



MARATHON COUNTY **AMENDED** EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, June 10, 2021, at 4:00 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, Vacant

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

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:**

Phone #: 1-408-418-9388

Access Code: 146 159 7938

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

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

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)** *(Any person who wishes to address the County Board, or one of its committees, during the "Public Comment" portion of meetings, must provide his or her name, address, and the topic he or she wishes to present to the Marathon County Clerk, or chair of the committee, no later than five minutes before the start of the meeting.)*
3. **Approval of the May 13, 2021 Executive Committee Meeting Minutes**
4. **Policy Issues for Discussion and Possible Action**
 - A. County Board Meetings to be Held in Person
 - B. Broadband Update
 - C. Educational Presentations Speaker Policy
 - D. Forestry Dept. Requesting Letter of Support to Reopen the Verso Paper Mill in WI Rapids
5. **Operational Functions Required by Statute, Ordinance, or Resolution**
 - A. Redistricting Committee Appointment Resolution
 - B. Rules of Review Committee Appointments
 - C. Discuss Options for Filling District 17 Vacancy
 - D. Recommendation of the HR, Finance & Property Committee to suspend Rule 2.05(2) for the remainder of 2021**
6. **Educational Presentations and Committee Discussion**
 - A. Administrator's Work Plan and Understanding Capacity
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, July 8, 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 261-1500 or e-mail countyclerk@co.marathon.wi.us one business day before the meeting*

SIGNED Chair Kurt Gibbs

Presiding Officer or Designee _____

FAXED TO: Wausau Daily Herald, City Pages,

NOTICE POSTED AT COURTHOUSE

FAXED TO: and Other Media Groups

FAXED BY: _____

BY: _____

FAXED DATE: 6/09/2021

DATE: 6/09/2021

FAXED TIME: _____

TIME: _____



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Thursday, May 13, 2021, at 4:30 p.m.

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

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

Also present: Lance Leonhard, Scott Corbett, William Harris, Kim Trueblood, Valerie Carrillo, Meg Ellefson, Toshia Ranallo and members of the public including the citizens listed below.

WebEx/Phone: Jean Maszk, Sandy Cihlar, Ka Lo, Michelle Van Krey, and seven unidentified callers.

1. Call Meeting to Order

The meeting was called to order by Chair Kurt Gibbs at 4:30 p.m.

2. Public Comment (15 Minutes)

The following citizens spoke in favor for the “Community for all Resolution”:

Dan Barth	206540 Hrebik Ln	Mosinee	Called In
Jane Graham Jennings	3200 Hilltop Ave	Wausau	In Person
Patrick Bacher	505 S. 22 nd Ave	Wausau	In Person
Bruce Grau	1115 N 10 th St.	Wausau	In Person
Christine Salm	3312 N. 11 th St.	Wausau	In Person
Katie Rosenberg	407 Grant St	Wausau	In Person
Jeff Sargent	920 Winton St	Wausau	Called In
Crystal Kriesher		Wausau	In Person
Kimberly Pufall	410 Edgar Ave	Rothschild	In Person
Ron Alexander	15420 Brandenburg	Merrill	Called In

The following citizens spoke in opposition for the “Community for all Resolution”:

David Baker	690 Happy Hollow Rd	Kronenwetter	In Person
Joanne Leonard	923 Maple Hill Rd	Wausau	In Person
Cindy Beaty	135029 Jersey Falls Trail	Marathon	In Person
Erin Crawford	234905 Clay Rd	Aniwa	In Person
Tanya Riehle	223828 Orchid Lane	Wausau	In Person
Heidi Lewerenz	3507 Pat St.	Weston	Called In
Roger Cook	750 Figon St	Mosinee	Called In
Jack Hoogendyk	4508 Hilltop Road	Wausau	In Person
LaVerne Rondeau	5403 JM Place	Weston	In Person
Tina Jensen	178808 Pine View Dr.	Birnamwood	In Person
Bruce Bohr	440 North Ridge Rd	Marathon	Called In
Thomas Kreager	241560 Saw Mill	Aniwa	Called In
Kevin McGary	539 Commerce St	Dallas, TX	Called In
Cory Tomczyk	1040 Indianhead Dr.	Mosinee	In Person
Jeff Kocha	151678 Lily Ln	Wausau	Called In
Verna Rodriguez Wesenick	3605 Howland	Schofield	In Person
James Juedes	232534 Pleasant View Rd	Ringle	In Person
Joel Straub	860 W Nelson Rd	Mosinee	In Person

3. MOTION BY ROBINSON; SECOND BY LANGENHAHN TO APPROVE THE APRIL 15, 2021, 2021 EXECUTIVE COMMITTEE MEETING MINUTES. MOTION CARRIED.

4. Policy Issues for Discussion and Possible Action

A. County Board Meetings to be Held in Person

Discussion:

Chair Gibbs reported new CDC guidelines were released today explaining Individuals who have been fully vaccinated no longer need to wear a mask or social distance. He feels that in the near future the Board should return to in-person meetings.

Supervisors Comments:

- Not comfortable yet with returning in person.
- COVID still remains at high level in the County. Want to maintain social distancing.
- Could be a premature decision to return in person.
- Would like a compromise with the options to return in person, and WebEx now or potentially long term.
- WebEx allows supervisors to attend meetings while they travel and out of town.
- In person meetings solve problems better. Missing social aspect.
- Develop a timeline to return to in-person meetings by examining Covid rates and vaccination threshold.

Follow Up:

Keep as a reoccurring agenda item for discussion.

B. Administrator's 2021 Work Plan and Capacity**Discussion:**

Administrator Leonhard provided the committee with an updated workplan located [here in the packet](#). He is concerned on the capacity of the workplan due to the following significant vacancies, new staff, and being able to recruit for positions effectively and selectively.

- Corporation Counsel
- Health Officer
- Deputy Administrator
- Newly appointed CPZ Director
- Communication Specialist to start in June
- Employee Resources Director appointed in April

Leonhard encourage all board members to review the 151 page guide for the American Rescue Act. Marathon County is to receive \$26.3 million over the life of the act. Significant resources will be needed as it is far more complex than the Route to Recovery Program. This undertaking is not listed in the Workplan as well as a significant discussion around an infrastructure package at the federal level. The county is also in the middle of a selection process for an Enterprise Resource Planning System, and ongoing facility planning and renovation projects.

Follow up:

Reach out to Administrator Leonhard if you have questions.

C. Review of Past Discussions of County Event Policy and Discussion of Next Steps**Discussion:**

Administrator Leonhard reported this item is number 27 listed in the Workplan. Discussions began at the Public Safety committee level in 2019. Policy drafts were created to govern events at county-owned properties or on roadways that require the utilization of county staff. The efforts ultimately ceased to focus on our pandemic response. Leonhard had conversations with individuals from the City of Wausau and they are interested in putting together a comparable policy across municipal lines. He indicated this may not be a priority task in the Workplan at this time, but if he is directed by the board to direct his attention on it, he will do his best to focus on it.

Follow up:

No follow up at this time.

D. DOJ Requests a Letter of Support be sent to Legislators for Treatment Alternative Diversion Program Funding**Discussion:**

Administrator Leonhard explained DOJ's request is to send a letter of support for expansion of TAD funding for treatment and diversion programs. The Public Safety Committee discussed this at their last meeting but felt they should bring it to the Executive Committee since priorities for items in the governor's budget had already been prioritized and illustrated to legislatures.

Action:

MOTION BY LANGENHAHN; SECOND BY MCEWEN TO HAVE STAFF DRAFT A LETTER OF SUPPORT, SIGNED BY THE COUNTY CHAIR AND THE PUBLIC SAFETY COMMITTEE CHAIR, AND SENT TO LEGISLATORS FOR THE EXPANSION OF TREATMENT ALTERNATIVE DIVERSION PROGRAM FUNDING. MOTION CARRIED.

Follow up:

Send letter to legislators.

E. June Dairy Breakfast Poster

Discussion:

Chair Gibbs explained he was contacted by the Partnership for Progressive Agriculture for permission to place the Marathon County logo on their poster. This stems from a miscommunication a few months ago when an invitation was distributed with the county's logo promoting an in-person event in the middle of the pandemic.

Action:

MOTION BY ROBINSON; SECOND BY MCEWEN TO REFER PARTICIPATION IN THE JUNE DAIRY BREAKFAST POSTER NEXT YEAR. MOTION CARRIED

Follow up:

Chair Gibbs to contact and inform the Partnership for Progressive Agriculture of the committee's decision.

F. Request for Education by Kevin McGary to the Full Board

Discussion:

Chair Gibbs explained a supervisor requested a presentation be given to the full board due to the community interest surrounding the "Community for All Resolution". The initial cost request was \$250 dollars the same as a previous speaker but if the cost is not approved, McGary agreed to speak for nothing.

Supervisors suggested developing a policy in regards to community-based education presentations that are requested to be heard by the County Board. It should be consistent to the strategic plan and mission goals and define what constitutes as an expert speaker.

Action:

MOTION BY BOOTZ; SECOND BY FIFRICK TO HAVE KEVIN MCGARY GIVE A PRESENTATION TO THE COUNTY BOARD DURING AN UPCOMING EDUCATIONAL MEETING. MOTION CARRIED.

Follow up:

Chair Gibbs will contact Kevin McGary to see when he would be available.

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.

Discussion:

A Supervisor referenced a news article published in November 2020 titled *Without a Trace, the Missing People in Central Wisconsin*. Presently, there are 29 people that are missing in Marathon County. It was suggested to amend the resolution and include these additional missing people.

A Supervisor explained May 5th is a day of awareness nationally and it was brought to the attention to the Diversity Affairs Commission by members of the indigenous community who expressed women and girls in their family are being killed at a higher rate. The purpose is not to exclude anybody else but rather bring attention and awareness.

Action:

MOTION BY ROBINSON; SECOND BY LEAHY TO MOVE A RESOLUTION DESIGNATING MAY 5, 2021 AS A "DAY OF AWARENESS FOR MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS" IN MARATHON COUNTY TO THE COUNTY BOARD FOR CONSIDERATION. MOTION CARRIED.

Follow up:

Forward to County Board.

B. Resolution Recognizing the Historical Significance of the Mexican holiday of Cinco de Mayo – May 5th.

Discussion:

Supervisor Robinson offered on amendment to include an additional paragraph with local statistics.

Action:

**MOTION BY ROBINSON; SECOND BY LEAHY TO AMEND THE RESOLUTION ADDING THE PARAGRAPH BELOW:
MOTION CARRIED.**

WHEREAS, there are an estimated 4,270 citizens of Hispanic decent living in Marathon County with approximately 40 percent are of Mexican descent who contribute to the local economy and culture; and

**MOTION BY LEAHY; SECOND BY ROBINSON TO MOVE THE RESOLUTION WITH AN AMENDMENT RECOGNIZING
THE HISTORICAL SIGNIFICANCE OF THE MEXICAN HOLIDAY OF CINCO DE MAYO – MAY 5TH TO THE COUNTY
BOARD FOR CONSIDERATION. MOTION CARRIED.**

Follow up:

Forward to County Board.

C. Resolution Declaring Marathon County “A Community For All”

Discussion:

The committee thoroughly discussed the resolution and considered all public comment before voting.

Action:

**MOTION BY ROBINSON; SECOND BY LANGENHAHN TO HAVE THE COUNTY BOARD CHAIR APPOINT A
WORKGROUP MADE UP OF COUNTY BOARD SUPERVISORS TO CREATE A RESOLUTION WITHIN 60 DAYS.
MOTION FAILED.**

A roll call vote was performed: Chair Kurt Gibbs yes; Vice-Chair Craig McEwen no; Matt Bootz no; Randy Fifrick no; Jacob Langenhahn no, Alyson Leahy no, John Robinson yes, E.J. Stark no.

**MOTION BY LEAHY SECOND BY ROBINSON TO MOVE A RESOLUTION DECLARING MARATHON COUNTY “A
COMMUNITY FOR ALL” TO THE COUNTY BOARD FOR CONSIDERATION. MOTION FAILED.**

A roll call vote was performed: Chair Kurt Gibbs no; Vice-Chair Craig McEwen no; Matt Bootz no; Randy Fifrick no; Jacob Langenhahn no, Alyson Leahy yes, John Robinson yes, E.J. Stark no.

Follow up:

No follow up needed.

6. Educational Presentations/Outcome Monitoring Reports - None

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

A. Supervisor Dickinson stated Kevin McGary will be available for the May 20th educational county board meeting and requested he be placed on the agenda.

B. Next Meeting: **Thursday, June 10, 2021, at 4:00 p.m.**

8. Adjournment

**THERE BEING NO FURTHER BUSINESS TO DISCUSS, MOTION BY LANGENHAHN; SECOND BY MCEWEN TO
ADJOURN THE MEETING AT 7:35 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.



2021 ASSEMBLY BILL 367

May 27, 2021 - Introduced by Representatives KRUG, EDMING, SNYDER, CALLAHAN, ROZAR, SPIROS, VANDERMEER, JAMES and MURSAU, cosponsored by Senators TESTIN, FELZKOWSKI and BALLWEG. Referred to Committee on State Affairs.

1 **AN ACT relating to:** loan for the purchase of the Verso Paper Mill in the city of
2 Wisconsin Rapids.

Analysis by the Legislative Reference Bureau

This bill authorizes the Wisconsin Economic Development Corporation to award a loan of up to \$50,000,000 to the Consolidated Cooperative for the purchase of the Verso Paper Mill in the city of Wisconsin Rapids. The loan is to be for the term and upon the conditions as may be agreed upon between WEDC and the cooperative. Additionally, WEDC may not award the loan unless it determines that substantial additional funding for the purchase of the paper mill has been secured from both nonstate revenue sources and in the form of a loan issued by the Board of Commissioners of Public Lands to an entity eligible for the loan. Finally, the bill requires the governor to allocate \$50,000,000 of the funds accepted under the federal American Rescue Plan Act of 2021 for the loan.

For further information see the state fiscal estimate, which will be printed as an appendix to this bill.

The people of the state of Wisconsin, represented in senate and assembly, do enact as follows:

3 **SECTION 9149. Nonstatutory provisions; Wisconsin Economic**
4 **Development Corporation.**

ASSEMBLY BILL 367**SECTION 9149**

1 (1) PURCHASE OF THE VERSO PAPER MILL IN WISCONSIN RAPIDS.

2 (a) No later than the first day of the 25th month beginning after the effective
3 date of this paragraph, from the moneys allocated under par. (c), the Wisconsin
4 Economic Development Corporation may award a loan of up to \$50,000,000 to the
5 Consolidated Cooperative for the purchase of the Verso Paper Mill, located at 600 4th
6 Avenue North in the city of Wisconsin Rapids. The loan shall be for the term and
7 upon the conditions as may be agreed upon between the corporation and the
8 cooperative.

9 (b) Before awarding the loan under par. (a), the Wisconsin Economic
10 Development Corporation shall determine that substantial additional funding for
11 the purchase of the Verso Paper Mill has been secured from both nonstate revenue
12 sources and in the form of a loan issued by the Board of Commissioners of Public
13 Lands to an entity eligible for the loan.

14 (c) Of the moneys the governor accepts from the federal government under s.
15 16.54 pursuant to section 602 of the federal Social Security Act as amended by the
16 federal American Rescue Plan Act of 2021, P.L. 117-2, the governor shall allocate
17 \$50,000,000 for the loan under par. (a).

18 (END)

June 2, 2021

Representative Swearingen
34th Assembly District
123 West, P.O. Box 8953
Madison WI 53708-8953

Dear Representative Swearingen:

It has come to our attention that a Public hearing on AB 367 (Mill Bill) was held on Wednesday June 2, 2021. Please accept this as a letter of support for any assistance that the State of Wisconsin can provide to assist a cooperative entity in the purchase of the Verso Mill.

Marathon County manages over 30,000 acres of working forest in northcentral Wisconsin and solid wood markets are critical to the economic and environmental health of our communities and forests. The shutdown of the Verso mill in 2020 has resulted in direct revenue losses to the County and millions in impacts to local businesses in Marathon County. Verso consumed 30% of all pulpwood volume and contributed 25% of the yearly timber revenue to Marathon County when in operation.

Our timber industry is struggling and we fear that we will lose valuable logging contractors due to limited pulpwood markets. These are businesses and jobs that are unlikely to return if pulpwood markets do not rebound in the near future.

Marathon County fully supports this bill and we are also investigating if we can legally invest in the Timber Professionals Cooperative directly.

The Timber Professionals Cooperative and Verso mill operations have been an ongoing discussion at our Forestry/Recreation Committee and County Administration and there is evident support for efforts that result in the Wisconsin Rapids mill becoming operational again.

Thank you

**TO DESIGNATE THE EXECUTIVE COMMITTEE OF THE COUNTY BOARD
OF SUPERVISORS AS THE 2021 REDISTRICTING COMMITTEE**

WHEREAS, the decennial census was conducted by the U.S. Census Bureau in 2020; and

WHEREAS, redistricting of supervisory districts is mandated to comply with the principle of one person – one vote; and

WHEREAS, the final supervisory districting plan must be approved by the County Board of Supervisors; and

WHEREAS, a Redistricting Committee must be designated to work with the Planning Department and to recommend a final Redistricting Plan to the County Board of Supervisors within the mandated deadline.

NOW, THEREFORE, BE IT RESOLVED that the County Board of Supervisors of Marathon County does hereby ordain and resolve as follows: To designate the Executive Committee of the County Board of Supervisors as the 2021 Redistricting Committee to recommend a final redistricting plan to the County Board of Supervisors by the mandated deadline.

Respectfully submitted this _____ day of June, 2021.

EXECUTIVE COMMITTEE

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

Fiscal Impact: No budgetary impact.

DRAFT RESOLUTION #R-

RESOLUTION TO SUSPEND COUNTY BOARD RULE 2.05(2) CAPITAL IMPROVEMENT COMMITTEE FOR THE REMAINDER OF THE YEAR

WHEREAS, on April 19, 2018, the Board of Supervisors for the County of Marathon adopted §2.05 of the general Code of Ordinances for Marathon County. Section 2.05 governs County statutory, program, joint committees and task forces; and

WHEREAS, Rule 2.05(2) governs the County's Capital Improvement Committee (CIP); and

WHEREAS, a workgroup has been created to review the policies of the Capital Improvement Program and will prepare final recommendation; and

WHEREAS, Employee Resources, Finance and Property Committee will review these policies changes this year; and

WHEREAS, one of the temporary recommendations from the Employee Resources, Finance and Property Committee is to suspend County Board Rule 2.05(2) Capital Improvement Committee (CIP) for the remainder of the year; and

WHEREAS, The Employee Resources, Finance and Property Committee will request that the Rules Review Committee review this recommendation for a permanent termination of Rule 2.05(2) based on the CIP final recommendations; and

NOW THEREFORE BE IT RESOLVED, that the Board of Supervisors for the County of Marathon does hereby ordain and resolve to suspend County Board Rule 2.05(2) for the remainder of 2021 and have the Rules Rule committee make a permanent determination once the CIP policy changes have been completed.




SUBMITTED this 22th day of June, 2021








**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"> 		<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.

<p>14. Continued Annual Updates to 2018-2022 Strategic Plan</p>	<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)
<p>15. Complete needs assessment relative to county-wide Naloxone use policy</p>	<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.
<p>16. Evaluate Revenues at the Juvenile Detention Facility</p>	<ul style="list-style-type: none"> Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to 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.
<p>17. Develop and Implement solution to Tax Deed and Property Description Backlogs</p>	<ul style="list-style-type: none"> Position identified within Corporation Counsel's Office to 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.