



# MARATHON COUNTY EXECUTIVE COMMITTEE

## 2<sup>nd</sup> AMENDED AGENDA

Date & Time of Meeting: **Friday, November 6, 2020, at 4:00 p.m.**

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

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

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

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number: 1-408-418-9388. Access Code: 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 October 8, 2020, Executive Committee Meeting Minutes**
4. **Policy Issues Discussion and Committee Determination**
  - A. Downtown Wausau Mall renovation project
    1. Does the Committee support the Administrator signing a letter of support for the project
  - B. **Possibly Apply for Community Development Block Grant-Coronavirus Funds (CDBG-CV)**
5. **Operational Functions Required by Statute, Ordinance, or Resolution - None**
6. **Educational Presentations/Outcome Monitoring Reports**
  - A. Update on 2020 Administration Work Plan and preliminary 2021 Administration Work Plan
  - B. Discussion on Opioid Litigation
    1. Motion to convene in closed session, pursuant to Wis. Stat., sec. 19.85(1)(g), "[c]onfering 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." (ROLL CALL VOTE RECOMMENDED)
    2. Motion to return to Open Session (Roll Call Not Necessary)
    3. Possible Announcements or Action Resulting from Closed Session
7. **Next Meeting Date & Time, Location, Future Agenda Items**
  - Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
  - Next Meeting: **Thursday, December 10, 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: T. Ranallo  
FAXED DATE: 11/05/2020  
FAXED TIME: 11:54 am

NOTICE POSTED AT COURTHOUSE  
BY: M. Palmer  
DATE: 11/05/2020  
TIME: 11:54 am



## MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Thursday, October 8, 2020, 4:00 p.m.

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

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

**Also Present:** Lance Leonhard, Mary Palmer, Kim Unger, Kim Trueblood

**Web/Phone:** Michael Puerner, Joseph Russell, Jean Maszk, William Harris, Yee Leng Xiong, Rob Mentzer

### 1. Call Meeting to Order

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

2. **Public Comment:** Kim Unger, spoke with respect to "No Place for Hate Resolution"

### 3. Approval of September 9, September 23 and October 1, 2020, Executive Committee Meeting Minutes

**MOTION BY McEWEN; SECOND BY ROBINSON, TO APPROVE THE SEPTEMBER 9, SEPTEMBER 23 AND OCTOBER 1, 2020, EXECUTIVE COMMITTEE MEETINGS MINUTES. MOTION CARRIED.**

### 4. Policy Issues Discussion and Committee Determination

*Item C, D, and E were taken out of order and addressed first at the discretion of chair; however, they are listed as provided on the agenda.*

#### A. Two outcome measures for Objective 3.8 of the Marathon County Strategic Plan

1. Develop plan to recruit, retain, and promote a more diverse workforce by December 31, 2020
2. Implement newly developed plan by December 31, 2021

#### **Discussion:**

Diversity Affairs Commissioner Xiong explains the work that commission has done to develop the two proposed outcome measures relative to Objective 3.8 of the County's Comprehensive Plan. Chair Xiong indicates that the commission reviewed the Life Report, ALICE Report, the Greater Wausau Region Chamber of Commerce Strategic Economic Development plan, and others documents in developing these outcome measures. Chair Xiong explains that the commission was particularly interested in examining the development of internships with universities and the mechanisms we utilize to recruit for open positions as part of the effort to develop a plan to recruit, retain, and promote a more diverse workforce.

Committee members offer feedback to Chair Xiong on the proposed outcome measures.

#### **Action:**

None taken at this time

**Follow through:**

Diversity Affairs to continue work in light of the feedback provided.

- B. Discussion regarding County Board educational presentation on Implicit/Explicit Bias and institutional/structural discrimination and their impact on Marathon County’s ability to achieve its goals (presentation available here - <https://www.youtube.com/watch?v=k6lxZiSeZJl>)
  - 1. What ideas did each of the other standing committees have to offer?
  - 2. What efforts should be moved forward for consideration in the 2021 Work Plan?

**Discussion:**

Committee members share the discussions had at their respective standing committees. General comments relative to work that should potentially be pursued in the 2021 work plan included the following:

- Review of our recruiting/hiring practices (how and where do we recruit, how do we write job descriptions, how do we assess our applicant pool, how do we determine minimum qualifications, what internships do we offer)
- Evaluation of cash bail in our criminal justice system
- Show the video to department heads
- How can we better leverage the resources of UW extension, the UW Stevens Point and our library system
- Consider what additional board presentations may be helpful
- Examining our workplace demographics in light of our community
- Improve the communication of our job opportunities in diverse communications
- Identify what we are doing *right* and communicate our opportunities and efforts

**Action:**

None taken at this time

**Follow through:**

Administrator to prepare a draft 2021 Work Plan for committee discussion based on the discussion today. At that time, Administration will also provide a 2020 Work Plan update.

- C. Investigation of County Clerk, Kim Trueblood, authorized by Executive Committee on August 3, 2020; finalization of Draft Report by Corporation Counsel and next steps to be taken by county government in light of results.

**MOTION BY ROBINSON; SECOND BY McEWEN 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.”**

**Roll Call Vote:**

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

Non-Committee members were asked to leave the meeting

D. Motion to return to Open Session

**MOTION BY ROBINSON; SECOND BY McEWEN TO RETURN TO OPEN SESSION. MOTION CARRIED.**

E. Possible Announcements or Action Resulting from Closed Session

**MOTION BY MCEWEN, SECOND BY ROBINSON, TO ACCEPT THE JOINT STATEMENT OF THE MARATHON COUNTY EXECUTIVE COMMITTEE AND MARATHON COUNTY CLERK, AS DESCRIBED AND MODIFIED. MOTION CARRIED UNANIMOUSLY.**

**MOTION BY ROBINSON, SECOND BY STARK, TO ACCEPT THE INVESTIGATION REPORT AND ATTACHMENTS AS COMPLETE. MOTION CARRIED UNANIMOUSLY.**

F. Possible Recommendation on Filling the County Treasurer Vacancy

**Discussion:**

Chair Gibbs explains that County Treasurer Audrey Jensen has submitted a letter, indicating that she will be resigning her position effective October 23, 2020. Chair Gibbs reads the letter from Treasurer Jensen.

The Committee discusses whether to appoint Connie Beyersdorff to fill the un-expired term of Audrey Jensen. Chair Gibbs indicates that he had reached out to Beyersdorff regarding her willingness to accept such an appointment and he understands she is willing to do so, effective November 2, 2020. Consensus emerges to appoint Beyersdorff to fill the unexpired term of Audrey Jensen.

**Action:**

**No formal action taken**

**Follow through:**

Chair Gibbs will bring a resolution appointing Connie Beyersdorff to fill the unexpired term of Audrey Jensen to the upcoming board meeting.

G. Resolution Commemorating the 100<sup>th</sup> Anniversary of the 19<sup>th</sup> Amendment

**Discussion:**

Chair Gibbs introduces the topic.

**Action:**

**MOTION BY ROBINSON, SECOND BY MCEWEN, TO APPROVE THE RESOLUTION AS PROVIDED. MOTION CARRIED UNANIMOUSLY.**

**Follow through:**

Resolution to be provided to the board for consideration.

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

**6. Educational Presentations/Outcome Monitoring Reports**

A. Update on Strategic Plan

**Discussion:**

Vice-Chair McEwen explains the form in the packet as a potential tool to assist committees in tracking their progress on Strategic Plan Objectives for which they have been identified as leads. Consensus emerges that the form would be an effective tool in standardizing committee discussions

and tracking.

**Follow through:**

Administrator Leonhard offers to work to develop specific documents for each committee by their December meetings.

B. Update on the 2021 Budget

**Discussion:**

HR, Finance & Property Committee Chair and Administrator Leonhard explain the process that will be utilized for upcoming budget discussions, indicating that the Administrator's budget has been accepted by the HR, Finance & Property Committee and will be discussed on October 13. It is envisioned that the full board will receive a presentation on the budget on October 15, which will be recorded and included in the notice for the public hearing on November 5. Ultimately, the Board will adopt a budget on November 10. This new process is designed to allow for board members to have additional time to consider the budget and provide thoughts on potential amendments to the HR, Finance & Property Committee for its consideration.

**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: Friday, November 6, 2020 at 4:00 p.m. in the Courthouse and Webex/Phone

**8. Announcements:** None

**9. Adjournment**

There being no further business to discuss, **MOTION BY McEWEN; SECOND BY FIFRICK TO ADJOURN THE MEETING.** Meeting adjourned at 5:45 pm

Respectfully submitted by,  
Lance Leonhard, October 9, 2020.

The Community Development Block Grant-Coronavirus (CDBG-CV) program would have to be administered by Marathon County and we would have to fill out the application requesting a sum of money to be used within 2 years and is given as a result of CARES Funds. County residents would then have to apply to Marathon County and we would issue those CDBG-CV funds if we find the applicants eligible.

I would suggest we put in an application for the CDBG-CV program and request these funds as soon as possible. The 2+ million is based on a first come, first serve basis for the central region with no cap as towards the requested amount up to the whole 2+ million. I can start on drafting the application, but there would need to be a discussion about this program in the Exec Committee or HRFC Committee (whichever committee is appropriate) and how much we want to request and how we want to administer the program for county residents.

Once we are able to secure these funds, a separate press release would be advisable for the 2nd program at that time.

# Unlocking our Potential

Wausau Center Mall

## Costs to the Mall Staying Open

- 1) Stagnant and decaying property in the heart of our downtown.
- 2) Continued increase in vacancies.  
Of the 385,000 sq. ft. of retail space for rent, only approximately 37,000 sq. ft. is occupied. Less than 10%.
- 3) Continuing loss of value and real estate taxes.
  - Assessed value will continue to drop along with tax revenue
  - Expected value for 2021 is \$3,000,000
  - Expected Real Estate Tax is \$75,000
- 4) Operational losses will continue to increase and expensive deferred maintenance items will have to be addressed.
- 5) Our City's support payments to operational losses will need to continue for six more years and total \$1,962,000.
- 6) Continuing sale losses will result in more job losses.
- 7) Parking revenue will remain very low while maintenance costs, utilities and misuse increases.
  - Current revenue for 1,497 cars of parking is expected to only be 45,000 in 2020. Occupancy is less than 10%.

## Opportunities to the Mall Site Becoming a “New Mixed-Use Development”

- 1) Revitalized 8 block site and the entire central business district.
- 2) The vacating of 385,000 sq. ft. of retail has the potential to be replaced with 840,000 sq. ft. of Mixed-Use.
  - Residential Area - 300+ apartment units
  - Retail / Service / Restaurants - 60,000 sq. ft.
  - Public Market - 10,000 sq. ft.
  - Offices / Condominiums - 200,000 sq. ft.
- 3) Increases in real estate tax:
  - Potential for 80 to 100 million dollars of new construction.
  - Potential for \$2,000,000 in new taxes.
- 4) Operating losses will be reduced and funds deployed to stimulate the development.
- 5) Support payments of \$1,962,000 from the city will not be required.
- 6) Job creation and lifestyle living will again occur in our downtown.
- 7) Parking ramp revenue could see increases back to 350,000 annually.
- 8) New streets will again be returning to the mall site:
  - a) 3rd Street to Jackson
  - b) Jackson Street to 5th Street
  - c) Washington Street two-way from 1st Street to 5th Street
  - d) 2nd Street from Washington to Forest StreetThis will drastically improve our urban transportation plan, making it a more “walkable city” and becoming pedestrian, bike, car, and bus friendly.
- 9) 95,000 sq. ft. of roadway will be returned to our city.
  - This constitutes 33% of the land purchased by Wausau Opportunity Zone.
  - Assembled value of 95,000 sq. ft. (2.18 acres), approaches \$2,240,000.
- 10) 44,000 sq. ft. of green space will be created.
- 11) Access to the revitalized South Riverfront will enhance access north to the Athletic Park and south to Thomas Street.
  - The entire riverfront and 3rd street will be connected
- 12) Funding of the 3.5 million for the demolition and reconstruction of the mall site to prepare for development will come from existing TID revenues already being received.
  - This will make the site pad ready for new construction
- 13) Although our original TID investment will be 3.5 million to get the site pad ready, that would be offset by the \$1,962,000 savings in the support grant and the \$2,240,000 of land value from the City receiving the 95,000 sq. ft. of land for our new streets.
- 14) Proposed Changes to the Purchase and Development Agreement between WOZ, Inc. and the City.
  - a) WOZ, Inc. to surrender future grant payments from the City in the amount of \$1,962,000.
  - b) WOZ, Inc. to repay City \$660,000 in six equal payments of \$110,000 beginning in July 2022, instead of the initial loan being forgiven.
  - c) WOZ, Inc. to deed over approximately 95,000 sq.ft. of land to the City for future streets.
  - d) WOZ, Inc. to surrender its option to purchase the Sears Ramp.
  - e) WOZ, Inc. will guarantee real estate taxes for any shortfall in taxes that would be normally paid on \$7,000,000 of assessed value for the mall site beginning in 2024.
- 15) Our investment will be returned tenfold financially in a very short time and strategically advance our city for generations to come.
- 16) Local construction jobs will be created.
- 17) The mall site repurposing is a critical element in Greater Wausau's Strategic Plan for Growth.
  - GWPP is our driving force behind this initiative and others that are being advanced with much success and many wins on the horizon for our community.
- 18) New marketing programs for our City and the downtown to attract new talent and innovative companies can be initiated to inspire new residence and companies to live, play, work, invest, and raise their families in our great city.
- 19) We will see dramatic increases in local and out-of-town visitors coming to our revitalized / historic downtown to shop, relax, and enjoy our arts and events.
- 20) Clark Island will become an important location for industry 4.0 and a world-class kayak course will connect to 3rd Street.
- 21) This will become another important step toward Wausau being recognized as “The Best Small City in America”.



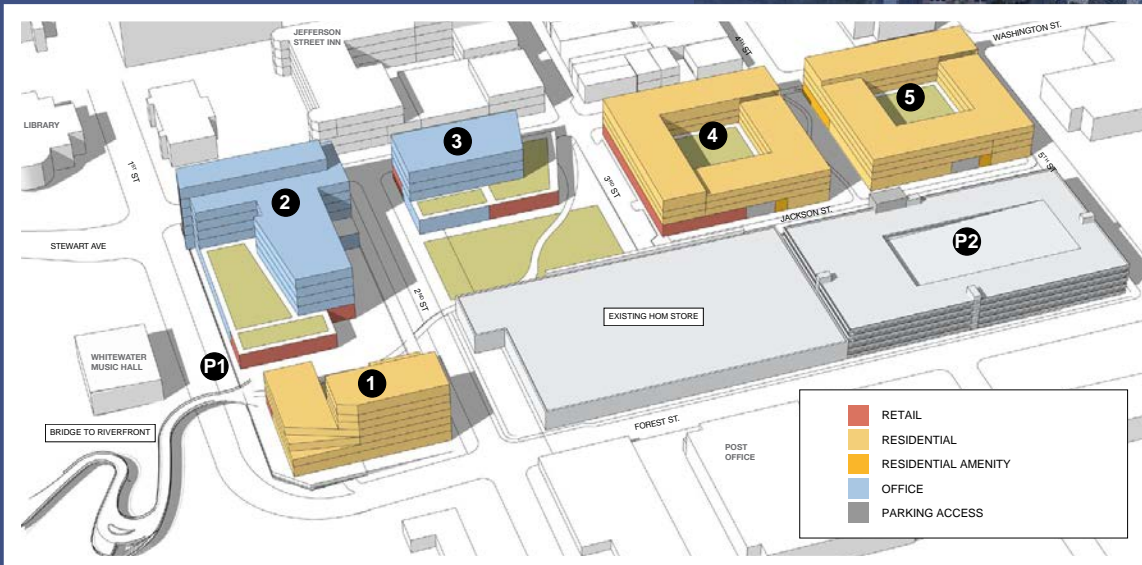
Please provide your input to Chuck Ghidorzi.  
chuckg@ghidorzi.com | 715.574.7282





GREATER  
**WAUSAU**

REGION ECONOMIC DEVELOPMENT  
STRATEGIC PLAN



# Unlocking our Potential

## - Financial Outlook -

### Community Investments

Purchase of Sears Store	\$650,000
Purchase of Mall	\$1,000,000
Demolition and Reconstruction	\$3,500,000
2020 Grant Payment	\$327,000
Return of Land for New Street 95,000 s.f., 1/3 of Mall Purchase	<\$1,000,000>
Loan Payments from WOZ	<\$660,000>
<b>Net Estimate</b>	<b>\$3,817,000</b>

### Street Construction

2nd, 3rd, Jackson, Washington	\$1,200,000
State Transportation Aid	<\$63,000>
<b>Net Estimate</b>	<b>\$4,954,000</b>

### Revenue Projections

#### If Mall Stays

Real Estate Taxes	\$75,000/year
Parking Revenues	\$45,000/year
<b>Total Estimate</b>	<b>\$120,000/year</b>

#### New Mixed-Use Development

Real Estate Taxes	\$1,200,000 to \$1,500,000/year
Parking Revenue	\$300,000 to \$350,000/year
<b>Total Estimate</b>	<b>\$1,500,000 to \$1,850,000/year</b>

### Wausau Opportunity Zone Inc.

Purchase of Mall	\$2,000,000
Additional Cost Investment Redevelopment, Operations, Mall Closing	\$2,000,000
Loan Payments to City	\$660,000
Real Estate Tax Guarantee \$175,000/year	\$350,000
<b>Estimated Investment</b>	<b>\$5,010,000</b>

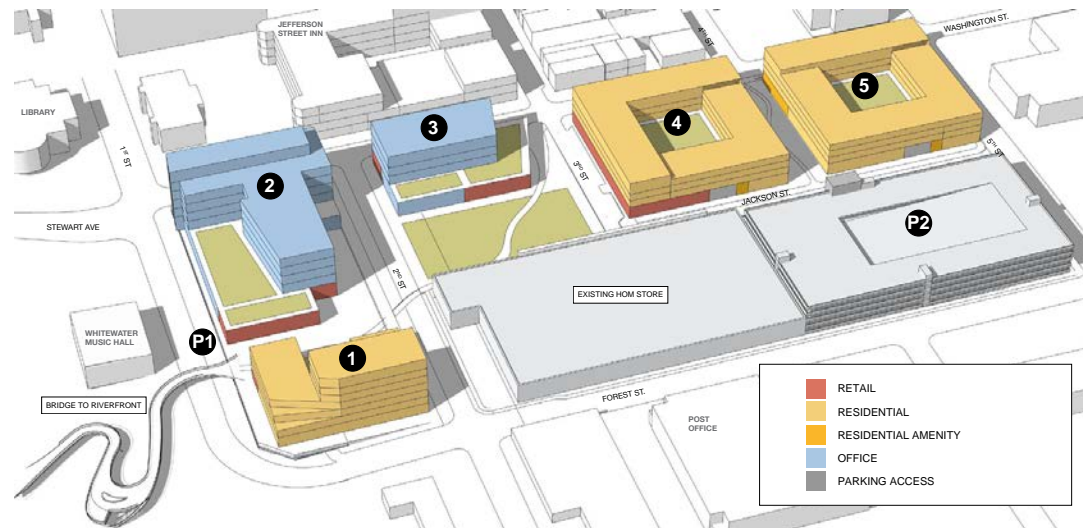
### Mixed-Use Developers

#### Project Investment Estimate

Building Structures	\$75,000,000
Under-Building Parking	\$5,600,000
Startup Cost	\$4,000,000
<b>Estimated Investment</b>	<b>\$84,600,000</b>



Please provide your input to Chuck Ghidorzi.  
[chuckg@ghidorzi.com](mailto:chuckg@ghidorzi.com) | 715.574.7282



October 6, 2020

Mayor Katie Rosenberg  
Wausau City Council  
c/o Becky McElhaney, Council President  
407 Grant Street  
Wausau, WI 54403



Re: Wausau Center Mall Redevelopment

Dear Mayor Rosenberg and City Council Members,

This past year community stakeholders came together to create a public-private partnership with the specific intention to secure and repurpose the Wausau Center mall property for the 21<sup>st</sup> Century economy and lifestyle. Over the course of months, the City of Wausau, Wausau Chamber of Commerce, and two local benevolent foundations worked to establish the Wausau Opportunity Zone, Inc. (WOZ) within a federal community development program, and on February 4, 2020, WOZ secured the strategic six-block property that lies at the heart of the city.

This property will play a vital role in the future of our community's economic success. The City of Wausau, the Dwight and Linda Davis Foundation, and the Judd S. Alexander Foundation provided the funding for WOZ to purchase the mall from the prior owner. Without this strong commitment to public-private partnership, the fate of Wausau Center and its accompanying real estate would have rested in the hands of a corporation outside our area. Today, under community ownership, we have an opportunity with this property to create something very special for future generations.

In the spirit of the community partnership established to secure and repurpose the Wausau Center property, the Greater Wausau Prosperity Partnership is writing to express its **strong support for the Wausau Opportunity Zone, Inc. (WOZ) Wausau Center mall redevelopment plan. Further, our organization requests the City of Wausau to continue its commitment to financial partnership with the Dwight and Linda Davis and Judd S. Alexander Foundations in supporting WOZ.**

Though having served as a significant community asset for 30 years, the Wausau Center mall has been in decline for over a decade, beginning with the loss of key anchor tenants Sears, J.C. Penney, and Youngkers. In today's world of online retail sales, and now with the Coronavirus pandemic, enclosed malls are in rapid decline. More and more retailers are filing for bankruptcy protection or moving their brands and products from malls to online sales platforms or geographic locations having denser consumer bases and like retail operations.

The importance of securing and redeveloping Wausau Center was identified in March 2019 by TIP Strategies, a national economic development planning firm that completed the Greater Wausau Economic Development

Plan. In its report, TIP Strategies urged community leaders to “commission a master plan that explores a range of long-term viable options for securing and redeveloping the Wausau Center Mall which includes incorporating a range of public sector investment strategies, foundations interests, and private sector into planning for redevelopment.”

The WOZ, Inc. plan, crafted by the internationally renowned urban design firm Eppstein-Uhen Architects (EUA) of Madison, Wisconsin, establishes a vision and plan for the future of this key real estate in downtown Wausau. EUA’s expertise in urban design and its understanding of the 21<sup>st</sup> Century mindset of consumers and citizenry have been blended with numerous studies (Toole Design Group, Neighborhood Planners, etc.) commissioned in recent years by the City of Wausau to support the execution of the City of Wausau Comprehensive Plan. Many elements of the Toole study and various plans for north-to-south riverfront development have been taken into account. Essentially, EUA’s design melds the numerous investments in city planning efforts with both the opportunity to shape a new future for the Wausau Center mall property and to create a vibrant downtown economic center.

Challenging as it will be, why is this repurposing of the mall property important to an organization like the Greater Wausau Prosperity Partnership? From the perspective of business, industry, and economic development, we feel it is imperative that the City of Wausau continue as a financial partner in the effort to transform the Wausau Center mall property. Here are reasons the City should stay involved:

- Businesses, the heart of community survival, are required to innovate, thrive, and grow in a very competitive global economy. More than ever, today they are in a race to retain and attract current and next-generation talent. These companies and their employees seek out inviting communities with a vibrant city center that includes market-based housing; dining and drinking establishments; arts, culture, and leisure opportunities; boutique businesses; and green space.

As other communities around the country make needed investments in an effort to retain and attract people and companies, so must Wausau. This community has a long history of successful public-private partnerships and is blessed with generous foundations and strong business support. They are aligned with the City of Wausau for a bright future!

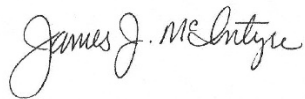
- Retired or nearly-retired people also seek a vibrant downtown environment, especially one offering a quality of life that provides a convenient, connected array of services. For people of all ages, the WOZ redevelopment plan balances nicely with the library, churches, Riverfront Walkway, the Y, senior center, and Grand Theater already in the area. An easy-to-navigate, intimate downtown community appeals to seniors wanting to remain in the area and to those moving here to be near children and grandchildren.
- The City of Wausau has much to gain financially from the sustained partnership with WOZ, Inc. to transform the Wausau Center property. As the EUA-designed plan moves forward, Wausau will benefit from enhanced revenue opportunities to replace failing mall revenue. Further, through its

partnerships, the City will breathe new life and confidence into a large number of downtown businesses adversely impacted by Covid-19 and mall store closings.

- Due to the pandemic and the expansion of remote working, national trends show employees, employers, and entrepreneurs are seeking high-quality, low-crime communities in which to work and live. The Wausau area is already blessed with many attributes for people of all ages, including great schools, an excellent medical system, extensive parks and recreation facilities, a nationally-renowned art museum, quality entertainment and cultural programming, and affordable housing. We need to take advantage of these amenities and add to them.

By working together to build Wausau as America's Best Small City and a place that attracts and retains talented people and companies, we are optimistic that Wausau will begin to grow in population and business base, thereby generating new and additional revenues to support the public good we all enjoy today and into the future. The WOZ plan will shine brightly as an example of progress in an age when companies and talented people seek communities that are committed to the place they call 'home.'

Sincerely,



Jim McIntyre  
Chairperson



David Eckmann, Ed. D.  
Executive Officer

## LETTER ENDORSEMENTS

The undersigned express their support for the Wausau Opportunity Zone, Inc. (WOZ) Wausau Center Mall redevelopment plan and requests the City of Wausau continue its commitment to financial partnership with the Dwight and Linda Davis and Judd S. Alexander Foundations.

Organization: \_\_\_\_\_

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**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"> <li>Construction of pool, CBRF, Youth Hospital, Nursing Home underway</li> <li>Contractor retained for construction of nursing home tower</li> </ul>	<ul style="list-style-type: none"> <li>NCHC in position to service debt at time of first payment</li> <li>Campus renovated in a way that enhances the service delivery options on the campus and allows for further consolidation of county departments to the campus</li> </ul>	<ul style="list-style-type: none"> <li>Construction complete on NCHC occupied portion of building by March 2022.</li> <li>Aquatic therapy pool opens by Q2 of 2020 with a Grand Opening</li> <li>CBRF and Youth Hospital 2020 openings</li> <li>18 month construction period on tower</li> <li>DSS transition from current location to campus complete by September 2023</li> </ul>	<ul style="list-style-type: none"> <li>General construction dependencies</li> </ul>		<ul style="list-style-type: none"> <li>Tower – on target, exterior work substantially completed</li> <li>Pool complete, open</li> <li>Youth hospital complete and operational 2020.</li> <li>CBRF is complete</li> <li>Facility exterior - parking lot repair/replacement, retention ponds, exterior grading underway</li> <li>Budget – on target at this time, additional borrowing packages forthcoming.</li> <li>RFP for construction management of Hospital remodel was released on 10/31/2020</li> </ul>
A. Revise NCHC Lease and Facility Use Agreement	<ul style="list-style-type: none"> <li>Met with auditors (NCHC &amp; County) to discuss changing accounting rules to incorporate into document</li> <li>Have draft lease and use agreement (90% complete)</li> </ul>	<ul style="list-style-type: none"> <li>Lease that incorporates debt service payments into occupancy of building, while also ensuring that expectations on debt service are reasonable from NCHC financial perspective</li> </ul>	<ul style="list-style-type: none"> <li>Signed lease in place by June 1, 2020</li> </ul>			<ul style="list-style-type: none"> <li>Continue to refine lease through conversations with NCHC CEO.</li> <li>Lease document is in final stages of discussion. Lease will be signed by close of calendar year 2020. We have structured the document to allow for the revision of attachments/exhibits without requiring amendment of the actual lease. NCHC CEO is requesting more specific information relative to service levels for maintenance and custodial than county has traditionally employed; however, these discussions have been productive and should lead to greater clarity with respect to service level. This could lead to greater resources needing to be designated to perform these tasks.</li> <li>Need to clarify utility responsibility, particularly with respect to IT infrastructure.</li> </ul>
B. Complete planning for	<ul style="list-style-type: none"> <li>Identified DSS as most</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency of operations</li> </ul>	<ul style="list-style-type: none"> <li>Construction/remodel complete by May</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of funding for</li> </ul>		<ul style="list-style-type: none"> <li>FCM submitted CIP plan for renovation of</li> </ul>










DSS move to NCHC Campus	appropriate department to occupy space vacated by NCHC	<ul style="list-style-type: none"> <li>Improved coordination for clients seeking service</li> <li>Improved coordination between DSS and Community Programs</li> </ul>	<p>2023</p> <ul style="list-style-type: none"> <li>Transition staff by September 2023</li> </ul>	DSS transition <ul style="list-style-type: none"> <li>Construction dependencies, including permit approval</li> </ul>		<p>NCHC campus buildings for transition. Project ranked by CIP, awaiting final funding via 2021 budget</p> <ul style="list-style-type: none"> <li>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.</li> </ul>
2. Create a long term facilities plan.	<ul style="list-style-type: none"> <li>Commenced NCHC project</li> <li>Completed significant Jail project</li> <li>Participated in South Riverfront Master Plan with City, WPS, and other stakeholders</li> <li>Have identified an opportunity and need to move the Highway, Parks, CPZ and other potential departments</li> </ul>	<ul style="list-style-type: none"> <li>Policy-makers prioritize projects and align around a time line for addressing each.</li> </ul>	<ul style="list-style-type: none"> <li>Initial High level facilities plan complete by December 2020 <ul style="list-style-type: none"> <li>Plan will need to be updated periodically with information from subordinate facility plans referenced below</li> </ul> </li> <li>Plan will identify time-line for subordinate facility planning and construction projects</li> </ul>			<ul style="list-style-type: none"> <li>Minimal progress on this plan to this point.</li> <li>FCM Director Kaiser and Administrator Leonhard are assessing whether securing outside resources is necessary to move this initiative forward.</li> </ul>
A. Complete Acquisition of property adjacent to Marathon County Courthouse pursuant to 2012 Courthouse Master Plan	<ul style="list-style-type: none"> <li>Completed the 2012 Master Plan for the Courthouse Property</li> <li>Obtained appraisal of one adjacent property in 2019</li> <li>Engaged in discussions with property owner and continued discussions with HR, Finance &amp; Property Committee relative to appropriate purchase price and ongoing property occupancy</li> </ul>	<ul style="list-style-type: none"> <li>Acquire property</li> <li>Update Master Plan due to potential of 6<sup>th</sup> circuit court judgeship and ongoing facility consolidation planning</li> </ul>	<ul style="list-style-type: none"> <li>Acquire property by June 1, 2020</li> <li>Complete lease for continued occupancy by June 1, 2020</li> <li>Update Courthouse Facility Master Planning, begin effort in 2021, complete effort by December 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of funding source for acquisition of property</li> <li>Identification of funding source for Master Planning in 2021 budget</li> </ul>		<ul style="list-style-type: none"> <li>Property acquired</li> <li>Lease executed</li> </ul>
3. Update the Westside Masterplan	<ul style="list-style-type: none"> <li>Met with UWSP leadership to better understand need for improved student housing</li> <li>Purchased property adjacent to current highway department set forth in previous Westside Plan</li> <li>Funded Sports Development Study – potential location for indoor facility within existing county-owned property</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property</li> </ul>	<ul style="list-style-type: none"> <li>Funding for the updated Master Plan to be identified in the 2021 budget process</li> <li>RFP for Master Plan to be prepared and ready for release in January 2021</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of funding for planning</li> <li>Completion of Housing study or sufficient information from UW to inform plan</li> <li>Indoor Sports Facility – identification of whether the facility should be sited within Westside Master Plan property</li> <li>Acquisition of property for multi-department (Highway/Parks/CPZ) facility and relocation of county staff</li> </ul>		<ul style="list-style-type: none"> <li>Parks, Recreation &amp; Forestry submitted CIP plan updating of Westside Master Plan. Project ranked by CIP, awaiting final funding via 2021 budget.</li> <li>Staff are actively working to acquire property for multi-department (Highway/Parks/CPZ) facility.</li> <li>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 &amp; 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</li> </ul>





						move this project forward.
A. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility	<ul style="list-style-type: none"> <li>Completed study and assessment of properties in greater metro area</li> <li>Previously reached purchase agreement with property owner</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate heavy equipment maintenance operation</li> <li>Consolidate Park management and Park Operations</li> <li>Co-locate departments with significant adjacencies</li> <li>Reduce number of stand-alone facilities</li> <li>Re-develop or divest vacated department property</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board.</li> <li>Requisite zoning modifications and site suitability must be obtained prior to purchase</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> <li>Due to feedback from the Village of Maine, staff and the Infrastructure Committee began 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.</li> <li>We understand that one of the primary considerations for the Village of Maine is whether the county's desire to develop the property will spur the development of a cooperative service agreement between the Village and the City of Wausau relative to sewer/water service for portions of the Village. Those discussions are ongoing; however, progress has been slow.</li> </ul>
4. Open an Additional Police Communications Channel	<ul style="list-style-type: none"> <li>4 of 6 necessary positions have been created</li> </ul>	<ul style="list-style-type: none"> <li>Police communications operate to enhance officer and public safety.</li> </ul>	<ul style="list-style-type: none"> <li>Fund 2 new positions in 2021 budget, for hiring beginning in 2021</li> </ul>			<ul style="list-style-type: none"> <li>Sheriff's Office staff have submitted new position requests in conjunction with this goal; however, the positions were not included in the Administrator's proposed 2021 budget.</li> <li>That said, Administration is optimistic that the prospect of a system budgeting approach will allow for justice system partners to collaborate in such a way that resources may be redeployed to address needs prioritized by partners and the board.</li> </ul>
A. Update Dispatch Handling System and Facility	<ul style="list-style-type: none"> <li>Updated Radio Maintenance Contract and radio console dispatching service</li> <li>Improve NG911 Readiness</li> <li>RFP for communications center furniture (expansion of consoles from 8 to 12)</li> </ul>	<ul style="list-style-type: none"> <li>Reliable dispatch and radio communications</li> <li>Redundant radio communication system</li> <li>Brick-and-mortar backup dispatch facility at NCHC</li> </ul>	<ul style="list-style-type: none"> <li>Existing dispatch area remodel to be complete in May 2020</li> <li>Redundant system is multi-year project</li> <li>NCHC back up facility completion in connection with NCHC renovation – March 2023</li> </ul>	<ul style="list-style-type: none"> <li>Need to identify sustainable funding strategy for radio system upgrades</li> </ul>		<ul style="list-style-type: none"> <li>Dispatch facility (IT and console) upgrade is complete.</li> <li><b>SUPPLEMENTAL PROJECT</b> – 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</li> </ul>





						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"> <li>▪ Created strong culture of Pay-for-Performance within staff and management</li> <li>▪ Dept. Heads and the CWA Board have expressed frustration with underfunding of the performance-based pay plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved ability to attract and retain top-tier talent</li> <li>▪ Sustainable compensation funding for top-performing employees</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate funding plan into 2021 budget process</li> </ul>	<ul style="list-style-type: none"> <li>• Identified funding sources</li> <li>• Significant efficiencies realized through IDEAS Academy</li> <li>• Controlled/sustainable workforce growth</li> </ul>		<ul style="list-style-type: none"> <li>▪ The Administrator's proposed budget provides 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 target efforts to increase compensation for the top 10% of employees. The Pay for Performance matrix will be finalized upon the approval of the budget by the board.</li> <li>▪ Moving forward, we must continue to enhance the allocation for performance-based pay, while simultaneously continuing our efforts to enhance efficiency and share/reduce staffing through our IDEAS Academy.</li> </ul>
6. Expand Broadband to underserved communities	<ul style="list-style-type: none"> <li>• Secured Broadband Assessment and Plan in January of 2020</li> <li>• Allocated \$54,000 in 2020 budget for continued work</li> <li>• Engaged providers with plan</li> <li>• Engaged Greater Wausau Prosperity Partnership leadership</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined by policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined by policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of requisite funding</li> <li>• Allocation of requisite staff resources</li> </ul>		<ul style="list-style-type: none"> <li>▪ County Board has created the Broadband task force to move forward the implementation of the Broadband Assessment and Plan.</li> <li>▪ While our covid response has meant that staff resources to move this effort forward were diminished, we did leverage Routes to Recovery funds that were allocated to local towns to move forward some of our broadband expansion efforts, including expanding fiber service to public facilities and installing wi-fi antennas at our eight branch libraries.</li> <li>▪ The Task force and staff have engaged ISPs with the intent to generate applications for PSC grant funds. We are anticipating at least two partnership opportunities; however, to move forward with any application it will require significant staff resources and coordination with board leadership to acquire the requisite approvals prior to the December 1, 2020 deadline.</li> </ul>
7. Complete a Criminal Justice System Study		<ul style="list-style-type: none"> <li>• Identify potential avenues for increased efficiency and revenues and opportunities to implement best practices in Justice System (Clerk of Courts, Judicial System, DA &amp; Sheriff)</li> </ul>	<ul style="list-style-type: none"> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of funding in Q3/4 of 2020 or 2021 budget for completion of project</li> </ul>		<ul style="list-style-type: none"> <li>▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake several studies specific to our criminal justice system.</li> <li>▪ Our internal program team orientation is scheduled for November 18, 2020, where</li> </ul>

						<p>we should learn more from UW officials regarding next steps in the overall UniverCity Year program.</p> <ul style="list-style-type: none"> <li>▪ The proposed 2021 budget does provide for \$40,000 of funding for participation in the program.</li> <li>▪ In the event that funding for participation in the program is removed from the budget or UW Madison does not select this particular topic for study, we will need to secure alternative resources to complete the work.</li> </ul>
8. Develop a sustainable strategy for funding Capital Improvements	<ul style="list-style-type: none"> <li>• Implemented a revenue “set-aside” policy relative to rental income to fund upgrades within spaces leases to non-county entities (Department of Corrections, Special Education)</li> </ul>	<ul style="list-style-type: none"> <li>• Standard budgeting practices that allow us to perform all necessary routine maintenance on building infrastructure and components</li> <li>• Budget planning practices that forecast necessary technology system upgrades and/or replacements (ERP, law enforcement technology, emergency dispatch radio systems, land records, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Work to develop practices for implementation in the 2022 budget</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of staff capacity (see item A. below)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Administration has had discussions with Parks, Recreation &amp; 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.</li> <li>▪ 2021 CIP Committee discussions referenced the need to better fund standard maintenance activities.</li> </ul>
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"> <li>• Improved budget forecasting expertise</li> <li>• Further integrate Priority-Based Budgeting into our annual budget process</li> </ul>	<ul style="list-style-type: none"> <li>• Complete feasibility assessment and planning by 2021 budget</li> </ul>			<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Accounting Professional position description has been modified to realign duties to assist mid-size and small departments with their financial responsibilities, allowing departments to reallocate that staff capacity to department program work.</li> <li>▪ 2020 Q4 &amp; 2021 Q1 will focus on operationalizing the modification of duties for the Senior Accounting Professional.</li> </ul>
B. Cost Recovery Strategy – develop a common methodology for		<ul style="list-style-type: none"> <li>• Improved cost recovery for services we provide</li> <li>• Increased consistency of cost</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy to be developed in 2021 by budget analyst (see item A. above)</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of creation of budget analyst position in 2021 budget</li> </ul>		<ul style="list-style-type: none"> <li>▪ Prioritization of COVID response activities and the inability to establish a budget analyst position did not allow for</li> </ul>


determining service costs and implement a schedule for the updating of charges/fees		recovery practices				<p>significant progress on the development of this strategy.</p> <ul style="list-style-type: none"> <li>Administration has evaluated the ability of the Priority Based Budgeting program to aid in the cost recovery analysis and improving our cost recovery practices and Administration is in the process of developing a charter and project plan to update our Priority Based Budgeting data set and moving forward with our cost recovery improvement efforts.</li> </ul>
9. Develop Outcome-based contracts for five (5) non-profits identified in the 2020 Annual Budget	<ul style="list-style-type: none"> <li>Reached out to non-profits to obtain outcome data to form basis of contracts</li> </ul>	<ul style="list-style-type: none"> <li>Contracts that align work of non-profits to work done by existing county departments</li> <li>Annual reporting requirements for non-profits relative to the value of their respective services</li> </ul>	<ul style="list-style-type: none"> <li>Complete all contracts by July 1, 2020</li> </ul>			<ul style="list-style-type: none"> <li>All contract have been developed and agreed to by the five non-profits.</li> <li><b>NOTE:</b> 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 &amp; Property Committee in connection with the county's 2020 Budget Repair Plan.</li> </ul>
10. Conduct educational reports for the County Board on financial issues and concepts before the budget is presented		<ul style="list-style-type: none"> <li>Increased understanding amongst board members on county budgeting principles, issues, and concepts</li> </ul>	<ul style="list-style-type: none"> <li>To be determined in connection with Executive Committee</li> </ul>			<ul style="list-style-type: none"> <li>Board has received presentation on liability and claims processing from Risk Manager.</li> <li>2021 Budget presentation calendar allows for increased time for consideration of budget by both the HR, Finance &amp; Property Committee and the Full Board.</li> <li>Administration executed the presentation calendar put in place by the HR, Finance &amp; Property Committee, including a recorded presentation of the budget message on the notice for the public hearing.</li> </ul>
11. Work with UW Officials to increase student population at UWSP Campus	<ul style="list-style-type: none"> <li>Met with UW officials to identify (1) opportunities for increased partnership and (2) learn what UW views as barriers to student population growth</li> </ul>	<ul style="list-style-type: none"> <li>Increase in student population and a more stable future for UW presence in Marathon County</li> <li>Deliverable – memorandum with proposed next steps to increase student population</li> </ul>	<ul style="list-style-type: none"> <li>Memorandum delivered to Extension, Education, &amp; Economic Development Committee by November 2020</li> </ul>			<ul style="list-style-type: none"> <li>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 &amp; 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.</li> <li>2021 CIP projects aimed at improving the quality of the county's facilities on campus were submitted by UWSP and</li> </ul>

						<p>FCM staff and were ranked by the CIP committee. Final approval and funding of said projects will be decided in the 2021 budget process.</p> <ul style="list-style-type: none"> <li>▪ Campus “New Student” population increased by 9.5% and “continuing students” has increased by 7.4% over 2019. This is the first positive year-over-year increase since 2010.</li> </ul>
<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"> <li>▪ Conducted initial meetings with staff and state representatives</li> <li>▪ Staff are currently engaged with state officials to evaluate need for, and viability of, agreement with State Office of Medicaid</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved continuity of care for incarcerated inmates upon release</li> <li>▪ Decreased costs for inmate medical/mental health care during incarceration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate need for agreement with State Office of Medicaid by July 1, 2020</li> <li>▪ Evaluate viability of agreement with State Office of Medicaid by September 1, 2020</li> <li>▪ Enter into agreement – if necessary and viable – by January 1, 2021</li> </ul>			<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Effective October 24, 2020, DHS and DOC will implement a “suspension” system.</li> </ul>
<p>13. Transfer of Adult Protective Services from NCHC to ADRC-CW</p>	<ul style="list-style-type: none"> <li>▪ Evaluated transfer at Retained County Authority Committee</li> <li>▪ Administration met with ADRC Board to discuss positive aspects of transfer</li> <li>▪ Convened meeting of ADRC leadership, NCHC leadership, and county leadership to develop tentative plan to pursue transfer discussions with other ADRC member counties</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved coordination of care for at-risk population aging and disabled populations</li> <li>▪ Improved financial condition of ADRC-CW</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transfer is contingent upon the approval of each of the four (4) ADRC-CW member counties, absent a reformulation of membership</li> </ul>		<ul style="list-style-type: none"> <li>▪ 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 is it unclear whether the outstanding issues can be resolved. This transfer may be re-evaluated in 2021. Staff will provide informational recommendations as requested.</li> </ul>
<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"> <li>▪ Evaluating vendors to assist in RFP creation for ERP system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Replace outdated financial system</li> <li>▪ Obtain comprehensive solution that will replace separate, unintegrated system with comprehensive solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Milestones to be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of funding sources for initial vendor assistance and ultimate ERP solution</li> <li>▪ Appropriate financial contribution from City of Wausau</li> </ul>		<ul style="list-style-type: none"> <li>▪ Secured the services of Berry Dunn to assist in the preparation of the RFP for the system replacement.</li> <li>▪ Project kick-off occurred the week of July 20.</li> <li>▪ In process of developing “current state” diagrams and understanding preferred, future state.</li> <li>▪ Project remains on target - RFP document is projected to be complete prior to year-end, with vendor selection and contract negotiation in 2021.</li> </ul>




<p>15. Develop a long-term plan for road and bridge capital maintenance and construction funding</p>	<ul style="list-style-type: none"> <li>▪ Workgroup formed to develop charter for 2050 Transportation System Capital Plan (Administration, Highway Dept, CPZ, NCWRP, Infrastructure Chair)</li> <li>▪ Draft charter in progress</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased understanding of asset condition and long-term capital funding needs</li> <li>▪ Identified funding strategies to aid in budget decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of staff capacity/resources</li> <li>▪ Identification of appropriate funding to complete planning process</li> </ul>		<ul style="list-style-type: none"> <li>▪ Project Charter has been finalized.</li> <li>▪ One initial phase of the project is the performance of a comprehensive safety audit of county highways. 3<sup>rd</sup> Party has been secured to perform the audit and is in the process of gathering information.</li> <li>▪ Progress has been impacted by covid response, particularly due to the covid response obligations of North Central Wisconsin Regional Planning.</li> </ul>
<p>16. Evaluate Start Right Program</p>	<ul style="list-style-type: none"> <li>▪ Begun project planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved understanding of return on levy investment in prevention</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of funding</li> </ul>		<ul style="list-style-type: none"> <li>▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake a review of the Start Right Program. It is anticipated that the UniverCity program would be a more cost-effective manner in which to perform the evaluation than a different third party.</li> <li>▪ Health Officer Joan Theurer has developed a draft framework relative to the evaluation of the program. Should we be selected for the program, we will provide the framework to UW program staff.</li> <li>▪ The proposed 2021 budget provides \$40,000 funding for participation in the UniverCity Year program and county staff will have their initial orientation with program staff in coming weeks.</li> </ul>
<p>17. Create partnerships relative to Regional Forensic Science Center</p>	<ul style="list-style-type: none"> <li>▪ 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed</li> <li>▪ 2020 – met with local hospital system representatives and other county government representatives to discuss potential partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan complete by July 1, 2020</li> <li>▪ Task Force recommendation to County Board on how to move forward by October 1, 2020</li> </ul>			<ul style="list-style-type: none"> <li>▪ Project is on-track. Business plan has been completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County</li> <li>▪ Staff are hopeful that the strong relationships we have built with these partners will be helpful in moving the project forward.</li> <li>▪ Staff have had positive feedback from partners and have a follow up meeting in the near future.</li> </ul>
<p>18. Complete education and engagement proscribed by the June Pride Resolution</p> <p>A. Educational Presentations</p>	<ul style="list-style-type: none"> <li>▪ LGTBQ+ informational presentation</li> <li>▪ Hmong refugee informational presentation</li> <li>▪ Native American Boarding Schools informational presentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ a common understanding of the terminology for discussing the status of minority and marginalized groups,</li> <li>▪ an accurate understanding of the history of minority and marginalized groups in Marathon County, and</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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,</li> </ul>			<ul style="list-style-type: none"> <li>▪ Katie Hamm delivered 2 hour long presentation 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</li> </ul>






		<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	safest, and most prosperous county in Wisconsin			<p>prosperous county in Wisconsin.</p> <ul style="list-style-type: none"> <li>▪ Standing Committees have engaged in discussions relative to policies that should be examined to improve diversity, belonging, and inclusion.</li> <li>▪ Department Heads were provided video of presentation to consider opportunities to enhance our internal processes.</li> <li>▪ MLK Jr. Day-on will incorporate discussion sessions for staff relative to the presentation.</li> </ul>
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)	<ul style="list-style-type: none"> <li>▪ See A. above</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public forum to receive input relative to opportunities to improve our existing policies and practices</li> <li>▪ Summary report of information learned</li> </ul>	<ul style="list-style-type: none"> <li>• Public Forum to be conducted no later than September of 2020</li> <li>• Additional engagement efforts to be determined by County Board</li> </ul>			<ul style="list-style-type: none"> <li>▪ Project is slightly behind schedule. Presentation (see A. above) should be complete in August/September.</li> <li>▪ 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.</li> <li>▪ 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.</li> </ul>
19. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components		<ul style="list-style-type: none"> <li>• Improved retention of our top performers</li> <li>• Improved performance by employees</li> <li>• Develop curriculum for incorporation into our ERP solution (see above)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Milestones to be developed</li> </ul>			<ul style="list-style-type: none"> <li>▪ OEPM has been assessing internal skill/capacity to deliver leadership training and has been researching learning management systems in preparation for ERP replacement.</li> <li>▪ Administration will be implementing a plan to integrate our OEP efforts into our Employee Resources Department, which will further enhance our opportunity to deliver employee learning and development while also saving tax levy.</li> </ul>
20. Evaluate the benefit of expanding our vehicle leasing program to include DSS and Health Department	<ul style="list-style-type: none"> <li>▪ Have existing program in place with CPZ and FCM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decrease costs associated with employee travel</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>			<ul style="list-style-type: none"> <li>▪ No significant progress made due to prioritization of covid response and other projects.</li> </ul>
21. Develop "system budgeting" methodology (as referenced in 2020 budget discussion)	<ul style="list-style-type: none"> <li>• County Board has expressed a desire to utilize a "system budgeting" strategy to further encourage cooperation</li> <li>• Criminal Justice System identified as first system to adopt this strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced collaboration and better understanding of upstream and downstream impacts of practice/policy changes by departments</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal justice system departments to have system budgeting discussions in connection with 2021 budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creation of Budget Analyst position (see above)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Administration and Finance will work to identify system budgeting discussion for 2021 Departmental budget meetings.</li> <li>▪ Initial conversation with Sheriff, District Attorney, and Clerk of Court regarding "system budgeting" was positive.</li> </ul>




<p>22. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives</p> <ul style="list-style-type: none"> <li>- Pretrial Case Management &amp; Supervision</li> <li>- Evaluation of Court Mediation Program</li> </ul>						<ul style="list-style-type: none"> <li>▪ County Administrator has maintained role as Chair of the EBDM large group. In response to covid, we have transitioned to virtual meetings. Progress on many of our initiatives has slowed as a result of covid. Similarly, the pandemic cut short our pretrial case management &amp; supervision data collection efforts.</li> <li>▪ Court mediation – Administration staff have convened several meetings with court staff, a representative of the judiciary, and Judicare staff to develop performance measures. As a result of the pandemic, evictions were put on hold and the mediation program was not operating. My initial inclination is that the county pursue a performance-based/outcome-based contract with judicare, as opposed to simply approving an allocation of funds through the budget.</li> </ul>
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**NON RANKED, PREVIOUSLY IDENTIFIED PRIORITIES**

<p>23. Annual Update to 2018-2022 Strategic Plan</p>	<ul style="list-style-type: none"> <li>▪ Departments submitted information relative to efforts undertaken in 2019 based on strategic plan objectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved understanding of efforts made and impact realized</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual update to be presented to the County Board at April or May 2020 meeting</li> </ul>			<ul style="list-style-type: none"> <li>▪ 2020 Annual Update was presented at the June educational meeting of the County Board.</li> </ul>
<p>24. Revise the Library Facility and Maintenance Agreement</p>	<ul style="list-style-type: none"> <li>▪ Engaged Corporation Counsel and Library Director to understand statutory framework relative to library board funding and existing library maintenance agreement requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliance with state statutes</li> <li>▪ Compliance with state library accreditation requirements</li> <li>▪ Compliance with library facility and maintenance agreement</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>			<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<p>25. Fully Implement IDEAS Academy Program</p>	<ul style="list-style-type: none"> <li>• “Awareness” training delivered to approximately 40% of staff with strong positive survey results from participants</li> </ul>	<ul style="list-style-type: none"> <li>• Internal efficiency gains</li> <li>• Revenue generation from external course offerings (2020 budget discussion)</li> <li>• Target - \$250,000 in increased efficiency per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver “Awareness” training to 75% of staff by January 2021</li> <li>▪ Develop mechanism for generating revenue from external course offerings by June 1, 2020</li> </ul>			<ul style="list-style-type: none"> <li>▪ Due to our covid response efforts, including the significant increase in employees working remotely and other competing pandemic response priorities, progress relative to our “increased efficiency” target has been significantly reduced; however, we continue to increase the number of staff trained and are confident that we will reach our Awareness training target. Currently, 470 staff (70%) have attended Awareness training.</li> </ul>

						<ul style="list-style-type: none"> <li>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.</li> </ul>
26. Complete needs assessment relative to county-wide Naloxone use policy						<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> </ul>
27. Develop and Pilot Telework Policy	<ul style="list-style-type: none"> <li>Social Services Department identified as pilot site, work has begun on telework policy</li> </ul>	<ul style="list-style-type: none"> <li>Expand pool of candidates for positions (non-resident applicants)</li> <li>Limit facility expansion needs</li> <li>Improved ability to attract and retain top-tier talent</li> </ul>	<ul style="list-style-type: none"> <li>Milestones to be developed</li> </ul>			<ul style="list-style-type: none"> <li>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.</li> <li>We continue to have a considerable number of staff, particularly in Social Services and the District Attorney's Office working remotely.</li> <li>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.</li> </ul>
28. Closeout Implementation of Uniform Addressing, make necessary revisions to ordinance relative to enforcement and ongoing maintenance	<ul style="list-style-type: none"> <li>Implementation is complete.</li> </ul>	<ul style="list-style-type: none"> <li>Have system set up to ensure ease of maintenance and enforcement.</li> <li>Report to board on lessons learned from implementation</li> </ul>	<ul style="list-style-type: none"> <li>Any necessary code revisions adopted by the Board at May 2020 meeting</li> <li>Report on lessons learned delivered at May 2020 meeting</li> </ul>			<ul style="list-style-type: none"> <li>Progress has been delayed due to prioritization of covid response and workload demands within Conservation, Planning &amp; Zoning; however, closeout report has been completed and CPZ staff will work with County Administration to present the summary report to the County Board.</li> </ul>
29. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> <li>Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel</li> </ul>	<ul style="list-style-type: none"> <li>The facility fills 16 beds out of its 20 bed capacity. 13 from other counties.</li> <li>The cost per child should be the same or less for Marathon County children as it is for children from other counties.</li> </ul>	<ul style="list-style-type: none"> <li>Prior to 2021 budget</li> </ul>			<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> </ul>
30. Develop a Tax Deed Property Maintenance Plan/Policy	<ul style="list-style-type: none"> <li>Convened meeting of Administration, PRF Director, Facilities Director, and County Clerk to discuss issues raised by HR, Finance &amp; Property</li> </ul>	<ul style="list-style-type: none"> <li>Develop a long-term solution to county held tax deed property maintenance needs</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>			<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> <li>It is anticipated that the development of a maintenance plan for these properties will be assisted by the implementation of the</li> </ul>

	Committee – developed short-term plan to deal with current property of concern					broader staffing solution explained in section 31 of this document.
31. Develop a Tax Deed Property Status Tracker						<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> <li>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.</li> <li>In light of significant issues relative to Property Description updating, Administration has developed a broader solution framework that will call for the realignment of resources to bring additional resources to address property description and tax deed work. This solution framework should improve our processing time frames, while also reducing staffing allocations by .63 FTE, saving approximately \$35,000 from the 2020 budget.</li> </ul>

**UNFORESEEN PRIORITY PROJECTS**

32. Update County Continuity of Operations Plan (COOP) in light of Covid-19	<ul style="list-style-type: none"> <li>Existing plans have not been updated recently</li> <li>Initial meetings are scheduled to engage Department Heads</li> </ul>	<ul style="list-style-type: none"> <li>Improved preparedness in the event of significant Covid-19 impact on workforce</li> <li>Improved strategies to mitigate risk of workplace exposure and transmission</li> </ul>	<ul style="list-style-type: none"> <li>Individual Department Plans updated by June 1, 2020</li> </ul>			<ul style="list-style-type: none"> <li>Departments have completed continuity of operations plans, which were submitted to, and reviewed by, Marathon County Emergency Management.</li> </ul>
33. Landline 911 service information gathering	<ul style="list-style-type: none"> <li>Joint Infrastructure &amp; Public Safety Meeting held</li> </ul>					<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> </ul>
34. Assess impact of Community Partner Campus acquisition of Social Services Building in September 2021	<ul style="list-style-type: none"> <li>Project was added to work plan in August of 2020, would significantly alter our facility planning efforts</li> </ul>	<ul style="list-style-type: none"> <li>Improved service coordination by non-profits in our community</li> </ul>	<ul style="list-style-type: none"> <li>General information to HR, Finance &amp; Property committee by January 2021 regarding the increased renovation, relocation, and inefficiency costs associated with moving our timeline for relocation of DSS</li> </ul>			<ul style="list-style-type: none"> <li>Held several informational meetings with CPC organizers to understand facility needs.</li> <li>Secured a property appraisal of the Social Services building to assist the HR, Finance &amp; Property Committee in determining the value of the property.</li> <li>CPC leaders expressed that they have determined a short-term property solution, such that the group is no longer interested in occupying the building in September of 2021. CPC leaders did express that the group would potentially be interested in acquiring the property in connection with the county's original</li> </ul>

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

	other potential departments					
A. Update the Westside Masterplan	<ul style="list-style-type: none"> <li>▪ Met with UWSP leadership to better understand need for improved student housing</li> <li>▪ Purchased property adjacent to current highway department set forth in previous Westside Plan</li> <li>▪ Funded Sports Development Study – potential location for indoor facility within existing county-owned property</li> <li>▪ Funding for study is allocated in proposed 2021 budget (CIP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive plan relative to property that considers the future needs of the park, UW property, and stakeholders in developing 30-50 year vision for the property</li> </ul>	<ul style="list-style-type: none"> <li>▪ RFP for Master Plan to be prepared and ready for release in January 2021</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allocation of funding for planning</li> <li>▪ Completion of Housing study or sufficient information from UW to inform plan</li> <li>▪ Indoor Sports Facility – identification of whether the facility should be sited within Westside Master Plan property</li> <li>▪ Acquisition of property for multi-department (Highway/Parks/CPZ) facility and relocation of county staff</li> </ul>		
B. Work with Library Board to identify appropriate use of 3 <sup>rd</sup> Floor	<ul style="list-style-type: none"> <li>▪ Sought additional outside engineering assessment of 3<sup>rd</sup> floor to aid in use determinations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial sustainable use</li> <li>▪ Further county facility consolidation efforts</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined with Library Director</li> </ul>	<ul style="list-style-type: none"> <li>▪ Covid impact on potential tenancy demand</li> </ul>		
C. Acquire Property for Multi-Department (Highway/Parks/CPZ) Facility	<ul style="list-style-type: none"> <li>▪ Completed study and assessment of properties in greater metro area</li> <li>▪ Previously reached purchase agreement with property owner in Village of Maine; however, discussions with Village have not progressed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consolidate heavy equipment maintenance operation</li> <li>▪ Consolidate Park management and Park Operations</li> <li>▪ Co-locate departments with significant adjacencies</li> <li>▪ Reduce number of stand-alone facilities</li> <li>▪ Re-develop or divest vacated department property</li> </ul>	<ul style="list-style-type: none"> <li>▪ September 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify suitable property at reasonable cost for facility, reach purchase agreement with property owner, and approval of purchase by County Board.</li> <li>▪ Requisite zoning modifications and site suitability must be obtained prior to purchase</li> </ul>		
3. Develop “system budgeting” methodology (as referenced in 2020 budget discussion)	<ul style="list-style-type: none"> <li>• County Board has expressed a desire to utilize a “system budgeting” strategy to further encourage cooperation</li> <li>• Criminal Justice System identified as first system to adopt this strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced collaboration and better understanding of upstream and downstream impacts of practice/policy changes by departments</li> <li>• Formalized process for Justice System professionals to make recommendations relative to priorities and resource reallocation.</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal justice system departments to have system budgeting discussions in building 2022 budget</li> <li>• Development of a shared “performance appraisal goal framework” for use by justice system departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued support of Sheriff, DA, Clerk of Court, and Judges</li> </ul>		
A. Open an Additional Police Communications Channel	<ul style="list-style-type: none"> <li>▪ 4 of 6 necessary positions have been created</li> </ul>	<ul style="list-style-type: none"> <li>▪ Police communications operate to enhance officer and public safety.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fund 2 new positions in 2021 budget, for hiring beginning in 2021</li> </ul>			
B. Complete a Criminal Justice System Study	<ul style="list-style-type: none"> <li>▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential avenues for increased efficiency and revenues and opportunities to</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined with UW team</li> </ul>	<ul style="list-style-type: none"> <li>• Allocation of funding in 2021 budget for UniverCity program or some</li> </ul>		

	<p>of the application we indicated a desire to undertake several studies specific to our criminal justice system, including a study to - <b>Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system.</b></p> <ul style="list-style-type: none"> <li>▪ Our internal program team orientation is scheduled for November 18, 2020, where we should learn more from UW officials regarding next steps in the overall UniverCity Year program.</li> <li>▪ The proposed 2021 budget does provide for \$40,000 of funding for participation in the program.</li> <li>▪ In the event that funding for participation in the program is removed from the budget or UW Madison does not select this particular topic for study, we will need to secure alternative resources to complete the work.</li> </ul>	<p>implement best practices in Justice System (Clerk of Courts, Judicial System, DA &amp; Sheriff)</p> <ul style="list-style-type: none"> <li>• Ensuring that we are measuring what matters through a system-wide database that minimizes duplication of effort, allows appropriate sharing of data, assists us in gaining insight from the data we possess, and includes a warehousing system.</li> <li>• Improve our Priority Based Budgeting utilization</li> </ul>		<p>alternative funding for the completion of this work</p> <ul style="list-style-type: none"> <li>• Selection of this project by UniverCity Team</li> <li>• Cooperation from Justice System Partners on allocating resources to this shared effort or the reprioritization of resources to a Department to offset that need</li> </ul>		
C. Implement 6 <sup>th</sup> Judge	▪	•	•	•		
4. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components		<ul style="list-style-type: none"> <li>• Improved retention of our top performers</li> <li>• Improved performance by employees</li> <li>• Develop curriculum for incorporation into our ERP solution (see above)</li> </ul>	▪ Milestones to be developed			
5. Evaluate the benefit of expanding our vehicle leasing program to include DSS and Health Department	▪ Have existing program in place with CPZ and FCM	▪ Decrease costs associated with employee travel	<ul style="list-style-type: none"> <li>▪ To be determined</li> <li>▪ Evaluation of the savings from pilot</li> <li>▪ Evaluation of potential savings from expansion</li> <li>▪ Implementation of program if appropriate</li> </ul>			
6. Expand Broadband to underserved communities	<ul style="list-style-type: none"> <li>• Secured Broadband Assessment and Plan in January of 2020</li> <li>• Allocated \$54,000 in 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Goals for 2021 to be determined by policy makers</li> <li>• What is the appropriate allocation of staff time through</li> </ul>	• To be determined by policy makers	<ul style="list-style-type: none"> <li>• Allocation of requisite funding</li> <li>• Allocation of requisite staff resources</li> </ul>		

	<ul style="list-style-type: none"> <li>budget for continued work</li> <li>Engaged providers with plan</li> <li>Engaged Greater Wausau Prosperity Partnership leadership</li> <li>Broadband taskforce formed and active</li> <li>Route to Recovery projects pursued (fiber expansion)</li> <li>Continued engagement with ISPs for purposes of PSC grants</li> </ul>	Administration and UW-Extension necessary?				
7. Examination of the merits of modifying our Land Records "Search by Name" functionality	<ul style="list-style-type: none"> <li>Current process allows for online self-service search-by-name functionality</li> <li>Executive Committee had discussed issue previously and provided guidance to former Administrator that led to functionality being offered</li> <li>Criminal Justice System stakeholders have reiterated their concerns of the process, requesting that this topic be revisited and placed on Administration Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>Decision made that considers the operational/financial implications of a non-name search with the public safety concerns previously expressed</li> </ul>	<ul style="list-style-type: none"> <li>To be determined based upon the workload within the Treasurer's Office (As of 11/1/2020, the office is has a backlog of approximately 30 FTE workdays relative to property description review. A short-term solution to address the issue has implemented; however, the long-term solution developed by Administration will require realignment of staff and staff training)</li> </ul>	<ul style="list-style-type: none"> <li>If the direction from the board is that Administration should change our process, the Board will need to approve the reallocation of any staff resources necessary to address the increased demand identified during the evaluation process.</li> </ul>		
8. Develop a sustainable strategy for funding Capital Improvements	<ul style="list-style-type: none"> <li>Implemented a revenue "set-aside" policy relative to rental income to fund upgrades within spaces leases to non-county entities (Department of Corrections, Special Education)</li> </ul>	<ul style="list-style-type: none"> <li>Standard budgeting practices that allow us to perform all necessary routine maintenance on building infrastructure and components</li> <li>Budget planning practices that forecast necessary technology system upgrades and/or replacements (ERP, law enforcement technology, emergency dispatch radio systems, land records, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Work to develop practices for implementation in the 2022 budget</li> </ul>	<ul style="list-style-type: none"> <li>Identification of staff capacity (see item A. below)</li> </ul>		
A. Develop a long-term plan for road and bridge capital maintenance and construction funding	<ul style="list-style-type: none"> <li>Workgroup formed to develop charter for 2050 Transportation System Capital Plan (Administration, Highway Dept, CPZ, NCWRP, Infrastructure Chair)</li> <li>Draft charter in progress</li> <li>Completing an audit of our last five years of General Transportation Aid (GTA) billing submission, aimed at ensuring we are maximizing</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of asset condition and long-term capital funding needs</li> <li>Identified funding strategies to aid in budget decision-making</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>	<ul style="list-style-type: none"> <li>Identification of staff capacity/resources</li> <li>Identification of appropriate funding to complete planning process</li> </ul>		



	GTA funding					
9. Pursue partnerships relative to implementing a Regional Forensic Science Center	<ul style="list-style-type: none"> <li>▪ 2019 – Task Force formed, initial financial projections relative to facility construction and operational costs completed</li> <li>▪ 2020 – Project is on-track. Business plan has been completed and circulated to potential partners, namely representatives of Aspirus and Marshfield Clinic Hospital systems, the Medical College of Wisconsin, and Portage County</li> <li>▪ Staff are hopeful that the strong relationships we have built with these partners will be helpful in moving the project forward.</li> <li>▪ Staff have had positive feedback from partners and have a follow up meeting in the near future.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete Business Plan to engage in meaningful discussions with potential operational and funding partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business Plan complete by July 1, 2020</li> <li>▪ Task Force recommendation to County Board on how to move forward by end of 2020.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
10. ERP Replacement Project – continue planning effort to replace financial system (Cayenta) with comprehensive financial, HR, learning management application (joint project with City of Wausau)	<ul style="list-style-type: none"> <li>▪ Secured the services of Berry Dunn to assist in the preparation of the RFP for the system replacement.</li> <li>▪ Project kick-off occurred the week of July 20.</li> <li>▪ In process of developing “current state” diagrams and understanding preferred, future state.</li> <li>▪ Project remains on target - RFP document is projected to be complete prior to year-end, with vendor selection and contract negotiation in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Replace outdated financial system</li> <li>▪ Obtain comprehensive solution that will replace separate, unintegrated system with comprehensive solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ RFP release – 11/2020</li> <li>▪ Responses due – 12/15/2020</li> <li>▪ Demos of qualified responses – 2/2021</li> <li>▪ Select vendor &amp; negot. contract – 3/2021 – 6/2021</li> <li>▪ Begin Implementation – 6/2021</li> <li>▪ Implementation timeframe – 18 -24 months</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appropriation of necessary funding for purchase</li> <li>▪ Allocation of funding for additional staff resources as necessary</li> </ul>		
A. Develop and Implement an Employee Learning Strategy, encompassing leadership, management, and other professional development components	<ul style="list-style-type: none"> <li>▪ OEPM has been assessing internal skill/capacity to deliver leadership training and has been researching learning management systems in preparation for ERP replacement.</li> <li>▪ Administration will be implementing a plan to integrate our OEP efforts into</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employee performance</li> <li>• Enhanced ability to attract talent</li> <li>• Increased employee retention</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined with implementation of ERP</li> <li>• Shifting of responsibility relative to OEP to HR Director to occur on April 1, 2021. Additional information on plan to be presented to HR, Finance &amp; Property in Q1 of 2021.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		

	<p>our Employee Resources Department, which will further enhance our opportunity to deliver employee learning and development while also saving tax levy.</p> <ul style="list-style-type: none"> <li>▪ Integrating</li> </ul>					
B. Fully Implement IDEAS Academy Program	<ul style="list-style-type: none"> <li>▪ OEPM has developed strong curriculum and delivered training to numerous staff, with</li> <li>▪ Due to our covid response efforts, including the significant increase in employees working remotely and other competing pandemic response priorities, progress relative to our “increased efficiency” target has been significantly reduced; however, we continue to increase the number of staff trained and are confident that we will reach our Awareness training target. Currently, 470 staff (70%) have attended Awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal efficiency gains</li> <li>• Revenue generation from external course offerings (2020 budget discussion)</li> <li>• Target - \$250,000 in increased efficiency per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver “Awareness” training to 75% of staff by January 2021</li> <li>▪ Develop mechanism for generating revenue from external course offerings by <del>June 1, 2020</del> (date will need to be re-calculated due to covid response and ERP replacement)</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding of new HR Director and realignment of OEP duties within ER Department</li> </ul>		
C. Realignment of resources within Administration and Employee Resources	<ul style="list-style-type: none"> <li>▪ Plan has been developed – see page 35 of budget message: OEPM → HR Director and Original OEPM position to Public Communications Specialist position</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
11. 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"> <li>• Improved cost recovery for services we provide</li> <li>• Increased consistency of cost recovery practices</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy to be developed in 2021 by budget analyst (see item A. above)</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of creation of budget analyst position in 2021 budget</li> </ul>		
12. Update Public Records Retention Policies and practices (including social media usage, develop training for staff, including elected officials)		<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>			
13. Evaluate Start Right Program	<ul style="list-style-type: none"> <li>▪ We made application to the UW Madison UniverCity 2020-2023 program in July. As part of the application we indicated a desire to undertake a review of the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved understanding of return on levy investment in prevention</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be determined</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of funding</li> </ul>		

	<p>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"> <li>▪ Health Officer Joan Theurer has developed a draft framework relative to the evaluation of the program. Should we be selected for the program, we will provide the framework to UW program staff.</li> <li>▪ The proposed 2021 budget provides \$40,000 funding for participation in the UniverCity Year program and county staff will have their initial orientation with program staff in coming weeks.</li> </ul>					
<p>14. Evidence Based Decision Making – chair the large group and provide staff coordination and leadership for initiatives</p> <ul style="list-style-type: none"> <li>- Pretrial Case Management &amp; Supervision</li> <li>- Evaluation of Court Mediation Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ County Administrator has maintained role as Chair of the EBDM large group. In response to covid, we have transitioned to virtual meetings. Progress on many of our initiatives has slowed as a result of covid. Similarly, the pandemic cut short our pretrial case management &amp; supervision data collection efforts.</li> <li>▪ Court mediation – Administration staff have convened several meetings with court staff, a representative of the judiciary, and Judicare staff to develop performance measures. As a result of the pandemic, evictions were put on hold and the mediation program was not operating. My initial inclination is that the county pursue a performance-based/outcome-based contract with judicare, as opposed to simply approving an allocation of funds through the budget.</li> </ul>					

15. Continued Annual Updates to 2018-2022 Strategic Plan	<ul style="list-style-type: none"> <li>Annual Update offered in 2020</li> </ul>	<ul style="list-style-type: none"> <li>Meaningful tracking of progress on Strategic Plan Objectives</li> <li>Community Engagement tool</li> </ul>	<ul style="list-style-type: none"> <li>Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022.</li> </ul>			
16. Complete needs assessment relative to county-wide Naloxone use policy	<ul style="list-style-type: none"> <li>No significant progress made due to prioritization of covid response and other projects.</li> <li>This project was a priority identified by the Board of Health and the Health &amp; Human Services Committee in 2019.</li> </ul>					
17. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> <li>Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel.</li> <li>No significant progress made due to prioritization of covid response and other projects.</li> </ul>	<ul style="list-style-type: none"> <li>The facility fills 16 beds out of its 20 bed capacity. 13 from other counties.</li> <li>The cost per child should be the same or less for Marathon County children as it is for children from other counties.</li> </ul>	<ul style="list-style-type: none"> <li>Prior to 2022 budget</li> </ul>			
18. Develop and Implement solution to Tax Deed and Property Description Backlogs						
19. Draft and Execute contracts with the City of Wausau for Emergency Response Hazmat services						
20. Draft and Execute contracts with the City of Wausau for Emergency Management Technician services						
21. UWSP Wausau – clarify longterm relationship / roles						
22. Implement Financial Services Assistance approach for small/mid-size departments						
23. Parks, Recreation, & Forestry Sustainability Plan						
24. Monitor Out of Home Care improvements within Social Services						