



MARATHON COUNTY EXECUTIVE COMMITTEE

AMENDED AGENDA

Date & Time of Meeting: **Wednesday, August 12, 2020, at 4:00 p.m.**

Meeting Location: Employee Resources Conference Room, C-149 –500 Forest Street, Wausau WI

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

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

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number: 1-408-418-9388. Access Code: 262 543 736**. No other number is required to participate in the telephone conference

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

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)**
3. **Approval of the July 14, and August 3, 2020, Executive Committee Meeting Minutes**
4. **Policy Issues Discussion and Committee Determination**
 - A. Developing a Form for Identification Information in Emails from the Public
5. **Operational Functions Required by Statute, Ordinance, or Resolution - None**
6. **Educational Presentations/Outcome Monitoring Reports**
 - A. Application for UniverCity Year 2020-2023 Program
 - B. Update on the 2020 Administration Work Plan
 - C. Progress Update by the Chair of the County Board Size Task Force
 - D. Community Partners Campus**
7. **Next Meeting Date & Time, Location, Future Agenda Items**
 - Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
 - Next Meeting: **Wednesday, September 9, 2020, at 4:00 p.m.** in the Courthouse Assembly Room
8. **Announcements**
9. **Adjournment**

*Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County

Clerk's Office at 715-261-1500 one business day before the meeting.

SIGNED /s/ Kurt Gibbs
Presiding Officer or Designee

FAXED TO: Wausau Daily Herald, City Pages, and
FAXED TO: Other Media Groups
FAXED BY: M. Palmer
FAXED DATE: _____
FAXED TIME: _____

NOTICE POSTED AT COURTHOUSE
BY: M. Palmer
DATE: _____
TIME: _____



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Tuesday, July 14, 2020, 4:00 p.m.
Courthouse Assembly Room, B-105, 500 Forest St, Wausau WI 54403

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

Also Present: Lance Leonhard, Scott Corbett, Mary Palmer, Members of the Public

Web: Becky Frisch, Kim Trueblood, William Harris

1. Call Meeting to Order

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

2. **Public Comment:** The Public Comment portion of the agenda has been temporarily suspended, pursuant to Marathon County Resolution # R-18-20, dated March 17, 2020

3. Approval of June 11, 2020, Executive Committee Meeting Minutes

MOTION BY MCEWEN; SECOND BY ROBINSON, TO APPROVE THE JUNE 11, 2020, EXECUTIVE COMMITTEE MEETINGS MINUTES. MOTION CARRIED.

4. Policy Issues Discussion and Committee Determination - None

A Continuing suspension of the County Board Rules

1. Virtual Meetings

2. Policy and Procedure on Public Comment

Discussion:

1. Suspension of virtual meetings will expire on July 26th (the correct date is the July 2020 voting meeting of the County Board on the 28th). Do we wish to continue to have virtual meetings for committees and county board meetings? Corporation Counsel Scott Corbett went over the current rule in the packet. It has been suspended twice for board members to meet virtually. He believes the rule should be modified to allow members to meet virtually. It would be simpler to say: *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.*

Voting is the down side of virtual meetings. Gibbs stated that we are looking at programs that will allow faster voting rather than roll call.

2. The recommendation from Corporation Counsel is to lift the suspension on public comment. Committee members agree and believe the public should be able to comment. There was some concern about the public calling in. There was also concern about the public providing information to speak 5 minutes before the meeting. This would be challenging with the virtual meeting starting and the meeting being organized. Right now e-mails are not allowed. There will still be 15 minutes for public comment.

Action:

1. **MOTION BY ROBINSON; SECOND BY FIFRICK TO RECOMMEND THAT WE ADOPT THE**

RULE WITH VIRTUAL MEETINGS. MOTION CARRIED

2. MOTION BY ROBINSON; SECOND BY BUTTKE TO RETURN TO THE FORMER PUBLIC COMMENT BOARD RULES. MOTION CARRIED.

Follow through:

Agenda items 4(A)(1 and 2) will be forwarded to County Board.

B Marathon County Long-term Facility Planning

1. How do we ensure that we are adequately assessing our space needs?

Discussion:

Marathon County has various properties and buildings. We need to take a comprehensive look at them and start a conversation with the board and administration, as we look at a long range system facilities plan. A brief overview of some of the various buildings was given:

- NCHC Campus and part of the project provides for the potential relocation of Social Services to that campus. It's advantageous to consumers and facilities.
- Discussed the purchasing process to relocate the Highway Department, Parks, Recreation & Forestry, and Conservation, Planning & Zoning at property we were looking at in the Village of Maine. That was not approved at the end of the year, but it is still in the works.
- Vice Chair McEwen is working with the Forensic Science Center Task Force for a Regional Forensic Science Center (Morgue)
- Extension, Education & Economic Development and HR/Finance/Property Committees directed Administration to look at a public/private partnership on the UW Stevens Point, Wausau campus dorms and some property adjacent to the courthouse.
- Westside Master Plan includes Marathon Park and adjoining campus.
- In the next couple of years we will be doing about ten years' worth of planning which will also include River Drive, West Street and Thomas Street (Social Services)

Administration is looking for guidance from the Executive Committee. What should administration be mindful of when working on the system wide facilities plan? How do we have a comprehensive look and then we have to consider accelerated telework. Are the facilities needs going to be the same as they currently are.

The committee was mixed on whether to handle the comprehensive look internally or hire someone to do that. One concern on keeping it internally is if Administration and Facilities & Capital Management have the capacity to do this with all their other commitments. It was decided that the Administrator and Facilities & Capital Management will meet and come back with a possible scenario on their capacity to work on a master plan for the county.

Action:

No action taken.

Follow through:

The Administrator will meet with Facilities & Capital management and come back with ideas on how to facilitate a long term facilities plan.

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

6. Educational Presentations/Outcome Monitoring Reports

A. New Procedure for County Board/Citizen Members Expense Report

Discussion:

Leonhard went through the form virtually. Each quarter the form is submitted, it will need have the most current declaration page uploaded and send to the county board chair for approval.

Current window for reimbursement submission is 15 days after the quarter ends.

Follow through:

None needed at this time.

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

- Committee members are asked to bring ideas for future discussion and educational presentations for the County Board – email agenda items to Chair Gibbs
- Next regular meeting: Wednesday August 12, 2020 at 4:00 p.m. in the Courthouse Assembly Room and Webex/Phone

8. Announcements: None

9. Adjournment

There being no further business to discuss, **MOTION BY MCEWEN; SECOND BY STARK TO ADJOURN THE MEETING.** Meeting adjourned at 5:03 pm

Respectfully submitted by,
Mary Palmer



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Monday, August 3, 2020, 4:30 p.m.
Courthouse Assembly Room, B-105, 500 Forest St, Wausau WI 54403

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

Also Present: Lance Leonhard, Scott Corbett, Jean Kopplin, Tom Rosenberg, Mary Palmer, Media
Web: William Harris, Jonathan Fisher, Yee Leng Xiong, Shirley Lang

1. Call Meeting to Order

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

2. Policy Issues Discussion and Committee Determination - None

A. Discussion regarding Facebook posts made by the Marathon County Clerk, which were published on, or about, July 30, 2020, by the *Wausau Pilot and Review*.

Scott Corbett, Corporation Counsel, explained the reasons he recommends going into closed session. The reasons listed above in 2.A and due to the possible damage of reputation. He then explained the grounds to go into closed session and they may confer with counsel regarding possible litigation. It was decided that both items listed below will be handled under one item.

MOTION BY MCEWEN; SECOND BY BOOTZ THAT THE EXECUTIVE COMMITTEE MAY, IF APPROPRIATE, CONSIDER A MOTION TO CONVENE IN CLOSED SESSION, PURSUANT TO WIS. STATS, SEC. 19.85(1)(F), “[C]ONSIDERING FINANCIAL, MEDICAL, SOCIAL OR PERSONAL HISTORIES OR DISCIPLINARY DATA OF SPECIFIC PERSONS, PRELIMINARY CONSIDERATION OF SPECIFIC PERSONNEL PROBLEMS OR THE INVESTIGATION OF CHARGES AGAINST SPECIFIC PERSONS . . . WHICH, IF DISCUSSED IN PUBLIC, WOULD BE LIKELY TO HAVE A SUBSTANTIAL ADVERSE EFFECT UPON THE REPUTATION OF ANY PERSON REFERRED TO IN SUCH HISTORIES OR DATA, OR INVOLVED IN SUCH PROBLEMS OR INVESTIGATIONS.”

IN ADDITION, THE EXECUTIVE COMMITTEE MAY, IF APPROPRIATE, CONSIDER A MOTION TO CONVENE IN CLOSED SESSION UNDER ANY OF THE TOPICS LISTED ABOVE, PURSUANT TO WIS. STAT., SEC. 19.85(1)(G), “[C]ONFERRING WITH LEGAL COUNSEL FOR THE GOVERNMENTAL BODY WHO IS RENDERING ORAL OR WRITTEN ADVICE CONCERNING STRATEGY TO BE ADOPTED BY THE BODY WITH RESPECT TO LITIGATION IN WHICH IT IS OR IS LIKELY TO BECOME INVOLVED.”

BY ROLL CALL VOTE TO GO INTO CLOSED SESSION:

Kurt Gibbs, Chair	Y
Craig McEwen, Vice-Chair	Y
Matt Bootz	Y
Tim Buttke	Y
Randy Fifrick	Y

Sara Guild	Y
Jacob Langenhahn	Y
Alyson Leahy	Y
John Robinson	Y
E J Stark	Y

B. Motion to return to Open Session

MOTION BY BOOTZ; SECOND BY MCEWEN TO RETURN TO OPEN SESSION. MOTION CARRIED.

C. Possible Announcements or Action Resulting from Closed Session

Action:

MOTION BY ROBINSON, SECOND BY BOOTZ, TO DIRECT ADMINISTRATION, SPECIFICALLY CORPORATION COUNSEL, TO RETAIN OUTSIDE COUNSEL TO COMPLETE AN INDEPENDENT INVESTIGATION INTO THE STATEMENTS AND ACTIONS OF THE COUNTY CLERK THAT MAY IMPACT THE ABILITY OF THAT OFFICE TO CONDUCT IMPARTIAL ELECTIONS, AND ISSUE A REPORT OF THE FINDINGS OF THE INVESTIGATION AND LEGAL OPTIONS AVAILABLE TO THE COUNTY BOARD BY AUGUST 31, 2020. MOTION CARRIED.

3. **Operational Functions Required by Statute, Ordinance, or Resolution – None**
4. **Educational Presentations/Outcome Monitoring Reports - None**
5. **Next Meeting Time, Location, Agenda Items and Reports to the County Board**
 - Committee members are asked to bring ideas for future discussion and educational presentations for the County Board – email agenda items to Chair Gibbs
 - Next regular meeting: Wednesday August 12, 2020 at 4:00 p.m. in the Courthouse Assembly Room and Webex/Phone
6. **Announcements:**
7. **Adjournment**

There being no further business to discuss, **MOTION BY MCEWEN; SECOND BY GUILD TO ADJOURN THE MEETING.** Meeting adjourned at 5:55 pm

Respectfully submitted,
Mary Palmer and Lance Leonhard

Kurt Gibbs

From: David Oberbeck
Sent: Friday, June 12, 2020 10:35 AM
To: Kurt Gibbs
Subject: Subject for Discussion... Identification Information in Emails

Chairman Gibbs,

I would like to ask that the Executive Committee investigate the possibility of developing a form for correspondence between constituents and elected officials.

Over the past few days I have received emails that have no name (just the email that they were sent from), no address or phone number.

I am assuming other supervisors are also getting this information. The email may or not be from a resident in their district and may or may not be from a person in Marathon County.

My suggestion is that we go to a "submittal form" similar to what our US Senators/Representatives have which require this information to be entered.

I know this can be done fairly easily as I did similar forms for questionnaires as an Architect... the form would pop up when the person selects the supervisor, they enter the information and then it is sent to a designated email.

Share your opinion on legislation

Find Assistance, Resources & More

Prefix

Your Name

First Name*

Last Name*

Your Contact Information

Street Address*

Street Address (2)

City*

State*

Zip*

Phone Number*

Alternate Phone Number

Email*

Verify Email*

Your Message

Subject:*

Message Topic*

Message*

I would like to receive enews updates from Senator Baldwin

Submit



UniverCity Year 2020–2023

Marathon County Proposal



Marathon County is the largest county in the State of Wisconsin, based on area with an approximate total square mile area of 1,584.

The county is comprised of 40 towns, 16 villages and 6 cities.

The 136,517 County residents enjoy economic opportunity, quality schools, and strong communities, along with access to a wide variety of recreational options.

All these communities are working together, making Marathon County a special place.



The Wisconsin Department of Administration estimates county population projections increasing by 13% between 2010 and 2040.

The City of Wausau and its surrounding communities is the center of growth in terms of population and economic growth.

These communities are located along I-39/US-52 and STH-29 and contribute to the development pattern of the greater metropolitan area. As such, its boundaries contain a diversity of commerce and communities, landscapes and land uses.

Agriculture in Marathon County has experienced significant changes over the past 30 years. There are numerous reasons for these shifts in agricultural activities and practices including changes in economics, population growth, societal changes, operational practices, support services, and state and national policies.

Similar to most other farming areas in Wisconsin, farm operations have tended to become larger, with more acres per farm—an 11% increase. There has also been a decline in the number of dairy farms—a 68% decrease—and a subsequent decrease in traditional perennial dairy forage crop, with a shift to more annual cash grain crops.



MARATHON COUNTY'S GOAL

Marathon County is hard at work trying to improve our efforts and successes in order to become the healthiest, safest, and most prosperous county in Wisconsin. The County completed the [Comprehensive Plan](#) in 2016 and the [Strategic Plan](#) was in 2018. [Strategic Plan Annual Reports](#) track the progress on objectives and reinforce the direction of our work.

In order to fully leverage the impact of the 2018-2022 Marathon County Strategic Plan, the emphasis on building partnerships and investing in community resources has been a main component of work in the county over the past few years. This has been identified by the measures our progress in improving the quality of life for our residents and creating a more efficient government.

Marathon County is dedicated to aligning county resources to meet the needs of the community and our residents in order to become the most vibrant county in the state where people prefer to live, work, visit, and do business. We believe we can accomplish our overarching goal to be the healthiest, safest, and most prosperous county in Wisconsin.



HEALTHIEST

Health is not something we get from the doctor's office, but instead is something that starts in our families, in our schools and workplaces, in our playgrounds and parks, and in the air we breathe and the water we drink. We recognize that health and well-being are lifelong pursuits and our communities can support positive, healthy lifestyles.



SAFEST

Safety is something that starts in our families, our schools and workplaces, and in our communities. Safety is living in confidence, without undue fear of crime, disorder, danger, injury, or harm, and knowing that you will receive the right response from the right person if needed. Our communities proactively plan, and have systems in place, to ensure our safety.



MOST PROSPEROUS

Prosperity is not a function of what or how much we possess or consume. Nor is prosperity a function of net worth. Instead, prosperity is something realized when our future is marked with opportunity and when we see ourselves as part of a larger community. Every individual can belong, participate, and thrive. Prosperous communities are committed to "one table" where public, non-profit, philanthropic, and business entities come together and focus on people, place, and opportunity.



Mr. Gavin Luter, University Year Managing Director

University of Wisconsin-Madison
7122 Sewell Social Services
1180 Observatory Drive
Madison WI, 53706

RE: Marathon County UniverCity 2020–2023 Proposal Application for a University of Wisconsin-Madison Program Collaborative

To whom it may concern,

I am writing this letter in support of the Marathon County's effort to secure a collaborative effort with the University of Wisconsin-Madison UniverCity Program.

Marathon County has a strong history of working with various University of Wisconsin institutions. These include the University of Wisconsin Institute for Public Policy and Services (WIPPS), UW-Marshfield Ag Research Station (MARS), UW-Extension, UW-Stevens Point, and finally, the UW-Stevens Point Center for Land Use Education (CLUE). The UniverCity Program provides a unique opportunity to strengthen efforts and coordination among students, UW faculty, and county government which will have a positive impact on our economy and the quality of life for all residents.

The overarching goal of Marathon County is to become the **healthiest, safest, and most prosperous county in Wisconsin in order to be the preferred place to live, work, visit, and do business.** Marathon County has aligned the 2018–2022 Strategic Plan objectives from the Marathon County 2016 Comprehensive Plan, clarifying which broad objectives are most important over the next 5 years and linking our annual budget and work plans. The Strategic Plan embodies the vital partnership that exists between elected County Board Supervisors, who are entrusted with setting policy, county staff, and partners who are charged with carrying out operations in support of that policy.

We look forward to your favorable consideration of this proposal application and in particular the resulting positive effects in terms of providing rewarding projects for UW students for the betterment of Marathon County.

Sincerely,

Kurt Gibbs

Chairman
Marathon County Board of Supervisors



Mr. Gavin Luter, University Year Managing Director

University of Wisconsin-Madison
7122 Sewell Social Services
1180 Observatory Drive
Madison WI, 53706

RE: Marathon County UniverCity 2020–2023 Proposal Application for a University of Wisconsin-Madison Program Collaborative

To whom it may concern,

I am writing this letter in support of the Marathon County's effort to secure a collaborative effort with the University of Wisconsin-Madison UniverCity Alliance Program.

In 2018, the Marathon County Board of Supervisors embraced a transformative community-wide planning document by adopting the 2018-2022 Strategic Plan. As the Marathon County Vice-Chairman, I have been tasked to oversee the implementation of the Strategic Plan. This multi-department and agency effort supported by community partnerships, served as a catalyst to strive to attain the goals and objectives identified in the Plan. Progress to achieve the goals and objectives of the Strategic Plan can be reviewed in the County's Strategic Plan Annual Report.

The overarching goal of Marathon County is to become the **healthiest, safest, and most prosperous county in Wisconsin in order to be the preferred place to live, work, visit, and do business**. Marathon County has aligned the 2018–2022 Strategic Plan objectives from the Marathon County 2016 Comprehensive Plan, clarifying which broad objectives are most important over the next 5 years and linking our annual budget and work plans. The Strategic Plan embodies the vital partnership that exists between elected County Board Supervisors, who are entrusted with setting policy, county staff, and partners who are charged with carrying out operations in support of that policy.

We look forward to your favorable consideration of this proposal application and in particular the resulting positive effects in terms of providing rewarding projects for UW students for the betterment of Marathon County.

Sincerely,

Craig McEwen
Vice-Chairman
Marathon County Board of Supervisors

Mr. Gavin Luter, University Year Managing Director
University of Wisconsin-Madison
7122 Sewell Social Services
1180 Observatory Drive
Madison WI, 53706



RE: Marathon County UniverCity 2020-2023 Proposal Application for a University of Wisconsin-Madison Program Collaborative

To whom it may concern,

As County Administrator, I would like to offer the full support of my office, and other county staff, in making this application for the UniverCity Year program for 2020-2023.

The overarching goal of Marathon County is to become the **healthiest, safest, and most prosperous county in Wisconsin in order to be the preferred place to live, work, visit, and do business**. To that end, upon the completion of our [Comprehensive Plan](#) in 2016, we embarked on designing a Strategic Plan, which was ultimately finalized in 2018. The [Strategic Plan](#) is the guiding document for our everyday work and we measure that progress on a yearly basis. (See our [2020 Annual Update](#)). Marathon County, from the elected officials to department heads and staff, is serious about executing our plans and achieving our goals.

To this end, we are always looking for partners to assist us with expertise and effort that may fall outside of our skillset. A partnership with the UniverCity Year program would accelerate the completion of our plan objectives and create a better county for our residents. Based on conversations with the County Board Chairman and Vice-Chairman, I intend to present a budget to the Marathon County Human Resources, Finance & Property Committee that provides for \$20,000 per focus area identified in the proposal, for a total of \$100,000, over the term of the partnership. Moreover, county staff would be made available to apply for additional funding from outside sources as necessary. Conservation, Planning & Zoning Program Manager Dave Mack (dave.mack@co.marathon.wi.us) will serve as the primary UniverCity Year partnership lead point of contact, connecting UW leadership with subject matter experts in our organization as necessary.

The current pandemic has presented significant challenges, many of which will undoubtedly continue for the foreseeable future; however, my goal is to ensure that Marathon County remains committed to its long-term goal and build upon the strong foundation already laid. We are excited about the potential partnership with UW Madison through the UniverCity Year program and our shared effort to make Marathon County the healthiest, safest, and most prosperous county in Wisconsin. For additional information on our organization, please visit our website - <https://www.co.marathon.wi.us/>

I look forward to your favorable consideration of this application and I am confident that our partnership will benefit the people of Marathon County and UW students.

Sincerely,

A handwritten signature in black ink, appearing to read "Lance Leonhard", is written over a light blue horizontal line.

Lance Leonhard
County Administrator

PARTNERS / COMMITMENT

CURRENT AND FORMER UNIVERSITY PARTNERS

- **UW-Stevens Point at Wausau**
 - Wisconsin Institute of Public Policy and Service (WIPPS)
- **UW-Stevens Point**
 - Center of Land Use Education (CLUE)
 - Center of Watershed Science and Education
- **UW-Madison**
 - Division of Extension (Marathon County)
- **UW-Madison**
 - Department of Planning and Landscape Architecture
 - Marshfield Research Station
- **UW-River Falls**
 - Survey Research Center (SRC)

FINANCIAL COMMITMENT

While Marathon County's annual budget, like the budget of all counties within the State of Wisconsin, is limited with respect to funding for non-operational planning projects, county leadership supports the application for the UniverCity program and the County Administrator, after consultation with board leadership, intends to present a budget to the Marathon County Human Resources, Finance & Property Committee that provides for \$20,000 per focus area identified in the proposal, for a total of \$100,000, over the term of the partnership. Moreover, the Administrator has expressed that he will make an effort to make county staff available to apply for additional funding from outside sources as necessary to support projects.

PROPOSED FOCUS AREAS

The following focus areas are derived from our Strategic Plan initiatives. There are multiple other opportunities for projects available from the Strategic Plan objectives that we would be open to working on. We are confident in our ability to implement plans and utilize information gained from this partnership. Please refer to the [Strategic Plan](#) for more information on the referenced Objectives.

ENVIRONMENT



EVIDENCE BASED DECISION MAKING



EMERGENCY MEDICAL SERVICES



PLANNING AND ECONOMIC DEVELOPMENT



DIVERSITY



ENVIRONMENT

Marathon County is a rural county with a vibrant urban center. Current conservation efforts are intended to align county, state, federal and local desired outcomes aimed to protect and conserve natural resources. The need for clean groundwater is both a health and economic issue. Groundwater quality and quantity, in both rural and urban areas can vary in any location at any time. Modern agricultural and industrial practices have made maintaining a clean supply of water challenging in many areas of the county. Where groundwater becomes polluted, property values drop, recreation is limited, and a natural resource is diminished from its full potential.

Marathon County is working with various stakeholders both local and state-wide to improve water quality. Building upon and expanding these partnerships as well as utilizing new techniques and practices are vital to the future health of the natural resources in Marathon County.

SUPPORT IN THE STRATEGIC PLAN:



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



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



SPECIFIC PROJECTS ENVISIONED:

- Update the 2001 Groundwater Protection Plan.
- Wellhead Protection Plan
- Explore alternative methods for snow and ice removal from hard surfaces to reduce the impact of salt on surface water and groundwater.
- Create partnerships with agencies and organizations to further efforts to protect surface water and groundwater.
- The Wisconsin River Basin TMDL report indicates that Marathon County should focus efforts to reduce exceedances of phosphorus limits.
- Develop and support a coalition(s) of stakeholders to develop and implement action plan(s) to reduce phosphorus loading from agricultural lands; work with community stakeholders to form at least two additional coalitions to enhance the adoption of plan goals. Follow the Eau Pleine Partnership for Integrated Conservation (EPPIC) model.

EVIDENCE BASED DECISION MAKING

Through the Evidence Based Decision Making Initiative, childhood trauma has been identified as a significant contributing factor to juvenile and adult criminal activity. Marathon County has devoted significant resources to improve staff and stakeholder understanding of the lifelong impacts of adverse childhood experiences (ACEs). County stakeholders are interested in developing a plan to reduce childhood trauma, decrease truancy, create a trauma-informed care system, and develop a framework for building resilient children as referenced in our [Strategic Plan](#).

The effects of mental health and substance abuse have significantly impacted the community as a whole, while completely overburdening the local criminal justice system. Numerous local work groups have focused on the need to develop a more comprehensive approach to combating substance abuse and creating mechanisms to ensure access to mental health treatment across the County. For residents with mental health and substance abuse issues, the United Way Marathon County LIFE Report (12th edition) additionally identified housing as a call to action opportunity for this population.

The LIFE Report further identified a call to action regarding diversity, inclusion and belonging. According to the LIFE survey, less than 50% of individuals felt our local level of tolerance was satisfactory. Current national events have significantly increased the urgency regarding addressing racial disparity that exists in the Marathon County Criminal Justice System.

Through our system-wide local participation in the Evidence-Based Decision Making process as well as continued Criminal Justice Coordination Counsel collaboration, it became apparent of our need for the ability to track and measure comprehensive data. Without the ability to utilize data in decision making, solving complex community issue has been challenging.

SUPPORT IN THE STRATEGIC PLAN:



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



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



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



SPECIFIC PROJECTS ENVISIONED:

- Projects designed to target ACE risk factors in order to combat truancy and decrease the number of young adults entering the criminal justice system.
- Develop a more comprehensive evidence-based approach to crises prevention and serving people in crisis.
- Conduct a Community Needs Assessment and create an evidence-based plan to address identified gaps in services.
- Create more options in Transitional Housing and Sober Living units.
- Study racial disparity in our criminal justice system from first police contact to completion of supervision.
- 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.
- Assess the Start Right Prenatal Care and Home Visit programs for, among other things, the long-term return on investment in the program.

EMERGENCY MEDICAL SERVICES

Marathon County has varying levels of fire and EMS service. We go from volunteer Emergency Medical Responders in the rural areas to career Paramedics in the urban areas in the County. Over the last several years, elected and non-elected officials from Marathon County communities reached out about developing consolidated fire and EMS service areas within Marathon County.

Emergency Medical Service (EMS) outside of the Wausau Metro Area is provided by volunteers and paid-on-call staff. It has become apparent that volunteerism in Emergency Medical Service across Wisconsin is dying, and residents in smaller communities and rural areas are suffering because of it. The need for information, study, and action is reflected in our [Strategic Plan](#).

SUPPORT IN THE STRATEGIC PLAN:



OBJECTIVE 7.1: Provide cost-effective and high-quality public safety services.



OBJECTIVE 12.3: Promote cost-effective public services.



SPECIFIC PROJECTS ENVISIONED:

- Examination of Emergency Response Services service delivery model in both rural and urban settings. This may include Identification of benefits to municipalities for consolidation, a determination whether current EMS stations are in optimal locations for emergency response, Feasibility of delivering all levels of EMS service from Paramedic to Emergency Medical Responder, and other elements.

PLANNING AND ECONOMIC DEVELOPMENT

As one of the largest counties in WI the challenge of maintaining and improving roads grows each year. The Highway Department maintains over 600 miles of roadway and is currently working on a 30-year plan for the highway system with the goal of strategically spending the limited funding from federal, state, and local sources. There is added pressure on funding with the current economic downturn and long-term trend of declining gas tax revenues. Knowing where and to what level to improve roads will help stretch those dollars. There are also multiple business or industrial parks across the county of varying size and availability that do not have a coordinated effort towards recruiting to and expanding businesses within the county.

Communities within the metropolitan area are seeing a demand for growth but find the cost of expanding infrastructure too expensive or difficult to justify. This is also reflected in the county especially along or at access points to County Highways. Utilizing an analysis of future growth areas could direct effective infrastructure investment and reduce impact on the natural environment and reduce expansion of the transportation system.

Homelessness and housing instability is a significant concern within the City of Wausau and our other metro-area communities. In 2019 and 2020 community leaders convened numerous meetings to discuss the issue and attempt to formulate meaningful plans aimed at securing collaboration amongst government, non-profit, and business entities. Our community would benefit significantly from assistance in developing and executing these strategies.

SUPPORT IN THE STRATEGIC PLAN:



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



OBJECTIVE 10.12: Maintain infrastructure to support economic growth.



OBJECTIVE 12.3: Promote cost-effective public services.



SPECIFIC PROJECTS ENVISIONED:

- Infill Development Analysis for Metro area
- Development Analysis for County Highway system
- ADA plan for Metro area
- County-wide Bike Plan
- Land acquisition and consolidation of County facilities
- Develop strategies to address homelessness and housing instability

DIVERSITY

Marathon County, in its Comprehensive Plan, has cited the need for an “...open, inclusive, and diverse place to live and work” (page 41). Despite this goal, the 2019 LIFE Report listed more than one third of respondents reported at least one experience of discrimination. Satisfaction with how welcoming the community is has fallen since 2013, and fewer than half of respondents were satisfied with the level of tolerance in their community.

In 2019, a group of Marathon County employees participated in the Government Alliance for Racial Equity (GARE) year-long workshop to better understand how local government can push forward diversity efforts. The County has a Diversity Affairs Commission that is currently working on incorporating diversity objectives and goals into the Strategic Plan. The County Board, last June, passed a Pride Month resolution. While there are been efforts made towards this goal in recent years, there is still work to be done to make Marathon County an open and inviting place for all.

SUPPORT:



Comprehensive Plan: Chapter 3, item 8:
Ensure Marathon County is an open, inclusive, and diverse place to live and work.



Marathon County Core Values: Diversity is actively welcoming and valuing people with different perspectives and experiences.

SPECIFIC PROJECTS ENVISIONED:

- Strategies to promote health equity
- Develop a plan to reduce and eliminate health and social disparities
- Strategies to promote cultural competence
- Strategies to cultivate an environment where cultural diversity can flourish
- The county would welcome a discussion identify projects within this focus area that could lead to policy or program changes and educational opportunities.



Marathon County's goal is to be the healthiest, safest, and most prosperous county in Wisconsin.

UniverCity Year 2020–2023: Marathon County Proposal




Information about the 2018-2022 Strategic Plan is available online at www.co.marathon.wi.us/Excellence/StrategicPlan.aspx.












COUNTY ADMINISTRATION 2020 WORK PLAN – Prioritized by Executive Committee




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





Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress	Progress
1. Continue Renovation of NCHC Campus	<ul style="list-style-type: none"> Construction of pool, CBRF, Youth Hospital, Nursing Home underway Contractor retained for construction of nursing home tower 	<ul style="list-style-type: none"> NCHC in position to service debt at time of first payment Campus renovated in a way that 	<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"> Tower – on target, 3rd floor poured Pool complete, open Youth hospital should be complete by end of August of 2020. CBRF exterior is complete, interior work is ongoing and facility is on track to open by end of 2020. Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway Budget – on target at this time, additional borrowing packages forthcoming.
A. Revise NCHC Lease and Facility Use Agreement	<ul style="list-style-type: none"> Met with auditors (NCHC & County) to discuss changing accounting rules to incorporate into document Have draft lease and use agreement (90% complete) 	<ul style="list-style-type: none"> Lease that incorporates debt service payments into occupancy of building, while also ensuring that expectations on debt service are reasonable from NCHC financial perspective 	<ul style="list-style-type: none"> Signed lease in place by June 1, 2020 			<ul style="list-style-type: none"> Lease document is in final stages of discussion with NCHC CEO, should be complete by 9/15/2020 Need to clarify utility responsibility
B. 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 	<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"> 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"> FCM submitted CIP plan for renovation of NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget The Wausau Community Partner Campus group has expressed interest in the Social Services Building. The group is seeking to locate a facility that would house numerous non-profit entities aimed at serving those in need.
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 	<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 2020 <ul style="list-style-type: none"> Plan will need to be updated periodically with information from subordinate facility plans referenced below 			<ul style="list-style-type: none"> Minimal progress on this plan to this point. FCM Director Kaiser and Administrator Leonhard are assessing whether securing outside resources is necessary to move this initiative forward.





	<ul style="list-style-type: none"> stakeholders Have identified an opportunity and need to move the Highway, Parks, CPZ and other potential departments 		<ul style="list-style-type: none"> Plan will identify time-line for subordinate facility planning and construction projects 			
A. Complete Acquisition of property adjacent to Marathon County Courthouse pursuant to 2012 Courthouse Master Plan	<ul style="list-style-type: none"> Completed the 2012 Master Plan for the Courthouse Property Obtained appraisal of one adjacent property in 2019 Engaged in discussions with property owner and continued discussions with HR, Finance & Property Committee relative to appropriate purchase price and ongoing property occupancy 	<ul style="list-style-type: none"> Acquire property Update Master Plan due to potential of 6th circuit court judgeship and ongoing facility consolidation planning 	<ul style="list-style-type: none"> Acquire property by June 1, 2020 Complete lease for continued occupancy by June 1, 2020 Update Courthouse Facility Master Planning, begin effort in 2021, complete effort by December 2022. 	<ul style="list-style-type: none"> Identification of funding source for acquisition of property Identification of funding source for Master Planning in 2021 budget 		<ul style="list-style-type: none"> Property acquired Lease executed
3. 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 	<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"> Funding for the updated Master Plan to be identified in the 2021 budget process RFP for Master Plan to be prepared and ready for release in January 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"> Parks, Recreation & Forestry submitted CIP plan updating of Westside Master Plan. Project ranked by CIP, awaiting final funding via 2021 budget. Staff are actively working to acquire property for multi-department (Highway/Parks/CPZ) facility. Administration and FCM staff have been working with UW to move forward with significant renovation/reconstruction of the existing student housing on site. HR, Finance & Property Committee directed Administration to move forward with developing RFP for project as soon as possible to take advantage of the non-occupancy of the dorm due to covid. Dorm funds were released by Chancellor for this purpose on July 28, 2020. County is seeking a partnership with the City to move this project forward.
A. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility	<ul style="list-style-type: none"> Completed study and assessment of properties in greater metro area Previously reached purchase agreement with property owner 	<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 	<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"> Staff are actively working to acquire property for multi-department (Highway/Parks/CPZ) facility, holding numerous meetings with representatives from the Village of Maine and the City of Wausau relative to the necessary prerequisites to acquiring the property identified in the Village of Maine. Staff are also evaluating an alternative parcel and the potential of acquiring additional property on West Street and redeveloping the existing West Street site to meet future needs.




4. Open an Additional Police Communications Channel	<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"> Sheriff's Office staff have submitted new position requests in conjunction with this goal; however, at this time, our current budget forecast does not support building the 2021 budget with these new tax levy supported positions at this time.
A. Update Dispatch Handling System and Facility	<ul style="list-style-type: none"> Updated Radio Maintenance Contract and radio console dispatching service Improve NG911 Readiness RFP for communications center furniture (expansion of consoles from 8 to 12) 	<ul style="list-style-type: none"> Reliable dispatch and radio communications Redundant radio communication system Brick-and-mortar backup dispatch facility at NCHC 	<ul style="list-style-type: none"> Existing dispatch area remodel to be complete in May 2020 Redundant system is multi-year project NCHC back up facility completion in connection with NCHC renovation – March 2023 	<ul style="list-style-type: none"> Need to identify sustainable funding strategy for radio system upgrades 		<ul style="list-style-type: none"> Dispatch facility (IT and console) upgrade is complete. SUPPLEMENTAL PROJECT – to protect against the potential disruption of emergency dispatch communications, we are working to implement a back-up dispatch center at the Juvenile Detention Center. This project had been identified as a future need; however, staff have been able to move this project forward seeking reimbursement via the Routes to Recovery Program. The potential risks associated with having an inoperable dispatch center, should we have occasion to require deep cleaning/sanitation of the existing space, along with the information from State DOA representatives that Route to Recovery funding could be utilized justified moving forward promptly.
5. Develop a Compensation Policy for advancing top performers quickly to mid-point	<ul style="list-style-type: none"> Created strong culture of Pay-for-Performance within staff and management Dept. Heads and the CWA Board have expressed frustration with underfunding of the performance-based pay plan 	<ul style="list-style-type: none"> Improved ability to attract and retain top-tier talent Sustainable compensation funding for top-performing employees 	<ul style="list-style-type: none"> Incorporate funding plan into 2021 budget process 	<ul style="list-style-type: none"> Identified funding sources Significant efficiencies realized through IDEAS Academy Controlled/sustainable workforce growth 		<ul style="list-style-type: none"> Administration intends to build a budget providing for a 2.3% increase in overall payroll expenses, to be distributed via the existing pay for performance system, with the intent that Department Heads utilize up to 5% salary increases to compensate the top 10% of employees. 2020 has been a difficult year with respect to implementation of our IDEAS Academy program, we will need to rededicate ourselves to the program in 2021.
6. 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 	<ul style="list-style-type: none"> To be determined by policy makers 	<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 Board has created the Broadband task force to move forward the implementation of the Broadband Assessment and Plan. While our covid response has meant that staff resources to move this effort forward has been diminished, there is the potential that we may be able to leverage Routes to Recovery funds that were allocated to local towns to move forward some of our broadband expansion efforts. To move forward in a meaningful way in this extremely short timeframe, we will need to seek outside staff support.

7. Complete a Criminal Justice System Study		<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) 	<ul style="list-style-type: none"> Develop scope of study and plan of action by July 1, 2020 (this document will clarify deliverables, set future timelines for work completion and identify projected budget) 	<ul style="list-style-type: none"> Allocation of funding in Q3/4 of 2020 or 2021 budget for completion of project 		<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.
8. 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.) 	<ul style="list-style-type: none"> Work to develop practices for implementation in the 2022 budget 	<ul style="list-style-type: none"> Identification of staff capacity (see item A. below) 		<ul style="list-style-type: none"> Administration has had discussions with Parks, Recreation & Forestry Director relative to strategies to decrease the relative tax levy contribution to county PRF operations. Staff are evaluating the merits of developing a PRF funding sustainability plan. Initial concepts being evaluated are implementing a County Park Pass program and upgrading amenities at county campgrounds, which would support an increase in fees. 2021 CIP Committee discussions referenced the need to better fund standard maintenance activities.
A. Evaluate the need to restructure the Finance Department to provide for a Budget Analyst Position to improve County Budgeting		<ul style="list-style-type: none"> Improved budget forecasting expertise Further integrate Priority-Based Budgeting into our annual budget process 	<ul style="list-style-type: none"> Complete feasibility assessment and planning by 2021 budget 			<ul style="list-style-type: none"> Finance and Administration have had preliminary discussions regarding the creation of the budget analyst position. As part of the discussion, Administration will be putting forward a plan in the 2021 budget to create a position that serves as accounting and business management support for smaller departments. Vacancy in a Sr. Accounting Professional position has required the Finance Director to reallocate a portion of her time to address capacity issues.
B. Cost Recovery Strategy – develop a common methodology for determining service costs and implement a schedule for the updating of charges/fees		<ul style="list-style-type: none"> Improved cost recovery for services we provide Increased consistency of cost recovery practices 	<ul style="list-style-type: none"> Strategy to be developed in 2021 by budget analyst (see item A. above) 	<ul style="list-style-type: none"> Approval of creation of budget analyst position in 2021 budget 		<ul style="list-style-type: none"> No significant progress made due to prioritization of covid response and other projects.
9. Develop Outcome-based contracts for five (5) non-profits identified in the 2020 Annual Budget	<ul style="list-style-type: none"> Reached out to non-profits to obtain outcome data to form basis of contracts 	<ul style="list-style-type: none"> Contracts that align work of non-profits to work done by existing county departments Annual reporting requirements for non-profits relative to the value of their respective services 	<ul style="list-style-type: none"> Complete all contracts by July 1, 2020 			<ul style="list-style-type: none"> All contract have been developed and agreed to by the five non-profits. NOTE: The contracts for two of the entities (Historical Society and Entrepreneurial Boot Camp) were reduced from their 2020 budgeted amounts based on the direction provided by the HR, Finance & Property Committee in connection with the county’s 2020 Budget Repair Plan.



<p>10. Conduct educational reports for the County Board on financial issues and concepts before the budget is presented</p>		<ul style="list-style-type: none"> Increased understanding amongst board members on county budgeting principles, issues, and concepts 	<ul style="list-style-type: none"> To be determined in connection with Executive Committee 			<ul style="list-style-type: none"> Board has received presentation on liability and claims processing from Risk Manager. 2021 Budget presentation calendar allows for increased time for consideration of budget by both the HR, Finance & Property Committee and the Full Board. Additional presentations to be developed.
<p>11. Work with UW Officials to increase student population at UWSP Campus</p>	<ul style="list-style-type: none"> Met with UW officials to identify (1) opportunities for increased partnership and (2) learn what UW views as barriers to student population growth 	<ul style="list-style-type: none"> Increase in student population and a more stable future for UW presence in Marathon County Deliverable – memorandum with proposed next steps to increase student population 	<ul style="list-style-type: none"> Memorandum delivered to Extension, Education, & Economic Development Committee by November 2020 			<ul style="list-style-type: none"> Administration and FCM staff have been working with UW to move forward with significant renovation/reconstruction of the existing student housing on site. HR, Finance & Property Committee directed Administration to move forward with developing RFP for project as soon as possible to take advantage of the non-occupancy of the dorm due to covid. Dorm funds were released by Chancellor for this purpose on July 28, 2020. County is seeking a partnership with the City to move this project forward. 2021 CIP projects aimed at improving the quality of the county's facilities on campus were submitted by UWSP and FCM staff and were ranked by the CIP committee. Final approval and funding of said projects will be decided in the 2021 budget process. Initial student population projections for 2020-21 show significant increase; however, the true population will not be known until curriculum actually begins.
<p>12. Seek Agreement with State Office of Medicaid to suspend, as opposed to terminate, Medicaid benefits of incarcerated persons</p>	<ul style="list-style-type: none"> Conducted initial meetings with staff and state representatives Staff are currently engaged with state officials to evaluate need for, and viability of, agreement with State Office of Medicaid 	<ul style="list-style-type: none"> Improved continuity of care for incarcerated inmates upon release Decreased costs for inmate medical/mental health care during incarceration 	<ul style="list-style-type: none"> Evaluate need for agreement with State Office of Medicaid by July 1, 2020 Evaluate viability of agreement with State Office of Medicaid by September 1, 2020 Enter into agreement – if necessary and viable – by January 1, 2021 			<ul style="list-style-type: none"> Administration, Justice Systems, DSS, Sheriff's Office, and other staff convened meetings with DHS staff relative to implementing direct agreement with Office of Medicaid. We were informed that State DHS was implementing a statewide "suspension" policy beginning in October of 2020. Latest information is that the transition remains on schedule and that DHS will continue to work through the local Income Maintenance Consortia to carry out the suspension of benefits. We were informed that the State is continuing to work to streamline processes and develop tools to share informational between correctional and eligibility determination staff. No additional effort should be necessary on this project.





<p>13. Transfer of Adult Protective Services from NCHC to ADRC-CW</p>	<ul style="list-style-type: none"> ▪ Evaluated transfer at Retained County Authority Committee ▪ Administration met with ADRC Board to discuss positive aspects of transfer ▪ Convened meeting of ADRC leadership, NCHC leadership, and county leadership to develop tentative plan to pursue transfer discussions with other ADRC member counties 	<ul style="list-style-type: none"> ▪ Improved coordination of care for at-risk population aging and disabled populations ▪ Improved financial condition of ADRC-CW 	<ul style="list-style-type: none"> ▪ To be determined 	<ul style="list-style-type: none"> ▪ Transfer is contingent upon the approval of each of the four (4) ADRC-CW member counties, absent a reformulation of membership 		<ul style="list-style-type: none"> ▪ Corporation Counsel staff have developed revised ADRC regional agreement that would allow for the ADRC to take on Adult Protective Services for Marathon, Lincoln and Langlade counties. Wood County has approved the revised intergovernmental agreement via a specific supplemental agreement; however, discussions continue between NCHC, ADRC, and the counties on the specifics of that transfer. At this time it is unclear whether the outstanding issues can be resolved.
<p>14. 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"> ▪ Evaluating vendors to assist in RFP creation for ERP system 	<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"> ▪ Milestones to be determined 	<ul style="list-style-type: none"> ▪ Identification of funding sources for initial vendor assistance and ultimate ERP solution ▪ Appropriate financial contribution from City of Wausau 		<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. ▪ RFP document is projected to be complete in October 2020, with vendor selection and contract negotiation in March/April 2021.
<p>15. 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 	<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"> ▪ To be determined 	<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"> ▪ Project Charter has been finalized. ▪ One initial phase of the project is the performance of a comprehensive safety audit of county highways. 3rd Party has been secured to perform the audit and is in the process of gathering information. ▪ Progress has been impacted by covid response.
<p>16. Evaluate Start Right Program</p>	<ul style="list-style-type: none"> ▪ Begun project planning 	<ul style="list-style-type: none"> ▪ Improved understanding of return on levy investment in prevention 	<ul style="list-style-type: none"> ▪ To be determined 	<ul style="list-style-type: none"> ▪ Identification of funding 		<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 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. ▪ 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.






<p>17. Create partnerships relative to 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 – met with local hospital system representatives and other county government representatives to discuss potential partnerships 	<ul style="list-style-type: none"> ▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners 	<ul style="list-style-type: none"> ▪ Business Plan complete by July 1, 2020 ▪ Task Force recommendation to County Board on how to move forward by October 1, 2020 			<ul style="list-style-type: none"> ▪ Project is on-track. Business plan is in draft form, awaiting final review by County Administration. Medical Examiner staff have been in contact with representatives of Aspirus and Marshfield Clinic Hospital systems during the pandemic. Staff are hopeful that the strong relationships we have built with these systems will be helpful in moving the project forward. Medical Examiner is scheduling meetings with hospital system staff and Portage County in the near future to discuss business plan and how to move forward.
<p>18. Complete education and engagement proscribed by the June Pride Resolution</p> <p>A. Educational Presentations</p>	<ul style="list-style-type: none"> ▪ LGBTQ+ informational presentation ▪ Hmong refugee informational presentation ▪ Native American Boarding Schools informational presentation 	<ul style="list-style-type: none"> ▪ a common understanding of the terminology for discussing the status of minority and marginalized groups, ▪ an accurate understanding of the history of minority and marginalized groups in Marathon County, and ▪ a solid understanding of the dynamics of implicit and explicit bias and institutional and structural discrimination that can lead to health disparities and other outcomes that are inconsistent with our commitment to diversity and inclusion and our goal of being the healthiest, safest, and most prosperous county in WI 	<ul style="list-style-type: none"> ▪ Presentation to the full board by June of 2020 on the dynamics of implicit and explicit bias and institutional and structural discrimination that can lead to health disparities and other outcomes that are inconsistent with our commitment to diversity and inclusion and our goal of being the healthiest, safest, and most prosperous county in Wisconsin 			<ul style="list-style-type: none"> ▪ Have identified a presenter to deliver the board training required by the resolution and we will be partnering with the City of Wausau to reduce the cost of securing the presentation. ▪ Working with the City of Wausau and County Board Chair to secure a time for a special meeting to deliver the presentation.
<p>B. Assist the Board in Carrying out Public Engagement strategy to learn how specific County government policies and practices can be changed to ensure that Marathon County is living up to its goal of being welcoming and inclusive to all people (proscribed by June Pride Resolution)</p>	<ul style="list-style-type: none"> ▪ See A. above 	<ul style="list-style-type: none"> ▪ Public forum to receive input relative to opportunities to improve our existing policies and practices ▪ Summary report of information learned 	<ul style="list-style-type: none"> • Public Forum to be conducted no later than September of 2020 • Additional engagement efforts to be determined by County Board 			<ul style="list-style-type: none"> ▪ Project is slightly behind schedule. Presentation (see A. above) should be complete in August/September. ▪ Diversity Affairs Commission is working to finalize outcome measures with respect to Diversity, Inclusion, and Belonging Strategic Plan goal for consideration by the Executive Committee. ▪ County Administration is participating in Diversity, Inclusion, and Belonging discussions with United Way, with the intent to align the County's engagement efforts with that of United Way and other partners.
<p>19. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components</p>		<ul style="list-style-type: none"> • Improved retention of our top performers • Improved performance by employees • Develop curriculum for incorporation into our ERP solution (see above) 	<ul style="list-style-type: none"> ▪ Milestones to be developed 			<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.

20. Evaluate the benefit of expanding our vehicle leasing program to include DSS and Health Department	<ul style="list-style-type: none"> ▪ Have existing program in place with CPZ and FCM 	<ul style="list-style-type: none"> ▪ Decrease costs associated with employee travel 	<ul style="list-style-type: none"> ▪ To be determined 			<ul style="list-style-type: none"> ▪ No significant progress made due to prioritization of covid response and other projects.
21. Develop “system budgeting” methodology (as referenced in 2020 budget discussion)	<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 	<ul style="list-style-type: none"> • Criminal justice system departments to have system budgeting discussions in connection with 2021 budget 	<ul style="list-style-type: none"> ▪ Creation of Budget Analyst position (see above) 		<ul style="list-style-type: none"> ▪ Administration and Finance will work to identify system budgeting discussion for 2021 Departmental budget meetings.
22. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives <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 meeting. 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.

NON RANKED, PREVIOUSLY IDENTIFIED PRIORITIES

23. Annual Update to 2018-2022 Strategic Plan	<ul style="list-style-type: none"> ▪ Departments submitted information relative to efforts undertaken in 2019 based on strategic plan objectives 	<ul style="list-style-type: none"> ▪ Improved understanding of efforts made and impact realized 	<ul style="list-style-type: none"> ▪ Annual update to be presented to the County Board at April or May 2020 meeting 			<ul style="list-style-type: none"> ▪ 2020 Annual Update was presented at the June educational meeting of the County Board.
24. Revise the Library Facility and Maintenance Agreement	<ul style="list-style-type: none"> ▪ Engaged Corporation Counsel and Library Director to understand statutory framework relative to library board funding and existing library maintenance agreement requirements 	<ul style="list-style-type: none"> ▪ Compliance with state statutes ▪ Compliance with state library accreditation requirements ▪ Compliance with library facility and maintenance agreement 	<ul style="list-style-type: none"> ▪ 2021 budgeting practices will be completed in accordance with existing agreement, or a revised agreement will be in place prior to adoption of 2021 budget 			<ul style="list-style-type: none"> ▪ Based upon conferring with the Library Director and review of the existing library maintenance agreement, Administration does not believe amendment of the underlying agreement is necessary at this time. Instead, parties will simply comply with the existing agreement. In the event that it is determined that amendment is necessary, Administration will initiate said discussions with the Library Director.

<p>25. Fully Implement IDEAS Academy Program</p>	<ul style="list-style-type: none"> • “Awareness” training delivered to approximately 40% of staff with strong positive survey results from participants 	<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 			<ul style="list-style-type: none"> ▪ 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, 454 staff (67%) have attended Awareness training. ▪ We have completed some outreach to local government partners relative to the program with the intention to build external revenue generation capacity; however, we have been unable, as of yet, to perform trainings for external entities.
<p>26. 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.
<p>27. Develop and Pilot Telework Policy</p>	<ul style="list-style-type: none"> ▪ Social Services Department identified as pilot site, work has begun on telework policy 	<ul style="list-style-type: none"> ▪ Expand pool of candidates for positions (non-resident applicants) ▪ Limit facility expansion needs ▪ Improved ability to attract and retain top-tier talent 	<ul style="list-style-type: none"> ▪ Milestones to be developed 			<ul style="list-style-type: none"> ▪ Dramatically increasing our telework capability was one of our first covid responses. We increased the average number of people accessing our Virtual Private Network (VPN) by nearly 10 times. ▪ We continue to have a considerable number of staff, particularly in Social Services and the District Attorney’s Office working remotely. ▪ We have not developed a comprehensive strategy relative to telework that would allow us to expand our recruiting strategies. Developing a specific training program for supervisors, managers, and Department Heads on how to effectively supervise remote workers should be a priority in the next 18 months.
<p>28. Closeout Implementation of Uniform Addressing, make necessary revisions to ordinance relative to enforcement and ongoing maintenance</p>	<ul style="list-style-type: none"> ▪ Implementation is complete. 	<ul style="list-style-type: none"> ▪ Have system set up to ensure ease of maintenance and enforcement. ▪ Report to board on lessons learned from implementation 	<ul style="list-style-type: none"> ▪ Any necessary code revisions adopted by the Board at May 2020 meeting ▪ Report on lessons learned delivered at May 2020 meeting 			<ul style="list-style-type: none"> ▪ Progress has been delayed due to prioritization of covid response and workload demands within Conservation, Planning & Zoning; however, closeout report will be delivered within the calendar year.

29. 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 	<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 2021 budget 			<ul style="list-style-type: none"> No significant progress made due to prioritization of covid response and other projects.
30. Develop a Tax Deed Property Maintenance Plan/Policy	<ul style="list-style-type: none"> Convened meeting of Administration, PRF Director, Facilities Director, and County Clerk to discuss issues raised by HR, Finance & Property Committee – developed short-term plan to deal with current property of concern 	<ul style="list-style-type: none"> Develop a long-term solution to county held tax deed property maintenance needs 	<ul style="list-style-type: none"> To be determined 			<ul style="list-style-type: none"> No significant progress made due to prioritization of covid response and other projects.
31. Develop a Tax Deed Property Status Tracker						<ul style="list-style-type: none"> No significant progress made due to prioritization of covid response and other projects. Administration is working with Corporation Counsel, Treasurer, and County Clerk to develop a strategy to ensure adequate staff resources are available to address each stage of the tax deed process.
UNFORESEEN PRIORITY PROJECTS						
32. Update County Continuity of Operations Plan (COOP) in light of Covid-19	<ul style="list-style-type: none"> Existing plans have not been updated recently Initial meetings are scheduled to engage Department Heads 	<ul style="list-style-type: none"> Improved preparedness in the event of significant Covid-19 impact on workforce Improved strategies to mitigate risk of workplace exposure and transmission 	<ul style="list-style-type: none"> Individual Department Plans updated by June 1, 2020 			<ul style="list-style-type: none"> Departments have completed continuity of operations plans, which were submitted to, and reviewed by, Marathon County Emergency Management.
33. Landline 911 service information gathering	<ul style="list-style-type: none"> Joint Infrastructure & Public Safety Meeting held 					<ul style="list-style-type: none"> No significant progress made due to prioritization of covid response and other projects.