

STRATEGIC PLAN

2026-2030

MARQUETTE COUNTY
WISCONSIN

ACKNOWLEDGMENTS

We graciously thank County elected officials, staff, and community members who were involved in the development of this strategic plan.

Marquette County Board Supervisors

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Judi Nigbor, <i>County Board Vice Chair</i>	Dennis Fenner	Kathleen McGwin
Lance Achterberg	Jeff Frazer	Mike Raddatz
John Bennett	Scott Kempley	Gary Sorenson
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	David Krentz	Mary P. Walters

County Appointed and Elected Officials

Ron Barger, <i>County Administrator</i>	Kiley Lloyd, <i>County Clerk's Office</i>	Mandy Stanley, <i>Human Services Department</i>
Kris Bergh, <i>Veteran Services Department</i>	Robert Lulling, <i>EMS Department</i>	Brian Trebiatowski, <i>Highway Department</i>
Dan Buchholz, <i>IT Department</i>	Jody Myers, <i>Treasurer's Office</i>	Paul Van Treeck, <i>Buildings and Grounds Department</i>
Clifford C. Burdon, <i>District Attorney's Office</i>	Jean Potter, <i>Planning and Zoning Department</i>	Pat Wagner, <i>UW-Extension Department</i>
Hon. Chad Hendee, <i>Circuit Court Judge</i>	Shari Rudolph, <i>Circuit Court</i>	Aaron Williams, <i>Emergency Management</i>
Pat Kilbey, <i>Land and Water Conservation Department</i>	Jayme Sopha, <i>Health Department</i>	Nicole Ziebell, <i>Register of Deeds Office</i>
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ORGANIZATIONAL BACKGROUND

Marquette County, Wisconsin, is located in Central Wisconsin. Marquette County's 2015 Comprehensive Plan describes the county's situation as an "urban field" - a rural place that shares a strong flow of people, commodities, money, and information with nearby metropolitan areas. These places are often popular occasions for weekend visits, seasonal recreation, and retirement living. The county seat of Marquette County is the City of Montello, with other incorporated communities in the county including the Villages of Endeavor, Neshkoro, Oxford, and Westfield. Towns include Buffalo, Crystal Lake, Douglas, Harris, Mecan, Montello, Moundville, Neshkoro, Newton, Oxford, Packwaukee, Shields, Springfield, and Westfield. The county is home to approximately 15,592 residents. Marquette County is known for its agricultural heritage, with potato, onion, and mint production, as well as chicken processing and small-scale meat packaging serving as major economic drivers in the community.

Marquette County has approximately 200 full (182) and part-time (32) employees across 22 departments, excluding seasonal hires and elected officials. Marquette County has seventeen members of the County Board of Supervisors, who represent the different geographic wards of the county and are seated for two-year terms. The County Board of Supervisors elects a chairperson from the board. The appointed County Administrator heads the county government and reports directly to the County Board.

Based on data from the Marquette County Administration department, 197 staff members are active participants in the Wisconsin Retirement System, and an estimated 66% of those 197 are vested, or have worked more than 60 months (5 years) of service in the State retirement system. County staff are a blend of represented and non-represented roles. 34 staff members are represented through two labor unions. The average age of retirees from Marquette County is estimated to be 65 years old, with different retirement ages for Sheriff's Office members. 2 employees retired in 2024, which is the same as the 2023 numbers. An estimated 10% of employees are eligible to retire within the next 5 years based on the WRS "regular" retirement age. 25% of those employees eligible for retirement in the next 5 years are currently in leadership positions. The average employee age is 43, and the average employee tenure is 8 years for full-time employees.

- ▲ **Approximately 15,592 Residents**
- ▲ **Described as an "Urban Field"** that is popular for weekend visits, seasonal recreation, and retirement living
- ▲ **The city of Montello** is the county seat of Marquette County
- ▲ **Known for its agricultural heritage** with potato, onion and mint production, as well as chicken processing and small-scale meat packaging
- ▲ **Marquette County has approximately 200 full and part-time employees across 22 departments**

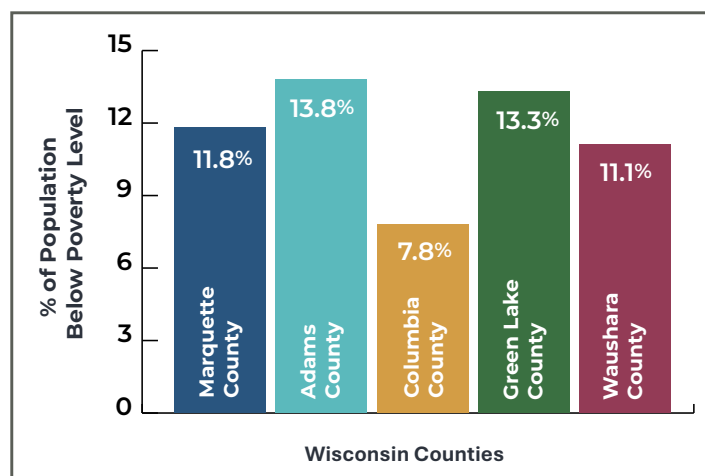
POPULATION, UNEMPLOYMENT AND HOUSEHOLD TRENDS

As of 2024, Marquette County's estimated population was 15,592. It is 64 out of 72 Wisconsin counties in terms of population density. The unemployment rate (not seasonally adjusted) in Marquette County in July 2025 was 3.4%, in keeping with the statewide average. The seasonal nature of tourism and agricultural economies demonstrate a cyclical employment cycle for the county year-over-year, peaking in the winter months consistently. The median household income is \$63,471.00, which is lower than the statewide median household income of \$77,488.00. 11.8% of people live below the poverty line, and 15.6% of children under the age of 18 live below the poverty line. Among seniors ages 65 or older, 10% are living below the poverty line. These numbers are slightly higher than the statewide rate of poverty across Wisconsin (10.3%). In comparison to surrounding counties, Marquette County's rate is slightly above the regional average by 0.3%.

Agricultural heritage and rural character are important parts of Marquette County's identity. In fact, the southern border of Marquette County is home to one of Wisconsin's largest Amish orders, the Kingston/Dalton settlement. Marquette County is known as the boyhood home of John Muir, known as the "father of America's National Park System". The county honors his legacy with a namesake county park and self-guided tour.

Marquette County's population is 10.3% veteran status, and is predominantly male. This percentage is nearly double the statewide veteran rate in Wisconsin.

As of 2023, 1.8% of the population of Marquette County is foreign-born, which is lower than the statewide percentage (5.5%). 3.5% of households have a language other than English spoken at home, which is split nearly evenly between Spanish and other Indo-European languages. It is likely that a portion of the percentage of "other Indo-European languages" captures the Germanic Pennsylvania Dutch language of the Amish orders. Marquette County is predominantly white alone-not Hispanic or Latino (92.6%), followed by Hispanic (3.56%), Two Races Excluding Other, & Three or More Races (1.75%), Asian (0.56%), Black (0.52%). There are smaller numbers below 0.25% for American Indian and Alaska Native, and Native Hawaiian and other Pacific Islander originating groups.



POPULATION, UNEMPLOYMENT AND HOUSEHOLD TRENDS

The median age of Marquette County residents is 50.5, which is higher than the Wisconsin median age (40.7). 5.2% of women ages 15-50 gave birth during the past year, which is about the same as the Wisconsin statewide birthrate. Based on the most recent American Community Survey results, 18.1% of Marquette County's have a disability. The leading reported disabilities include ambulatory difficulty (8.5%), cognitive difficulty (6.1%), hearing difficulty (6.1%), and independent living difficulty (6.1%).

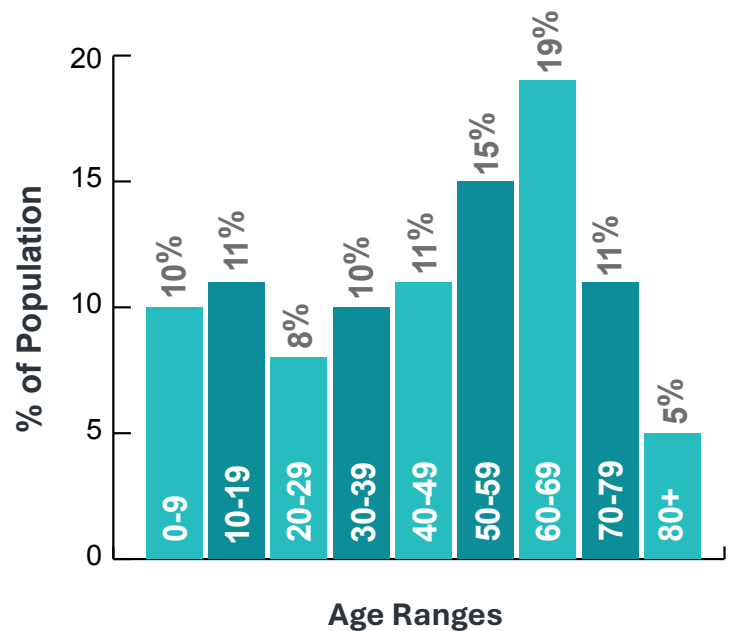
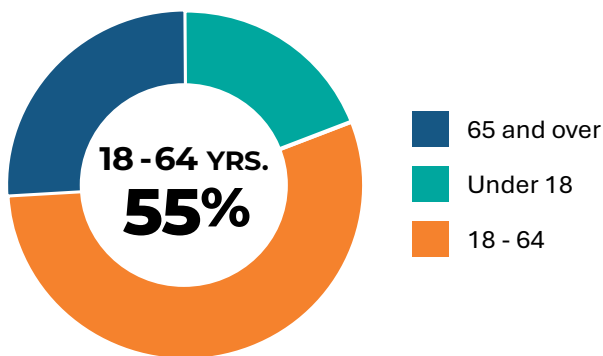
50.5

MEDIAN AGE

About **25% higher** than the figure in Wisconsin: **40.1**

About **1.3 times** the figure in United States: **38.7**

POPULATION BY AGE CATEGORY



Despite its rural nature, its proximity to a major interstate (I-39) and State Highways 22 and 23 connect Marquette County to Madison, Chicago, the Fox Valley area, and Wisconsin Dells/Baraboo areas.

The county is known for industries including agricultural production, and recreation across a number of campgrounds and lakes. 18.1% of county workforce participants are employed in education and health services, followed by 16.6% in trade, transportation and utilities (which encompasses manufacturing), 11.2% in leisure and hospitality, 8.4% in natural resources and mining (which encompasses agricultural work), and 4.9% in public administration. The largest major employers within Marquette County include Brakebush Brothers, Inc., Marquette County, Gumz Farms, Arimon Technologies, and Apollo Tool.

HOME OWNERSHIP AND HOUSEHOLD INCOME TRENDS

Geographic mobility in Marquette County is in alignment with neighboring counties, with 7.9% of the population having moved in the previous year. 92.1% of the population lives in the same house they lived in one year ago, approximately 2.9% moved within the county, 3.9% moved from a different Wisconsin county, and 1% moved from a different state to Marquette County, WI.

Marquette County has 9,841 housing units. 69.9% of units are occupied, and 30.1% are considered vacant housing units. In Census Bureau data, vacant housing units can account for new construction units intended for occupancy, vacation homes, or instances where the owner primarily resides elsewhere. Of the vacant housing units, 81.4% are considered seasonal or recreational in nature. It is important to note that these

figures do not indicate that vacant housing units are not locally-owned—anecdotally, we heard that there are many families that keep non-homestead properties in their extended family as a part of multi-generational land holdings. While these homes may be local family cottages, hunting properties, etc., they may very well be owned by some families who primarily reside in Marquette County, WI. Without looking in-depth at ownership records in county property tax records, it is difficult to ascertain from Census data alone.

The homeownership rate in Marquette County is 80.9%. The median listing price for a single-family home sale in Marquette County is \$347,450.00. As of August 2025, houses spend a median of 54 days on the market, which has decreased slowly but steadily since 2020.

**Data and information provided by the Marquette County website, U.S. Census Data, Marquette County 2015 Comprehensive Plan, State of Wisconsin Department of Workforce Development, Data USA, Federal Reserve Bank of St. Louis, and Gannett Media.*



STRATEGIC PLAN CONTEXT

Marquette County's 5-year strategic plan is intended to be a short-term document that serves as an internal guidepost for the organization.

This strategic plan aims to guide the County Board Supervisors and county staff in addressing short-term issues that they are facing. Some of these issues are broad, community issues that impact government service delivery, and others are strictly operational in nature.

MARQUETTE COUNTY CORE VALUES

As a kickoff to the strategic planning process, a broad cross-section of county elected officials, department heads, and staff defined their values, mission, and vision for the next five years through interactive workshops. We share their feedback here.

Marquette County's core values describe how we approach our work each day as we serve our customers:

- ▶ **HONESTY:** We share information openly and respectfully, even when it is uncomfortable, building trust through transparency, accountability, and the courage to speak the truth
- ▶ **PROFESSIONALISM:** We demonstrate professionalism by showing respect, patience, and integrity, providing courteous and dependable service even in challenging situations
- ▶ **INTEGRITY:** We act with integrity and earn trust by consistently doing the right thing, relying on accurate information, and making thoughtful, well-prepared decisions for the benefit of all residents.
- ▶ **COLLABORATION:** We embrace collaboration and open-mindedness by working across departments, listening to diverse perspectives, and sharing knowledge to achieve better outcomes for the community.
- ▶ **DEDICATION:** We demonstrate dedication and competency in our work by committing to excellence, continually developing our skills, and delivering reliable, high-quality services.

MARQUETTE COUNTY MISSION

A mission statement is defined as the promise that county leaders make to all who live, work, play, or invest in the community and rely on the county infrastructure and services. Mission statements are grounded in reality and should be implementable and measurable. Marquette County's mission is:

**Protecting people and places through
responsible spending and essential services.**

The mission statement stands on its own, or can be accompanied by the following two sentences which support it:

Marquette County provides vital programs that keep residents safe, healthy, and connected. We manage public resources carefully while safeguarding our community's natural and cultural assets for the future.

MARQUETTE COUNTY VISION

A vision statement is an aspirational goal of what an organization could be with no barriers. This is a bold statement that drives an organization forward but may not be fully implementable or measurable. Marquette County's vision is:


**We aspire to be a County that residents trust, employees value,
and that delivers sustainable, high-quality services.**

The vision statement stands on its own, or can be accompanied by the following two sentences which support it:

Marquette County strives to provide reliable, sustainable services while supporting its workforce and responsibly serving the community. Together, we aim to build a county government that residents can rely on and take pride in.

SWOT ANALYSIS

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The following SWOT analysis was developed following a review of employee and elected official survey results, one-on-one interviews with elected officials and department heads, and a series of focus groups with community members. The themes that emerged and were addressed through this strategic planning process are summarized below. Staff, department heads, and County Board Supervisors selected their top issues (highlighted) to prioritize and address the subsequent eight strategic plan goals. Each goal indicates via a link symbol  which portion of the SWOT analysis it connects back to.

STRENGTHS	WEAKNESSES
People and Culture	Staffing and Capacity
Place and Identity	Decision-Making and Communication
Innovative and Efficient	Facilities and Technology
	Fragmentation

OPPORTUNITIES	THREATS
Regional Collaboration	Workforce Risks
Strategic Public Engagement	Financial Limitations
Demographics and Talent	Resistance to Change
Innovation and Grants	Public Distrust and Polarization

**Consultant note: Two of the strengths (People and Culture, Innovative and Efficient) were reclassified as weaknesses through workshop discussion. These goals are written in an aspirational tone for the future.*

STRATEGIC PLAN GOALS

The county's strategic plan has 8 overarching goals that influence internal operational dynamics and external customer service and service delivery.

GOAL 1

Build Greater Trust and Collaboration Across County Departments

GOAL 2

Strengthen Leadership and Governance Within the County

GOAL 3

Foster a Culture of Innovation

GOAL 4

Ensure Workforce Stability and Service Excellence

GOAL 5

Unify Leadership for Shared Success

GOAL 6

Smart Partnerships for a Stronger County

GOAL 7

Building a Culture Ready for Change

GOAL 8

Focusing on Investing Wisely and Serving County Residents Well

WHAT DO THESE CHANGES MEAN?

For Appointed and Elected Employees:

Through implementation of this strategic plan, employees can expect a culture shift that results in the following outcomes:

- ▲ Achieving consistent customer service across departments.
- ▲ Moving into a data-driven culture where processes are documented, performance is tracked, and outcomes are measured.
- ▲ “We’ve always done it this way” is no longer an acceptable answer - data will drive improvements and standardization.
- ▲ Stronger cross-departmental collaboration and trust-building is a priority.
- ▲ Employees will be asked for their feedback regularly - through an annual survey tool, structured 1:1 sessions, and stay and exit interviews.
- ▲ Services may move into shared models or joint projects in order to reduce duplication of efforts and costs.
- ▲ The budget process will become more centralized and data-driven.
- ▲ Change will be treated as a necessary and normal function - but change will be tested and implemented as a slow-drip, so that it can be measured incrementally - rather than all at once.
- ▲ Employees will be encouraged to bring forward new ideas on how to solve problems collaboratively, creatively, and efficiently.

What's in it for you?

You'll have a voice in shaping improvements, clearer processes, and stronger collaboration across departments. Change will be implemented thoughtfully, letting you adapt while contributing to a more efficient and effective workplace.



WHAT DO THESE CHANGES MEAN?

For County Board Members:

Through implementation of this strategic plan, County Board members can expect a culture shift that results in the following outcomes:

- ▲ County Board members will adopt a truly unified county-wide mindset that guides priorities, investments, and communication to serve the entirety of Marquette County.
- ▲ Budget presentations and policy recommendations will come before you in a standardized, comparative format, led by the County Administrator - not individual departments.
- ▲ The County Board will use data, annual reports, and forecasting tools to make data-driven decisions - which aim to reduce mid-year requests and lead to stronger long-term budget planning.
- ▲ The County Board will adopt a mindset that everyone has room to grow and learn - which means that continuous improvement and education will be offered, and movement will be encouraged between committees. Everyone has an opportunity to gain expertise, rather than using expertise as a way to gatekeep power or positions.
- ▲ Knowing that community engagement is limited to highly-emotional and volatile decisions, there will be a concerted effort to facilitate engagement and solicit feedback year-round.
- ▲ The County Administrator will drive the budget while coordinating department input, and the County Board will provide clear direction, regular feedback, and clarify the results that they want to see from their chief appointed official. This shift supports professionalism and long-term stability.

What's in it for you?

You'll have clear roles, reliable data, and a streamlined budget process so that decisions you make are guided by facts, not emotion. Incremental change will be an adjustment, but it will help, over time, to shift Marquette County toward a more innovative, collaborative, and forward-looking culture.

SUMMARY AND DEFINITIONS

Marquette County's strategic plan will serve as a roadmap for the organization over the next five years. An inclusive process that engaged County-wide staff, department heads, community members, the County Board Supervisors, as well as community leaders, invited participant feedback and insights throughout the summer of 2025. You will see the following definitions in the pages of this document:

GOALS: Goals are broad statements that define a future state for a problem that Marquette County is currently facing. Goals include multiple objectives within them.

OBJECTIVES: Objectives are aligned underneath a corresponding goal. Objectives are action items that move Marquette County toward the realization of the broader goal.

INITIATIVES: Initiatives are specific programs (new or existing) that have data measures tied to them. Initiatives are aligned under an objective, just as objectives are aligned under goals. Initiatives are useful to measure progress in implementation as they have data benchmarks that can be measured and evaluated over time.

DATA MEASURES: Data measures are just as they sound - a quantitative measurement of, well, anything! In order to measure progress on working toward goals and objectives, we have identified a data measure for each initiative. This allows us to measure two specific things: 1) if the initiative is being implemented, and 2) if that initiative is successful in realizing the established objectives and broader goals.

STRATEGIC PLAN GOALS

GOAL 1

Build Greater Trust and Collaboration Across County Departments

SWOT CONNECTION

 Ties to organizational **STRENGTH** of People and Culture

Why This Matters: This goal matters because a healthy workplace culture depends on relationships, behaviors, and values that foster greater trust and collaboration. Strong relationships within county government equate to better service for Marquette County citizens. Problems are solved faster and more effectively, and coordination improves government responsiveness.

OBJECTIVE 1.1

* GOAL INITIATIVES:

Target Completion
Years are highlighted

Strengthen Communication Between Leadership and Staff (Appointed and Elected)

INITIATIVE 1. Prioritize 1:1 brief check-ins between County Administrator and all department heads at least twice per year. These check-ins should occur outside of formal performance reviews (which are to include written evaluations). Increasing communication between departments and Administration will increase trust. **2027**

OBJECTIVE 1.2

Develop a Culture of Trust and Shared Values

INITIATIVE 2. Identify 2 half days for county-wide in-service training for staff and pilot it in 2027. Ensure that this in-service training incorporates all employees and coincides with advance marketing of when these office closures will occur. Training for year 1 may spotlight Marquette County's core values. **2027**

OBJECTIVE 1.3

Promote Accountability and Collaborative Problem-Solving

INITIATIVE 3. Develop an anonymous survey each year for County Board and Department heads to rate themselves on health of communication, trust, and collaboration. Benchmark this score and work toward improving it each year. **2026**

INITIATIVE 4. Like the Budget Team model, there are highly collaborative problem-solvers within

Marquette County. Explore forming working groups or project teams that bridge different departments. Each group would be formed with adequate representation based on the problem being solved. A veteran's related issue, for example, would benefit from having a veteran resident on the working group or project team. **2027**

GOAL 2

Strengthen Leadership and Governance Within the County

SWOT CONNECTION

🔗 Ties to organizational **WEAKNESS** of Decision-Making and Communication

Why This Matters: The foundation of a good, transparent government starts with clear rules and fair processes. When County Board members know their roles, make decisions transparently, and plan for the long-term beyond the next budget cycle, it will reduce waste and increase public trust. Strong governance as a foundation ensures that tax dollars are managed responsibly and decisions are made with accountability.

OBJECTIVE 2.1

Clarify Roles, Responsibilities, and Board Structures

INITIATIVE 1. Offer a training once during each County Board election cycle (twice per year) that reinforces roles and responsibilities for policymakers versus operational leaders. **2028**

INITIATIVE 2. Following rules changes adopted in 2025, evaluate the revised committee appointment process. Ensure that equity is reflected in committee representation and increased education for each

County Board member across ALL county committees are the results. **2028**

INITIATIVE 3. Explore restructuring standing committee membership and compensation for greater compensation parity across County Board members. **2028**

See Appendix III for an example policy.

OBJECTIVE 2.2

Enhance Accountability and Transparency

INITIATIVE 4. Adopt formal accountability structures between County Board and Administrator. Adopt a formal performance review structure and ensure that the County Administrator's contract is renewed consistently. **2026**

INITIATIVE 5. Explore software options that enable multiyear budget forecasting. The year-to-year hamster wheel puts departments and the Board in survival mode and harms collaboration. **2028**



GOAL 3

Foster a Culture of Innovation

SWOT CONNECTION

🔗 Ties to organizational **STRENGTH** of Innovative and Efficient

🔗 Ties to organizational **THREAT** of Resistance to Change

Why This Matters: Marquette County needs to embrace every opportunity to be more efficient and responsive for local government users, and to look as attractive as possible for prospective employees. Staying proactive and forward-thinking can positively impact service, tools staff use, and increase employee morale. Falling behind will mean higher costs, outdated systems, staffing challenges, and declining service quality.

OBJECTIVE 3.1

Establish What Innovation Looks Like in Marquette County

INITIATIVE 1. Reach consensus on how “innovation” is defined for Marquette County. It goes beyond technology; it’s about creative problem-solving and better customer service. **2026**

INITIATIVE 2. Encourage all departments to include at least one innovation goal in their annual plan and budget request process. **2028**

INITIATIVE 3. Overhaul the existing budget development process as it is nearly universally a stressor across the organization. In the new process, department heads funnel requests through Administration and a balanced budget with complete forecasting is presented to the County Board. **2027**

See Appendix II for an example policy.

OBJECTIVE 3.2

Create Safe, Structured Opportunities to Experiment

INITIATIVE 4. Strive to create a “safe to fail” environment where employees are encouraged to be creative in problem-solving and share new ideas in controlled environments. **2027**

INITIATIVE 5. Develop “sandboxes” or ways to pilot new programs or technology for a short time without fully launching a new product. This gives employees time to test the outcome (or hangups) of a new tool and gather feedback in a controlled way. Ensure that staff are capturing the outcomes of changes and actual return on investment. **2028**



OBJECTIVE 3.3

Leverage Staff Expertise and Collaboration

INITIATIVE 6. Identify training team members across the organization who are willing to pilot learning new technology and training colleagues on new technology. This may vary depending on the technology specifically. Trainers may qualify for premium pay. **2028**

INITIATIVE 7. Task departments with discovering how (programmatically or technologically) counterparts in other counties are solving similar problems. Identify costs and if there are opportunities to piggyback on another county's contract at a lower cost than through separate procurement. **2027**

OBJECTIVE 3.4

Formalize Technology Implementation and Oversight

INITIATIVE 8. Pilot a technology acquisition subcommittee of staff and one County Board designee for one year. When departments request a new technology it goes through this committee first. The committee will evaluate what problem it is solving, and if this is a tool which could problem solve more broadly across the organization. **2026**



GOAL 4

Ensure Workforce Stability and Service Excellence

SWOT CONNECTION

 **Ties to organizational WEAKNESS of Staffing and Capacity**

Why This Matters: Staffing retention is about keeping experienced, highly capable employees in place so that services remain reliable. When people stay, they learn the job at a greater depth, improving their quality and responsiveness. Marquette County wants to be a stable, high-functioning government. You can't deliver on your long-term goals without a strong, consistent workforce as the foundation. Earning community trust and respect starts with a well-trained, fully-staffed team.

OBJECTIVE 4.1

Competitive Compensation and Recognition

INITIATIVE 1. Explore a premium pay model for hard-to-fill positions or where staff have to meet a statutorily-required workload in the midst of a vacancy. This helps with morale and makes use of existing wages budgeted (neutral budgetary impact). **2027**

See Appendix IV for an example policy.

INITIATIVE 2. Explore creative retention benefits like a paid half day or a modest gift for employees (on their birthday for employees who have worked for the County for more than three years). **2028**

OBJECTIVE 4.2

Work-Life Flexibility and Employee Wellness

INITIATIVE 3. Measure walk-in traffic across departments to understand peak hours for future coverage before remote / hybrid workplace changes are implemented. Emphasize clear communication on walk-in hours to ensure excellent customer service. **2026**

INITIATIVE 4. Develop clear and transparent policies County-wide around in-office, remote, and hybrid workplace expectations, taking into consideration peak hours for walk-in traffic across County departments. **2027**

INITIATIVE 5. Connect employees with existing EAP resources of confidential financial literacy counseling around issues beyond retirement planning - such as first-time home buying, caring for aging parents, managing student debt, etc. **2026**

● ● ● ● ● ● OBJECTIVE 4.3 ● ● ● ● ● ●

Training, Development, and Knowledge-Building

INITIATIVE 6. Create a structured new employee training program that brings new hires across departments and levels together in their first few months with the organization. Cross-departmental relationship building will result. **2027**

● ● ● ● ● ● OBJECTIVE 4.4 ● ● ● ● ● ●

Data-Driven Workforce Planning and Retention

INITIATIVE 7. Conduct an annual anonymous survey to all employees to understand opportunities, challenges, and garner feedback. Create a taskforce that addresses employee feedback annually with targeted solutions. **2026**

INITIATIVE 8. Formalize exit interviews and stay interviews to understand existing and emerging employee needs. Use this data to inform policies. **2026**

INITIATIVE 9. Explore coordinated services with adjacent counties for niche or hard-to-fill roles if in the future there are persistent vacancies. Some departments that might qualify for joint or coordinated services include Information Technology, Human Resources, for example). **2029**



GOAL 5

Unify Leadership for Shared Success

SWOT CONNECTION

 Ties to organizational **WEAKNESS** of Fragmentation

Why This Matters: Many County Board members find themselves running for County Board after serving for long tenures on their local town or village boards or potentially continue to serve both simultaneously. There's a shift in the role itself when an individual goes from representing their township to representing the entire county. When individuals don't make that mindset shift in their role, it can lead to fragmentation and mistrust. Marquette County has an opportunity to focus on cooperation - rather than competition. A unified county-wide mindset enables clear priorities, effective tax dollar investment, and consistent service delivery.

OBJECTIVE 5.1

Strengthen County-Wide Representation and Governance

INITIATIVE 1. As a part of County Board member orientation, emphasize the responsibility to represent the ENTIRETY of Marquette County. Consider incorporating regular "road trips" to see county roads, meal sites, parks, EMS stations, and other county facilities to connect elected officials to the widespread arms of county service delivery. **2027**

INITIATIVE 2. Adopt a formal set of governance principles for County Board members that make clear the role of a County Board member is policymaking and oversight, not township-level advocacy. **2026**

INITIATIVE 3. Explore reduction of the size of the County Board to ensure members represent larger constituencies and as such, consider broader county-wide needs in decision-making. **2028**

OBJECTIVE 5.2

Enhance Education and Relationship-Building Among Leaders

INITIATIVE 4. Building on Goal #2 around Governance, host one lunch and learn highlighting each county department per month. This would give staff a chance to educate one another (and elected officials, should they choose to attend) on how their department functions and the role it plays. The educational function can take place onsite in a county department and brings a tangible element to departments beyond their budget numbers. **2029**

OBJECTIVE 5.3

Expand Community Engagement and Transparent Decision-Making

INITIATIVE 5. Explore county-wide listening sessions where County Board members invite open resident engagement, with an opportunity for County Board members to hear feedback from residents beyond their own township and voters. **2028**

INITIATIVE 6. Create more opportunities for community members' input (surveys, ongoing customer service feedback mechanisms, open house events, representation at community events) so that resident voices guide county-wide decisions. **2027**

INITIATIVE 7. Create standardized project status updates, annual report templates, and budget dashboards for departments so that data is presented to the County Board equitably. **2029**



GOAL 6

Smart Partnerships for a Stronger County

SWOT CONNECTION

 Ties to organizational **OPPORTUNITY**
of Regional Collaboration

Why This Matters: We heard from you that resources are tight in a rural community, but that needs continue. The way to meet the needs of residents in Marquette County is by collaborating more in your service delivery, not necessarily spending more on service delivery. By working with neighboring counties, regional partners, and identifying other organizations providing similar services or targeting similar needs, you can be strategic in how you meet the needs of residents. Collaboration will allow Marquette County to maintain reliable services, access better tools and expertise, and find cost savings where it would be costly to deliver services independently.

OBJECTIVE 6.1

Prioritize Opportunities to Collaborate Regionally

INITIATIVE 1. Identify a comprehensive list of vendors with whom Marquette County has contracts or memoranda of understanding and identify top priorities (high cost or high user dissatisfaction) as top candidates for exploring a new solution. Start here in exploring where collaboration could offer better outcomes. **2026**

INITIATIVE 2. Identify key services where collaboration across county lines could improve service delivery and help to realize cost reduction. Identify if it would make more sense for the staff to be joint, or for tools to be shared (same license for patient records management, for example). **2029**

INITIATIVE 3. Identify if there are hard-to-fill positions that may be candidates for joint staffing opportunities, like a victim/witness program coordinator serving populations in two counties, for example. **2029**



OBJECTIVE 6.2

Focus on Strengthening Regional Relationships

INITIATIVE 4. Direct County Administrator to engage with neighboring counties, municipalities, and service providers regularly through roundtables to explore shared opportunities to collaborate and where similar challenges exist. **2027**

INITIATIVE 5. Don't reinvent the wheel. Explore and understand where other counties or local governments have adopted memoranda of understanding, switched to shared training, or cooperative contracts. **2027**

INITIATIVE 6. Identify if there are opportunities to piggyback or solicit jointly on contracts for technology or services, such as obtaining additional Epic licenses through a larger county contract for a number of Health Department employees in Marquette County. **2027**

OBJECTIVE 6.3

Establish Guiding Principles and Communicate the Value of Partnerships


INITIATIVE 7. Define what principles need to exist to guide collaborative partnerships such as: lower cost for residents, wider breadth of services for residents, access to higher quality tools and software, etc. Weigh opportunities with these principles in mind. **2026**



GOAL 7

Building a Culture Ready for Change

SWOT CONNECTION

 Ties to organizational **THREAT** of Resistance to Change

Why This Matters: We heard from you that Marquette County finds comfort in consistency, but if change is too hard to implement, the organization faces major risks in the future. A change-averse organization faces falling behind, ineffective use of taxpayer dollars, and losing good staff who have the creativity and desire to innovate. Some of the leaders already within the county have shared that when they came into their role, they had significant clean-up and upgrading to do. Developing an infrastructure that enables small, incremental changes regularly should create fewer major overhauls in the future. Marquette County has the opportunity to break down silos between departments, and to anticipate change proactively so that it can keep services relevant for residents, attract and retain exceptional employees, and build greater trust with residents.

OBJECTIVE 7.1

Strengthen the Capacity of Elected and Appointed Officials

INITIATIVE 1. Explore Board term limits for committee members. This would enable broader perspectives for Board members and enhance leadership capacity.

2029

INITIATIVE 2. Develop a formal succession planning effort within Marquette County. This ensures that when new leaders step in or step up in an organization, they have all of the tools and resources documented to learn the job well, and move into the innovation and improvement stage of leadership more quickly. 2029

OBJECTIVE 7.2

Improve Communication and Resident Engagement

INITIATIVE 3. Develop a consistent communication strategy for reaching residents across all departments. Communications should, in many cases, be centralized (versus spread across multiple separate social media accounts) and should always be available on the county's website, taking into account those who do not have social media accounts. 2029

OBJECTIVE 7.3

Foster Innovation and Cross-Departmental Collaboration

INITIATIVE 4. Gather department heads once or twice monthly to convene for an issues discussion meeting, where leaders across departments can discuss ways to solve emerging issues, complaints, or systemic problems. 2026

GOAL 8

Focusing on Investing Wisely and Serving County Residents Well

SWOT CONNECTION

 Ties to organizational **THREAT**
of Financial Limitations

Why This Matters: We understand that Marquette County is an older, more rural community and that county needs and wants continue to rise. Sometimes departments desire to solve problems more fully and invest in programs that offer more assistance to residents, but the funding may or may not be there. The county seeks to deliver services to help its people, but needs to do so in a way that is financially sound. Success means not necessarily solving every problem, but being smart with limited dollars, making fair decisions about what budget priorities are, and finding new and creative ways to stretch resources.

OBJECTIVE 8.1

Strengthen Financial Planning and Budget Strategy

INITIATIVE 1. Acquire software that enables multi-year budget forecasting, and provide budget forecast reports to County Board quarterly. **2028**

Consultant note: It should be noted that some shortfalls are the result of mandated services, such as out-of-home placements in Human Services. These placements are costly and may be difficult to anticipate budgetarily, but some shortfalls exist that are non-mandated and can be anticipated.

INITIATIVE 2. Centralize the budget process under the County Administrator through a heavily revised structure. The County Board is to give the Administrator clear parameters on the dollar amount of a presented budget, and the Administrator will coordinate with departments to reach that budget amount, and indicate service and staffing impacts. This eliminates individual presentations by departments to the County Board in order to streamline decision-making. **2027**

INITIATIVE 3. Align the budget process around solving county-wide problems rather than funding isolated departmental services. Prioritize cross-departmental programs that deliver coordinated, system-wide impact. **2029**

INITIATIVE 4. Provide training on debt/borrowing tools (through Wisconsin Counties Association possibly) for County Board members to ensure full understanding of available fiscal mechanisms. **2026**

INITIATIVE 5. Pilot centralized procurement process for one year, managed under the Administration Department with a full or part-time purchasing employee. **2029**

OBJECTIVE 8.2

Enhance Advocacy Efforts and External Engagement Outside the County

INITIATIVE 6. Empower County Board members with tools for state and federal advocacy. **2029**

APPENDIX

- I. Sample Employee and County Board Survey Templates**
- II. Proposed Revised Budget Process**
- III. Oconto County committee membership and compensation rules**
- IV. Oconto County premium pay model for vacant positions**

I: SAMPLE EMPLOYEE AND COUNTY BOARD SURVEY TEMPLATES

One of the data measures recommended across several strategic plan initiatives refer to an anonymous annual survey. We have developed a sample listing of survey questions which could be administered digitally and anonymously by county staff on an annual basis for staff and elected officials to complete. This would enable benchmarking the baseline score and providing a performance target for the future.

Sample Employee Survey - For all appointed and elected employees, including department heads, unless otherwise noted.

Please rate the extent to which you agree or disagree with the following statements about your job working for Marquette County: (10 being Strongly Agree; 1 being Strongly Disagree)

1. I gain satisfaction from my current job responsibilities.
2. I see a career path for me at Marquette County.
3. I plan on working for this organization a year from now.
4. I have the opportunity to do what I do best every day at work.
5. I feel heard by my leadership and trust them.
6. Overall, I feel positive about working for Marquette County.
7. Overall, I am satisfied with my job.
8. How likely or unlikely are you to recommend working for Marquette County to someone who asks? (% very or somewhat unlikely)

As an employee of Marquette County, how would you rate the job the organization does at each of the following? (% excellent or good)

9. Work schedule flexibility
10. Access to technology that helps employees do their job effectively
11. Work-life balance
12. Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
13. Compensation (salary, benefits) compared with similar opportunities

As an employee of Marquette County, how would you rate the job the organization does at each of the following? (% excellent or good)

14. Collaboration between departments
15. Providing a clear vision for the organization
16. Valuing creative ideas and innovation
17. Clear and consistent internal communications
18. Openness to new ideas and initiatives
19. Fostering trust between departments
20. Fostering trust between elected officials and employees
21. Fostering trust between Administration and employees

22. Accuracy of performance evaluations
23. What do you think the biggest opportunities are for Marquette County to improve as an employer? (Open-ended)
24. What is the biggest challenge that you see Marquette County facing as an employer? What could improve from the employee perspective? (Open-ended)

(EMPLOYEES ONLY, NOT DEPARTMENT HEADS) As an employee of Marquette County, how would you rate your supervisor's performance at each of the following? (% excellent or good)

25. Applying policies and procedures equally to all employees
26. Treating employees with respect
27. Fostering an atmosphere of mutual trust and confidence
28. Treating all employees fairly
29. Managing low-performing employees
30. Coaching or mentoring employees
31. Providing specific, constructive feedback that helps improve employee performance
32. Communication expectations of employees

Please rate your familiarity with the following employee benefits:

33. Employee Assistance Program (EAP)

Sample County Board Survey

Please rate the extent to which you agree or disagree with the following statements about your role as an elected County Board member serving Marquette County:

1. I gain satisfaction from my current job responsibilities.
2. I feel heard by my leadership and trust them.
3. Overall, I feel positive about my role serving Marquette County.
4. How likely or unlikely are you to recommend someone running for a position for Marquette County Board to someone who asks? (% very or somewhat unlikely)
5. I have adequate data to inform my decisions.
6. The committee appointment process is fair and equitable, and encourages diverse perspectives.
7. I have opportunities to learn about various departments in my role on County Board.
8. I have opportunities to learn about state law and grow my governance knowledge.
9. I understand my role as a policymaker and how it differs from the operational role of county employees.

As a County Board member serving Marquette County, how would you rate the job the organization does at each of the following? (% excellent or good)

10. Providing a clear vision for the organization
11. Collaboration between departments
12. Valuing creative ideas and innovation
13. Clear and consistent internal communications
14. Openness to new ideas and initiatives
15. Fostering trust between departments
16. Fostering trust between elected officials and employees

As a County Board member serving Marquette County, how would you rate your peer's performance (fellow County Board members) at each of the following? (% excellent or good)

17. Applying policies and procedures equally to all departments
18. Applying policies and procedures equally across all committees
19. Fostering an atmosphere of mutual trust and confidence
20. Providing specific, constructive feedback that helps improve County Administrator's performance
21. Communication of expectations of Department Heads
22. Communication of expectations to County Administrator

II: PROPOSED REVISED BUDGET PROCESS

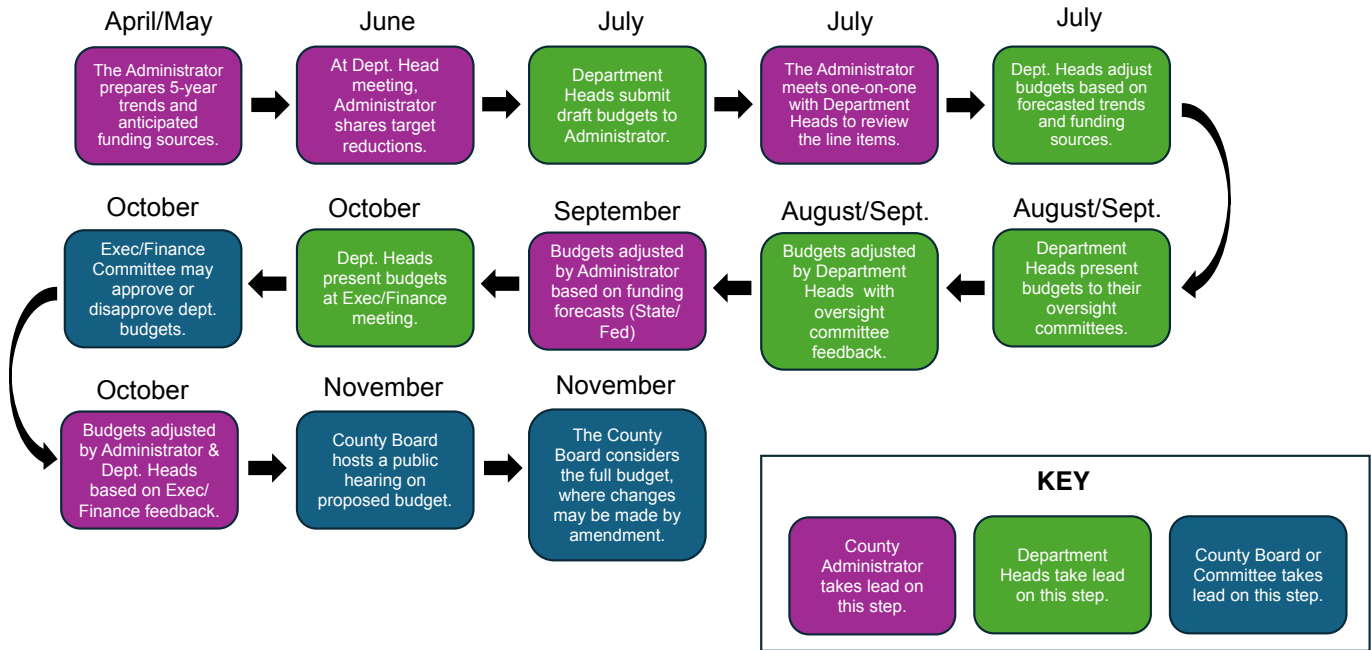
The current budget development and review process in Marquette County spans from spring through November and includes several rounds of revisions by Department Heads and the County Administrator, as well as review by the appropriate oversight committee, Executive and Finance Committee and County Board. Despite multiple touchpoints, it often remains unclear until the final month of budget development what non-mandated services are priorities to be funded.

The revised proposed budget process (included in an infographic form in the following pages) has several substantive changes:

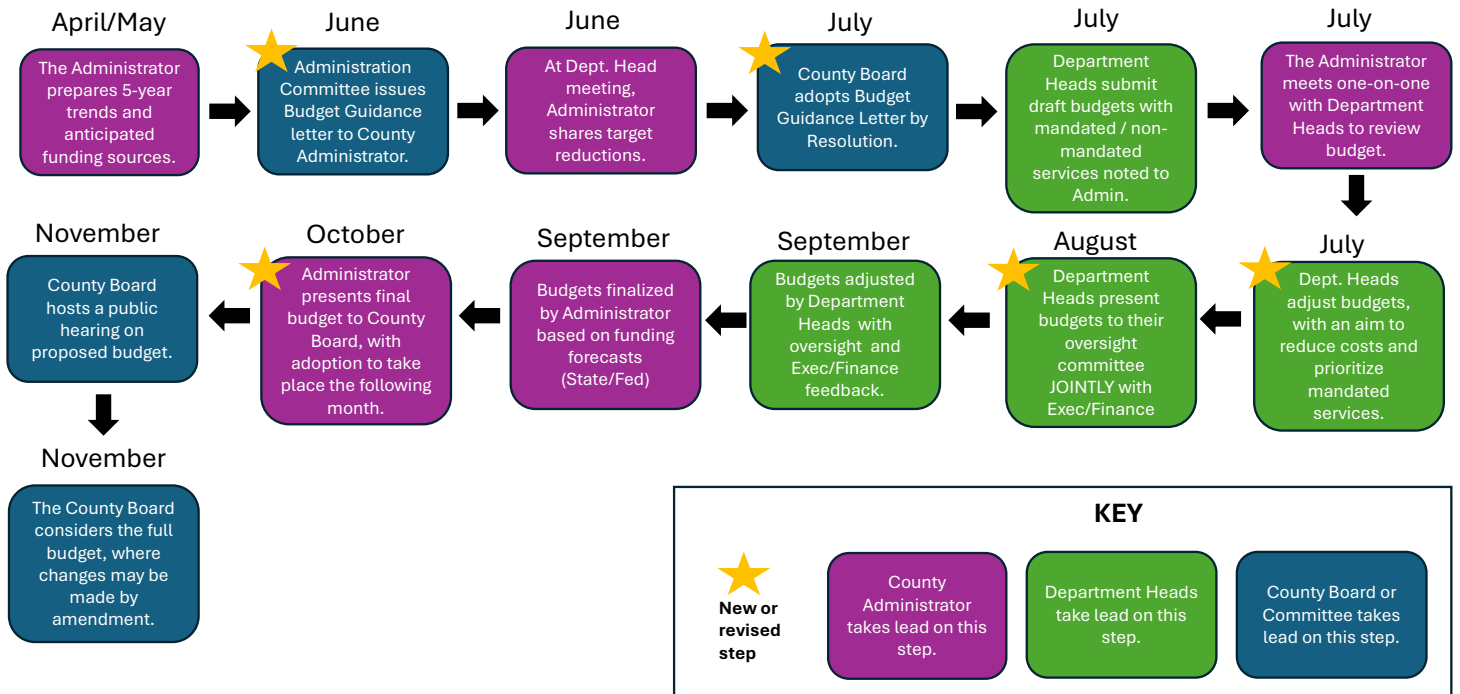
1. The Administrative Committee and County Board offer firm guidance as far as dollar amounts early and through legislative action. An example of an adopted guidance letter and resolution are included as Resolution R2025-07-03.
2. With this guidance in mind, Department Heads adjust their budgets with the prioritization of mandated services before the budgets are ever seen by their oversight committees.
3. Oversight committees and Executive/Finance Committee meet jointly to hear departmental budget presentations. Feedback from both committees is provided to Department Heads, eliminating the need for one additional meeting and round of revisions. If Executive and Finance desires to see a revised budget before it goes before the full County Board, there is still time for a secondary review by the Executive/Finance Committee.
4. Following the presentation of draft budgets by Department Heads to oversight and Executive/Finance Committees, the County Administrator manages all further presentation of the budget. Department Heads are only involved in the process for answering budget-specific questions, not to defend their budget or advocate for it.

BUDGET PROCESS CHARTS

Current Budget Process for Marquette County



Proposed Revised Budget Process for Marquette County



EXAMPLE of Adopted Guidance Letter and Resolution

RESOLUTION – R2025-07-03

To: The Honorable Chair and Members of the Oconto County Board of Supervisors

Re: **Approve 2026 Budget Guidance**

WHEREAS, per County Board rule 2.118 (A), the Administration Committee shall provide guidance and recommendations to the County Board in June or July; and

WHEREAS, the Administration Committee is recommending the attached 2026 Budget Guidance Letter; and

WHEREAS, the fiscal impact is estimated to be between \$500,000.00 to \$1,000,000.00, depending on the final adopted 2026 Budget; and

THEREFORE, BE IT RESOLVED, that the Oconto County Board of Supervisors hereby approves the attached 2026 Budget Guidance Letter.

Submitted this 24th day of July, 2025.

By: ADMINISTRATION COMMITTEE

Alan Sleeter, Chair
Dennis Kroll
Carol Heise
John Matravers
Char Meier
Theresa Willems

Electronically Reviewed by Corporation Counsel on 07.16.2025 - BLE

Adopted by an electronic vote: 22 Ayes, 1 Nay, 8 Absent, 0 Abstain, 0 Vacant

STATE OF WISCONSIN
COUNTY OF OCONTO

I, Kim Pytleski, do hereby certify that the above is true and correct copy of the original now on file in the office of the County Clerk and that it was adopted by the Oconto County Board of Supervisors on this date. DATE: 07/24/2025 Kim Pytleski, County Clerk



Oconto County Administrator
301 Washington St.
Oconto, WI 54153

To: OCONTO COUNTY BOARD OF SUPERVISORS, DEPARTMENT MANAGERS

From: County Administrator, Finance Director, and Administration Committee

Date: July 17, 2025

Re: Oconto County 2026 Budget Guidance Letter (DRAFT)

General Information

Pursuant to the Rules of the Board, Section 2.118(a), the Administration Committee shall provide guidance and recommendations to the County Board in June or July of each year regarding the county's ensuing year's budget. To comply with this ordinance, this 2026 Oconto County Budget Guidance Letter is being submitted.

The 2026 Budget is being prepared while considering several external influences that will likely impact staffing levels, ordering processes, and the services provided by Oconto County. The supply chain for the assembly and delivery of larger pieces of equipment has not recovered from the pandemic. For example, there is an 18-month+ delay in the delivery of much-needed quad-axle trucks for the Highway Department. The ongoing tariffs have made it difficult to know when to order equipment, especially technology hardware given its availability and any projected cost increases that were not accounted for with the 2025 Budget. The cuts in Federal funding are being assessed to determine which programs will be eliminated or changed and how the staff working in those areas will be affected. The 2025-2027 Wisconsin State budget was recently passed, and its impact on county aids, programs, and services are being evaluated. Shared Revenue figures from the Department of Revenue will not be known until August.

The primary sources of revenues from which the budget is prepared: property taxes and shared revenue have increased modestly over the past 3-4 years. Interest generated from a healthy fund balance has been used to balance the budget. For the 2025 Budget, \$1.85 million in interest was used to cover expenses. With approximately 42% of the county's annual operating budget consisting of grants, contracts, charges for service, and pass-through funds, these revenue sources tend to fluctuate based on State and Federal funding levels and the need for those services. The Federal American Rescue Plan Act (ARPA) funds have been committed and are required to be spent by the end of 2026. The ARPA money covered several large expenditures over the past three years, and without those funds, there will be increasing reliance on Sales Tax revenues to cover future capital improvement expenses.

Financial Information

Overview

The county mill rate decreased from \$3.583 per \$1,000 of equalized value in 2024 to \$3.107 per \$1,000 of equalized value in 2025, a 13.3% decrease. The mill rate includes the following rates:

- \$2.837 per \$1,000 for general property tax levy subject to the limit
- \$0.178 per \$1,000 for debt service of the Law Enforcement Center
- \$0.092 for Bridge Aid & Library levy (not subject to the limit)

The County's equalized value rose from \$6,157,936,335 in 2024 to \$7,173,380,700, an increase of 18% for 2025.

The 2025 total tax levy was \$22,208,245. This number is broken down as follows:

- \$20,278,865 for general county levy
- \$583,535 for library levy
- \$72,345 for bridge aid levy
- \$1,273,500 for county debt levy (Law Enforcement Center)

The county's equalized value is expected to see another large increase as many of the local municipalities have undergone their reassessment. Net New Construction determines the allowable increase for the general property tax levy subject to the levy limit. For the 2024 budget, the Net New construction percentage was 1.45%. The Net New construction percentage will not be provided by the State until August. A five-year average of Net New construction is 1.56%, which is projected to generate between \$275,000 and \$325,000 in additional funding. In comparison, the State of Wisconsin saw a five-year average of 1.65%.

General Fund

There was **no** General Fund money applied to balance the budget in 2024. Revenues exceeded expenditures by \$1,570,152 (subject to audit), with many of the departments finishing under budget. The county also realized increases in revenues primarily from timber sales, interest income, and additional state and federal grants.

County Sales Tax

In 1994, a county Sales Tax was adopted to fund the annual debt service payments and subsequently to include Capital Improvement Plan (CIP) projects. From July 1994 through June 2025, \$52,842,375 has been collected from the Sales Tax. The county collects just over \$3 million annually in sale tax revenue. In the 2024 budget, \$3,614,972 was allocated for various projects to include \$439,000 for Forest, Park, and Recreation Department equipment and projects; \$638,537 for technology upgrades; and \$1,432,879 to the Highway Department for equipment replacement. No county sales tax will be used to cover debt service payments in 2026.

2026 Personnel and Operating Budgets Information

County departmental budgets are basically categorized into three cost centers: personnel, operating, and capital outlay. The Finance Department will provide departments, offices, and outside agencies with their 2026 budget instructions and worksheets, along with financial data that includes projected personnel expenses and program costs for 2025.

1. Total Personnel costs (\$1,858,340)
 - a. Wages (\$1,300,293)
 - i. General Employees-
 1. Across the board - 2% increase on market wage (\$302,600)
 2. *McGrath Implementation Recommendations (\$831,227)
 - ii. Elected Officials - per adopted county board resolution (\$12,145)
 - iii. Public Safety Employees – Estimated (\$154,321) (Includes 2025 and 2026 wage and benefit adjustments under new Union Contract which has not been settled)

***Note:** Dependent upon County Board approval.

- b. Fringe Benefits (\$558,047)
 - i. Retirement, disability insurance, life insurance and workers compensation insurance – rate as set by State (expect the 2026 rates to remain close to the 2025 rates).
 - ii. Social Security & Medicare – rate set by the Federal Government (expected to remain the same as 2025).
 - iii. Increased Fringe Costs Due to Wage Increases (\$208,047)
 - iv. Health Insurance –Overall premium increase projected to be 8% (\$350,00)
Note: It was a 5% increase in health insurance premiums for 2025

- 2. The County Board approved \$350,000 in the 2025 Budget for implementation of the McGrath Wage and Compensation study recommendations. Upon County Board approval of any of the recommendations listed in the report, the estimated cost to implement the wage increases beginning October 1, 2025 is \$208,000. The remaining \$142,000 from the original \$350,000 could be used to fund the increases in wages starting on January 1, 2026.
- 3. Departments/offices are to budget a 0% increase for 2026; however, each can reallocate funds within their respective budgets to address changing service needs.
- 4. The allocated levy funds less any external funding sources (ex. grants) will cover the above personnel costs for each respective department and office.
- 5. When non-levy funding sources are available, an increase in non-levy operating costs may be included in the proposed department budget.
- 6. Departments are to budget for only necessary personnel, operating, and capital costs.

Non-County departments, agencies and organizations are to submit budgets with a 0% increase.

Library funding to be set per adopted *2025-2029 County Library Plan*.

The 2026 contingency budget is initially set at \$250,000. (Requires a 2/3 vote by County Board to use)

The amount of money from the General Fund projected to be needed to balance the 2026 budget is initially set at \$650,000.

For Capital Budget Requests, all requests previously listed in the current 5-year plan will be reviewed to determine if the item or project is going to be completed /purchased within the upcoming two years or can if it can be modified, reduced in cost, delayed, or eliminated.

The tax levy rate will be set at the limit allowed by state law.

Conclusion

The 2026 Budget will be prepared using the philosophy of being fiscally prudent, focuses on the needs of the public, sustainable, and complies with the State-imposed municipal levy limits. It is necessary that Oconto County is competitive in the marketplace to be able to recruit and retain a knowledgeable and professional workforce to deliver high quality services to the public within a constrained funding environment. Administration will work with all departments, offices, and agencies to comply with these guidelines to arrive at a balanced 2026 Budget.

III: OCONTO COUNTY COMMITTEE MEMBERSHIP AND COMPENSATION MODEL

Oconto County has a larger County Board with 31 elected members. Only 5 counties have more members (Dane - 37, Dodge - 33, Marathon - 38, Outagamie - 36, Winnebago - 36.) Oconto County's former model included twelve standing committees and three sub-committees. As of April 2020, the 31 County Board members had anywhere from one to five committee appointments. See the Oconto County Board of Supervisors Standing Committee assignments from April 2020 (included.)

The organization moved to a consolidated standing committee model with six standing committees. Standing committees consist exclusively of County Board Supervisors. The 31 supervisors are split evenly across standing committees, with only one supervisor allowed to serve on more than one standing committee (the Vice Chair attends the Administration Committee in case they ever need to step up as Chair.) These assignments are made by the Board Chair, and the Board as a whole votes on this. See the Oconto County 2024-2026 Standing Committee Assignments document (included.) The Executive Committee is composed of the chairs of the other six standing committees. All six standing committees meet monthly, which flattens supervisor compensation for standing committees, beginning in April 2026, to \$125/meeting, or \$1,500, except for committee chairs who receive an additional \$750 annually for their six additional executive committee meetings. Fiscal impact was neutral when this was implemented as per diem payment savings were rolled into a slightly higher County Board take-home salary.

County Board members have an opportunity to express their interest in non-standing committees by an interest form. Non-standing committees (28 in total) vary in meeting frequency (ranging from once annually to monthly) and have different numbers of County Board representatives (ranging from 1 to 5.) Non-standing committees typically also include laypersons other than County Board members. Non-standing committee assignment authority varies whether or not bylaws, state statute, action of the governor or Administrator have appointment authority. Appointments made by the County Administrator are brought before the full board as a consent agenda item. Compensation for non-standing committees is at a rate of \$75/ meeting. These appointments reflect interest of County Board members who want to be more involved and are not appointed equitably.

Salaries for County Board Chair, Vice Chair, and Members are noted ranging from \$3,000 to \$15,000 and are noted in Resolution R2025-10-05, which approves compensations for the 2026-2028 County Board terms. These salaries are paid to County Board members monthly, along with their appropriate per diem payments. See Resolution R2025-10-05 (included.)

A comparison for Oconto County (using 2026-2028 compensation rates) is outlined below:

A comparison for Oconto County (using 2026-2028 compensation rates) is outlined below:

	County Board Chair	County Board Vice Chair	County Board Member	County Board Members who are Standing Committee Chairs
Annual Salary	\$15,000	\$5,400	\$3,000	–
# of Standing Committee Appointments	1	1 + Administration Committee	1	1 + Executive Committee
#Annual Standing Committee Per Diems for 12 meetings	– (Not paid to chair)	\$2,250	\$1,500	+\$750
Annual Totals	\$15,000	\$7,650	\$4,500	Base +\$750
Monthly Totals	\$1,250	\$637.50	\$375	Base +\$125/ meetings in months when Exec. Committee meets

An example spreadsheet without County Board Supervisor names for Oconto County notes the number of standing and non-standing committee appointments, overall per diem and salary payments, and number of meetings attended. 16 of the 31 supervisors do not sit on any non-standing committees. Payments per month (including salary and per diem payments) range from \$375 - \$650/month, depending on non-standing committee seats.

Oconto County Board of Supervisors Standing Committee Assignments April 2020

OCONTO COUNTY BOARD OF SUPERVISORS STANDING COMMITTEES									
APPOINTED AT APRIL 2020 ORGANIZATION MEETING									
Changes in Bold									
*CHAIR OF BOARD: Paul Bednarik					*VICE-CHAIR OF BOARD: Alan Sleeter				
ECONOMIC DEVELOPMENT & TOURISM					FOREST, PARKS, & RECREATION/LAND INFORMATION SYSTEMS				
<i>(Consists of 5 County Board Members; 1 must be a member from FP&R/LIS Sub-Committee)</i>					<i>(*Consists of 5 County Board Members)</i>				
1) Rose Stellmacher	C				1) Gregory Sekela	C			
2) Al Schreiber					2) Al Stranz	VC			
3) Stephanie Holman	VC				3) Judith Buhrandt				
4) Tim Cole					4) Robert Pott				
5) Tom Bitters					5) Tim Cole				
EMERGENCY MANAGEMENT					LAND & WATER CONSERVATION SUB-COMMITTEE:				
<i>(County Board Chair + 5 County Board Members)</i>					<i>Consists of 6 members, 1 from Farm Service Agency, 5 County Board Members, 2 of which must be members of Extension Education Comm.</i>				
1) Dennis Kroll	C				1) Dennis Kroll	C			
2) David Parmentier	VC				2) Buzz Kamke				
3) Elmer Ragen					3) Leonard Wahl	VC			
4) Gregory Sekela					4) Bart Schindel				
5) Bart Schindel					5) John Matravers				
6) Paul Bednarik					6) Doug Allen - FSA Rep.				
EXTENSION EDUCATION					PLANNING & ZONING/SOLID WASTE SUB-COMMITTEE				
<i>(5 County Board Members)</i>					<i>(Consists of 5 County Board Members + 1 Alternate)</i>				
1) Buzz Kamke					1) Ken Linzmeyer	C			
2) Dick Doeren	C				2) Leonard Wahl	VC			
3) Diane Nichols					3) David Christianson				
4) Fran Wranosky					4) Judith Buhrandt				
5) John Matravers	VC				5) Theresa Willems				
					6) Fran Wranosky (1st Alternate)				
					7) Guy Gooding (2nd Alternate)				
FINANCE/INSURANCE					LAW ENFORCEMENT/JUDICIARY				
<i>(*Co. Bd. Chair is Chair of Comm. + 4 County Board Members)</i>					<i>(Consists of 5 County Board Members)</i>				
1) Paul Bednarik	C				1) Dennis Kroll	C			
2) Alan Sleeter	VC				2) Buzz Kamke				
3) Gary Frank					3) David Parmentier	VC			
4) Gregory Sekela					4) Elizabeth Paape				
5) Douglas McMahon					5) Don Bartels, Jr.				
HEALTH & HUMAN SERVICES BOARD					PERSONNEL & WAGES				
<i>(Consists of no less than 7, nor more than 9 persons)</i>					<i>(Consists of a member of Highway, Law Enf./Jud. Comm.; Health & Human Services Board and remainder are County Board Members)</i>				
<i>(No less than 1/3 nor more than 2/3 may be County Board Members)</i>					1) Gary Frank	C			
1) Diane Nichols	Exp. 2023	VC			2) Rose Stellmacher	VC			
2) Alan Sleeter	Exp. 2022	C			3) David Christianson				
3) Karl Ballestad	Exp. 2024				4) Karl Ballestad				
4) Judith Buhrandt	Exp. 2023				5) Elizabeth Paape				
5) Elmer Ragen	Exp. 2022								
6) Ken Linzmeyer	Exp. 2024								
7) Loretta Shellman	>	Exp. 2022							
8) Carolyn Barke	>	Exp. 2024							
9) Kathy Gohr	>	Exp. 2023							
*HIGHWAY					PUBLIC PROPERTY				
<i>(5 County Board Members Elected in April of even numbered years)</i>					<i>(Consists of 5 Members of County Board)</i>				
1) Alan Sleeter	C				1) Douglas McMahon	C			
2) Elmer Ragen	VC				2) Ken Linzmeyer	VC			
3) Al Stranz					3) John Matravers				
4) David Christianson					4) Bart Schindel				
5) Don Bartels, Jr.					5) Tracy Ondik				
LAND & WATER RESOURCES MANAGEMENT COMMITTEE					TECHNOLOGY SERVICES				
<i>(Consists of Land Conservation, Forest, Parks, Recreation/Land Information Systems Planning & Zoning/Solid Waste Sub-Committees)</i>					<i>(Consists of 5 Members of County Board)</i>				
					1) Gregory Sekela	C			
					2) Gary Frank	VC			
					3) Dick Doeren				
					4) Guy Gooding				
					5) David Parmentier				
*Elected April 2020 to 2 yr. Term					EXECUTIVE COMMITTEE				
>Non-County Board Member					<i>(*5 Members CB Rule 2.143)</i>				
					1) Paul Bednarik	County Board Chair			
					2) Alan Sleeter	Chair of Highway & HHS Board			
					3) Dennis Kroll	Chair of Law Enforcement/Judiciary			
					4) Gary Frank	Chair of Personnel & Wages			

Oconto County Board of Supervisors Standing Committee Assignments 2024 -2026

2024-2026 Standing Committee Assignments

All committees meet monthly after the 1st Monday of the month at the dates and times listed below.

Executive 6 members Standing Committee Chairs Clerk – Kim		Administration 6 members 4 County Board members, County Board Chair & Board Vice Chair Clerk – Sharon	HHS Board 9 members 6 CB members & 3 Lay members Clerk – Carolyn		Highway 5 members Clerk – Vanessa	Land & Water Resources & Rezone 6 members: 5 CB members & FSA Rep Clerk – Michelle		Property & Technology 5 members Clerk – Kathy	Public Safety 5 members Committee Chair is appointed by CB Chair per statute Clerk – Rita
Meetings scheduled as necessary		Meets 2 nd Thursday @ 9AM	Meets 1 st Wednesday @ 9AM		Meets 1 st Thursday @ 9AM	Meets 1 st Tuesday @ 8:30AM		Meets 2 nd Wednesday @ 8:30AM	Meets 2 nd Wednesday @ 9:30AM
Sleeter	Administration	Sleeter-C	Bitters - C	2025	Christianson-C	Cole-C		Gooding – C	Kroll-C
Kroll	Public Safety	Kroll-VC	Barkhaus-VC	2026	Ragen-VC	Scanlan-VC		Dhuey - VC	Parmentier-VC
Bitters	HHS Board	Heise	Holman	2027	Behrend	Beyer		Pillsbury	Bartels
Christianson	Highway	Matravers	Winkler	2027	Wolf	Schneider		Wittkopf	Ondik
Cole	Land & Water Resources	Meier	Schindel	2025	Lavarda	Kaczrowski		Kobylarczyk	Schreiber
Gooding	Property & Technology	Willems	VanZeeland	2026		TBD	Ag Rep		
						Alternates: 1 st Kroll 2 nd Parmentier			

District 1 Elmer Ragen
District 2 Teri Willems
District 3 Brandon Dheuy
District 4 Wesley Kobylarczyk
District 5 Guy Gooding
District 6 Dennis Kroll
District 7 Wayne Kaczowski
District 8 David Behrend
District 9 Jolene Barkhaus
District 10 Tim Cole
District 11 Pat Scanlan
District 12 Richard Pillsbury*

District 13 John Wittkopf*
District 14 Al Schreiber*
District 15 John Matravers*
District 16 Tom Bitters
District 17 Joel Lavarda*
District 18 Stephanie Holman*
District 19 Bart Schindel*
District 20 Keith Schneider
District 21 Char Meier
District 22 David Parmentier
District 23 Robert Wolf
District 24 Tracy Ondik*

District 25 Tracy A. Winkler
District 26 Mike Beyer
District 27 Alan Sleeter
District 28 Carol Heise
District 29 David VanZeeland
District 30 Don Bartels, Jr.
District 31 David Christianson

Lives in a city or village*
 Committee Chairs & Vice Chairs
 County Board Chair: Alan Sleeter
 County Board Vice Chair: Dennis Kroll
 Assignments made by County Board Chair and
 confirmed by County Board 04/16/2024.
 Rev.04/16/2024

RESOLUTION R2025-10-05

RESOLUTION – R2025-10-05

To: The Honorable Chair and Members of the Oconto County Board of Supervisors

Re: **Approve County Board Compensation for the 2026-2028 Term**

WHEREAS, the first day to circulate papers for the 2026-2028 County Board term is December 1, 2025; and

WHEREAS, compensation for Supervisors may be fixed at the Annual Meeting of the Board per the Rules of the Oconto County Board of Supervisors Sec. 2.117(a); and

WHEREAS, no fringes or other compensation will be paid unless mandated by law; and

WHEREAS, there is no fiscal impact to the 2025 budget; and

WHEREAS, the Executive Committee recommends to the County Board the rates listed below.

	<u>Yearly Salary</u>	<u>Per Diem</u>
County Board Chair	\$15,000.00	None
County Board Vice Chair	\$5,400.00	\$125/Standing Committee Meeting \$75/Non-Standing Committee Meeting
County Board Member	\$3,000.00	\$125/Standing Committee Meeting \$75/Non-Standing Committee Meeting

THEREFORE BE IT RESOLVED THAT, the Oconto County Board of Supervisors hereby adopts the above recommendation of the Executive Committee.

Submitted this 30th day of October, 2025.

BY: EXECUTIVE COMMITTEE

Alan Sleeter, Chair
Thomas Bitters
David Christianson
Tim Cole
Guy Gooding
Dennis Kroll

Electronically Reviewed by Corporation Counsel on 09.22.2025 - BLE

Adopted by an electronic vote: 26 Ayes, 3 Nays, 1 Absent, 0 Abstain, 1 Vacant

STATE OF WISCONSIN
COUNTY OF OCONTO

I, Kim Pytleski, do hereby certify that the above is true and correct copy of the original now on file in the office of the County Clerk and that it was adopted by the Oconto County Board of Supervisors on this date. DATE: 10/30/2025 Kim Pytleski, County Clerk

Oconto County Board Comparison spreadsheet

County Board Supervisor	Standing Committee Appt	Non-Standing Committee Appt	Standing Committee Meetings Annually	Non-Standing Committee Meetings Annually	Salary	Standing Committee Per Diem	Non-Standing Committee Per Diem	Total Payment	Total Payment / Month
CHAIR	2	8	18	32	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00	\$ 1,250.00
VICE	3	4	20	6	\$ 5,400.00	\$ 2,500.00	\$ 250.00	\$ 8,150.00	\$ 679.17
MEMBER 1	1	2	12	19	\$ 3,000.00	\$ 1,500.00	\$ 1,425.00	\$ 5,925.00	\$ 493.75
MEMBER 2	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 3	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 4	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 5	2	0	18	0	\$ 3,000.00	\$ 2,250.00	\$ -	\$ 5,250.00	\$ 437.50
MEMBER 6	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 7	1	1	12	18	\$ 3,000.00	\$ 1,500.00	\$ 1,350.00	\$ 5,850.00	\$ 487.50
MEMBER 8	1	2	12	30	\$ 3,000.00	\$ 1,500.00	\$ 2,850.00	\$ 7,350.00	\$ 612.50
MEMBER 9	2	0	18	0	\$ 3,000.00	\$ 2,250.00	\$ -	\$ 5,250.00	\$ 437.50
MEMBER 10	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 11	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 12	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 13	1	1	12	12	\$ 3,000.00	\$ 1,500.00	\$ 900.00	\$ 5,400.00	\$ 450.00
MEMBER 14	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 15	2	1	18	12	\$ 3,000.00	\$ 2,250.00	\$ 1,500.00	\$ 6,750.00	\$ 562.50
MEMBER 16	1	1	12	12	\$ 3,000.00	\$ 1,500.00	\$ 900.00	\$ 5,400.00	\$ 450.00
MEMBER 17	1	3	12	14	\$ 3,000.00	\$ 1,500.00	\$ 1,650.00	\$ 6,150.00	\$ 512.50
MEMBER 18	1	4	12	36	\$ 3,000.00	\$ 1,500.00	\$ 3,300.00	\$ 7,800.00	\$ 650.00
MEMBER 19	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 20	1	1	12	18	\$ 3,000.00	\$ 1,500.00	\$ 1,350.00	\$ 5,850.00	\$ 487.50
MEMBER 21	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00
MEMBER 22	1	0	12	0	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 4,500.00	\$ 375.00

IV. OCONTO COUNTY PREMIUM PAY MODEL

Oconto County, WI used a premium pay model from 2020-2025 to supplement certain positions, specifically Correctional Officers, 911 Dispatch and one other position. The County Administrator and a committee of other department heads identified when premium pay was warranted. Premium pay was an additional \$1-2.00 per hour for select positions. This model was phased out following an adjusted compensation study, which brought positions up to market rates. No formal resolution was adopted by County Board, but the following language was included in Administration Committee meeting minutes from May 12, 2022 (included).

MINUTES
THURSDAY, MAY 12, 2022 – 9:00 A.M.
ADMINISTRATION COMMITTEE OF OCONTO COUNTY BOARD OF SUPERVISORS
301 WASHINGTON STREET, COURTHOUSE BUILDING "A" ROOM #3041 OCONTO WI 54153

COMMITTEE PRESENT: Al Sleeter, John Matravers, Teri Willems, Char Meier, Dennis Kroll, Gary Frank

COMMITTEE ABSENT: None.

OTHERS PRESENT: Kim Pytleski, County Clerk; Lisa Sherman, Finance Director; Shelly Schultz, Human Resources Director; Erik Pritzl, County Administrator; Beth Ellingson, Corporation Counsel; Tanya Peterson, Treasurer; Ron Christensen, Veteran Service Officer; Todd Skarban, Sheriff; Frank Schersing, Commission on Aging Director; Monty Brink, Forest & Park Administrator; Tom Thielke, Representative Lakes Country Public Library; members of the public

1. Call to Order

Chair Sleeter called the meeting to order at 9:00 a.m.

2. Consent Agenda

2.1. Removal of Items – None.

3. Approval of Agenda

3.1. Change of Sequence – None.

3.2. Removal of Items – None.

Motion by Meier/Matravers to approve the agenda as presented. The motion was voted on and carried.

4. Approval of Minutes of Previous Meeting

4.1 Finance Committee Minutes from 4-11-2022

Motion by Frank/Meier to approve the Finance Committee minutes from 4-11-2022 as presented. The motion was voted on and carried.

4.2 Finance Committee Land Sale Minutes from 4-11-2022

Motion by Matravers/Willems to approve the Finance Committee Land Sale Minutes from 4-11-2022 as presented. The motion was voted on and carried.

4.3 Finance Committee Land Sale Minutes from 4-12-2022

Motion by Kroll/Meier to approve the Finance Committee Land Sale Minutes from 4-12-2022 as presented. The motion was voted on and carried.

4.4 Personnel & Wages Committee Minutes from 4-18-2022

Motion by Frank/Matravers to approve the Personnel & Wages Committee Minutes from 4-18-2022 as presented. The motion was voted on and carried.

5. Communications – None.

6. Report From Veterans Service Officer

Ron Christensen, Veteran Service Officer, provided a handout of his report and reviewed it with the Committee; treated as information.

7. Discuss/Approve Lakewood Library Request for American Rescue Plan Act Funds

Erik Pritzl, County Administrator, presented a history of the funding request for the Lakewood Library. Mike Thielke, Lakes Public Library representative presented an overview of the project; including economic growth of the area, project expansion plans and funding sources, and the limitations residents in the area face; specifically the lack of a public school and reliable broadband access. Following discussion of the funding request and optional funding sources/parameters, motion by Frank/Matravers directing Pritzl to draft a proposed outline for funding consideration at the June meeting. The motion was voted on and carried.

8. Commission on Aging – Funding Request

Frank Schersing, Commission on Aging Director, presented the funding request and reviewed the financial handouts with the committee. Following discussion, motion by Frank/Willems to grant the request Commission on Aging funding request. The motion was voted on and voice vote was indeterminate. Call for a roll call vote. Motion was voted on and failed, 1 aye (Frank), 5 nays.

9. Weso Dam Repair Funding Request

Monty Brink, Forest & Park Administrator, presented the background of the dam and committee actions to date. Following discussion, motion by Kroll/Matravers to transfer unused ARPA fund from the Chute Pond project to Weso Dam Project. The motion was voted on and passed by a roll call vote 5 ayes, 1 nay (Frank).

10. Report From Treasurer

10.1. Treasurer's Report

Peterson provided a handout of the Treasurer's Report and reviewed with the Committee; treated as information only.

Committee took up item #12.

10.2. Stephenson National Bank

Representatives of the Stephenson National Bank Government Banking Group Adam Orth and Tiffany Tremble introduced themselves to the committee and updated the committee on new offerings including Positive Pay; treated as information only.

10.3. Review Land Sale Parcels & List Process

The land sale parcels will go live on June 1, 2022; treated as information only.

10.4. Discuss/Approve Land Sale Bids, If Any

The City of Gillett, and Village of Suring have expressed interest in two of the land sale parcels. Per Chapter 5, municipalities bidding on parcels are not bound by the minimum bid amounts set by committee. Following discussion, motion by Meier/Kroll to remove parcels from the land sale list until a later date. The motion was voted on and carried. Discussion continued. Beth Ellingson, Corporation Counsel, reported three other parcels that cannot be sold at this time.

Chair Sleeter out of attendance at 11:49 a.m. Kroll chaired the remainder of meeting.

Committee took up Item # 14.5 prior to item #11.

11. Report From Finance Director

11.1. County Sale Tax Report 2022

Sherman reviewed the Sales Tax reports with the Committee; treated as information only.

11.2. Bank Reconciliation Report

Sherman reviewed BS&A report with the Committee. Account is in balance. Discussion followed. Informational only, no formal action taken.

11.3. American Rescue Plan Act (ARPA) Update

Sherman presented an American Rescue Plan Act (ARPA) update. ARPA funds may not be added to fund balance, used to pay down debt, or put in retirement. Committee questioned if operating costs could be covered and if there was a timeline to use the funds; treated as information only.

11.4. Discuss/Review Fund Classification

Sherman presented a review of fund classification for government accounting; treated as information only.

11.5. Misc. – None.

12. Initial Resolution Approving Revenue Bond Financing for Bug Tussel Wireless, LLC

Taken up following Item #10.1.

Pritzl presented the proposed resolution and detailed how the broadband project and radio tower projects would be tied together with this financing option. Mitchel Olson, Chief Development Officer and General Counsel for Bug Tussel Wireless, LLC, presented the details of the plan. Following discussion, motion by Matravers/Willems to recommend the initial resolution approving revenue bond financing for the Bug Tussel Wireless, LLC project to the full County Board for approval. The motion was voted on and carried.

13. Report From County Administrator

13.1. Review Insurance Claims Against the County, If Any

Pritzl reviewed the year-to-date claims; treated as information.

13.2. Review 2023 Budget Guidance Letter

Pritzl presented a review of the 2023 budget guidance letter. Committee discussed personnel costs and how to determine wage increases including across-the-board, step, and merit-based increases. Pritzl to draft language based on discussion and bring back to the committee.

13.3. Misc. – None.

13.4. DISTRICT ATTORNEY STAFFING UPDATE AND ADDITIONAL SUPPORT

Pritzl updated the committee on the staffing shortage in the District Attorney's Office reporting there is a shortage not just in Oconto County, but the State as a whole. Committee discussed incentive options. Motion by Willems/Frank to authorize temporary relocation funds for the Assistant District Attorney (ADA) position. The motion was voted on and carried.

14. Report from Human Resources Director

14.1. Monthly Employee Update Report – April 2022

Shelly Schultz, Human Resources Director, reviewed the monthly report with the committee and discussed recruiting efforts; treated as information.

14.2. Monthly CPI-U Report

Schultz reported the CPI-U on May 11, 2022 was 8.2% for the area. Discussion regarding using a set CPI or monthly average/trend; treated as information.

14.3. Contract with USI

Schultz presented the contract renewal and reported no cost increase. Motion by Meier/Matravers to renew the contract. The motion was voted on and carried.

14.4. Misc. – None.

14.5. TEMPORARY PREMIUM PAY FOR CORRECTIONAL OFFICERS

Taken up prior to Item #11.

Sheriff Skarban and Carol Kopp, Jail Administrator, informed the committee that the jail is currently down four positions. Teams will work one person short per shift to cover the labor shortage. Short-term premium pay language was drafted with the Administrator and Human Resources Director and this request requires no additional funds to the budget line item. Request is for temporary premium pay of an additional \$1.00 per hour for correctional officers from June 5, 2022 thru September 10, 2022. Following discussion of need and draft language reading "When a class of positions is experiencing high turnover and vacancies persist, the department head may request permission for temporary premium pay at an hourly rate that is added to the hourly compensation for hours worked. Worked hours do not include paid vacation, sick, holiday, personal days, comp taken, or funeral leave. The approval of the Human Resources Director, County Administrator, and Administration Committee is required prior to offering temporary premium pay. Any request for temporary premium pay shall be supported by sufficient funds within the department's budget, and be for an identified period of time not to extend beyond the end of the calendar year when initially implemented.", motion by

Frank/Meier to approve the temporary premium pay to Correctional Officers working in the jail at a rate of \$1.00 per hour for the period of June 5, 2022 – September 10, 2022. The motion was voted on and carried.

15. Review Prior Months Vendor Payments

Due to time, the committee will review prior month's vendor payments at a later meeting.

15.1. Report of Vendors Paid 4/1/22-4/30/22 – All Co. Depts. Except Human Services

15.2. Report of Vendors Paid 4/1/22-4/30/22 – Human Services

15.3. Report of Mo. Per Diem & Expense Reimbursement for Mo. of March (Paid 4/21/22)

16. Announcements/General Information (No action to be taken) – None.

17. Next Meeting Date

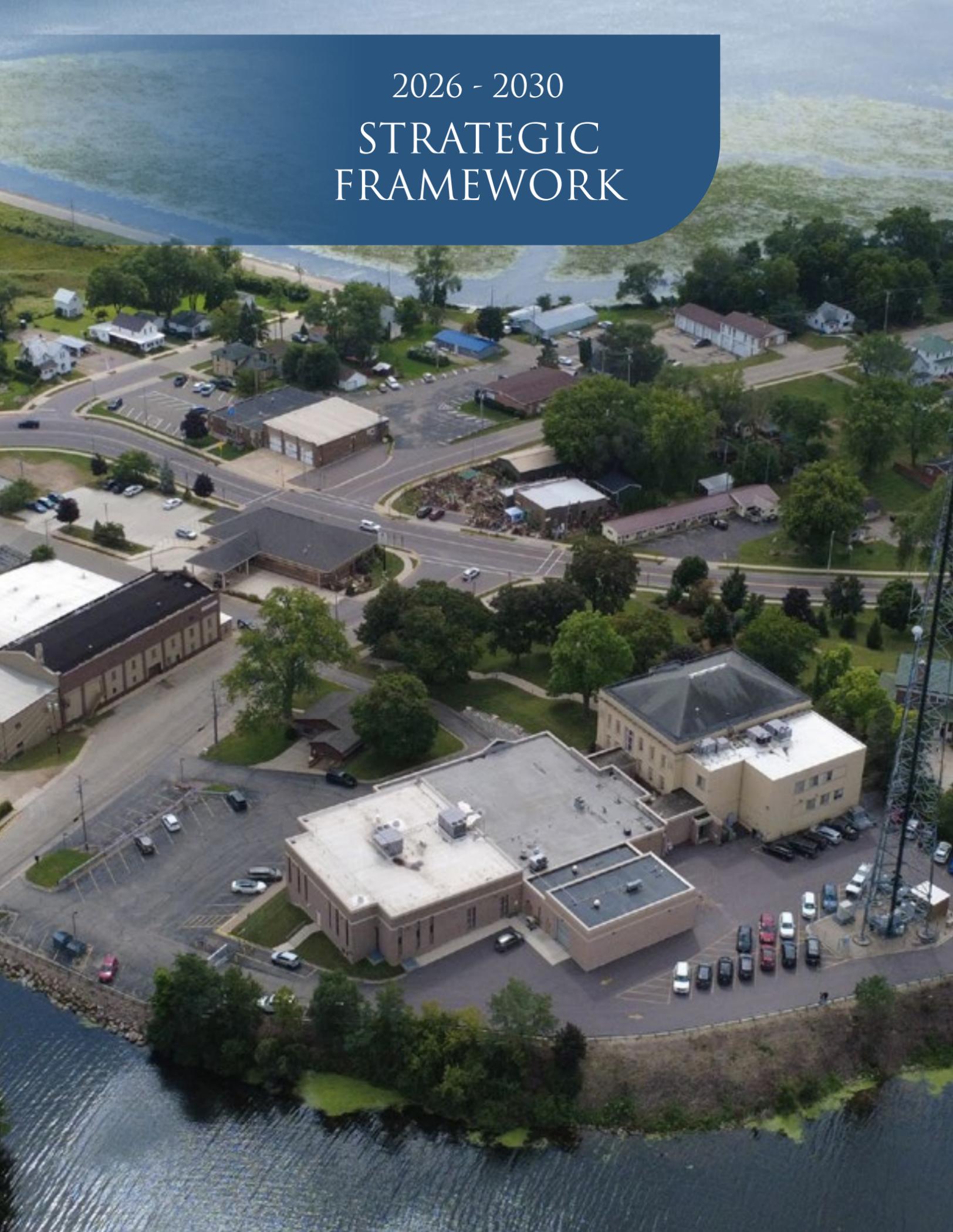
Next regular meeting of the Administration Committee is scheduled for Thursday, June 16, 2022 at 9:00 a.m.

18. Adjournment

Chair Kroll declared the meeting adjourned at 1:50 p.m.

Kim Pytleski, County Clerk

kp/Date Posted: 06/09/2022

An aerial photograph of a coastal town, likely in the Midwest, showing a mix of residential and commercial buildings, parking lots, and green spaces. The town is situated along a body of water, with a prominent shoreline in the foreground. A large, semi-transparent blue overlay covers the top portion of the image, containing the title text in white. The text is centered and reads "2026 - 2030" followed by "STRATEGIC FRAMEWORK" in a larger font.

2026 - 2030
STRATEGIC
FRAMEWORK

GOAL 1

Build Greater Trust and Collaboration Across County Departments

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
1.1 STRENGTHEN COMMUNICATION BETWEEN LEADERSHIP AND STAFF (APPOINTED AND ELECTED)	INITIATIVE 1. Prioritize 1-3 brief check-ins between County Administrator and all department heads at least twice per year. These check-ins should occur outside of formal performance reviews (which are to include written evaluations). Increasing communication between departments and Administration will increase trust.	% of department heads receiving bi-annual 1:1 check-ins (Target 100%), Satisfaction ratings from Department Heads that they feel heard and trust leadership on annual anonymous survey.	High	2027	Human Capital, Change Management	
1.2 DEVELOP A CULTURE OF TRUST AND SHARED VALUES	INITIATIVE 2. Identify 2 half days for county-wide in-service training for staff and pilot it in 2027. Ensure that this in-service training incorporates all employees and coincides with advance marketing of when these office closures will occur. Training for year 1 may spotlight Marquette County's core values.	% of total staff participating in in-service training (Target: 75%+), employee satisfaction with training after the fact (Target: 85%+ rate training as useful or very useful.)	High	2027	Research, Change Management, Training	
1.3 PROMOTE ACCOUNTABILITY AND COLLABORATIVE PROBLEM-SOLVING	INITIATIVE 3. Develop an anonymous survey each year for County Board and employees to rate themselves on health of communication, trust, and collaboration. Benchmark this score and work toward improving it each year.	Benchmark score from trust, communication, and collaboration as Year 1 baseline, Survey response rate (Target: 75%+), % improvement in survey scores year-over-year.	Urgent	2026	Change Management, Governance Support, Research	
	INITIATIVE 4. Like the Budget Team model, there are highly collaborative problem-solvers within Marquette County. Explore forming working groups or project teams that bridge different departments. Each group would be formed with adequate representation based on the problem being solved. A veteran's related issue, for example, would benefit from having a veteran resident on the working group or project team.	# of cross-departmental project teams formed annually (Target: 2 pilot teams), % of departments represented in cross-departmental teams, team satisfaction score with project team model after the fact (Target: 85%+ felt the process was useful or very useful.), Satisfaction ratings from department heads and staff that they feel collaboration is increasing.	High	2027	Process Change, Change Management, Governance Support, Human Capital	

GOAL 2

Strengthen Leadership and Governance Within the County

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
2.1 CLARIFY ROLES, RESPONSIBILITIES, AND BOARD STRUCTURES	INITIATIVE 1. Offer a training once during each County Board election cycle (bi-annually) that reinforces roles and responsibilities for policymakers versus operational leaders.	% of County Board members attending training (Target: 90%+)	Medium	2028	Training, Governance Support	
	INITIATIVE 2. Following rules changes adopted in 2025, evaluate the revised committee appointment process. Ensure that equity is reflected in committee representation and increased education for each County Board member across ALL county committees are the results.	% of County Board members serving on 2+ committees, Equity measured by distribution of Committee leadership assignments among Board, Benchmark scoring based on 2026-2027 County Board rules.	Medium	2028	Policy Change, Research, Governance Support	
	INITIATIVE 3. Explore restructuring standing committee membership and compensation for greater compensation parity across County Board members. See <i>Appendix III for an example policy.</i>	2028-2029 County Board rules adopted with new standards for committee assignment and compensation, % change in County Board budget costs comparing per diem model vs. flat rate model.	Medium	2028	Research, Policy Change, Funding, Governance Support	

GOAL 2

Strengthen Leadership and Governance Within the County

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
2.2 ENHANCE ACCOUNTABILITY AND TRANSPARENCY	INITIATIVE 4. Adopt formal accountability structures between County Board and Administrator. Adopt a formal performance review structure and ensure that the County Administrator's contract is renewed consistently.	Performance review process and measures adopted by Finance and Personnel Committee; County Administrator performance review completed annually; contract renewal documentation incorporate performance rationale.	Urgent	2026	Policy Change, Process Change, Governance Support, Change Management	
	INITIATIVE 5. Explore software options that enable multi-year budget forecasting. The year-to-year hamster wheel puts departments and the Board in survival mode and harms collaboration.	Complete a research assessment on software options (Target: By end of 2026), budget for and implement in FY 2028, # of departments using forecasting software (Target: 80%+), reduction in last-minute budget changes across departments (Target: 25%+ reduction.)	Medium	2028	Technology, Funding, Training, Change Management	

GOAL 3

Foster a Culture of Innovation

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
3.1 ESTABLISH WHAT INNOVATION LOOKS LIKE IN MARQUETTE COUNTY	INITIATIVE 1. Reach consensus on how “innovation” is defined for Marquette County. It goes beyond technology; it’s about creative problem-solving and better customer service.	Definition of County’s innovation goal developed and adopted (Target: By end of 2026), definition incorporated into annual performance reviews and budget templates (Target: By end of 2027)	Urgent	2026	Human Capital, Research, Change Management	
	INITIATIVE 2. Encourage all departments to include at least one innovation goal in their annual plan and budget request process.	% of departments including at least one innovation-related goal in FY2028 budget cycle, Annual report developed and sharing innovation outcomes with County Board (first report delivered Spring 2029)	Medium	2028	Process Change, Change Management, Training	
	INITIATIVE 3. Overhaul the existing budget development process as it is nearly universally a stressor across the organization. In the new process, department heads funnel requests through Administration and a balanced budget with complete forecasting is presented to the County Board.	New budget process developed and piloted for FY2028 budget, fully implemented by FY2029 budget process, department head satisfaction with new process (Target: 80%+)	High	2027	Funding, Training, Human Capital, Change Management, Governance Support	
3.2 CREATE SAFE, STRUCTURED OPPORTUNITIES TO EXPERIMENT	INITIATIVE 4. Strive to create a “safe to fail” environment where employees are encouraged to be creative in problem-solving and share new ideas in controlled environments.	Annual staff survey benchmarks staff comfort in sharing new ideas with leadership, future surveys show a targeted 15%+ increase in staff comfort level	High	2027	Research, Process Change	
	INITIATIVE 5. Develop “sandboxes” or ways to pilot new programs or technology for a short time without fully launching a new product. This gives employees time to test the outcome (or hangups) of a new tool and gather feedback in a controlled way. Ensure that staff are capturing the outcomes of changes and actual return on investment.	Pilot projects launched within Marquette County (Target: 2 in 2026, 3 in 2027, 4+ in 2028 and beyond), County Board receives documented outcomes and ROI assessment after pilot	Medium	2028	Funding, Research, Governance Support	

GOAL 3

Foster a Culture of Innovation

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
3.3 LEVERAGE STAFF EXPERTISE AND COLLABORATION	INITIATIVE 6. Identify training team members across the organization who are willing to pilot learning new technology and training colleagues on new technology. This may vary depending on the technology specifically. Trainers may qualify for premium pay.	Technology training team formed in FY 2026 representing at least 1/3 of departments, trainers deliver peer-led training annually (Target: 3 per year)	Medium	2028	Policy Change, Human Capital, Funding	
	INITIATIVE 7. Task departments with discovering how (programmatically or technologically) counterparts in other counties are solving similar problems. Identify costs and if there are opportunities to piggyback on another county's contract at a lower cost than through separate procurement	Departments complete at least one benchmark assessment with another County annually and share with County Administrator (Target: 50%+ of departments)	High	2027	Research, Process Change	
3.4 FORMALIZE TECHNOLOGY IMPLEMENTATION AND OVERSIGHT	INITIATIVE 8. Pilot a technology acquisition subcommittee of staff and one County Board designee for one year. When departments request a new technology it goes through this committee first. The committee will evaluate what problem it is solving, and if this is a tool which could problem solve more broadly across the organization.	Technology acquisition subcommittee established and meeting regularly by Q3 of FY 2026, new tech requests reviewed through the committee prior to formal budget request (target: 100% of technology requests)	Urgent	2026	Human Capital, Process Change, Governance Support	

GOAL 4

Ensure Workforce Stability and Service Excellence

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
4.1 COMPETITIVE COMPENSATION AND RECOGNITION	INITIATIVE 1. Explore a premium pay model for hard-to-fill positions or where staff have to meet a statutorily-required workload in the midst of a vacancy. This helps with morale and makes use of existing wages budgeted (neutral budgetary impact). <i>See Appendix IV for an example policy.</i>	Policy on premium pay adopted (Target: end of 2027), % of eligible positions determined for qualifying roles based on high-vacancy rates, employee satisfaction rating benchmarked before and after implementation of policy change.	High	2027	Research, Policy Change, Governance Support	
	INITIATIVE 2. Explore creative retention benefits like a paid half day or a modest gift for employees (on their birthday for employees who have worked for the County for more than three years).	Program implemented by FY 2027, % of eligible employees receiving benefit annually (Target: 90%+)	Medium	2028	Research, Human Capital, Funding	
	INITIATIVE 3. Measure walk-in traffic across departments to understand peak hours for future coverage before remote / hybrid workplace changes are implemented. Emphasize clear communication on walk-in hours to ensure excellent customer service.	Baseline data collected for walk-in traffic by end of FY 2026, % of departments using walk-in traffic data to adjust schedules (Target: 75%+)	Urgent	2026	Research, Technology, Process Change	
4.2 WORK-LIFE FLEXIBILITY AND EMPLOYEE WELLNESS	INITIATIVE 4. Develop clear and transparent policies County-wide around in-office, remote, and hybrid workplace expectations, taking into consideration peak hours for walk-in traffic across County departments.	Policies drafted and adopted by end of 2027, using data from walk-in traffic analysis.	High	2027	Policy Change, Change Management	
	INITIATIVE 5. Connect employees with existing EAP resources of confidential financial literacy counseling around issues beyond retirement planning - such as first-time home buying, caring for aging parents, managing student debt, etc.	Benchmark % of employees aware of EAP offerings (Target: 90%+), employee satisfaction with available wellness resources is benchmarked and increases.	Urgent	2026	Research, Change Management	

GOAL 4

Ensure Workforce Stability and Service Excellence

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
4.3 TRAINING, AND DEVELOPMENT, AND KNOWLEDGE-BUILDING	INITIATIVE 6. Create a structured new employee training program that brings new hires across departments and levels together in their first few months with the organization. Cross-departmental relationship building will result.	Program developed in FY 2026, implemented in FY 2027. New hires participating in program within first three months benchmarked (Target: 90%+ in FY 2027)	High	2027	Research, Human Capital, Process Change, Change Management, Governance Support	
	INITIATIVE 7. Conduct an annual anonymous survey to all employees to understand opportunities, challenges, and garner feedback. Create a taskforce that addresses employee feedback annually with targeted solutions.	Survey designed and administered for benchmarking of data in 2026, task force created by end of 2026, survey administered each year following.	Urgent	2026	Funding, Human Capital, Research	
4.4 DATA-DRIVEN WORKFORCE PLANNING AND RETENTION	INITIATIVE 8. Formalize exit interviews and stay interviews to understand existing and emerging employee needs. Use this data to inform policies.	Exiting employees complete exit interviews (90%+ of exiting employees), current employees participate in stay interviews with their manager annually (Target 30%+ of employees), employee retention increases by 5% over baseline year.	Urgent	2026	Process Change, Governance Support	
	INITIATIVE 9. Explore coordinated services with adjacent counties for niche or hard-to-fill roles if in the future there are persistent vacancies. Some departments that might qualify for joint or coordinated services include Information Technology, Human Resources, for example).	Using data from county benchmarking (see Goal 3, Objective 3.3, Initiative 7), identify coordinated services (Target: 2 roles identified in 2027, 1 role piloted in 2028, implemented FT in 2029)	Low	2029	Research, Policy Change	

GOAL 5

Unify Leadership for Shared Success

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
5.1 STRENGTHEN COUNTY-WIDE REPRESENTATION AND GOVERNANCE	INITIATIVE 1. As a part of County Board member orientation, emphasize the responsibility to represent the ENTIRETY of Marquette County. Consider incorporating regular “road trips” to see county roads, meal sites, parks, EMS stations, and other county facilities to connect elected officials to the widespread arms of county service delivery.	Orientation program for County Board developed in 2026, implemented in 2027, % of County Board participating in “road trips” (Target: 50%+)	High	2027	Human Capital, Funding, Process Change	
	INITIATIVE 2. Adopt a formal set of governance principles for County Board members that make clear the role of a County Board member is policymaking and oversight, not township-level advocacy.	Governance principles developed and adopted in 2026, % of County Board members annually signing off on principles (Target: 90%+)	Urgent	2026	Policy Change, Governance Support	
	INITIATIVE 3. Explore reduction of the size of the County Board to ensure members represent larger constituencies and as such, consider broader county-wide needs in decision-making.	Feasibility study completed by end of 2027, cost-benefit analysis presented to County Board, decision made on Board size change by end of 2028.	Medium	2028	Research, Policy Change, Human Capital, Governance Support, Change Management	
5.2 ENHANCE EDUCATION AND RELATIONSHIP-BUILDING AMONG LEADERS	INITIATIVE 4. Building on Goal #2 around Governance, host one lunch and learn highlighting each county department per month. This would give staff a chance to educate one another (and elected officials, should they choose to attend) on how their department functions and the role it plays. The educational function can take place onsite in a county department and brings a tangible element to department and beyond their budget numbers.	Sessions delivered annually (Target: 6/year in 2027, 9/year in 2028, 12/year in 2029), % of departments participating at least once (Target: 90%)	Low	2029	Human Capital, Change Management, Governance Support	

GOAL 5

Unify Leadership for Shared Success

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
5.3 EXPAND COMMUNITY ENGAGEMENT AND TRANSPARENT DECISION-MAKING	INITIATIVE 5. Explore county-wide listening sessions where County Board members invite open resident engagement, with an opportunity for County Board members to hear feedback from residents beyond their own township and voters.	Listening sessions held annually (Target: 2 in 2026, 4 in 2027, 6 in 2028); Residents attending sessions (Target: 50 total in 2026, 100 in 2027, 150 in 2028)	Medium	2028	Human Capital, Governance Support	
	INITIATIVE 6. Create more opportunities for community members' input (surveys, ongoing customer service feedback mechanisms, open house events, representation at community events) so that resident voices guide county-wide decisions.	New input channels added (Target: 1 in 2026, 2 in 2027), % of departments tracking and reporting input received annually (Target: 50%+)	High	2027	Human Capital, Technology, Funding, Governance Support	
	INITIATIVE 7. Create standardized project status updates, annual report templates, and budget dashboards for departments so that data is presented to the County Board equitably.	Templates developed in 2027, implemented across departments in 2028, % of department updates following standardized format (Target: 80%+ in 2028, 100% in 2029)	Low	2029	Human Capacity, Technology, Process Change, Change Management	

GOAL 6

Smart Partnerships for a Stronger County

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
6.1 PRIORITIZE OPPORTUNITIES TO COLLABORATE REGIONALLY	INITIATIVE 1. Identify a comprehensive list of vendors with whom Marquette County has contracts or memoranda of understanding and identify top priorities (high cost or high user dissatisfaction) as top candidates for exploring a new solution. Start here in exploring where collaboration could offer better outcomes.	Complete vendor list established by end of FY 2026, summarizing services purchased and by which department. Benchmark gathered on highest cost and highest dissatisfaction contracts in 2026, and evaluated each year moving forward.	Urgent	2026	Human Capital, Research, Technology	
	INITIATIVE 2. Identify key services where collaboration across county lines could improve service delivery and help to realize cost reduction. Identify if it would make more sense for the staff to be joint, or for tools to be shared (same license for patient records management, for example).	# of services identified for regional collaboration each year, Feasibility study completed for each potential collaborative service, Initiatives piloted by FY 2029 (Target: 2)	Low	2029	Human Capital, Research, Policy Change, Change Management, Governance Support	
	INITIATIVE 3. Identify if there are hard-to-fill positions that may be candidates for joint staffing opportunities, like a victim/witness program coordinator serving populations in two counties, for example.	Highest turnover positions / hardest-to-fill positions identified by Human Resources with data around turnover (Target: end of 2026), feasibility study completed for at least one joint staffing solution in FY 2027	Low	2029	Research, Funding, Policy Change, Change Management	

GOAL 6

Smart Partnerships for a Stronger County

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
6.2 FOCUS ON STRENGTHENING REGIONAL RELATIONSHIPS	INITIATIVE 4. Direct County Administrator to engage with neighboring counties, municipalities, and service providers regularly through roundtables to explore shared opportunities to collaborate and where similar challenges exist.	# of roundtables held each year with regional governments and service providers by 2027 (Target: 2 annually), # of potential collaborative initiatives identified each year (Target: 2+)	High	2027	Human Capacity, Change Management, Process Change	
	INITIATIVE 5. Don't reinvent the wheel. Explore and understand where other counties or local governments have adopted memoranda of understanding, switched to shared training, or cooperative contracts.	Department heads identify best practices in shared services or cooperative agreements and report to Administrator each year, # of best practices identified for piloting (Target: 2 in 2027)	High	2027	Research, Process Change, Change Management	
	INITIATIVE 6. Identify if there are opportunities to piggyback or solicit jointly on contracts for technology or services, such as obtaining additional Epic licenses through a larger county contract for a number of Health Department employees in Marquette County.	Department heads identify opportunities for joint contracts yearly and report to Administrator, # of joint contract opportunities identified for piloting (Target: 2 in 2027)	High	2027	Research, Process Change, Change Management	
6.3 ESTABLISH GUIDING PRINCIPLES AND COMMUNICATE THE VALUE OF PARTNERSHIPS	INITIATIVE 7. Define what principles need to exist to guide collaborative partnerships such as: lower cost for residents, wider breadth of services for residents, access to higher quality tools and software, etc. Weigh opportunities with these principles in mind.	Guiding principles drafted and adopted by the end of FY 2026, % of collaborative decisions reviewed against the guiding principles following adoption (Target: 80%+)	Urgent	2026	Human Capacity, Change Management, Technology	

GOAL 7

Building a Culture Ready for Change

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
7.1 STRENGTHEN THE CAPACITY OF ELECTED AND APPOINTED OFFICIALS	INITIATIVE 1. Explore Board term limits for committee members. This would enable broader perspectives for Board members and enhance leadership capacity.	Feasibility study or analysis completed by end of FY 2028, recommendations presented to County Board by end of 2028, implementation in 2029	Low	2029	Policy Change, Research, Governance Support	
	INITIATIVE 2. Develop a formal succession planning effort within Marquette County. This ensures that when new leaders step in or step up in an organization, they have all of the tools and resources documented to learn the job well, and move into the innovation and improvement stage of leadership more quickly.	Department heads trained on succession plan development by the end of FY 2028, % of departments with documented succession plans completed by the end of 2029 (Target: 80%+)	Low	2029	Human Capital, Training, Process Change, Change Management	
7.2 IMPROVE COMMUNICATION AND RESIDENT ENGAGEMENT	INITIATIVE 3. Develop a consistent communication strategy for reaching residents across all departments. Communications should, in many cases, be centralized (versus spread across multiple separate social media accounts) and should always be available on the county's website, taking into account those who do not have social media accounts.	Communications strategy drafted and adopted by the end of FY 2028, formal communication process implemented in FY 2029. Volume of website traffic benchmarked before and after change to communication strategy.	Low	2029	Research, Technology, Human Capacity, Process Change	
7.3 FOSTER INNOVATION AND CROSS-DEPARTMENTAL COLLABORATION	INITIATIVE 4. Gather department heads once or twice monthly to convene for an issues discussion meeting, where leaders across departments can discuss ways to solve emerging issues, complaints, or systemic problems.	# of meetings held annually (Target: 20+), % of department heads attending meetings (Target: 75%+), Staff survey measure of health of communication and organizational collaboration.	Urgent	2026	Human Capacity, Process Change, Change Management, Governance Support	

GOAL 8

Focusing on Investing Wisely and Serving County Residents Well

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
8.1 STRENGTHEN FINANCIAL PLANNING AND BUDGET STRATEGY	INITIATIVE 1. Acquire software that enables multi-year budget forecasting, and provide budget forecast reports to County Board quarterly.	Budget software proposed in FY 2027 budget, implemented by Q3 of FY 2028.	Medium	2028	Research, Funding, Process Change, Technology, Governance Support	
	INITIATIVE 2. Centralize the budget process under the County Administrator through a heavily revised structure. The County Board is to give the Administrator clear parameters on the dollar amount of a presented budget, and the Administrator will coordinate with departments to reach that budget amount, and indicate service and staffing impacts. This eliminates individual presentations by departments to the County Board in order to streamline decision-making.	Revised budget process piloted in FY 2026, refined in FY 2027. % of County Board members and department heads expressing satisfaction with the piloted budget process changes.	High	2027	Process Change, Governance Support, Change Management	
	INITIATIVE 3. Align the budget process around solving county-wide problems rather than funding isolated departmental services. Prioritize cross-departmental programs that deliver coordinated, system-wide impact.	% of budget proposals evaluated using a problem-oriented framework (baseline year: establish framework, 100% of departments by FY 2029 budget process), Reduction in duplicative expenditures across departments identified in budget review.	Low	2029	Process Change, Governance Support, Change Management	
	INITIATIVE 4. Provide training on debt/borrowing tools (through Wisconsin Counties Association possibly) for County Board members to ensure full understanding of available fiscal mechanisms.	Financial training coordinated and delivered in FY 2026.	Urgent	2026	Training, Funding, Governance Support	
	INITIATIVE 5. Pilot centralized procurement process for one year, managed under the Administration Department with a full or part-time purchasing employee.	All departments exposed to purchasing practices in a training held in FY 2028 to explain merits of centralized purchasing, Purchasing position created and included in FY 2029 budget, Centralized model implemented in 2029.	Low	2029	Funding, Governance Support, Process Change, Change Management	

GOAL 8

Focusing on Investing Wisely and Serving County Residents Well

CONTINUED

OBJECTIVES	INITIATIVES	DATA MEASURES	PRIORITY RANKING (Urgent, High, Medium, Low)	TARGET COMPLETION DATE	RESOURCES NEEDED (Human Capital, Funding, Training, Policy Change, Process Change, Technology, Research, Change Management, Governance Support)	INTERNAL LEAD ON ACTION STEP
8.2 ENHANCE ADVOCACY EFFORTS AND EXTERNAL ENGAGEMENT OUTSIDE THE COUNTY	INITIATIVE 6. Empower County Board members with tools for state and federal advocacy.	B% of County Board members attending WCA Legislative Conference annually (Target: 30%), Advocacy toolkit developed and disbursed to County Board members (Target: by April annually), % of County Board members in touch with state or federal elected official annually (Target: 75% in contact with at least one elected official.	Low	2029	Research, Human Capital, Governance Support	