



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA

Date & Time of Meeting: **Thursday, March 9, 2023 at 3:00pm**

Meeting Location: **Wausau Board Room, North Central Health Care, 1100 Lakeview Drive, Wausau**

Committee Members: Kurt Gibbs, Chair; Craig McEwen, Vice-Chair; Matt Bootz, Michelle Van Krey, John Robinson, Rick Seefeldt, Jacob Langenhahn, Chris Dickinson, Member At-Large; Jean Maszk, Member At-Large

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)

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.

Persons wishing to attend the meeting by phone may call into the **telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:**

Phone#: 1-408-418-9388 Access Code: 146 235 4571

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

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

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment (15 Minutes)** (Any person who wishes to address the committee during the "Public Comment" portion of the meetings, must provide his or her name, address, and the topic he or she wishes to present to the Marathon County Clerk, or chair of the committee, no later the five minutes before the start of the meeting. All comments must be germane to the jurisdiction of the committee.)
4. **Approval of the February 9, 2023, Executive Committee Meeting Minutes**
5. **Policy Issues Discussion and Potential Committee Determination**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
 - A. Discussion and Possible Action by EXEC
 - B. Discussion and Possible Action by EXEC to Forward to the County Board for Consideration
 1. 2024 Budget Timeline
 2. Creation of Energy Task Force Charter
 3. Update to Strategic Plan
7. **Educational Presentations and Committee Discussion**
 - A. Committee Agenda Process
 - B. Impacts of the Governor's Budget on Marathon County to be Shared with Legislators
[Microsoft Word - 2023-2025 WCA Initial Budget Summary.docx \(constantcontact.com\)](#)
 - C. Follow-up on the County Board presentations on workforce shortage, childcare, and housing. How do we determine what role, if any, the county will take in addressing these issues, both internally and externally?
8. **Next Meeting Date & Time, Announcements and Future Agenda Items**
 - A. Committee members are asked to bring ideas for future discussion.
 - B. Next meeting: Thursday, April 13, 2023 at 3:00pm
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 261.1500 or email countyclerk@co.marathon.wi.us one business day before the meeting.

Following the adjournment of this meeting, a quorum of members of the Executive Committee may be present within county-owned facilities at the Lake View Drive campus for a tour of facilities. Committee members will be present; however, no action will be taken by the committee during this tour. This notice is provided in accordance with State ex rel. Badke v. Greendale Village Bd., 173 Wis.2d 553, 494 N.W.2d 408 (1993).

SIGNED _____ s/s Kurt Gibbs
Presiding Officer or Designee

EMAILED TO: Wausau Daily Herald, City Pages, and other Media Groups

EMAILED BY: _____

DATE & TIME: _____

NOTICE POSTED AT THE COURTHOUSE

BY: _____

DATE & TIME: _____



MARATHON COUNTY EXECUTIVE COMMITTEE AGENDA WITH MINUTES

Date & Time of Meeting: **Thursday, February 16, 2023 at 3:00pm**

Meeting Location: **Courthouse Assembly Room, Courthouse, 500 Forest Street, Wausau WI 54403**

Kurt Gibbs	Present
Craig McEwen	Present
Matt Bootz	Absent
Chris Dickinson	Present
Jacob Langenhahn	Present
Jean Maszk	WebEx
John Robinson	Present
Rick Seefeldt	Present
Michelle Van Krey	WebEx

Staff Present: Michael Puerner, Kim Trueblood, Chris Holman, Gary Olson, Jason Hake

Others Present: Supervisor Morache, Supervisor Baker.

1. **Call Meeting to Order**
2. **Pledge of Allegiance**
3. **Public Comment** – None.
4. **Approval of the January 12, 2023, Executive Committee Meeting Minutes** – Motion by Robinson, Second by Langenhahn to approve the minutes. Motion carried on a voice vote unanimously.
5. **Policy Issues Discussion and Potential Committee Determination**
6. **Operational Functions Required by Statute, Ordinance, Resolution, or Policy**
 - A. Discussion and Possible Action by EXEC
 1. Discussion of Strategic Plan Updates from the Standing Committees and Possible Recommendations to the Board.
 - HHS Chair Van Krey stated that there were no updates to the packet info. Questions were asked and answered relative to discussion of opioid settlement funds.
 - PUBS Vice Chair Maszk stated that there were no updates to the packet info. Questions were asked and answered relative to discussion of opioid settlement funds.
 - INFR Chair McEwen stated that there were no changes made to updates in the packet info or since the last discussion at EXEC.
 - EEED Chair Seefeldt stated that they have not had a meeting since the last discussion at EXEC due to the fact that they did not have a quorum for the February meeting. He would feel more comfortable having the opportunity to have a committee discussion. EEED updates referred back to the committee. Supervisor Robinson also requested that Supervisor Xiong’s requests regarding the Greater Wausau Prosperity Partnership be discussed as well. Questions were asked and answered.
 - Chair Gibbs stated that EEED will have their discussion and EXEC will take this up again at the March meeting.
 2. Discussion of Possible Uses of Opioid Settlement Funds – Administrator Leonhard gave an overview of this topic. He has had requests from some department heads to address it. That prompted him to reach out to other counties and that preliminary info is in the packet. The CJCC, with the assistance of the health department, is willing to take the lead regarding how to allocate those funds, although the ultimate responsibility rests with the board. Discussion was had and questions were asked and answered. The consensus was that the CJCC is a good place to start, provided there is transparency and as few delays as possible. Since this is not currently in the work plan, there will need to be some re-allocation of resources to get suggestions and recommendations in place in time for the 2024 budget process. Supervisor Dickinson requested that the Administrator’s Work Plan be brought up at the February 21 board meeting and be amended accordingly.
 3. NCHC Debt Service Repayment – Administrator Leonhard stated this was part of the 2023 budget. Gary Olson, the Executive Director of NCHC, and Jason Hake, Director of Administration and Finance, gave an update on the debt repayment agreement. The revised schedule does not require board or committee

approval, this is for informational purposes only. Schedule is in the packet. Discussion was had and questions were asked and answered.

B. Discussion and Possible Action by EXEC to Forward to County Board for Consideration

1. Discussion of Potential Rule Revision – Rule 15d – “Upon written or emailed request of three Supervisor members of a Standing Committee, the Standing Committee Chair will add an item to the agenda of the next Standing Committee meeting that occurs not sooner than 7 calendar days from the date of the request.”

Supervisor Baker explained the rationale for the request. Discussion was had and questions were asked and answered.

Motion by Dickinson to approve the rule change and forward to the full board. Motion fails for lack of a second.

Motion by Robinson, Second by Langenhahn to refer this item to Rules Review Committee once they are formed.

2. BEAD Local Planning Grants – Supervisor Robinson introduced this topic. The grant funds are related to broadband expansion. Discussion was had and questions were asked and answered.

Motion by Langenhahn, Second by Robinson to approve the resolution and forward to the full board. Motion carried on a voice vote unanimously.

3. Energy Task Force Charter – Deputy Administrator Chris Holman presented the request for the task force. Discussion was had and questions were asked and answered.

Motion by Langenhahn, Second by McEwen to refer the charter back to HRFC for them to revise it based on the discussions at EXEC today. Motion carried on a voice vote unanimously.

7. **Educational Presentations and Committee Discussion**

8. **Next Meeting Date & Time, Announcements and Future Agenda Items**

A. Committee members are asked to bring ideas for future discussion. Supervisor Robinson requested a high-level overview of the budget.

B. Next meeting: Thursday, March 9, 2023 at 3:00pm

9. **Adjournment** – Motion by Dickinson, Second by Langenhahn to adjourn. Motion carried on a voice vote unanimously. Meeting adjourned at 5:10 p.m.

Minutes prepared by Kim Trueblood, County Clerk

Marathon County 2024 Budget Process Timeline	
CIP BUDGET PROCESS	
Capital Project Requests for 2024 and Requested changes to existing five-year CIP due to Deputy County Administrator (DCA) of Internal Services and Public Works	by May 1
Recommendation from DCA and CIP review team to County Administrator	by May 29
Administrator reports to HR Finance & Property Committee on the requests and provides initial perspective on organizational needs and receives feedback (Report provided to County Board by HRFC Chair and staff)	June
County Administrator conducts final review with DCA and Makes Final Recommendation	July
Resolution Approving 2024 CIP Projects and Board receives five-year capital plan (presentation to Board on August 17)	August 22
OPERATING BUDGET PROCESS	
<p>COTW - Budget Summit led by HR Finance & Property Committee Chair, Board Chair, County Administration:</p> <ul style="list-style-type: none"> - Budget 101 - Mandatory / Discretionary Program Overview - Funding sources – levy, state aids, revenues (contracts, user fees) - Overview of Budget Priorities - Overview of Current Budget Assumptions - Review of Committee jurisdiction for program modification recommendation 	April
Standing Committees consider program modification recommendations at respective committee meetings	May
HR Finance & Property Committee Recommends Budget Priorities	May
County Board Considers and Adopts Budget Priorities	May
Administration shares budget priorities and program modifications with Department Heads	June
New Position Request due to HR Director	by June 1
HR Finance & Property Committee Recommends Budget Assumptions for inclusion in Department Budgets	July
County Board Adopts Budget Assumptions for inclusion in Department Budgets	July 18
Budget Assumptions built into payroll for development of draft Departmental Operating Budgets	August

<p>Department Draft Budgets Distributed to Department Heads</p> <p>Department Heads Initial Budget Requests entered in system</p> <p>County Administrator/Finance Director Reviews Department Budgets with Department Heads</p> <p>County Administrator develops 2024 Budget</p>	<p>August / September</p>
<p>County Administrator Presents Preliminary Budget to HR Finance & Property Committee and County Board of Supervisors (single meeting); HRFC accepts budget</p>	<p>September 26 (County Board voting meeting)</p>
<p>Amendments to proposed 2024 Budget are due from supervisors for consideration by HR Finance & Property Committee prior to publication</p>	<p>Friday, October 6</p>
<p>Final Review & Recommendation of Budget by HRFC (morning of 10.16 deadline)</p> <p>Publication Notice to Newspapers</p> <p>COTW Budget Presentation highlighting changes to budget</p>	<p>October (Oct. 11 is HRFC)</p>
<p>Public Hearing on the Budget</p>	<p>November 2</p>
<p>Deadline for Amendments from County Board supervisors based on public hearing feedback</p>	<p>November 6</p>
<p>HR Finance & Property Committee to review proposed budget amendments received after Public Hearing</p>	<p>November 8</p>
<p>County Board Adoption of Budget</p>	<p>November 9</p>

Decision Matrix for Operating Budget Priorities

Capital Reserves	1	1 – Do Not Utilize Capital Reserves in budget building process for operations
	2	2 or lower – Use Capital Reserve as necessary for operating expenses to maintain or expand service levels (artificially, enhancing revenues)
Employee Compensation	1	1 – Pay for Performance allocation and COLA adjustment to pay scale
	2	2 – Significant Pay for Performance allocation (3.01% or above)
	3	3 – Minimal to Moderate Pay for Performance allocation (less than 3.0%)
	4	4 or lower – No increase
Health Insurance	1	1 – Status Quo Health Insurance Plan
	2	2 – Modify benefits to reduce costs and/or increase employee premiums to offset increase
	3	3 or lower – Modify benefits or increase employee premiums to minimize fiscal impact
Position Expansion or Contraction	1	1 – Fund all new position requests deemed necessary by County Administration
	2	2 – Prioritize new positions based on County wide needs and other priorities (3+ new positions estimated)
	3	3 – Prioritize new positions based on County wide needs and other priorities (maybe 1-2 new positions estimated)
	4	4 – No new positions
	5	5 – Target reductions in staffing based on guidance from County Board relative to service-level reductions
Operating Expenses	1	1 – Fund all operating expense request
	2	2 or lower – Prioritize necessities, needs and wants



County Board Establishes Priority Order of Categories



County Administrator Applies Priority Order Decision Matrix to Create Budget

ORDINANCE #O-__-23

CREATION OF MARATHON COUNTY ENERGY TASK FORCE

WHEREAS, Section 2.01(12)(e) of the Marathon County General Code of Ordinances allows the Marathon County Board of Supervisors to create task forces at the request of standing committees. Task forces are defined as workgroups appointed to address specific issues within a specific period of time and are formally constituted subgroups of the Marathon County Board of Supervisors; and

WHEREAS, within Marathon County’s Strategic Plan, the Marathon County Board of Supervisors has identified as an objective in Marathon County to “[p]romote cost-effective public services” and as an objective in Marathon County to “[p]romote sound land use decisions that conserve and preserve natural resources in decisions with economic development and growth;” and

WHEREAS, within Marathon County’s Comprehensive Plan, the Marathon County Board of Supervisors has identified as a utilities goal to “promote energy conservation and the increased use of renewable energy” and has further identified as a goal the adoption of “innovative policies and practices for energy efficiency and sustainable building design”; and

WHEREAS, Marathon County’s energy costs have gone up considerably, creating a need to mitigate those costs for county taxpayers and to make annual budgeting for energy costs more predictable; and

WHEREAS, the Human Resources, Finance and Property Committee has continued to explore the issues that energy costs have had on the Marathon County budget and has sought to develop data to address this issue. Significant inflation of energy costs attributed to the authorization of \$404,200 from the County’s American Rescue Plan Act allocation within the Marathon County 2023 Annual Budget to offset operational increases driven by the rapid and significant rise in utility costs, most notably a two-year 118.18% increase in natural gas prices which will continue to cause inflationary challenges in future annual budgets; and

WHEREAS, establishing an energy policy or policies applicable to county-owned facilities, processes, and departments to maximize efficiencies and capitalize on state and federal energy incentives would assist Marathon County in its goal of being the healthiest, safest, and most prosperous county in the State of Wisconsin; and

WHEREAS, on August 23, 2022, the Human Resources, Finance and Property Committee included in their 2022-2023 Committee Work Plan a project to “Determine committee role in developing policies aimed at the County becoming more environmentally and fiscally sustainable” and subsequent discussion determined that the creation of a task force was the best role of the committee to carry out the stated project, which resulted in the introduction of the Energy Task Force Charter to the committee at the January 24, 2023 Human Resources, Finance and Property Committee meeting; and

WHEREAS, on March 8, 2023, the Human Resources, Finance and Property Committee forwarded to the Executive Committee for its review a proposed charter for an Energy Task Force. Pursuant to the proposed charter, the Energy Task Force would obtain baseline data relative to county energy use and would research, coordinate, and provide recommendations for policy and operational changes to the Marathon County Board relative to the County’s energy usage, areas of opportunity for the mitigation of increasing utility costs, suggested changes to energy usage policy applicable to County-owned facilities, and suggested partners for support and/or potential funding sources to assist in coordinating these efforts; and

WHEREAS, on March 9, 2023, the Executive Committee recommended creation of an Energy Task Force and approval of the attached task force charter, along with the attached amendment to Section 2.05 of the Marathon County General Code incorporating the duties, purpose, and membership of the task force into the Marathon County Code; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Marathon does hereby ordain as follows:

1. To create an Energy Task Force as a formally constituted subunit of the Marathon County Board of Supervisors;

2. To amend Section 2.05 of the Marathon County General Code by creating a new subsection (14) as outlined in the attached document.

BE IT FURTHER RESOLVED that this ordinance shall take effect upon passage and publication as required by law.

Dated the 21st day of March, 2023.

HUMAN RESOURCES, FINANCE AND PROPERTY COMMITTEE

EXECUTIVE COMMITTEE

Fiscal Impact: None. The task force creation and code amendment have no fiscal impact.

NEWLY CREATED SECTION 2.05(14) – MARATHON COUNTY GENERAL CODE

2.05(14) *Energy Task Force.*

- (a) *Reporting Relationship:* Human Resources, Finance and Property Committee.
- (b) *Mission/purpose:* Create recommendations relative to an energy policy or policies to guide energy use decisions for county-owned facilities, processes, and departments, focused on creating a more independent energy portfolio for Marathon County facilities and operations that is more affordable, reliable, resilient and sustainable. The overall goal for energy use would be to respond to opportunities and challenges to maximize efficiencies and capitalize on state and federal energy incentives to assist the county in reducing long-term energy costs at county-owned facilities.
- (c) *Statutory Responsibilities:* None.
- (d) *Membership:* 7 members, including the following:
 - 1. Five members of the County Board of Supervisors from any of the following committees:
 - a. Human Resources, Finance and Property Committee
 - b. Environmental Resources Committee
 - c. Infrastructure Committee
 - d. Extension, Education & Economic Development Committee
 - e. Solid Waste Management Board
 - f. Parks Commission
 - g. Forestry and Recreation Committee
 - 2. 2 citizen members
- (e) *Member terms:* Concurrent with terms of the County Board.
- (f) *Duties and Responsibilities:* To research, coordinate, and provide recommendations and options for policy changes to achieve goals set for and established by the task force, including:
 - 1. Maintain baseline data regarding the county's current energy use in county-owned facilities and for county operations and departments.
 - 2. Identify areas of opportunity for the mitigation of increasing county utility costs, energy usage, conservation strategies, alternative/renewable energy development, and overall management and resiliency.
 - 3. Identify the costs of implementation and benefits of suggested changes with best return on investment and/or shortest payback period.
 - 4. Identify partners of support and potential funding sources (e.g., state grants, recent federal legislation, bonding authority, etc.) for recommended process changes or improvements.
 - 5. Create a final report to be considered for adoption by the County Board of Supervisors relative to guiding future County energy policy.
- (g) *Timeline and Expectations:*
 - 1. By June 30, 2023, define goals, gather baseline data, and create a plan for engaging appropriate stakeholders.

2. By August 31, 2023, reach out to logical stakeholders and begin focused meetings based on defined goals.
3. By October 31, 2023, report to Human Resources, Finance and Property Committee relative to possible capital improvement projects and funding sources to coincide with 2024 budget process.
4. By March 31, 2024, incorporate input from committees into a final report and recommendations to be forwarded to the County Board for consideration and possible adoption.
5. Report to County Board and relevant committees as needed.
6. The task force shall operate from the time its membership is confirmed by the Board of Supervisors to April 1, 2024.

2022-23 Updates to Strategic Plan (MASTER)

Health & Human Services Committee Suggested Modifications to the 2018-2022 Strategic Plan

3.3 ENSURE THAT EVERY ~~CHILD~~ PERSON MAKES IT TO ADULTHOOD WITH HEALTH, STABILITY, AND GROWTH OPPORTUNITIES.

- A) ~~Develop a plan to reduce childhood trauma.~~ Provide resources to reduce childhood trauma.
- B) Create a trauma informed care system.
- ~~C) Develop a comprehensive risk-based assessment to address juvenile offenders to reduce the likelihood of recidivism.~~
- D) Develop a framework for building resilient children and providing parent resources.
- ~~E) The County Board will approve a plan that creates a trauma informed response system for services we provide.~~
- F) Develop a plan to address how to support persons of all ages with disabilities and the changing demographics of persons with disabilities.
- G) Continue work towards reducing truancy.
- H) Develop policies that support affordable, high-quality childcare.

Outcome Measures

- 1) By December 31, 202~~2~~4, there will be an increase in graduation rates ~~from 92%~~ to 953% or above in Marathon County.
- 2) By December 31, 202~~2~~4, out of home care placement days will decrease with an emphasis on reducing the most restrictive and expensive placement types in favor of more family-like placement settings. ~~the number of out-of-home care days experienced by children in Marathon County.~~
- ~~3) By December 31, 2019, at least one practice change will be implemented that is aimed at decreasing the number of young adults (age 17-21) in Marathon County Jail who were the subject of a court order for services as a child.~~
- 4) By December 31, 2024, the capacity to deliver affordable, high-quality childcare to children in Marathon County will increase.

3.7 ENSURE THAT EVERY PERSON HAS LOCAL ACCESS TO EFFECTIVE MENTAL HEALTH TREATMENT. PRIORITY

- A) Develop a continuum of services within a therapeutic community.
- B) Attract and retain qualified treatment providers and behavioral educators.
- C) Develop more mechanisms to ensure access to treatment across the County.
- D) Develop a more comprehensive approach to crisis prevention and serving people (adults and children in crisis).
- E) Develop comprehensive mental health treatment options for criminal justice populations and others with criminogenic treatment needs.
- F) Conduct a community needs assessment and create a plan to address identified gaps in service.

Outcome Measures

- 1) By December 31, 202~~2~~4 the number of Chapter 51.15 Emergency Detentions in Marathon County will decrease.
- 2) By December 31, 202~~2~~4 the percentage of Life Report community survey respondents who reported not seeing a mental health provider when needed will be less than 15% 20% and barriers to mental health care will be reduced.
- ~~3) By December 31, 2022, the percentage of high school students in Marathon County who felt so sad or hopeless every day for two or more weeks in a row that they stopped doing usual activities during the 12 months before the survey will be less than 20%.~~
- 4) By 2024, the annual number of deaths by suicide will decrease (baseline 2021 – 21 suicides)

Public Safety Committee Suggested Modifications to the 2018-2022 Strategic Plan

7.1 PROVIDE COST-EFFECTIVE AND HIGH-QUALITY PUBLIC SAFETY SERVICES

- A) Continue to consider the potential to consolidate emergency service agencies
- Continue this strategy as drafted
 - Committee supports securing a consultant to conduct an evaluation relative to EMS delivery models to improve the timeliness of EMS delivery in Marathon County.
- B) Respond to maltreatment allegations and provide protective services for vulnerable populations.
- Committee recommends elimination of this specific strategy, as it is non-strategic, and these activities are mandated by law and largely guided by state and professional policy.

NEW Strategy B

- Reduce recidivism by creating a mechanism to respond to “high-utilizers” of our justice, mental health, and social service systems.
- C) Report every 2 years on the response time with advice for municipalities (ex: consolidation, realignment, or targeted education)
- Continue this strategy as drafted

ADD D, E, F Below:

- D) ~~County Board adopt, maintain, and fund employee class compensation plans and government policies that prioritize the retention and recruitment of the high-quality, skilled workforce needed to deliver government services. (Recommendation to add this to Objective 12.3 as well)~~ **Recommendation from Executive Committee to not duplicate this within the plan and have it in 12.3.**
- E) Seek out funding partners to develop and implement the proposed Marathon County Forensic Science Center. **(Recommendation to add this to Objective 12.3 as well) Recommendation from Executive Committee to not duplicate this within the plan in 12.3, but to keep it here.**
- F) Public Safety Committee will consider the reported feedback from municipal leaders (elected or appointed) on safety concerns on county highway and multimodal transportation systems following quarterly safety meetings. **(Similar provision in Objective 10.12 outcome measures)**

Outcome Measures

- 1) By December 31, 2024, emergency response times for public safety (law enforcement, fire, and emergency medical services) will decrease.
- 2) By December 31, 2023, the Public Safety Committee will issue a whitepaper for consideration by the Marathon County Board of Supervisor that identifies strategies to address the shortage of state public defenders and attorneys accepting public defender appointments in Marathon County.

Health & Human Services Committee Suggested Modifications to the 2018-2022 Strategic Plan

7.2 MITIGATE THE IMPACTS OF ~~HEROIN AND METHAMPHETAMINE EPIDEMICS~~ DRUG AND ALCOHOL ABUSE IN MARATHON COUNTY THROUGH EVIDENCE-BASED PRACTICES.

- A) ~~Develop a comprehensive approach to address use of heroin and meth.~~
- B) ~~Complete an inventory of programs, services, and community initiatives in relationship to best practices led or supported by Marathon County Government that contribute to mitigating and preventing drug misuse and abuse.~~
- C) ~~Identify gaps in programs/services and community initiatives and opportunities for public/private partnership to further efforts to mitigate and prevent drug misuse and abuse.~~
- D) Identify and advance public policy **and programs** that would support the mitigation and prevention of drug and **alcohol** misuse and abuse among residents of Marathon County
- E) Identify and track data points to measure the impact of drug **and alcohol** misuse and abuse among residents of Marathon County.
- F) **Develop a comprehensive approach to address use of drugs and alcohol in the children and young adults of Marathon County.**

Outcome Measures

- 1) By December 31, 202~~2~~4 an outcome measure will be established to measure the quality of life for all people in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.
- 2) By December 31, 202~~2~~4, 3% or less of high school students in Marathon County will report having taken prescription drugs without a doctor's prescription one of more times in the past 30 days.
- 3) By December 31, 202~~2~~4, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

Infrastructure Committee Suggested Modifications to the 2018-2022 Strategic Plan

8.7 STRIVE TO PROVIDE AFFORDABLE, RELIABLE, HIGH-SPEED INTERNET ACCESS THROUGHOUT THE COUNTY

- A) Mark as complete, and modify to add a new strategy
- Support the Broadband Task Force in executing continued comprehensive approach to delivering county-wide high-speed internet access, including fiber, copper, powerline, cellular, Wi-Fi, new radio frequencies, satellite, and other emerging technologies, with a particular focus on addressing underserved areas.
- B) strike the last two words of the strategy (otherwise leave as is).
- Promote partnerships between carriers/providers and government
- C) No Change Suggested
- Develop financial incentives to encourage carriers/providers to commit to helping accomplish this objective in Marathon County
- D) No Change Suggested
- Establish a dig-once policy for county roadway reconstruction and bridge projects that engages providers in a discussion about whether to include conduit for fiber.
- E) Modify to provide as follows:
- Assist Marathon County citizens by providing information regarding available carriers within their general areas of the county.

Outcome Measures

Deem the outcome measure complete as currently drafted.

Add the following two measures:

- 1) By December 31, 2024, develop an improved data inventory relative to internet service speeds available through the county.
- 2) By December 31, 2023, ensure 85% of households have access to high-speed internet (50 MBPS/10 MBPS)

EEEDC and HRFC Suggested Modifications to the 2018-2022 Strategic Plan

10.6 ENSURE THE FUTURE AVAILABILITY OF A SKILLED AND FLEXIBLE WORKFORCE PREPARED TO MEET THE NEEDS OF BOTH EXISTING AND EMERGING INDUSTRIES AND TECHNOLOGIES

- A) Work with the North Central Wisconsin Workforce Development Board, (NCWWDB) to ensure a well-trained workforce.
- B) Seek out additional opportunities to partner with local education providers (secondary and post-secondary).

ADD C, D

- C) Develop policies that support affordable, high quality child care to enhance workforce availability.
- D) Develop policies that promote a variety of safe and affordable housing options to enhance workforce availability. (Question from Executive Committee member for the EEED Committee: should the word "safe" be included in the strategy?)
- E) Embrace the Hmong population and explore linkage to St. Paul, MN. (HR, Finance & Property – 1.11.2023 (from Greater Wausau Region Chamber of Commerce))

- F) Target remote workers as a segment of the workforce for relocation to the Wausau region. (HR, Finance & Property – 1.11.2023 (from Greater Wausau Region Chamber of Commerce))

Outcome Measures

- 1) By December 31, 2024, the number and percentage of self-sufficient households in Marathon County will increase or remain the same.
- 2) By December 31, 2024, the number of unfilled job openings within Marathon County will be reduced.

Add the following two measures:

- 3) By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, prepare recommendations for Marathon County Government's role in providing supporting affordable high-quality childcare.
- 4) By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, prepare recommendations for Marathon County Government's role in providing supporting safe and affordable housing options. (Revised at EEEDC meeting 3.2.2023, based on Executive Committee feedback from 1.12.2023)

Recommended Updates to EEED Strategic Plan Objective 10.8 (Approved by EEED on 10/6/22)

10.8 ENCOURAGE DEVELOPMENT AND REDEVELOPMENT OF KEY EMPLOYMENT CENTERS IN AREAS THAT POSSESS STRONG MARKET POTENTIAL, PROVIDE GOOD TRANSPORTATION ACCESS FOR WORKERS, AND PROMOTE THE EFFICIENT MOVEMENT OF GOODS.

Request from Executive Committee for EEEDC to consider whether Strategy C and Outcome #3 are appropriate

- A) Support efforts to engage the public and private sectors to provide leadership for county economic development efforts:
- B) Engage local municipalities on how county infrastructure development can contribute to business and industrial park growth.
- C) Support efforts to develop a Kowalski road I39 interchange to enhance job creation and accelerate housing development. by Cities and Villages throughout Marathon County to develop good transportation access which is intended to enhance job creation and accelerate housing development. (Revised at EEEDC meeting 3.2.2023, based on Executive Committee feedback from 1.12.2023)

Outcome Measures

- 1) Maintain a 5-8 year inventory of developable land within the municipal business and industrial parks.
- 2) By December 31, 2024, the number of private sector full-time and part-time employee positions in Marathon County will increase or be maintained.
- 3) By December 31, 2024, complete an Interchange Justification Report for the proposed Kowalski Road I39 Interchange. By August 1, 2023, survey City and Village leaders throughout Marathon County and identify 3 to 5 transportation project proposals with the potential for a high impact on job creation and housing development for possible future county support. (Revised at EEEDC meeting 3.2.2023, based on Executive Committee feedback from 1.12.2023)

10.10 Create an innovative atmosphere to foster an entrepreneurial-supportive environment.

(No Changes Suggested)

- A) Respond to changing economic conditions and opportunities through periodic review and updating of economic development strategies, policies, investments, and programs.
- B) Work with MCDEVCO to support a low-interest loan fund to finance new farmer startups and adoption of new technology by existing farmers.
- C) Enhance awareness of MCDEVCO as the primary point of contact for business expansion and startup information.

Outcome Measurers

- 1) By December 31, 2022, the number of businesses will increase.

- 2) By December 31, 2022, 90% of businesses that receive assistance from Marathon County Development Corporation will be sustained for 3 years.
- 3) By December 31, 2023, add one or more MCDEVCO informational pages to the “Work” section of the Marathon County website.

Infrastructure Committee Suggested Modifications to the 2018-2022 Strategic Plan

10.12 MAINTAIN INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

- A) No Change Suggested
- B) Modify to provide as follows:
 - Support technology in the workplace and at home, particularly through access to broadband.
- C) Eliminate this strategy - ~~Work with municipalities to maintain a competitive inventory of serviced industrial land and office sites~~
 - Committee expresses that this is not viewed as a primary function of county government, but rather an obligation of municipalities.
- D) Provide appropriate access for trucks and employees for all business and industrial park sites.
- E) Eliminate this Strategy - ~~Pursue federal & state funding to develop a countywide revolving loan fund to assist communities with cleanup of contaminated sites~~
 - Committee views this as a primary function of municipalities, as opposed to county government
- F) Modify to provide as follows:
 - Secure state and federal funding to maintain and/or develop infrastructure—including multimodal transportation features—and support economic growth.

ADD G, H

- G) **Maintain an updated County Highway Safety Plan**

ADD strategy H (See Objective 10.13 from Comprehensive Plan)

- H) **Maintain the partnership between Portage and Marathon Counties to support and strengthen Central Wisconsin Airport as a regional airport.**

Outcome Measures

- 1) No Change Suggested
- 2) Eliminate as drafted and replace with the two following measures:
- 3) **Implement at least three Federal Highway Administration Safety Countermeasures based on information from the 2021 Marathon County Roadway Safety Plan, or its successor, on an annual basis.**
- 4) **Staff report to Infrastructure Committee relative to feedback from municipal leaders (elected or appointed) on safety concerns on the county highway and multimodal transportation systems following quarterly safety meetings.**

Public Safety Committee Suggested Modifications to the 2018-2022 Strategic Plan

12.3 Promote cost-effective and high-quality public safety services

- A) **Continue to** support efforts by local municipalities to establish cooperative service and joint facility arrangements.
- B) Continue to enhance E-911 dispatch services for all police, fire, and EMS agencies in Marathon County.
- C) Work with local municipalities and other government agencies to explore opportunities to share costs and/or consolidate public services.
- D) Address solid waste management issues on a regional basis, cooperating with other counties.

- E) Implement a plan to increase the number and nature of services accessible to the public online and identify achievable measures to track our progress at engaging the public.

ADD F, G

- F) Seek out funding partners to develop and implement the proposed Marathon County Forensic Science Center. **(Recommendation to add this to Objective 12.3 as well)**
- G) County Board adopt, maintain, and fund employee class compensation plans and government policies that prioritize the retention and recruitment of the high-quality, skilled workforce needed to deliver government services. **(Recommendation to add this to Objective 12.3 as well)**

Outcome Measures

- 1) By December 31, 2020, all county departments will have employees with knowledge of continuous improvement and skills for facilitating improvement.
 - Completed
- 2) By December 31, 2022, the number of county employees who have completed the Marathon County Leadership Development Program will increase by 25%.
 - Staff suggest a new measure, as staff turnover can cause dramatic changes in percentage, while the intent of the measure is to ensure new leaders are training promptly.
- 3) By December 31, 2020, a framework will be developed to share services with a local municipality, nearby county, or non-governmental entity to reduce cost and increase effectiveness, and thereafter meet at least once a year to discuss joint ventures.
 - The bi-monthly MCDEVCO municipality has served as the forum for these discussions.
- 4) **Reduce to and maintain a county employee resignation turnover rate of 15% or lower by December 31, 2024.**

Explore and implement recruiting strategies aimed at population centers with significant linkage to Marathon County (e.g., Hmong population within St. Paul, MN)

Opioid spending – added to the workplan

2022-23 Updates to Strategic Plan (CLEAN Copy)

3.3 ENSURE THAT EVERY PERSON MAKES IT TO ADULTHOOD WITH HEALTH, STABILITY, AND GROWTH OPPORTUNITIES.

- A) Provide resources to reduce childhood trauma.
- B) Create a trauma informed care system.
- C) Develop a comprehensive risk-based assessment to address juvenile offenders to reduce the likelihood of recidivism. (Deemed complete)
- D) Develop a framework for building resilient children and providing parent resources.
- E) The County Board will approve a plan that creates a trauma informed response system for services we provide. (Deemed complete)
- F) Develop a plan to address how to support persons of all ages with disabilities and the changing demographics of persons with disabilities.
- G) Continue work towards reducing truancy.
- H) Develop policies that support affordable, high-quality childcare.

Outcome Measures

- 1) By December 31, 2024, there will be an increase in graduation rates to 93% or above in Marathon County.
- 2) By December 31, 2024, out of home care placement days will decrease with an emphasis on reducing the most restrictive and expensive placement types in favor of more family-like placement settings.
- 3) By December 31, 2019, at least one practice change will be implemented that is aimed at decreasing the number of young adults (age 17-21) in Marathon County Jail who were the subject of a court order for services as a child. (Deemed complete)
- 4) By December 31, 2024, the capacity to deliver affordable, high-quality childcare to children in Marathon County will increase.

3.7 ENSURE THAT EVERY PERSON HAS LOCAL ACCESS TO EFFECTIVE MENTAL HEALTH TREATMENT.

- A) Develop a continuum of services within a therapeutic community.
- B) Attract and retain qualified treatment providers and behavioral educators.
- C) Develop more mechanisms to ensure access to treatment across the County.
- D) Develop a more comprehensive approach to crisis prevention and serving people (adults and children in crisis).

- E) Develop comprehensive mental health treatment options for criminal justice populations and others with criminogenic treatment needs.
- F) Conduct a community needs assessment and create a plan to address identified gaps in service.

Outcome Measures

- 1) By December 31, 2024, the number of Chapter 51.15 Emergency Detentions in Marathon County will decrease.
- 2) By December 31, 2024, the percentage of Life Report community survey respondents who reported not seeing a mental health provider when needed will be less than 15% 20% and barriers to mental health care will be reduced.
- 3) By 2024, the annual number of deaths by suicide will decrease (baseline 2021 – 21 suicides)

7.1 PROVIDE COST-EFFECTIVE AND HIGH-QUALITY PUBLIC SAFETY SERVICES

- A) Continue to consider the potential to consolidate emergency service agencies.
- B) Reduce recidivism by creating a mechanism to respond to “high-utilizers” of our justice, mental health, and social service systems.
- C) Report every 2 years on the response time with advice for municipalities (ex: consolidation, realignment, or targeted education)
- D) Seek out funding partners to develop and implement the proposed Marathon County Forensic Science Center.
- E) Public Safety Committee will consider the reported feedback from municipal leaders (elected or appointed) on safety concerns on county highway and multimodal transportation systems following quarterly safety meetings.

Outcome Measures

- 1) By December 31, 2024, emergency response times for public safety (law enforcement, fire, and emergency medical services) will decrease.
- 2) By December 31, 2023, the Public Safety Committee will issue a whitepaper for consideration by the Marathon County Board of Supervisor that identifies strategies to address the shortage of state public defenders and attorneys accepting public defender appointments in Marathon County.

7.2 MITIGATE THE IMPACTS OF DRUG AND ALCOHOL ABUSE IN MARATHON COUNTY THROUGH EVIDENCE-BASED PRACTICES.

- A) Develop a comprehensive approach to address use of drugs and alcohol in the children and young adults of Marathon County.
- B) Complete an inventory of programs, services, and community initiatives in relationship to best practices led or supported by Marathon County Government that contribute to mitigating and preventing drug misuse and abuse. (Deemed complete)
- C) Identify gaps in programs/services and community initiatives and opportunities for public/private partnership to further efforts to mitigate and prevent drug misuse and abuse. (Deemed complete)
- D) Identify and advance public policy and programs that would support the mitigation and prevention of drug and alcohol misuse and abuse among residents of Marathon County

- E) Identify and track data points to measure the impact of drug and alcohol misuse and abuse among residents of Marathon County.

Outcome Measures

- 1) By December 31, 2024, an outcome measure will be established to measure the quality of life for all people in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.
- 2) By December 31, 2024, 3% or less of high school students in Marathon County will report having taken prescription drugs without a doctor’s prescription one of more times in the past 30 days.
- 3) By December 31, 2024, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

8.7 STRIVE TO PROVIDE AFFORDABLE, RELIABLE, HIGH-SPEED INTERNET ACCESS THROUGHOUT THE COUNTY

- A) Develop a comprehensive approach to county-wide high speed internet access, including: fiber, copper, powerline, cellular, Wi-Fi, new radio frequencies, and other emerging technologies. (Deemed complete)

A1) Support the Broadband Task Force in executing continued comprehensive approach to delivering county-wide high-speed internet access, including fiber, copper, powerline, cellular, Wi-Fi, new radio frequencies, satellite, and other emerging technologies, with a particular focus on addressing underserved areas.

- B) Promote partnerships between carriers/providers and government.
- C) Develop financial incentives to encourage carriers/providers to commit to helping accomplish this objective in Marathon County
- D) Establish a dig-once policy for county roadway reconstruction and bridge projects that engages providers in a discussion about whether to include conduit for fiber.
- E) Assist Marathon County citizens by providing information regarding available carriers within their general areas of the county.

Outcome Measures

- 1) By December 31, 2019, the number of households with high-speed internet access will increase by 9,800. (Deemed complete)
- 2) By December 31, 2024, develop an improved data inventory relative to internet service speeds available through the county.
- 3) By December 31, 2023, ensure 85% of households have access to high-speed internet (50 MBPS/10 MBPS)

10.6 ENSURE THE FUTURE AVAILABILITY OF A SKILLED AND FLEXIBLE WORKFORCE PREPARED TO MEET THE NEEDS OF BOTH EXISTING AND EMERGING INDUSTRIES AND TECHNOLOGIES

- A) Work with the North Central Wisconsin Workforce Development Board, (NCWWDB) to ensure a well-trained workforce.
- B) Seek out additional opportunities to partner with local education providers (secondary and post-secondary).
- C) Develop policies that support affordable, high quality child care to enhance workforce availability.
- D) Develop policies that promote a variety of safe and affordable housing options to enhance workforce availability.
- E) Embrace the Hmong population and explore linkage to St. Paul, MN.
- F) Target remote workers as a segment of the workforce for relocation to the Wausau region.

Outcome Measures

- 1) By December 31, 2024, the number and percentage of self-sufficient households in Marathon County will increase or remain the same.
- 2) By December 31, 2024, the number of unfilled job openings within Marathon County will be reduced.
- 3) By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, prepare recommendations for Marathon County Government's role in supporting affordable high-quality childcare.
- 4) By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, prepare recommendations for Marathon County Government's role in supporting safe and affordable housing options.

10.8 ENCOURAGE DEVELOPMENT AND REDEVELOPMENT OF KEY EMPLOYMENT CENTERS IN AREAS THAT POSSESS STRONG MARKET POTENTIAL, PROVIDE GOOD TRANSPORTATION ACCESS FOR WORKERS, AND PROMOTE THE EFFICIENT MOVEMENT OF GOODS.

- A) Support efforts to engage the public and private sectors to provide leadership for county economic development efforts:
- B) Engage local municipalities on how county infrastructure development can contribute to business and industrial park growth.
- C) Support efforts by Cities and Villages throughout Marathon County to develop good transportation access which is intended to enhance job creation and accelerate housing development.

Outcome Measures

- 1) Maintain a 5-8 year inventory of developable land within the municipal business and industrial parks.
- 2) By December 31, 2024, the number of private sector full-time and part-time employee positions in Marathon County will increase or be maintained.
- 3) By August 1, 2023, survey City and Village leaders throughout Marathon County and identify 3 to 5 transportation project proposals with the potential for a high impact on job creation and housing development for possible future county support.

10.10 Create an innovative atmosphere to foster an entrepreneurial-supportive environment.

- A) Respond to changing economic conditions and opportunities through periodic review and updating of economic development strategies, policies, investments, and programs.
- B) Work with MCDEVCO to support a low-interest loan fund to finance new farmer startups and adoption of new technology by existing farmers.
- C) Enhance awareness of MCDEVCO as the primary point of contact for business expansion and startup information.

Outcome Measurers

- 1) By December 31, 2022, the number of businesses will increase.
- 2) By December 31, 2022, 90% of businesses that receive assistance from Marathon County Development Corporation will be sustained for 3 years.
- 3) By December 31, 2023, add one or more MCDEVCO informational pages to the “Work” section of the Marathon County website.

10.12 MAINTAIN INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

- A) Maintain a safe highway network to provide access to all communities in the County.
- B) Support technology in the workplace and at home, particularly through access to broadband.
- C) Provide appropriate access for trucks and employees for all business and industrial park sites.
- D) Secure state and federal funding to maintain and/or develop infrastructure—including multimodal transportation features—and support economic growth.
- E) Maintain an updated County Highway Safety Plan
- F) Maintain the partnership between Portage and Marathon Counties to support and strengthen Central Wisconsin Airport as a regional airport.

Outcome Measures

- 1) No Change Suggested
- 2) Implement at least three Federal Highway Administration Safety Countermeasures based on information from the 2021 Marathon County Roadway Safety Plan, or its successor, on an annual basis.
- 3) Staff report to Infrastructure Committee relative to feedback from municipal leaders (elected or appointed) on safety concerns on the county highway and multimodal transportation systems following quarterly safety meetings.

12.3 Promote cost-effective and high-quality public services

- A) Continue to support efforts by local municipalities to establish cooperative service and joint facility arrangements.
- B) Continue to enhance E-911 dispatch services for all police, fire, and EMS agencies in Marathon County.
- C) Work with local municipalities and other government agencies to explore opportunities to share costs and/or consolidate public services.
- D) Address solid waste management issues on a regional basis, cooperating with other counties.
- E) Implement a plan to increase the number and nature of services accessible to the public online and identify achievable measures to track our progress at engaging the public.

- F) County Board adopt, maintain, and fund employee class compensation plans and government policies that prioritize the retention and recruitment of the high-quality, skilled workforce needed to deliver government services.

Outcome Measures

- 1) By December 31, 2020, all county departments will have employees with knowledge of continuous improvement and skills for facilitating improvement. (Deemed complete)
- 2) By December 31, 2022, the number of county employees who have completed the Marathon County Leadership Development Program will increase by 25%
 - Staff suggest a new measure, as staff turnover can cause dramatic changes in percentage, while the intent of the measure is to ensure new leaders are training promptly.
- 3) By December 31, 2020, a framework will be developed to share services with a local municipality, nearby county, or non-governmental entity to reduce cost and increase effectiveness, and thereafter meet at least once a year to discuss joint ventures. (Deemed complete)
 - The bi-monthly MCDEVCO municipality has served as the forum for these discussions.
- 4) Reduce to and maintain a county employee resignation turnover rate of 15% or lower by December 31, 2024.