



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

AMENDED

Date & Time of Meeting: **Thursday, May 13, 2021, at 4:30 p.m.**

Meeting Location: **WebEx/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:**

Phone #: 1-408-418-9388

Access Code: 146 1597938

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

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

A quorum of members of the County Board, or any of Marathon County's governance or non-governance subgroups (e.g. boards, commissions, committees or task forces) may attend the above noticed meeting in order to gather information. No action will be taken by any other subgroup of the County, aside from the body publishing this agenda. This notice is provided in accordance with *State ex rel. Badke v. Greendale Village Bd.*, 173 Wis.2d 553, 494 N.W.2d 408 (1993).

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)**
3. **Approval of the April 15, 2021 Executive Committee Meeting Minutes**
4. **Policy Issues for Discussion and Possible Action**
 - A. County Board Meetings to be Held in Person
 - B. Administrator's 2021 Work Plan and Capacity
 - C. Review of Past Discussions of County Event Policy and Discussion of Next Steps
 - D. DOJ Requests a Letter of Support be sent to Legislators for Treatment Alternative Diversion Program Funding**
 - E. June Dairy Breakfast Poster
 - F. Request for Education by Kevin McGary to the Full Board
5. **Operational Functions Required by Statute, Ordinance, or Resolution**
 - A. Designating May 5, 2021 as a "Day of Awareness for Missing and Murdered Indigenous Women and Girls" in Marathon County.
 - B. Resolution Recognizing the Historical Significance of the Mexican holiday of Cinco de Mayo – May 5th.
 - C. Resolution Declaring Marathon County "A Community For All"
6. **Educational Presentations/Outcome Monitoring Reports**
7. **Next Meeting Date & Time, Location, Announcements and Future Agenda Items:**
 - A. Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
 - B. Next Meeting: **Thursday, June 10, 2021, at 4:00 p.m.**
8. **Adjournment**

**Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk's Office at 715-261-1500 one business day before the meeting.*

SIGNED Chair Kurt Gibbs
Presiding Officer or Designee_____

FAXED TO: Wausau Daily Herald, City Pages,
FAXED TO: and Other Media Groups
FAXED BY: T. Murphy
FAXED DATE: 5/12/2021
FAXED TIME: 12:15pm

NOTICE POSTED AT COURTHOUSE
BY: T. Murphy
DATE: 5/12/2021
TIME: 12:15 pm



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Thursday, April 15, 2021, at 4:00 p.m.

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

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

Also present: Lance Leonhard, Jason Hake, Gerald Klein, Lisa Ort-Sondergard, Bruce Grau, Cynthia Schaefer, Christine Salm-Little, Valerie Carrillo, Meg Ellefson and Toshia Ranallo.

WebEx/Phone: Brent Jacobson, Jean Maszk, Sandy Cihlar, Ka Lo, Michelle Van Krey, Kim Trueblood, Brian Kowalski, Mike Puerner, Patricia Hornung, Paul Daigle, Peter Weinschenk, Margaret Pagoria, and one unidentified caller.

1. Call Meeting to Order

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

Public Comment (15 Minutes) – The three following people preregistered and spoke in support of the *Community for All Resolution* and encouraged County Board members to pass the resolution.

1. Bruce Grau, 1115 N 10th St, Wausau, WI
2. Christine Salm-Little, 3312 N. 11th St, Wausau, WI
3. Margaret Pagoria, 1810 Woodland Ridge Rd, Wausau, WI

2. MOTION BY LANGENHAHN; SECOND BY FIFRICK TO APPROVE THE MARCH 11 AND MARCH 18, 2021 EXECUTIVE COMMITTEE MEETING MINUTES. MOTION CARRIED.

3. Policy Issues for Discussion and Possible Action

- A. Phosphorus Management - Fenwood Creek Watershed Pilot Project – Recommendation by Environmental Resource Committee that the County Seek State Funding for the Project through 2021-2023 State Budget

Discussion:

Land and Water Program Director Paul Daigle explained this topic was discussed at the Environmental Resource Committee and it was decided by formal action to forward it on to this committee. He gave a presentation on a Pay for Performance approach, and is requesting additional funds to meet the strategic plan objectives and water quality improvement goals. This approach is to encourage farmers to improve their land management performance beyond the minimum state standards. It will provide ecosystem services incentives for implementing superior management systems on all sizes of farms. The full presentation can be accessed in the [packet here](#).

Daigle indicated that resources for these types of programs have not been proposed in the Governor’s Budget. Administrator Leonard pointed out the Governor’s budget provides \$7 million in bonding for grants to counties for implementation of land and water resource management plans, including cost-share grants to landowners through the Soil and Water Resource Management. He suggests checking to see if these funds could be reallocated for this type of project. Daigle clarified that Marathon County already submits annual staffing and cost-share grants from these bonding funds, but they have been underfunded by approximately \$700,000 in bond requests, and \$300,000 in segregated funds. He further explained these funding sources are very descriptive and restrictive and do not address this type of Pilot Project. Chair Gibbs mentioned the Joint Finance Committee Public Hearing will be held on April 21st in which he will give testimony on behalf of Marathon County as far as the priorities indicated by each Standing Committee.

Action:

ROBINSON MADE A MOTION; SECOND BY BUTTKE TO SUPPORT THE PILOT PROJECT AND DIRECT ADMINISTRATION AND CPZ STAFF TO LOOK FOR FUNDING SOURCES AND DEVELOP A PROPOSAL TO MAKE RECOMMENDATIONS TO THE STATE LEGISLATURE. MOTION CARRIED.

Follow up:

Staff to discuss concerns and suggestions raised by the committee and further investigate American Rescue Dollars as another possible funding source.

B. Review of Standing Committee Meeting Recording Options

Discussion:

Administrator Leonhard presented advantages and disadvantages for the following two options to record all Standing Committee meetings. He indicated there have been recent discussions and a survey conducted on this same issue throughout the counties in state.

1. Extend Public Access
 - Outsource
 - Record meetings available in real time
 - High quality
 - Transfer to county YouTube Channel
 - All Standing Committee meetings to be held in the Courthouse Assembly Room
 - Estimated yearly cost - \$8640.00
 - Possible additional court security cost for ERC committee meetings
 - ADA rule compliance
2. Record WebEx meetings
 - Internal staff to record WebEx meetings and transfer to YouTube channel
 - Staff training and consistency
 - Low quality
 - WebEx meetings may not continue long term (Rules and Review Committee to discuss)
 - Estimated yearly cost - \$2376.00
 - ADA rule compliance

Action:

MOTION BY ROBINSON, SECOND BY MCEWEN, TO DIRECT HR, FINANCE & PROPERTY COMMITTEE TO IDENTIFY A FUNDING SOURCE FOR RECORDING STANDING COMMITTEE MEETINGS USING PUBLIC ACCESS MEDIA AND DIRECT COUNTY ADMINISTRATION TO AMEND THE CONTRACT AS NECESSARY.

MOTION TO AMEND BY STARK, SECOND BY ROBINSON, TO AMEND THE MOTION TO PROVIDE THAT THE RECORDING OF STANDING COMMITTEE MEETINGS BE DONE ON A TRIAL BASIS FOR THE REMAINDER OF 2021 AND THE EXECUTIVE COMMITTEE EVALUATE AT ITS OCTOBER MEETING WHETHER TO RECOMMEND CONTINUING THE PRACTICE IN NEXT YEAR'S BUDGET. MOTION TO AMEND CARRIED.

ORIGINAL MOTION AS AMENDED CARRIED. (ROLL CALL VOTE PERFORMED – Gibbs yes, McEwen No, Buttke yes, Guild yes, Langenhahn No, Leahy yes, Robinson yes, Stark yes. (6 yes, 2 no))

Follow up:

Forward to HR Finance Committee.

C. State Budget Priorities from each Standing Committee

Discussion:

Chair Gibbs requested the Standing Committee Chairs' to identify their number one priority proposed in the Governor's Budget:

1. Environmental Resources Committee
 - County conservation staffing grants
2. Extension, Education and Economic Development Committee
 - Broadband Expansion
3. HR Finance Committee
 - General Transportation Aid
4. Health & Human Services
 - Increase funding for Child Protective Services
5. Infrastructure Committee
 - General Transportation Aid
6. Public Safety Committee
 - District Attorney Office Funding

Follow up:

Chair Gibbs to give testimony on these priorities to the Joint Finance Committee Public Hearing on April 21st.

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

5. Educational Presentations/Outcome Monitoring Reports

- A. Overview of revised City-County Information Technology Commission Intergovernmental and Operating Agreements

Discussion:

CCIT Director Gerald Klein explained the CCIT Commission recommends the following changes to the agreements to become active in 2022.

- Decrease citizen board membership from one to two
- Operating Agreement focusing on a collaborated cyber breach insurance liability

The CCIT Commission is currently seeking to fill a vacancy for a citizen member position. This position will need to be approved by the Marathon County Board, Wausau City Counsel, and NCHC Board. Chair Gibbs extended gratitude to the current citizen members for their years of service.

Follow up:

No follow up at this time.

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

- A. Next Meeting: **Thursday, May 13, 2021, at 4:00 p.m.**

7. Adjournment

THERE BEING NO FURTHER BUSINESS TO DISCUSS, MOTION BY LANGENHAHN; SECOND BY BUTTKE TO ADJOURN THE MEETING AT 6:10 P.M. MOTION CARRIED.

Respectfully submitted by,
Toshia Ranallo

Current Rule 2.01(1)(f). Participation of supervisors by phone or other platform in a meeting of the full board is permitted and the public will be afforded comparable access, as required by law.




Former Rule 2.01(1)(f). Because of the number of county board members (38), it is likely that one or more members will absent for any meeting. Participation of supervisors by phone in a meeting of the full board will not be permitted, unless a special meeting has been called by the Board Chair for the purpose of considering one agenda item and the public has been afforded comparable access as required by law.








**COUNTY ADMINISTRATION
2021 WORK PLAN – May 13, 2021 Progress Update**




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




Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress	Progress
1. Continue Renovation of NCHC Campus	<ul style="list-style-type: none"> ▪ Construction of pool, CBRF, Youth Hospital complete ▪ Nursing Home Tower underway ▪ Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway ▪ Budget – on target at this time, additional borrowing packages forthcoming. ▪ RFP for construction management of Hospital remodel was released on 10/31/2020 	<ul style="list-style-type: none"> ▪ NCHC in position to service debt at time of first payment ▪ Campus renovated in a way that enhances the service delivery options on the campus and allows for further consolidation of county departments to the campus 	<ul style="list-style-type: none"> ▪ Construction complete on NCHC occupied portion of building by March 2022. ▪ Aquatic therapy pool opens by Q2 of 2020 with a Grand Opening ▪ CBRF and Youth Hospital 2020 openings ▪ 18 month construction period on tower ▪ DSS transition from current location to campus complete by September 2023 	<ul style="list-style-type: none"> ▪ General construction dependencies 		<ul style="list-style-type: none"> ▪ Aquatic therapy pool has opened with some pandemic restrictions, FCM is working with NCHC to address potential matters and completed a recent review during a planned closure (roof repair, wall repainting, caulking, new pool deck drains, pump replacement) ▪ Youth Hospital is open and NCHC is monitoring ongoing census to ensure fiscal sustainability ▪ CBRF opening was impacted by delays at State of WI relative to licensure; however, recent visit with DHS Secretary were positive and we expect prompt licensure. One side of the CBRF will be utilized for Youth Crisis Stabilization based on community need. ▪ Behavioral Health Inpatient Hospital and Medically Monitored Treatment renovation estimates have come in significantly above master plan budget, NCHC and County leadership are working to advocate for State funding options to offset costs. Bid packages for the project will be released 5/17. Updated budgets will be communicated to HR, Finance & Property shortly after bids are received. ▪ DSS transition planning efforts are underway and we intend to have a plan submitted through annual CIP process (staff at DSS have been working diligently to pursue hybrid and shared working environments to maximize



						<ul style="list-style-type: none"> efficiency and reduce long-term costs) Nursing home Tower is anticipated to be completed on July 23, 2021 and operational shortly thereafter. Planning will proceed for the later stages of the renovation project. Inflationary cost pressures are significant and FCM is working with architects and NCHC staff to address.
A. Complete planning for DSS move to NCHC Campus	<ul style="list-style-type: none"> Identified DSS as most appropriate department to occupy space vacated by NCHC FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget 	<ul style="list-style-type: none"> Increased efficiency of operations Improved coordination for clients seeking service Improved coordination between DSS and Community Programs 	<ul style="list-style-type: none"> By December 2021, develop principles to guide county in considering options relative to divestment of DSS property Construction/remodel complete by May 2023 Transition staff by September 2023 	<ul style="list-style-type: none"> Allocation of funding for DSS transition Construction dependencies, including permit approval 		<ul style="list-style-type: none"> DSS transition planning efforts are underway and we intend to have a plan submitted through annual CIP process (staff at DSS have been working diligently to pursue hybrid and shared working environments to maximize efficiency and reduce long-term costs)
2. Create a long term facilities plan.	<ul style="list-style-type: none"> Commenced NCHC project Completed significant Jail project Participated in South Riverfront Master Plan with City, WPS, and other stakeholders Have identified an opportunity and need to move the Highway, Parks, CPZ and other potential departments 	<ul style="list-style-type: none"> Policy-makers prioritize projects and align around a time line for addressing each. 	<ul style="list-style-type: none"> Initial High level facilities plan complete by December 2021 <ul style="list-style-type: none"> Plan will need to be updated periodically with information from subordinate facility plans referenced below Plan will identify time-line for subordinate facility planning and construction projects 	<ul style="list-style-type: none"> Allocation of funding for DSS transition Construction dependencies, including permit approval 		<ul style="list-style-type: none"> FCM staff have completed an asset inventory of county-owned facilities and are working to design the space at the Lakeview campus for the move of DSS Westside master plan update is below Library 3rd floor use evaluation is set forth below
A. Update the Westside Masterplan	<ul style="list-style-type: none"> Met with UWSP leadership to better understand need for improved student housing Purchased property adjacent to current highway department set forth in previous Westside Plan Funded Sports Development Study – potential location for indoor facility within existing county-owned property Funding for study is allocated in proposed 2021 budget (CIP) 	<ul style="list-style-type: none"> Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property 	<ul style="list-style-type: none"> RFP for Master Plan to be prepared and ready for release in Q1 2021 	<ul style="list-style-type: none"> Allocation of funding for planning Completion of Housing study or sufficient information from UW to inform plan Indoor Sports Facility – identification of whether the facility should be sited within Westside Master Plan property Acquisition of property for multi-department (Highway/Parks/CPZ) facility and relocation of county staff 		<ul style="list-style-type: none"> Staff provided the Infrastructure Committee with a presentation of the existing Westside Master Plan and sought direction from the committee on key elements to incorporate into the RFP, most notably the future location of the Highway Department and whether the PRF department is relocated to the West street site. Committee provided direction to staff. Staff have undertaken considerable efforts relative to redevelopment of the UWSP-Wausau dormitory, including numerous meetings with UWSP-Wausau representatives and releasing an RFP for redevelopment. Ultimately, the determination has been made to address the development of the site through the Westside Master Plan process. RFP timeline has been delayed due to competing priorities within PRF department; however, we anticipate release within Q2 of 2021.



<p>B. Work with Library Board to identify appropriate use of 3rd Floor</p>	<ul style="list-style-type: none"> Sought additional outside engineering assessment of 3rd floor to aid in use determinations 	<ul style="list-style-type: none"> Financial sustainable use Further county facility consolidation efforts 	<ul style="list-style-type: none"> To be determined with Library Director 	<ul style="list-style-type: none"> Covid impact on potential tenancy demand 		<ul style="list-style-type: none"> Administration has engaged the Library Director to discuss the desire of the board to pursue a use of the 3rd floor that accomplishes the goals outlined in this item. The Library Director has explained that the original property transfer documents provide that any third party using the space must be a non-profit and align with the mission of the library. Administration has not reviewed the language at this time. Library Director and County Administrator presented to the Library Board the potential for releasing an RFP seeking a community partner for utilization of the 3rd Floor space on 4/19/21. The Board supported the Director moving forward with that process. FCM is working with Library Director to formulate an RFP. Administrator has spoken with a local governmental entity regarding a potential partnership for the space and the Library Director is reviewing the potential use.
<p>C. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility</p>	<ul style="list-style-type: none"> Completed study and assessment of properties in greater metro area Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed. 	<ul style="list-style-type: none"> Consolidate heavy equipment maintenance operation Consolidate Park management and Park Operations Co-locate departments with significant adjacencies Reduce number of stand-alone facilities Re-develop or divest vacated department property 	<ul style="list-style-type: none"> September 2020 To be determined by HR, Finance & Property Committee 	<ul style="list-style-type: none"> Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board. Requisite zoning modifications and site suitability must be obtained prior to purchase 		<ul style="list-style-type: none"> Discussions between the City of Wausau and the Village of Maine have not meaningfully progressed relative to a shared-services agreement. The landowner's representative has remained in contact with County Administration. The Infrastructure Committee has reiterated its position that the current West Street site is not a viable long-term site for the Highway Department. The redevelopment of the City of Wausau downtown is moving forward in May of 2021 and is likely to lead to further discussions relative to the availability of the county's property on River Drive for redevelopment.
<p>D. Develop a Policy/Process relative to the divestment of County-owned facilities and properties (non-tax deed)</p>	<ul style="list-style-type: none"> Topic has been identified by HR, Finance & Property Committee as a potential priority in 2021. 	<ul style="list-style-type: none"> Policy would assist policy makers and staff in considering how to proceed when a property is no longer being utilized for the specific purpose for which it was previously utilized 	<ul style="list-style-type: none"> To be determined based on prioritization 			<ul style="list-style-type: none"> This project has not been identified as a top priority by the HR, Finance & Property Committee and no significant progress has been made.






<p>3. Develop “system budgeting” methodology (as referenced in 2020 budget discussion)</p>	<ul style="list-style-type: none"> • County Board has expressed a desire to utilize a “system budgeting” strategy to further encourage cooperation • Criminal Justice System identified as first system to adopt this strategy 	<ul style="list-style-type: none"> • Enhanced collaboration and better understanding of upstream and downstream impacts of practice/policy changes by departments • Formalized process for Justice System professionals to make recommendations relative to priorities and resource reallocation. 	<ul style="list-style-type: none"> • Criminal justice system departments to have system budgeting discussions in building 2022 budget • Development of a shared “performance appraisal goal framework” for use by justice system departments 	<ul style="list-style-type: none"> ▪ Continued support of Sheriff, DA, Clerk of Court, and Judges 		<ul style="list-style-type: none"> ▪ County Administration, Sheriff’s Office, DA’s Office, Clerk of Courts, Judges, and Justice Systems have held a number of facilitated meetings to better understand opportunities for collaboration and improved system functioning. A number of projects were identified and moved forward during the process (pursuing a Digital Evidence Management system, Information Sharing on DSS related cases, electronic court calendaring, consideration of electronic monitoring expansion, review of our jail phone call system, the efficacy of allocating funds to pretrial case management, and CIP projects to add a second hearing room to address the backlog created by the pandemic and improve virtual court technology in existing courtrooms). ▪ Participants in the meetings also discussed new position priorities within the system and identified an additional dispatcher and a legal secretary in the DA’s Office as equal top priorities. ▪ Members also identified a change to our restitution collection process as a priority to move forward to improve efficiency and service to victims, while also providing additional revenue for the justice system. This effort will take coordination of the Clerk of Courts, Judges, and District Attorney to move forward. ▪ Moving from a direct service provision to a contract for service model in the Shelter Home was also identified as a second significant potential cost-reduction opportunity. System Budgeting participants and DSS representatives will begin meeting to assess this option in the near future.
<p>A. Open an Additional Police Communications Channel</p>	<ul style="list-style-type: none"> ▪ 4 of 6 necessary positions have been created 	<ul style="list-style-type: none"> ▪ Police communications operate to enhance officer and public safety. 	<ul style="list-style-type: none"> ▪ Fund 2 new positions in 2021 budget, for hiring beginning in 2021 	<ul style="list-style-type: none"> ▪ Prioritization by justice system 		<ul style="list-style-type: none"> ▪ The Sheriff’s Office has identified internal staff resources that can be reallocated to fill 1 Dispatch position. ▪ System budgeting process has identified this position as a co-priority with a legal secretary position in the DA’s office for the 2022 Budget. County Administration will be working to identify a funding mechanism for each of the two positions through the non-personnel budgets in the justice system.


<p>B. Complete a Criminal Justice System Study</p>	<ul style="list-style-type: none"> ▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake several studies specific to our criminal justice system, including a study to - Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system. ▪ Our internal program team orientation is scheduled for November 18, 2020, where we should learn more from UW officials regarding next steps in the overall UniverCity Year program. ▪ The proposed 2021 budget does provide for \$40,000 of funding for participation in the program. ▪ In the event that funding for participation in the program is removed from the budget or UW Madison does not select this particular topic for study, we will need to secure alternative resources to complete the work. 	<ul style="list-style-type: none"> • Identify potential avenues for increased efficiency and revenues and opportunities to implement best practices in Justice System (Clerk of Courts, Judicial System, DA & Sheriff) • Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system. • Improve our Priority Based Budgeting utilization 	<ul style="list-style-type: none"> • To be determined with UW team 	<ul style="list-style-type: none"> • Allocation of funding in 2021 budget for UniverCity program or some alternative funding for the completion of this work • Selection of this project by UniverCity Team • Cooperation from Justice System Partners on allocating resources to this shared effort or the reprioritization of resources to a Department to offset that need 		<ul style="list-style-type: none"> • Marathon County proposed 11 Justice System related projects as part of our ongoing UniverCity Year effort. It remains unclear whether the program will match UW system resources to the specific programs and the degree to which there is modification of the projects to meet the concurrent needs of the UW system. That said, our Justice Systems Coordinator and DA's office Diversion Coordinator are pursuing a number of projects to address the original goals of this workplan item, including the development of key performance indicators (KPIs) for our justice alternative programs and analysis of our case processing practices. • County Administration is working to prepare bylaws and an ordinance to formalize a Criminal Justice Coordinating Council aimed at improving the function of the justice system by setting forth a system through which issues can be raised, discussed, and resolved. The document should be presented to the Evidence Based Decision Making group in May. County Administration will assess next steps based on the feedback from the group. • The Justice System Coordinator has prepared a proposed list of KPIs for alternatives programs and will be submitting the document to our Evidence-based Decision-Making and Criminal Justice Coordinating Council.
<p>C. Implement 6th Judge</p>	<ul style="list-style-type: none"> ▪ Provided 6th Circuit Court Judgeship via the state budget process – August 2021 start date ▪ Hearing Room A constructed to accommodate move of Court Commissioner from Branch 6. 	<ul style="list-style-type: none"> • Improved processing of cases 	<ul style="list-style-type: none"> • Clerk of Courts realign existing court personnel as necessary to staff court by August 2021 • Development of capital project plan for Hearing Room B for inclusion in 2022 budget process 			<ul style="list-style-type: none"> • Plan was developed with the Clerk of Court, Judge-elect Corbett, Employee Resources, and Administration as to how to proceed with realignment/recruiting of necessary positions. • Hearing Room B CIP project is being moved forward for consideration as amendment of the 2021 CIP to address increased backlog from pandemic.
<p>4. Evaluate the benefit of expanding our vehicle leasing program to include DSS and Health Department</p>	<ul style="list-style-type: none"> ▪ Have existing program in place with CPZ and FCM 	<ul style="list-style-type: none"> ▪ Decrease costs associated with employee travel 	<ul style="list-style-type: none"> ▪ To be determined ▪ Evaluation of the savings from pilot ▪ Evaluation of potential savings from expansion ▪ Implementation of program if 			<ul style="list-style-type: none"> • No progress made.





			appropriate			
5. Expand Broadband to underserved communities	<ul style="list-style-type: none"> Secured Broadband Assessment and Plan in January of 2020 Allocated \$54,000 in 2020 budget for continued work Engaged providers with plan Engaged Greater Wausau Prosperity Partnership leadership Broadband taskforce formed and active Route to Recovery projects pursued (fiber expansion) Continued engagement with ISPs for purposes of PSC grants 	<ul style="list-style-type: none"> Goals for 2021 to be determined by policy makers What is the appropriate allocation of staff time through Administration and UW-Extension necessary? 	<ul style="list-style-type: none"> To be determined by policy makers 	<ul style="list-style-type: none"> Allocation of requisite funding Allocation of requisite staff resources 		<ul style="list-style-type: none"> County supported the application for 3 PSC Grant applications at the end of 2020, including a significant campaign to gather letters of support from local elected officials and business and educational leaders. Ultimately, one project received funding award. County staff support the Broadband Task Force efforts as necessary and we continue to work to identify possible avenues to engage providers and seek out funding opportunities.
6. Examination of the merits of modifying our Land Records “Search by Name” functionality	<ul style="list-style-type: none"> Current process allows for online self-service search-by-name functionality Executive Committee had discussed issue previously and provided guidance to former Administrator that led to functionality being offered Criminal Justice System stakeholders have reiterated their concerns of the process, requesting that this topic be revisited and placed on Administration Work Plan 	<ul style="list-style-type: none"> Decision made that considers the operational/financial implications of a non-name search with the public safety concerns previously expressed 	<ul style="list-style-type: none"> To be determined by Executive Committee. 	<ul style="list-style-type: none"> If the direction from the board is that Administration should change our process, the Board will need to approve the reallocation of any staff resources necessary to address the increased demand identified during the evaluation process. 		<ul style="list-style-type: none"> This project has not been identified as a significant priority and will not be pursued absent specific direction to re-prioritize efforts.
7. Develop a sustainable strategy for funding Capital Improvements	<ul style="list-style-type: none"> Implemented a revenue “set-aside” policy relative to rental income to fund upgrades within spaces leases to non-county entities (Department of Corrections, Special Education) 	<ul style="list-style-type: none"> Standard budgeting practices that allow us to perform all necessary routine maintenance on building infrastructure and components Budget planning practices that forecast necessary technology system upgrades and/or replacements (ERP, law enforcement technology, emergency dispatch radio systems, land records, etc.) Fully implement the Capital Planning module of Facility Dude software 	<ul style="list-style-type: none"> Work to develop practices for implementation in 2022. 	<ul style="list-style-type: none"> Identification of staff capacity (see item A. below) 		<ul style="list-style-type: none"> A workgroup—consisting of staff from Administration, FCM, Finance, CCITC, and Corporation Counsel, and members of the HR, Finance & Property Committee—have been meeting to develop a new CIP process in keeping with the philosophical direction from the Committee. Essentially, the new process will call for the abolition of the CIP Committee and will instead result in the development of a 5 yr. Capital Forecast that is presented to the Committee and ultimately the full board. The new CIP process envisions separating the projects into three distinct areas – Necessary Maintenance, Life Cycle projects, and Other Projects. Only projects in the “other” category would be ranked. The new policy should be ready in 2022, for use in the 2023 Budget process.





<p>A. Develop a long-term plan for road and bridge capital maintenance and construction funding</p>	<ul style="list-style-type: none"> ▪ Workgroup formed to develop charter for 2050 Transportation System Capital Plan (Administration, Highway Dept., CPZ, NCWRP, Infrastructure Chair) ▪ Draft charter in progress ▪ Completed an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing GTA funding ▪ Through the 2021 Budget process the County Board authorized an increase in funding for capital maintenance projects related to 4 bridge decks and a pavement replacement project. 	<ul style="list-style-type: none"> ▪ Increased understanding of asset condition and long-term capital funding needs ▪ Identified funding strategies to aid in budget decision-making 	<ul style="list-style-type: none"> ▪ Infrastructure Committee to receive progress update in June 2021 ▪ Draft report to be complete by November 2021. 	<ul style="list-style-type: none"> ▪ Identification of staff capacity/resources ▪ Identification of appropriate funding to complete planning process 		<ul style="list-style-type: none"> ▪ 2050 Transportation System Capital Plan workgroup identified two phased approach to develop the 2050 plan. The first phase called for the completion of a County Roadway safety audit and plan to identify existing roadway safety concerns and provide recommendations to mitigate risk. The plan has been completed, discussed by the Infrastructure committee, and was approved in May 2021. ▪ The second phase of the project calls for the Workgroup to work with North Central Wisconsin Regional Planning to move forward with 2050 plan development. The plan charter has two goals—first, to prepare a comprehensive inventory of county roadway and bridge assets and develop a long-range maintenance schedule (with an explanation of the estimated funding necessary to maintain a reliable transportation network); the second goal is to prepare a funding gap analysis aimed at assisting the board in identifying future funding strategies in light of current state-funding levels and trends.
<p>8. Pursue partnerships relative to implementing a Regional Forensic Science Center</p>	<ul style="list-style-type: none"> ▪ 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed ▪ 2020 – Project is on-track. Business plan has been completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County ▪ Staff are hopeful that the strong relationships we have built with these partners will be helpful in moving the project forward. ▪ Staff have had positive feedback from partners and have a follow up meeting in the near future. 	<ul style="list-style-type: none"> ▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners – DONE 	<ul style="list-style-type: none"> ▪ Complete initial design for prospective location, using available funds in Medical Examiner Budget by August 2021. ▪ Pursue CIP projects for purchase of property and design in 2022 Budget process ▪ Seek out funding sources to reduce upfront capital costs for construction ▪ Engage legislators to pursue legislative change to permit fee increases to improve long-term operational structure. 	<ul style="list-style-type: none"> • Funding • Legislative modifications • Prioritization by Board 		<ul style="list-style-type: none"> ▪ Have conducted multiple meetings with Health System representatives and have been provided two potential sites. Preferred site has been identified and design services are being sought to estimate the suitability and costs of construction. ▪ Met with local legislator regarding the project and discussed the need for potential capital funding and the amendment of statute to provide flexibility to increase fees that are otherwise capped. ▪ Next steps include discussions with CCITC to evaluate the potential monetization of our in-house software to offset operational costs or serve as an inducement for counties to utilize our services in the event we proceed.






<p>9. ERP Replacement Project – continue planning effort to replace financial system (Cayenta) with comprehensive financial, HR, learning management application (joint project with City of Wausau)</p>	<ul style="list-style-type: none"> ▪ Secured the services of Berry Dunn to assist in the preparation of the RFP for the system replacement. ▪ Project kick-off occurred the week of July 20. ▪ In process of developing “current state” diagrams and understanding preferred, future state. ▪ Project remains on target - RFP document is projected to be complete prior to year-end, with vendor selection and contract negotiation in 2021. 	<ul style="list-style-type: none"> ▪ Replace outdated financial system ▪ Obtain comprehensive solution that will replace separate, unintegrated system with comprehensive solution 	<ul style="list-style-type: none"> ▪ RFP release – 11/2020 ▪ Responses due – 12/15/2020 ▪ Demos of qualified responses – 2/2021 ▪ Select vendor & negot. contract – 3/2021 – 6/2021 ▪ Begin Implementation – 6/2021 ▪ Implementation timeframe – 18 -24 months 	<ul style="list-style-type: none"> ▪ Appropriation of necessary funding for purchase ▪ Allocation of funding for additional staff resources as necessary 		<ul style="list-style-type: none"> ▪ We are approximately 3-4 months behind the original timeline that was projected for the project, as vendor assessment has taken considerably longer than anticipated. ▪ We have narrowed our selection process to two vendors and are seeking additional information from each to assist us in evaluating which constitutes the “best value” for Marathon County. ▪ The contract negotiation timeline may be impacted due to the Corporation Counsel vacancy; however, we are evaluating alternative options in the event we deem them necessary. ▪ The funding allocation for these systems is significant; however, remaining on our current system is not an option and we must identify and allocate necessary funding. ▪ The selection and reference check process has highlighted the importance of providing for additional staffing support for Finance and HR during the implementation. We are evaluating options and funding strategies. ▪ One of the most significant issues we need to move forward is the re-organization of financial professionals across the organization to be more centralized.
<p>A. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components</p>	<ul style="list-style-type: none"> ▪ OEPM has been assessing internal skill/capacity to deliver leadership training and has been researching learning management systems in preparation for ERP replacement. ▪ 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. ▪ Integrating 	<ul style="list-style-type: none"> • Increased employee performance • Enhanced ability to attract talent • Increased employee retention 	<ul style="list-style-type: none"> • To be determined with implementation of ERP • Shifting of responsibility relative to OEP to HR Director to occur on April 1, 2021. Additional information on plan to be presented to HR, Finance & Property in Q1 of 2021. 	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> ▪ Transition of OEPM into the HR Director role has gone well ▪ Timing with respect to Employee Learning strategy will be dependent upon the ERP implementation schedule. Once a vendor is selected and contract negotiated, we can begin to work with the vendor to develop the phased implementation plan. At this time, it is unclear where the HR modules will fall in the schedule and whether it is possible/feasible to implement the HR modules concurrently with the Finance modules.





<p>B. Fully Implement IDEAS Academy Program</p>	<ul style="list-style-type: none"> ▪ OEPM has developed strong curriculum and delivered training to numerous staff, with ▪ Due to our Covid response efforts, including the significant increase in employees working remotely and other competing pandemic response priorities, progress relative to our “increased efficiency” target has been significantly reduced; however, we continue to increase the number of staff trained and are confident that we will reach our Awareness training target. Currently, 470 staff (70%) have attended Awareness training. 	<ul style="list-style-type: none"> • Internal efficiency gains • Revenue generation from external course offerings (2020 budget discussion) • Target - \$250,000 in increased efficiency per year 	<ul style="list-style-type: none"> ▪ Deliver “Awareness” training to 75% of staff by January 2021 ▪ Develop mechanism for generating revenue from external course offerings by June 1, 2020 (date will need to be re-calculated due to Covid response and ERP replacement) 	<ul style="list-style-type: none"> • Onboarding of new HR Director and realignment of OEP duties within ER Department 		<ul style="list-style-type: none"> ▪ OEPM did deliver sessions of Awareness and Innovator trainings at conclusion of 2020; however, the transition to the HR Director role has been the priority focus at this time. ▪ Past graduates of the program continue to carry out projects.
<p>C. Realignment of resources within Administration and Employee Resources</p>	<ul style="list-style-type: none"> ▪ Plan has been developed – see page 35 of budget message: OEPM → HR Director and Original OEPM position to Public Communications Specialist position 	<ul style="list-style-type: none"> • Integration of organizational excellence efforts into employee resources department • Addition of communications specialist position (priority identified in 2016 Comprehensive Plan) • Reduction in total tax levy burden across both departments 	<ul style="list-style-type: none"> ▪ Reorganization plan approved by full Board – January 2021 ▪ OEPM formally assumes HR Director role – April 2021 ▪ Begin recruitment for Communications Director – February 2021 			<ul style="list-style-type: none"> ▪ OEPM to HR Director transition has gone well. ▪ Completed recruitment for Communications & Engagement Specialist position in April and candidate scheduled to start in June. ▪ Currently developing onboarding plan and priority project assignments.
<p>10. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a schedule for the updating of charges/fees</p>	<ul style="list-style-type: none"> • Standard indirect cost plan 	<ul style="list-style-type: none"> • Improved cost recovery for services we provide • Increased consistency of cost recovery practices • Incorporation of fee schedules into the budget document • Consider utilization of indirect cost plan to gain insight and improve reporting 	<ul style="list-style-type: none"> • If prioritized, timeline to be developed in connection with HR, Finance & Property Committee 			<ul style="list-style-type: none"> ▪ The comprehensive aspect of this project has not moved forward in a meaningful way due to limited capacity and other priorities.
<p>11. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected officials)</p>	<ul style="list-style-type: none"> • Record retention schedule was last updated in 1994 	<ul style="list-style-type: none"> • Update our schedule to account for new records • Better understanding of our records needs • Training developed for policy makers and staff 	<ul style="list-style-type: none"> • To be developed based on prioritization by Executive Committee • Overall project is likely 18 months in duration 			<ul style="list-style-type: none"> ▪ This project has not moved forward in a meaningful way due to limited capacity and other priorities.
<p>12. Evaluate Start Right Program</p>	<ul style="list-style-type: none"> ▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to 	<ul style="list-style-type: none"> ▪ Improved understanding of return on levy investment in prevention 	<ul style="list-style-type: none"> ▪ Submission of project plan – Feb. 2021 ▪ Final report received from UW – May 2022 	<ul style="list-style-type: none"> ▪ Selection of this project by UW UniverCity 		<ul style="list-style-type: none"> ▪ UniverCity staff have identified two potential sources of interest in carrying out the evaluation. ▪ Capacity within the Health Department to carry out this work is impacted by the




	<p>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.</p> <ul style="list-style-type: none"> ▪ Health Officer Joan Theurer has developed a draft framework relative to the evaluation of the program. Should we be selected for the program, we will provide the framework to UW program staff. ▪ The adopted 2021 budget provides \$40,000 funding for participation in the UniverCity Year program and county staff will have their initial orientation with program staff in coming weeks. 					<p>pandemic, the impending retirement of the Community Health Improvement Program Manager (July), and the impending retirement of the Health Officer (September).</p>
<p>13. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives</p> <ul style="list-style-type: none"> - Pretrial Case Management & Supervision - Evaluation of Court Mediation Program 	<ul style="list-style-type: none"> ▪ County Administrator has maintained role as Chair of the EBDM large group. In response to Covid, we have transitioned to virtual meetings. Progress on many of our initiatives has slowed as a result of Covid. Similarly, the pandemic cut short our pretrial case management & supervision data collection efforts. ▪ Court mediation – 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. 					<ul style="list-style-type: none"> ▪ The pandemic continues to have a profound impact on court operations; however, the EBDM workgroups have made progress on a number of initiatives. ▪ Case Processing – group continues to address a number of ongoing topics, including the implications of Marsy’s Law and the transition to a single week intake schedule. ▪ Pretrial Case Management and Supervision – the group is scheduled to implement the Public Safety Assessment in the next 60 days. ▪ As referenced above, County Administration is currently drafting bylaws and an ordinance to implement a more formalized CJCC structure to enhance the process through which justice systems issues are raised, discussed, and resolved. The framework also seeks to formalize the involvement of both judicial and county board leadership in the CJCC.

14. Continued Annual Updates to 2018-2022 Strategic Plan	<ul style="list-style-type: none"> Annual Update offered in 2020 	<ul style="list-style-type: none"> Meaningful tracking of progress on Strategic Plan Objectives Community Engagement tool 	<ul style="list-style-type: none"> Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022. 			<ul style="list-style-type: none"> Progress on Strategic Plan Objectives continues to be made; however, formal data gathering on progress has not been undertaken at this time given the timeline for this project. Administration and CPZ staff have begun discussions to integrate the Annual Update process into a project plan that includes both a new Strategic Plan and an Evaluation of the 2016 Comprehensive Plan, which was called for in the Board's adoption of the comprehensive plan in 2016 (see page 157 (page 163 of the online pdf)– under Plan Evaluation heading)
15. Complete needs assessment relative to county-wide Naloxone use policy	<ul style="list-style-type: none"> No significant progress made due to prioritization of Covid response and other projects. This project was a priority identified by the Board of Health and the Health & Human Services Committee in 2019. 	<ul style="list-style-type: none"> Report to Executive Committee explaining the current need for such a policy, the potential benefit of such a policy, the staff resources needed to implement such a policy, and a recommendation of how to move forward. 	<ul style="list-style-type: none"> Report completed by July 1, 2021 			<ul style="list-style-type: none"> No progress has been made on this project due to higher priority projects.
16. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel. No significant progress made due to prioritization of Covid response and other projects. 	<ul style="list-style-type: none"> The facility fills 16 beds out of its 20 bed capacity. 13 from other counties. The cost per child should be the same or less for Marathon County children as it is for children from other counties. 	<ul style="list-style-type: none"> Prior to 2022 budget 			<ul style="list-style-type: none"> Juvenile Detention revenue evaluation has not moved forward in a meaningful way due to concerns that the usage data (revenues) would not be a meaningful indication of future sustainability due to the impact of the pandemic on 3rd party (county) usage of the facility. As noted in item #3, staff are proceeding with an examination of the Shelter Home operation.
17. Develop and Implement solution to Tax Deed and Property Description Backlogs	<ul style="list-style-type: none"> Position identified within Corporation Counsel's Office to take on this work. Met with staff member to explain plan. Training plan 	<ul style="list-style-type: none"> Improved alignment of staff to work priorities, reduction in property description backlog in Treasurer's Office Improved processing of tax deed properties in the Treasurer's and County Clerk's Office Elimination of 0.63 position in Treasurer's Office, saving approximately \$30,000 in tax levy. 	<ul style="list-style-type: none"> Begin training new staff member on property description in December/January Begin training new staff on tax deed process, March/April of 2021 			<ul style="list-style-type: none"> 1.0 FTE position within Corporation Counsel's Office has been aligned to address the needs relative to Property Description (60% time), Tax Deed (30%), and other duties (10%). We had a resignation in the position initially; however, we completed a recruitment and the position was filled in April. The individual has focused efforts on property description and is now being onboarded relative to Tax Deed process. High volumes of land transactions/filings continue to occur. Administration has requested periodic updates from the Treasurer's Office on the property description backlog. The County Clerk's Office has reviewed the properties currently held by the

						County via tax deed and is bringing them to the committee as necessary for re-appraisal. The committee has been active in accepting bids on properties that come before it. County Clerk staff are beginning the work to evaluate tracking and reporting strategies relative to these properties.
18. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Response Hazmat services	<ul style="list-style-type: none"> Principles of contract have been discussed with City of Wausau representatives 	<ul style="list-style-type: none"> Improved consistency of services for hazardous material incident response Improved financial sustainability of Emergency Management Office by avoiding operational/equipment costs associated with direct delivery of hazardous material release response 	<ul style="list-style-type: none"> Contracts complete and provided to City of Wausau by Dec. 16, 2020. Agreements signed by Dec. 31, 2020 Implement processes and systems called for by contract – timeframe within contract Assess the performance of contract beginning in September of 2021. 			<ul style="list-style-type: none"> Contract is signed and in place. City of Wausau has already responded to three Emergency Response incidents pursuant to the contract. Initial reports are highly positive from County EM staff. EM staff and Administration intent to work to assess contract performance in the Q4 of 2021.
19. Draft, Execute, and Implement contracts with the City of Wausau for Emergency Management Technician services	<ul style="list-style-type: none"> Principles of contract have been discussed with City of Wausau representatives Emergency Management Technician position created through the 2021 budget. Currently recruiting for position. 	<ul style="list-style-type: none"> Enhanced Emergency Management 'bench strength' within department Improved capacity to assist local municipalities with emergency planning and prevention services Improved financial sustainability of Emergency Management Office 	<ul style="list-style-type: none"> Contracts complete and provided to City of Wausau by Dec. 16, 2020. Agreements signed by Dec. 31, 2020 Implement processes and systems called for by contract – timeframe within contract Assess the performance of contract beginning in September of 2021. 			<ul style="list-style-type: none"> Contract is signed and in place. Initial feedback is positive. EM staff and Administration intent to work to assess contract performance in the Q4 of 2021.
20. UWSP Wausau – clarify long-term relationship / roles	<ul style="list-style-type: none"> HR, Finance & Property Committee has identified the reviewing of our relationship with the UW system as a priority, based on the significant financial investment the county has made in campus facilities and the growing costs of maintenance. 	<ul style="list-style-type: none"> Understanding whether the UW system is interested in sharing in the future maintenance costs at the campus will allow the county to better plan for future budgets HR, Finance & Property Committee would be in a position to develop a more sustainable policy with respect to the funding of campus maintenance Campus facilities are more effective at attracting students 	<ul style="list-style-type: none"> To be determined by HR, Finance & Property Committee in 2021 			<ul style="list-style-type: none"> Efforts with UWSP-Wausau representatives have to this point focused on efforts relative to the dormitory. Our efforts to modify our CIP process will better inform the County Board of the long-term capital needs of the UW campus and should provide important information for a discussion on the relationship between the County and the UW; however, it alone does not modify the relationship. Given the nature of this item, significant involvement by one or more County Board members in these conversations (when they occur) will likely be necessary.
21. Implement Financial Services Assistance approach for small/mid-size departments	<ul style="list-style-type: none"> Modified position description of Sr. Accounting Professional to call for the provision of services to "smaller" departments. Memorandum provided to identify departments to inform 	<ul style="list-style-type: none"> Improved understanding of budget process and budget performance by departments without internal financial professionals First step in consolidation of financial services, which will be 	<ul style="list-style-type: none"> To be determined during 2021 			<ul style="list-style-type: none"> Efforts have initially been focused on Corporation Counsel, Emergency Management, UW Extension, and Justice Alternatives. Feedback has been positive. Through the 2022 Budget process we intend to outreach of the remaining

	of operational shift over 2021.	furthered through ERP replacement <ul style="list-style-type: none"> Additional capacity within departments based on realignment of work to the Finance Department 				departments identified within our initial memo/plan to pursue increased standardization and consistency of process. <ul style="list-style-type: none"> This effort will be extremely useful as we move forward with ERP implementation and re-visioning of the Finance Department.
22. Develop a Parks, Recreation, & Forestry Sustainability Plan	<ul style="list-style-type: none"> Staff have begun evaluating the viability of various revenue generating strategies to reduce long-term tax levy allocations necessary to operate/maintain our park, recreation, and forestry system. 	<ul style="list-style-type: none"> Improved sustainability of our PRF system through a multi-faceted approach adopted by the Park Commission. 	<ul style="list-style-type: none"> To be developed by Department Director during Q1 of 2021 			<ul style="list-style-type: none"> No progress has been made on this project due to higher priority projects.
23. Monitor Out-of-Home Care costs as a result of the investment in additional positions in 2020.	<ul style="list-style-type: none"> HR, Finance & Property Committee identified desire to have periodic reporting on the return on investment of the 	<ul style="list-style-type: none"> Compliance with Federal Families First Prevention Services Act Reduction in out-of-home care placement costs (positive return on investment in safety staff) 	<ul style="list-style-type: none"> Written report presented to HR, Finance & Property by September 15, 2021. 			<ul style="list-style-type: none"> Implementation of FFPSA is ongoing and report will be delivered in Q4 of 2021.
24. Financial Efficiency Projects A. Seek consultant to conduct formal review of Health Care costs and evaluate options moving forward	<ul style="list-style-type: none"> Health care costs are significant budget driver, the HR, Finance & Property Committee previously expressed a desire to conduct a comprehensive review 					<ul style="list-style-type: none"> The RFP has been completed, released, and a vendor was selected. We entered into a contract with USI Insurance Services to help provide consulting services through the evaluation process. We are meeting with USI Insurance today and will be reviewing a proposed timeline. The goal is to complete our evaluation in time to make the necessary changes for 2022.
B. Priority Based Budgeting	<ul style="list-style-type: none"> We have data from 2018 budget input into the system Engaged with consultants to develop plan to update our data Developing a charter and project plan to update information within the tool and provide actionable data to Departments and the Board 	<ul style="list-style-type: none"> Improved transparency with the public relative to budget spending Additional tool for the County Board to utilize when discussing the allocation of resources Additional tool for Administration and Department Heads to identify opportunities for collaboration relative to resources 	<ul style="list-style-type: none"> To be determined through discussion with HR, Finance & Property Committee and set forth in Charter and project plan 			<ul style="list-style-type: none"> As of 5/14/21 the program inventory, costing and scores have been updated within the PBB tool. The final review with our consultants is scheduled for May 17. The last step in the PBB refresh is the Insights Training. I have scheduled this for the June Department Head meeting. The purpose of this training is to show departments how they can use the PBB tool to make operational decisions
C. Telecommunications Audit	<ul style="list-style-type: none"> In 2016, Marathon County utilized a 3rd party vendor (Spyglass) to complete a telecommunications audit. Identified another vendor in this space, should county move forward with RFP 	<ul style="list-style-type: none"> Revenue – recovery of past overcharges by virtue of audit Operational cost reduction – in the event of identified opportunities and county moves forward with implementation 	<ul style="list-style-type: none"> Will be developed based on level of prioritization by the Executive Committee 			<ul style="list-style-type: none"> Administration has had contact with two vendors that perform this work and would be interested in responding to an RFP if released; however, additional efforts have not been made due to other priorities.

<p>25. City/County Information Technology related items</p> <p>A. Work with City of Wausau Mayor and NCHC CEO to strengthen CCITC partnership</p>	<ul style="list-style-type: none"> NCHC has expressed a desire to leave CCITC; however, chief officers of owners have committed to working to address concerns and strengthen partnership 	<ul style="list-style-type: none"> Improved CCITC partnership: better understanding by owners of CCITC business pressures, better understanding by CCITC of owner needs. 	<ul style="list-style-type: none"> Project plan to be developed in Q1 of 2021, in connection with NCHC and City of Wausau. 			<ul style="list-style-type: none"> Administrator, City of Wausau Mayor, and NCHC CEO have been meeting periodically to address opportunities to strengthen the partnership. One area of significant focus has been project/portfolio management and ensuring that resources are allocated in an intentional way to member priorities. Modified intergovernmental agreement and operating agreement will be taken to the respective partner boards in the coming weeks. New citizen member will be considered by the member boards in coming weeks County Administrator was elected as Chair of the CCIT Commission in April 2021.
<p>B. Enhance Cybersecurity Readiness – monitor and upgrade as necessary</p>	<ul style="list-style-type: none"> There is recognition amongst owners of CCIT (City, County, NCHC) that security must be high priority Had external security audit and continue to make improvements based on findings 	<ul style="list-style-type: none"> Improve backup capability Reinforce awareness and education amongst staff Periodically review and update incident response plans, including through the Nationwide Cybersecurity Review (NCSR) - https://www.cisecurity.org/ms-isac/services/ncsr/ 	<ul style="list-style-type: none"> Project plan to be developed based on CCITC security plan 			<ul style="list-style-type: none"> CCITC continues to focus efforts on understanding and combating potential threats. As we move into the 2022 Budget process there is a potential for a request for greater resources for these efforts.
<p>26. Develop a Countywide Dashboard, displaying data regarding Department-based and Program-based performance measures to aid in department and program assessment</p>	<ul style="list-style-type: none"> Identified aspirational example – Montgomery County, Maryland 	<ul style="list-style-type: none"> Department Directors have a better understanding of what measures matter and they have a tool to assist them in assessing performance and determining interventions. Policy makers have better information from which they can assess return on investment for programs Enhanced transparency 	<ul style="list-style-type: none"> To be determined based on level of prioritization by the Executive Committee 	<ul style="list-style-type: none"> Allocation of funding for acquisition of software/system for the collection, analysis, and display of data Staff resources – new funding or deprioritization of other work to identify resources 		<ul style="list-style-type: none"> No significant progress has been made in this area due to competing priorities. As noted in item 3.B. (see above) the Justice Alternatives Coordinator has been working to identify KPIs for programs within that program; however, the measures have not been formally presented to the justice system partners and the county has not allocated resources to a dashboard implementation.
<p>27. Work to develop a County Event Policy governing the allocation of county resources to support private events</p>	<ul style="list-style-type: none"> Public Safety and Infrastructure Committee began discussing this issue in 2019, seeking comprehensive evaluation of how and when county resources should be expended to support private events, including evaluation of cost recovery policies. 	<ul style="list-style-type: none"> Creation of a policy that provides direction to county staff on the criteria to be applied when considering requests for the allocation of county resources to private events. Of particular interest were events occurring on public roadways and on county-owned property. Policy should provide guidance on cost-recovery 	<ul style="list-style-type: none"> To be determined based on prioritization 			<ul style="list-style-type: none"> No significant progress has been made in this area since early 2020 due to competing priorities.

<p>28. Develop a plan to recruit, retain, and develop a more diverse workforce and present the plan to HR, Finance & Property Committee and Diversity Affairs Commission by July 1, 2021</p>	<ul style="list-style-type: none"> Administration is currently working to develop a plan to review our HR policies and practices 	<ul style="list-style-type: none"> Improved applicant pool Improved engagement of employees Improved outcomes relative to service delivery 	<ul style="list-style-type: none"> Per proposal from Diversity Affairs, plan must be delivered by July 1, 2021 December 31, 2021 (modified in 2021 by HR, Finance & Property Committee). 	<ul style="list-style-type: none"> Staff capacity is likely limited, particularly in light of the planned transition from the incumbent HR Director to the future Director (scheduled to occur in April 2021), and significant responsibilities with respect to the ERP replacement project. 		<ul style="list-style-type: none"> The formal proposal calling for this objective to be completed as part of Comprehensive Plan Objective 3.8 was not approved by the Board. County Administration is working with Employee Resources Director to examine capacity for reviewing our recruiting and hiring practices.
<p>29. Enhance knowledge of NCHC Board of County priorities and expectations through role on NCHC Board and Executive Committee</p>	<ul style="list-style-type: none"> Revised Tri-County Agreement calls for the consolidation of RCA into the Executive Committee of the NCHC Board 	<ul style="list-style-type: none"> Improved alignment of NCHC operations with County Government needs Increased consistency relative to compensation and personnel policies between NCHC and the owner counties. Improved service quality relative to county/owner needs 				<ul style="list-style-type: none"> Revised Tri-County Agreement has led to the appointment of County Board Chairman Gibbs to the position of NCHC Board Chair.
<p>30. Apply for Community Development Block Grant – Corona Virus Funds and carryout grant reporting responsibilities</p>	<ul style="list-style-type: none"> Submitted an Intent to Apply document to the State of Wisconsin Department of Administration and we were requested to submit a formal application for funding 	<ul style="list-style-type: none"> Enhanced funding opportunities for small businesses located outside of the city of Wausau in need of financial assistance as a result of the pandemic. \$500,000 in funding being sought. Enhanced funding to provide housing resources for individuals and families that are displaced or potentially displaced due to the pandemic. 	<ul style="list-style-type: none"> Letter of Intent was submitted to the Wisconsin DOA in November. Received response, with invitation to apply on December 18, 2020. Application to Apply is due February 26, 2021. 	<ul style="list-style-type: none"> Determination by the Executive Committee that this project is of sufficient value to move forward with the necessary prerequisites to application. 		<ul style="list-style-type: none"> Completed all necessary application and follow up materials. We were informed that Marathon County was awarded a \$1.1 million grant for us to carry out small business and homeowner/renter assistance as proposed in our grant application. We will be working with MCDEVCO and NCCAP to ensure funds are allocated and reported appropriately.

Sec. 12.04. - Assemblies.

- (1) *Purpose.* The purpose of this section is to regulate the assembly of large numbers of individuals in excess of those who would normally be requiring the services of the health, sanitary, fire, police, transportation and utility agencies which are regularly provided in the County. In order to effectuate the purposes of this section the County Board hereby delegates to the Forestry, Recreation, and Zoning Committee (FRZ Committee) the power to implement the provisions of this section. In carrying out this delegation, the Committee shall act so as to protect the health, security and welfare of all the residents and visitors of the County.
- (2) *Permit.*
 - (a) *Required.* No person shall permit, maintain, promote, conduct, advertise, act as entrepreneur, undertake, organize, manage or sell, or give tickets to an actual or reasonably anticipated assembly of 3,000 or more people, which will or can reasonably be expected to continue for eight or more consecutive hours, whether on public or private property, unless a license to hold such assembly is first issued by the County Zoning Administrator at the direction of the FRZ Committee after approval of submitted plans. The burden of showing compliance with all provisions of this section shall be upon the applicant. Any local ordinances dealing with assemblies must be satisfied prior to making application for a County license.
 - (b) *Accessory uses.* A license issued to one person shall permit such person to engage in any lawful accessory activity in connection with the holding of the licensed assembly. Any licenses or permits for these accessory uses, which are required by local, State or federal laws, shall be obtained before the County license may be issued. Any accessory activity requiring a separate license shall be incorporated into the final plans submitted to the FRZ Committee which shall contain proof that any required licenses have been obtained.
- (3) *Definitions.*

Assembly. People gathered together in any location at a single time for any purpose, which shall include accessory sites and uses.

Person. Any individual, natural human being, company, partnership, corporation, firm, association, society or group of individuals.
- (4) *Fees.* A separate license shall be required for each event at each location in which 3,000 or more people assemble or can reasonably be anticipated to assemble. The fee schedule for each license shall be as required by § 12.01 of this chapter. The license fee shall accompany the completed application. Once the application has been submitted to the County Zoning Administrator, a nonrefundable \$200.00 fee shall be retained by the County to cover the costs of reviewing and administering the license application, regardless of whether the application is withdrawn or denied.
- (5) *Size and time restrictions.* A license shall permit the assembly of only the maximum number of people stated in the license. The licensee shall neither sell more tickets than the maximum number permitted by the licensee nor allow more than the maximum permitted number of people to assemble at the licensed location. The maximum length of time for which any assembly permit may be issued shall not exceed 72 hours, unless an extension is granted by the FRZ Committee.
- (6) *Sound.* The licensee shall not permit the sound of the assembly to carry unreasonably beyond the enclosed boundaries of the location of the assembly.
- (7) *Hours.* No assembly or accessory activity other than permitted camping shall take place between the hours of 2 a.m. and 8 a.m.
- (8) *Exceptions.*
 - (a) This section shall not apply to the following:
 1. Any regularly established permanent place of worship, stadium, athletic field, arena, auditorium, coliseum or other similar permanently established place of assembly which does not exceed by more than ten percent the maximum seating capacity of the place of assembly where the assembly is to be held.

2. Fairs held on regularly established fair grounds or assemblies required to be licensed by other ordinances and resolutions of the County.
 3. Farm Progress Days.
 4. Any assembly sponsored by or affiliated with a municipality.
- (b) The granting of a license under the provisions of this section shall not in any way be construed as allowing the erection of facilities which will cause the site to be regarded as a regularly established place of assembly. Any structure or building constructed in relation to an activity for which a license has been granted shall not in any way be regarded as permanent or lead to the facility being exempted pursuant to this section.
- (9) *Application.* Before a license shall be issued, the applicant shall file an application with the Zoning Office at least one week prior to the meeting of the FRZP Committee where the application will be reviewed and at least 90 days prior to the scheduled assembly. The application should be in completed form and seven copies should accompany the original application to allow for proper review by County authorities. At the time the application is made the Zoning Administrator shall review the proposed site and make a report to the Committee. The application shall contain:
- (a) An affidavit that the statements contained therein are true and correct to the best knowledge of the applicant and shall be signed and sworn to or affirmed by the individual making the application, in the case of an individual, all officers, in the case of a corporation, all partners, in the case of a partnership, or all officers of an unincorporated association, society or group, or if there is no officer, all members of such association, society or group.
 - (b) The name, age, residence and mailing address of all persons required to sign the application and, in the case of a corporation, a certified copy of the articles of incorporation, together with the name, age, residence and mailing address of each person holding ten percent or more of the stock of such corporation.
 - (c) The address and legal description of all property upon which the assembly is to be held, together with the name, residence and mailing address of the record owners of all of such property, together with a list of names and addresses of all adjacent and opposite property owners within 2,640 feet ($\frac{1}{2}$ mile) of the parcel of property upon which the assembly is to be held.
 - (d) Proof of ownership of all property upon which the assembly is to be held or a statement upon oath or affirmation by the record owner of all such property that the applicant has permission to use such property for an assembly of 3,000 or more persons and proof that all property taxes have been paid.
 - (e) The exact nature and purposes of the assembly.
 - (f) The specific dates and times when the assembly is to be held.
 - (g) A statement as to the maximum number of persons which the applicant shall permit to assemble at any time. This shall not exceed:
 1. The maximum number which can reasonably assemble at the location of the assembly, in consideration of the nature of the assembly; or
 2. The maximum number of persons allowed to sleep within the boundaries of the location of the assembly by the Wisconsin Administrative Code and zoning ordinances of the municipality, if the assembly is to continue overnight.
- (10) *Plans.* The following plans are required to insure that the health, safety and welfare of the citizens of the County and the individuals attending the assembly shall be protected. It should be noted that this particular section has the capacity to deal with assemblies ranging in crowd size from 3,000 to in excess of 50,000 individuals. Because of this, the following plans generally do not attempt to set out every specific requirement, but rather attempt to delineate a general outline. The applicant shall take into consideration the nature and size of the proposed assembly when preparing the required plans.
- (a) *Basic plan.* The basic plan shall be a scale drawing at the scale of one inch equaling 100' and shall include all items in pars. (b) through (n) below.
 - (b) *Fence plan.* A fence plan of the proposed location, showing a fence of sufficient height and strength to prevent in excess of the maximum permissible number of people from gaining access to the assembly grounds. The fence shall completely enclose the assembly grounds and have four gates

or more so that emergency ingress and egress is provided. The fence shall be constructed at least four weeks in advance of the opening date of the assembly or the license shall be void.

(c) *Water supply.*

1. A plan to furnish potable water, meeting all federal, State and local requirements for purity to provide drinking water for the maximum number of people to be assembled at the rate of at least five gals. per person per day.
2. A signed contract with a well driller and pump installer shall be included in the application.
3. If water is transported to the site, a minimum .5 ppm chlorine residual shall be maintained. The source, quality, quantity and means of dispensing of water will be subject to the approval of the County Health Department. If any wells are constructed at the site, they shall be completed and tested at least four weeks in advance of the assembly or the license shall be void.

(d) *Toilets.*

1. A plan for separate enclosed toilets for males and females, meeting all State and local specifications, located at convenient locations throughout the grounds, sufficient to provide facilities for the maximum number of people to be assembled at the rate of at least one toilet for every 100 females and at least one toilet for every 150 males, together with an efficient, sanitary means of disposing of waste matter deposited, which is in compliance with all State and local laws and regulations.
2. A lavatory with running water and continuous supply of soap and paper towels shall be provided with each toilet or group of toilets.
3. Any permanent toilets and lavatories are to be constructed and approved at least four weeks in advance of the assembly or the license shall be void.
4. If portable toilets are to be used, they shall be installed on blacktop, concrete or gravel pads which shall be constructed four weeks in advance of the assembly. The portable toilets shall be installed one day in advance of the assembly. The application shall contain a signed contract with the supplier of portable toilets, confirming that the supplier has enough portable units to meet the requirements of this section and that supplier is able to provide same to the assembly site at the time of the proposed assembly.
5. For the purposes of determining the number of males and females it shall be presumed that $\frac{1}{2}$ of the persons assembling will be male and $\frac{1}{2}$ will be female, unless satisfactory evidence is presented to the FRZ Committee that there will be a different ratio.

(e) *Solid waste.*

1. A sanitary plan to dispose of solid waste in compliance with State and local laws and regulations at the rate of at least 2.5 lbs. of solid waste per person per day, together with a plan for holding, collecting and removing all such waste at least once each day of the assembly. The plan shall show the number, size and location of such receptacles, shall provide that any trash cans or containers shall have tight fitting lids and shall state specifically how the garbage and other refuse is to be disposed of. Trash receptacles shall be in place one week prior to the start of the assembly.
2. The plan shall also contain a contract with a hauler that indicates that the hauler will be able to provide the number of receptacles and transportation necessary.
3. The sanitary plan shall also include provisions for clean-up of the assembly site and surrounding area at the conclusion of the assembly.

(f) *Public health.*

1. A health plan to provide physicians and nurses licensed to practice in Wisconsin, sufficient to provide the medical care for the maximum number of people reasonably expected to assemble. The plan shall list the names, addresses and possible affiliations of these physicians and nurses and shall further indicate how the medical personnel shall staff the assembly.
2. An enclosed, covered treatment facility which shall be installed at least four weeks in advance of the proposed assembly. Nonperishable hospital supplies shall be at the site at least one week

in advance. The treatment facility shall contain separate enclosed rooms for each physician and at least one general treatment room.

3. A plan for at least two emergency ambulances staffed by two licensed emergency medical technicians shall be available for use at the site at all times. The applicant shall provide copies of providers' licenses showing that the ambulances are licensed by the State along with proof as to the licensing of the emergency medical technicians. A signed contract with the ambulance service shall be required at the time of application.
- (g) *Illumination.* If the assembly is to continue during hours of darkness, a plan to provide illumination sufficient to light the entire area of the assembly at the rate of at least 2.5 foot candles, but not to shine unreasonably beyond the boundaries of the enclosed location of the assembly. The lighting equipment shall be installed and approved at least four weeks in advance of the assembly.
- (h) *Parking.*
1. A parking plan sufficient to provide parking space for the maximum number of people to be assembled at the rate of at least one parking space for every four persons. The parking plan is to contain no less than 350 sq. ft. per vehicle. The plan shall include a description of the parking site and what, if any, work shall be necessary to make the site ready for the parking of cars. The parking site shall be dry, be properly graded to prevent the ponding of water, clear of trees and stumps and, if the Committee deems necessary, shall be covered with packed gravel.
 2. In conjunction with the parking plan, the applicant shall provide a map showing all access roads to the proposed site, including emergency ingress and egress routes for emergency vehicles, indicate the condition of such roads and what, if any, preparation would be required to put the roads in the condition necessary to handle the estimated amount of traffic.
 3. All preparations required by the parking plan shall be completed at least four weeks prior to the start of the assembly or the license shall be void.
- (i) *Communications.* A communications plan to provide telephones connected to outside lines serving all security facilities, medical facilities and fire protection facilities, as well as the public phones which the local telephone company will supply. All telephones must be installed at least one week in advance of the assembly. A contract with the phone company indicating the service that will be provided shall accompany the application. The Committee shall be provided with a map where the communication facility is to be located, along with sufficient proof that such facility will be installed.
- (j) *Camping.* If the assembly is to continue overnight, a plan for camping facilities which shall meet with the minimum requirements for a walk-in camp site, in compliance with all State and local requirements. No primitive camp site shall be deemed satisfactory to meet the requirements of this section. Minimum requirements for walk-in camps per Ch. HSS 178, Wis. Adm. Code, shall be adhered to. The camping area shall be completed at least four weeks before the assembly is to take place.
- (k) *Security.*
1. A security plan to provide adequate security for the maximum number of people to be assembled at the rate of at least three on-duty licensed security guards for every 1,000 people during all hours of the assembly.
 2. The plan shall indicate the policy and procedure to be followed by security personnel; the source of the security personnel; what, if any, licensing the security organization can provide; what, if any, training security personnel will receive; how the personnel assigned to the site will be coordinated; a contract with the agency that would be providing security personnel showing that such agency will be able to supply the necessary personnel to meet the requirements of this section; an outline of the number and location of personnel during the entire length of time that the assembly is to take place which shall include a maximum shift length of 12 hours. The security plan shall also contain provisions for patrol to occur outside of the gates and fences and what provisions for removal of individuals from the assembly site at the conclusion of the assembly are to be provided.
 3. The plan shall be reviewed by the Sheriff's Department and a representative of such Department shall then inform the Committee of its recommendations which shall include a report on the number of deputies which will be involved with the assembly.

- (l) *Fire protection.* A fire protection plan sufficient to meet all State and local standards for the location of the assembly with consideration given to the type of equipment and personnel necessary for the terrain of the proposed assembly.
 - (m) *Food and beverage concessions.* The plans for food and beverage concessions and concessionaires who will be allowed to operate on the grounds, including the names and addresses of all concessionaires and a copy of their license or permit issued by the County Health Department.
 - (n) *Individuals responsible for maintenance.* The names of the designated individuals responsible for maintaining the facilities and services described in pars. (d), (e), (f), (j), (m) shall be included in the application.
- (11) *Insurance.* A liability insurance policy shall be filed with the Zoning Administrator no less than 60 days before the proposed assembly, such policy to be underwritten by an insurance company licensed to do business in Wisconsin, at the rate of \$2.00 per person for the maximum number of people permitted to assemble, but not less than \$25,000.00. The policy shall indemnify and hold harmless Marathon County or any of its agents, officers, servants and employees from any liability or causes of action arising out of the granting of this license.
 - (12) *Public hearing.* The Committee may, at its option, hold a public hearing to solicit comments and suggestions from the general public.
 - (13) *Special conditions.* The Committee may attach special conditions prior to the granting of any application so that the effect of this section shall be insured.
 - (14) *Processing application.* The application for a license shall be processed within 60 days of receipt and shall be issued by the Zoning Administrator upon an affirmative vote of a majority of the members appointed to the FRZ Committee.
 - (15) *Appeal.* Appeals of application denials or other decisions of the FRZ Committee with respect to an application shall be made to the Administrative Review Appeals Board.
 - (16) *Revocation.* The license may be revoked by the Zoning Administrator, County Health Officer or the Sheriff at any time if any of the conditions necessary for the issuing of or contained in the license are not complied with or if any condition previously met ceases to be complied with.
 - (17) *Enforcement.* The provisions of this section may be enforced by injunction in any court of competent jurisdiction. The Corporation Counsel shall have full power to conduct legal proceedings under this section and shall represent the legal interests of the County throughout the application process.
 - (18) *Public nuisance.* Holding of an assembly in violation of any provision or condition contained in this section shall be deemed a public nuisance and may be abated as such.
 - (19) *Performance bond.*
 - (a) Prior to the issuance of the license, the licensee shall furnish a performance bond in a sum equal to one dollar per person for the maximum number of people permitted to assemble, but not less than \$25,000.00. The bond shall be furnished to the Zoning Administrator no less than 30 days before the first scheduled event of the assembly. The bond shall cover the faithful performance of the obligations assumed by the licensee under the terms of the license and this section. The terms of the performance bond shall provide that the licensee agrees to leave the premises in a clear, orderly and reasonable condition following the conclusion of the assembly.
 - (b) The Zoning Administrator shall inspect the premises within ten days after the last scheduled event. If, in the opinion of the Zoning Administrator, the premises have not been left in a reasonable condition, he shall notify the licensee in writing within three working days of the inspection and the notice shall specify the items which need to be corrected and the time within which the licensee must make the corrections or take remedial action. If the licensee fails to make such correction within the time specified, the Zoning Administrator shall undertake the corrections or remedial action, either by county personnel or by private contractor. The reasonable cost of the corrections shall be charged to the licensee against the performance bond. The balance of the performance bond, if any, shall be returned to the licensee within ten days from the time of the completion of the corrective action and in no case more than 120 days from the last scheduled event.
 - (c) If the cost of the corrective action exceeds the amount of the performance bond, the bill for these expenses shall be submitted to the licensee within three days of receipt of such bill and the licensee

shall pay the bill within ten days. If legal action is necessary to enforce the performance bond provisions, the licensee agrees to pay all of the County's costs thereof, including reasonable attorney's fees. The licensee shall have the option to deposit a cashier's check with the Zoning Administrator in lieu of a performance bond.

(20) *Deposit of license fees.* All license fees shall be deposited with the County Treasurer. The County Clerk shall issue checks and the County Treasurer shall honor such checks issued as a result of licensee's failure to clean up waste material produced or left by the assembly. The County Corporation Counsel shall start any and all legal proceedings necessary to collect from the licensee expenses incurred by the County not covered by the bond.

(21) *Violations.* Any person who violates this section may forfeit, upon conviction, not less than \$1,000.00 nor more than \$25,000.00.

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To: Interested Parties

Date: April 29, 2021

Re: Treatment Alternatives and Diversion Program Expansion

In advance of the next competitive funding round for 2022 and the state budget process, DOJ Division of Law Enforcement Services (DLES) analyzed the following:

- where there could be growth of existing TAD programs;
- where resources could be utilized;
- what resources DOJ would need to administer an expanded program

Based on our assessment, DOJ suggests an expansion of \$8-10 million to the TAD program. This reflects the four possible expansion options explained on page 4 and the assumptions below.

The funding would also support the necessary costs and staffing needs for DOJ to administer the program.

ASSUMPTIONS

In order to provide an assessment, DLES assumed that the following is true:

- Requested statutory language changes will occur. This includes:
 - Eliminating the local match requirement
 - Streamlining reporting requirements for DOJ
 - Providing DOJ flexibility to administer grant using a funding model that is most efficient, non-competitive
 - Allocating funding on a cycle that aligns with state budgets to create certainty of funding within biennium
 - Revising language restricting program participants to be required to have their criminal behavior related to substance abuse.
- Additional changes will be made to the new OWI 5th & 6th offender language that would not restrict participation in OWI Court programs.
- The level of Interest from potential new sites previously expressed in TAD competitive funding rounds has not changed - there has only been a small increase in site interest in recent competitive expansion rounds.

CURRENT PROGRAM STATUS

- The TAD program is currently heading into the last year of the current five-year cycle for calendar year 2021, with a new cycle starting in 2022 based on current budget action.
- The current funding amount for the TAD program is \$7,188,900.

Current Site/Program Details

- DOJ currently manages 54 grants that provide TAD funding to 53 counties and 3 tribes.
- These grants fund approximately 85 TAD programs (roughly 2/3 treatment courts/ 1/3 diversion programs) within the 56 sites.
- The TAD program currently funds a number of different diversion and treatment court models. These typically include:
 - Pre- and Post-Charge Diversion Programs
 - Drug Courts
 - OWI Courts
 - Hybrid Drug/OWI Courts
 - Co-Occurring Disorders (Substance Abuse/Mental Health) Courts
 - Tribal Healing to Wellness Courts
- Most of the sites also have other non-TAD funded programs that would be eligible under the program, which could be expanded, or may be funded through one-time federal grant or other state/local funds.

Example: One county receives TAD funding to support its Pre-Charge and Post-Charge Diversion Programs. However, this county also implements the following TAD-eligible programs:

- Drug Court
- OWI Court
- Veterans Court

While this is just one example, most medium to large-sized counties have similar programming in addition to what is currently TAD-funded.

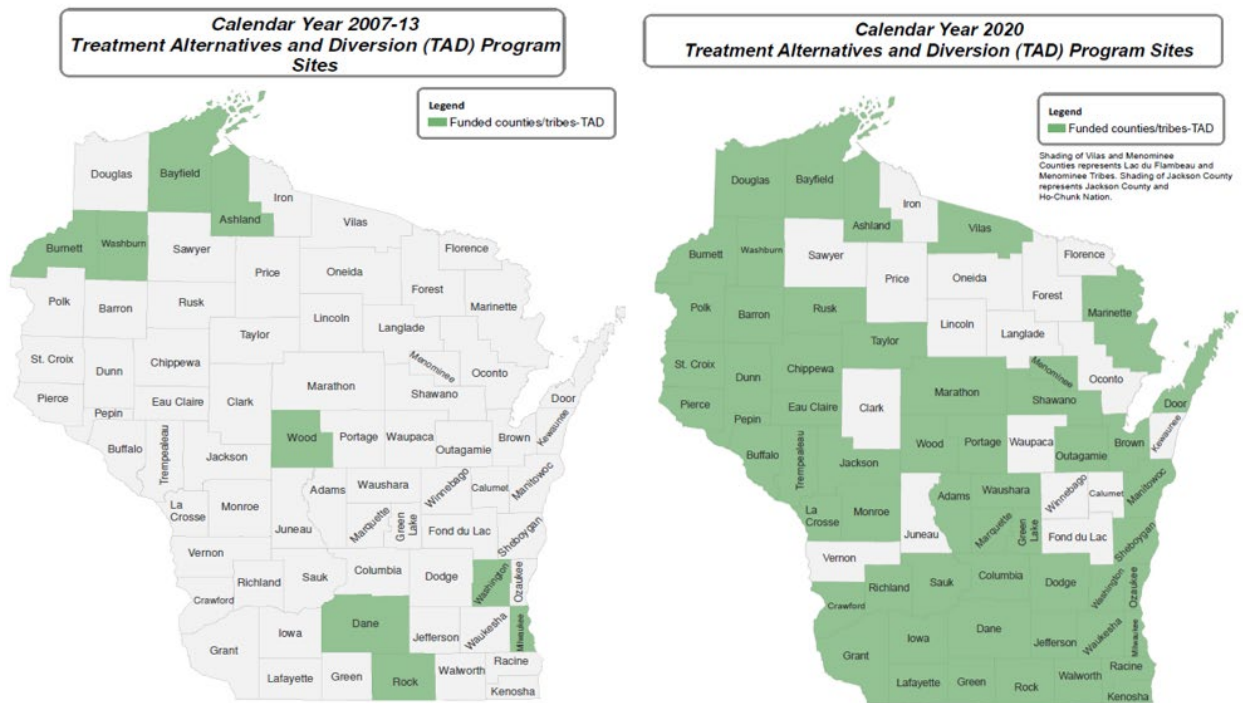
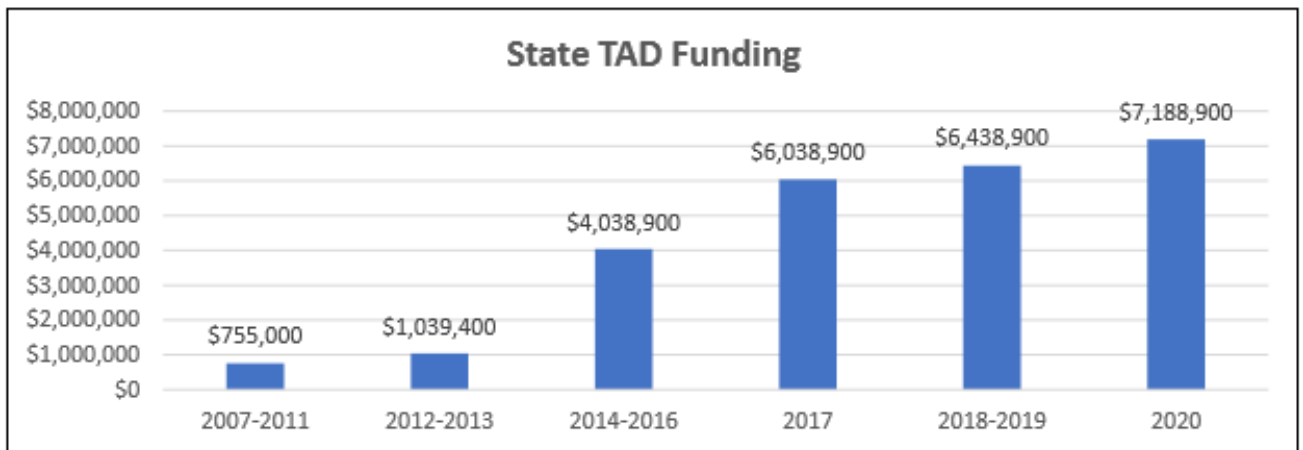
Potential New Program Models for Expansion

- **Veterans Courts:** Due to the current violent offender restrictions, Veterans Courts have historically been ineligible for TAD funding. It is estimated that there are approximately 16 Veterans Courts in WI, covering 33 counties¹.

¹ <https://www.wicourts.gov/services/veteran/index.htm>

- **Mental Health Courts:** Due to the substance abuse requirements, Mental Health Courts have historically been ineligible for TAD funding. Based on available data, it is estimated that there are approximately three Mental Health Courts in WI².
- **Diversion Programs:** There are multiple diversion programs that are not focused specifically on substance abuse. Statutory changes would enable these programs to be eligible for funding, including mental health diversion programs.

The following two charts detail the expansions in funding and sites for the program to date:



² Source: County Survey Data; [State CJCC Local Program Map](#)

POTENTIAL FOR PROGRAM EXPANSION

Background

When assessing the potential and methodology for TAD program expansion, a number of factors should be considered, including current demand, results of past expansions, lessons learned from the last five year cycle and the [2020 CJCC TAD Program Report](#), and potential changes in capacity related to new program models.

Expansion Options

Keeping in mind the assumptions set out previously in this report, there are multiple different ways to expand the program.

1. Providing funding for expansion to new sites to start program models

Our assessment is that expansion to new sites would be fairly minimal, as there have not been many sites denied funding through the recent multiple expansions (including the last competitive round, when all 4 new applicants were funded). It is hard to determine if new sites would emerge to fund existing program models.

2. Additional funding for existing program models at existing sites

Assuming legislative changes are made, sites could admit additional participants to their programs. In addition, sites could

Example: A county has a Drug Court, but as it has implemented its program, has identified a need for increased resources for Medication Assisted Treatment (MAT).

With additional funding, DOJ could also allow certain expenses previously denied in prior rounds, which was done in an effort to maximize funding to sites in a competitive grant program.

Example: As part of an expansion, counties could be allowed to use TAD funding to hire or support a local CJCC coordinator. This would benefit county planning and coordination efforts, the existing TAD program, as well as criminal justice priorities of the State CJCC and the Evidence Based Decision Making sub-committee.

3. Additional funding for additional program models at existing sites

Many sites funded in the last cycle have completed planning and implementation processes for their program. Some of the sites that currently only have one program funded by TAD may have learned through this cycle that they have a need to add another program model to meet the needs of a different population.

Example: A county has a Drug Court funded by TAD but would like to implement an OWI Court and a Diversion Program to serve the needs of a different target population.

4. Providing new state funding to sustain programs or enhancements started with federal grants

Some programs that receive TAD funding have also sought and received one-time federal funding to enhance their TAD funded program or implement another program model. These one-time funds can be useful on the front end but will also require sustainment once the funding ends.

Example: A county receives a TAD grant for a Drug Court, and then requests one-time federal grant funds for an enhancement to their TAD-funded project. Expansion funds could be used to sustain this enhancement once federal funding ends.

Example: A county receives a TAD grant for a Drug Court, and then receives a one-time federal grant to implement an OWI Court. Once that federal funding ends, TAD funds could be expanded to sustain the second program within the county.

In addition to providing direct funding to programs, funds could be used, and would be needed, to expand DOJ efforts to provide the staffing resources needed to oversee the program design and implementation, grants administration, technical assistance and compliance, and data analysis needed to support these local sites. The [2020 CJCC TAD Program Report](#) outlines several areas for program improvement currently, and program expansion will require an additional investment in DOJ staff to provide direct support to these local programs, as noted below.

DOJ COST TO ADMINISTER AND SUPPORT THE PROGRAM/SITES

Staffing

As the TAD program has been expanded multiple times, DOJ has continued to request administrative funding for positions to support the dramatic increase in the number of local projects needing programmatic and administrative support, as well as the additional reporting and evaluation requirements. The last staffing increase was the result of additional position authority granted in 2014, though DOJ was not given additional budget to pay for those positions.

The chart below details the current staff level, the budget request submitted in September to meet existing needs, and projection of new staffing needs to accommodate growth of \$8-10 million. The staffing assessment is an educated estimate based on the assumptions noted on page 1.

	BJP	BJIA	Projected Cost(annual)	One-Time Start Up Costs
Currently Have	2.5	2.5		
Budget Request	2	1	\$314,123	\$13,575
<i>\$8-10m</i> increase	<u>7</u>	<u>5</u>	<u>\$1,335,000</u>	<u>\$54,300</u>
Total	11.5	7.5		

BJP Would Request: Supervisor, Policy Advisor, Compliance/Trainer, Mental Health Specialist, Veterans Court Specialist, Grants Specialist, and Support Staff

BJIA Would Request: Research Supervisor, Data Collection Quality Control/Trainer (x2), PPA Evaluator, and Support Staff

Other Administrative Costs

We estimate the cost of annual administrative cost for technology and training to be \$145,000. There is a one-time request of \$35,000 to develop a website for the program.

- BCS support, upgrade, maintenance of CORE: \$75,000
- Development/support of an Interactive Website: \$35,000 Development, \$5,000 Annual Support
- Host in person trainings for sites: \$50,000
- Host annual conference for sites: \$15,000

The total estimated annual cost to administer a TAD expansion of this size is \$1,400,000.

Context for Staff Request

- DOJ has been looked to more and more frequently to coordinate and provide resources to support TAD sites of multiple program models. While DOJ has worked diligently to develop additional resources, including program standards, trainings, performance measures, and a data collection/reporting system, these were done with minimal staff resources and funded almost entirely on one-time federal grant funding. New and expanding programs will require extensive technical assistance and training.
- In addition, DOJ TAD-funded staff are part of a more robust, coordinated program, policy, and research effort needing additional resources to thrive. Through the CJCC, EBDM, and numerous federal grant programs, TAD is a centerpiece of a larger, coordinated effort to promote criminal justice program and policy reforms statewide.
- Following EBDM principles and CJCC recommendations, the needed staff will allow for future TAD program evaluations to be completed at the local level. This type of analysis would be critical in better understanding differences in program admissions, discharges, and outcomes across both sites and programs. Proper staffing will also allow for additional research to be done on important issues like program equity and inclusion, program referrals, trend analyses on pre-charge and post-charge diversion or particular treatment court types, etc.

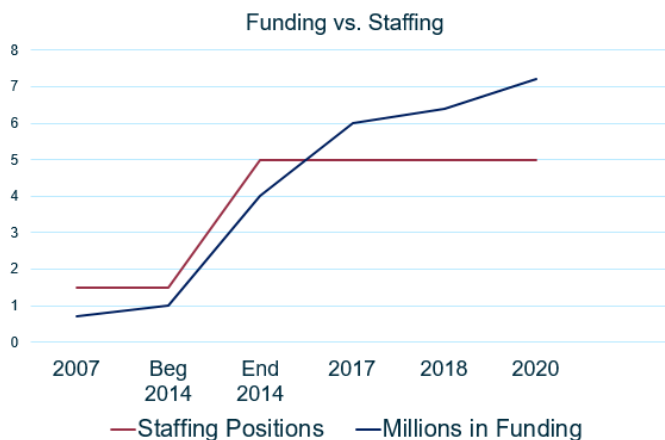
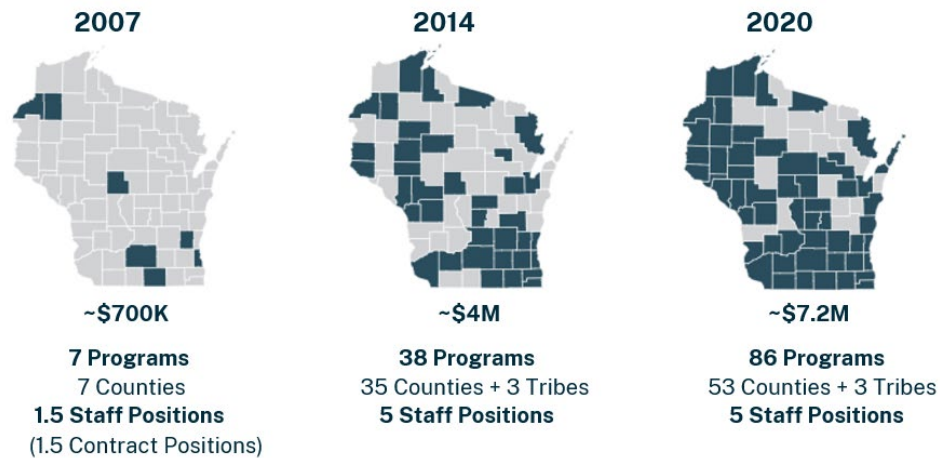
Information regarding DOJ's Budget Request for Additional TAD Program Staff

DOJ's Budget Request (\$494,900 GPR)

- **1 Program and Policy Analyst, Advanced**
 - Technical assistance to local programs
 - Implement new local programs
 - Site visits
 - Conduct trainings
- **1 Grants Specialist, Advanced**
 - Coordinate fiscal functions
 - Review grant applications
 - Create contracts for subgrantees
 - Conduct financial reviews
- **1 Research Analyst, Advanced**
 - Maintaining the CORE Reporting System
 - Conduct data evaluation of TAD-funded programs.

Background

- While funding for local treatment and diversion programs has increased thanks to investment by the legislature, the staff support for statewide grant and fiscal management, technical assistance, and data analysis has stagnated.



Left: No change in staffing since 2014 despite 80% increase in funding and 51% increase in number of counties with programs.

Information regarding DOJ's Budget Request for Additional TAD Program Staff

- **What do DOJ TAD program staff do day-to-day?**
 - Grants Management
 - Annual grant applications
 - Competitive process every 5 years
 - Review and approve quarterly program reports
 - Fiscal
 - Approve expenditures/process payments quarterly
 - Match requirements
 - Consult on and approve grant modifications
 - Data
 - CORE Reporting System updates, support and monitoring
 - Data analysis and reporting
 - Annual reports and multi-year evaluations
 - Technical Assistance
 - Train local programs
 - Conduct site visits
 - Provide program feedback
 - Coordinate and conduct statewide Standards Trainings
 - Treatment Court Standards Training:
 - 2015: 6 locations, 522 people trained
 - 2017: 1 location, 128 people trained
 - 2019: 3 locations, 185 people trained
 - Diversion Standards Training
 - 2018: 3 locations, 247 people trained
 - Additional Training Provided
 - Sessions through WATCP conferences
 - Individually tailored local team trainings

Designating May 5, 2021 as a “Day of Awareness for Missing and Murdered Indigenous Women and Girls” in Marathon County.

WHEREAS, according to a 2016 report from the National Institute of Justice 84% of American Indian and Alaska Native women have experienced violence in their lifetime, more than half of whom experienced sexual violence; and

WHEREAS, according to the Centers for Disease Control and Prevention, homicide is the third leading cause of death among American Indian and Alaska Native women between 10 and 24 years of age and the fifth leading cause of death for American Indian and Alaska Native women between 25 and 34 years of age; and

WHEREAS, in 2016, the National Crime Information Center reported nearly 6,000 cases of missing American Indian and Alaska Native women and girls, but the U.S. Department of Justice was tracking only about 100 cases; and

WHEREAS, still little data exist on the number of missing American Native and Alaska Native women and girls in the United States, but there have been instances of violence towards Indigenous women and girls from the eleven Wisconsin Native American Tribes; and

WHEREAS, some of the Wisconsin Indigenous women we know about include: Bad River Ojibwe members Angeline Whitebird-Sweet, murdered 1989, Charlene Couture, missing since 2009, Sheila St. Clair, missing since 2015; Lac du Flambeau Ojibwe members Susan Poupart, murdered 1990, LaVonne Frank, murdered 1997, Donna (LaBarge) Peterson, murdered July 2004, and Emily Anne Marie Wayman, murdered 2010; Ho-Chunk member Kozee Decorah, murdered May 2020; and Menominee member Katelynn Kelley, murdered July 2020; and

WHEREAS, we commemorate the lives of missing and murdered American Native and Alaska Native women and girls whose cases are documented and undocumented in public records and the media; and demonstrate solidarity with the families of the victims in light of those tragedies: and

THEREFORE LET IT BE RESOLVED, that the Marathon County Diversity Affairs Commission/Board of Supervisors hereby commemorate the lives of missing and murdered Indigenous women and girls and proclaim May 5th as a “Day of Awareness for Missing and Murdered Indigenous Women and Girls” on which we recognize and call attention to the many missing and murdered Native women and girls, as well as those who have experienced violence and assault and consider how the commission can work towards addressing this issue and develop recommendations to help prevent further victimization.

Dated this _____ day of _____, 2021

DIVERSITY AFFAIRS COMMISSION

EXECUTIVE COMMITTEE

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

Fiscal Impact: None.

RESOLUTON #R-____-21

**Resolution Recognizing the Historical Significance of the Mexican holiday of
Cinco de Mayo**

WHEREAS, May 5, or Cinco de Mayo in Spanish, is celebrated as a date of great importance by the Mexican and Mexican-American communities;

WHEREAS, since May 5, 1862, this date has become one of Mexico's most celebrated national holidays and is celebrated annually by almost all Mexicans and Mexican-Americans, north and south of the United States-Mexican border;

WHEREAS, the Battle of Puebla was but one of the many battles that these courageous people had to win in their long and brave struggle for independence and freedom;

WHEREAS, the French general, confident that his battle-seasoned troops were far superior to the almost amateuristic Mexican forces, probably expected little or no opposition from the Mexican army;

WHEREAS, however on that historic day the French army, which had not tasted defeat in half a century against Europe's finest troops, suffered a disastrous loss at the hands of an outnumbered, ill-equipped, and ragged, but highly spirited and courageous Mexican force;

WHEREAS, Napoleon III of France was not only planning to build an empire for himself in Mexico, but was actually looking ahead to then subsequently aiding the Southern States in their fight against the North in the American Civil War in order to procure the South's cotton, which was much needed by France;

WHEREAS, after three bloody assaults upon Puebla, in which over a thousand gallant Frenchmen lost their lives, the once handsomely uniformed French troops were finally defeated and driven back by the outnumbered Mexican troops;

WHEREAS, the courageous and heroic spirit that Mexican General Zaragoza and his men displayed during this historic battle can never be forgotten;

WHEREAS, the Battle of Cinco de Mayo, in which many brave Mexicans willingly gave their lives for the cause of justice and freedom, was instrumental in keeping Mexico from falling under European domination at that time;

WHEREAS, Cinco de Mayo is not only the commemoration of the rout of the French troops at the town of Puebla in Mexico, but also a celebration of the virtues of individual courage and patriotism of all Mexicans and Mexican-Americans who have fought for freedom and independence against foreign aggressors;

WHEREAS, Cinco de Mayo serves as a reminder that the foundation of this Nation is built by people from many nations and diverse cultures who are willing to fight and die for freedom;

WHEREAS, Cinco de Mayo also serves as a reminder of the close ties, spiritual as well as economic, that bind the people of Mexico and the people of the United States, and especially the southwestern States, the home of millions of Mexicans and Mexican-Americans;

WHEREAS, in the larger sense, Cinco de Mayo symbolizes the right of a free people to self-determination--just as Benito Juarez once said, 'El respeto al derecho ajeno es la paz' ('The respect of other people's rights is peace'); and

WHEREAS, many people celebrate during the entire week in which Cinco de Mayo falls: Now, therefore, be it

THEREFORE LET IT BE RESOLVED, that the Marathon County Board of Supervisors recognizes the historical struggle of the Mexican people on an annual basis to increase understanding of our residents of Mexican descent in Central Wisconsin, and encourages the citizens to learn, embrace, and celebrate Cinco de Mayo and to extend our best wishes to all our community celebrating Cinco de Mayo.

Dated this ____ day of _____, 2021

DIVERSITY AFFAIRS COMMISSION

EXECUTIVE COMMITTEE

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

Fiscal Impact: None.

RESOLUTION #R-____-21

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, Marathon County holds Diversity as one of its core values and is committed to actively welcoming and valuing people with different perspectives and experiences; and

WHEREAS, Marathon County’s Comprehensive Plan 2016 identifies the county’s overarching goal to be the healthiest, safest, and most prosperous county in the State of Wisconsin and calls for leadership to ensure that Marathon County is an open, inclusive, and diverse place to live and work; and

WHEREAS, a 2010 study (“Marathon County: A Next Generation Talent Magnet”) conducted by Next Generation Consulting of Madison, WI, (referenced in Marathon County’s Comprehensive Plan 2016) concluded that being a place that is perceived as open, safe, and accessible to people of diverse backgrounds is a critical issue that needs to be addressed in order to ensure Marathon County’s future prosperity; and

WHEREAS, the 2019 Economic Development Strategic Plan completed by TIP Strategies of Austin, TX, commissioned by the Wausau Region Chamber of Commerce identified talent recruitment as a fundamental component of economic success, stating that competing successfully for top-tier talent will require that the Greater Wausau Region bring in nontraditional workers to attract and retain skilled workers from outside the region; and

WHEREAS, according to the 2019-2021 Marathon County LIFE Report, more than a third of LIFE Survey respondents reported one or more experiences of discrimination; an increase since 2017 and according to the report, there has been a decline in satisfaction with how welcoming the community is in 2019, a decrease of more than 20 percentage points since 2013 and fewer than half of the 2019 LIFE Survey respondents said they were satisfied with the level of tolerance in the community; and

WHEREAS, the US Department of Justice, Community Relations Service Department recommends that local governments pass ordinances or resolutions reaffirming their commitment to ensuring the safety and well-being of their residents can encourage a welcoming environment to its community and help encourage compliance with equal opportunity statutes; and

WHEREAS, after reviewing data and information contained in: the 2018 ALICE Report, Healthiest Wisconsin 2020, The United States Health and Human Service’s *Report on Cultural Competency*, The Institute of Medicine’s report: *Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care*, the University of Wisconsin-Madison Population Health Institute *Health of Wisconsin Report Card*, the American Public Health Association report: *Evaluating the Economic Causes and Consequences of Racial and Ethnic Health Disparities*, 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 our sense of service, which we describe as responsively delivering on our commitments to all of our internal and external customers; 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 Shared Purpose remains a core value of Marathon County and the Board’s commitment to diversity and inclusion will be reflected in county affairs at all levels: in the local government culture, in the behavior and actions of individual staff members and 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 _____, 2021

DIVERSITY AFFAIRS COMMISSION

EXECUTIVE COMMITTEE

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

Fiscal Impact: None.