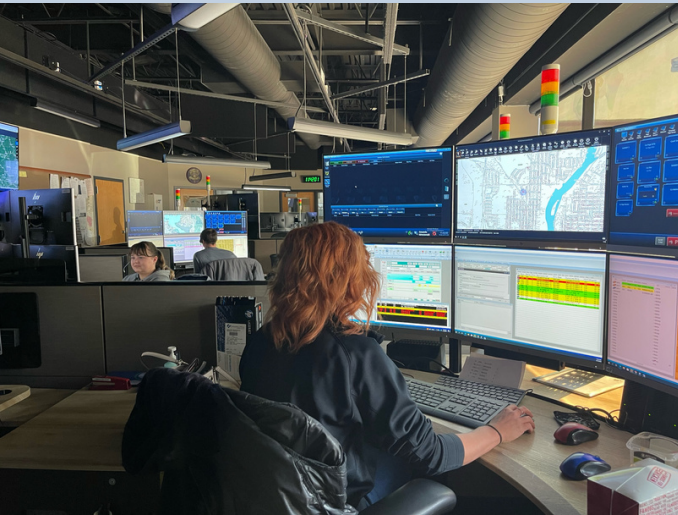




Marathon County Strategic Plan 2023-2024 REVISION & EXTENSION



MEASURING OUR PROGRESS...

Welcome! We'd like to share with you our efforts and successes since 2018 to become the healthiest, safest, and most prosperous county in Wisconsin.

In 2023, the Marathon County Board of Supervisors approved an extension and revision of the 2018–2022 Strategic Plan. This extension was in large part due to the delays that occurred as a result of efforts being redirected during the COVID-19 pandemic.

The effort to revise the Strategic Plan was led by the County Board Vice-Chair and supported by community partnerships.

As our work to achieve the objectives and their associated outcome measures as outlined in this plan continues, Marathon County is dedicated to aligning County resources to meet the needs of the community and our residents in order to become the most vibrant county in the state, where people prefer to live, work, visit, and do business.



2023-2024 REVISION & EXTENSION

#R-16-23 Updates to Marathon County Strategic Plan

WHEREAS, in 2018, the Marathon County Board of Supervisors adopted a Strategic Plan for Marathon County to serve as both a guiding policy document and a metric by which to measure Marathon County's progress on defined strategic goals related to the County's broader Comprehensive Plan. The current Strategic Plan, including updates adopted in 2020, was adopted as a five-year plan for the years 2018 through 2022 and identified twelve important issues to be addressed and measured over that period; and

WHEREAS, the 2018-2022 Strategic Plan identified 12 specific objectives from the Marathon County 2016 Comprehensive Plan, clarified which broad objectives were most important over the next 5 years, and linked the Comprehensive Plan to the County's annual budget and work plans; and

WHEREAS, the Strategic Plan embodies the partnership between the elected County Board Supervisors, who are entrusted with setting policy for the County, and county staff, who are charged with carrying out operations in support of those policies; and

WHEREAS, in 2022 and 2023, the Marathon County Board of Supervisors and its Standing Committees, led by the Vice-Chair of the Marathon County Board of Supervisors, reviewed the existing Strategic Plan to identify completed goals, categorize new or updated goals, and remove outdated or unwanted strategies; and

WHEREAS, on April 11, 2023, the Executive Committee approved the attached additions and changes to the Marathon County Strategic Plan to serve as an updated policy document to continue through December 31, 2024 and forwarded the recommended additions and changes to the Marathon County Board for consideration.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Marathon does hereby adopt the additions and changes to the Marathon County Strategic Plan to serve as an updated Strategic Plan and policy document to continue through December 31, 2024.

Dated the 25th day of April, 2023.
Executive Committee

For a comprehensive list of changes, including the strategies and outcomes that have been deemed complete, please [click here](#).



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



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

[STRATEGIES](#)

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

[STRATEGIES](#)

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

[STRATEGIES](#)

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

[STRATEGIES](#)

STRATEGY A

Provide resources to reduce childhood trauma.

STRATEGY B

Create a trauma-informed care system.

STRATEGY C

Develop a framework for building resilient children and providing parent resources.

STRATEGY D

Develop a plan to address how to support persons of all ages with disabilities and the changing demographics of persons with disabilities.

STRATEGY E

Continue work towards reducing truancy.

STRATEGY F

Develop policies that support affordable, high-quality childcare.



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

Outcome Measure 1

By December 31, 2024, there will be an increase in graduation rates to 93% or above in Marathon County.

Outcome Measure 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.

Outcome Measure 3

By December 31, 2024, the capacity to deliver affordable, high-quality childcare to children in Marathon County will increase.

Departments Contributing:

- Clerk of Courts
- County Administration
- Corporation Counsel
- Health
- Library
- Parks, Recreation, and Forestry
- Sheriff's Office
- Social Services
- UW-Extension

STRATEGY A

Develop a continuum of services within a therapeutic community.

STRATEGY B

Attract and retain qualified treatment providers and behavioral educators.

STRATEGY C

Develop more mechanisms to ensure access to treatment across the County.

STRATEGY D

Develop a more comprehensive approach to crisis prevention and serving people (adults and children in crisis).

STRATEGY E

Develop comprehensive mental health treatment options for criminal justice populations and others with criminogenic treatment needs.

STRATEGY F

Conduct a Community Needs Assessment and create a plan to address identified gaps in service.



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

Outcome Measure 1

By December 31, 2024, the number of Chapter 51.15 Emergency Detentions in Marathon County will decrease.

Outcome Measure 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 20% and barriers to mental health care will be reduced.

Outcome Measure 3

By 2024, the annual number of deaths by suicide will decrease (baseline 2021 - 21 suicides).

Departments Contributing:

- Clerk of Courts
- County Administration
- Corporation Counsel
- District Attorney
- Emergency Management
- Health
- North Central Health Care
- Sheriff's Office
- Social Services
- Veterans

STRATEGY A

Update existing land use policies to address sprawl and natural resource protection.

STRATEGY B

Promote infrastructure development that protects natural resources.

STRATEGY C

Identify and preserve unique regional areas for natural resource protection and environmental remediation.

STRATEGY D

Develop a Land Capability Index. (Deprioritized)

STRATEGY E

Develop a comprehensive approach to redevelopment and revitalization of older housing stock and older buildings.

STRATEGY F

Acquire land for public park and forest use to retain natural landscapes and resources.



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

Outcome Measure 1

By December 31, 2024, phosphorus from cropland and farmsteads in the Fenwood Creek Watershed will be reduced by 20% or 14,016 pounds.

Outcome Measure 2

By December 31, 2024, Marathon County will hold one continuing education event per year for all towns, to better educate them on sound land use development options.

Outcome Measure 3

By December 31, 2024, an average of 320 acres of land per year will be acquired for the Marathon County Parks and Forest System.

Departments Contributing:

- Central WI Airport
- Highway
- Conservation, Planning & Zoning
- Corporation Counsel
- Parks, Recreation, and Forestry
- Solid Waste
- UW-Extension

STRATEGY A

Update the 2001 Groundwater Protection Plan.

STRATEGY B

Continue to develop and implement watershed management plans and Targeted Management plans to minimize the impacts on water quality.

STRATEGY C

Evaluate the County's role in conducting tests and analysis of contaminants in private wells and in evaluating whether such tests should be mandatory instead of voluntary.

STRATEGY D

Explore alternative methods for snow and ice removal from hard surfaces to reduce the impacts of salt on surface water and groundwater.

STRATEGY E

Create new partnerships with agencies and organizations to further efforts to protect surface water and groundwater.



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

Outcome Measure 1

By December 31, 2024, the Marathon County Board of Supervisors will adopt a Groundwater protection plan that provides state outcome measures of groundwater quality and quantity.

Outcome Measure 2

By December 31, 2024, the number of failing POWTS will be reduced by 750 systems or more.

Outcome Measure 3

By December 31, 2024, an inventory of wellhead protection areas, their associated land use, and delineation of their recharge areas will be compiled. Marathon County will reach out to each municipality to educate them on potential groundwater contamination sources and how to prevent the contamination of its wells.

Departments Contributing:

- Central WI Airport
- Conservation, Planning & Zoning
- Emergency Management
- Health
- Highway
- Parks, Recreation, and Forestry
- Solid Waste



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



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

[STRATEGIES](#)

OBJECTIVE 7.2: Mitigate the impacts of drug and alcohol abuse in Marathon County through evidence-based practices.

[STRATEGIES](#)

OBJECTIVE 8.7: Strive to provide affordable, reliable, high-speed internet access throughout the County.

[STRATEGIES](#)

STRATEGY A

Continue to consider the potential to consolidate emergency service agencies.

STRATEGY B

Reduce recidivism by creating a mechanism to respond to "high-utilizers" of our justice, mental health, and social service systems.

STRATEGY C

Report every 2 years on the response time with advice for municipalities (ex: consolidation, realignment, or targeted education)

STRATEGY D

Seek out funding partners to develop and implement the proposed Marathon County Forensic Science Center.

STRATEGY E

The 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.



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

Outcome Measure 1

By December 31, 2024, emergency response times for public safety (law enforcement, fire, and emergency medical services) will decrease.

Outcome Measure 2

By December 31, 2023, the Public Safety Committee will issue a white paper for consideration by the Marathon County Board of Supervisors that identifies strategies to address the shortage of state public defenders and attorneys accepting public defender appointments in Marathon County.

Departments Contributing:

- Central WI Airport
- Corporation Counsel
- County Administration
- Emergency Management
- Finance
- Library
- North Central Health Care
- Sheriff's Office
- Social Services

STRATEGY A

Develop a comprehensive approach to address use of drugs and alcohol in the children and young adults of Marathon County.

STRATEGY B

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.

STRATEGY C

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



OBJECTIVE 7.2: Mitigate the impacts of drug and alcohol abuse in Marathon County through evidence-based practices.

Outcome Measure 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.

Outcome Measure 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 or more times in the past 30 days.

Outcome Measure 3

By December 31, 2024, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

Departments Contributing:

- Clerk of Courts
- Corporation Counsel
- County Administration
- District Attorney
- Health
- North Central Health Care
- Sheriff's Office

STRATEGY A

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.

STRATEGY B

Promote partnerships between carriers/providers and government.

STRATEGY C

Develop financial incentives to encourage carriers/providers to commit to helping accomplish this objective in Marathon County.

STRATEGY 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.

STRATEGY E

Assist Marathon County citizens by providing information regarding available carriers within their general areas of the county.



OBJECTIVE 8.7: Strive to provide affordable, reliable, high-speed internet access throughout the county.

Outcome Measure 1

By December 31, 2024, develop an improved data inventory relative to internet service speeds available through the county.

Outcome Measure 2

By December 31, 2023, ensure 85% of households have access to high-speed internet (50 MBPS/10 MBPS)

Departments Contributing:

- City-County IT Commission
- County Administration
- Highway
- Library
- Sheriff's Office



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



OBJECTIVE 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.

[STRATEGIES](#)

OBJECTIVE 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.

[STRATEGIES](#)

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

[STRATEGIES](#)

OBJECTIVE 10.12: Maintain infrastructure to support economic growth.

[STRATEGIES](#)

OBJECTIVE 12.3: Promote cost-effective and high-quality public services.

[STRATEGIES](#)

STRATEGY A

Work with the North Central Wisconsin Workforce Development Board, (NCWWDB) to ensure a well-trained workforce.

STRATEGY B

Seek out additional opportunities to partner with local education providers (secondary and post-secondary).

STRATEGY C

Develop policies that support affordable, high-quality child care to enhance workforce availability.

STRATEGY D

Develop policies that promote a variety of safe and affordable housing options to enhance workforce availability.

STRATEGY E

Explore and implement recruiting strategies aimed at population centers with significant linkage to Marathon County.



OBJECTIVE 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.

Outcome Measure 1

By December 31, 2024, the number and percentage of self-sufficient households in Marathon County will increase or remain the same.

Outcome Measure 2

By December 31, 2024, the number of unfilled job openings within Marathon County will be reduced.

Outcome Measure 3

By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting affordable high-quality childcare.

Outcome Measure 4

By August 31, 2023, with input from non-EEED Supervisors and other Marathon County Stakeholders, the EEED Committee will prepare recommendations for Marathon County Government's role in supporting safe and affordable housing options.

Departments Contributing:

- Conservation, Planning & Zoning
- Corporation Counsel
- County Administration
- Emergency Management
- Library
- Marathon County Development Corporation
- Parks, Recreation, and Forestry

STRATEGY A

Support efforts to engage the public and private sectors to provide leadership for county economic development efforts.

STRATEGY B

Engage local municipalities on how county infrastructure development can contribute to business and industrial park growth.



OBJECTIVE 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.

Outcome Measure 1

Maintain a 5-8 year inventory of developable land within the municipal business and industrial parks.

Outcome Measure 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.

Departments Contributing:

- Conservation, Planning & Zoning
- Corporation Counsel
- County Administration
- Highway
- Marathon County Development Corporation

STRATEGY A

Respond to changing economic conditions and opportunities through periodic review and updating of economic development strategies, policies, investments, and programs.

STRATEGY B

Work with MCDEVCO* to support a low-interest loan fund to finance new farmer startups and adoption of new technology by existing farmers.

STRATEGY C

Enhance awareness of MCDEVCO* as the primary point of contact for business expansion and startup information.



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

Outcome Measure 1

By December 31, 2024, the number of businesses will increase.

Outcome Measure 2

By December 31, 2024, 90% of businesses that receive assistance from Marathon County Development Corporation will be sustained for 3 years.

Outcome Measure 3

By December 31, 2023, add one or more MCDEVCO informational pages to the "Work" section of the Marathon County website.

Departments Contributing:

- Central WI Airport Corporation Counsel
- County Administration
- Conservation, Planning & Zoning
- Education & Entrepreneurial Center
- Library
- Marathon County Development Corporation

* Marathon County Development Corporation

STRATEGY A

Maintain a safe highway network to provide access to all communities in the County.

STRATEGY B

Support technology in the workplace and at home, particularly through access to broadband.

STRATEGY C

Provide appropriate access for trucks and employees for all business and industrial park sites.

STRATEGY D

Secure state and federal funding to maintain and/or develop infrastructure-including multimodal transportation features-and support economic growth.

STRATEGY E

Maintain an updated County Highway Safety Plan.

STRATEGY F

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



OBJECTIVE 10.12: Maintain infrastructure to support economic growth.

Outcome Measure 1

Maintain a county highway overall Pavement Surface Evaluation and Rating Score average annual rating of 7.0.

Outcome Measure 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.

Outcome Measure 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.

Departments Contributing:

- Central WI Airport
- City-County IT Commission
- Conservation, Planning & Zoning
- County Administration
- Facilities & Capital Management
- Highway

STRATEGY A

Continue to support efforts by local municipalities to establish cooperative service and joint facility arrangements.

STRATEGY B

Continue to enhance E-911 dispatch services for all police, fire, and EMS agencies in Marathon County.

STRATEGY C

Work with local municipalities and other government agencies to explore opportunities to share costs and/or consolidate public services.

STRATEGY D

Address solid waste management issues on a regional basis, cooperating with other counties.

STRATEGY 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.

STRATEGY 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.



OBJECTIVE 12.3: Promote cost-effective and high-quality public services.

Outcome Measure

1

Reduce to and maintain a county employee resignation turnover rate of 15% or lower by December 31, 2024.

Departments Contributing:

County Administration

All Marathon County Government Departments



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

Marathon County Strategic Plan: 2023-2024 Revisions & Extension

Information about the 2018-2022 Strategic Plan is available online at www.marathoncounty.gov/about-us/strategic-plan