice was given for the public hearing [which must be at least 2 weeks (14 days) notice or the equivalent of a Class 2 Notice] in accordance with the UGLG's <i>Citizen Participation Plan</i> in effect on the date of the first notice is attached. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. <i>Citizen Participation Public Hearing Certification</i> is attached.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Public Hearing Meeting Minutes [with attendees listed in the Minutes or on separate sign-in sheet(s) provided] are attached.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. <i>Authorizing Resolution to Submit CDBG Application</i> is attached.  |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. <i>Statement of Assurances</i> is attached.  |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. <i>Lobbying Certification</i> is attached.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. <i>Potential Fair Housing Actions</i> checklist is attached.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. The UGLG acknowledges that if the project is funded, the UGLG will be required to complete the environmental review process <b>before</b> the UGLG can receive grant funds.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 11. The UGLG acknowledges that if this project is funded, Professional Services for Grant Administration will be properly procured in compliance with Federal, State, and local requirements.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. The UGLG understands that the contract for professional services is between the UGLG and the professional services provider; the State is <b>not</b> responsible or a part of that relationship.  |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. The UGLG acknowledges responsibility for ensuring that CDBG contract requirements are met. The fees paid for grant application preparation and grant administration may be published on DEHCR's web page.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. The UGLG certifies it is not debarred from receiving federal grant funds.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. The UGLG understands that incomplete applications may be denied before review and denial of incomplete applications <b>cannot</b> be appealed.  |

\_\_\_\_\_ **By initialing, the Chief Elected Official (CEO) certifies that the eligibility information noted above is complete and accurate.**

*Contact the Bureau of Community Development if any answer in this section is "No."*

## PART 4 - CDBG NATIONAL OBJECTIVE AND PROJECT BENEFICIARIES

1. Will the proposed project benefit the entire community?  Yes  No
  - How many total individuals will benefit from the project? \_\_\_\_\_
  - Of those who will benefit, how many individuals meet the qualification of LMI? \_\_\_\_\_
  
2. Which CDBG National Objective does your proposed project meet and which method(s) was/were used to demonstrate National Objective compliance? (Answer using the checkboxes below.)
  - Benefit to Low- and Moderate-Income Persons
    - Area Benefit using HUD Local Government LMI Summary Data  
(only for projects having community-wide benefit or having primary benefit to multiple entire communities)
    - Area Benefit using HUD Census Block LMI Summary Data  
(only for projects with a service area that is coterminous with one or more census blocks)
    - Area Benefit using Income Survey Data  
(for projects for which an income survey was conducted to determine the LMI percentage of the service area)
    - Area Benefit using combination of HUD LMI Summary Data and Income Survey Data  
(for projects for which the LMI percentage calculation for the total service area was made by using the aggregate totals for the population and number of LMI persons from a combination of HUD LMISD for part of the service area and income survey data for the rest of the service area)
    - Limited Clientele - HUD presumed group: \_\_\_\_\_  
Provide the justification for Limited Clientele (LMC) on the next page.
    - Retention or Creation of Permanent Jobs  
(at least 51% of the jobs retained or created must be held by LMI persons)
    - Microenterprise Assistance  
(a person developing a microenterprise; or a commercial enterprise that has five or fewer employees, one or more of whom owns the enterprise)
    - Housing Assistance  
(rental or mortgage assistance; transitional housing)
  
  - Urgent Local Need (ULN)

HUD's regulation found at 24 CFR 570.483 (d) and policy guidance in meeting a National Objective states that to qualify under the Urgent Local Need Objective the project activity must alleviate conditions that meet **all** of the following criteria:

    1. Pose a serious and immediate threat to the health or welfare of the community; **and**
    2. Are of recent origin or which recently became urgent, meaning that the conditions developed or became critical within 18 months preceding the certification; **and**
    3. The local government is unable to finance the activity on its own, and other sources of funding are not available to carry out the activity.

Please note: Additionally, HUD's guide to "*Meeting a National Objective*" states planning grants are not allowed under the Urgent Local Need objective and activities designated solely to *prevent* a threat will not qualify. Provide justification below.

**Provide the justification for Urgent Local Need (ULN) on the next page.**

**For Limited Clientele, briefly explain how the project:**

1. Exclusively benefits persons in one or more Limited Clientele groups that are generally presumed by HUD to be principally Low- and Moderate-Income (LMI) persons (*refer to page 3-14 at [https://www.hud.gov/sites/documents/DOC\\_17134.PDF](https://www.hud.gov/sites/documents/DOC_17134.PDF) for the list of the Limited Clientele groups*); or
2. Supports an activity that requires information on family size and income so that it is evident that at least 51.0% of the clientele are persons whose family income does not exceed the LMI limit; or
3. Supports an activity of such a nature and in such a location that it may reasonably be concluded that the activity's clientele will primarily be LMI persons; or
4. Will remove material or architectural barriers to mobility or accessibility of elderly persons or of adults meeting the Bureau of Census' Current Population Reports definition of "severely disabled" for an *existing* public facility.

*(Limit the narrative to this page with not less than 11-point font.)*

*(Insert Text Here.)*

---

**For Urgent Local Need (ULN), briefly explain how the activity will alleviate conditions that:**

1. Pose a serious and immediate threat to the health or welfare of the community; and
2. Are of recent origin or which recently became urgent, meaning that the conditions developed or became critical within 18 months preceding the certification; and
3. The local government is unable to finance the activity on its own, and other sources of funding are not available to carry out the activity.

*(Limit the narrative to this page with not less than 11-point font.)*

*(Insert Text Here.)*

**PART 5 – PROJECT DESCRIPTION NARRATIVE (2 Pages Max.)**

1. Current condition of the problem:  
(Insert Text Here.)
2. Describe the increased frequency with which the problem occurs due to the coronavirus pandemic as compared to the situation prior to coronavirus. (Include supporting documentation in the attachments when necessary):  
(Insert Text Here.)
3. Number of persons and/or households affected by the problem compared to before the coronavirus pandemic:  
(Insert Text Here.)
4. Effect(s) of the problem if left untreated:  
(Insert Text Here.)
5. Extent to which this proposed CDBG CV project will prepare, prevent or respond to coronavirus.:  
(Insert Text Here.)
6. Scope of work:  
(Insert Text Here.)
7. Extent to which CDBG CV funding is needed to complete the project:  
(Insert Text Here.)

## PART 6 – CDBG CV PROJECT BUDGET

APPLICANT: \_\_\_\_\_

DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_

Check ALL that apply (by double-clicking on the box and selecting the “Checked” option) and include the applicable documents (see below) with the “Financial Attachments” section of this application:

- CDBG-CV Project Budget Form (Required)** – Check box to acknowledge this required form is included in the attachments for *Part 6*.
- Detailed project budget with itemized costs (Required)** – Check the box to acknowledge this required documentation is included in the attachments for *Part 6*. A detailed itemization of project costs (e.g., engineer’s estimate or similar itemization of costs) must be attached and should be reconcilable with the total costs of the project and costs for each activity listed in the *CDBG CV Project Budget Form*.
- Matching Funds documentation**– Check the box if match funding supporting documentation is included in the attachments for *Part 6*. If the total project costs will exceed the amount available in CDBG CV funds and the UGLG will be covering the remaining costs with Matching Funds, the UGLG is advised to include a *Resolution to Commit Matching Funds* (recommended) to demonstrate the UGLG’s commitment to contribute Matching Funds for the costs exceeding the CDBG CV funds available for the project; and provide all relevant documentation available at the time of application to verify the Matching Funds amounts and sources listed as Applied, Pending, Committed, Secured/Awarded, and/or having Other status on the *CDBG CV Project Budget Form*.

### Grant Administration and Professional Services Information:

- Yes     No    Will CDBG funds be used to pay (in whole or in part) costs for any Grant Administration or other professional services associated with this project?

**Important Notice:**

*If Grant Administration or any other professional services are funded with CDBG, then they must be competitively procured in accordance with state and federal CDBG requirements, in addition to meeting the municipality’s local procurement policies.*

*If the professional services will be funded solely with match funds, then the services must be secured in accordance with the municipality’s local procurement policies.*

**CDBG CORONAVIRUS APPLICATION**

**ATTACHMENTS AND SUPPORTING DOCUMENTATION CHECKLIST**

Topic	Documents	Required for All Apps	Included with this application submission?	
			YES	NO
Citizen Participation	1. Adopted Citizen Participation Plan (CPP)	✓	<input type="checkbox"/>	
	2. Citizen Participation Public Hearing Notice <i>(with proof of publication [if required] and/or clerk's certification of posting dates and locations [if required]; and proof of adequate advance notice [which must be at least 2 weeks (14 days) notice or the equivalent of a Class 2 Notice] in accordance with the UGLG's CPP in effect on the date of the first notice)</i>	✓	<input type="checkbox"/>	
	3. Citizen Participation Public Hearing Certification Form	✓	<input type="checkbox"/>	
	4. Public Hearing Meeting Minutes <i>(with the attendees listed in the Minutes or on a separate Sign-In Sheet provided)</i>	✓	<input type="checkbox"/>	
	5. Policy for Non-Violent Civil Rights Demonstrations/Prohibiting the Use of Excessive Force and Enforcing State & Local Laws Prohibiting Physically Barring Entrances/Exits	✓	<input type="checkbox"/>	
Financial	6. CDBG CV Project Budget Form <i>(attachment for Part 6 of this application)</i>	✓	<input type="checkbox"/>	
	7. Detailed Itemization of Project Costs <i>(including applicable supporting documentation, for Part 6 of this application and the CDBG CV Project Budget Form)</i>	✓	<input type="checkbox"/>	
	8. Matching Funds Documentation <i>(if applicable)</i>		<input type="checkbox"/>	<input type="checkbox"/>
Project Area / Service Area	9. Map(s) of Project Area (nature and location(s) of project activities)	✓	<input type="checkbox"/>	
	10. Service Area Demographic Profile Form	✓		
	11. Map(s) of Service Area (location(s) of where primary beneficiaries live)	✓	<input type="checkbox"/>	
	12. Map(s) of Utility Service in Project Area & Service Area <i>(if applicable)</i>		<input type="checkbox"/>	<input type="checkbox"/>
	13. LMI Calculation Worksheet (Form 8 of Income Survey Data Forms document), if HUD LMI Summary Data (LMISD) for multiple census blocks or multiple local governments that make up the entire service area were used to calculate the LMI percentage for the service area; or if a combination of HUD LMISD and income survey data were used to calculate the LMI percentage for the service area <i>(if applicable)</i>		<input type="checkbox"/>	<input type="checkbox"/>
Income Survey	14. Income Survey Certification Letter from DEHCR <i>(if applicable; and if received certification of survey results from DEHCR prior to application)</i>		<input type="checkbox"/>	<input type="checkbox"/>
	15. Income Survey Packet [including Income Survey Data Forms] <i>(if applicable; and if did not receive certification of survey results from DEHCR prior to application)</i>		<input type="checkbox"/>	<input type="checkbox"/>
Limited Clientele	16. Letter from Limited Clientele Facility/Program <i>(if applicable)</i>		<input type="checkbox"/>	<input type="checkbox"/>
	17. Income Limits Used by Limited Clientele Facility/Program <i>(if applicable)</i>		<input type="checkbox"/>	<input type="checkbox"/>
Fair Housing	18. Potential Fair Housing Actions Checklist <i>(Specifying the three (3) actions that the local community will undertake)</i>	✓	<input type="checkbox"/>	
	19. Fair Housing Ordinance	✓	<input type="checkbox"/>	
Acquisition / Relocation	20. Residential Anti-Displacement and Relocation Assistance Plan (RADRAP)	✓	<input type="checkbox"/>	
	21. Acquisition/Relocation/Demolition Questionnaire	✓	<input type="checkbox"/>	
Other	22. Authorizing Resolution to Submit CDBG CV Application	✓	<input type="checkbox"/>	
	23. Project Narrative Supporting Documentation		<input type="checkbox"/>	<input type="checkbox"/>
	24. Statement of Assurances	✓	<input type="checkbox"/>	
	25. Lobbying Certification	✓	<input type="checkbox"/>	

Fillable forms and sample documents can be found electronically on the Bureau of Community Development Website at: [https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG\\_Coronavirus.aspx](https://doa.wi.gov/Pages/LocalGovtsGrants/CDBG_Coronavirus.aspx).



# CITIZEN PARTICIPATION

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application.

Attachments:

1. Adopted Citizen Participation Plan (with date of adoption shown on Plan and with required components) – **Required for ALL applicants**
2. Citizen Participation Public Hearing Notice (with proof of publication [if required by CPP] and/or clerk’s certification of posting dates and locations [if required by CPP]; and proof of adequate advance notice given [which must be at least 2 weeks (14 days) notice **or** the equivalent of a Class 2 Notice] in accordance with the UGLG’s CPP if effect on the date of the first notice) – **Required for ALL applicants**
3. Citizen Participation Public Hearing Certification Form – **Required for ALL applicants**
4. Public Hearing Meeting Minutes (with the attendees listed in the Minutes or on a separate Sign-In Sheet provided) – **Required for ALL applicants**
5. Policy for Non-Violent Civil Rights Demonstrations – Prohibiting the Use of Excessive Force and Enforcing State and Local Laws Prohibiting Physically Barring Entrances/Exits (with date of adoption/approval shown on policy and with required language) – **Required for ALL applicants**

# FINANCIAL

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application **after** the Citizen Participation attachment(s).

Attachment(s):

6. CDBG CV Project Budget Form (attachment for *Part 6: CDBG CV Project Budget* of this application) – **Required for ALL applicants**
7. Detailed Itemization of Project Costs (including applicable supporting documentation, for *Part 6* of this application and the *CDBG CV Project Budget Form*; e.g., engineer's estimate or similar itemization of costs to verify the costs listed in the Budget) – **Required for ALL applicants**
8. Matching Funds Documentation – **Recommended if applicant will be contributing Matching Funds to the project** [*If the total project budget exceeds the applicant's CDBG CV funding amount available, then proof of Matching Funds being secured and committed to the CDBG project is required prior to execution of a CDBG Grant Agreement to verify the total project costs are fully funded.*]

# PROJECT AREA / SERVICE AREA

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application **after** the Financial attachment(s).

### Attachments:

9. Map(s) of Project Area (clearly showing project activity location(s) and nature/type of work being completed) – **Required for all applicants**
  - a. Show the locations of the water/sewer mains, streets and/or other utilities to be improved where applicable
  - b. Show the location(s) of the buildings or other facilities being built and/or improved where applicable
10. Map(s) of Service Area (clearly showing the location of the beneficiaries, including the boundaries of the area in which the primary beneficiaries of the project reside, in relation to the project area boundaries) – **Required for all applicants**
  - a. Show borders of the municipality if project will have community-wide benefit
  - b. Show census block group/tract boundaries if HUD LMISD for census block groups/tracts are used to qualify the project
11. Map(s) of Utility Services in the Service Area (showing the water/sewer system components, mains, and connections) – **Required only for water and/or sanitary sewer projects**
12. LMI Calculation Worksheet (*Form 8* of the *Income Survey Data Forms* document) – **Required only if HUD LMI Summary Data (LMISD) for multiple census blocks or multiple local municipalities were used to calculate LMI percentage for the Service Area; or if a combination of HUD LMISD and income survey data were used to calculate LMI percentage for the Service Area]**

# INCOME SURVEY

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

13. Income Survey Certification Letter from DEHCR – **Required only for applicants using income survey data to qualify the project and received an Income Survey Certification Letter from DEHCR for the Service Area survey results prior to submitting the CDBG Application and received certification of survey results from DEHCR prior to application [Submit Certification Letter in lieu of Income Survey Packet]**
14. *Income Survey Packet* [including *Income Survey Data Forms*] – **Required only for applicants using income survey data to qualify the project and did not receive certification of survey results from DEHCR prior to application [Submit the complete *Income Survey Packet* with the CDBG application paper or PDF copy and submit the *Income Survey Data Forms* document in Microsoft Excel via email to [DOACDBG@wisconsin.gov](mailto:DOACDBG@wisconsin.gov)]**

# LIMITED CLIENTELE

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

### Attachments:

15. Letter from Limited Clientele Facility/Program – **Required only for applicants with a project that will meet the LMI National Objective through *exclusively* benefitting an existing public facility/program that *exclusively* serves persons in one or more Limited Clientele groups**
16. Income Limits Used by Limited Clientele Facility/Program – **Required only for applicants with a project that will meet the LMI National Objective through *exclusively* benefitting an existing public facility/program that *exclusively* serves persons in one or more Limited Clientele groups *and* those persons are receiving housing or services at the facility/program contingent upon low-income-based qualification**

# FAIR HOUSING

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application **after** the Service Area / Income Survey attachment(s).

Attachments:

17. Potential Fair Housing Actions Checklist (with three (3) actions selected) – **Required for ALL applicants**
18. Fair Housing Ordinance (with current Fair Housing state statute citations and language, and with date of adoption shown on ordinance) – **Required for ALL applicants**

# ACQUISITION / RELOCATION

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application **after** the Slum & Blight attachment(s).

Attachment(s):

19. Residential Anti-Displacement and Relocation Assistance Plan (RADRAP) (with date of adoption shown on Plan; must be current with required components, as specified on the *Sample Residential Anti-Displacement and Relocation Plan* in the provided attachments to the CDBG application) – **Required for ALL applicants**
20. Acquisition/Relocation/Demolition Questionnaire – **Required for ALL applicants**

# OTHER

## ATTACHMENTS AND SUPPORTING DOCUMENTATION

Attach this cover page, followed by the documents in the order listed below, to the end of the Application **after** the Acquisition/Relocation attachment(s).

Attachments:

21. Authorizing Resolution to Submit the CDBG CV Application – **Required for ALL applicants**

22. Project Description Narrative supporting documentation, and indicate if documents are attached for the topics listed and include the name(s) of the document(s), if applicable:

	YES	NO
1) Current condition of the problem	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
2) Frequency with which the problem occurs	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
3) Number of persons and/or households affected by the problem	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
4) Effect(s) of the problem if left untreated	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
5) Extent to which this proposed project will address the problem	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
6) Scope of work	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		
7) Extent to which CDBG CV funding is needed to complete the project	<input type="checkbox"/>	<input type="checkbox"/>
If yes, identify each corresponding document in the order attached:		
a.		
b.		
c.		

23. Statement of Assurances – **Required for ALL applicants**

24. Lobbying Certification – **Required for ALL applicants**



**Strategy**  
**A**

Promote health equity.

**Strategy**  
**B**

Develop a plan to reduce and eliminate health and social disparities.

**Strategy**  
**C**

Promote cultural competence.

**Strategy**  
**D**

Cultivate an environment where cultural diversity can flourish.



**OBJECTIVE 3.8: Ensure Marathon County is an open, inclusive, and diverse place to live and work.**

By July 1, 2021, County Administration will develop and present a plan to recruit, retain, and develop a more diverse workforce (relative to race, gender, physical ability, personal experience, socio-economic status, etc.) to the HR, Finance & Property Committee and Diversity Affairs Commission.

**Outcome Measure 1**

By December 31, 2022, County Administration will substantially implement the plan described in Outcome Measure 1.

**Outcome Measure 2**

By July 1, 2021, the Diversity Affairs Commission will develop and present a Strategic Plan aimed at implementing each of the strategies described above.

**Outcome Measure 3**

**Departments Contributing**

County Administration,  
Employee Resources,  
Corporation Counsel,  
All Marathon County  
Government Departments

**RESOLUTION #R-\_\_\_\_-20**

**RESOLUTION DECLARING MARATHON COUNTY “A COMMUNITY FOR ALL”**

**WHEREAS**, the Marathon County Diversity Affairs Commission was charged by the Marathon County Board of Supervisors (the “Board”) to ensure that Marathon County is an open, inclusive, and diverse place to live and work and to achieve racial and ethnic equity to foster cross-cultural understanding and advocate for minority populations throughout Marathon County; and

**WHEREAS**, human diversity can be defined as differences in race, ethnicity, nationality, gender, gender identity, sexual orientation, socio-economic status, age, physical and/or mental capabilities, and religious beliefs,; and

**WHEREAS**, the Board recognizes diversity, inclusion, and equity as essential to a positive and healthy life within our communities and is committed to the goals of ensuring that everyone is welcome within the county’s borders and the protection and preservation of the rights, freedoms, safety, and security of all its residents; and

**WHEREAS**, the Board acknowledges that disparity of opportunity and systemic inequality exist across our nation and within our community and holds as a core value that one of the keys to overcoming such inequalities is sufficient representation of diversity in our policies, practices, resource material, budgetary considerations, and staff; and

**WHEREAS**, as leaders of county government, the Board has a role in the creation of a community environment where all residents can celebrate and embrace their rich multicultural heritage without the fear of intimidation or hate-motivated violence.

**NOW, THEREFORE, BE IT RESOLVED** that the Marathon County Board of Supervisors hereby proclaims Marathon County as “A Community For All” and rejects and condemns any hate-based activity or conduct directed to harm a person due to a person’s protected class; and

**BE IT FURTHER RESOLVED** that the Board’s commitment to diversity, inclusion, and equity will be reflected in county affairs at all levels: in the local government culture; in behavior and actions of individual staff members, in the actions and perspectives of the County Board of Supervisors, and in the ways in which all policies are developed, researched, and implemented, in order to best serve all residents of Marathon County.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2020

DIVERSITY AFFAIRS COMMISSION

\_\_\_\_\_  
\_\_\_\_\_

EXECUTIVE COMMITTEE

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Fiscal Impact:** None.

Ranking	Work Plan Project description
	Work Plan Project description
	Continue Renovation of NCHC Campus
	Complete planning for DSS move to NCHC Campus
	Create a Long Term Facilities plan
	Update Westside Masterplan
	Work with Library Board to identify appropriate use of the 3rd floor
	Acquire Property for Multi-Department Highway/parks/CPZ Facility
	Develop a Policy/process relative to divestment of County owned facilities non tax deed
	Develop "system budgeting methodology (as referenced in 2020 budget)
	Open an Additional Police Communication Channel
	Complete a Criminal Justice System Study
	Implement 6th Judge
	Evaluate the Benefit of Expanding our vehicle leasing program to include DSS and Health Department
	Expand Broadband to underserved communities
	Examination of the merits of modifying our Land Records "Search by Name Functionality
	Develop a sustainable strategy for funding Capital Improvements
	Develop a long-term plan for road and bridge capital maintenance construction funding
	Pursue partnerships relative to implementing a Regional Forensic Science Center
	ERP Replacement Project - continue planning effort to replace Financial system (cayenta)
	Develop and Implement an Employee Learning Strategy EI leadership management and professional development
	Fully Implement IDEAS Academy Program
	Realignment of resources within Administration and Employee Resources
	Cost Recovery Strategy develop a common methodology (see next line for balance of explanation)
	for determining service cost and implement a schedule for updating of charges and fees
	Update Public Records Retention Policies and Practices(including Social media usage develop training for staff and elected officials
	Evaluate Start Right Program
	Evidence Based Decision Making- Chair the large group and provide staff coordination and leadership for initiatives
	Continued Annual Updates to 2018-2022 Strategic Plan
	Complete needs assessment relative to county-wide Naloxone use policy
	Evaluate Revenues at the Juvenile Detention Facility
	Develop and implement a solution to Tax deed and Property Description Backlogs
	Draft Execute and Implement contracts with the City of Wausau for Emergency Response Hazmat Services
	Draft Execute and Implement contracts with the City of Wausau for Emergency Management Technician Services
	UWSP Wausau clarify long term relationship / roles
	Implement Financial Services assistance approach for small/mid size departments
	Develop a Parks, Recreation & Forestry Sustainability plan
	Monitor Out-of Home Care costs as a result of the investment in additional positions in 2020
	Financial Efficiency Project - Seek a consultant to conduct formal review of Health Care costs and evaluate options moving forward
	Priority Based Budgeting
	Telecommunications Audit
	City/County Information Technology related items - Work with City of Wausau and NCHC CEO to strengthen CCIT partnership
	Enhance Cybersecurity Readiness monitor and upgrade as necessary
	Develop a Countywide Dashboard displaying data regarding Department-based and Program- based performance measures
	Work to develop a County Event Policy governing the allocation of county resources to support private events
	Develop a plan to recruit retain and develop a more diverse workforce and present plan to HR Finance and Diversity affairs committees by July 2021
	Enhance knowledge of NCHC Board of County priorities and expectations through role on NCHC Board and Executive Committee
	Apply for Community Development Block Grant( Corona Virus Funds and carryout grant reporting responsibilities



## COUNTY ADMINISTRATION 2021 WORK PLAN – To Be Prioritized by Executive Committee

Project Complete	✓
Moderate to Significant Progress	↑
Minimal to Moderate Progress	↔
No Progress or Project No Longer Being Pursued	↓

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress	Progress
1. Continue Renovation of NCHC Campus	<ul style="list-style-type: none"> <li>▪ Construction of pool, CBRF, Youth Hospital complete</li> <li>▪ Nursing Home Tower underway</li> <li>▪ Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway</li> <li>▪ Budget – on target at this time, additional borrowing packages forthcoming.</li> <li>▪ RFP for construction management of Hospital remodel was released on 10/31/2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ NCHC in position to service debt at time of first payment</li> <li>▪ Campus renovated in a way that enhances the service delivery options on the campus and allows for further consolidation of county departments to the campus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction complete on NCHC occupied portion of building by March 2022.</li> <li>▪ Aquatic therapy pool opens by Q2 of 2020 with a Grand Opening</li> <li>▪ CBRF and Youth Hospital 2020 openings</li> <li>▪ 18 month construction period on tower</li> <li>▪ DSS transition from current location to campus complete by September 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ General construction dependencies</li> </ul>		
A. Complete planning for DSS move to NCHC Campus	<ul style="list-style-type: none"> <li>▪ Identified DSS as most appropriate department to occupy space vacated by NCHC</li> <li>▪ FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased efficiency of operations</li> <li>▪ Improved coordination for clients seeking service</li> <li>▪ Improved coordination between DSS and Community Programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ By December 2021, develop principles to guide county in considering options relative to divestment of DSS property</li> <li>▪ Construction/remodel complete by May 2023</li> <li>▪ Transition staff by September 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allocation of funding for DSS transition</li> <li>▪ Construction dependencies, including permit approval</li> </ul>		
2. Create a long term facilities plan.	<ul style="list-style-type: none"> <li>▪ Commenced NCHC project</li> <li>▪ Completed significant Jail project</li> <li>▪ Participated in South Riverfront Master Plan with City, WPS, and other stakeholders</li> <li>▪ Have identified an opportunity and need to move the Highway, Parks, CPZ and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy-makers prioritize projects and align around a time line for addressing each.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initial High level facilities plan complete by December 2021               <ul style="list-style-type: none"> <li>– Plan will need to be updated periodically with information from subordinate facility plans referenced below</li> </ul> </li> <li>▪ Plan will identify time-line for subordinate facility planning and construction projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allocation of funding for DSS transition</li> <li>▪ Construction dependencies, including permit approval</li> </ul>		

	other potential departments					
A. Update the Westside Masterplan	<ul style="list-style-type: none"> <li>Met with UWSP leadership to better understand need for improved student housing</li> <li>Purchased property adjacent to current highway department set forth in previous Westside Plan</li> <li>Funded Sports Development Study – potential location for indoor facility within existing county-owned property</li> <li>Funding for study is allocated in proposed 2021 budget (CIP)</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property</li> </ul>	<ul style="list-style-type: none"> <li>RFP for Master Plan to be prepared and ready for release in January 2021</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of funding for planning</li> <li>Completion of Housing study or sufficient information from UW to inform plan</li> <li>Indoor Sports Facility – identification of whether the facility should be sited within Westside Master Plan property</li> <li>Acquisition of property for multi-department (Highway/Parks/CPZ) facility and relocation of county staff</li> </ul>		
B. Work with Library Board to identify appropriate use of 3 <sup>rd</sup> Floor	<ul style="list-style-type: none"> <li>Sought additional outside engineering assessment of 3<sup>rd</sup> floor to aid in use determinations</li> </ul>	<ul style="list-style-type: none"> <li>Financial sustainable use</li> <li>Further county facility consolidation efforts</li> </ul>	<ul style="list-style-type: none"> <li>To be determined with Library Director</li> </ul>	<ul style="list-style-type: none"> <li>Covid impact on potential tenancy demand</li> </ul>		
C. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility	<ul style="list-style-type: none"> <li>Completed study and assessment of properties in greater metro area</li> <li>Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate heavy equipment maintenance operation</li> <li>Consolidate Park management and Park Operations</li> <li>Co-locate departments with significant adjacencies</li> <li>Reduce number of stand-alone facilities</li> <li>Re-develop or divest vacated department property</li> </ul>	<ul style="list-style-type: none"> <li><del>September 2020</del></li> <li>To be determined by HR, Finance &amp; Property Committee</li> </ul>	<ul style="list-style-type: none"> <li>Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board.</li> <li>Requisite zoning modifications and site suitability must be obtained prior to purchase</li> </ul>		
D. Develop a Policy/Process relative to the divestment of County-owned facilities and properties (non-tax deed)	<ul style="list-style-type: none"> <li>Topic has been identified by HR, Finance &amp; Property Committee as a potential priority in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Policy would assist policy makers and staff in considering how to proceed when a property is no longer being utilized for the specific purpose for which it was previously utilized</li> </ul>	<ul style="list-style-type: none"> <li>To be determined based on prioritization</li> </ul>			
3. Develop “system budgeting” methodology (as referenced in 2020 budget discussion)	<ul style="list-style-type: none"> <li>County Board has expressed a desire to utilize a “system budgeting” strategy to further encourage cooperation</li> <li>Criminal Justice System identified as first system to adopt this strategy</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced collaboration and better understanding of upstream and downstream impacts of practice/policy changes by departments</li> <li>Formalized process for Justice System professionals to make recommendations relative to priorities and resource reallocation.</li> </ul>	<ul style="list-style-type: none"> <li>Criminal justice system departments to have system budgeting discussions in building 2022 budget</li> <li>Development of a shared “performance appraisal goal framework” for use by justice system departments</li> </ul>	<ul style="list-style-type: none"> <li>Continued support of Sheriff, DA, Clerk of Court, and Judges</li> </ul>		

A. Open an Additional Police Communications Channel	<ul style="list-style-type: none"> <li>▪ 4 of 6 necessary positions have been created</li> </ul>	<ul style="list-style-type: none"> <li>▪ Police communications operate to enhance officer and public safety.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fund 2 new positions in 2021 budget, for hiring beginning in 2021</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prioritization by justice system</li> </ul>		
B. Complete a Criminal Justice System Study	<ul style="list-style-type: none"> <li>▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake several studies specific to our criminal justice system, including a study to - <b>Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system.</b></li> <li>▪ Our internal program team orientation is scheduled for November 18, 2020, where we should learn more from UW officials regarding next steps in the overall UniverCity Year program.</li> <li>▪ The proposed 2021 budget does provide for \$40,000 of funding for participation in the program.</li> <li>▪ In the event that funding for participation in the program is removed from the budget or UW Madison does not select this particular topic for study, we will need to secure alternative resources to complete the work.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential avenues for increased efficiency and revenues and opportunities to implement best practices in Justice System (Clerk of Courts, Judicial System, DA &amp; Sheriff)</li> <li>• Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system.</li> <li>• Improve our Priority Based Budgeting utilization</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined with UW team</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of funding in 2021 budget for UniverCity program or some alternative funding for the completion of this work</li> <li>• Selection of this project by UniverCity Team</li> <li>• Cooperation from Justice System Partners on allocating resources to this shared effort or the reprioritization of resources to a Department to offset that need</li> </ul>		
C. Implement 6 <sup>th</sup> Judge	<ul style="list-style-type: none"> <li>▪ Provided 6<sup>th</sup> Circuit Court Judgeship via the state budget process – August 2021 start date</li> <li>▪ Hearing Room A constructed to accommodate move of Court Commissioner from Branch 6.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved processing of cases</li> </ul>	<ul style="list-style-type: none"> <li>• Clerk of Courts realign existing court personnel as necessary to staff court by August 2021</li> <li>• Development of capital project plan for Hearing Room B for inclusion in 2022 budget process</li> </ul>			
4. Evaluate the benefit of expanding our vehicle	<ul style="list-style-type: none"> <li>▪ Have existing program in place with CPZ and FCM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decrease costs associated with employee travel</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> <li>▪ Evaluation of the savings from pilot</li> </ul>			

leasing program to include DSS and Health Department			<ul style="list-style-type: none"> <li>▪ Evaluation of potential savings from expansion</li> <li>▪ Implementation of program if appropriate</li> </ul>			
5. Expand Broadband to underserved communities	<ul style="list-style-type: none"> <li>• Secured Broadband Assessment and Plan in January of 2020</li> <li>• Allocated \$54,000 in 2020 budget for continued work</li> <li>• Engaged providers with plan</li> <li>• Engaged Greater Wausau Prosperity Partnership leadership</li> <li>• Broadband taskforce formed and active</li> <li>• Route to Recovery projects pursued (fiber expansion)</li> <li>• Continued engagement with ISPs for purposes of PSC grants</li> </ul>	<ul style="list-style-type: none"> <li>• Goals for 2021 to be determined by policy makers</li> <li>• What is the appropriate allocation of staff time through Administration and UW-Extension necessary?</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined by policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of requisite funding</li> <li>• Allocation of requisite staff resources</li> </ul>		
6. Examination of the merits of modifying our Land Records “Search by Name” functionality	<ul style="list-style-type: none"> <li>▪ Current process allows for online self-service search-by-name functionality</li> <li>▪ Executive Committee had discussed issue previously and provided guidance to former Administrator that led to functionality being offered</li> <li>▪ Criminal Justice System stakeholders have reiterated their concerns of the process, requesting that this topic be revisited and placed on Administration Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decision made that considers the operational/financial implications of a non-name search with the public safety concerns previously expressed</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined by Executive Committee.</li> </ul>	<ul style="list-style-type: none"> <li>▪ If the direction from the board is that Administration should change our process, the Board will need to approve the reallocation of any staff resources necessary to address the increased demand identified during the evaluation process.</li> </ul>		
7. Develop a sustainable strategy for funding Capital Improvements	<ul style="list-style-type: none"> <li>• Implemented a revenue “set-aside” policy relative to rental income to fund upgrades within spaces leases to non-county entities (Department of Corrections, Special Education)</li> </ul>	<ul style="list-style-type: none"> <li>• Standard budgeting practices that allow us to perform all necessary routine maintenance on building infrastructure and components</li> <li>• Budget planning practices that forecast necessary technology system upgrades and/or replacements (ERP, law enforcement technology, emergency dispatch radio systems, land records, etc.)</li> <li>• Fully implement the Capital Planning module of Facility Dude software</li> </ul>	<ul style="list-style-type: none"> <li>• Work to develop practices for implementation in the 2022 budget</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of staff capacity (see item A. below)</li> </ul>		

<p>A. Develop a long-term plan for road and bridge capital maintenance and construction funding</p>	<ul style="list-style-type: none"> <li>▪ Workgroup formed to develop charter for 2050 Transportation System Capital Plan (Administration, Highway Dept, CPZ, NCWRP, Infrastructure Chair)</li> <li>▪ Draft charter in progress</li> <li>▪ Completed an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing GTA funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased understanding of asset condition and long-term capital funding needs</li> <li>▪ Identified funding strategies to aid in budget decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of staff capacity/resources</li> <li>▪ Identification of appropriate funding to complete planning process</li> </ul>		
<p>8. Pursue partnerships relative to implementing a Regional Forensic Science Center</p>	<ul style="list-style-type: none"> <li>▪ 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed</li> <li>▪ 2020 – Project is on-track. Business plan has been completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County</li> <li>▪ Staff are hopeful that the strong relationships we have built with these partners will be helpful in moving the project forward.</li> <li>▪ Staff have had positive feedback from partners and have a follow up meeting in the near future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan complete by July 1, 2020</li> <li>▪ Task Force recommendation to County Board on how to move forward by end of 2020.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
<p>9. ERP Replacement Project – continue planning effort to replace financial system (Cayenta) with comprehensive financial, HR, learning management application (joint project with City of Wausau)</p>	<ul style="list-style-type: none"> <li>▪ Secured the services of Berry Dunn to assist in the preparation of the RFP for the system replacement.</li> <li>▪ Project kick-off occurred the week of July 20.</li> <li>▪ In process of developing “current state” diagrams and understanding preferred, future state.</li> <li>▪ Project remains on target - RFP document is projected to be complete prior to year-end, with vendor selection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Replace outdated financial system</li> <li>▪ Obtain comprehensive solution that will replace separate, unintegrated system with comprehensive solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ RFP release – 11/2020</li> <li>▪ Responses due – 12/15/2020</li> <li>▪ Demos of qualified responses – 2/2021</li> <li>▪ Select vendor &amp; negot. contract – 3/2021 – 6/2021</li> <li>▪ Begin Implementation – 6/2021</li> <li>▪ Implementation timeframe – 18 -24 months</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appropriation of necessary funding for purchase</li> <li>▪ Allocation of funding for additional staff resources as necessary</li> </ul>		



	and contract negotiation in 2021.					
A. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components	<ul style="list-style-type: none"> <li>▪ OEPM has been assessing internal skill/capacity to deliver leadership training and has been researching learning management systems in preparation for ERP replacement.</li> <li>▪ Administration will be implementing a plan to integrate our OEP efforts into our Employee Resources Department, which will further enhance our opportunity to deliver employee learning and development while also saving tax levy.</li> <li>▪ Integrating</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employee performance</li> <li>• Enhanced ability to attract talent</li> <li>• Increased employee retention</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined with implementation of ERP</li> <li>• Shifting of responsibility relative to OEP to HR Director to occur on April 1, 2021. Additional information on plan to be presented to HR, Finance &amp; Property in Q1 of 2021.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
B. Fully Implement IDEAS Academy Program	<ul style="list-style-type: none"> <li>▪ OEPM has developed strong curriculum and delivered training to numerous staff, with</li> <li>▪ Due to our covid response efforts, including the significant increase in employees working remotely and other competing pandemic response priorities, progress relative to our “increased efficiency” target has been significantly reduced; however, we continue to increase the number of staff trained and are confident that we will reach our Awareness training target. Currently, 470 staff (70%) have attended Awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal efficiency gains</li> <li>• Revenue generation from external course offerings (2020 budget discussion)</li> <li>• Target - \$250,000 in increased efficiency per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver “Awareness” training to 75% of staff by January 2021</li> <li>▪ Develop mechanism for generating revenue from external course offerings by June 1, 2020 (date will need to be re-calculated due to covid response and ERP replacement)</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding of new HR Director and realignment of OEP duties within ER Department</li> </ul>		
C. Realignment of resources within Administration and Employee Resources	<ul style="list-style-type: none"> <li>▪ Plan has been developed – see page 35 of budget message: OEPM → HR Director and Original OEPM position to Public Communications Specialist position</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of organizational excellence efforts into employee resources department</li> <li>• Addition of communications specialist position (priority identified in 2016 Comprehensive Plan)</li> <li>• Reduction in total tax levy burden across both departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reorganization plan approved by full Board – January 2021</li> <li>▪ OEPM formally assumes HR Director role – April 2021</li> <li>▪ Begin recruitment for Communications Director – February 2021</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
10. Cost Recovery Strategy – develop a common	<ul style="list-style-type: none"> <li>• Standard indirect cost plan</li> </ul>	<ul style="list-style-type: none"> <li>• Improved cost recovery for services we provide</li> </ul>	<ul style="list-style-type: none"> <li>• If prioritized, timeline to be developed in connection with HR, Finance &amp;</li> </ul>			

methodology for determining service costs and implement a schedule for the updating of charges/fees		<ul style="list-style-type: none"> <li>Increased consistency of cost recovery practices</li> <li>Incorporation of fee schedules into the budget document</li> <li>Consider utilization of indirect cost plan to gain insight and improve reporting</li> </ul>	Property Committee			
11. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected officials)	<ul style="list-style-type: none"> <li>Record retention schedule was last updated in 1994</li> </ul>	<ul style="list-style-type: none"> <li>Update our schedule to account for new records</li> <li>Better understanding of our records needs</li> <li>Training developed for policy makers and staff</li> </ul>	<ul style="list-style-type: none"> <li>To be developed based on prioritization by Executive Committee</li> <li>Overall project is likely 18 months in duration</li> </ul>			
12. Evaluate Start Right Program	<ul style="list-style-type: none"> <li>We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake a review of the Start Right Program. It is anticipated that the UniverCity program would be a more cost-effective manner in which to perform the evaluation than a different third party.</li> <li>Health Officer Joan Theurer has developed a draft framework relative to the evaluation of the program. Should we be selected for the program, we will provide the framework to UW program staff.</li> <li>The adopted 2021 budget provides \$40,000 funding for participation in the UniverCity Year program and county staff will have their initial orientation with program staff in coming weeks.</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of return on levy investment in prevention</li> </ul>	<ul style="list-style-type: none"> <li>Submission of project plan – Feb. 2021</li> <li>Final report received from UW – May 2022</li> </ul>	<ul style="list-style-type: none"> <li>Selection of this project by UW UniverCity</li> </ul>		
13. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives <ul style="list-style-type: none"> <li>Pretrial Case Management &amp; Supervision</li> <li>Evaluation of Court</li> </ul>	<ul style="list-style-type: none"> <li>County Administrator has maintained role as Chair of the EBDM large group. In response to covid, we have transitioned to virtual meetings. Progress on many of our initiatives has slowed as a result of covid. Similarly, the pandemic cut short our pretrial</li> </ul>					

Mediation Program	<p>case management &amp; supervision data collection efforts.</p> <ul style="list-style-type: none"> <li>▪ Court mediation – Administration staff have convened several meetings with court staff, a representative of the judiciary, and Judicare staff to develop performance measures. As a result of the pandemic, evictions were put on hold and the mediation program was not operating. My initial inclination is that the county pursue a performance-based/outcome-based contract with judicare, as opposed to simply approving an allocation of funds through the budget.</li> </ul>					
14. Continued Annual Updates to 2018-2022 Strategic Plan	<ul style="list-style-type: none"> <li>▪ Annual Update offered in 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meaningful tracking of progress on Strategic Plan Objectives</li> <li>▪ Community Engagement tool</li> </ul>	<ul style="list-style-type: none"> <li>▪ Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022.</li> </ul>			
15. Complete needs assessment relative to county-wide Naloxone use policy	<ul style="list-style-type: none"> <li>▪ No significant progress made due to prioritization of covid response and other projects.</li> <li>▪ This project was a priority identified by the Board of Health and the Health &amp; Human Services Committee in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report to Executive Committee explaining the current need for such a policy, the potential benefit of such a policy, the staff resources needed to implement such a policy, and a recommendation of how to move forward.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report completed by July 1, 2021</li> </ul>			
16. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> <li>▪ Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel.</li> <li>▪ No significant progress made due to prioritization of covid response and other projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The facility fills 16 beds out of its 20 bed capacity. 13 from other counties.</li> <li>▪ The cost per child should be the same or less for Marathon County children as it is for children from other counties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prior to 2022 budget</li> </ul>			
17. Develop and Implement solution to Tax Deed and Property Description Backlogs	<ul style="list-style-type: none"> <li>▪ Position identified within Corporation Counsel's Office to take on this work.</li> <li>▪ Met with staff member to explain plan.</li> <li>▪ Training plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved alignment of staff to work priorities, reduction in property description backlog in Treasurer's Office</li> <li>▪ Improved processing of tax deed properties in the Treasurer's and County Clerk's Office</li> </ul>	<ul style="list-style-type: none"> <li>▪ Begin training new staff member on property description in December/January</li> <li>▪ Begin training new staff on tax deed process, March/April of 2021</li> </ul>			

		<ul style="list-style-type: none"> <li>Elimination of 0.63 position in Treasurer's Office, saving approximately \$30,000 in tax levy.</li> </ul>				
18. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Response Hazmat services	<ul style="list-style-type: none"> <li>Principles of contract have been discussed with City of Wausau representatives</li> </ul>	<ul style="list-style-type: none"> <li>Improved consistency of services for hazardous material incident response</li> <li>Improved financial sustainability of Emergency Management Office by avoiding operational/equipment costs associated with direct delivery of hazardous material release response</li> </ul>	<ul style="list-style-type: none"> <li>Contracts complete and provided to City of Wausau by Dec. 16, 2020.</li> <li>Agreements signed by Dec. 31, 2020</li> <li>Implement processes and systems called for by contract – timeframe within contract</li> <li>Assess the performance of contract beginning in September of 2021.</li> </ul>			
19. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Management Technician services	<ul style="list-style-type: none"> <li>Principles of contract have been discussed with City of Wausau representatives</li> <li>Emergency Management Technician position created through the 2021 budget.</li> <li>Currently recruiting for position.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced Emergency Management 'bench strength' within department</li> <li>Improved capacity to assist local municipalities with emergency planning and prevention services</li> <li>Improved financial sustainability of Emergency Management Office</li> </ul>	<ul style="list-style-type: none"> <li>Contracts complete and provided to City of Wausau by Dec. 16, 2020.</li> <li>Agreements signed by Dec. 31, 2020</li> <li>Implement processes and systems called for by contract – timeframe within contract</li> <li>Assess the performance of contract beginning in September of 2021.</li> </ul>			
20. UWSP Wausau – clarify long-term relationship / roles	<ul style="list-style-type: none"> <li>HR, Finance &amp; Property Committee has identified the reviewing of our relationship with the UW system as a priority, based on the significant financial investment the county has made in campus facilities and the growing costs of maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding whether the UW system is interested in sharing in the future maintenance costs at the campus will allow the county to better plan for future budgets</li> <li>HR, Finance &amp; Property Committee would be in a position to develop a more sustainable policy with respect to the funding of campus maintenance</li> <li>Campus facilities are more effective at attracting students</li> </ul>	<ul style="list-style-type: none"> <li>To be determined by HR, Finance &amp; Property Committee in 2021</li> </ul>			
21. Implement Financial Services Assistance approach for small/mid-size departments	<ul style="list-style-type: none"> <li>Modified position description of Sr. Accounting Professional to call for the provision of services to "smaller" departments.</li> <li>Memorandum provided to identified departments to inform of operational shift over 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of budget process and budget performance by departments without internal financial professionals</li> <li>First step in consolidation of financial services, which will be furthered through ERP replacement</li> <li>Additional capacity within departments based on realignment of work to the Finance Department</li> </ul>	<ul style="list-style-type: none"> <li>To be determined during 2021</li> </ul>			
22. Develop a Parks,	<ul style="list-style-type: none"> <li>Staff have begun evaluating</li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainability of our</li> </ul>	<ul style="list-style-type: none"> <li>To be developed by Department</li> </ul>			

Recreation, & Forestry Sustainability Plan	the viability of various revenue generating strategies to reduce long-term tax levy allocations necessary to operate/maintain our park, recreation, and forestry system.	PRF system through a multi-faceted approach adopted by the Park Commission.	Director during Q1 of 2021			
23. Monitor Out-of-Home Care costs as a result of the investment in additional positions in 2020.	<ul style="list-style-type: none"> <li>HR, Finance &amp; Property Committee identified desire to have periodic reporting on the return on investment of the</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Federal Families First Prevention Services Act</li> <li>Reduction in out-of-home care placement costs (positive return on investment in safety staff)</li> </ul>	<ul style="list-style-type: none"> <li>Written report presented to HR, Finance &amp; Property by September 15, 2021.</li> </ul>			
24. Financial Efficiency Projects A. Seek consultant to conduct formal review of Health Care costs and evaluate options moving forward	<ul style="list-style-type: none"> <li>Health care costs are significant budget driver, the HR, Finance &amp; Property Committee previously expressed a desire to conduct a comprehensive review</li> </ul>					
B. Priority Based Budgeting	<ul style="list-style-type: none"> <li>We have data from 2018 budget input into the system</li> <li>Engaged with consultants to develop plan to update our data</li> <li>Developing a charter and project plan to update information within the tool and provide actionable data to Departments and the Board</li> </ul>	<ul style="list-style-type: none"> <li>Improved transparency with the public relative to budget spending</li> <li>Additional tool for the County Board to utilize when discussing the allocation of resources</li> <li>Additional tool for Administration and Department Heads to identify opportunities for collaboration relative to resources</li> </ul>	<ul style="list-style-type: none"> <li>To be determined through discussion with HR, Finance &amp; Property Committee and set forth in Charter and project plan</li> </ul>			
C. Telecommunications Audit	<ul style="list-style-type: none"> <li>In 2016, Marathon County utilized a 3<sup>rd</sup> party vendor (Spyglass) to complete a telecommunications audit.</li> <li>Identified another vendor in this space, should county move forward with RFP</li> </ul>	<ul style="list-style-type: none"> <li>Revenue – recovery of past overcharges by virtue of audit</li> <li>Operational cost reduction – in the event of identified opportunities and county moves forward with implementation</li> </ul>	<ul style="list-style-type: none"> <li>Will be developed based on level of prioritization by the Executive Committee</li> </ul>			
25. City/County Information Technology related items A. Work with City of Wausau Mayor and NCHC CEO to strengthen CCITC partnership	<ul style="list-style-type: none"> <li>NCHC has expressed a desire to leave CCITC; however, chief officers of owners have committed to working to address concerns and strengthen partnership</li> </ul>	<ul style="list-style-type: none"> <li>Improved CCITC partnership: better understanding by owners of CCITC business pressures, better understanding by CCITC of owner needs.</li> </ul>	<ul style="list-style-type: none"> <li>Project plan to be developed in Q1 of 2021, in connection with NCHC and City of Wausau.</li> </ul>			
B. Enhance Cybersecurity Readiness – monitor and upgrade as	<ul style="list-style-type: none"> <li>There is recognition amongst owners of CCIT (City, County, NCHC) that security must be</li> </ul>	<ul style="list-style-type: none"> <li>Improve backup capability</li> <li>Reinforce awareness and education amongst staff</li> </ul>	<ul style="list-style-type: none"> <li>Project plan to be developed based on CCITC security plan</li> </ul>			

necessary	<p>high priority</p> <ul style="list-style-type: none"> <li>Had external security audit and continue to make improvements based on findings</li> </ul>	<ul style="list-style-type: none"> <li>Periodically review and update incident response plans, including through the Nationwide Cybersecurity Review (NCSR) - <a href="https://www.cisecurity.org/ms-isac/services/ncsr/">https://www.cisecurity.org/ms-isac/services/ncsr/</a></li> </ul>				
26. Develop a Countywide Dashboard, displaying data regarding Department-based and Program-based performance measures to aid in department and program assessment	<ul style="list-style-type: none"> <li>Identified aspirational example – <a href="#">Montgomery County, Maryland</a></li> </ul>	<ul style="list-style-type: none"> <li>Department Directors have a better understanding of what measures matter and they have a tool to assist them in assessing performance and determining interventions.</li> <li>Policy makers have better information from which they can assess return on investment for programs</li> <li>Enhanced transparency</li> </ul>	<ul style="list-style-type: none"> <li>To be determined based on level of prioritization by the Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of funding for acquisition of software/system for the collection, analysis, and display of data</li> <li>Staff resources – new funding or deprioritization of other work to identify resources</li> </ul>		
27. Work to develop a County Event Policy governing the allocation of county resources to support private events	<ul style="list-style-type: none"> <li>Public Safety and Infrastructure Committee began discussing this issue in 2019, seeking comprehensive evaluation of how and when county resources should be expended to support private events, including evaluation of cost recovery policies.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a policy that provides direction to county staff on the criteria to be applied when considering requests for the allocation of county resources to private events. Of particular interest were events occurring on public roadways and on county-owned property.</li> <li>Policy should provide guidance on cost-recovery</li> </ul>	<ul style="list-style-type: none"> <li>To be determined based on prioritization</li> </ul>			
28. Develop a plan to recruit, retain, and develop a more diverse workforce and present the plan to HR, Finance & Property Committee and Diversity Affairs Commission by July 1, 2021	<ul style="list-style-type: none"> <li>Administration is currently working to develop a plan to review our HR policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>Improved applicant pool</li> <li>Improved engagement of employees</li> <li>Improved outcomes relative to service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Per proposal from Diversity Affairs, plan must be delivered by July 1, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity is likely limited, particularly in light of the planned transition from the incumbent HR Director to the future Director (scheduled to occur in April 2021), and significant responsibilities with respect to the ERP replacement project.</li> </ul>		

**APPENDIX B**  
**NEW OR EXPANDED POSITION REQUEST**

I. GENERAL INFORMATION

Department: Administration \_\_\_\_\_ Date: 1/6/21 \_\_\_\_\_

Position Requested: Communications and Engagement Strategist FT  PT  FTE \_\_\_\_\_%  
(If unsure of classification, indicate "To be determined") Number of Positions: \_\_\_\_\_

Division Position Will Be Assigned To: NA \_\_\_\_\_  
(Indicate NA if not applicable)

Projected Start Date of Position: 4/1/2021 \_\_\_\_\_ Priority Number of This Position: NA \_\_\_\_\_  
If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

A. Is this position request compatible with the County's mission statement?

Yes. Underlying Marathon County's mission and vision statements is our goal of being the Healthiest, Safest, and Most Prosperous County in the State. A big factor of our ability to deliver on these goals is our organizational culture. For the past ten years we have been building our culture and effective communication is an integral pieces of our organizations success of promoting and strengthening our culture. This position will help create and coordinate a more centralized communication effort across the County, with the goal of creating and promoting greater transparency for residents, employees, and elected officials.

B. What is your department's mission statement and how does position support this mission and/or department strategic plan?

At its core, the Administrator is the Chief Administrative Officer of the County, coordinating the administrative and management of all County departments including those departments led by elected officials or under the control of other boards or commissions. County Administration is tasked with being the linkage between the County Board, which sets policy and outcome targets, and County staff, tasked with developing and delivering the programs and services to carry out the Board's directives and achieve its outcome goals. A County is a complex organization with de-centralized decision-making and reporting relationships. It works best when leadership is on the same page and working toward shared goals.

To meet these obligations, leadership must effectively communicate throughout the organization and with external stakeholders. Consistent and effective communication will allow the county to continue performing at a high level and as a cohesive unit.

It is important to note that this position will be directly responsible for achieving Goal #1 of the Marathon County Comprehensive Plan – Collaborative Governance – Improve community engagement and community education through communication, technology, and social media.

C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data.** If more than one position of the same classification is being requested, also justify the number requested.

Attached is the first goal of the Marathon County Comprehensive Plan 2016 – Collaborative Governance. This reorganization will provide us the necessary resources, needed by the County, to assist in achieving our goal of improving community engagement and community education through communication, technology, and social media.

Through this reorganization, the Employee Resources Director will now oversee the execution of the organizational excellence program at the direction of Administration. The current Organizational Excellence Program Manager position will then be reclassified as the Communications and Engagement Strategist. Overall, this reorganization will result in an annual cost savings of roughly \$26,803.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

As previously stated, this position will achieve Marathon County's first goal of collaborative governance as outlined in the Comprehensive Plan. Ultimately, this position is responsible for planning, developing, and publishing all strategic communications to effectively engage and inform internal and external audiences about County activities, initiatives, and announcements. This position will improve the customer service the county provides by coordinating communication efforts across the organization, with the goal of creating and promoting greater transparency for residents, employees and elected officials.

- E. Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

An alternative to creating/reclassifying this position is keeping the status quo. While evaluating the needs of Marathon County, we believe reclassifying the current position is the best path forward. This proposed reorganization will allow us to create efficiencies within the Employee Resources department, thus allowing us to move and absorb the Organizational Excellence Program. The proposed Communication and Engagement Strategist position will allow the County to bolster our communication efforts to provide greater transparency for residents, employees and elected officials.

- F. What will be the effect if the proposed position is not created?

This position is part of a reorganization within the Administration Department. If this position is not approved then we would not move forward and continue with the status quo. This would result in a continued de-centralized communication method and would prevent us from achieve the goal as outlined within the Marathon County Comprehensive Plan.

- G. What criteria will you use to monitor the effectiveness and performance of the position? (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc?)

**Effective Communication** – to be successful this position will need to effectively communicate with various stakeholders. They will also need to go a step further and show their ability to collect and analyze data to ensure their communication methods are most effective based on their audience.

**Positive Relationships** – this position will need to create and maintain positive working relationships with both internal and external stakeholders. This can be evaluated by engaging and requesting feedback from the various external and internal stakeholders.

### III. SPECIFIC DUTIES OF NEW POSITION

- A. List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.
- Write, edit, design, produce, proof, and distribute county-wide internal and external communication materials using a variety of formats, including print, electronic, audio, video, website, and other digital platforms. (50%)
  - Establish standards for the format of county publications such as reports, newsletters, media releases, bulletins, announcement, etc. to ensure the consistency and establish / maintain the County's brand (10%)
  - Develops and maintains metrics for measuring the success and effectiveness of organizational communication initiatives and continuously improve the quality/ frequency / channel as necessary (10%)
  - Develop and recommend new communications methods and enhancements to better achieve County goals; includes marketing services to citizens, community groups and other external organizations that help maintain a visible and positive image for the County (10%)



- Develop ideas and opportunities for feature articles, interviews, presentations, and other public relations activities that promote awareness of the County services and initiatives (10%)
- Collect and analyze data and prepare written reports as required on content reach, media tracking, civic engagement measurement, and other research findings. Analyze and communicate web statistics and social media traffic to tailor future messaging and grow County social media and digital presence (10%)

B. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

Yes. Our current method of communication is de-centralized. This position will assist in providing a more centralized approach which will result in more consistent and effective county-wide communication.

C. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

Currently, the work is being completed in two methods 1) a de-centralized system within County departments 2) outsourced on a contractual basis. This position will allow us to provide a better services to our residents, employees and county board. As noted above, this will allow the county to perform at a high level and as a cohesive unit, and ultimately assist the county in achieving its mission and vision of being the Healthiest, Safest, and Most Prosperous County in the state.

#### IV. POSITION COSTS AND FUNDING SOURCES

A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.)

Classification C41

Salary	\$51,216 (minimum)	\$61,458 (mid-point)	\$73,852 (maximum)
Salary with Benefits	\$82,996 (minimum)	\$94,732 (mid-point)	\$108,938 (maximum)

B. Explain specifically how position will be funded.

This position will be funded with current budgeted funds. This is a reorganization between existing positions in Administration and Employee Resources. Overall, this will result in an estimated cost savings to the county of \$26,803. This not only produces a cost savings to the County but also assists in achieving our goal of improved community engagement and community education through communication, technology, and social media.

Amount of County tax levy: \$94,732 % of total costs: \_\_\_\_\_

Amount of any outside funding: \_\_\_\_\_ % of total costs: \_\_\_\_\_

Source of outside funding: \_\_\_\_\_

Length of outside funding: \_\_\_\_\_

Likelihood of funding renewal: \_\_\_\_\_

Would this outside funding be used to offset the levy if not used for this position? \_\_\_\_\_

C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

This reorganization will allow us to decrease our expenditures by an estimated \$26,803. The salary and benefits reduction results from attrition within the Employee Resources Department and reclassification within Administration. The incumbent Employee Resources Director will be hired at a lower wage than their predecessor. The Proposed Communications and Engagement Strategist will be placed at a lower grade (C41) than the current Organizational Excellence Program Manager (C52).

- D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

This position is part of a reorganization within the Administration Department. Creating this position will help Administration and other departments with communication duties. This will allow staff to redirect their prior time spent on communication efforts to more job specific duties. We believe this will not only benefit the Administration Department but will assist various departments throughout the County.

- E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain.

This reorganization is already creating a cost savings of approximately \$26,803. Not approving this position would result in the status quo, not recognizing a cost savings and not assisting in achieve a comprehensive plan goal.

V. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

**NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.**

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Signature of Supervisor/Manager Completing Request

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Date

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Department Head Signature

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Date

## **Communication & Engagement Strategist** **Reports to: County Administrator**

Under general supervision of the County Administrator this position is responsible for planning, developing, and publishing all strategic communications to effectively engage and inform internal and external audiences about County activities, initiatives, and announcements. Coordinate countywide communications to ensure message clarity and consistency. The incumbent is expected to coordinate communication efforts across the organization, with the goal of creating and promoting greater transparency for residents, employees, and elected officials. This role maintains positive relationships between the county and the public, while providing responsive, accurate, and timely information relating to public interest.

### **Job Functions**

- Write, edit, design, produce, proof, and distribute county-wide internal and external communication materials using a variety of formats, including print, electronic, audio, video, website, and other digital platforms.
- Plan, organize and disseminate timely and accurate information to promote awareness of County operations, services, programs, projects, events and issues to key internal and external audiences
- Establish standards for the format of county publications such as reports, newsletters, media releases, bulletins, announcement, etc. to ensure the consistency and establish / maintain the County's brand.
- Provide copywriting and graphic design assistance for internal and external, digital and printed publications, including annual reports, initiative updates, press releases, countywide crisis and emergency communications, special announcements, and program promotion.
- Utilize principles of graphic design to manipulate text and art elements from a variety of sources to create visually appealing print materials and web graphics.
- Promptly respond to requests and inquiries from the general public, other governmental entities, internal staff, board members, and media, including time sensitive news and/or emergency situation response.
- Manages County's social media presence, including engaging with customers both proactively and responsively as necessary.
- Collaborates with the Information Technology Department to develop and maintain the County's website.
- Develops and maintains metrics for measuring the success and effectiveness of organizational communication initiatives and continuously improve the quality/ frequency / channel as necessary
- Develop and recommend new communications methods and enhancements to better achieve County goals; includes marketing services to citizens, community groups and other external organizations that help maintain a visible and positive image for the County.
- Develop ideas and opportunities for feature articles, interviews, presentations, and other public relations activities that promote awareness of the County services and initiatives

- Develop and coordinate implementation of County's social media strategy, policies and presence and monitor the County's overall online reputation.
- Collect and analyze data and prepare written reports as required on content reach, media tracking, civic engagement measurement, and other research findings.
- Analyze and communicate web statistics and social media traffic to tailor future messaging and grow County social media and digital presence.
- Communicate logistical details of special events, community outreach activities, employee activities and significant projects.
- Conduct formal and informal research to determine Marathon County staff, as well as public, knowledge, opinions and attitudes when necessary
- Proactively identifies opportunities to leverage a range of outreach tools and technology to connect with residents and enable interdepartmental collaboration.
- Attend public meetings as required?
- May serve as spokesperson to media and external audiences?
- Pursues national and local media opportunities that may benefit the county when appropriate

### **Knowledge and Skills**

- Ability to communicate complex and technical information in a clear and concise manner to diverse audiences, including County employees, elected officials, local businesses, County residents, and members of the media through a variety of platforms.
- Strong organizational and time management skills are required. Must be able to work independently to prioritize and manage urgent requests as well as structured long-term projects. Must be flexible and able to adapt quickly to changing priorities and be able to work within deadlines.
- Superior communication skills, including listening, speaking, and written word.
- Experience drafting, editing, and publishing
- Integrate text, still images, and video to create compelling content.
- Knowledge of and, preferably, experience with developing and managing websites.
- Ability to develop and maintain effective and positive working relationships with external and internal constituents, including citizens and visitors, elected officials, and County employees.
- Knowledge of principles and techniques of public, media, and community relations.
- Knowledge of governmental policies, processes, and procedures a plus.
- Keen attention to detail.
- Ability to use sound judgment and professionalism, and act with political awareness and tact.
- Knowledge of principles and techniques of professional writing, English grammar, spelling, vocabulary and punctuation.
- Knowledge of copywriting, graphic design, and desktop publishing.

### **Qualifications**

Bachelor's degree in Communications, Marketing, Public Relations, Journalism or related field, three (3) to five (5) years communications, marketing, public relations, journalism or community outreach experience. Any combination of education or experience that provides

equivalent knowledge, skills, and abilities may qualify an applicant, and be considered in lieu of the more specific criteria listed above.

## County Administration Mini Reorg

**Abolish a Full time Administrative Manager (Organization Excellence Program Manager) and create a Full time Assistant Administrative Manager (Communication and Engagement Strategist)**

### 2021 BUDGET PLANNING - NEW POSITION COST

**Abolish Full time Administrative Manager (Organization Excellence Program Manager)**

Item	Projected 2021			
	Rates	Minimum	Mid-Point	Maximum
DBM C52 at Full-time		\$65,702	\$78,843	\$94,742
Health - Family	\$1,917.55	\$23,011	\$23,011	\$23,011
Dental - Family	\$62.14	\$746	\$746	\$746
FICA Retirement Rate	6.20%	\$4,074	\$4,888	\$5,874
FICA Medicare Rate	1.45%	\$953	\$1,143	\$1,374
Unemployment Insurance	0.10%	\$66	\$79	\$95
Retirement - Employer	6.75%	\$4,435	\$5,322	\$6,395
Worker's Comp - Clerical	0.05%	\$33	\$39	\$47
PEHP	\$21	\$546	\$546	\$546
<b>Total Estimated Cost for 1 FTE:</b>		<b>\$99,566</b>	<b>\$114,617</b>	<b>\$132,830</b>

**Create a Full Time Assistant Administrative Manager (Communication and Engagement Strategist)**

Item	Projected 2010			
	Rates	Minimum	Mid-Point	Maximum
DBM C41 at Full-time		\$51,216	\$61,458	\$73,852
Health - Family	\$1,917.55	\$23,011	\$23,011	\$23,011
Dental - Family	\$62.14	\$746	\$746	\$746
FICA Retirement Rate	6.20%	\$3,175	\$3,810	\$4,579
FICA Medicare Rate	1.45%	\$743	\$891	\$1,071
Unemployment Insurance	0.10%	\$51	\$61	\$74
Retirement - Employer	6.75%	\$51	\$61	\$74
Worker's Comp - Clerical	0.05%	\$3,457	\$4,148	\$4,985
PEHP	\$21	\$546	\$546	\$546
<b>Total Estimated Cost for 1 FTE:</b>		<b>\$82,996</b>	<b>\$94,732</b>	<b>\$108,938</b>
<b>Estimated Cost SAVINGS Full year:</b>		<b>\$16,570</b>	<b>\$19,885</b>	<b>\$23,892</b>
<b>Estimated Cost SAVINGS 2021: (April - Dec 2021)</b>		<b>\$12,428</b>	<b>\$14,914</b>	<b>\$17,919</b>

Current funding 100% Tax Levy

## Human Resources Cost Savings - 2021

Retirement of current ER Director, Frank Matel at \$52.49 and replaced with Molly Adzic at Proposed \$47.50

### 2021 BUDGET PLANNING - NEW POSITION COST

#### Cost savings from April 1 - December 31, 2021

Item	Projected 2010 Rates	Current Employee \$52.49	Proposed Incumbent \$47.50	Cost Savings 9 months
DBM D65-Wages for remainng 9 months		\$81,884	\$74,100	\$7,784
Health - Family	\$1,917.55	\$23,011	\$23,011	\$0
Dental - Family	\$62.14	\$746	\$746	\$0
FICA Retirement Rate	6.20%	\$5,077	\$4,594	\$483
FICA Medicare Rate	1.45%	\$1,187	\$1,074	\$113
Unemployment Insurance	0.10%	\$82	\$74	\$8
Retirement - Employer	6.75%	\$5,527	\$5,002	\$525
Worker's Comp - Clerical	0.05%	\$41	\$37	\$4
PEHP	\$21	\$546	\$546	\$0
		<b>\$118,101</b>	<b>\$109,184</b>	<b>\$8,917</b>

#### Cost Comaprison for full year

Item	Projected 2010 Rates	Current Employee \$52.49	Proposed Incumbent \$47.50	Cost Savings Full year
DBM D65		\$109,179	\$98,800	\$10,379
Health - Family	\$1,917.55	\$23,011	\$23,011	\$0
Dental - Family	\$62.14	\$746	\$746	\$0
FICA Retirement Rate	6.20%	\$6,769	\$6,126	\$643
FICA Medicare Rate	1.45%	\$1,583	\$1,433	\$150
Unemployment Insurance	0.10%	\$109	\$99	\$10
Retirement - Employer	6.75%	\$7,370	\$6,669	\$701
Worker's Comp - Clerical	0.05%	\$55	\$49	\$6
PEHP	\$21	\$546	\$546	\$0
<b>Total Estimated Cost for 1 FTE:</b>		<b>\$149,368</b>	<b>\$137,479</b>	<b>\$11,889</b>

Current funding: 82% County tax levy and 18% non-tax levy (Health Ins, Property Casualty Liability, and Worker's Comp)



# Marathon County Comprehensive Plan 2016





*Marathon County  
Comprehensive Plan  
2016*

*Adopted by the Marathon County Board of Supervisors  
on the Recommendation of the Comprehensive Plan Task Force*

Executive Committee

*Kurt Gibbs  
Lee Peek  
Joanne Leonard  
Matt Hildebrandt  
Craig McEwen  
Jim Rosenberg  
Kurt Kluck  
John Robinson  
James Seefeldt*

Land Conservation and  
Zoning Committee

*James Seefeldt  
Jeam Maszk  
Sandi Cihlar  
Jacob Langenhahn  
Richard Duerr  
Kelly King*

Developed by Marathon County Staff

*Deb Hager, Deputy Administrator  
Rebecca Frisch, Director of CPZ  
Jeffrey Pritchard, Planning Analyst  
Loretta Schultz, Administrative Coordinator*

with assistance by the North Central Wisconsin Regional Planning Commission

*Dennis Lawrence, AICP, Executive Director  
Paula Priebe, AICP, Planner  
Andrew Faust, GISP, Senior GIS Analyst*

## ORDINANCE #O-4-16

### 2016 MARATHON COUNTY COMPREHENSIVE PLAN: ORDINANCE TO ADOPT

**WHEREAS**, on May 23, 2006, the Board of Supervisors of the County of Marathon adopted Ordinance 0-16-06 to create Chapter 26 of the General Code of Ordinances entitled "Marathon County Comprehensive Plan"; and

**WHEREAS**, sec. 66.1001(4), Wis. Stats., establishes the required procedure for a local government to adopt a comprehensive plan, and Sec. 66.1001(2) identifies the required planning elements to be addressed; and

**WHEREAS**, on May 21, 2013, the Board adopted Ordinance 0-17-13 to create Sec. 2.05(15) of the General Code of Ordinances to create a task force for the purposes of drafting a proposed updated Comprehensive Plan for Marathon County; and

**WHEREAS**, on November 14, 2013, the Board adopted Ordinance 0-30-13 to revise Sec. 2.05(15) of the General Code to revise specific duties, responsibilities, and timelines for the task force; and

**WHEREAS**, sec. 66.1001(4)(a), Wis. Stats., requires that the local governing planning body (Land Conservation & Zoning Committee) shall adopt written procedures designed to foster public participation at every stage of the comprehensive plan preparation; and

**WHEREAS**, on March 24, 2015, the Board adopted Resolution R-10-15 to approve the written procedures included in the "Public Participation Plan for the Comprehensive Plan Update"; and

**WHEREAS**, on December 9, 2015, the Marathon County Executive Committee reviewed and accepted the findings and recommendations of the Comprehensive Plan task force, formally concluding the work of the task force; and

**WHEREAS**, on December 10, 2015, the Land Conservation & Zoning Committee adopted Resolution 01-2015 recommending County Board adoption of the 2016 Comprehensive Plan, pursuant to state requirements cited above, and authorizing a Class 1 public hearing; and

**WHEREAS**, on January 14, 2016, the Executive Committee held a public hearing on the 2016 Comprehensive Plan, with notice in compliance with the requirements of sec. 66.1001(4)(d) Wis. Stats.; and

**WHEREAS**, the Comprehensive Plan may be used as the basis for, among other things, updating the zoning ordinance, recommending infrastructure improvements, establishing policy for County action regarding elements in the plan; and as a guide for approving or disapproving actions affecting growth and development under the jurisdiction of Marathon County; and

**WHEREAS**, this Comprehensive Plan may from time to time be amended, extended, or added to in greater detail; and

**WHEREAS**, on February 3, 2016, the Executive Committee voted to approve/amend the 2016 Comprehensive Plan, as set forth in the Attachment, repealing and recreating Chapter 26 of the General Code of Ordinances.

**NOW, THEREFORE BE IT ORDAINED AND RESOLVED**, by the County Board of Supervisors of the County of Marathon that Chapter 26 of the General Code of Ordinances entitled "Marathon County Comprehensive Plan is hereby repealed and recreated pursuant to the Attachment; and

**BE IT FURTHER ORDAINED AND RESOLVED** that said ordinance shall take effect upon passage and publication as required by law.

Adopted this 16<sup>th</sup> day of February, 2016.

LAND CONSERVATION & ZONING COMMITTEE

Jean Meszke  
[Signature]  
\_\_\_\_\_  
\_\_\_\_\_

[Signature]  
\_\_\_\_\_  
\_\_\_\_\_

EXECUTIVE COMMITTEE

[Signature]  
[Signature]  
\_\_\_\_\_  
\_\_\_\_\_

[Signature]  
[Signature]  
\_\_\_\_\_  
\_\_\_\_\_

Fiscal Impact: No direct budgetary impact. The plan is intended to inform and guide future budgetary decisions.

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- 5-1 Natural Resources**
- 5-2 Terrain**
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- 6-1 Water Resources**
- 6-2 Depth to Groundwater**
- 6-3 Designated Waters**
- 6-4 High Capacity Wells**
- 6-5 Shoreland Jurisdiction Areas**

### ***Safest***

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- 7-3 Emergency Medical Service Areas**
- 8-1 Transportation**
- 8-2 Metro Transportation**
- 8-3 Utilities**
- 9-1 Existing Land Use 2015**
- 9-2 Land Use Change 2000-2010**
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- 9-5 Zoning Status**

### ***Most Prosperous***

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- 11-1 Recreation Areas**

# Chapter One Introduction



The Marathon County Comprehensive Plan will help guide County decision makers on a wide array of issues over the next twenty years. It will also provide guidance to the 41 towns, 15 villages and 6 cities within the County. All these communities, working together, make Marathon County a special place.

Currently, the 135,000 County residents enjoy economic opportunity, quality schools, and strong communities, along with access to a wide variety of recreational options. Although, the County compares well when compared to other counties there is still room for improvement. An overarching goal of Marathon County is to become the Healthiest, Safest and Most Prosperous County in the State. Therefore, the intent of this plan is to provide the foundation for that improvement.

## *Mission and Vision*

### **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 opportunities that make the Marathon County area a preferred place to live, work, visit and do business.

### **Vision Statement**

Marathon County government leads by providing high quality infrastructure and integrated services and by developing trusting, collaborative relationships among diverse partners. It is proactive in enhancing health and safety, protecting the environment, and providing cultural, recreational, and economic opportunities which make the Marathon County and the surrounding area a preferred place to live, work, visit and do business.

### **Framework for the Comprehensive Plan**

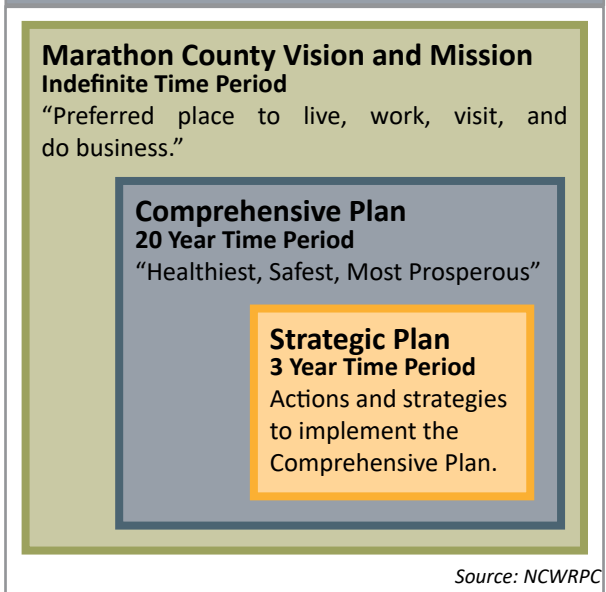
The Comprehensive Plan is one part of the overall planning process in Marathon County. **Figure 1-1** shows the relationship between the Vision and Mission, the Comprehensive Plan, and the Strategic Plan.

## *Background*

Marathon County has a strong tradition of planning. Numerous planning efforts have taken place since the last comprehensive planning process a decade ago. The 2006 plan was the first comprehensive plan developed for the County and its focus was more on meeting the requirements of the State Planning Law rather than being developed as a tool to guide the County as a whole.

This plan moves in a new direction, while still addressing the requirements outlined in Wisconsin Statutes 66.1001, to the extent applicable. That law requires that at minimum these elements or issues be discussed: Issues & Opportunities, Natural, Agricultural & Cultural Resources, Housing, Transportation, Utilities & Community Facilities, Economic Development, Land Use, Intergovernmental Cooperation, and Implementation. New topics and chapters added to this plan cover Health and Human Services, Water Resources, and Community Character. This plan, when adopted, will replace the 2006 Comprehensive Plan.

**Figure 1-1: Planning Framework**



**Task Force**

A 9-member Comprehensive Plan Task Force was created at the beginning of the planning process and included members from the County Board. The Task Force members served as liaisons to their respective standing committees. County staff and North Central Wisconsin Regional Planning Commission (Planning Team) provided support to the Task Force. The Task Force held ten meetings over the course of the project. Their role was to represent the county’s best interests while attending meetings and helping staff and the consultant team make important decisions. The Task Force provided guidance for developing the overall Plan and helped guide many of the decisions regarding the goals, objectives and action steps necessary to carry out the Plan. The Task Force’s ultimate responsibility was to provide a final draft long-term Comprehensive Plan for Marathon County Board action by December 31, 2015.

Figure 1-2 identifies the members of the planning Task Force.

**Planning Process**

The update to the Comprehensive Plan took place from January 2014 to February 2016. Three groups were gathered throughout the process to lead the update and to provide expert insights: the Task Force, the Planning Team, and the County Department Heads. Public input was also sought at several stages of the plan update process, as outlined in the Public Participation Plan.

County staff held public meetings mid-way through the planning process to meet with the general public, town officials, and others about the Comprehensive Plan. As part of this process, staff reached out to all local governments throughout the County. A series of meetings were held to inform citizens about the planning process and request input. An opportunity to identify land use changes was also offered. Representatives from numerous towns attended these meetings.

The team working on the day-to-day work of the plan update consisted of staff from the Conservation, Planning and Zoning Department and staff from the North Central Wisconsin Regional Planning Commission. County administration was also represented.

**Standing Committees**

The Marathon County Board of Supervisors has 8 standing committees: Finance and Property, Human Resources, Executive, Education and Economic Development, Environmental Resources, Health and Human Services, Infrastructure, and Public Safety. Early in the planning process in 2014, all standing committees participated in an exercise to help define “**What does a preferred place to live, work, visit, and do business look like?**” Standing committee discussions continued and identified trends and challenges that may impact Marathon County becoming a preferred place and the assets that could be leveraged and the opportunities that could be explored for Marathon County to become the preferred place. From the standing committee work, themes started to evolve which resulted in the development of the comprehensive plan’s guiding principles.

**Figure 1-2: Task Force Members**

Supervisor	Standing Committee
Kurt Gibbs, Chair	Executive
Charles Soukup	Education and Economic Development
Arnold Schlei	Human Resources and Infrastructure
John Robinson	Health and Human Services
Sandi Cihlar	Environmental Resources
John Durham	Finance and Property
Craig McEwen	Public Safety
Ken Day	Health and Human Services
Matt Hildebrandt	Technology

## Guiding Principles

The Marathon County Comprehensive Plan is based on principles that call for actions and outcomes that meet the overarching goal to ensure that Marathon County is the healthiest, safest, and most prosperous county in Wisconsin. The guiding principles serve as the foundation for shaping and navigating the future, and will ensure that the Comprehensive Plan remains consistent with the vision of Marathon County as the healthiest, safest, and most prosperous county in Wisconsin.

### Crossroads of Wisconsin

Encourage decisions that support options to allow safe and efficient movement of people and goods in and through Marathon County by a variety of modal means.

### Education and Economic Development

#### Epicenter

Encourage decisions that support lifelong education, workforce development, and diverse opportunities for economic growth.

### Environmental Stewardship

Encourage decisions that enhance the ecology and natural resources of Marathon County, while preserving and protecting them from human impacts and development, for the benefit of current and future populations.

### Health Focused

Encourage decisions that promote the physical, mental, and social health of the community through affordable access, health education, health care systems, and infrastructure to encourage healthy living at all stages of life.

### Multi-Partners Cooperation

Encourage decisions that support cooperation and collaboration with local, county, state, and federal governments, public-private partnerships, nonprofits, and other organizations to improve communication and efficiency.

### Recreation Hub

Encourage decisions that enhance the cultural, entertainment, and outdoor recreation amenities to ensure Marathon County's future as a year-round destination for residents and visitors.

### Safe and Sound

Encourage decisions that support the promotion of public safety and a sense of personal security within the community.

### Sense of Place

Encourage decisions that support and enhance local history, heritage, culture, values, social pride, and community character in Marathon County to foster growth and coordinated development and to establish a vibrant sense of place.

### Sustainable Agriculture

Encourage decisions that support preservation of productive farmland, growth of agribusiness, and promote innovative farming practices to maintain a strong local agricultural economy which contributes to the local and global food system.

### Embrace Innovation

Encourage decisions that support the utilization of new technologies and opportunities for innovation.



The Guiding Principles help protect the natural and agricultural resources of the County.



## Department Head Retreats

A series of three retreats were held with the 23 department heads of Marathon County. The purpose of the retreats was to ensure that the comprehensive plan would be meaningful, useful, and relevant to the departments in the county government, by utilizing the expertise of the department heads to identify issues and goals and to think strategically about how county departments can work together in collaboration to achieve the goals.

At the first retreat, in September 2014, the department heads were introduced to the new comprehensive planning process and their role in it. The 10 guiding principles were discussed and departments identified programs and services they provide related to the principles. Eleven critical issues that the county is currently facing or is likely to face over the next 20 years were identified.

The second retreat, in October 2014, focused on what role Marathon County plays in influencing or impacting the critical issues identified at the previous retreat. Of the eleven critical issues, three were deemed to be the Primary Issues in which the County plays a direct role: Health of the Community, Environment and Ecosystem Resources, and Collaborative Governance.

A third retreat was held in November 2014, and built upon the previous work. The three primary issues were converted into goal statements and expanded. This retreat focused on the goal of Governance, breaking it into four Emerging Goals and detailing action steps that can be taken by the County to achieve the goals.

Two further meetings were held in February 2015 to develop the goals and action steps of the Environment and Ecosystem Management and Health of the Community sections. Those present at these meetings reflected all of the County departments which have a direct role in these areas. Goals, objectives, and action steps were identified for the three primary issues.

The recommended objectives and action steps for the Environment and Ecosystem Management and Health of the Community sections make up much of the Action Plan. Meanwhile, the work under Collaborative Governance does not easily fall into the realm of any of the chapters in this plan, as the recommendations are largely internal process changes to how Marathon County Government operates. These Collaborative Governance recommendations are seen below. They do provide valuable information for the overall planning effort.

## Collaborative Governance

### **Goal 1: Improve community engagement and community education through communication, technology, and social media.**

The first goal of Collaborative Governance is about helping community members get informed and involved with government and improving the community. The tools of communication, technology, and social media were key elements in how the Department Heads envision community engagement and education being strengthened. Three ideas were recommended on how to potentially reach this goal. First, consider hiring a County Public Information Official (PIO). This role would ensure that the public receives a consistent message with an organized, proactive response. Second, develop a stronger portal for the community to connect with government information. This portal could potentially be an enhanced version of the County website. Finally, hold public dialogues which invite the community into conversation with government about relevant subjects. The Ketterling public engagement method was suggested as a balanced way to inform as well as engage.

### **Goal 2: To improve customer service, Marathon County must keep pace with technology demands and the expectations of the public.**

The expectations the public has of their government's responsiveness have increased dramatically with advances in technology. Marathon County government recognizes that keeping pace with technological advances is necessary to maintain a high level of customer service. The first recommendation is to enhance the capacity to receive electronic information from citizens. This includes the Emergency Services' Dispatch's ability to receive advanced 911 social media (text messages, twitter, VoIP) as well as the Highway department among others. Second, Marathon County government should consider utilizing blast messages to communicate with the public based on interest, such as road conditions, traffic, crime, meetings, and parks. Third, utilize current technology to communicate messages with the public. For example, rather than writing step-by-step directions for something, consider making a YouTube video to explain.

### **Goal 3: To improve efficiency of public resources and increase achievement of desired results.**

Using public resources in an efficient and effective manner is vastly important. The first recommendation towards reaching this goal is to create a culture of continual learning within County government. Investing in training opportunities for staff at all levels will improve the efficiency of work. Second, there is a need to focus on departmental and inter-departmental planning for desired results by scheduling and allocating structured time and resources on specific issues and initiatives. Finally, drive down decision making and be willing to accept a greater degree of risk with decisions.

### **Goal 4: Encourage citizens to express their needs and to be part of the solution.**

An active and vocal citizenry is necessary to reach the goals of the community and reach solutions to complex problems. The three top recommended action steps for this goal are to 1) offer forums for communities as needed to publicize issues, 2) train government officials to develop engagement skills, and 3) build relationships with media outlets.

**APPROVING COUNTY ADMINISTRATION REORGANIZATION:  
ABOLISHING 1.0 FTE ADMINISTRATIVE MANAGER (ORGANIZATION EXCELLENCE  
PROGRAM MANAGER) AND CREATING A 1.0 FTE ASSISTANT ADMINISTRATIVE  
MANAGER (COMMUNICATION & ENGAGEMENT STRATEGIST POSITION);**

WHEREAS, the first goal of the Marathon County Comprehensive Plan – Collaborative Governance is to improve community engagement and education through communication, technology, and social media; and

WHEREAS, as a step toward achieving this goal, County Administration has identified a reorganization opportunity which will create a more centralized, efficient and consistent communication and engagement strategy, and will result in greater transparency to residents, employees and elected officials; and

WHEREAS, County Administration has proposed abolishing 1.0 FTE Administrative Manager (Organization Excellence Program Manager) position (Current incumbent will transition via promotion to HR Director and will incorporate this role into Employee Resources) and creating a 1.0 FTE Assistant Administrative Manager (Communication & Engagement Strategist) position; and

WHEREAS, the proposal was referred to the Human Resources, Finance and Property Committee for review, pursuant to §4.20 of the General Code; and

WHEREAS, the Human Resources, Finance and Property Committee has reviewed the proposal at its meeting on 1/12/2021, and voted to recommend adoption and referred to Executive Committee for review; and

WHEREAS, the Executive Committee reviewed the proposal at its meeting on January 14, 2021 and voted to recommend adoption to the County Board, to be effective within the current 2021 Budget year.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Marathon does ordain the following and approves the implementation of the reorganization as follows:

- (1) A. Abolish 1.0 FTE Administrative Manager (Organization Excellence Program Manager) (PCN 9005)
- B. Create one full-time Assistant Administrative Manager (Communication & Engagement Strategist) position (NEW PCN)
- (2) Effective as soon as recruitment can be completed or the beginning of the first pay period following the approval of this resolution.

DATED: January 26, 2021

**HUMAN RESOURCES, FINANCE AND PROPERTY COMMITTEE**


**ESTIMATED FISCAL IMPACT STATEMENT:** \$26,803 savings. The current salary of the incumbent moving to HR Director is within the salary range of the new pay level assigned. The salary range of the new Assistant Administrative Manager position is less than the range of the abolished position. Both the new and abolished positions are within Administration Dept. No budget amendment is required to effect this reorganization.

## Instructions for Completing the Administrator's Review

Through this process, the County Board of Supervisors is provided the opportunity to offer input into the review process of the County Administrator. The result of this survey will be compiled, reviewed and taken into consideration by the Executive Committee during the completion of the County Administrator's review.

1. Select a rating by placing an "X" in the appropriate box for each of the 18 job performance dimensions.
2. Please add Notes / Comments to any areas that you feel necessary. Please note that in any job performance dimension that you feel necessary to rank as either "Improvement Needed" or "Exceptional" it is expected that you will provide Notes / Comments to explain your reasoning for the rating.

Job Performance Dimensions "Results"	Definition	Job Performance Rating				Notes/Comments
		Improvement Needed	Successful	Highly Successful	Exceptional	
<b>Key Evaluation Area #1: Meeting Goals as Defined in Work Plan/Technical Competency</b>						
1. Quantity of Output of Work	The quantity or amount of work produced. Production goals are met.					
2. Quality of Work Produced	The quality of work performed in terms of errors, completeness, or rework required to meet standards.					
3. Timeliness of Work Produced	The timeliness of work produced according to schedules, deadlines, goals or targets.					
4. System, Process and Technology Optimization	Leverages systems, processes and technology to deliver quality work and produce positive business results; committed to continuous improvement reducing waste & finding efficiencies.					

Choose one of the four rating possibilities by placing an "X" in the appropriate box.

Use this box to add any comments regarding the job performance dimension.

If you have chosen a rating of either of the two extremes ("Improvement Needed", or "Exceptional"), you will need to justify the rating with an explanation in the Notes / Comments.

## Job Performance Ratings

<p><b>Exceptional (E)</b></p>	<p>Typically about 10% of the County workforce would fall into this category.          The employee's performance consistently exceeds expectations and role requirements by producing a high quality of work on a consistent basis.</p> <ul style="list-style-type: none"> <li>• anticipates and proactively addresses departmental needs</li> <li>• demonstrates leadership by managing projects and mentoring others</li> <li>• quality of work produced continually exceeds expectations, rework is rarely required</li> <li>• provides exceptional customer service</li> <li>• achieves objectives and tasks before the deadline with minimal supervision</li> <li>• influences others in a positive manner, even in stressful situations</li> <li>• fosters teamwork and positive relationships with everyone they come in contact with</li> <li>• accepts and helps to implement change</li> <li>• viewed as a role model to others by consistently contributing to a strong organizational culture and demonstrating exceptional core value behaviors</li> <li>• routinely volunteering for extra work/responsibilities while maintaining strong job performance</li> </ul>
<p><b>Highly Successful (H)</b></p>	<p>The employee's performance consistently meets and generally exceeds expectations and role requirements by producing a high quality of work on a consistent basis.</p> <ul style="list-style-type: none"> <li>• highly knowledgeable of their job functions/duties, as well as other related aspects of the department, division, and organization, with the ability to explain and articulate such aspects clearly to others</li> <li>• dependable, reliable and follows through on all assignments</li> <li>• recognized by peers, managers, and other customers/personnel as collaborative, skilled, and reliable</li> <li>• effectively interacts with peers, managers, colleagues, other staff, and the public when representing the department, division or organization</li> <li>• consistently exhibits model behavior that exemplifies the values and qualities of Marathon County</li> <li>• exhibits teamwork or is a team player in varied settings without prompting and can work collaboratively with others</li> <li>• demonstrates the ability to take on progressive responsibility with a high level of success</li> </ul>
<p><b>Successful (S)</b></p>	<p>The majority of the County workforce will fall into this category.          The employee's performance generally and consistently meets the standards and expectations for the job.</p> <ul style="list-style-type: none"> <li>• recognizes that change is part of job and attempts to help foster changes in the workplace</li> <li>• conveys opinions in a respectful manner</li> <li>• clearly expresses ideas verbally and in writing</li> <li>• cooperative and gets along with others</li> <li>• makes a strong contribution to the success of the work unit</li> <li>• completes assignments correctly and on-time</li> <li>• has one or more identified opportunities for improvement</li> <li>• actively makes own decisions that impact his or her work; not overly dependent on supervision</li> </ul>
<p><b>Needs Improvement (N)</b></p>	<p>The employee's performance is below expectations or standards.</p> <ul style="list-style-type: none"> <li>• inflexible to changing circumstances</li> <li>• demonstrates negativity towards work group or County goals</li> <li>• written material and/or oral presentations are confusing and difficult to follow or understand</li> <li>• frequently complains and not a team player</li> <li>• may possess some of the necessary knowledge and skills essential for the job, but requires additional training or commitment in order to perform the work at a level that is successful</li> <li>• looks for reasons why assignments cannot be accomplished rather than figuring out how to complete their work</li> <li>• requires considerable supervisory monitoring to implement goals and priorities in a timely manner</li> </ul>

**2020 Performance Review**

**Name:**

**Position:** County Administrator

**Length of Time in Position:**

Job Performance Dimensions "Results"	Definition	Job Performance Rating				Notes/Comments
		Improvement Needed	Successful	Highly Successful	Exceptional	
<b>Key Evaluation Area #1: Meeting Goals as Defined in Work Plan/Technical Competency</b>						
<b>1. Quantity of Output of Work</b>	The quantity or amount of work produced. Production goals are met.					
<b>2. Quality of Work Produced</b>	The quality of work performed in terms of errors, completeness, or rework required to meet standards.					
<b>3. Timeliness of Work Produced</b>	The timeliness of work produced according to schedules, deadlines, goals or targets.					
<b>4. System, Process and Technology Optimization</b>	Leverages systems, processes and technology to deliver quality work and produce positive business results; committed to continuous improvement reducing waste & finding efficiencies.					
<b>5. Freedom from Unplanned Support</b>	The amount and intensity of supervision and support necessary to perform to job expectations					
<b>6. Productive Work Habits</b>	Work style is effective and productive in terms of time management, setting objectives and priorities and following up on commitments.					
<b>7. Self-Development / Personal Learning</b>	Picks up on the need to change and learn new things to continuously add value, seeks feedback from others, demonstrates openness to change, learns quickly and applies immediately					
<b>SECTION TOTALS</b>	Total of each job performance rating for this section					<b>SECTION AVERAGE:</b>

**Key Evaluation Area #2: Adherence to Core Values**

<p><b>8. Service</b></p>	<p>Can be counted on to work hard and get things done. Sets priorities, pushes self and others to reach goals and add value to the bottom line.</p>					
<p><b>9. Stewardship of Resources</b></p>	<p>The efficient use of time, money, materials and other people to produce the required workload/responsibilities</p>					
<p><b>10. Shared Purpose</b></p>	<p>Unrelated to personal or group performance, is helpful to others on the larger team or organization in getting work done or being an example of cooperation and collaboration.</p>					
<p><b>11. Integrity</b></p>	<p>The extent to which behaviors demonstrate alignment with our core values, culture, mission, &amp; goals without regard to specific job responsibilities.</p>					
<p><b>12. Diversity</b></p>	<p>Seen as a people builder, provides experiences that challenge &amp; develop others. Creates a climate in which people want to do their best. Establishes clear direction. Recognizes achievements of individuals and team.</p>					
<p><b>13. Quality</b></p>	<p>Makes decisions in a timely manner. Considers alternatives and consequences of decisions and achieves positive results.</p>					
<p><b>SECTION TOTALS</b></p>	<p>Total of each job performance rating for this section</p>					<p><b>SECTION AVERAGE:</b></p>

**Key Evaluation Area #3: Contribution to Organizational Culture**

<p><b>14. Mission: Vision and Purpose</b></p>	<p>Communicates a compelling vision &amp; core purpose to team to get team/department engagement. Looks beyond the day, talks about possibilities. Works towards reaching strategic goals by executing upon key strategies.</p>					
<p><b>15. Consistency</b></p>	<p>Uses effective communication techniques including listening to better serve internal and external customer, and build positive working relationships with others and leads by example.</p>					
<p><b>16. Adaptability: Creating Change</b></p>	<p>Sees ahead clearly, anticipates future trends &amp; consequences &amp; develops best strategies to meet changing demands.</p>					
<p><b>17. Adaptability: Customer Focus</b></p>	<p>Dedicated to meeting the expectations and requirements of internal and external customers. Establishes &amp; maintains trust &amp; respect of customers.</p>					
<p><b>18. Involvement</b></p>	<p>Sets clear objectives. Uses delegation skills appropriately. Monitors process, measures progress and results and communicates with team.</p>					
<p><b>SECTION TOTALS</b></p>	<p>Total of each job performance rating for this section</p>					<p><b>SECTION AVERAGE:</b></p>
						<p><b>OVERALL AVERAGE:</b></p>