



# Marathon County Strategic Plan 2018–2022



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Lee Peek, County Board Vice-Chair

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Lance Leonhard, Deputy Administrator

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Information about the 2018–2022 Strategic Plan is available online at [www.co.marathon.wi.us/StrategicPlan](http://www.co.marathon.wi.us/StrategicPlan).

You also may contact the Marathon County Conservation, Planning & Zoning Department at 715-261-6000 from 8:00 a.m. to 4:30 p.m. Monday–Friday, or visit the office at 210 River Drive, Wausau, WI 54403.

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# FOREWORD

The Marathon County 2018–2022 Strategic Plan identifies 12 specific objectives from the Marathon County 2016 Comprehensive Plan, clarifying which broad objectives are most important over the next 5 years and linking our Comprehensive Plan to our annual budget and work plans. The Strategic Plan embodies the vital partnership that exists between elected County Board Supervisors, who are entrusted with setting policy, and county staff, who are charged with carrying out operations in support of that policy.

The policy set by the 2018–2022 Strategic Plan is in the form of the selection of the 12 priority objectives drawn from the Comprehensive Plan. As part of its prioritization process, the County Board of Supervisors sought input from community leaders throughout Marathon County, conducted a survey of County Board of Supervisors, and held a retreat to discuss the issues confronting us today and those we anticipate in the coming 5 years. The result of the County Board’s deliberative process is the list of 12 priority objectives set forth in this Strategic Plan.

The operational components of the plan exist in the form of the strategies identified as necessary action steps in pursuit of each priority objective and in the form of the outcome measures against which we will assess our progress. Our strategies are drawn from our elected officials and the many subject matter experts within each of our various county departments.

The 2018–2022 Strategic Plan represents an evolutionary step forward in our planning efforts, moving beyond simply identifying goals and objectives, by incorporating specific outcome measures. These measures help to further define success with respect to our objectives and serve as targets toward which we can align our resources and benchmarks against which we can evaluate the effectiveness of our services.

The residents of Marathon County are benefited by aligning county resources and coordinating plans around issues, challenges, and opportunities that matter most. Marathon County’s 2018–2022 Strategic Plan is meant to assist us in those efforts; however, we recognize that over the life of the plan, circumstances can—and most certainly will—change. So too will our plan, to ensure that it continues to offer elected officials and county employees the necessary information to move us closer to our overarching goal of making Marathon County the healthiest, safest, and most prosperous county in Wisconsin.

Our residents, local businesses, community foundations, educational institutions, and partners share in this endeavor. We look forward to this collective approach to creating our future, and we appreciate the value in this journey.



A handwritten signature in black ink that reads "Brad Karger".

**Brad Karger**  
County Administrator



A handwritten signature in black ink that reads "Kurt Gibbs".

**Kurt Gibbs**  
County Board Chair



A handwritten signature in black ink that reads "Lee Peek".

**Lee Peek**  
County Board Vice-Chair



# STRATEGIC PLAN FRAMEWORK

The Strategic Plan Framework in Figure 1 captures how Marathon County's Vision and Mission drive our planning efforts, which then serve to assist our elected officials as they provide policy guidance to County Administration and each of Marathon County's respective operational departments.



Figure 1

# INTRODUCTION

## Marathon County's Overarching Goal

The overarching goal of Marathon County is to be the healthiest, safest, and most prosperous county in Wisconsin.



### HEALTHIEST

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.



### SAFEST

Safety starts in our families, in our schools and workplaces, and in our communities. A safe 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.



### MOST PROSPEROUS

Prosperity is not a function of what or how much we possess or consume. Nor is prosperity a function of net worth. Instead, prosperity is 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.

# 2016 COMPREHENSIVE PLAN TOPICS



Figure 2



# HISTORY OF STRATEGIC PLANNING IN MARATHON COUNTY

## 2006–2011, THE FIRST STRATEGIC PLAN

Marathon County recognized the value of strategic planning with the approval of its first Strategic Plan in 2005. With the assistance of an outside consultant, the planning process was primarily a County Board–focused discussion of the future with the assistance of a community strategic planning task force composed of County Board members and citizen members selected to represent specific interest groups within the community. The outcome was a 5-year Strategic Plan that identified five broad-based core strategies as the most important work of County Government for the time period 2006–2011. The plan also identified specific projects for each core strategy, which were identified as high priority for administrative consideration.

## 2012–2017 STRATEGIC PLAN

The 2012–2017 Strategic Plan was led by a strategic planning task force composed of County Board members. The task force determined it would complete the process without the assistance of an external consultant. The process included three distinct activities, including community focus groups, which were designed to identify the most important work of Marathon County Government in the next 5 years: 2012–2017. From those activities, the Strategic Plan contained six core strategies, which were broad-based strategic initiatives to be further developed by the County’s Standing Committees.



# DEVELOPMENT OF 2018–2022 STRATEGIC PLANNING PROCESS

## DEPARTMENT HEAD & MANAGERS MEETING

Marathon County Government Department Heads were provided the results of the Board of Supervisors' 12 priority objectives in order to complete an inventory to determine which existing strategies supported the Comprehensive Plan's objectives and to identify additional strategies in need of further development for the twelve 2018–2022 Strategic Plan priority objectives.

The results of the inventory were analyzed to identify current strategic gaps and the relationships between county departments involved with specific strategies and objectives. Additional Department Head meetings were held to determine cross-department collaboration for further advancement of identified goals, objectives, and strategies. These meetings resulted in the development of components for the Strategic Plan: actionable strategies, lead department(s) assigned to achieve specific goals and objectives, action steps for the next 5 years, and outcome measures for each of the 12 priority objectives. These elements of the Strategic Plan will be incorporated into county departments' respective annual work plans and will be supported through the County Board's priority-based budget process.



Marathon County Department Heads

## ANNUAL UPDATES

Progress toward being the healthiest, safest, and most prosperous county in Wisconsin will be reported on an annual basis by Department Heads to County Administration and subsequently the Administration will summarize the results for the County Board. As part of the update, the County Board, in collaboration with the Administrator, will have the opportunity to add or delete strategies and refocus financial and human resources to attain the desired outcomes while retaining alignment with the County's priority-based budget process.

# DEVELOPMENT OF 2018–2022 STRATEGIC PLANNING PROCESS

## COMMUNITY LEADERS MEETING

The strategic planning process included a Strategic Plan community leaders meeting in which leaders were invited to participate in a facilitated process to assure alignment of community needs and values with the Marathon County Strategic Plan. Prior to the meeting, participants were provided with a copy of the 2016 Marathon County Comprehensive Plan Executive Summary to become familiar with the Comprehensive Plan's goals, objectives, and action steps. Each participant received a worksheet in preparation for the community leaders meeting and was requested to select 8 objectives per chapter that best contribute to fulfilling the Vision of Marathon County as the preferred place to live, work, visit, and do business.

During the facilitated meeting, the community leaders ranked the objectives in the three categories specified by the County's overarching goal of being the healthiest, safest, and most prosperous county in Wisconsin. After group discussion, the original 8 objectives were further refined. Seventeen individuals participated to select objectives that they determined were priorities: 3 objectives in Healthiest, 4 objectives in Safest, and 5 objectives in Most Prosperous. The results of the community leaders meeting were tabulated and shared with the Marathon County Board of Supervisors in order to provide the perspective of some of our local community leaders.

## MARATHON COUNTY BOARD FACILITATED MEETING

Prior to the County Board facilitated meeting, 32 Supervisors completed a priority objective survey in which they ranked all of the objectives from the 2016 Comprehensive Plan. The results were tabulated for further discussion during the facilitated meeting. The survey was completed using Qualtrics software, which tabulated the results and ranked the objectives of County Board members.

At the facilitated meeting, 28 County Board Supervisors reviewed the results of the survey and ranked the priority objectives to establish a prioritization of objectives. County Board Supervisors were informed of the 12 priority objectives from the community leaders' perspective that were incorporated into the strategic planning process to be addressed over the next 5 years.

During the facilitated meeting, Marathon County Supervisors had an opportunity to discuss the results in greater detail and make adjustments of their selection of priorities after group discussion and developing a consensus of selected priorities. The outcome of the facilitated meeting resulted in 12 priority objectives in three goal areas: 4 objectives in Healthiest, 3 objectives in Safest, and 5 objectives in Most Prosperous. The 12 Strategic Plan priority objectives selected by the Marathon County Board of Supervisors are highlighted in Figure 3 and outlined in detail in the pages that follow.



# STRATEGIC PLAN PRIORITY OBJECTIVES

## HEALTHIEST

- Ensure that every child makes it to adulthood with health, stability, education, and growth opportunities.
- Ensure that every person has local access to effective mental health treatment.
- Promote sound land use decisions that conserve and preserve natural resources in decisions with economic development and growth.
- Protect and enhance the quantity and quality of potable groundwater and potable surface water supplies.



## SAFEST

- Provide cost-effective and high quality public safety services.
- Mitigate the impacts of the heroin and methamphetamine epidemics in Marathon County through evidence-based practices.
- Strive to provide affordable, accessible, high-speed internet access throughout the County.



## MOST PROSPEROUS

- Maintain infrastructure to support economic growth.
- Create an innovative atmosphere to foster an entrepreneurial-supportive environment.
- Promote cost-effective public services.
- 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 movements of goods.
- Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.



Figure 3

# HEALTHIEST



## WHY IS THIS IMPORTANT?

The social, economic, and physical environment in which a person lives shapes his or her individual characteristics and behaviors. The future health and social well-being of a community will be determined to a large extent by how effectively government, healthcare and human service providers, local non-profits, and the natural environment contribute to an individual's lifelong health and well-being.

**HEALTH AND HUMAN SERVICES GOAL:** Marathon County promotes the physical, mental, and social health of the community and takes steps to support healthy living for residents at all stages of life.

**NATURAL RESOURCES GOAL:** The natural resources of Marathon County are managed in a balanced way so they are protected and preserved for current and future generations' health, enjoyment, and benefit.

**WATER RESOURCES GOAL:** The water resources in Marathon County are of the highest quality for the safety of residents and the health of aquatic ecosystems and are protected from damaging behaviors like overuse and pollution.



**Strategy A**

Develop a plan to reduce childhood trauma.

**Strategy B**

Create a trauma-informed care system.

**Strategy C**

Develop a comprehensive risk-based assessment to address juvenile offenders to reduce the likelihood of recidivism.

**Strategy D**

Develop a framework for building resilient children.

**Strategy E**

The County Board will approve a plan that creates a trauma-informed response system for services we provide.



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

By December 31, 2022, there will be an increase in high school graduation rates from 92% to 95% in Marathon County.

Baseline: 92% in 2015–2016  
Source: 2017–2019 LIFE Report

**Outcome Measure 1**

By December 31, 2022, there will be a reduction in the number of out-of-home care days experienced by children in Marathon County.

Baseline: 136 in 2015; 184 in 2016; 200 in 2017 (year placement equivalent)  
Source: Marathon County Department of Social Services

**Outcome Measure 2**

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.

Baseline: To Be Determined  
Source: Marathon County Department of Social Services

**Outcome Measure 3**

**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.**

By December 31, 2022, Emergency Detentions in Marathon County will decrease by 25%.

Baseline: To Be Determined  
Source: North Central Health Care

**Outcome Measure 1**

By December 31, 2022, the percentage of LIFE Report community survey respondents who reported not seeing a mental health provider when needed will be less than 15%.

Baseline: 21.5% in 2017  
Source: 2017-2019 LIFE Report

**Outcome Measure 2**

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%.

Baseline: 23.6% in 2017  
Source: 2017 Marathon County Youth Risk Behavior Survey

**Outcome Measure 3**

**Departments Contributing**

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

**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.

**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.**

By December 31, 2022, phosphorus from cropland and farmsteads in the Fenwood Creek Watershed will be reduced by 20% or 14,016 pounds.

Baseline: 70,080 pounds in 2018  
Source: Nine Element Plan (EPA\*)

**Outcome Measure 1**

By December 31, 2022, four or more additional towns will adopt Marathon County Zoning Code.

Baseline: 18 of 40 towns, 2018  
Source: Marathon County Conservation, Planning & Zoning

**Outcome Measure 2**

By December 31, 2022, an average of 320 acres of land per year will be acquired for the Marathon County Parks and Forests System.

Baseline: 4,273.91 Park acres and 30,194.79 Forest acres, 2018  
Source: Marathon County Parks, Recreation and Forestry

**Outcome Measure 3**

**Departments Contributing**

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

\* Environmental Protection Agency

**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.**

By December 31, 2022, the Marathon County Board of Supervisors will adopt a groundwater protection plan that provides stated outcome measures of groundwater quality and quantity.

Baseline: 2001 Groundwater Protection Plan  
Source: Marathon County Conservation, Planning & Zoning

**Outcome Measure 1**

By December 31, 2022, the number of Private Onsite Wastewater Treatment Systems (POWTS) discharging sewage to the ground surface will be reduced by 750 systems or more.

Baseline: 1,250 systems in 2018  
Source: Marathon County Conservation, Planning & Zoning

**Outcome Measure 2**

By December 31, 2021, discharges of animal waste to surface and ground water will be reduced by ensuring all idle animal waste facilities are closed in compliance with ordinance requirements.

Baseline: 40 animal waste facilities  
Source: Marathon County Conservation, Planning & Zoning

**Outcome Measure 3**

**Departments Contributing**

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



# SAFEST



## WHY IS THIS IMPORTANT?

It is important for the County to create and maintain a diverse network that protects the unique quality and character of Marathon County, enhancing community, County, and regional connections, while improving public safety services, improving traffic management, enhancing emergency access, and emphasizing health care services throughout the County. Community facilities, utility infrastructure, and county-wide internet access are required to meet current needs, to support public safety, to encourage future and current residential growth, and to foster economic growth both in rural and urbanizing areas of the County.

**PUBLIC SAFETY GOAL:** Marathon County is a safe and secure community for all residents and visitors.

**INFRASTRUCTURE (UTILITIES) GOAL:** The utilities infrastructure in Marathon County is maintained to the highest standards to support the residents and businesses of the County.



**Strategy A**

Consider the potential to consolidate emergency service agencies.

**Strategy B**

Respond to maltreatment allegations and provide protective services for vulnerable populations.

**Strategy C**

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



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

By December 31, 2022, emergency response times for public safety services (law enforcement, fire, and emergency medical services) will decrease.

Baseline: To Be Determined  
Source: Emergency Management & Sheriff's Office

**Outcome Measure 1**

**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 heroin and meth.

**Strategy 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.

**Strategy C**

Identify gaps in programs/services and community initiatives and opportunities for public/private partnerships to further efforts to mitigate and prevent drug misuse and abuse.

**Strategy D**

Identify and advance public policy that would support the mitigation and prevention of drug misuse and abuse among residents of Marathon County.

**Strategy E**

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



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

By March 1, 2019, an outcome measure will be established to measure the quality of life for adults in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.

Baseline: To Be Determined  
Source: North Central Health Care

**Outcome Measure 1**

By December 31, 2022, 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.

Baseline: 4.6% in 2017, 3.8% in 2015  
Source: 2017 YRBS\* Survey

**Outcome Measure 2**

By December 31, 2022, the rate of overdose deaths among residents in Marathon County will hold steady or decrease.

Baseline: 9.8 per 100,000 residents/40 deaths, 2014-2016  
Source: WISH\*\*

**Outcome Measure 3**

**Departments Contributing**

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

\* Youth Risk Behavior Survey  
\*\* Wisconsin Interactive Statistics on Health

**Strategy 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.

**Strategy B**

Promote partnerships between carriers/providers and government through MCDEVCO.\*

**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**

Marathon County Government will invite all carriers providing services in Marathon County to present their current coverage, speeds, and costs.



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

By December 31, 2019, the number of households with high-speed internet access will increase by 9,800.

Baseline: To Be Determined  
Source: City-County Information Technology Commission

**Outcome Measure 1**

**Departments Contributing**

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

\* Marathon County Development Corporation



# MOST PROSPEROUS



## WHY IS THIS IMPORTANT?

The County needs to establish a positive and proactive business climate that encourages balanced and sustainable business expansion and diversification, contributes to the quality of life in the community, and respects the natural environment. The County shall work to retain and enhance its existing economic base while attracting new economic development.

In order for Marathon County to be the most prosperous, the strategic economic development must be effective, and the County needs to foster an environment conducive to economic development activity. Retaining existing businesses and enabling their expansion should be a primary focus of the County's economic development program. The County should emphasize its exceptional quality of life and its many assets, including appropriate development sites and incentives for business development.

**WORKFORCE DEVELOPMENT GOAL:** The utilities infrastructure in Marathon County is maintained to the highest standards to support the residents and businesses of the County.

**ECONOMIC DEVELOPMENT GOAL:** Marathon County's a diverse economy—a place of opportunities where people and businesses can grow and be successful.

**INTERGOVERNMENTAL COOPERATION GOAL:** Marathon County is a cooperative and collaborative partner with other municipalities and organizations to most effectively and efficiently provide services to residents.



**Strategy A**

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

**Strategy B**

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



**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.**

By December 31, 2022, the current workforce participation rate will increase by 5%.

Baseline: 68.6% in 2018  
Source: American Community Survey

**Outcome Measure 1**

By December 31, 2022, the number of vacant positions within Marathon County will be reduced.

Baseline: 9,255 in 2017  
Source: EMSI\*

**Outcome Measure 2**

**Departments Contributing**

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

\* Economic Modeling Specialists International

**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.**

By December 31, 2022, utilization of available, vacant business and industrial park space will increase by 5%.

Baseline: 823 unfilled acres in 2017  
Source: North Central Wisconsin Regional Planning Commission

**Outcome Measure 1**

By December 31, 2022, the number of full-time and part-time employee positions in Marathon County will increase or be maintained.

Baseline: 76,826 in 2017  
Source: EMSI \*

**Outcome Measure 2**

**Departments Contributing**

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

\* Economic Modeling Specialists International

**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.**

By December 31, 2022, the number of businesses in Marathon County will increase.

Baseline: 3,428 business locations in 2017  
Source: EMSI\*\*

**Outcome Measure 1**

By December 31, 2022, 90% of businesses that receive assistance from Marathon County Development Corporation will be sustained for 3 years.

Baseline: To Be Determined  
Source: MCDEVCO\*

**Outcome Measure 2**

**Departments Contributing**

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

\* Marathon County Development Corporation  
\*\* Economic Modeling Specialists International

**Strategy A**

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

**Strategy B**

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

**Strategy C**

Work with municipalities to maintain a competitive inventory of serviced industrial land and office sites.

**Strategy D**

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

**Strategy E**

Pursue federal & state funding to develop a county-wide revolving loan fund to assist communities with cleanup of contaminated sites.

**Strategy F**

Secure state and federal funding to maintain infrastructure and support economic growth.



**OBJECTIVE 10.12: Maintain infrastructure to support economic growth.**

Through December 31, 2022, the county highway overall Pavement Surface Evaluation and Rating Score will maintain an average annual rating of 7.0.

Baseline: 7.03 in 2018  
Source: Marathon County Highway Department

**Outcome Measure 1**

By December 31, 2022, the total automobile crash rate will be reduced by 5% in Marathon County to improve traffic flow, efficiency, and safety.

Baseline: New Measure  
Source: Wausau Area Metropolitan Planning Organization

**Outcome Measure 2**

**Departments Contributing**

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



**Strategy A**

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.



**OBJECTIVE 12.3: Promote cost-effective public services.**

By December 31, 2020, all county departments will have employees with knowledge of continuous improvement and skills for facilitating improvement.

Baseline: To Be Determined  
Source: Marathon County Administration

**Outcome Measure 1**

By December 31, 2022, the number of county employees who have completed the Marathon County Leadership Development Program will increase by 25%.

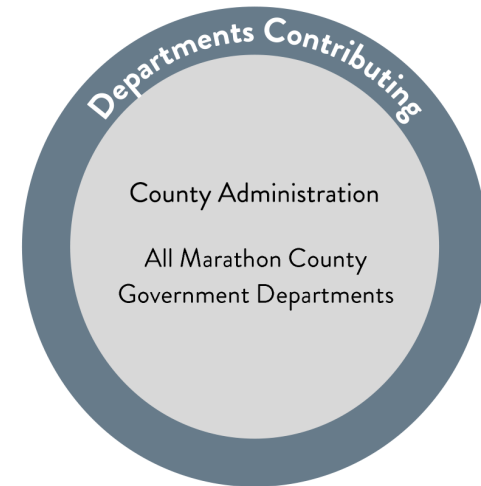
Baseline: To Be Determined  
Source: Marathon County Administration

**Outcome Measure 2**

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.

Baseline: To Be Determined  
Source: Marathon County Administration

**Outcome Measure 3**



\* Emergency Medical Services

# ORGANIZATIONAL CULTURE



As we work toward our overarching goal of being the healthiest, safest, and most prosperous county in Wisconsin, we recognize that one of our greatest assets is our team of county government employees. We know that to succeed, we need to create an environment that fosters skill and talent development and empowers employees to improve our existing services and develop new and innovative solutions to better serve the public. In short, we believe that Organizational Culture matters (see Figure 2).

So, what is Organizational Culture and what are we doing to strengthen it?

An organization's culture is its shared system of beliefs, values, and assumptions. It is the organization's character. An organization with strong culture focuses more on why it exists (its Mission), its goals (its Vision), and how it seeks to serve its customers (its Values) than on the specific day-to-day tasks it performs.

In Marathon County, we follow the blueprint of Mission, Vision, and Values in every aspect of our work. We hire those committed to public service with high moral character. We focus on the important role each person in the organization plays in our overall success. And, we strive to create an environment of learning and growth, always asking how we can do better.

## CORE VALUES

The following core values are principles for which we stand and provide direction on how people are to conduct themselves as representatives of Marathon County:

- **SERVICE** is responsively delivering on our commitments to all of our internal and external customers.
- **DIVERSITY** is actively welcoming and valuing people with different perspectives and experiences.
- **INTEGRITY** is honesty, openness, and demonstrating mutual respect and trust in others.
- **SHARED PURPOSE** is functioning as a team to attain our organizational goals and working collaboratively with our policy makers, departments, employees, and customers.
- **QUALITY** is providing public services that are reflective of “best practices” in the field.
- **STEWARDSHIP OF OUR RESOURCES** is conserving the human, natural, cultural, and financial resources for current and future generations.



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

Marathon County Strategic Plan 2018–2022

Information about the 2018–2022 Strategic Plan is available online at [www.co.marathon.wi.us/StrategicPlan](http://www.co.marathon.wi.us/StrategicPlan).