Waukesha County

Department of Parks and Land Use

Strategic Plan 2014 - 2016

The Waukesha County Department of Parks and Land Use working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's recreational and natural resources, and the health of its citizens.

Dale R. Shaver, Director of Parks and Land Use

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Waukesha County Mission Statement

The mission of 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.

Department of Parks and Land Use Statement of Purpose

The Waukesha County Department of Parks and Land Use working through a combination of recreation, education, public cooperation, and regulation is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's recreational and natural resources, and the health of its citizens.

Department of Parks and Land Use Organizational Structure

The Department of Parks and Land Use is made up of eight operational divisions. They are:

- Administration
- Community Development
- Environmental Health
- Land Information Systems
- Land Resources
- Park System
- Enterprise Operations
- Planning and Zoning

Waukesha County Key Strategic Outcomes

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- A county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill

Department Critical Issues

Following the completion of the environmental scan and the analysis of the findings, the Department has identified a series of critical issues that will shape the objectives in this Plan.

1. Balance economic development and environmental protection through comprehensive development planning.

2. Address the housing needs of an aging population as well as affordable housing to meet forecasted employment levels and type.

3. For sustainable potable groundwater supply, implement the recommendations in the adopted Regional Water Supply Plan for Southeastern Wisconsin.

4. Continue implementation of the Department's automation plan to increase web-based availability of program and permit data to the public as well as increase staff work process efficiencies.

5. Explore opportunities for county-wide or regional collaboration for program and service delivery efficiencies while maintaining or improving the quality of service.

6. Proactively plan for the transitions associated with a retiring Departmental workforce.

7. Implement the Waukesha County Sustainability Plan to reduce maintenance and energy cost and further the sustainability of Waukesha County's internal operations and facilities.

8. Through a master planning process, obtain customer feedback and plan for future uses and facility needs in the Waukesha County Park System.

Environmental Scan

Community Analysis

Population:
Understanding the trends in growth and change in the population of Waukesha County will allow the Department of Parks and Land Use to strategically plan to respond to their future needs. When we study our County population today (based on year 2010 Census), we find:

- Approximately 389,891 people reside here.
- County population is projected to increase to 401,895 by 2015 and 414,912 by 2020 (about 3.1% increases every 5 years).
- From 2000 to 2010, the County's growth was due more to net migration than natural increase (the difference between the number of births and deaths).
- The median age is 42 years old.
- Median age will continue to increase, reflecting the aging of "baby-boomers" coupled with the smaller number of people born in the late 1960's and early 1970's.
- An estimated 152,663 households, which contains approximately 70% family households with both father and mother.
- County households are projected to increase to 157,925 by 2015 and 163,876 by 2020 (about 3.6% increases every 5 years).
- Household size will continue to decline slightly, (average 2.4 members/household).
- Between 1990 and 2010, Asian or Pacific Islander populations, Black or African American, Hispanic/Latino had the greatest percent increases. In numbers, the Hispanic/Latino population grew the most with almost 11,000 new residents and Asian or Pacific Islander grew by over 8,000 residents.
- About 8% of the County's population is disabled.
- In 2010, Waukesha County had the highest median household income of any county in the state ($72,982).

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

- About 272,822 jobs in Waukesha County.
- The number of jobs is projected to increase to 282,568 by 2015.
- Business Services employment will continue to grow rapidly. These establishments provide services such as advertising, computer programming, data processing, security system services, and building, cleaning and maintenance services. Under the intermediate projection for the Region, business services

employment will increase to 164,600 jobs in 2035, a 60 percent increase over the 2000 level of 102,800 jobs.

- The health services industry is projected to exceed 132,000 jobs in 2035, an increase of 35 percent over the 2000 level of 97,700 jobs. The health services industry includes establishments engaged in furnishing medical, surgical and other health services, including hospitals, offices and clinics of physicians and health care practitioners, nursing and rest homes, medical and dental laboratories as well as home health care services. This sector is poised for growth as Waukesha County's median age continues to increase, as the baby-boomer generation continues to grow older, and the overall population continues to increase.
- The social services sector provides help and rehabilitation services to individuals with needs, and includes special care to the disabled and disadvantaged. The industry group also includes child day-care facilities and certain residential care facilities for children, the elderly, and others who need help with self-care. This sector will continue to see significant growth as the aging of baby-boomers continues, along with the movement to outpatient care and more home-based assistance living. Social services employment is projected to increase in the Region from 34,300 jobs in 2000 to 62,100 jobs in 2035, for an increase of 81 percent.

Environment:

Water supply issues are a major concern. There is an adequate annual groundwater recharge to satisfy water demands on the shallow aquifer system in Waukesha County. However, the demand on groundwater from the deep sandstone aquifer is greater than the available supply. The enacted Great Lakes Compact establishes parameters whereby municipalities may request water diversions from Lake Michigan and will help stabilize the long-term effects of drawing more groundwater from the deep aquifer. We have considerable surface water resources that are seen as a significant contributor to the general quality of life. The Regional Water Supply Plan for Southeastern Wisconsin, after years of detailed analysis, presents a recommended water supply plan for the region.

Public Expectations:

In spring of 2013, Waukesha County conducted a series of three focus groups to solicit feedback from Waukesha County residents on issues facing County government. When we listen to our residents and business leaders, they want:

- the highest quality service for the lowest possible cost.
- cooperative efforts with other entities and jurisdictions to enhance service delivery.
- to keep Waukesha County services appropriately priced.
- to live in a County with an attractive, healthful physical and social environment.
- many opportunities for recreational and cultural activities.
- an economic climate that attracts new businesses and allows existing ones to flourish.
- growth managed in a way that maintains a high quality of life.

Park Service Desires:
In 2014, the Department initiated a process to update the Master Plans for each of the major parks in the Waukesha County Park System. During the master planning process, staff will look at recreational trends, survey residents and host open house forums where interested parties can provide feedback regarding use and future development of the parks. This feedback is used to update the Master Plans and guide future program offerings and developments.

Digital Information Requests:
In March of 2013, the Land Information System conducted a survey of the mapping website users to determine if actual data needs were being met. Over 300 surveys were received. The respondents represented many different occupation groups, with the largest groups being real estate professionals (28%), appraisers (12%), and County residents (10%). The survey indicated that the most requested data sets were tax and land records, zoning and land use, and floodplain information, which were each requested by at least 60% of the respondents. Lastly, the survey clearly indicated that consumers wanted more data access options and favored a movement toward increased use of tablet and smart phone application technology.

Legislation and Regulation Analysis

Planning and Zoning:
The Wisconsin Legislature annually discusses several bills that deal with land use planning and zoning. In spring of 2014, the Legislature approved a bill that addressed the relationship between Town and County zoning in Waukesha County. Under the adopted legislation, towns must submit zoning code amendments and proposed rezoning amendments to the County for approval regardless of whether the County has a zoning code going forward. Because the County had a zoning code in effect on January 1, 2013, the bill is applicable in this County. This legislation will further refine zoning code reviews by towns and allow the County to increase focus on county-wide planning needs.

In 2013, an Appeals Court in the Hegwood vs. Town of Eagle Board of Appeals concluded that towns do not have the authority to regulate land use within County shoreland zoning jurisdiction. This Court decision will require the County to work with the towns to ensure that the County Shoreland Zoning Code is responsive to local needs.

Environmental Health:
In 2013, the Wisconsin Legislature approved an update to the Wisconsin Food Code. The Code prescribes rules and sets standards for management, personnel, equipment and facilities for food establishments. The new Food Code will require updates to inspection protocols.

Park System:
In March 2011, the Year 2010 update of the Americans with Disabilities Act (ADA) was published in the Code of Federal Regulations. The final version revised ADA Standards for Accessible Design. The Department will need to incorporate the revised standards in new construction projects and facility access improvements.

Internal Analysis

Employee Feedback:
As part of the process to update our Strategic Plan, the County sent out a first of its kind all-employee survey. The survey was responded to by 96% of the full-time staff of the Department. Analysis of the results indicated the Department has several areas where we are performing well. In summary, we learned:

- **86%** have goals assigned to them
- **80%** understand if they are making progress on goals
- **87%** like the work they do
- **90%** know how to do their job
- **87%** know how to measure the quality of their work
- **78%** receive feedback to improve performance
- **72%** feel they have adequate training opportunities
- **76%** feel there is a focus on excellence in the County and Department
- **79%** Department demonstrates a high level of integrity
- **79%** feel the Department understands and is focused on customer needs
- **73%** understand the link between the County's strategic goals and the employee goals
- the majority of employees want information through County or Department emails

Through the survey, we also identified areas where the Department could make improvements. In summary, those improvement areas are:

- **41%** believe a mentoring plan is in place
- **58%** believe there is sufficient cross-training of staff
- **43%** receive quality technology service
- **39%** are never able to provide feedback to supervisor

The survey findings will be used to set goals and related performance measures under Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill.

Employee Turnover:
Through the duration of this Strategic Plan, the Department of Parks and Land Use anticipates about 20% of its full-time employees will retire. This turnover will require the Department to document institutional knowledge in the form of updated policy and procedure manuals and information about structural assets and property maintained in asset management databases and digital records.

Opportunities

As we look forward a few years, we see a need to continue to update operation, maintenance and design standards for our activities and buildings, and to document institutional knowledge of a retiring workforce. We can rely on excellent inter-divisional and inter-departmental cooperation and successful experiences collaborating with other public and private entities to complete desired projects. We can coordinate opportunities for an increasingly active volunteer base and interested program partners. We can continue to move to web-based systems to allow customers to apply for permits and licenses, register for park facility and programs, and to obtain needed property information at their own convenience. We can continue to reduce the cost of operating County facilities and equipment through implementing sustainable measures as identified in the Waukesha County Sustainability Plan.

Adoption of the County's Comprehensive Development Plan has provided a template for guiding development while being responsive to economic development, natural resources, and housing variety. The Plan will also guide toward a sustainable water supply and protection of park and open space.

We must continue to track customer expectations and concentrate on delivering cost-effective service with competence and skill.

The following objectives for this Year 2014-2016 Strategic Plan are driven in part based on the findings and critical issues identified as a result of our environmental scan. The objectives and associated outcomes have been organized under County Strategic Outcomes derived from years of public input creating key areas of County service delivery.

We invite you to click on the Objectives in the following tables to link to a more detailed description of the strategic objective.

Please refer back to these tables annually to see how we are progressing in achieving our strategic outcomes.

√ = Goal has been met

= Performance is trending in an unfavorable direction

= Trending is holding

= Performance is trending in a favorable direction

County Strategic Outcome: (1) A safe county

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Provide for year-round safety of customers and employees at the County Government Center Campus and Park System Facilities.	Department of Parks and Land Use — Park System Division, Enterprise Operations and Department of Administration - Risk Management	Annually	• Average Pavement PCI Rating > 70 • Full time staff certified in life safety training • Food Service inspections with no Risk violations.	

Reduce occurrences of foodborne illness through reduction of risk factor violations.	Department of Parks and Land Use - Environmental Health Division	Annually	• 10% reduction in violations with risk factors.	
Maintain accurate location and address data for the Waukesha County Communications Center for critical emergency dispatch services.	Department of Parks and Land Use — Land Information Division, Park System Division	Annually	• Update 100% of emergency dispatch address files consistent with adopted emergency response protocols.	
Ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment.	Department of Parks and Land Use — Environmental Health Division	Annually	• Within 48 hours 100% of reported bite victims are advised to seek medical advice.	
Reduce occurrences of animal abuse and neglect.	Department of Parks and Land Use — Environmental Health Division	Annually	• A 10% reduction in behavior reversion of past offenders.	

County Strategic Outcome: (2) An economically vibrant county

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Create an environment that promotes County-wide economic development through most efficient leveraging of County fiscal resources.	Department of Parks and Land Use, County Executive, Department of Administration, and UW-Extension	1st Qtr 2016	• Revised Waukesha County Economic Development strategy which uses available financial resources to achieve desired economic outcomes.	
Provide recreational, educational and entertainment venues, activities, and events to users of the Park System facilities, which meet customer expectations of the citizens.	Department of Parks and Land Use — Park System and Enterprise Divisions	Annually	• Park program and facility user survey should result in at least 80% customer service satisfaction for clean, safe and well maintained buildings and grounds. • Achieve a 3-year average net increase in park system revenues of 2.5%.	

County Strategic Outcome: (3) An environmentally responsible county

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Protect the natural environment through land use planning and regulation.	Department of Parks and Land Use — Park System, Planning and Zoning Divisions	Annually	• 100% of rezonings and development plan reviews are consistent with Primary Environmental Corridor preservation standards. • 100% of rezonings and development plan reviews are consistent with Floodplain protection standards. • 100% of rezonings and development plan reviews are consistent with the preservation goals in the adopted Park and Open Space Plan.	
Implement environmentally sustainable policies and procedures that are fiscally responsible.	Department of Parks and Land Use and Department of Public Works	Annually	• Storm water Best Management Practices (BMPs) installed at County facilities.	

			• Percent Increase acres of native plantings replacing mowed turf on County property to reduce regular maintenance cost. • Percent annual salt use reduction – goal of 5% annually.	
Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee.	Department of Parks and Land Use — Land Resources Division	Annually	• Annual recycling tons processed at the Joint MRF for the County – goal of increasing by 25% by 2017 compared to dual stream recycling. • Total annual Joint MRF recycling tons processed > 60,000 tons. • % residue for County tons processed at Joint MRF < 8%. • 100% of households converted to larger container / single sort.	

			• Total annual community dividend payments > $1.0 million.	
Maintain code compliant County petroleum storage tank and chemical storage facilities.	Department of Parks and Land Use — Environmental Health Division and Department of Public Works — Fleet Management	Annually	• 100% of County petroleum storage tanks and chemical storage facilities are Code compliant.	

County Strategic Outcome: (4) A well-planned county

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space.	Department of Parks and Land Use — Planning & Zoning Division	Annually	• 100% of adopted zoning amendments and zoning actions are consistent with the County Compre-hensive Develop-ment Plan, Farmland Preservation Plan and Shoreland Code requirements.	

County Strategic Outcome: (5) A county that assists at-risk citizens

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Use HOME and Community Development Block Grant (CDBG) funds to expand opportunities for at-risk citizens in Waukesha County.	Department of Parks and Land Use — Community Development Division	Annually	• 100% of HOME and CDBG funding to Subgrantees is consistent with the priorities outlined in the 2015—2019 Consolidated Plan.	
Expand accommodations and opportunities for at-risk citizens and citizens with special needs within the Park System.	Department of Parks and Land Use — Park System Division	Annually	• Work with ARCh to make improvements to Camp Pow Wow as part of the Menomonee Park Master Plan. • Continue to provide opportunities that include special need citizens into the Parks and Land Use volunteer workforce.	

			• Continue to provide opportunities that include at-risk youth into the Parks and Land Use volunteer workforce.	

County Strategic Outcome: (6) A county that provides customers with quality programs and services

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Recruit, train and motivate Department staff to produce high quality work product and efficiency through process improvements.	Department of Parks and Land Use — all Divisions	Annually	• Annually identify 2 Department work processes for LEAN evaluation • Minimum of 80% customer service satisfaction with staff service quality.	
Recruit and train volunteers to reduce operational costs and increase public involvement in the County Park System.	Department of Parks and Land Use — Park System and Enterprise Divisions	Annually	• Increase volunteer hours by 5% per year.	
Enhance customer convenience by providing a web-based reservation system.	Department of Parks and Land Use — Park System, Enterprise and Administration Divisions	Annually	• 75% of customers make park program and facility reservations online.	

County Strategic Outcome: (7) A county that provides cost-effective services delivered with competence and skill

OBJECTIVE	*TEAM MEMBERS*	*TARGET COMPLETION DATE*	*OUTCOME*	*GOAL STATUS*
Effectively integrate strategic goals and objectives into the annual County budget process and staff goals.	Department of Parks and Land Use — all Divisions	Annually	• 80% favorable employee survey response.	
Ensure that Department employees have a training plan established to provide professional development and to deliver services with competence and skill.	Department of Parks and Land Use — all Divisions	Annually	• 80% favorable employee survey response.	
Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.	Department of Parks and Land Use — all Divisions	Annually	• 80% favorable employee survey response.	
Develop internal strategies to improve communications within and between County Departments.	Department of Parks and Land Use — all Divisions	Annually	• 80% favorable employee survey response.	

Implement the Department's automation strategy to digitally document land use decisions and information about structural assets and property.	Department of Parks and Land Use — all Divisions and Department of Administration — Information Technology		• Accomplish the outcome objectives set forth in the Department's automation strategy within the timeline established.	
Develop subject matter experts (SMEs) to provide first response in-house support for specialized technology.	Department of Parks and Land Use — Administration Division	1st Qtr 2015	• Identify subject matter experts and back-up for designated technology.	
Create a web based system for delivery of land information to County staff and the general public which is efficient and user friendly.	Department of Parks and Land Use — Land Information Systems Division	2016	• 90% of survey respondents will strongly agree or somewhat agree with the statement, "I find this Waukesha County mapping application to be useful."	
Development of spatial datasets that are of importance to multiple County Departments and/or Municipalities.	Department of Parks and Land Use — Land Information Systems Division	2016	• 100% of all shared spatial datasets will be stored and managed in a centralized database that provides access to multiple departments.	

Strategic Outcome 1: A safe county

Objective 1.1

Provide for year-round safety of customers and employees at the County Government Center Campus and Park System Facilities.

O**bjective Owner:** Park System Division, Enterprise Operations and Risk Management

Initiative / Action:

1. On an annual basis, develop and refine Best Management Practices for providing snow and ice control in order to protect visitors and employees from slip and fall incidents.
2. Develop a three year plan to evaluate sites and facilities for compliance with ADA, Best Practices in Design, design standards and laws that identify areas of concern, potential solutions, and estimated costs for corrective measures.
3. Maintain an up-to-date Pavement Management Plan with annual condition inspections of the lowest rated pavements of 55 PCI or lower.
4. Develop and maintain an up-to-date Concrete Management Plan with annual condition inspections.
5. Maintain an up-to-date Bridge Inspection Plan with condition inspections every two years.
6. Maintain an up-to-date Signage Plan for regulatory and directional signage with annual condition inspections.
7. All Full-time field staff along with seasonal Life Guards and Park Rangers are trained and certified in First Aid, CPR, AED and Blood-borne Pathogens.
8. All Full-time employees attend an annual Safety Meeting to discuss safety issues and/or concerns. The Safety Committee consists of three field staff, two Park Supervisors and a Risk Management Analyst. The Committee meets six times annually to review and maintain safety standards.
9. Beachfront water is tested at routine intervals and after significant rain events for E. coli. Procedures are posted for providing water safety information to the public.
10. All food service areas operated by the Park System are inspected on an annual basis by the Environmental Health Division and have no risk factor violations.
11. Lifeguards participate in continual in-service training with local EMS/Fire Departments to practice Emergency Action Plans and procedures. This training ensures smooth transitions between staff and EMS responders in emergencies.
12. Park Rangers are trained and work in cooperation with the Waukesha County Sheriff Department.
13. Perform an annual Well Water Quality Testing Program for nitrates and bacteria.

Strategic Outcome 1: A safe county

Performance Measure:

1. Reduce the reported slip and fall reports to zero.
2. Pavement management condition rating (PCI) of Satisfactory, greater than 71.
3. Concrete Management Plan condition without significant cracking and without trip hazards.
4. Regulatory and Directional signage compliant with Manual for Uniform Traffic Control Devices, visible at the distance appropriate for the travel speed.
5. 100% of full-time staff certified in life safety training.
6. 100% of food service inspections containing no Risk/Intervention violations.
7. Well Water Quality Testing results with 100% compliant to safe water drinking standards.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Average Pavement PCI Rating > 70	>71 PCI	>71 PCI	>71 PCI
Full time staff certified in life safety training	100%	100%	100%
Food Service inspections with no Risk violations	67%	100%	100%

Strategic Outcome 1: A safe county

Objective 1.2

Reduce occurrences of foodborne illness through reduction of risk factor violations.

Objective Owner: Environmental Health Division

Initiative / Action:

1. Using State of Wisconsin Guidance set forth in DHS 196 of the Wisconsin Administrative Code; amend the restaurant license categories so that they are based upon the complexity of the restaurant. The higher the number of risk factors, the higher the complexity.
2. Update procedures regarding the current inspection frequency of once per year per year per establishment to risk-based inspection. Increase the inspection frequency of the moderate and complex food establishments while decreasing the inspection frequency of the pre-packaged and simple restaurants.
3. Assign and monitor inspection frequency by risk category.
4. Update Agent Agreement with the State to reflect changes to inspection frequency.

Performance Measure:

Objective 1.3

Maintain accurate location and address data for the Waukesha County Communications Center for critical emergency dispatch services.

Objective Owner: Land Information Systems Division, Park System Division

Initiative / Action

1. Create and maintain a spatial dataset of current address points, attributed with correct house number and street name, for use by the WCCC as the primary source for locating incidents.
2. Create and maintain base maps of current streets attributed with correct street names, street name aliases, and address ranges for use by the WCCC as the backup source for locating incidents.
3. Working with the Park System Division, create and maintain current trans-county and internal park trails base maps to permit WCCC to dispatch the appropriate responding agency to the correct location.
4. Create and maintain base maps of emergency response agency jurisdictions for use by the WCCC in identifying and notifying the correct agency in an emergency.
5. Continue to develop workflows and identify sources of data that will allow for acquiring and including new mapping information as soon as possible.

Performance Measure:
Update 100% of emergency dispatch address files consistent with adopted emergency response protocols.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Update address file consistent with emergency response protocols.	100%	100%	100%

Objective 1.4

When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment.

Objective Owner: Environmental Health Division

Initiative / Action:
1. After receiving notice of an animal bite, contact the animal owner to initiate quarantine of the animal.
2. Observe the animal over the quarantine period for signs of rabies.
3. When necessary the animal will be sacrificed and examined for rabies.
4. Enforce rabies vaccination of animals as required.
5. Advise bite victims to seek medical advice regarding treatment after a bite.

Performance Measure:
Within 48 hours 100% of reported bite victims are advised to seek medical advice.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Bite victims seek medical advice within 48 hours	100%	100%	100%

Strategic Outcome 1: A safe county

Objective 1.5

Reduce occurrences of animal abuse and neglect.

Objective Owner: Environmental Health Division

Initiative / Action:
1. Provide education, advice, and enforcement on animal welfare, neglect and cruelty, by investigating reported incidents within 48 hours.
2. Provide public education opportunities regarding animal welfare.
3. Refer criminal animal neglect and abuse to the local law enforcement authority.
4. As the population of Waukesha County ages we anticipate encountering more occurrences of hoarding, a mental health disorder most often seen in the elderly. We will create a committee to address issues surrounding general and animal hoarding cases, which will consist of personnel from both Environmental Health and Health and Human Services.
5. Monitor animal welfare cases to prevent re-occurrences from happening.

Performance Measure:
A 10% reduction in behavior reversion of past offenders.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
10% reduction in behavior reversion of past offenders.	5%	4.5%	4%

Strategic Outcome 2: An economically vibrant county

Objective 2.1

Create an environment that promotes County-wide economic development through most efficient leveraging of County fiscal resources.

Objective Owner: Parks and Land Use, County Executive, Department of Administration, Waukesha County UW-Extension

Initiative / Action:

1. Analyze County economic development strategies used by national benchmark counties.
2. Analyze County economic growth trends by employment sectors.
3. Define outcomes desired from County economic strategy.
4. Connect County financial assistance to desired economic outcomes.
5. Identify roles of business organizations, local units of government and the County.

Performance Measure:

By the 1st Quarter of Year 2015, develop a revised Waukesha County Economic Development Strategy, which uses available financial resources to achieve desired economic outcomes. Future strategic measures will be tied to strategy.

Strategic Outcome 2: An economically vibrant county

Objective 2.2

Provide recreational, educational and entertainment venues, activities, and events to users of the Park System facilities, which meet customer expectations of the citizens.

Objective Owner: Park System Division, Enterprise Operations Division

Initiative / Action:

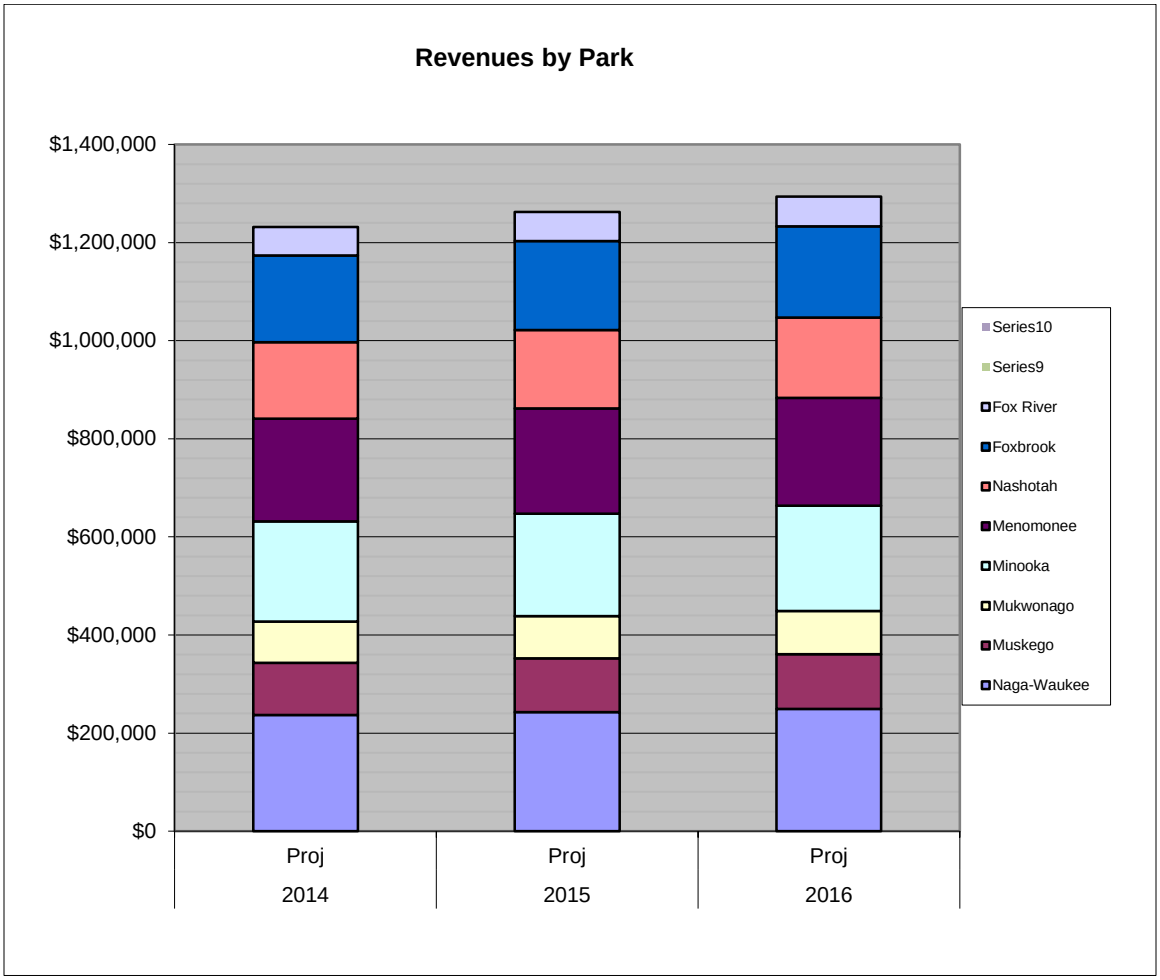
1. Prepare and implement park user surveys to gather information, customer satisfaction and market data.
2. Review the Statewide Comprehensive Outdoor Recreation Plan (SCORP) to assess the services currently provided within our park system and develop recreational pursuits consistent with the Park System vision that are forecasted to increase in popularity.
3. Prepare update to the Park and Open Space Plan for the acquisition and development of the Park System, prepare updated Master Plans and continue to implement and refine Natural Land Management Plans for all park areas, which will include the elements of business planning and marketing strategy.
4. Update Park System Design Standards and Guidelines to use in Master Plans.
5. Provide clean, safe and well maintained buildings and grounds to lessees and patrons that utilize the facilities.
6. Prepare a Business Strategy Plan, which includes an evaluation of the existing programs, and update the programs to provide outreach for interesting and current educational programs for the Retzer Nature Center initially, and eventually expand to the Park System facilities.
7. Develop a minimum of five new environmental education programs to meet market needs annually.
8. Expand the use of interpretive education signage and use of technology in the park system.
9. Coordinate with agencies, school districts, municipalities and private agencies to increase use of the Park System for nature based recreational pursuits.
10. Institute a revenue collection system to help offset the costs of day use areas.
11. Provide for hunting and trapping opportunities within greenway properties where size of property and local ordinances allow.
12. Populate and utilize Cartegraph database program to institutionalize and manage Park System property and maintenance activities.
13. Populate and utilize AssetWorks database to institutionalize and manage Parks and Land Use building facilities.

Strategic Outcome 2: An economically vibrant county

Performance Measure:

1. Park program and facility user survey should result in at least 80% customer service satisfaction for clean, safe and well maintained buildings and grounds.
2. Achieve a 3-year average net increase in park system revenues of 2.5%.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Customer Satisfaction	NA	80%	80%
Park System Revenues	$1,231,695	$1,262,488	$1,294,050



Strategic Outcome 3: An environmentally responsible county

Objective 3.1

Protect the natural environment through land use planning and regulation.

Objective Owner: Planning and Zoning Division, Park System Division

Initiative / Action:

1. Prepare floodplain ordinance amendments to comply with new provisions of NR116, the State's floodplain management rules, to coincide with adoption of new FEMA Rock River Basin floodplain mapping. (March 2015)
2. Finalize proposed Environmental Corridor District text amendments to ensure that natural resources remain adequately protected while loosening certain restrictions to allow for reasonable improvement of smaller properties that contain environmental corridors. (October 2014)
3. Update and modernize town zoning maps to incorporate new natural resource inventories and establish environmental corridor zoning regulations. (January 2015)
4. Update County zoning maps to formally incorporate newly available 2010 wetlands and environmental corridor mapping inventories.
5. Comprehensively update shoreland zoning provisions within the Shoreland and Floodland Protection Ordinance to incorporate the new rules of the revised NR115, the State's shoreland zoning rule. (May 2016)
6. Work with the Park System Division to annually review and update as necessary the Waukesha County Park and Open Space Plan.

Performance Measure:

1. 100% of rezonings and development plan reviews are consistent with Primary Environmental Corridor preservation standards.
2. 100% of rezonings and development plan reviews are consistent with Floodplain protection standards.
3. 100% of rezonings and development plan reviews are consistent with the preservation goals in the adopted Park and Open Space Plan.

Measure	Year 2014 Benchmark	2015 Goal	2016 Goal
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%

Strategic Outcome 3: An environmentally responsible county

Objective 3.2

Implement environmentally sustainable policies and procedures that are fiscally responsible.

Objective Owner: Department of Public Works and Parks and Land Use

Initiative / Action:

1. Install storm water best management practices (BMPs) at existing and new County facilities to reduce downstream pollutant loads and flooding.
2. Reduce mowing of park areas and replace with native vegetation, such as wildflowers and native grasses.
3. Establish a burn management program to control plant species.
4. Where burn management is determined to be not feasible, establish haying guidelines for alternative land management.
5. Monitor and report on key outcome indicators of selected sustainability initiatives.
6. Utilize technologies to enhance anti-icing procedures and equipment to reduce salt usage.
7. Incorporate LEED design concepts in design and construction of County building and site projects.
8. Recycle building materials in County demolition/deconstruction projects.

Performance Measure:

1. Storm water Best Management Practices (BMPs) installed at County facilities.
2. Percent Increase acres of native plantings replacing mowed turf on County property to reduce regular maintenance cost.
3. Percent annual salt use reduction – goal of 5% annually

Measure	Year 2014 Benchmark	2015 Goal	2016 Goal
Storm water BMPs installed at County facilities	50	52	54
Acres of native plantings completed	5 acres	7.5 acres	10 acres
5% annual salt usage reduction	850 tons	808 tons	768 Tons

Strategic Outcome 3: An environmentally responsible county

Objective 3.3

Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee.

Objective Owner: Land Resources Division

Initiative / Action:

1. Execute private contracts and construct a Joint MRF at the City of Milwaukee facility in accordance with the 2013 RFP specifications.
2. Convert collection contracts for 25 partner communities to a single sort system through a coordinated RFP process.
3. Develop and implement a plan to provide larger recycling containers for participating communities to improve recycling rates.
4. Develop and implement a public educational campaign to promote a conversion to single sort recycling and to minimize Joint MRF residue rates.
5. Seek additional partnerships with the public and private sector to maximize Joint MRF processing tonnage, increase revenues and improve program efficiencies.
6. Prepare and implement a plan to transport County recyclables to the Joint MRF in the most cost effective manner for each community (direct haul/transfer station).
7. Revise community dividend formula to incorporate direct haul and recycling container costs and to better reward cost-effective community recycling.
8. Consider instituting recycling compliance monitoring of local haulers, in cooperation with partner communities to improve recycling rates.

Strategic Outcome 3: An environmentally responsible county

Performance Measure:

1. Annual recycling tons processed at the Joint MRF for the County – goal of increasing by 25% by 2017 compared to dual stream recycling.
2. Total annual recyclable tons processed at the Joint MRF from all sources > 60,000 tons.
3. Percent residue for County tons processed at the Joint MRF < 8%.
4. 100% percent of households in 25 partner communities provided larger recycling containers and converted to single sort recycling system.
5. Total annual community dividend payments to 25 partner communities over $1.0 million.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Annual County recycling tons processed increasing 25%	18,000 tons (2013)	20,000 tons	22,500 tons
Total annual Joint MRF recycling tons processed > 60,000 tons	N/A	60,000 tons	60,000 tons
% residue for County tons processed at Joint MRF < 8%	N/A	10%	8%
100% of households converted to larger container/single sort	N/A	75%	100%
Total annual community dividend payments > $1.0 million	$1.2 million	$1.2 million	$1.2 million

Strategic Outcome 3: An environmentally responsible county

Objective 3.4

To ensure groundwater and surface water quality protection, maintain code compliant County petroleum storage tank and chemical storage facilities.

Objective Owner: Environmental Health Division, Department of Public Works – Fleet Division

Initiative / Action:

1. Perform annual compliance inspections at fuel tank and chemical storage locations to include Spill Prevention, Control and Countermeasures (SPCC), ATCP 93, and OSHA Hazard Communication Standard regulations. Most monthly compliance inspections are being logged electronically using a paperless system in SharePoint. Incorporate the remaining inspections into SharePoint.
2. Update SPCC Plans for regulated aboveground storage tank facilities in 2014.
3. As laid out in the Capital Improvement Plan, implement storage tank system upgrades and inspection protocols as required by the ATCP 93 Flammable, Combustible and Hazardous Liquid Storage Code.

Performance Measure:
100% of County petroleum storage tanks and chemical storage facilities are Code compliant.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
100% of County petroleum storage tanks and chemical storage facilities are Code compliant.	100%	100%	100%

Strategic Outcome 4: A well-planned county

Objective 4.1

Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space.

Objective Owner: Planning and Zoning Division

Initiative / Action:

1. Monitor and implement the Comprehensive Development Plan that was adopted in 2009 and consider annual plan amendments to address economic development, housing, land use, agricultural, park and open space and natural resource elements. (Ongoing)
2. Create zoning ordinance provisions to accommodate mixed use and urban form development and re-development projects. (October 2014)
3. Provide unique planning and zoning tools for downtown settings to promote development and re-development within such areas.
4. Ensure that the Site Plan/Plan of Operation application and review process is clear and concise for proposed businesses. (July 2014)
5. Review the zoning permit process for telecommunications projects to ensure an efficient permitting system that is compliant with newly revised State Statutes. (end of 2015)
6. Adoption of amendments to County zoning codes consistent with new farmland preservation law. (end of 2014)
7. Adoption of amendments to the Environmental Corridor District section of the County zoning codes to make restrictions more viable for smaller properties designated within this district.
8. Adoption of amendments to the Shoreland and Floodland Protection Ordinance to create a new Urban Form Planned Unit Development Conditional Use option. (January 2015)
9. Adoption of amendments to the Shoreland and Floodland Protection Ordinance to create new downtown zoning provisions for Okauchee. (January 2015)
10. Adoption of amendments to the Shoreland and Floodland Protection Ordinance to comprehensively revise shoreland ordinance regulations to comply with the revised State shoreland zoning rules. (May 2016)
11. Adoption of amendments to County zoning codes to implement recommendations of the Regional Housing Plan. (4th Qtr 2015)
12. Adoption of amended County zoning codes by 4th quarter of 2015 to incorporate housing provisions to allow for unique senior living accommodations.
13. In coordination with Waukesha County municipalities with the greatest job / housing imbalance as identified in the Waukesha County Comprehensive Development Plan, evaluate land use plans and zoning code provisions to encourage mixed income housing.

Strategic Outcome 4: A well-planned county

14. In cooperation with local planning staff, develop and present to local officials information on the benefits of a range of housing options as it relates to existing and planned job growth.

Performance Measure:
100% of adopted zoning amendments and zoning actions are consistent with the County Comprehensive Development Plan, Farmland Preservation Plan and Shoreland Code requirements.

Measure	Year 2014 Benchmark	2015 Goal	2016 Goal
100% of adopted zoning amendments and zoning actions are consistent with the County Comprehensive Development Plan, Farmland Preservation Plan and Shoreland Code requirements.	100%	100%	100%

Strategic Outcome 5: A county that assists at-risk citizens

Objective 5.1

Use HOME and Community Development Block Grant (CDBG) funds consistent with the priorities and goals outlined in the 2015—2019 Consolidated Plan and Analysis of Impediments to expand opportunities for at risk citizens in Waukesha County.

Objective Owner: Community Development Division

Initiative / Action:

1. Ensure that the annual application process for CDBG funds rewards applications that meet the priorities identified in the Plan. (December to January annually)
2. Plan and lead technical assistance and training sessions with non-profit organizations and municipalities on new Consolidated Plan priorities and requirements of Analysis of Impediments. (February annually)
3. Assist the CDBG Board in reviewing annual applications and making recommendations for funding consistent with the priorities identified in the Consolidated Plan and Analysis of Impediments. (May—July annually)
4. Work with City of Waukesha Community Development staff to ensure the City's CDBG allocation is consistent with the priorities and goals outlined in the Consolidated Plan.
5. Continue to evaluate the NRSAs in the City of Waukesha to encourage CDBG applications that best meet the priorities and goals outlined in the Consolidated Plan and the individual NRSA Strategic Plans.
6. Recommend the annual CDBG allocation plan to the Waukesha County Board (August annually).

Performance Measure:
100% of HOME and CDBG funding to Subgrantees is consistent with the priorities outlined in the Consolidated Plans as reflected below.

Community Objective	Annual Benchmark Funding Target for 2010—2014 Consolidated Plan	2015 Goal 2015—2019 Consolidated Plan	2016 Goal
Housing	18%	18%	18%
Economic Development	26%	26%	26%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	10%	10%
Facilities	11%	11%	11%
Administration	20%	20%%	20%

Strategic Outcome 5: A county that assists at-risk citizens

Objective 5.2

Expand accommodations and opportunities for at-risk citizens and citizens with special needs within the Park System.

Objective Owner: Park System Division

Initiative / Action:

1. Ensure that new Park construction projects and facility improvements meet the updated requirements for ADA access.
2. In partnership with the Association for the Rights of Citizens with handicaps (ARCh), update facilities for the residential and day camp at Menomonee Park.
3. Provide opportunities for special needs citizens within the Park System.
    a. Retzer Nature Center provide opportunities for the Adaptive Community Approach Program (ACAP);
    b. Provides volunteer opportunities for Pantheon Industries.
    c. Provide volunteer opportunities Milwaukee Center for Independence.
4. Provide work projects for Norris School students.
5. Provide workplace venues for Workforce Development Program.

Performance Measure:

1. Work with ARCh to make improvements to Camp Pow Wow as part of the Menomonee Park Master Plan.
2. Continue to provide opportunities that include special need citizens into the Parks and Land Use volunteer workforce.
3. Continue to provide opportunities that include at-risk youth into the Parks and Land Use volunteer workforce.

Strategic Outcome 6: A county that provides customers with quality programs and services

Objective 6.1

Recruit, train and motivate Department staff to produce high quality work product and efficiency through process improvements.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. On an annual basis, provide a survey for customers to rate service experience.
2. Review survey results and implement suggestions for improvement.
3. Share the customer feedback with the Department staff.
4. Encourage Department staff to participate in the annual survey of County employees.
5. Continue to pursue technology needs and purchase pertinent equipment to suit staff needs in the field for efficient service delivery.
6. Image and index archived boxes to more efficiently serve customers.
7. Using the LEAN methodology, continue to practice streamlining workflows and processes.
8. Through the results of the 2013 Strategic Planning Workgroups, implement the following:
    a. Educate staff on strategic planning.
    b. Obtain feedback through an e-suggestion box.
    c. Increase opportunities for professional growth with training and mentoring.
    d. Recognize and reward employees for exceptional work and efforts.
9. Expand the Pay for Performance Pilot Program from the Environmental Health Division to the Park System and Enterprise Divisions.

Performance Measure:

1. Annually identify 2 Department work processes for LEAN evaluation.
2. Minimum of 80% customer service satisfaction with staff service quality.

Measure	Year 2014 Benchmark	2015 Goal	2016 Goal
LEAN Work Processes	2	2	2
Surveyed Customer Satisfaction	NA	80%	80%

Strategic Outcome 6: A county that provides customers with quality programs and services

Objective 6.2

Recruit and train volunteers to reduce operational costs and increase public involvement in the County Park System.

Objective Owner: Park System

Initiative / Action:

1. Provide individuals and groups with opportunities to assist field staff in completing valuable projects that would otherwise go undone.
2. Increase the variety of tasks that volunteers can undertake.
3. Train volunteers to lead and work with volunteer groups.
4. Increase use of Volunteer Park Naturalists – for assisting staff with education programming and nature hikes.

Performance Measure:
Increase volunteer hours by 5% per year.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Increase volunteer hours by 5% per year	10,300	10,815	11,356

Strategic Outcome 6: A county that provides customers with quality programs and services

Objective 6.3

Enhance customer convenience by providing a web-based reservation system.

Objective Owner: Park System Division

Initiative / Actions:

1. Develop Business Process to articulate needs.
2. Complete RFP process for Online Reservation systems. (3rd Qtr 2014)
3. Develop a transitional plan for switching reservation systems. (4th Qtr 2014)
4. Training of new reservation system. (2nd Qtr 2015)
5. Implement new reservation system. (3rd Qtr 2015)

Performance Measure:
75% of customers make park program and facility reservations online.

Measure	Year 2014 Benchmark	2015 Goal	2016 Goal
75% customers make park program and facility reservation online.	NA	50%	75%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Based on the results of the Year 2013 County employee survey, discussed in the Environmental Scan section of this Plan, the following objectives have been developed to maintain or improve the Department's ability to deliver services with competence and skill.

Objective 7.1

Effectively integrate strategic goals and objectives into the annual County budget process and staff goals.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. Add column to annual performance evaluation form referencing "Strategic Plan Objective" next to each employee goal.
2. During semi-annual Department staff meetings, project presentations will include a reference to the Strategic Plan Objective(s).
3. Email updates from Department Director will include a reference to the Strategic Plan Objectives for referenced projects.

Performance Measure:
Through an annual employee survey, ensure that a minimum of 80% of Department staff understand how their work and goals directly contribute to the overall success of the County in meeting the key strategic priorities.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Ensure a minimum of 80% of the Department staff understands the collation between their work / goals and key strategic priorities.	60%	80%	90%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.2

Ensure that Department employees have a training plan established to provide professional development, and to deliver services with competence and skill.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. Add a comment box to the front page of the annual performance evaluation form titled "Training Needs". The Supervisor will identify training needs during annual performance evaluation.
2. Employee training plans and requirements will be tracked in the pending County training database.

Performance Measure: Through an annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively. "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development."

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Ensure a minimum of 80% of Department staff are aware of training needs and opportunities through performance evaluation process.	NA	60%	80%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.3

Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. Employees, during their Department new employee orientation meeting with the Director, will receive an overview of the County Core Values.
2. The Department will participate in the County "Silver Level" employee recognition program where exemplifying the County Core Values is recognized.
3. Place "Are You "AAA" Today" signs up in the Department listing the County Core Values. (Note: Waukesha County annually receives the highest financial rating of "AAA" from Bond Rating agencies. This designation is also used to create a work culture of constant improvement.)

Performance Measure:

1. Through an annual employee survey, ensure that a minimum of 80% of Department staff understand the County Core Values.
2. Through an annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively. "I agree that I can be recognized for extra effort while demonstrating the County Core Values."

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
(1) Ensure a minimum of 80% of Department staff understand the County Core Values.	NA	60%	80%
(2) Ensure a minimum of 80% of Department staff agree that extra efforts demonstrating the County Care Values will be recognized.	NA	60%	80%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.4

Develop internal strategies to improve communications within and between County Departments.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. Hold semi-annual Department staff meetings to share important policy and program information.
2. Department Management Team will hold monthly meetings to discuss policy and program matters.
3. Division Managers will hold monthly staff meetings to share information from Management Team meetings.
4. Department emails will be sent by the Director and/or Office Services Coordinator for key policy or program matters.

Performance Measure: Through an annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively. "I agree that information and knowledge are shared openly within my Department."

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Ensure a minimum of 80% of staff agree that information and knowledge are openly shared within the Department.	63%	70%	80%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.5

With the Department of Administration - Information Technology Division, implement the Department's automation strategy to digitally document permitting and licensing decisions and information about structural assets and property.

The automation strategy was designed around several concepts.

First is the conversion of various paper file systems into databases that allow all staff immediate and remote access to file records. The database structure also sets the foundation for remote input of data as well as web-based access to appropriate records by the public.

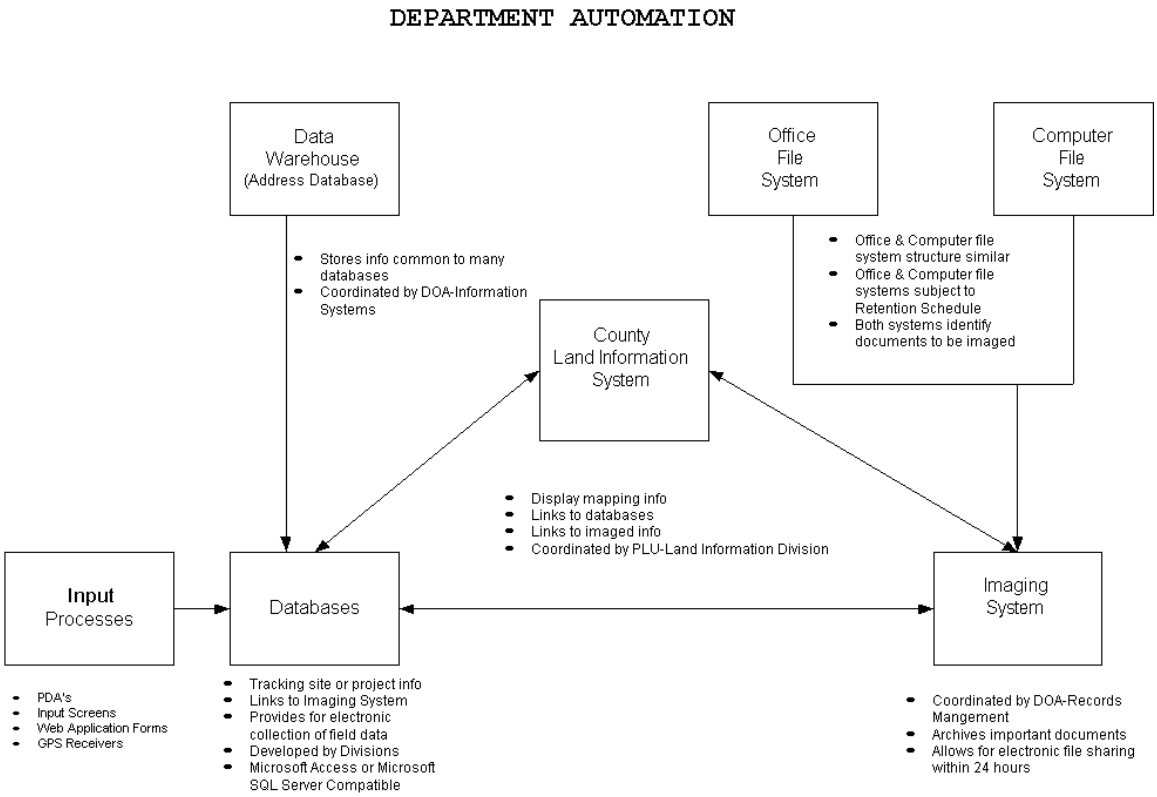
Second, the Department has developed a file management and retention system utilizing a combination of computer network servers and the County imaging system for storage of documents. The County imaging system will be linked to the databases to connect images to the appropriate file records.

Third, both the databases and the County imaging system will be linked to the Land Information System to allow staff and as appropriate, public access to imaged records relating to databases. The County imaging system needs to allow the Department to directly import images (all formats) into the system.

Fourth, the strategy will utilize emerging technology to allow staff to directly manage data from remote facilities and field locations.

Finally, the strategy contemplates the databases being connected to the County-wide addressing system to leverage the availability of this data to eliminate redundant data entry and data entry errors.

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill



Objective Owner: Parks and Land Use and DOA-Information Technology Division

Initiative / Action:

1. In 2014, the Planning and Zoning Division will participate in an Electronic Content Management "Proof of Concept" where permitting records are imaged into a MS SharePoint site and file management system providing for linkages to existing Departmental databases and the land information mapping system.
2. In 2014, following successful implementation of the afore-mentioned proof of concept, records from the Environmental Health, Park System, Land Resources and the Planning and Zoning Division's files will also be imaged into SharePoint consistent with the program file standards and also linked to appropriate Departmental databases and the land information system.

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Performance Measure:
Achieve 100% of Department record databases which are available online for appropriate public and staff access efficiencies.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Achieve 100% of databases with web access.	NA	6 databases	10 databases

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.6

Develop subject matter experts (SMEs) to provide first response in-house support for specialized technology.

Objective Owner: (Parks and Land Use) Administration Division

Initiative / Action:

1. Identify various technologies used within the Department that require a designated SME.
2. Develop responsibilities and performance standards for SMEs.
3. Designate SMEs and provide initial training on all identified technologies.

Performance Measure:

1. By the end of 2014, complete identification and designation of all SMEs.
2. By the end of the 1st Qtr 2015, identify training needs and plan for all SMEs

Measure	Year 2014 Goal	Year 2015 Goal	Completed and Distributed to Department
(1) Identify and designate the Department Subject Matter Experts (SMEs).	List names and applications	NA	100%
(2) Identify training needs and plan for all SMEs.	NA	1st Qtr	100%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.7

Create a web based system for delivery of land information to County staff and the general public which is efficient and user friendly.

Objective Owner: Land Information Systems Division

Initiative / Action:

1. Evaluate all available data layers compared to user groups.
2. Develop new applications which will focus tailored data layers for user groups.
3. Use Cloud based storage system and development of mobile mapping for convenient mobile uses.
4. Distribute an annual survey to measure the level of customer satisfaction with system adjustments.

Performance Measure:

1. In an annual survey, 90% of respondents will strongly agree or somewhat agree with the statement, "I find this Waukesha County mapping application to be useful."
2. In an annual survey, 85% of respondents will strongly agree or somewhat agree with the statement, "I find this Waukesha County mapping application to be easy to use."

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Mapping System Useful	92%	95%	95%
Mapping System Easy to Use	77%	80%	90%

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Objective 7.8

Development of spatial datasets that are of importance to, and accessible by, multiple County departments and/or municipalities based on feedback received from these organizations.

Objective Owner: Land Information Systems Division

Initiative / Action:

1. Using the model that was successfully developed for the creation of the parcel GeoDatabase, identify other datasets that are of importance to multiple County Departments and/or municipalities. Once identified, a spatial data design will be created, approved, and populated. At this time, it is envisioned that the following projects meet these criteria and should be developed in this manner:
    a. Local and Municipal Land Use Plans, and
    b. Hydrology.

    Initiative Status: The LIS Division, working with the Planning and Zoning Division has completed the conversion of all zoning maps in which the County has zoning jurisdiction from an analog to digital format.

2. Development of spatial datasets should leverage the use of, and integrate with, existing County databases and data warehouse, as well as the County imaging system.

    Initiative Status: Imaging capabilities using the County's Enterprise Stellant Imaging System have been created for the Land Resources Best Management Practices (BMP) permitting application, and the flood photo-imaging project has been completed. In both these cases, images which are stored on the Stellant system can be retrieved by selecting the linked map feature on the GIS Web Mapping system.

3. Assist the County Information Technology Division in developing technologies that will enable the sharing of data and applications with municipalities and other entities external to County government departments.

4. Monitor applications and technology to develop mobile computing capabilities associated GIS functionality when appropriate and cost effective.

Strategic Outcome 7: A county that provides cost-effective services delivered with competence and skill

Performance Measure:
100% of all shared spatial datasets will be stored and managed in a centralized database that provides access to multiple departments.

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Store and manage 100% of all shared spatial datasets that are centrally located and provide access to multiple departments.	95%	95%	100%