# Waukesha County
## Department of Parks and Land Use

# Strategic Plan

## 2023 - 2025

The Department of Parks and Land Use Strategic Plan was prepared to proactively respond to the anticipated needs of the businesses and citizens of Waukesha County.

*"The Waukesha County Department of Parks and Land Use, working through a combination of collaboration, education and regulation, is dedicated to fostering economic development, sound land use, and the protection, enhancement and enjoyment of the County's natural resources and health of its citizens."*

Dale R. Shaver, Parks and Land Use Director

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# Reader's Guide: How to read the Strategic Plan

*Thanks for reading Waukesha County Department of Parks and Land Use's Strategic Plan.*

*This plan provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department intends to meet those goals.*

***Note:*** *Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). We welcome your questions and feedback at any time.*

## What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **S**pecific, **Me**asurable, **A**ttainable, **R**ealistic, and **T**ime-bound (aka **SMART**).

Each Objective appears in two places: In a list that shows all of our goals in one place, and on its own page (example below, right).

**Owner**: The member of our team who is accountable for this Objective.

> Feel free to contact Waukesha County to discuss any Objective – just ask for the person / position / division listed.

**Performance Measures**:

> A graphic or image shows the progress and status of each Objective's success.

**Strategy**: What must be accomplished in order to achieve our Objective.

> For example, a company that sells fruit snacks may set an Objective to "increase sales." One of their Strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and sporting events.

> Like each Objective, a Strategy has an **Owner** who guides efforts for its completion and success. Find this in the center column.

> In the right-hand column, you will find the **Timeframe** for each Strategy. This represents each Strategy's deadline.

**Learn More**:

> Link to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov or elsewhere.

# How to read the Strategic Plan continued

**The origin of each Objective**

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

• Waukesha County's **Mission Statement** - the big picture.

• Waukesha County's **Standards of Excellence** - the values that we observe on our path to completing our mission.

• Waukesha County's **Five Pillars of Success** - our framework for identifying core priorities and establishing program goals.

• Department's **Statement of Purpose** - each department completes a Strategic Plan and declares its own "mission" here.

**How is the Objective shaped by the "Environmental Scan"?**

*Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.*

Find environmental scan data summarized in this document's Executive Summary and Appendix sections.



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# **Appendices** at a glance

## Appendix A – Department of Parks and Land Use Environmental Scan

**Waukesha County Environmental Scan Data**

[Community Analysis](#)

[Economics](#)

[County Financial Analysis](#)

[Internal Analysis](#)

**Department of Parks and Land Use Environmental Scan Data**

[Finance](#)

[Environment](#)

[Customer Service](#)

[Internal Analysis](#)

[Customer Surveys](#)

*Tip: Click title to jump to* ***Appendix***

# Transmittal Letter

April 11, 2023

Waukesha County Executive Paul Farrow
Waukesha County Board
Waukesha County residents and visitors

We are pleased to be able to present to you the updated Waukesha County Department of Parks and Land Use (PLU) 2023-2025 Strategic Plan. The plan was developed by Department staff selected through Strengths Finder assessment and is designed to be proactive in addressing your needs as businesses and residents who have chosen to work and live in Waukesha County.

This Strategic Plan is structured around countywide pillars of: 1) Customer Service, 2) Quality, 3) Team, 4) Health and Safety, and 5) Finance. The pillars provide the foundation for setting organizational goals and direction to achieve service and organizational excellence.  Simply put, what gets measured, gets improved.

Our strategic plan will be used to shape our annual budget and set individual employee performance goals to ensure we are meeting our strategic targets, and thus your needs.

I would like to sincerely thank our customers, other departments, citizens, and staff for their insightful feedback that helped us create this plan.

If you have any questions regarding our Strategic Plan, please feel free to contact me at (262) 896-8300.

Dale R. Shaver
Director
Waukesha County Department of Parks and Land Use

# Executive Summary

The 2023-2025 strategic plan leverages the successes of the 2020-2022 strategic plan to create a three-year blueprint for continuous improvement. For continuity and consistency across departments, the plan is closely aligned with Waukesha County's standards of service excellence and five pillars. The planning process was led by a 23-member workgroup, and it involved an extensive environmental scanning process, customer and employee feedback, ideation, critical analysis, and the creation of measurable performance metrics.

The Department of Parks and Land Use engaged in an environmental scanning process that gathered information on the forecasted demographics in the County, the needs of businesses for economic development, feedback and expectations of our customers, environmental analysis, and other forecasted influences on our ability to efficiently and effectively provide services over the next three years. This process of looking forward has helped us identify key priorities that shaped the objectives of this plan. The detailed environmental scan is presented in Appendix A. The key priorities are:

- Use technology and modify workflows to expedite permitting for customers.
- Improve customer self-service experience and enhance website wayfinding.
- Use LEAN techniques to reduce process steps for services.
- Document training manuals for procedure standardization and knowledge transfer.
- Upgrade electronic payment processing to save time and costs.

The 2023-2025 strategic plan includes 13 strategic objectives. Each objective follows the SMART model – Specific, Measurable, Achievable, Realistic, and Time-bound. In addition, each objective includes key strategies that the department will carry out over the next three years and a performance metric goal. The performance metric data will be used to monitor how the department is progressing toward the desired outcomes and will determine if the department needs to adjust processes and strategies to achieve the desired performance goals.

The department prides itself in operating in a business-like manner. Therefore, the more clearly we write and openly share with staff and customers about our performance goals, the better we can perform. What gets measured gets improved.

# County Mission Statement

*"The mission of the Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner."*

# Standards of Excellence

In Waukesha County we commit to the highest levels of customer service. Our team is dedicated to serving all customers by living our standards of service and behaviors of excellence.

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Well-being

# County Pillars

Customer Service · Quality · Team · Health & Safety · Finance

High customer satisfaction

High standards of service excellence

Best professionals serving the public in the best way

Ensure the well-being of residents

Protect taxpayer investments
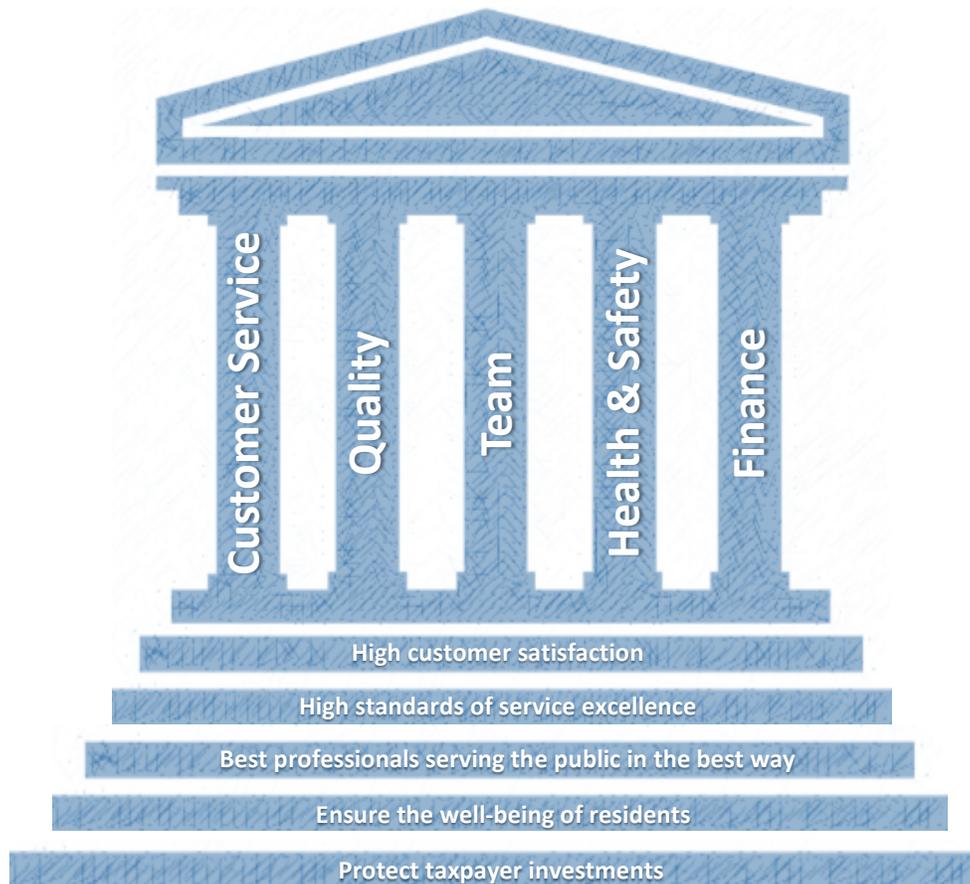
# Department of Parks and Land Use Statement of Purpose

The Waukesha County Department of Parks & Land Use, working through a combination of collaboration, education and regulation is dedicated to fostering economic development, sound land use, and the protection, enhancement and enjoyment of the County's natural resources and health of its citizens.

# Strategic Objectives at a glance

**Objective #1**: Design and implement a digital sanitary permit submittal, review, and issuance system by March 31, 2024.

**Objective #2**: Create an online permit application point-of-sale system and a file upload platform for digital plan submittals with virus threat scanning capabilities that establishes workflows with notifications for follow up actions by December 2025.

**Objective #3**: Streamline the complaint submittal process, reduce handoffs, provide avenue for anonymity, and create consistency in the information collected through creation of an electronic division complaint intake form, and reduce complaints received by phone from 90% to 65% by April 2024, and to 40% by April 2025.

**Objective #4**: Create a scalable Municipal Addressing Hub that allows partners to report new and incorrect addresses, which will also more readily facilitate future Waukesha County/municipal collaboration for GIS data such as school districts, voting wards and annexations by December 31, 2023.

**Objective #5**: Improve the customer experience on the Planning and Zoning Division webpages by identifying most requested items, then improving organization to make those resources easier to locate through better wayfinding by December 31, 2023.

**Objective #6**: To increase awareness (internal and external) regarding use impacts due to Park System projects; establish criteria, identify stakeholders, and develop a Standard Operating Procedure for project communications (workflow, checklist, templates) including staff training and full implementation by May 1, 2024.

**Objective #7**: Conduct a service analysis of municipalities which are not currently part of the Waukesha County recycling collaboration (Responsible Unit) or stormwater management Intergovernmental Agreements to evaluate service collaboration expansion and revenue opportunities by December 31, 2025.

**Objective #8**: Update value stream map of the Site Plan/Plan of Operation (SPPO) application and review process to clarify roles for town staff to increase process efficiency and update applicable standard operating procedures and Codes by November 1, 2024.

*Tip: Click title to jump to **objective detail***

**Objective #9**: Enhance communications around the annual Community Development Block Grant (CDBG) grant application cycle so that 80% of surveyed respondents mark a 4 out of 5 on questions regarding their understanding of due dates, awards and reporting requirements by December 31, 2024.

**Objective #10**: Update the standard operating procedure document and workflow for housing development projects by December 31, 2023, to improve internal and external communications and close projects within six months of the application date.

**Objective #11**: To assist with onboarding, develop a staff training manual for core functions of the Planning & Zoning Division that would provide an overview and context of key program areas, utilizing a template to serve as a model for other divisions, by December 2025.

**Objective #12**: Leverage electronic processes for payment transactions with vendors and staff to reduce paper invoice processing to 50% by December 2025.

**Objective #13**: To increase overall efficiency for park system fee compliance, improve the online customer experience and reduce errors in the daily permit purchase process, convert daily park system users to annual members resulting in an overall increase in annual membership revenue by 10% at fee-based facilities over the three-year average (2020-2022) by November 1, 2025.

*Tip: Click title to jump to **objective detail***

# Pillar: Quality

| | |
|---|---|
| **Objective #1:** Design and implement a digital sanitary permit submittal, review, and issuance system by March 31, 2024. | |
| **Owner:** PLU Environmental Health Division | |
| **Performance Measure:** Percentage of septic permits/plan reviews submitted electronically. | |
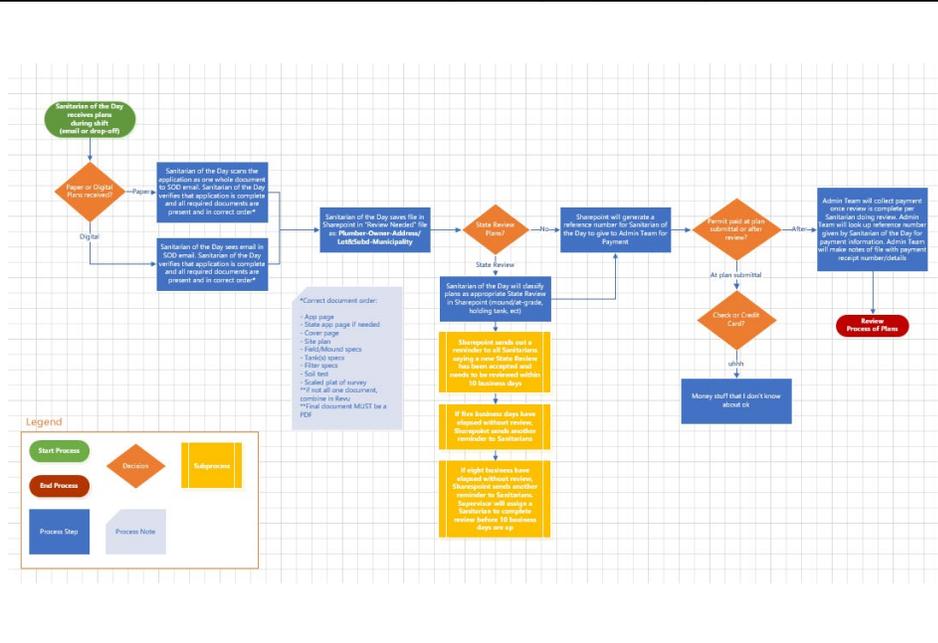


**Learn More:** Many plumbers have expressed interest in electronic plan submittal, especially since the DSPS has implemented an electronic submittal process. The electronic plan submittal would also expedite plan review as staff would be able to access and review plans in the field. The electronic plan review process would have to work in conjunction with a hard copy plan submittal process.

| | STRATEGY | STRATEGY OWNER | **TIME**FRAME |
|---|---|---|---|
| 1) | Analyze existing plan submittal procedure and create a process flow map. | PLU Env. Health | Spring, 2023 |
| 2) | Examine electronic plan review processes used by other divisions and determine if the Environmental Health Division can implement a similar process. | PLU Env. Health | 2023 |
| 3) | Research and determine what technologies are necessary for electronic plan submittal and plan review. | PLU Env. Health/ IT | 2023 |
| 4) | Research and determine the most efficient payment method. | PLU Env.Health/ Admin | 2023 |
| 5) | Develop electronic plan submittal process and test with assistance from willing plumbers. | PLU Env. Health | 2023 |
| 6) | Finalize electronic plan submittal process, train staff, inform plumbers of the option and offer training. | PLU Env. Health | March 31, 2024 |

# Pillar: Quality

**Objective #2:** Create an online permit application point-of-sale system and a file upload platform for digital plan submittals with virus threat scanning capabilities that establishes workflows with notifications for follow up actions by December 2025.

**Owner:** PLU Land Resources Division

**Performance Measure:** Completion and go-live of the online system and file upload platform.



**Learn More:** An online payment and file upload system would decrease the amount of paper submittals and time spent processing applications and fees. We would be adding a valuable service to our customers by increasing the speed in which they can apply for permits and get their projects in the queue. The time it takes for staff to sort and distribute paper submittals and process fees would decrease as a result.

| | STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|---|
| 1) | Develop a strategy to move towards on online application and payment process starting with IT. | PLU Land Resources Div. | 2023 |
| 2) | Survey customers to get feedback on their experience with online submittals and point of sale systems they may utilize with other agencies. | PLU Land Resources Div. | 2023 |
| 3) | Analyze survey results to determine the best path forward with customers needs and desires in mind. | PLU Land Resources Div. | 2024 |
| 4) | Work with IT on in-house platform or Purchasing on on RFP for 3rd Party solution. | PLU Land Resources Div. | 2024 |
| 5) | Test and implement final product. | PLU Land Resources Div. | December 31, 2025 |

## Pillar: Quality

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| **Objective #3:** Streamline the complaint submittal process, reduce handoffs, provide avenue for anonymity, and create consistency in the information collected through creation of an electronic division complaint intake form, and reduce complaints received by phone from 90% to 65% by April 2024, and to 40% by April 2025. |
| **Owner:** PLU Environmental Health Division |
| **Performance Measure:** Number of phone calls Environmental Health Sanitarians and Public Health receive regarding complaints. |
|  |
| **Learn More:** This form will also improve customer service, reduce staff time, reduce loss of complaints and increase customer reporting by offering anonymity. |

| STRATEGY | STRATEGY OWNER | **TIME**FRAME |
|---|---|---|
| 1) Analyze the complaint submittal process to identify improvement suggestions including opportunities for better data collection and process automation. | PLU Env. Health Division | 2022 |
| 2) Research, identify, design a complaint intake form. | PLU Env. Health Division | 2022 |
| 3) Develop a template and work with IT to create an online complaint intake form. | PLU Env. Health Division/ IT | 2022 |
| 4) Create online complaint intake form using JotForm. | IT | 2023 |
| 5) Test intake form. | PLU Env. Health Division | 2023 |
| 6) Go "live" | PLU Env. Health Division/ IT | 2023 |
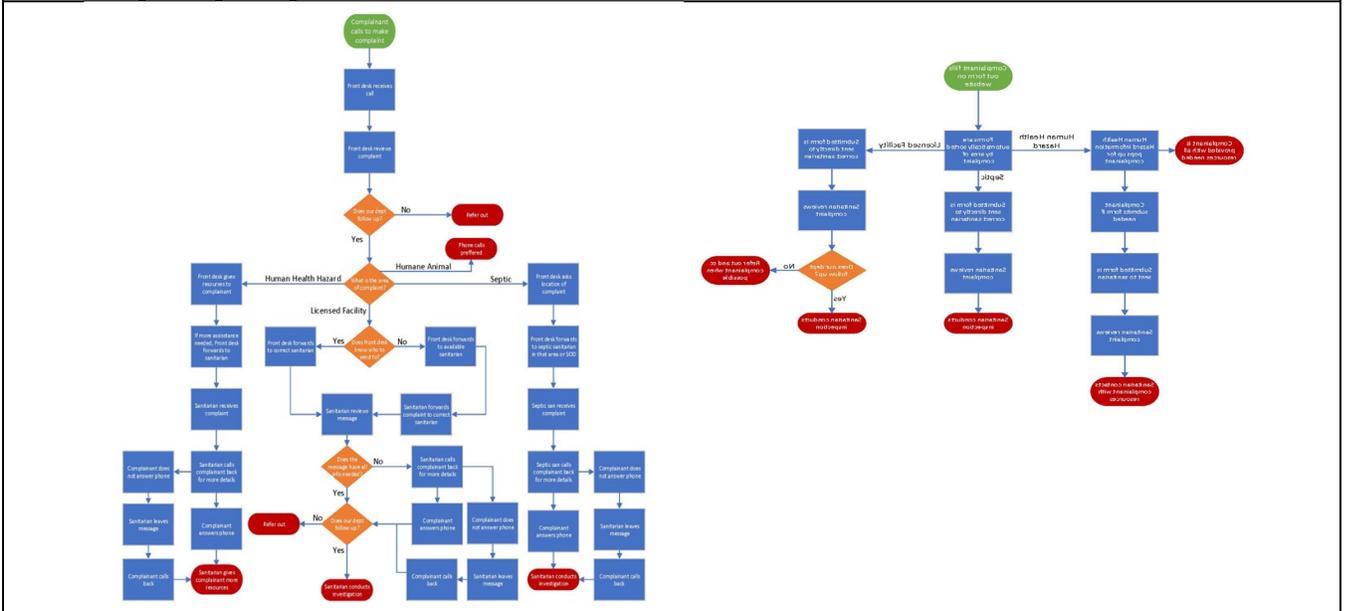
## Pillar: Quality

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| **Objective #4:** Create a scalable Municipal Addressing Hub that allows partners to report new and incorrect addresses, which will also more readily facilitate future Waukesha County/municipal collaboration for GIS data such as school districts, voting wards and annexations by December 31, 2023. |
| **Owner:** PLU Land Resources Division |
| **Performance Measure:** HUB Website with address maintenance application, addressing authority contact information and best practices resulting in a reduction of staff time and a cohesive, single-entry point for addressing over the next 3 years. Goal of 37 municipalities placing addresses using AMS by 2025. |



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| **Learn More:** With the advent of Next Generation 911, address maintenance has taken on new importance. In an effort to enable more seamless county/municipal cooperation for address collection, a scalable Municipal Addressing Hub will be created. It will serve as a landing point for addressing information, additions, corrections, and questions. In future years, the Hub will be expanded to include county/municipal collaborative initiatives including updates to school district boundaries, voting wards and annexations. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Develop draft Hub with initial focus on address standardization & education, maintenance, addressing authority contact information and a link to address maintenance application. | PLU Land Resources Div. | 2023 |
| 2) Develop a small municipal group to test, react and provide feedback on functionality. | PLU Land Resources Div. | 2023 |
| 3) Adjust HUB content based on feedback from municipal stakeholders. Continue to seek input. | PLU Land Resources Div. | 2023 |
| 4) Determine secondary focus priorities. (e.g. school districts, wards, annexations, etc.) | IT | 2024 |
| 5) Add content for additional tasks and functions and solicit municipal feedback. | PLU Land Resources Div. | 2024-25 |
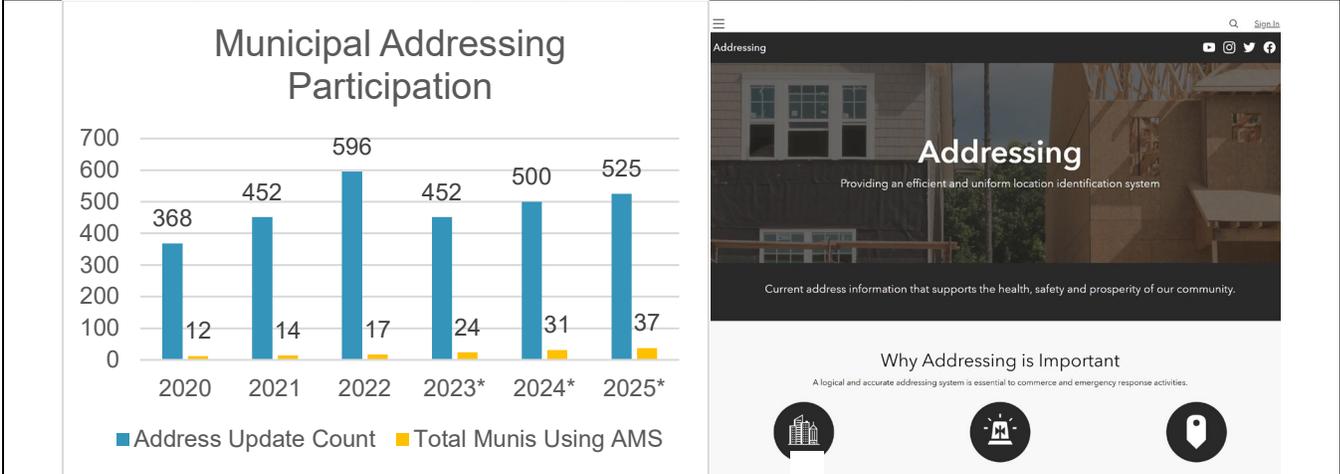
# Pillar: Customer Service

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| **Objective #5:** Improve the customer experience on the Planning and Zoning Division webpages by identifying most requested items, then improving organization to make those resources easier to locate through better wayfinding by December 31, 2023. |
| **Owner:** PLU Planning and Zoning Division |
| **Performance Measure:** Using the Google analytics for the division webpages before and after implementing changes to measure if customers are locating resources more efficiently. |



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| **Learn More:** There has been an increase of Planning and Zoning Division customers looking for information and services on the waukeshacounty.gov website. The current divisional webpage layouts and organization of information is overwhelming for visitors, making it difficult to locate what is needed quickly.<br><br>Improving the user experience on the division's webpages will improve customer service by improving wayfinding to make most requested resources easier to locate. This reorganization plan will complement the other changes to the County website going on through the Website Redesign Project being coordinated by the Information Technology (IT) Department.<br><br>Once the process and workflow are established for Planning and Zoning Division, the same process can be utilized for other Divisions as information is updated and transferred for the Countywide Website Redesign Project. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Craft user personas to help understand customer behavior and needs. | PLU Planning & Zoning Div. | 2023 |
| 2) Map current webpage flow to determine scope, priorities, and potential friction points. | PLU Planning & Zoning Div. | 2023 |
| 3) Create a user experience map to support customer experience and identify friction points. | PLU Planning & Zoning Div. | 2023 |
| 4) Create wireframe for new organization and resources. | PLU Planning & Zoning Div. | 2023 |
| 5) Implement recommended changes on website. | PLU Planning & Zoning Div./ IT | 2023 |

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## Pillar: Customer Service

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| **Objective #6:** To increase awareness (internal and external) regarding use impacts due to Park System projects; establish criteria, identify stakeholders, and develop a Standard Operating Procedure for project communications (workflow, checklist, templates) including staff training and full implementation by May 1, 2024. |
| **Owner:** PLU Park System Division |
| **Performance Measure:** Creating a Standard Operating Procedure document(s) to include all established methods of communications for projects and positive feedback from stakeholders and customers. |
|  |
| **Learn More:** The Park System currently utilizes www.waukeshacounty.gov/currentparkprojects to provide project information to the public. To improve customer service and visitor experience, advanced notice and updated communication on park system projects is necessary. By improving the methods and reach on our project messaging, we aim to reach more users and educate other resources to ensure we are providing our customers the best service. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Identify current processes and communication methods and stakeholders. | PLU Park System Division | 2023 |
| 2) Establish project criteria(s) to determine what level of communication is necessary. | PLU Park System Division | 2023 |
| 3) Map communications workflow and develop a Standard Operating Procedure (workflow, checklist, templates) | PLU Park System Division | 2023 |
| 4) Train staff on new processes and workflows. | PLU Park System Division | 2024 |
| 5) Implement new process and make recommended changes on website. | PLU Park System Division | 2024 |
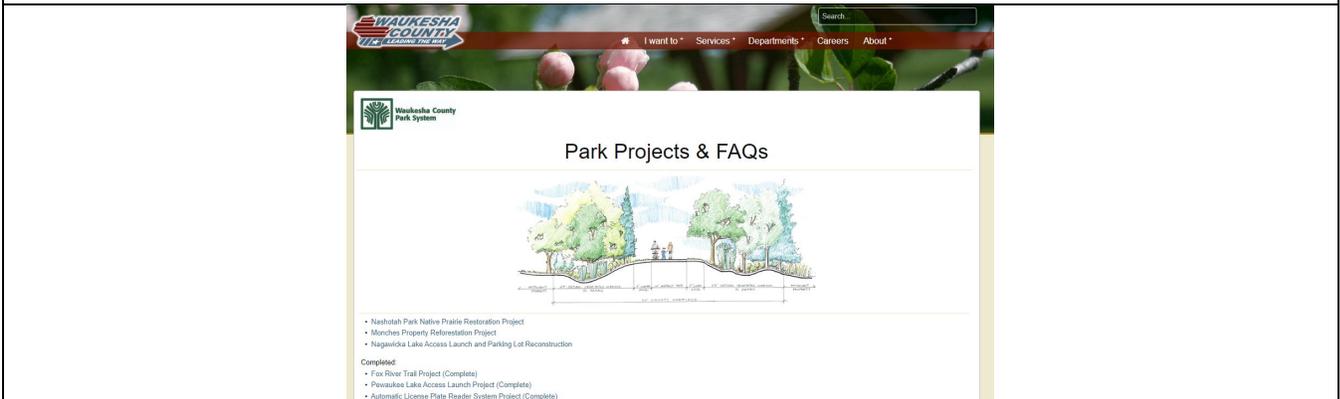
## Pillar: Quality

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| **Objective #7:** Conduct a service analysis of municipalities which are not currently part of the Waukesha County recycling collaboration (Responsible Unit) or stormwater management Intergovernmental Agreements to evaluate service collaboration expansion and revenue opportunities by December 31, 2025. |
| **Owner:** PLU Land Resources Division |
| **Performance Measure:** Deliver a comprehensive service proposal to each impacted community and/or stakeholder group. |



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| **Learn More:** The Land Resources Division provides comprehensive and robust services for communities and various stakeholder groups, including recycling compliance with 26 municipalities and adopt-a-drain and environmental education programming for 31 municipalities to meet federal and state water quality and recycling public awareness requirements. Land Resources staff have created collaborations to leverage their subject matter expertise to ensure partner municipalities fulfill program requirements.  The project team will consider expansion opportunities to new communities and stakeholders that do not participate in the County's recycling program or have a stormwater management (MS4) Intergovernmental Agreement. Additionally, the team will identify opportunities to generate additional revenue streams via these expanded services. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Identify components of an effective service study. | PLU Land Resources Div. | 2023 |
| 2) Apply service study components to three areas: recycling compliance, adopt-a-drain and environmental education programming. | PLU Land Resources Div. | 2023/2024 |
| 3) Determine opportunities for revenue by service offering and formalize structure. | PLU Land Resources Div. | 2024 |
| 4) Complete final recommendation(s). | PLU Land Resources Div. | 2024/2025 |
| 5) Create and deliver individualized service proposals to communities/stakeholders. | PLU Land Resources Div. | 2025 |

# Pillar: Quality

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| **Objective #8:** Update value stream map of the Site Plan/Plan of Operation (SPPO) application and review process to clarify roles for town staff to increase process efficiency and update applicable standard operating procedures and codes by November 1, 2024. |
| **Owner:** PLU Planning and Zoning Division |
| **Performance Measure:** Delegate specific steps of the SPPO review process to town staff to improve process efficiency, consolidate SPPO applications into one application and create a support checklist, develop standard SPPO review conditions, and amend the zoning codes. |

**VALUE STREAM MAPPING**
Overall VSM Process

**Define Scope**
- Identify the service or product to map.
- Group product into families based upon similar downstream process steps
- Identify start and end points

**Current State Map**
- Define project team and roles
- Brainstorm the material flow
- Gather the required information
- Analyze use to time (Process and Lead time)
- Map information flow
- Complete current state map

**Future State Map**
- Map how you would like process to look in the future

**Implementation Plan**
- Create an implementation plan to achieve future state

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| **Learn More:** The intent of the process improvements is to increase efficiencies to benefit all stakeholders. |

| STRATEGY | STRATEGY OWNER | **TIME**FRAME |
|---|---|---|
| 1) To explore delegation of part of the SPPO review process to town staff in order to streamline the process/reduce steps (minor requests, changes to existing businesses vs. new businesses). | PLU Planning & Zoning Div. | November 1, 2023 |
| 2) Consolidate and revise SPPO applications into one application and create a submittal checklist to reduce difficulty for applicants and review staff. | PLU Planning & Zoning Div. | November 1, 2023 |
| 3) Develop standard SPPO review conditions in an Excel spreadsheet format for staff use. | PLU Planning & Zoning Div. | June 30, 2023 |
| 4) Prepare amendments to clarify SPPO code language in both zoning codes. | PLU Planning & Zoning Div. | November 1, 2024 |

# Pillar: Quality

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|---|---|
| **Objective #9:** Enhance communications around the annual Community Development Block Grant (CDBG) grant application cycle so that 80% of surveyed respondents mark a 4 out of 5 on questions regarding their understanding of due dates, awards and reporting requirements by December 31, 2024. | |
| **Owner:** PLU Community Development Division | |
| **Performance Measure:** Obtain an 80% agreement response of CDBG grant recipients that they had a clear understanding of key grant process deadlines. | |

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|  | **Learn More:** Survey of 2022 CDBG subgrantees indicated that 70% of respondents rated their clarity of understanding of key CDBG grant process due dates and reporting requirements as a 4 out of 5. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Develop award letter and send to 2024 CDBG Subgrantees after CDBG Board July meeting. | PLU Community Development Division | August 2023 |
| 2) Develop calendar of important dates, including application cycle, contract awards, reporting due dates, etc. and mail with award letter. | PLU Community Development Division | August 2023 |
| 3) Mail calendar with contracts and other subgrantee information. | PLU Community Development Division | January-March 2024 |
| 4) Create survey for subgrantees then analyze results to identify improvement suggestions. | PLU Community Development Division | September 2024 |

## Pillar: Quality

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|---|---|
| **Objective #10:** Update the standard operating procedure document and workflow for housing development projects by December 31, 2023, to improve internal and external communications and close projects within six months of the application date. | |
| **Owner:** PLU Community Development Division | |
| **Performance Measure:** Housing development projects in 2024 and 2025 will close within six months from the date of application. | |



**Learn More:** Community Development, with the input of Corporation Counsel, will create this process and the documents for HOME and CDBG housing development applications.

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Review and edit current HOME Consortium Housing Development standard operating procedure document. | PLU Community Development Division | May-June 2023 |
| 2) Develop internal task list and workflow between Corporation Counsel and Community Development. | PLU Community Development Division | July-September 2023 |
| 3) Develop a timeline and task list for developers. | PLU Community Development Division | October-November 2023 |
| 4) Create page for developers on website and publish task list and timeline. | PLU Community Development Division | December 2023 |

## Pillar: Quality

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| **Objective #11:** To assist with onboarding, develop a staff training manual for core functions of the Planning and Zoning Division that would provide an overview and context of key program areas, utilizing a template to serve as a model for other divisions, by December 2025. |
| **Owner:** PLU Planning and Zoning Division |
| **Performance Measure:** Develop a template and complete manual content on at least three topics annually. |

BRAINSTORM TECHNIQUES → DETERMINE TOPICS → CREATE TEMPLATE → CREATE MANUAL → TRAIN!
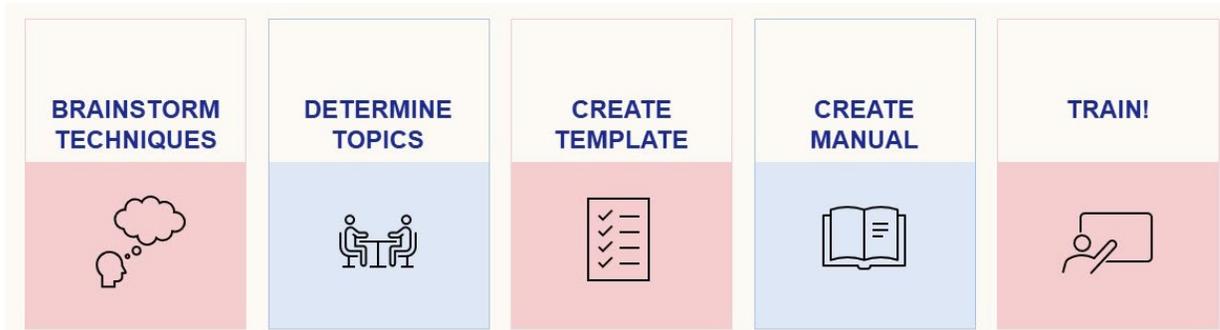
**Learn More:** Planners are introduced to a variety of complex topics and tools during their initial training and are often expected to relay information on these topics, including the purpose and intent behind regulations, to internal and external customers. This will allow staff to provide customers with consistent and comprehensive information.

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Determine key topics. | PLU Planning & Zoning Div. | June 1, 2023 |
| 2) Create template. | PLU Assigned Workgroup | August 1, 2023 |
| 3) Draft at least three content pages annually. | PLU Planning & Zoning Div. | December 1 of each year |

# Pillar: Finance

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| **Objective #12:** Leverage electronic processes for payment transactions with vendors and staff to reduce paper invoice processing to 50% by December 2025. |
| **Owner:** PLU Administration Division |
| **Performance Measure:** % of Invoices submitted electronically, cost per invoice |



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| **Learn More:** Receipt of invoices digitally requires less staff time to scan the document for payment processing. In addition, submittal to a generic email account allows multiple account staff to access for processing. Invoices submitted to the PLUinvoices@waukeshacounty.gov account represent approximately 15% of all invoices processed. This project will focus on converting more service vendors and Department staff to digital invoice submittal. |

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Value Stream Map existing process, discuss with key division stakeholders. | PLU Admin. Division | 2023 |
| 2) Identify technology needs for staff to reduce need for paper, accessing records. | PLU Admin. Division | 2023 |
| 3) Develop comprehensive list of all PLU vendors with contact information, to request the discontinuation of paper mailings. | PLU Admin. Division | 2023 |
| 4) Develop SOP for PLU staff to submit invoices, ensuring select metadata captured on front end (e.g. name, GL string, project, etc.). | PLU Admin. Division | 2023 |
| 5) Follow up with vendors after year 1, 2 to continue requesting electronic invoice submittals. | PLU Admin. Division | 2024, 2025 |
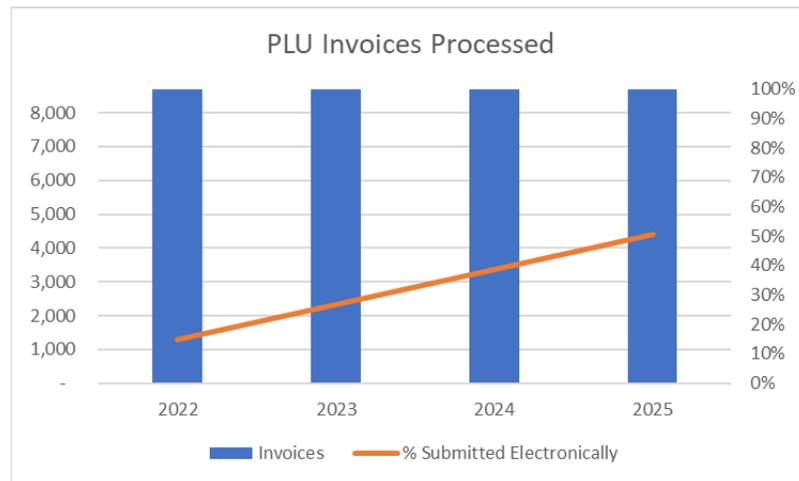
# Pillar: Finance

**Objective #13:** To increase overall efficiency for park system fee compliance, improve the online customer experience and reduce errors in the daily permit purchase process, convert daily park system users to annual members resulting in an overall increase in annual membership revenue by 10% at fee-based facilities over the three-year average (2020-2022) by November 1, 2025.

**Owner:** PLU Park System Division

**Performance Measure:** Annual Member Revenue Increase



Annual Membership Revenue
SO#13

| Year | Senior | Regular |
|------|--------|---------|
| 2018 | $103,724 | $401,728 |
| 2019 | $116,617 | $428,626 |
| 2020 | $162,913 | $648,873 |
| 2021 | $204,325 | $778,907 |
| 2022 | $215,497 | $787,154 |
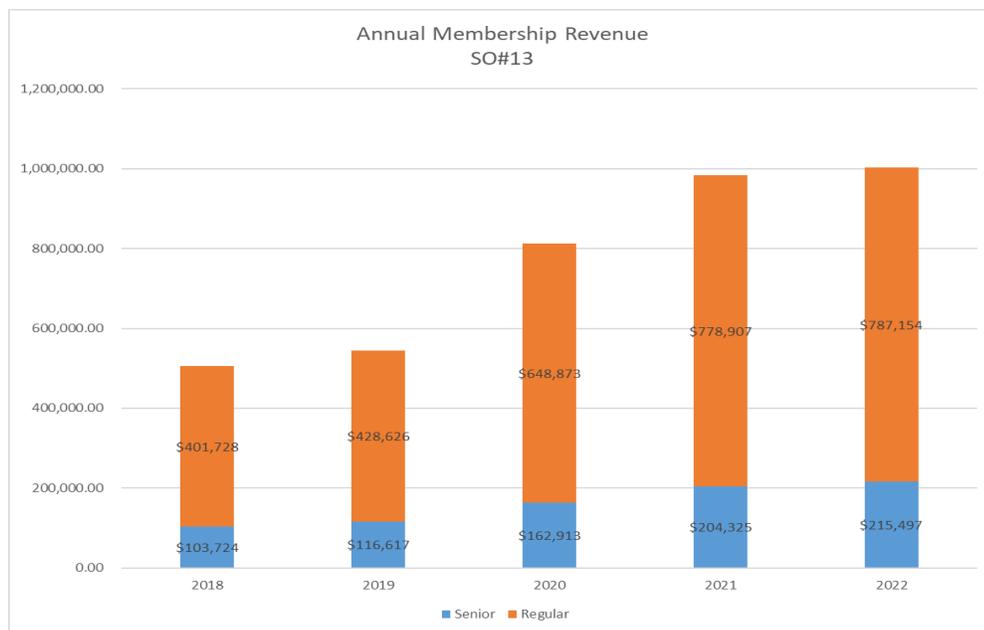
**Learn More:** With the implementation of the automated license plate reader system for entrance fee non-compliance has been reduced to 18% (vs. 40%) within one year of implementation. While there has been improved fee compliance, the daily permit purchases have resulted in a 10+% error rate for customer data entry (inaccurate entering of visit date and/or license plate) which has resulted in several inefficiencies including notices being printed/mailed, upset customers calling and staff spending time to correct the system errors.

Converting daily members to annual members will not only result in better customer experience/access but also improve the fee compliance system operating efficiency which will allow our Guest Services team to focus time and talent on high priority customer service needs including assistance with special events, rental and reservations throughout the park system.

Three-year Average Data
Annual Membership: 32,171 (10% increase = 2,688)

**Learn More (Cont'd):**
Annual Membership Revenue: $941k (10% increase = $94k)
Daily Membership: 45,162
Daily Membership revenue: $271K
Objective = 10% Increase in Annual Membership Revenue = $1.035M

It is important to note that the conversion from a daily user to an annual member is not a simple 1:1 ratio. Many daily users would purchase 2-4 daily permits in a year previously so the decrease in daily revenue will not directly correlate to the increase in annual memberships however, there is an expectation that daily permit purchases will continue to decline as customers enjoy the simplicity and system access an annual membership provides. In addition, the objective will focus on total membership revenue instead of total memberships purchases which accurately accounts for both single and package annual membership purchases.

| STRATEGY | STRATEGY OWNER | TIMEFRAME |
|---|---|---|
| 1) Develop a prioritized plan of facility/system improvements and new amenities to aid in marketing and promotion plan for annual membership. | PLU Park System Division | June 2023 |
| 2) Review annual Park User Survey for most common wants / issues, report on top five. | PLU Park System Division | June 2023 |
| 3) Review continuous improvement tracking file to determine additional options for improvements that could impact annual members. | PLU Park System Division | July 2023 |
| 4) Review Guest Services' customer contact log for most common reasons for use of daily permit and not annual membership. | PLU Park System Division | July 2023 |
| 5) Review sites of physical signage and prospective locations for increased awareness regarding benefits of annual memberships. | PLU Park System Division | July 2023 |
| 6) Based on information gathered in steps 1-5, survey Parks administration and field staff to rank the planned/proposed park system facility/amenity improvements, new amenities, and public information measures to increase membership | PLU Park System Division | August 2023 |
| 7) Using the details provided in tasks 1-6, create, review, approve and implement a three-year marketing and promotions plan. | PLU Park System Division | December 2023 |
| 8) Complete revenue and permit/membership revenue dashboard to track progress. | PLU Park System Division | December 2023 |
| 9) Quarterly Reviews/Updates:<br>a. Team progress meetings.<br>b. Internal progress updates.<br>c. Quarterly review of customer service, facility satisfaction, call logs and annual user survey results with team to review potential customer suggestions for improvement. | PLU Park System Division | March, June, September, December 2023-2025 |

# Appendix A –
## Department of Parks and Land Use Environmental Scan

**Waukesha County Environmental Scan Data**

**COMMUNITY ANALYSIS**

**Community Analysis Population, Census Data, Demographics**

Understanding the trends in growth and change in the population of Waukesha County will allow County Departments to strategically plan by responding to the needs of the population. As of the 2020 Decennial Census, approximately 408,756 people resided in Waukesha County and as of WISDot's 2022 Report, the population is estimated to be over 410,000 residents. The County is made up of 37 municipalities, including 11 towns, 19 villages, and seven cities. A small portion of the City of Milwaukee also resides within Waukesha County. There are opportunities to coordinate with these municipalities to work toward greater governmental efficiencies. Cooperation and coordination with these municipalities can reduce duplicative services that come at a cost to taxpayers. When consideration is given to the number of municipalities that our customers work with, it is also important to deliver services in the most efficient and logical way possible. Economic development is vital for communities in Waukesha County to retain optimum paying jobs, to maintain municipal infrastructure and essential services, and to maintain and expand quality of life.

General population

- The population is projected to increase to 427,721 by 2025 and to 442,476 by 2030. This equates to a 5.6% increase in population between 2020 and 2025 and a 3.2% increase in population between 2025 and 2030.
- The population is projected to grow by 91,500 persons between 2010 & 2050 (24% increase).
- Projections show that through 2050, Waukesha County will continue to be the third largest county in population in Wisconsin.
- Net migration will continue to be the primary source of the population increase. The number of births (natural increase) is expected to increase moderately, but the number of deaths is expected to increase substantially because of deaths from the aging population (baby boomers). Wisconsin DOA Projections show that the number of deaths will exceed the number of births between 2030 and 2040, resulting in a negative natural increase in the County.
- Over the past 60 years, Waukesha County's share of the regional population has increased from 7% to 19.3%, whereas Milwaukee County's share of the regional population has decreased from 70% to 47%.
- Waukesha County's share of the regional population is projected to increase from 19.3% (measured in 2010) to 20.4% by 2050, whereas Milwaukee County's share of the regional population is projected to decrease from 47% to 41.5%.
- The median age in Waukesha County is approximately 44.9 years old. The median age has been increasing since 1970 when it was 25.4 years old.

- People 65 years and older made up approximately 14.3% of the population in 2010 and 17% in 2015, 19.6 in 2020. This population is projected to make up 25.4% of the population by 2040.
- The youngest members of the baby boomer generation will reach age 65 by 2030.

Race
- Approximately 87% of Waukesha County residents are Non-Hispanic White.
- The Hispanic or Latino population has increased from 4.1% in 2010 (16,123) to 5.3% (21,664) in 2020
- The Black or African American population has increased from 1.3% (4,914) in 2010 to 2% (8,175) in 2020.
- The Asian population has increased from 2.7% (10,271) in 2010 to 4.1% (16,759) in 2020, an increase of 5,236 people.
- The American Indian population has continued to be approximately 0.3% of the overall population

**Community Analysis: Health and Public Safety**

COVID-19 Recovery
Waukesha County engaged in the evaluation of the American Rescue Plan Act – Coronavirus State and Local Fiscal Recovery Funds (ARPA-SLFRF) program's final rules and selection of projects for which this funding can be used. In addition to using this funding for continued costs related to the pandemic response, the County established teams to analyze the needs of the County against the objectives of the grant while ensuring that program outcomes are achieved in an effective, efficient, and equitable manner.

Projects were submitted by established teams and were reviewed against the objectives of the County including:
- Addressing short-term pandemic related operational impact
- Investing in public health infrastructure (e.g., mental health, substance abuse, community violence interventions)
- Advancing economic recovery and growth
- Investing in productivity, generating return on investment
- Enhancing services
- Leveraging partnerships and collaborations, both internally and with other governments
- Meeting federal timeline restrictions (funding through 2026)
- Mitigating program risks/long-term levy impacts
- Managing total funding availability

Limiting administrative complexity prior to the release of the final rule, projects were approved based on the interim allowed use guidance. This included continued pandemic response, addressing the impact of the pandemic on the Courts system, investing in Health and Human Services (HHS) technology

needs, and administrative costs to manage this grant. After the final rule was released, the projects submitted were reviewed against allowed uses and proposed to the workgroup teams for feedback. Presentations were given on the use of ARPA funding to management teams, the County Executive, the Executive's Cabinet, department heads and the full County Board. The first projects, after the release of the final rule, were approved starting in May of 2022, and include projects for law enforcement capacity, mental health services, technology enhancements, and water and sewer infrastructure. To effectively continue to respond to the pandemic and assist in local post-pandemic recovery, Waukesha County has established ARPA Management Response Teams with representatives from countywide functional areas.

Community Health Improvement Plan & Process (CHIPP)

The task of improving the health of Waukesha County is not one that can be done alone, but requires the collaboration of the community to make a collective impact. Under the leadership of the Waukesha County Department of Health and Human Services and the Public Health Division, a cross-sector Steering Committee composed of key community leaders formed to participate in a Community Health Improvement Plan & Process (CHIPP), focused on improving community health.

The CHIPP Steering Committee created the following vision that became the guiding framework for community health improvement. The vision for a healthy Waukesha County is strong families, connected communities, healthy environments, and accessible services that promote overall safety, well-being, and quality of life. After conducting several in depth assessments over the course of a 9-month period, the Steering Committee identified three strategic priorities to improve community health in Waukesha County: Opiates, Mental Health, Nutrition & Physical Activity. Action teams were formed around these three strategic health priorities.

The CHIPP engaged a cross-sector of community partners from 2017-2021 and created action plans focused on these critical strategic health issue areas. These community partners included nonprofit, healthcare, education, law enforcement, business, government, and other relevant stakeholders. The CHIPP Steering Committee provided guidance and oversight throughout the entire time frame. The work of the CHIPP supports Waukesha County's mission which is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. Improving the health and well-being of Waukesha County citizens correlates directly with strengthening economic opportunities for Waukesha County residents.

Opiate Action Team: As a result of wide-ranging efforts to gather local data to inform the CHIPP, the citizens of Waukesha County identified that the opioid epidemic was their number one concern relative to community health. The Heroin Task Force (HTF) of Waukesha County began their work in 2014 and integrated their efforts with the CHIPP in 2017.

Today, the HTF of Waukesha County continues to spearhead the continued work of this action team. The HTF has recently been realigned to be more effective and responsive to new opiate trends. Over 175 community partners have re-engaged with the newly formed HTF during 2021. Of those partners, over 60 have committed to serving on action teams. These action teams will be using a data driven collective

impact approach to identify specific action to be taken in the areas of Prevention, Harm Reduction, Treatment & Recovery, and Data and Reporting.

Mental Health Action Team: Prior to the pandemic, nearly one in five Americans suffered from mental illness, according to NAMI (National Alliance on Mental Illness). Millions of people are affected by mental illness each year, and the pandemic has only exacerbated this critical health issue. Mental health was ranked as the number two health concern in Waukesha County during the CHIPP assessment process. Suicide is the tenth leading cause of death in the United States and has risen steadily since the 2000's. The Mental Health action team saw the rising suicide rates in Waukesha County and focused their efforts on suicide prevention. This team's overarching focus was to successfully launch the Waukesha County Suicide Prevention Initiative (WCSPI) which is dedicated to reducing the number of deaths by suicide in Waukesha County by scaling up evidence-based mental health practices in prevention, stigma reduction, and access to treatment.

Nutrition & Physical Activity Action Team: Because of the overarching impact of nutrition and physical activity on literally every aspect of overall health for every age group, this concern was chosen as the third health priority during the CHIPP assessment. The goal of this team was to improve physical activity and nutrition for Waukesha County residents. Their approach was to reduce barriers to residents who couldn't access healthy food or physical activity options. This Action Team divided their work into two teams and offered incredible opportunities to improve personal well-being in both areas of their focus: Nutrition and Physical Activity.

Opioid Epidemic
In Waukesha County, drug-related deaths became the leading non-natural cause of death for adults ages 18-45 in 2020 and 2021, driven by a rise in fentanyl poisoning. Waukesha County saw a record ninety-five drug-related deaths in 2020. In 2021, at least ninety-two people died from drug-related causes, with ten cases still being pending investigation as of the end of Q3 2022.

From May 2017 to July 23, 2022, more than 305 documented lives have been saved, at least 303 used the overdose reversal drug Naloxone/Narcan, because of the Waukesha County HHS Naloxone Project.

From May 2017 to June 2022, people who are using, their family members and friends, First Responders, and the public have been helped through 521 Naloxone administration training sessions to 4,918 individuals, which includes 1,048 law enforcement personnel. 7,170 Naloxone kits have been distributed free of charge.

Waukesha County leaders announced new efforts to prevent substance use in the community through allocation of approximately $200,000 to expand prevention efforts in schools and the community.

On August 1, 2022, Waukesha County Executive Paul Farrow declared fentanyl to be a community health crisis in Waukesha County. Fentanyl, a synthetic opioid up to 100 times more powerful than morphine, is fueling overdose deaths across the US and Wisconsin.

The Declaration provides directives to do the following:

- Distribute opioid settlement money, in partnership with the County Board; to support Narcan training, the District Attorney's pre-trial diversion programming, and other related purposes.
- Implement the Overdose Fatality Review (OFR) initiatives, in partnership with public and private entities and surrounding counties to share data and best practices.
- Launch a local public information initiative utilizing the US Drug Enforcement Agency's 'One Pill Can Kill' campaign.
- Create a set of measurable objectives to track the County's efforts in the fight against fentanyl that will be evaluated on a quarterly basis.

Earlier in Summer 2022, the Waukesha County Sheriff's Department announced that its Metro Drug Unit will transition into a unit of the federal Drug Enforcement Administration (DEA) later this year. As a federal task force, the Metro Drug Unit will have an enhanced ability to continue the reduction of available controlled substances within Waukesha County. They will also be able to pursue investigations that lead to source suppliers outside of Waukesha County. Waukesha County is also working to expand a program that embeds a counselor into the Sheriff's Department to expedite care for mental health crises.

In 2022, HHS added an additional full-time peer support specialist to its Outpatient Mental Health and Substance Use Services Clinic Staff.  The Waukesha County Heroin Task Force has relaunched its collaborative work to reduce the impact of the opioid epidemic in the County. Action Teams of key community stakeholders work collaboratively in three key areas: Prevention, Harm Reduction, and Treatment & Recovery to achieve results within a calendar year.

HHS maintains a strong relationship with the AODA Volunteers of Waukesha County, who provide valuable outreach, education, and support services to individuals in recovery, or who are considering abstinence from drugs or alcohol. The Women's Health and Recovery Project (WHARP), coordinated by Waukesha County HHS, assists women with substance use disorders, and their children, who have complex needs with issues such as housing, employment, mental health, physical health, transportation, and childcare.

Waukesha County participates in multiple statewide initiatives, such as Drug Treatment Court, National Prescription Drug Takeback Day, and the Wisconsin Injection Drug Use Prevention Project.

## Top 5 Most Common Substances in 2020

| Substance | People Served |
|-----------|---------------|
| Alcohol | 434 |
| Marijuana | 253 |
| Opioids | 248 |
| Cocaine | 150 |
| Amphetamines | 29 |
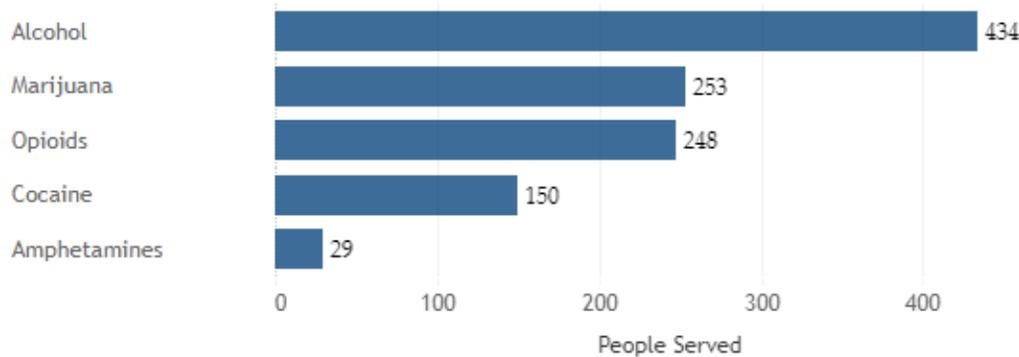
Total Cases Referred to DA's Office

|       | 2019  | 2020  | 2021   |
|-------|-------|-------|--------|
| Cases | 8,801 | 9,768 | 10,115 |

In comparing 2019 (pre-pandemic) to 2021, there was approximately a 15% increase in arrests and referrals to the DA's Office for charging decisions.

**Community Analysis: Legislative Redistricting**

Wisconsin's Legislative Redistricting

Every 10 years, the U.S. Census legislative district lines are redrawn based upon statewide population shifts. The process is of redrawing the lines is run by the state legislature and requires approval of the Governor. Following the 2020 Census, the legislature and Governor failed to reach an agreement on the proposed redistricting lines, and, therefore, the approval of new legislative districts fell to the Wisconsin Supreme Court. The Court's conservative majority adopted a "least change" approach to the existing districts which favors the State Legislature being in Republican control for the next decade. With adoption of the new district maps, Waukesha County lost two Assembly seats, two Senate seats, and is now represented by only one Member of the United States Congress – portions of Waukesha County are now included in 10 Assembly districts, 4 State Senate districts and 1 Congressional district. During the previous ten years, Waukesha County represented in 12 Assembly districts, 6 State Senate districts and 2 Congressional districts. This change will likely result in Waukesha County having less influence over policies and laws adopted in Madison. The County intends to counter this loss of legislative representation with the leveraging of relationships between the County Executive's Office, the County Board legislative staff, and legislative and executive leaders in the State Capitol.

County Board Redistricting

Like statewide redistricting, the Waukesha County Board districts also change following each 10-year U.S. Census. The Waukesha County Board adopted Supervisor districts in 2021 that incorporated new population estimates. As part of the redistricting process the County Board adopted a resolution establishing the County

Board size to remain at 25 districts. In 2022, six County Board Supervisors opted not to run for re-election and one resigned from the Board prior to the election. Four of the Supervisors that ended their tenure on the Board served as committee chairs and three Supervisors each served more than 20 years on the County Board. The turnover has provided more opportunities for new Supervisors to hold positions of leadership on the County Board. Departments should be prepared to provide more education on issues and policies at the committee level to ensure that all Board members have a thorough understanding of the issues before them.

**ECONOMICS**

**Unemployment/Jobs/Business**

Unemployment
- County's 2022 unemployment rate is lower than the national average (2.9% vs 3.7%).
- County's unemployment rate February 2020: 2.6%
- County peak unemployment rate during the COVID-19 pandemic: 12.3%
- County unemployment rate as of July 2022: 2.9%
- Labor participation rates among women and men ages 16 and over are 79% and 90% respectively. This rate reflects the percentage of the population who are working or actively seeking employment. There are variety of reasons why a labor participation rate does not reach 100% such as households with stay at home children, and individuals not interested in seeking employment.

Jobs
- Job growth is projected to increase from 242,001 in 2017 to 338,000 in 2050. (SEWRPC 2020)
- From 2013-2017 medium to large sized business growth outpaced small business growth.
- By 2050 Waukesha County is projected to have 24.4% of the total jobs in the metropolitan statistical area (Milwaukee and Waukesha Counties).

Business Survey
The Waukesha County Business Survey was conducted in cooperation with Waukesha County, the Waukesha County Business Alliance, the Waukesha County Center for Growth, and the Waukesha-Ozaukee-Washington (WOW) Workforce Development Board in September 2021. A total of 203 businesses responded to the survey. Respondents included representatives from 35 of Waukesha County's 37 municipalities, a wide range of business sectors, and companies sized from the self-employed to operations with more than 1,000 employees.

Highlights from the survey include:

- 79% of businesses plan to expand their workforce in the next three years
- 78% of businesses report 'lack of qualified talent' as a primary challenge for staff recruitment.
- Of those hiring:
    - 50% plan to add 1-9 employees
    - 19% plan to add 10-19 employees
    - 14% plan to add 20-49 employees
    - 7.36% plan to add 50-99 employees
    - 4% plan to add 100-249 employees
    - 5.5% plan to add 250 or more employees

- The top five responses to how businesses are planning to expand over the next three years include:

    - 73% plan to increase sales
    - 70% plan to hire employees
    - 51% plan to expand offerings
    - 30% plan to add new capital/equipment
    - 27% plan to acquire another business

- 49% of respondents have reached 100% capacity at their existing location which is down from 60% in 2017

- 39% of respondents do not own or lease sufficient property to allow for expansion

- When choosing to locate a business, the topmost important factors to respondents are availability of workforce and proximity to customers

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**COUNTY FINANCIAL ANALYSIS**

Housing

Economic development is vital for communities in Waukesha County to retain optimum paying jobs, to maintain municipal infrastructure and essential services, and to maintain and expand quality of life.

The population in Waukesha County continues to age. As the baby boomer population enters retirement, the County must consider a variety of housing types to accommodate the changing needs of this age group as it relates to household type, income, and location. With the baby boomers leaving the workforce and requiring services, there is also a need to attract a new workforce. The available workforce population, which is younger and more racially diverse than before, requires the same housing considerations as the baby boomers. Locating a variety of housing options near job centers helps attract skilled workers to the County and provides a customer base for nearby goods and services, parks, and available public transit. Nationally and locally, there has been an increasing demand for living units located near entertainment venues and workplaces, as millennials and empty nesters look for more dynamic living arrangements within walkable settings.

Household/Family

- There are approximately 160,600 households in Waukesha County. The number is expected to increase about 3% every 5 years. The average persons per household is approximately 3.

- The County is relatively affluent with a median household income of $92,359, which is above both the state ($64,901) and national ($67,340) median, and the highest among all counties in Wisconsin. Similarly, per capita income in Waukesha County is estimated at $75,958, which is higher than the state ($55,593) and the nation ($59,147), and the second highest among all counties in Wisconsin (behind Ozaukee County at $87,395). The latest data available is from 2020.

- The County has experienced healthy property value growth in recent years. Following several years of declining property value during the Great Recession, property values began increasing for 2014. Between 2016 and 2021, property value growth increased about 5% on average annually, with the January 1, 2022, estimate growing 13%. The increase is mostly due to higher value inflation and, to a lesser degree, new development. A realistic assumption for future growth would be about 4% but could be lower or negative if there's an economic downturn.

- The median home sale price in 2022 was $312,000, up 5.8% from 2021.

- The County is subject to state-mandated property tax levy limits, with growth in the levy primarily tied to "net new construction." Net new construction consists of the value of new construction (i.e., development) minus demolition and is divided into the previous year's total tax levy base (including tax increment districts) to get the growth factor.

- The County has experienced healthy growth recently, averaging over $900 million in net new construction the last seven years, with its highest year ever in 2021 with nearly $1.2 billion. However, the county's tax base is comparatively large ($66.7 billion for 2023 budget purposes, and $75.4 billion for 2024 budget purposes), so that this growth results in a relatively small net new construction growth factor, averaging 1.64% the last seven years. Assuming continued property value growth levels like recent years, the net new construction factor is expected to continue to decrease even if high levels of development are maintained.

Waukesha County Budget: Expenditures

The total operating budget (excluding capital projects and debt service) typically increases about 2%-3% and can fluctuate from year-to-year due to state and federal funding awards. Increases for the 2022 adopted and 2023 proposed are higher at about 5% and 7%, respectively, due to additional federal pandemic relief funding. The county provides many labor-intensive services, and personnel costs consistently make up about half of the total operating



**2023 Expenditures as a Percent of Total**

Human Services 27%
Parks, Land Use, Edu. 12%
Public Works 10%
Justice & Public Safety 20%
Gen. Admin. 7%
Capital Projects 12%
Debt Service 4%
Non-Dept. 8%

budget.  The two largest functional areas, Justice & Public Safety and Health & Human Services, consistently comprise about 55%-56% of the operating budget (excluding capital and debt).  Debt service costs are expected to increase in future years due to additional borrowing needed for the courthouse project and the increasing cost of maintaining infrastructure.  The graph above displays expenditures by functional area, including capital and debt.
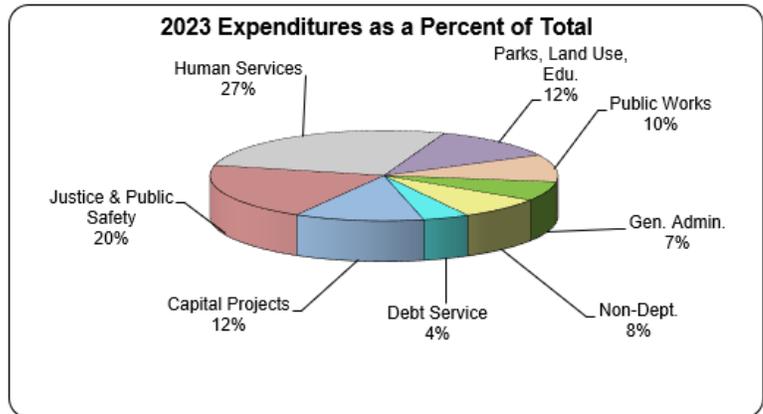
Due to relatively stable price levels, the cost to continue has been assumed to be about 3% in recent years. Since 2021, there has been an increase in price levels nationwide, with year-over-year increases in the Consumer Price Index exceeding 8% for most of 2022.  Higher price levels are due to increased consumer demand following the easing of pandemic restrictions, supply chain disruptions, higher fuel prices, and a competitive labor market.  The County typically assumes slower growth in revenues, due to state-mandated levy limits and minimal increases in ongoing state/federal aid to help cover mandated services, resulting in forecasted gaps between revenues and expenditures.  Typically, the gap is between $3 million and $5 million, but was forecast at above $7 million for 2023 due to higher price levels.

Waukesha County Budget: Revenues

The share of total budgeted revenues coming from the property tax has declined from 42% in the 2018 budget to 39% in the 2022 budget, mostly due to state-mandated levy limits and budgeting $8 million of additional temporary federal American Rescue Plan Act (ARPA) funds (excluding ARPA funds, levy would be 40% of revenues).  The tax levy share decreased more significantly to 35% in the 2023 proposed budget; though, that is largely due to budgeting $28.9 million of ARPA funding (excluding ARPA, would be



**2023 Revenues as a Percent of Total (Excludes Interdepartmental)**

Fines & Licenses 1%
Chgs. & Svcs. 13%
Inv. Inc./Other 6%
Tax Levy 35%
Debt Borrowing 4%
Fund Balance 4%
Intergov't Assist 37%

39%).  The County carries out several programs on behalf of the state and federal government (mostly in Justice
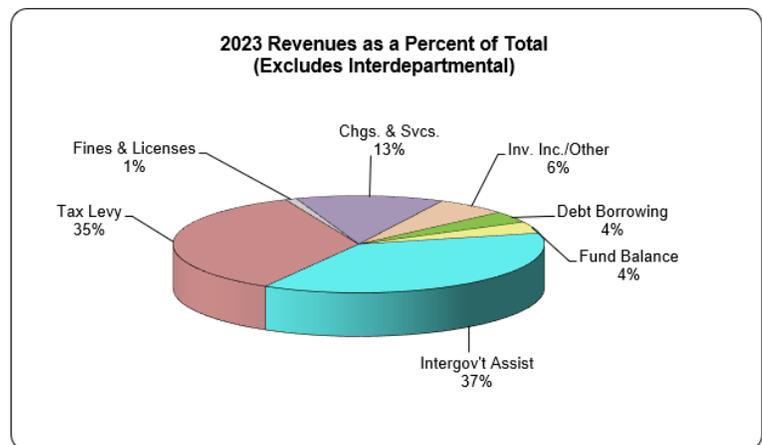
& Public Safety and Health & Human Services), so about a quarter of the total revenue budget is typically from state and federal revenue sources (higher in 2023 due to ARPA funding); though growth in these revenue sources is often minimal and insufficient to keep up with the increasing cost of mandated services. Also, the county attempts to maintain a diversified and stable revenue stream, which includes a reliance on user fees where costs can be directly related to the level of service provided and recovered through charges to individuals and organizations that directly benefit from those services. The County's budget philosophy is to review and adjust user fees where allowable to cover increasing program costs, reducing reliance on tax levy. User fees/charges for service make up about 13% in the 2023 proposed budget.

County Tax Levy

The share of tax levy going to Justice and Public Safety has increased from 41% in the 2014 budget to 43% in the 2023 proposed budget, due in part to it being a priority area for the County and the limited ability for these operations to generate other revenues. Together with Health & Human Services, over 2/3 of tax levy goes to these two functional areas.


2023 Tax Levy by Functional Area (Excl Library Tax)
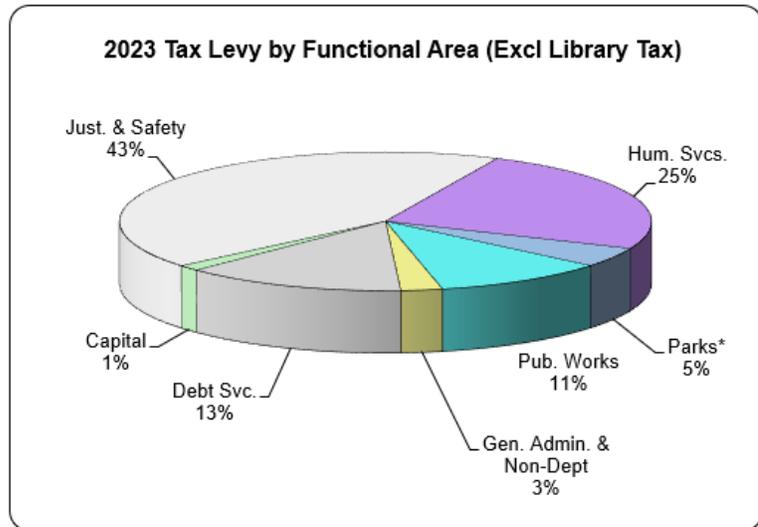
**INTERNAL ANALYSIS**

County Facilities and Operations:
From 2023 to 2026 the existing Waukesha County Courthouse Building will undergo an extensive renovation to upgrade the facility and prepare the county to serve its citizens for at least the next 50 years. This project will have an impact on County employees working in both the existing 1959 Courthouse Building and the Administration Center, as well as the visiting public. Business operations in both buildings will be affected at various times during the project. Departments should consider how its employees will be impacted by temporary office movements and consider potential changes or modifications to service delivery to customers who visit the two buildings.

Customer Service

Waukesha County is committed to the highest levels of customer service. Our team is dedicated to serving all customers by living our core values, standards of service, and behaviors of excellence.

Waukesha County continues to focus its efforts on high levels of customer service, we can measure this using the Waukesha County Customer Service Survey. Waukesha County sets a goal to meet a 4.65 out of 5 for our overall customer service interactions.

| | 2018 | 2019 | 2020 | 2021 | 2022 (Jan. through Sept.) |
|---|---|---|---|---|---|
| Accessibility | 4.64 | 4.67 | 4.55 | 4.49 | 4.49 |
| Attitude | 4.67 | 4.8 | 4.61 | 4.62 | 4.55 |
| Accuracy | 4.63 | 4.72 | 4.54 | 4.48 | 4.51 |
| Communication | 4.61 | 4.72 | 4.53 | 4.5 | 4.51 |
| Timeliness | 4.62 | 4.71 | 4.54 | 4.53 | 4.49 |
| **Overall** | **4.63** | **4.73** | **4.55** | **4.52** | 4.51 |

Employee Survey

Waukesha County received 843 complete responses to its 2021 Employee Engagement Survey, which is one of highest response rates since the survey began in this format 2014.

As in past years, respondents were asked a range of questions about communication, sharing information, professional development, and continuous improvement. This includes four key questions that we have been measuring over time with a goal of meeting an 80% agreement threshold (calculated by adding the % of ratings of Strongly Agree and Somewhat Agree).

Countywide results of those questions as of 2021 can be found here.

**89%** I understand that I can be recognized for extra effort while demonstrating the County's Standards of Service Excellence

**81%** Information and knowledge is shared openly within my department

**91%** During my annual performance evaluation with my direct supervisor, I discussed training needs and opportunities for professional development

**96%** I understand how my work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities

**Historical Perspective:**

2014          2021     Difference

I understand how my work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities
87%          96%      +9%

Information and knowledge is shared openly within my department
64%          81%      +17%

During my annual performance evaluation with my direct supervisor, I discussed training needs and opportunities for professional development
73%          91%      +18%

I understand that I can be recognized for extra effort while demonstrating the County's Standards of Service Excellence
61%          89%      +28%

I met with my direct supervisor or manager for a 1-on-1 rounding session*
83%          86%      +3%

Comparing the 2014 results with the 2021 shows dramatic improvement in responses. The results are a testament to what a culture of continuous improvement should produce. We should all be proud of our progress and keep working to reach our 80% goal across all categories.


Countywide and Departmental Results using Power BI Dashboarding:
To help understand the survey data and facilitate communication with county teams, Department Heads are provided a link to dashboards visually depicting the survey data in each department. Data may then be shared across Departments and utilized to determine individual or departmentwide performance goals or measure success of key initiatives.  The Countywide dashboard data can be found here.


**County HR Scan Overview**


County Employment Demographics - Years of Service
The charts below outline distribution of employees by years of county service. During the five-year period between 2018 and 2022 the percentage of employees with five or less years of county experience has grown from 38% to 45%. This trend is even more pronounced in comparison to 2012 where county work experience was more evenly distributed and the largest percentage of the workforce having twenty or more years of experience at Waukesha County.

| Year-2022 | | | Years of Service | | | County |
|---|---|---|---|---|---|---|
| Department | <5 | 5-9 | 10-14 | 15-20 | >20 | Total |
| Administration | 37% | 15% | 12% | 19% | 16% | 100% |
| Circuit Court Services | 52% | 13% | 6% | 13% | 16% | 100% |
| Corporation Counsel | 45% | 18% | 13% | 13% | 13% | 100% |
| Emergency Preparedness | 39% | 22% | 14% | 20% | 6% | 100% |
| Public Works | 49% | 13% | 8% | 8% | 22% | 100% |
| District Attorney | 43% | 7% | 11% | 14% | 25% | 100% |
| Health and Human Services | 48% | 19% | 11% | 11% | 11% | 100% |
| Parks and Land Use | 39% | 18% | 9% | 8% | 26% | 100% |
| Sheriffs Department | 45% | 15% | 11% | 16% | 13% | 100% |
| Multi Departments | 33% | 26% | 11% | 11% | 19% | 100% |
| County Total | 45% | 17% | 11% | 13% | 15% | 100% |

| Year -2018 | | | Years of Service | | | County |
|---|---|---|---|---|---|---|
| Department | <5 | 5-9 | 10-14 | 15-20 | >20 | Total |
| Administration | 24% | 11% | 15% | 24% | 26% | 100% |
| Circuit Court Services | 43% | 10% | 12% | 15% | 21% | 100% |
| Corporation Counsel | 36% | 23% | 15% | 13% | 13% | 100% |
| Emergency Preparedness | 41% | 17% | 29% | 6% | 8% | 100% |
| Public Works | 35% | 8% | 10% | 19% | 29% | 100% |
| District Attorney | 24% | 6% | 9% | 32% | 29% | 100% |
| Health and Human Services | 45% | 16% | 14% | 12% | 13% | 100% |
| Parks and Land Use | 34% | 11% | 8% | 26% | 21% | 100% |
| Sheriffs Department | 35% | 15% | 19% | 15% | 16% | 100% |
| Multi Departments | 42% | 23% | 11% | 13% | 12% | 100% |
| County Total | 38% | 14% | 15% | 15% | 17% | 100% |

| Year 2012 | | | Years of Service | | | County |
|---|---|---|---|---|---|---|
| Department | <5 | 5-9 | 10-14 | 15-20 | >20 | Total |
| Administration | 12% | 19% | 22% | 12% | 34% | 100% |
| Circuit Court Services | 17% | 21% | 21% | 8% | 34% | 100% |
| Corporation Counsel | 8% | 23% | 23% | 8% | 38% | 100% |
| Emergency Preparedness | 28% | 50% | 9% | 3% | 10% | 100% |
| Public Works | 12% | 11% | 21% | 20% | 37% | 100% |
| District Attorney | 6% | 13% | 31% | 19% | 31% | 100% |
| Health and Human Services | 24% | 19% | 16% | 13% | 28% | 100% |
| Parks and Land Use | 7% | 15% | 25% | 13% | 40% | 100% |
| Sheriffs Department | 19% | 25% | 18% | 14% | 24% | 100% |
| Multi Departments | 23% | 22% | 21% | 16% | 17% | 100% |
| County Total | 18% | 21% | 19% | 13% | 29% | 100% |

During the past decade, the County emphasized succession planning recognizing that many employees would be reaching retirement age. Training programs such as Standards of Service Excellence (SOSE), Management University, Effective Supervision and Mentoring have been instrumental in employee transitions and in the mitigation of institutional knowledge loss as experienced employees, senior professionals, and managerial staff, have retired.

## County Employment – Turnover

As the workforce transitions, it points toward the need for continued emphasis on a County-wide effort to recruit, develop and retain employees. This is especially clear when reviewing County-wide turnover data, which in recent years has been affected by the low unemployment rate and changes in workforce participation coming out of the COVID-19 pandemic. The chart below presents ten years of data, and shows an uptick in overall turnover, regrettable turnover, and total resignations during 2021 and 2022.

| Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 Aug |
|---|---|---|---|---|---|---|---|---|---|---|
| FTE--Budgeted Positions | 1,366 | 1,368 | 1,363 | 1,354 | 1,354 | 1,373 | 1,381 | 1,390 | 1,390 | 1,404 |
| FTE--Total Turnover | 102 | 123 | 157 | 163 | 133 | 175 | 159 | 156 | 238 | 206 |
| % Turnover | 7.5% | 9.0% | 11.5% | 12.0% | 9.8% | 12.7% | 11.5% | 11.2% | 17.1% | 14.7% |
| Regrettable Turnover* | | | | | | 68 | 66 | 68 | 106 | 135 |
| % Regrettable Turnover | | | | | | 5.0% | 4.8% | 4.9% | 7.6% | 9.6% |
| Separation Type | | | | | | | | | | |
| Resignation | 42 | 45 | 74 | 92 | 86 | 101 | 108 | 87 | 146 | 168 |
| Retirement. | 49 | 67 | 58 | 58 | 38 | 65 | 41 | 52 | 68 | 31 |
| Other | 11 | 11 | 25 | 13 | 9 | 9 | 10 | 17 | 24 | 8 |
| Total | 102 | 123 | 157 | 163 | 133 | 175 | 159 | 156 | 238 | 206 |

*Regrettable Turnover: Employees who left County employment that we planned to retain, **or** voluntary separation by individuals who are top performers, or high-potential employees, or where the separation is from a key position for which a possible successor has not been previously identified

*This turnover analysis does not include employees that transfered to other departments or had job assignment changes within the county

# Department of Parks and Land Use Environmental Scan Data

**FINANCE**

As outlined on page 61 of the 2023 Waukesha County Budget Book, the Department (as well as the County) must continue to address projected financial challenges over the next several years. Forecasted growth in operating expenditures, ranging from anticipated salary and benefit cost increases as well as inflationary increases in supplies and contracted services, is anticipated to exceed new growth in existing revenue sources; including county property tax revenues. Principally, Wisconsin State Statute 66.0602 allows a County to increase its total property tax levy by the percentage change in equalized value due to net new construction between the previous year and the current year. At the earliest, this statute is not anticipated to be reviewed by the State legislature until the State begins the 2023-2025 biennial budget process.

For context, while not impossible, seeking exceptions to allowable levy limits via local referendums, have had limited success statewide. According to a 2020 report from the University of Wisconsin-Madison's La Follette School of Public Policy, between 2006 and 2018, 108 local governments went to referendum to increase their allowable levy limit with 65% failing to pass on election day.

Structurally, the department of Parks and Land Use took strategic steps to close its budget gap of approximately $400,000 in 2023; which helps reduce the budget gap in future years. In addition to growing existing revenue sources with partnerships and sponsorships, efforts were also made to develop strategic initiatives to manage costs and reduce time spent physically handling cash in an effort to deploy limited park staff to more urgent maintenance needs. The use of strategic decisions regarding staffing models, technology usage, and equipment and infrastructure maintenance are critical to continued financial success.
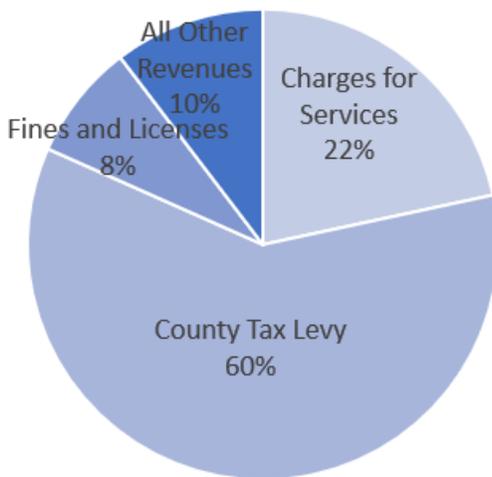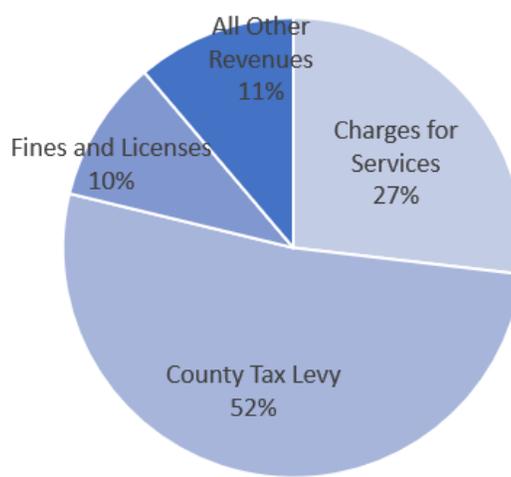


The Department's ability to cultivate and generate alternative revenue sources has continued to grow over the last 10 years, as county tax levy funding as a percent of budgeted revenue for department operations has

decreased from 60% in 2013, to 52% in 2023. This decrease is offset by a greater utilization and reliance of non-levy fees for service and license revenues. While the number regular full and part-time employees has remained relatively consistent, the makeup of those positions has changed. Over time, shifts in employee demographics has led to a more pronounced increase in salary and benefit costs in recent years; partly in an effort to recruit and retain high-performing staff. In total, personnel costs continue to make up 68% of the Department's general fund expenditure budget. Even small, incremental increases year-over-year add to a growing base with a sizeable cost to continue. These realizations emphasize the department's continued focus on new lines of service and offerings, efficiencies, and innovations. Failure to generate them will result in strained resources, requiring long-term decisions focused on services and staffing.

**General Fund Personnel Cost Budgets 2013-2022**

| | Calendar 2013 | Calendar 2014 | Calendar 2015 | Calendar 2016 | Calendar 2017 | Calendar 2018 | Calendar 2019 | Calendar 2020 | Calendar 2021 | Calendar 2022 |
|---|---|---|---|---|---|---|---|---|---|---|
| Total | 8,247,615.00 | 8,351,385.00 | 8,432,208.00 | 8,517,186.00 | 8,497,040.00 | 8,617,904.00 | 8,623,273.00 | 8,728,188.00 | 8,964,465.00 | 9,242,165.00 |

## ENVIRONMENT

### Soil Health and Conservation

There has been a recent paradigm shift in the field of soil conservation to focus on soil health. This shift recognizes soil as more than a growing medium for our food supply and potential source of nonpoint pollution, but rather as a living ecosystem that needs careful management to sustain productivity while improving air and water quality. Research shows healthy soil has higher levels of organic matter, higher productivity with less inputs, higher infiltration rates, greater water holding and pollutant filtering capacity, and significantly reduced runoff during heavy rains. Retention of soil on sites and fields can also aide the County in meeting federal requirements for Total Suspended Solids (TSS) and Total Phosphorus (TP).  Both TSS and TP are common impairments in rivers and streams.  Improving soil health plays a key role in meeting our clean water goals while at the same time improving soil productivity.

The types of plantings used in both urban and rural settings can also make a difference in soil health, stability, and infiltration rates. Native plantings can be used to stabilize Best Management Practices (BMP's) such as filter strips, rain gardens and infiltration basins.  These plantings provide benefits to the soil and to local pollinators. Native plantings provide the same benefits to homeowners and should be promoted as a supplement or a replacement to non-native species in the landscape.

In 2016, Waukesha County began offering soil health outreach and educational programs targeting local farmers and homeowners. Research indicates that ¼ inch topdressing of compost on a one acre lawn can increase water holding capacity by 16,000 gallons. With the amount of land in Waukesha County that is in lawns, individual homeowners should not be overlooked with the soil health message. Increased soil health and organic matter will provide a more resilient environment to both drought and flooding.

Streambank stabilization work is also being done to prevent excess soil from entering our waterways. Riparian buffers, plantings, and placement of riprap assist in reducing loss of land, help maintain flow and storage capacity, reduce downstream sedimentation and improve and enhance stream corridors for fish and wildlife habitat, aesthetics, and recreation. These projects also aid in achieving compliance with MS4 and TMDL requirements.

**Phosphorous**
Phosphorous is a critical nutrient in agricultural soil productivity, but also a highly regulated element in point and nonpoint source water pollution control programs. Reducing phosphorous discharges from nonpoint sources, such as runoff from agricultural land, can be much more cost-effective than installing additional tertiary treatment devices at point source discharges such as municipal wastewater treatment plants.

Because of this fact, recent state legislative changes encourage partnerships between point and nonpoint program efforts to meet phosphorous reduction goals in targeted watersheds. There are seven municipal wastewater discharge permittees in Waukesha County. The first one to get state approval for a point/nonpoint program partnership is the City of Oconomowoc in 2015. Waukesha County executed a working agreement with the City in 2016. The Mukwonago Wastewater Treatment plant applied for a similar program in 2019, and has also requested a partnership with the County.

Recent research out of Madison also indicates that leaf cover on roads provides significant phosphorus inputs in the fall. Leaf management should be considered in any phosphorus control plan. Education for residents on handling leaves and proper lawn fertilization is imperative to successfully controlling phosphorus.

**Chlorides**
Long-term data is showing increases in chloride levels in the State's surface waters and shallow groundwater as well. The WI-DNR has started including chlorides as an impairment on the state list of impaired waterbodies. The Pewaukee River is currently included as impaired by chlorides and the list will likely be growing. It only takes 1 teaspoon of salt to pollute 5 gallons of water to a level that is toxic for freshwater ecosystems.

While many of our communities must report salt usage as part of their MS4 permit, private contractors have no oversight to their salt usage each season. Most contractors bill clients by the amount of salt used—not the amount of time spent clearing snow. One ton of salt causes between $800 and $3300 in damage to infrastructure. Work is underway in the legislature to create a limited liability bill for business owners.

Waukesha County has participated in statewide Salt Awareness Week since its inception 3 years ago, and has also provided training on appropriate salt usage and practices for municipalities and contractors. The County also provides support to Wisconsin Saltwise to help promote statewide awareness of the issue as well as education.

**Recycling Markets**

While most of Waukesha County's recyclable material is sold to mills in the upper Midwest, markets are increasingly global and susceptible to international forces. In 2018 China severely limited imports of recyclable material which sent ripple effects across the industry. While markets have recovered from this historic low period, it has altered how contracts are drafted. Continued instability is expected. Market risks are also being more frequently shifted to local governments. Waukesha County's current processing contract is set to expire in 2025 and, if not renewed, the County can anticipate significantly higher processing costs. The industry is also shifting to more automation and AI. Both opportunities and needs to update equipment will escalate over the next strategic plan period as the MRF equipment is now 7 years old.

**Per and Polyfluoroalkyl Substances (PFAS)**

PFAS are a group of over 5,000 man-made fluorinated compounds that have been in production since the 1930's. Due to their unique ability to repel water, resist heat, and protect surfaces, PFAS are used in waterproof clothing and footwear, stain-free carpets, lotions, deodorants, and many other household items. When materials containing PFAS are discarded or washed down the drain, they cycle through our waste management systems and back into our environment. Landfills, compost facilities, material recovery facilities (MRFs) and wastewater treatment facilities (WWTF) receive and manage PFAS contaminated waste and wastewater. PFAS can persist in the environment for a long time and recent findings have shown that exposure to certain PFAS may have harmful health effects in people. The U.S. EPA has not yet established an enforceable maximum contaminant level (MCL) for PFAS but instead has established a new (as of 2022) drinking water health advisory of 0.004 parts per trillion (ppt) for perfluorooctanoic acid (PFOA) and 0.02 ppt for perfluorooctane sulfonate (PFOS). Previously the drinking water health advisory was 70 ppt for combined PFAS.  In August 2022 the WI Legislature approved revisions to administrative code NR 809.20. This new rule sets the MCL for community drinking water systems at 70 ppt combined PFOA and PFOS and 8 ppt for most surface water.  Initial sampling and routine monitoring of community water systems will be required beginning in 2023; sampling activities to date have been voluntary. Grant funding will be available for communities that find elevated levels of PFAS in their drinking water systems.

A review of the DNR's environmental database shows two active PFAS groundwater contamination sites in Waukesha County. One is in Oconomowoc and the other is in Waukesha. The database also lists two PFAS spill cases from New Berlin. The spill cases are from the same property, and both are closed meaning no active investigation is occurring. This seems to be a relatively low number of active contamination sites, however the DNR has only recently been requiring PFAS testing. The impact that these sites and other unknown sites will have on public water supplies is not known.

**Invasive Species**

Waukesha County Parks and Land Use has worked diligently and effectively to acquire parkland containing natural areas of regional and statewide ecological significance. As is referenced in the Waukesha County Parks Statement of Purpose, in order to foster sound land use, and the protection, enhancement and enjoyment of the County's natural resources, an ongoing investment in the management and restoration of these assets is essential.

An invasive species is a species that is not native to a specific location (an introduced species), and that has a tendency to spread to a degree believed to cause damage to the environment, human economy and/or human

health. Invasive species are among the leading threats to native wildlife. Approximately 42 percent of threatened or endangered species are at risk due to invasive species. Waukesha County Parks and Land Use actively manages over 40 non-native, invasive species throughout the Park System annually. Without such management (e.g., prescribed burning, mechanical brush removal, selective herbicide application, etc.) these invasive species will outcompete the native trees and wildflowers that local wildlife depends on and that our customer-base comes to enjoy. Such "thickets", or mono-cultures, of a single non-native invasive species not only significantly decrease the aesthetic value of our parks and hiking trails, they also lead to increased erosion and extremely poor wildlife habitat.

One of the most recognizable impacts of an invasive species is that of Emerald Ash Borer (EAB). EAB is a non-native, invasive wood boring beetle that has resulted in the mass die-off of millions of ash trees across the Midwest. This has resulted in significant tree canopy loss in local parks and greenways presenting more than just ecological issues but also human safety concerns in parks as trees die and present a hazard in high use areas.

In order to mitigate the impacts of non-native invasive species an annual commitment from both trained staff and the County's volunteer corps should be made in order to maintain the value, both aesthetic and ecological, that the park system provides to residents and visitors alike in Waukesha County.

**Aquatic Invasive Species (AIS)**
For decades, Eurasian Water Milfoil and Zebra Mussel, two common AIS examples, have had severe negative impacts on Waukesha County lakes and streams, public recreation, and riparian property values. As Waukesha County and its neighboring communities continue to grow, the threat of new exotic species being introduced into the environment also increases. New pioneer invasive species such as Starry Stonewort have been detected within waterbodies of Waukesha County, with various others threatening to follow suit. Several invasive species not currently present in Waukesha County have been detected in neighboring counties, increasing the importance of AIS education and monitoring in the area. Research shows one of the most common ways AIS spreads is by clinging onto boats and trailers, traveling from one boat launch to another.  With some of the most heavily used lakes in the state, Waukesha County is now a potential source of AIS for other parts of the state, as well as for many of the lakes in the County that are not yet contaminated by AIS.  At the request of several local lakes groups and the Wisconsin Department of Natural Resources, Waukesha County has been participating in a state grant program aimed to control the spread of AIS since 2016.  Waukesha County has an AIS Strategic Plan that was completed in 2017, and will need to be updated in the coming years.  Meanwhile, outreach and education programs will continue to focus on local boat launches during the summer months.

**Other Emerging Issues:**
Public Health 3.0: There is a modernization of goals and missions occurring within the field of public health called "Public Health 3.0." It changes the focus from improving health through a more clinical approach of prevention, management, and treatment of diseases to looking at all of the factors that affect a person's overall health and wellbeing.  These are the social determinants of health or the conditions in which people are born, live, work, and age.  In this model public health departments act as Chief Health Strategists within the community and engage in cross-sector collaboration with community entities, intra-governmental departments, and other government agencies to address the

social determinants of health. There is emphasis on collecting timely, reliable, and actionable data to guide and assess the impact of initiatives. This modern up-stream view recognizes that the health of a community is impacted by social and environmental factors. Addressing poor health outcomes associated with social determinants requires a non-clinical, collaborative approach.

## CUSTOMER SERVICE

During the 2020-2022 strategic planning process the Department developed an objective to establish consistent customer service across Waukesha County departments by achieving a 4.65 mean rating for customer service satisfaction. In order to actively measure this objective the Department continues to utilize an on-going customer service survey that is embedded in employee email signatures, offered on an iPad at service counters, and via surveys emailed directly to customers. Customer service satisfaction was measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey prompts the customer to answer questions aimed at gathering actionable feedback, using a Lickert scale of 1-5.

For the reporting period covering September of 2021 – August of 2022, the Department achieved a customer service satisfaction mean rating of 4.38 and the overall County mean rating was 4.53. The Department saw a slight increase in survey participation over this calendar year.

Customers that rent a facility or enroll in a program are further surveyed. For those that rent a facility, satisfaction was measured through 4 metrics which included: future recommendations, met expectations, cleanliness, and staff helpfulness. With 512 responses in 2022, the mean satisfaction rating is 4.32. For those that enroll in a program, satisfaction is measured through 6 metrics which included: facility cleanliness, instructor communication, future recommendation, information meets expectations, applicability of standards, and ease of registration. With 147 responses in 2022, the mean satisfaction rating is 4.55.

## INTERNAL ANALYSIS

### Employee Engagement

As part of Waukesha County's ongoing employee engagement process, an annual survey is distributed to all full-time and regular part-time employees. to obtain organizational feedback for continuous improvement purposes. In winter 2021, the survey was responded to by 97% of full- time and regular part-time staff of Parks & Land Use. Analysis of the results indicated the Department has several areas where we are performing well. In summary, we learned:

- **92%** recommend Waukesha County as an employer**.**
- **100%** understand how their work contributes to the County's success.
- **97%** feel information and knowledge is shared openly in the Department**.**
- **93%** agree that their training needs are discussed during annual performance evaluation.
- **97%** understand they can be recognized for extra effort for demonstrating the County's core values.
- **97%** feel supported or empowered to make improvements.

- **96%** agree they are asked by their supervisor for their opinion on how to do things better.

**Internal SWOT Analysis**

In addition to evaluating relevant data, survey results, and focus group feedback, Parks & Land Use developed a new survey for analysis of the department's strengths and opportunities. This survey asks for staff perspectives on the department's top accomplishments, setbacks or impediments to progress, current strengths, and greatest opportunities for improvement or increased effectiveness. In October 2022, the **Internal SWOT survey** reached PLU staff and garnered a 36% response rate. Survey response data is sorted by the five Waukesha County pillars and lists topics and themes that appeared in at least three responses.

A few highlights:

- Support is high for continued progression towards employing **automation and online self- service** for both external services and internal procedures. The PLU team is invested in quality products and services.
- Perception of the department's **recruiting and retention** measures is high; meanwhile, our capacity to continue drawing quality candidates with existing benefits, compensation, and work environment (eg. work from home) is a threat to the department's continued high performance.
- Not only is staff performance, culture, and engagement seen as exemplary, but so are department **leadership** and **strategic direction.**
- Opportunities to **improve** pivot on consideration of staffing levels and work-life balance, improved coordination among areas of the department, and the continued pursuit of quality increases via new technology.

**CUSTOMER SURVEYS**

**Volunteer Engagement Survey**

The Department of Parks and Land Use provides a variety of opportunities for volunteers to enjoy the outdoors and to give back to the community. There are many opportunities for volunteers to assist with citizen science, education, natural land management, park maintenance, and special events. Each fall a survey is emailed to all volunteers for the year up to that date, to obtain feedback that will help us improve the volunteer process. 39 responses were received from volunteers who assisted in 2022. The feedback was very positive. Following is a summary of the responses:

- **88%** thought the registration process was easy**.**
- **90%** thought the communication leading up to their volunteer day was understandable and timely.
- **90%** felt prepared for their project and the responsibilities of their role.
- **91%** thought the work environment/site the day of their event was organized and safe.

- **94%** are likely to recommend volunteering with Waukesha County to a friend or colleague.

- **93%** understand the impact that their volunteer work had on the community and the environment.

**Survey – Town Planners**

A survey was distributed via email to seven (7) municipal planners, who cover nine (municipalities). The intent of the survey was to obtain actionable feedback regarding all aspects of County Planning and Zoning assistance provided to Town Planners. Responses were received from six (6) of the seven (7) municipal planners (86%) who cover eight (8) of the nine (9) Towns. The survey consisted of the following seven (7) open ended / qualitative questions:

1) What is working well with County Planning and Zoning assistance provided to you as the Town Planner?
2) What is the most important service that we provide?
3) What could we do better or differently?
4) What do you need help with? What other assistance would you like us to offer?
5) Do you have anticipated short or long term special projects that may require county assistance or review?
6) Are there emerging trends or challenges within your community (land uses, consumer demands, demographics, boundary planning issues, etc.) that we should be aware of?
7) Is there anything else you want us to know as we plan for the future?

Following is a summary of the responses:

- The Planner of the Day service is considered a very valuable service to Town staff and the members of the public they serve.
- County Planning Staff are extremely helpful and responsive to Town staff questions and other related needs.
- The County's enforcement of the general zoning code has reduced the opportunity costs to Town staff who can focus on issues outside of general zoning administration.
- Some of the Towns would like to unilaterally review and approve Site Plan / Plan of Operations when the proposed operation/business is a permitted use.
- There is a heavy usage of and reliance on the County GIS.
- Have a single person contact for any one property that is going through a permit process to coordinate all County departments and responses vs. different staff for different questions.
- Towns would like to be provided clear decision criteria for any county ordinance requirements that call for Town approvals.
- Town would like help with strategic planning, comprehensive land use planning and the development of neighborhood plans.
- Continued assistance maintaining zoning and land use plan mapping.  Assistance with special mapping projects like sewer service area maps.
- The county should plan for emerging trends such as electrical vehicle uses and charging stations.
- The county should continue to provide planning services to the Town of Ottawa.
- Would like to Countywide EMS and/or fire services.

- Would like assistance obtaining additional sewer hook ups from nearby sewerage districts.
- Help with long term sustainable growth strategies.

**Survey – Certified Food Managers for Licensed Establishments**

With few exceptions, food establishments are required to have at least one manager or operator certified in food protection practices (CFPM).  Food businesses have many chemical, physical, and biological safety hazards that pose risk to both to the public they serve and directly to the business itself.  Food safety training is crucial to food safety culture, and it has been shown that food establishments with managers certified in food safety practices are less likely to have critical violations on their inspections (1).
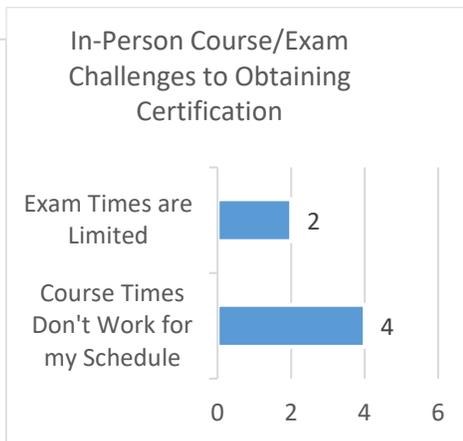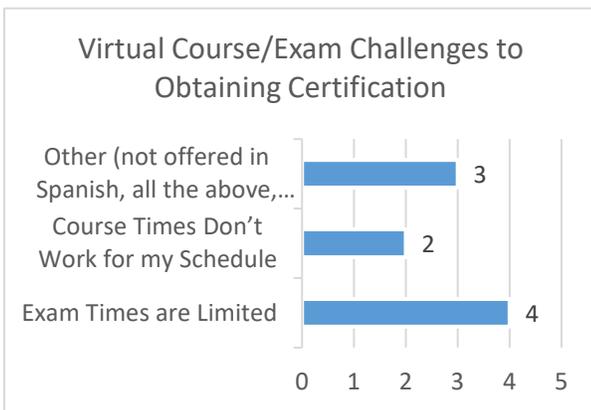
Waukesha County Environmental Health has seen an increase in requests for time extensions to meet the CFPM requirement in an addition to an increase in re-inspections due to critical violations observed during routine inspections.  We wanted to know what barriers or challenges food establishment operators are facing when it comes to meeting the CFPM requirement.  While the courses and exams are offered in a variety of ways by a variety of entities, we could fill in gaps if trends are identified.

The survey was sent to 100 establishments that currently do not meet the CFPM requirement, recently met the CFPM requirement, or are a non-franchise/chain food establishment.  We received a total of 24 responses.  Of the 24 respondents:

- 23 of them had taken the certification exam at least once
- 5 failed the exam on the 1st attempt
- 12 reported challenges in meeting the CFPM requirement

Of those 12 respondents reporting challenges:

- 10 indicated that the course/exam options were confusing and 6 were unsure where to find options
- 9 reported challenges with virtual options and 6 with in-person options
    - 6 were limitations of exam times
    - 6 were course times that don't work for schedule

## Challenges to Meeting CFPM Requirement

■ Number of Responses

| Category | Number of Responses |
|---|---|
| Language Barrier | 2 |
| Unsure of Certification Type | 4 |
| Course/Exam Options Confusing | 10 |
| Unsure Where to Find Approved Options | 6 |
| Virtual | 9 |
| In-Person | 6 |
| Preparation | 5 |

## Virtual Course/Exam Challenges to Obtaining Certification

| Category | Number |
|---|---|
| Other (not offered in Spanish, all the above,…) | 3 |
| Course Times Don't Work for my Schedule | 2 |
| Exam Times are Limited | 4 |

## In-Person Course/Exam Challenges to Obtaining Certification

| Category | Number |
|---|---|
| Exam Times are Limited | 2 |
| Course Times Don't Work for my Schedule | 4 |

(1) https://www.cdc.gov/nceh/ehs/ehsnet/plain_language/kitchen-manager-certification-and-food-safety.htm

**Survey – Plumbers for Septic Systems**

Waukesha County Environmental Health Division staff are agents for the Wisconsin Department of Safety and Professional Services for plan review, permitting and inspection of private on-site waste treatment systems (POWTs) commonly referred to as septic systems. Septic system plumbers were surveyed to determine if we are meeting the needs of their businesses, what we are doing well and what services need improvement.

28 plumbers were surveyed with a 57% response rate (16 responses). The plumbers were asked 13 questions. Nine of the questions solicited a score of 1-5, with 5 the highest score, and 4 of the questions requested specific

responses. The average response for the 9 questions was 4.22. The responses to the other 4 questions were overwhelmingly positive:

*What are the strengths of Waukesha County's POWTS program*?

Helpful staff
Accommodating
Knowledgeable
Available
Professional
Good work ethic
Friendly
Respond fast

*What needs improvement*? (# represents the number of respondents)

(2) Create an electronic plan submittal process.

Currently paper copies are required. The State has an electronic system for submittal and only accepts electronic submittals. The younger more tech savvy plumbers would like this to be an option for Waukesha County submittals.

(2) Make septic records available online.

Currently we receive multiple requests per day for septic records; pump size, field size and location, surveys, etc. We look up the information and either email or call the plumber or homeowner with the requested information. Our premise files are being imaged and are available internally with the intent of having this information available through the County GIS mapping system.

**Survey – Community Development Block Grant (CDBG) Subgrantees**

The CDBG survey predominantly focused on the CDBG application process, CDBG Board and Subgrantee relationship, and general communication.  The survey was emailed to all subgrantees from 2020, 2021, and 2022 – a total of 37 nonprofit organizations.  Respondents received a two-week window to complete the survey.  The survey received a 48% response rate.

Survey results indicated that the majority of the CDBG subgrantees are confident with the application process. However, subgrantees would still like to attend an in-person technical assistance/pre-application training.  There is room for improvement with communication between the CDBG Board and the subgrantees by providing subgrantees more input into the CDBG Board's priorities and the ability for face-to-face meetings throughout the year.  Subgrantees expressed that it would be beneficial for the CDBG Staff and Board to tour the subgrantee's location to see in person the work of the subgrantee and how the grant funds were put to good use.

Some examples of questions and responses in the survey include the following:

6. Do you feel like you have input in the CDBG Board's priorities and preferences for each funding cycle?

More Details

**18**
Responses

★★★☆☆
2.78 Average Rating

8. Would you like more communication with the CDBG Board throughout the year?

More Details

🔵 I would like more communicatio... 3
🟠 I would like the ability to comm... 4
🟢 The amount of communication ... 11

15. How do you rate Community Development services as a whole?

More Details

**16**
Responses

★★★★⯪
4.44 Average Rating

The survey allowed for open forum comments and respondents conveyed positive feedback about the CDBG process.  Some notable comments included:

"Everything is incredibly smooth and timely compared to some other WI CDBG jurisdictions we work with."

"Always available for questions."

"Best government submittal process, with excellent staff responses."

"Thank you for asking opinions."

A focus on increasing communication among subgrantees, the CDBG Board, and CDBG staff member is the key takeaway from the survey.

**Survey – Waukesha County GIS Users**

The intent of this survey was to obtain actionable feedback from users of Waukesha County's GIS Viewer and public users of downloaded GIS data. The survey was emailed to the Waukesha County internal GIS users group, and it was also posted to the external facing GIS site as a link to allow all users of the site to voluntarily take the survey.

Use Frequency: How would you describe the frequency of your use of the GIS Viewer?

| Answers | Count | Percentage |
|---|---|---|
| Occasional (e.g. Once a week) | 23 | 42.59% |
| Frequent (e.g. Multiple times a day) | 20 | 37.04% |
| Often (e.g. Once a day) | 11 | 20.37% |

User Characteristics: Tell us in what capacity you most use the GIS Viewer. Are you:

| Answers | Count | Percentage |
|---|---|---|
| Waukesha County Employee | 12 | 22.22% |
| Municipal Employee | 4 | 7.41% |
| Real Estate/Mortgage Professional | 3 | 5.56% |
| Engineer | 6 | 11.11% |
| Professional Surveyor | 2 | 3.7% |
| Planning Professional | 1 | 1.85% |
| Student | 0 | 0% |
| Environmental Scientist | 1 | 1.85% |
| Emergency Responder | 0 | 0% |
| County Resident | 16 | 29.63% |
| Other | 9 | 16.67% |

Satisfaction: How would you rate the Waukesha Co. GIS and provided data on a scale of 1 – 5?

| Answers | Count | Percentage |
|---|---|---|
| 1. Poor | 0 | 0% |
| 2. Fair | 1 | 1.85% |
| 3. Good | 6 | 11.11% |
| 4. Very Good | 26 | 48.15% |
| 5. Excellent | 21 | 38.89% |

Comparison Rating: How do you rank the Waukesha County Viewer relative to other County and Municipal GISs?

| Answers | Count | Percentage |
|---|---|---|
| 1. Worse | 1 | 1.85% |
| 2. About the same | 7 | 12.96% |
| 3. Better | 34 | 62.96% |
| 4. I've never used another County's GIS | 12 | 22.22% |

GIS Tool Availability: Are there enough tools and functions for you to do your work?

| Answers | Count | Percentage |
|---|---|---|
| Yes | 49 | 90.74% |
| No | 3 | 5.56% |

| | | |
|---|---|---|
| There are too many. It's confusing. | 2 | 3.7% |

## All-in-One vs Focused Applications: Would you prefer an application like the current GIS Viewer with 100+ layers and many tools, or multiple single-focus applications each with a few layers and tools?

| Answers | Count | Percentage |
|---|---|---|
| I prefer an all-in-one app with multiple layers and tools. | 44 | 81.48% |
| I prefer multiple simple, single-purpose apps | 10 | 18.52% |

## Missing Tools, Functions or Data Layers: Briefly describe any tools, functions or data layers you'd like to see within the GIS Viewer.

| Answers | Count |
|---|---|
| None | 41 |
| Would love an "undo" or "back" button! | 1 |
| would be nice to pull up documents (deeds) directly from site. Also the Brave browser hasn't been working with the site lately. | 1 |
| The option to locate the actual plat of survey for a property. Milwaukee County has many plat available to view and print for different properties. It is very useful when trying to locate exact property lines. | 1 |
| The drawing tools are hard to use and very limited. It would be nice to have better control over line quality, arrows, text | 1 |
| Print view is too complicated to size up a print to scale, etc. | 1 |
| More accurate wetland delineation | 1 |
| I'd like to see a map option that highlights any changes to the map in any specific criteria set. The date changes were made and the ability to see the map prior to changes and reason for changes. For instance when the county labels more land as wetlands | 1 |
| I wish the Waukesha City Utility Viewer was added. | 1 |
| Canopy, LIDAR | 1 |
| Brown County has a layer showing the parcel sales, and it is useful to see which properties are changing hands. | 1 |
| Better Water Data, i.e. OHWM | 1 |
| An updated map. | 1 |
| ability to draw true circles instead of composed of line segments, better measuring tools, more up-to-date imagery, ability to save editable work | 1 |

## Comments: Leave any other comments about the GIS Viewer here.

| Answers | Count |
|---|---|
| None | 39 |
| This is the best County GIS site in all southeastern Wisconsin. I mainly use this to find the Homeowner info and also the GPS coordinates. | 1 |
| There has been more properties that don't have documents referenced to the property over the last few years. | 1 |
| Simple to use good help function. None | 1 |
| Please continue to make the REST endpoints accessible. It is extremely helpful to have the data available. | 1 |
| overall, very useful and easy to use. Our business wouldn't survive without it | 1 |
| I'm a landscape contractor for a few brand new commercial properties that do not show up on the current map. I use the measure tool all the time to calculate square footages to accurately estimate proposals. It is such a convenient time saver. | 1 |

| | |
|---|---|
| I've had a wetland delineation done on my property by an assured delineator and submitted to the WIDNR, The GIS wetland mapping of my property is not accurate as the wetland mapping shows areas to be wetland when in fact the area is not wetland. | 1 |
| I use many county GIS sites. Waukesha is definitely one of the best. Easiest to use. Most of the functions I need. | 1 |
| I think Milwaukee county has a great plat search. | 1 |
| I love our GIS! I've looked at other Cities/Counties in Wisconsin and ours so far superior. Great job guys! | 1 |
| I have a hard time clicking on parcels occasionally….I click on a certain parcel the one 3 or 4 parcels away lights up…and then I have to click multiple parcels for the one I want to light up. | 1 |
| Excellent website!!! | 1 |
| A very good site, no changes please | 1 |
| A bit more information on what each layer/function will do. | 1 |

## SOURCES

SEWRPC Vision 2050 (Updated): Land Use and Transportation Data
https://www.sewrpc.org/SEWRPCFiles/Vision2050/2020UpdateReportFinal.PDF

SEWRPC "The Economy of Southeastern Wisconsin":
https://www.sewrpc.org/SEWRPCFiles/Publications/TechRep/tr-010-5th-ed-economy-se-wisc.pdf

Waukesha County Business Alliance Annual Business Survey Summary:
www.waukesha.org/wp-content/uploads/2021/11/Waukesha-County-Business-Survey-Executive-Summary.pdf

Waukesha County Executive Budget 2023 Demographic Information:
https://www.waukeshacounty.gov/globalassets/administration/budget/2023-executive-budget/introduction/6-waukesha-county-community-profile.pdf

United States Census: Waukesha County 2020 Quick Facts
https://www.census.gov/quickfacts/waukeshacountywisconsin

Waukesha County Demographics and Housing Data:
https://www.point2homes.com/US/Neighborhood/WI/Waukesha-County-Demographics.html

Wisconsin Counties Association County Fact Book 2022:
https://www.forward-analytics.net/wp-content/uploads/2022/09/2022-County-Fact-Book-1.pdf

Waukesha County Community Health Improvement Plan & Process (CHIPP) 2017-2021 Summary Document.
https://www.waukeshacounty.gov/globalassets/health--human-services/public-health/chipp/chipp-summary-report_11-2021.pdf