



MARATHON COUNTY EXECUTIVE COMMITTEE

AGENDA

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

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

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

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

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

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, Marathon County encourages Executive Committee members and the public to attend this meeting remotely. Instead of attendance in person, Committee members and the public may attend this meeting by **telephone conference**. If Committee members or members of the public cannot attend remotely, Marathon County requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees. Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number: 1-408-418-9388. Access Code: 146 159 7938** No other number is required to participate in the telephone conference

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

1. **Call Meeting to Order**
2. **Public Comment (15 Minutes)**
3. **Approval of the November 6, 2020, Executive Committee Meeting Minutes**
4. **Policy Issues Discussion and Committee Determination**
5. **Operational Functions Required by Statute, Ordinance, or Resolution**
6. **Educational Presentations/Outcome Monitoring Reports**
 - A. Update on Broadband Task Force
 - B. Update on County Board Task Force
 - C. Review of WCUTA Resolution
 - D. NCCAP Annual Reporting
 - E. Administrator's 2021 Work Plan
7. **Next Meeting Date & Time, Location, Future Agenda Items**
 - Committee members are asked to bring ideas for future discussion and educational presentations for the County Board.
 - Next Meeting: **Thursday, January 14, 2021, at 4:00 p.m.** in the Courthouse Assembly Room
8. **Announcements**
9. **Adjournment**

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

SIGNED /s/ Kurt Gibbs

Presiding Officer or Designee

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

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



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

Friday, November 6, 2020, 4:00 p.m.

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

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

Also Present: Lance Leonhard, Jason Hake, Scott Corbett, William Harris, Toshia Ranallo, Mary Palmer,
Web/Phone: Chuck Ghidorzi, Dave Eckmann, Peter Whencheck,

1. Call Meeting to Order

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

2. Public Comment: None

3. Approval of October 8, 2020, Executive Committee Meeting Minutes

MOTION BY ROBINSON; SECOND BY LANGENHAHN, TO APPROVE THE OCTOBER 8, 2020, EXECUTIVE COMMITTEE MEETINGS MINUTES. MOTION CARRIED.

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?

Discussion:

The City of Wausau Mall Renovation Project presentation was given by Greater Wausau Commerce President/CEO Dave Eckmann and Wausau Opportunity Zone Managing Director Chuck Ghidorzi. The video that was shared during the course of the meeting is accessible at the following link - <https://www.youtube.com/watch?v=vb78352nUCU>. Also shared were the following two documents "[Unlocking our Potential](#)" and the "[Financial Outlook](#)", which summarizes the costs to the mall staying open, as opposed to opportunities from the mall site becoming a new mixed-use development. A request was made and being considered to combine TID 7 and 12.

Follow through:

Administrator Leonard will forward to the committee the proposed letter of support, and the two documents shared during the presentation. The discussion was postponed until the next Executive Committee meeting.

B. **Possibly Apply for Community Development Block Grant-Coronavirus Funds (CDBG-CV)**

Discussion:

Supervisor Harris gave a presentation on a Community Development Block Grant-Coronavirus Funds (CDBG-CV). The Wisconsin Department of Administration (DOA) – Division of Energy, Housing and Community Resources (DEHCR) oversees this grant. This program is designed to help local governments and communities respond to and recover from the health and economic impacts of COVID-19. To be considered for CDBG-CV grant funding, the completed and signed *Intent to Apply* must be received via email no later than 4:00 PM on Friday, November 20, 2020.

Applications will be scored and ranked by a panel of reviewers based on scoring criteria, including *Delivery Strategy, Readiness to Implement, and Distress Factors*. DEHCR anticipates inviting final applications from the highest scoring applicants no later than December 18, 2020. Once final invitation decisions have been made, invitation to submit final application letters will be sent to local Governments. Unsuccessful local governments will be contacted and notified. Final applications are due to the DEHCR on February 26, 2021. If a community declines an award or there are other factors, additional funds may be awarded based on application rankings.

Action:

MOTION BY ROBINSON; SECONDED BY McEWEN TO POSTPONE THE DISCUSSION UNTIL THE NEXT EXECUTIVE MEETING SCHEDULED FOR 11/10/2020. MOTION CARRIED

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

Discussion:

Administrator Leonard gave a presentation on the [2020 Administration Work Plan and the Preliminary 2021 Administration Work Plan](#). He encouraged the committee members to review the 2021 Work Plan for any additional information needed. Chair Gibbs commended Administrator Leonard on all his hard work he put forth throughout this year.

B. Discussion on Opioid Litigation

1. **MOTION BY BUTTKE; SECONDED BY LANGENHAHN TO CONVENE IN CLOSED SESSION, 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.” A ROLL CALL VOTE WAS PERFORMED AND MOTION CARRIED.**

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	Excused
E J Stark	Y

2. Motion to return to Open Session (Roll Call Not Necessary)
MOTION BY McEWEN; SECOND BY BOOTZ TO RETURN TO OPEN SESSION. MOTION CARRIED.

3. Possible Announcements or Action Resulting from Closed Session
Chair Gibbs stated litigation is continuing.

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: Thursday, December 10, 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 ROBINSON TO ADJOURN THE MEETING.** Meeting adjourned at 6:33p.m.

Respectfully submitted by,
Mary Palmer and Toshia Ranallo



MARATHON COUNTY EXECUTIVE COMMITTEE MINUTES

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

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

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

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

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

1. Call Meeting to Order

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

2. Public Comment: None

3. Policy Issues Discussion and Committee Determination

A. Downtown Wausau Mall renovation project

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

Discussion:

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

Action:

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

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

Discussion:

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

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

processes.

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

Action:

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

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

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

5. Announcements: None

6. Adjournment

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

Respectfully submitted by,
Toshia Ranallo



RESOLUTION



RESOLUTION R11-2020-1364

A RESOLUTION IN SUPPORT OF STATE FUNDING FOR EQUITABLE RETURN OF UTILITY TAX COLLECTIONS TO COUNTIES AND MUNICIPALITIES AS UTILITY AID

WHEREAS, shared revenue utility aid payments help counties and municipalities pay for services provided to tax-exempt utility property, and

WHEREAS, These payments-in-lieu of taxes are also viewed as partial compensation for the air pollution, noise, traffic congestion, property maintenance, emergency services and land use limitations caused by the presence of utility property, and

WHEREAS, state has typically retained about eighty percent of utility tax collections for use as General Purpose Revenue (GPR), rather than return those dollars to counties and municipalities where the utilities are located.

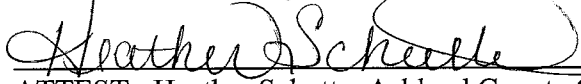
WHEREAS, in 2019-20, the state collected \$351.4 million in utility taxes, but only returned \$75.6 million to local governments as utility aid, and

WHEREAS, moreover, payments generated through the current utility aid formula have largely been stagnant, both as a percentage of tax collections and in the actual dollars distributed to counties and municipalities. Stagnant or declining aid results in a burdensome shift in taxes to owners of the remaining taxable property.

THEREFORE BE IT RESOLVED, that the Ashland County Board of Supervisors hereby encourages the Governor's 2021-2023 budget to include a provision in your 2021-23 budget plan to provide for a fairer, more equitable return of utility tax collections to counties and municipalities as utility aid with an inflationary increase built into the utility aid formula.

Signed at the City of Ashland, Wisconsin on this 10th day of November, 2020.


Richard Pufall, County Board Chair


ATTEST: Heather Schutte, Ashland County Clerk

PASSED

FAILED

1. North Central Community Action Program (NCCAP) will partner with North Central Health Care Community Treatment to provide services for clients of Community Treatment within Marathon County. Specifically, NCCAP will provide housing-related services, including rental subsidies, as part of treatment plans developed for clients of Community Treatment. Clients who may receive housing related services include members of households with low-income, members of households where cognitive and mental health issues are present and members of households where AODA issues are present. NCCAP will coordinate appointments with Community Treatment case workers to meet needs for Community Treatment clients including employment, housing, transportation, and other identified needs.

NCHCC has provided a referral bank of clients that have barriers to obtaining housing and also staying housed. Referrals in person and by phone have been provided within the Youth and Adult Treatment programs and have been facilitated with Community Treatment Case Workers and are often attended by case workers with the clients to offer comprehensive services. NCCAP has assisted a total of 14 households with a total of 1,960 housing days. Services ranged from advocating on behalf of the clients to find safe affordable housing, providing rent assistance, referrals to the Housing Authority, Catholic Charities, Salvation Army & St. Vincent De Paul in addition to providing transportation when needed.

2. NCCAP will partner with North Central Health Care Crisis and MMT departments to provide services to clients utilizing Crisis and MMT programming. Specifically, NCCAP will help to transition clients who are utilizing Crisis and MMT programming into crucial services to maintain sobriety and housing stability. NCCAP will work to link clients with specific supports services while those clients receive AODA or mental health treatment.

15 individuals were served for a total of 570 housing days who received treatment in Crisis or on the MMT unit where they were temporarily housed in the CBRF. These persons needing rental assistance upon transitioning out of treatment services. Releases of information were completed so NCCAP could communicate with staff and the individuals seeking services to accomplish goals. A necessary element to their treatment plan was providing a safe and stable place to return to after treatment.

3. NCCAP will partner with the Marathon County Department of Social Services to provide services to Community Response social workers. Specifically, NCCAP will provide services for recipients of Community Response services who are struggling with homelessness, access to child care, behavioral issues, or addiction issues.

Five households were placed in housing in partnering with the Community Response social workers. Additional referrals and advocating on behalf of the client were provided by NCCAP case managers. A total of 1,280 housing days were provided.

4. NCCAP will partner with the Marathon County Jail and Probation and Parole to provide housing and case management services to individuals being released from incarceration.

20 Individuals served via way of P&P and released from Marathon County jail. A total of 600 housing days were provided.

At this time, the households NCCAP assisted this year have not returned to homelessness.

5. NCCAP case management staff will provide services and skills training to COUNTY partners and service recipients.

Through the North Central Continuum of Care (chaired by NCCAP), quarterly trainings are offered as well as additional trainings offered through the Continuum of Care's partners and through WISCAP, as well as information sharing occurring on a weekly basis by members of the coalition'. Trainings this year were on 'Racial Disparity', 'Identifying and Combating Elder Abuse', 'Accessing Justice: The Rights of Farmworkers and Dairy workers in Wisconsin' and the Poverty Matters Conference held in a series of on demand webinars.

For Clients, examples include; the implementation of the requirement of a Rent Smart class through the UW-Extension (when financial assistance is provided) where clients can complete a series of courses to earn a certificate on topics such as planning for and meeting monthly expenses (classes held via Zoom), tips for finding and maintaining affordable housing, how to complete an application and why landlords screen applicants, strategies for building positive relationships with landlords and neighbors, responsibilities and rights of landlords and tenants, etc.

Diane Sennholz
Executive Director
North Central Community Action Program, INC

11-23-2020



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

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

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

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

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

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

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

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

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

Mediation Program	<p>case management & supervision data collection efforts.</p> <ul style="list-style-type: none"> ▪ 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. 					
14. Continued Annual Updates to 2018-2022 Strategic Plan	<ul style="list-style-type: none"> ▪ Annual Update offered in 2020 	<ul style="list-style-type: none"> ▪ Meaningful tracking of progress on Strategic Plan Objectives ▪ Community Engagement tool 	<ul style="list-style-type: none"> ▪ Time frame to be determined by Policy Makers – staff suggestion is to deliver document at the end of 2021/early 2022 to essentially assist the board in developing its next 5 year strategic plan, which would be adopted prior to the end of calendar year 2022. 			
15. Complete needs assessment relative to county-wide Naloxone use policy	<ul style="list-style-type: none"> ▪ No significant progress made due to prioritization of covid response and other projects. ▪ This project was a priority identified by the Board of Health and the Health & Human Services Committee in 2019. 	<ul style="list-style-type: none"> ▪ Report to Executive Committee explaining the current need for such a policy, the potential benefit of such a policy, the staff resources needed to implement such a policy, and a recommendation of how to move forward. 	<ul style="list-style-type: none"> ▪ Report completed by July 1, 2021 			
16. Evaluate Revenues at the Juvenile Detention Facility	<ul style="list-style-type: none"> ▪ Ordinance revisions made effective on 1/1/2020 to raise revenues in attempt to fund new dispatch channel. ▪ No significant progress made due to prioritization of covid response and other projects. 	<ul style="list-style-type: none"> ▪ The facility fills 16 beds out of its 20 bed capacity. 13 from other counties. ▪ The cost per child should be the same or less for Marathon County children as it is for children from other counties. 	<ul style="list-style-type: none"> ▪ Prior to 2022 budget 			
17. Develop and Implement solution to Tax Deed and Property Description Backlogs	<ul style="list-style-type: none"> ▪ Position identified within Corporation Counsel's Office to take on this work. ▪ Met with staff member to explain plan. ▪ Training plan 	<ul style="list-style-type: none"> ▪ Improved alignment of staff to work priorities, reduction in property description backlog in Treasurer's Office ▪ Improved processing of tax deed properties in the Treasurer's and County Clerk's Office 	<ul style="list-style-type: none"> ▪ Begin training new staff member on property description in December/January ▪ Begin training new staff on tax deed process, March/April of 2021 			

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

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

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