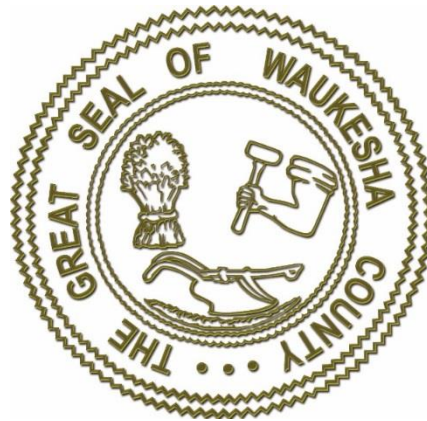# Waukesha County
Department of Parks and Land Use

Strategic Plan
2020 - 2022

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

Table of Contents

*Tip: Click title to jump to **Chapter***

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 aims 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 that is accountable for this Objective.

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

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

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, please find the **Timeframe** for each Strategy. This represents each Strategy's deadline.

Performance Measures:

A graphic or image show the progress and status of each Objective's success.
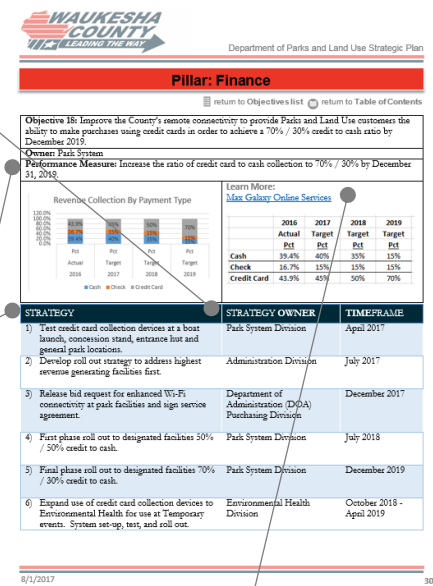
Learn More:

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

How to read the Strategic Plan continued

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."

County Core Values

- Collaboration
- Ethics and Integrity
- Innovation
- Teamwork
- Efficiency

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 Statement of Purpose

"Provide the foundations of success for residents and businesses of Waukesha County by constructing and maintaining quality transportation and infrastructure."
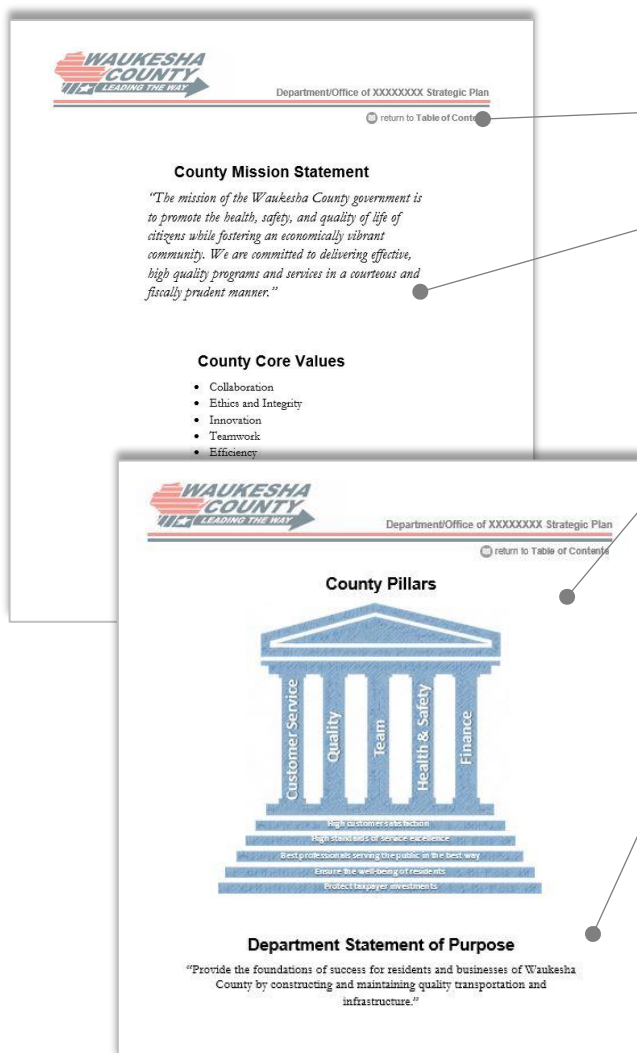
The origin of each Objective

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 principles 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. Each 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.

Appendices at a glance

Appendix A – Department of Parks and Land Use Environmental Scan

Community Analysis

Economics

Finance

Environment

Customer Focus Groups

Customer Service

Internal Analysis

Tip: Click title to jump to
Appendix

Transmittal Letter

August 31, 2020

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) 2020-2022 Strategic Plan. The plan was developed by PLU staff selected through Strengths Finder assessment and is designed to be proactive in addressing needs of our business and citizen customers in the next few years.

The PLU 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.

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 2020-2022 strategic plan leverages the successes of the 2017-2019 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 24-member workgroup and involved extensive customer and employee feedback, focus groups, environmental scanning, ideation, critical analysis, and the creation of measurable performance metrics.

The Department of Parks and Land Use engaged in an environmental scanning process which 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:

- Increase and improve self-service applications and improve website features.
- Create diverse housing options for our workforce needs and aging population.
- Enhance effective employee training and onboarding.
- Analyze process improvement and cost saving opportunities.
- Develop and expand partnerships to expand services and save on costs
- Prioritize customer service satisfaction.
- Increase communications and marketing of resources to target audiences.

The 2020-2022 strategic plan includes 14 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
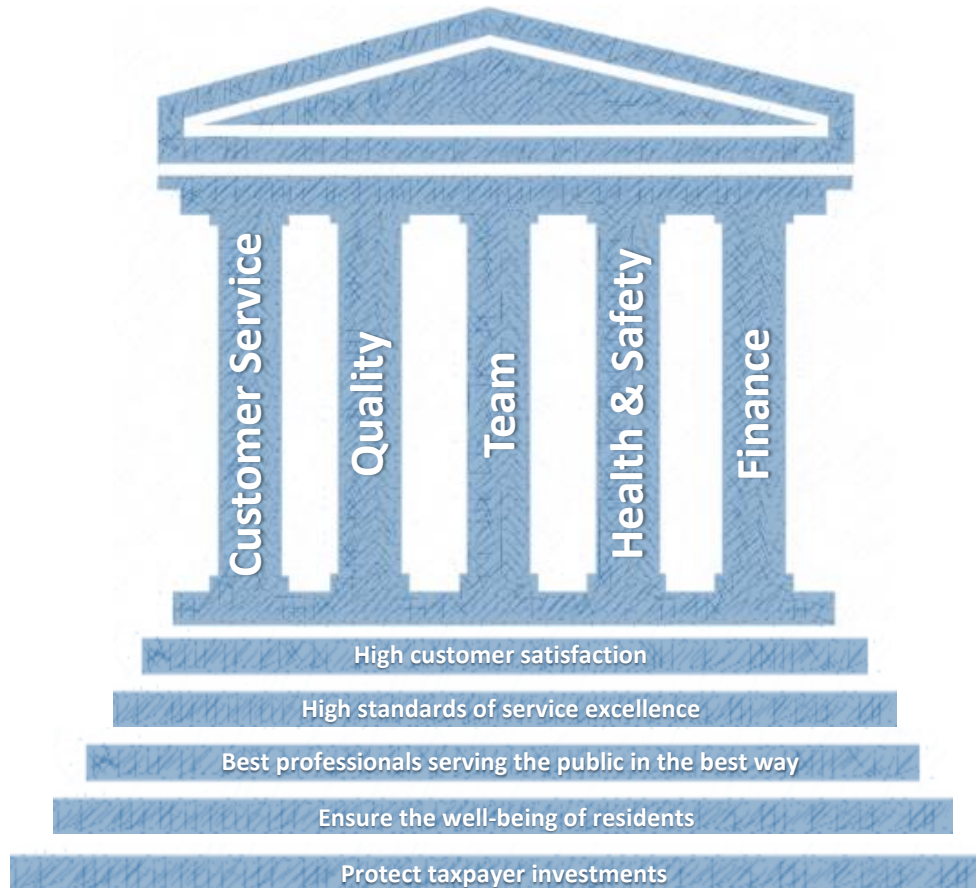
Department of Parks and Land Use Statement of Purpose

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: To expedite permitting processes for customers, update the Permit and Licensing Guide to include approval processes for various land use, development or alteration projects and post to the website by December 31, 2021.

Objective #2: To efficiently manage frequent contacts of the Department, develop a customer relationship management (CRM) system using cloud technology by July 31, 2022.

Objective #3: Ensure Waukesha County residents have affordable housing located near high opportunity areas of job growth.

Objective #4: Expand and refine unique housing provisions for in-law units, senior housing and mixed use housing within County zoning ordinances to serve changing consumer preferences and demographic trends by December 31, 2022.

Objective #5: Emphasize the culture of continuous improvement within the department through challenging all full-time PLU staff to recommend three continuous improvement initiatives as part of their annual goals, beginning in 2022.

Objective #6: Establish a formal process for the tracking of project submittals and development of departmental staff to update the PLU LEAN project submittal process by December 31, 2021.

Objective #7: Value stream map the departmental onboarding processes and develop an implementation plan to improve, accelerate and automate select processes by December 31, 2022.

Objective #8: To improve project review coordination, complete a needs analysis and develop a strategy to integrate or link PLU permitting tracking systems by July 31, 2022.

Objective #9: Achieve an 80% employee satisfaction rating for the onboarding processes and overall workplace culture through the 60-day, 90-day, and 6-month new hire survey by December 31, 2022.

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

<u>Objective #10</u>: Develop a human health hazard flow chart for the PLU website allowing residents to get information online and decrease phone calls by 30% by December 31, 2022.

<u>Objective #11</u>: Obtain contributions for 3-year maintenance projects totaling $20,000 per year through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.

<u>Objective #12</u>: Increase volunteer hours by 20% over the previous 3-year average through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.

<u>Objective #13</u>: Establish consistent customer service across Waukesha County departments by annually achieving a 4.65 mean rating for customer service satisfaction beginning in 2020.

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

Pillar: Customer Service

Objective #1: To expedite permitting processes for customers, update the Permit and Licensing Guide to include approval processes for various land use, development or alteration projects and post to the website by December 31, 2021.	
Owner: PLU and DPW	
Performance Measure: The number of website interactions on the Permit and Licensing webpage and positive feedback from customers.	
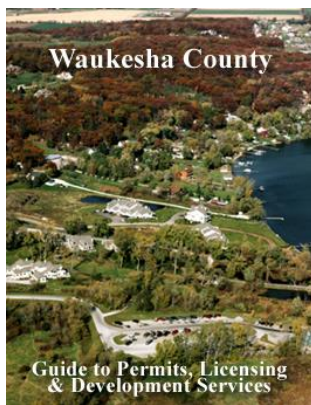
Learn More: The 66-page Waukesha County permit guide on our website has a revision date of May 2011. Each of the permits also have a webpage where the procedures are explained. Over time, procedures are updated, jurisdictions change and rules are modified. This project will ensure that our published information is up to date as well as strategize on more effective ways that applicants can serve themselves using the resources we provide.

| STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Review and update jurisdictional area maps (if available). Consider whether a jurisdiction GIS app for some permits could be beneficial, as it is similar to other apps.	PLU	January 2021
2) Update and publish the current permit and licensing information on the website.	PLU and DPW	December 2021
3) Evaluate opportunities to allow the public to serve themselves through online tools. Work with other municipalities and agencies to cross-promote tools.	PLU and DPW	July 2022
4) Continue to evaluate analytics, responses and feedback. Readdress needs to provide information and resources to the public.	PLU and DPW	Ongoing

Pillar: Quality

Objective #2: To efficiently manage frequent contacts of the Department, develop a customer relationship management (CRM) system using cloud technology by July 31, 2022.	
Owner: PLU	
Performance Measure: Replacement of the current Contact Management software and the number of PLU business areas using the online CRM.	
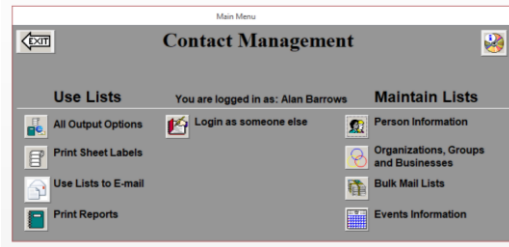
Learn More: Since 1999, the Land Resources Division has used a Microsoft Access application ("Contact Manager") for tracking clients, applicants, consultants, elected officials and the groups that they are affiliated with. Contact Manager is housed on the N:\ drive, so accessing the information is difficult from outside the County network and on mobile devices. In 2017, LRD pursued moving to a 3rd party cloud based CRM called Insightly. IT Security concerns over allowing a cloud based software to interact with our on premise email server stalled the project. In 2020, the County moved to a cloud email server which may serve as a stepping stone to replacing Contact Manager and expanding its availability to other Departments.

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Determine each division's source and methodology to storing and maintaining CRM content.	PLU	March 2021
2) Utilize a standardized street address database for the County.	PLU Land Information System	June 2021
3) Release a CRM Request for Information ("RFI") to explore opportunities to move from Contact Manager to a cloud platform.	PLU Administration	August 2021
4) Using an advisory committee, evaluate options resulting from the RFI and release a Request for Proposals ("RFP") for selecting a service provider.	PLU Administration	September 2021
5) Select a provider, install, implement and train staff on how the new CRM product works.	PLU Administration	July 2022

Pillar: Quality

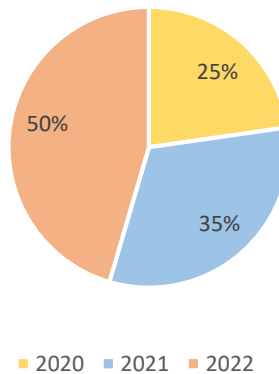**Objective #3:** Ensure Waukesha County residents have affordable housing located near high opportunity areas of job growth.

Owner: PLU Community Development Division

Performance Measure: 50% of HOME and CDBG funded affordable housing projects will be located in high opportunity areas of the County by 2022.

% Development Projects in High Opportunity Areas

- 2020 - 2021 - 2022

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Encourage local municipalities to better accommodate for affordable housing in high opportunity areas by removing zoning barriers to affordable housing.	PLU Community Development/ Planning & Zoning	December 2022
2) Identify urban corridors and central business districts on the Eastern edge of the County with plans for future multi-family housing projects and meet with planners and elected officials to encourage the addition of affordable housing as a portion of these projects.	PLU Community Development/ Planning & Zoning	December 2022
3) Meet with developers of large multi-family projects and encourage them to include affordable housing as a portion of their future projects. Connect developers with affordable housing developers.	PLU Community Development/ Planning & Zoning	December 2022

Pillar: Quality

Objective #4: Expand and refine unique housing provisions for in-law units, senior housing and mixed use housing within County zoning ordinances to serve changing consumer preferences and demographic trends by December 31, 2022.
Owner: PLU Planning & Zoning
Performance Measure: Adopt unique housing provisions by December 2022.

A COMPREHENSIVE DEVELOPMENT PLAN FOR WAUKESHA COUNTY WAUKESHA COUNTY WISCONSIN Prepared by the Waukesha County Department of Parks and Land Use Waukesha County University of Wisconsin-Extension Waukesha County Municipalities February 24, 2009	Learn More: https://www.waukeshacounty.gov/globalassets/parks--land-use/planning-zoning/chapter-2-trends-issues-opportunities-and-planning-standards.pdf (Refer to Pages 2-5, 2-6 and Table II-V)

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Evaluate local and national trends relative to multi-generational living, specifically in single-family residential zoning districts.	PLU Planning & Zoning	June 2021
2) Review and revise senior living and planned unit development accommodations to simplify and clarify code requirements and incorporate consumer preferences and trends for such uses.	PLU Planning & Zoning	February 2022
3) Draft Ordinance amendments, seek public comment, conduct public hearing(s) and advance amendments for Town/County approvals.	PLU Planning & Zoning	December 2022

Pillar: Quality

Objective #5: Emphasize the culture of continuous improvement within the department through challenging all full-time PLU staff to recommend three continuous improvement initiatives as part of their annual goals, beginning in 2022.
Owner: PLU
Performance Measure: Annually, track the percentage of staff with continuous improvement projects in their annual goals. Through data tracking, time and financial savings generated through the completion of improvement projects, on an annual basis.

Improvement Problem Solving

	The Solution Is Simple	The Solution Is Complex
The Solution Is Known	**Just do it** — All employees are empowered to make improvements	**Use Project Management** — Key leaders are trained in project management and empowered to lead these improvements with the support of project sponsors
Solution Is Unknown	**Use PDSA** — All employees are trained to work in PDSA framework and make these improvements	**Use DMAIC** — Key leaders that have completed belt training with oversight of a project champion will be empowered to work in this framework

Learn More: Continuous improvement can be defined as measuring and improving the things our department values in our service delivery. They can be built around strategic objectives within the department, existing tasks performed by staff, and/or other priorities within the program area or division.

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Develop rollout strategy for select staff in developing continuous improvement initiatives and measurements for 2021.	PLU Administration	December 2020
2) Develop database of projects and associated measurements.	PLU Administration	December 2020
3) Review results at year-end.	PLU Administration	December 2021
4) Rollout to remaining full-time PLU staff for inclusion in 2022 goals.	Managers	December 2021
5) Add initiatives and measurements information to existing database tracking.	PLU Administration	March 2022

Pillar: Quality

Objective #6: Establish a formal process for the tracking of project submittals and development of departmental staff to update the PLU LEAN project submittal process by December 31, 2021.	
Owner: PLU	
Performance Measure: Development of formal project and criteria tracking process and number of trained staff in LEAN principles.	

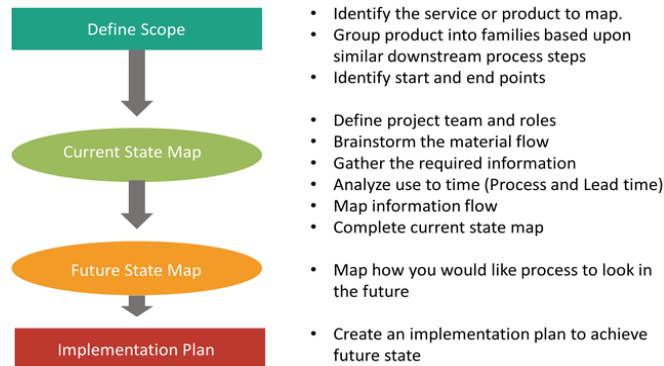| STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Form workgroup to examine current LEAN project submittal, tracking, and training process via value stream mapping and discussions with Director Shaver.	PLU Assigned Workgroup	March 2021
2) Examination of existing Countywide tools, resources that could be leveraged by department.	PLU Assigned Workgroup	September 2021
3) Workgroup establishes criteria for projects submittals, training of staff.	PLU Assigned Workgroup	December 2021

Pillar: Team

Objective #7: Value stream map the departmental onboarding processes and develop an implementation plan to improve, accelerate and automate select processes by December 31, 2022.	
Owner: PLU Administration	
Performance Measure: Reduce total time associated with onboarding seasonal staff by 25%.	

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

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Identify project team, build project charter for value stream mapping, and develop an implementation plan.	PLU Administration	December 2020
2) Value stream map the existing onboarding and training processes for both full-time and seasonal employees.	PLU Administration	February 2021
3) Analyze and identify key processes for improvement and automation from the value stream map.	PLU Administration	April 2021
4) Identify opportunities for integration of workplace culture throughout the onboarding process.	PLU Administration	June 2021
5) Develop an implementation plan to improve, accelerate and automate select onboarding and training processes identified during the value stream mapping process.	PLU Administration	August 2021
6) Conduct department wide training on onboarding process improvements.	PLU Administration	October 2021
7) Initiate implementation plan.	PLU Park System/ Environmental Health	December 2021

Pillar: Quality

Objective #8: To improve project review coordination, complete a needs analysis and develop a strategy to integrate or link PLU permitting tracking systems by July 31, 2022.	
Owner: PLU	
Performance Measure: Number of permitting tracking systems identified for integration or linking to allow for staff from different divisions to coordinate permit issuance online.	
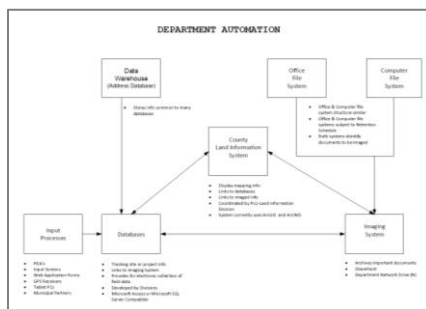
Learn More: The divisions within PLU have regulatory responsibility for permit issuance with respect to multiple County Ordinances. Permitting requirements for many projects involve approvals from multiple divisions. Streamlining processes and assessing related permit information is critical to improving the efficiency of permit issuance and the quality of our customer service.

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Define the project scope and determine which divisions should be involved.	PLU	March 2021
2) Interview key staff from each division to understand what data they manage, use, and maintain.	PLU	July 2021
3) Map stakeholder interview results and complete a SWOC analysis to better understand how permit data is being managed and to identify opportunities for improvement.	PLU	September 2021
4) Find commonalities between PLU permits. Consider using the geographic location of each permit through GIS as the unique identifier and their spatial relationship.	PLU	December 2021
5) Research costs associated with implementing an integrated system.	PLU	February 2022
6) Create mock-ups of user interfaces to allow users and designers to understand how the system will provide necessary functionality and security features (internal vs. public views).	PLU	April 2022
7) Complete a strategic report for the PLU Leadership Team to consider for linking permitting systems.	PLU	July 2022
8) Following implementation of an integrated/linked system, schedule an internal training program for PLU staff.	PLU	Ongoing

Pillar: Team

Objective #9: Achieve an 80% employee satisfaction rating for the onboarding processes and overall workplace culture through the 60-day, 90-day, and 6-month new hire survey by December 31, 2022.	
Owner: PLU Administration	
Performance Measure: Achieve an 80% employee satisfaction rating.	

EMPLOYEE ONBOARDING SURVEY AT 60-DAYS

(Administered by Human Resources)

1 = Strongly Agree   2 = Somewhat Agree   3 = Neither Agree or Disagree
4 = Somewhat Disagree   5 = Strongly Disagree

1. I was contacted in advance of my first day and made to feel welcome.
2. The information sent to me before my first day helped me know where to go, what to bring/prepare, what to expect and other key information needed on the day I reported to work.
3. I had helpful, knowledgeable point of contact for my questions before I reported to work.
4. On my first day, my supervisor welcomed me.
5. I was assigned a mentor or peer to assist me in my orientation and acclimation to the work environment.
6. On my first day, my workspace was clean, functional, and ready for occupancy.
7. On my first day, my computer, email access, phone, and voicemail were ready for use.
8. I was assigned meaningful work during my first week on the job.
9. I participated in meaningful and helpful training during my first week on the job.
10. My supervisor provided me with a clear and concise explanation of my duties and job expectations.
11. My supervisor provided me with a clear and concise explanation of how my position fits in with the County's mission, organizational structure, and Standards of Service Excellence.
12. My supervisor quickly integrated me into the team.
13. Based on the information I received during benefits orientation I was able to understand the

Learn More: This strategic objective builds upon the outcomes of strategic objective #7. Currently new hires are sent a 60 day, 90 day, and 6 month new hire survey. The questions aim to review a variety of topics including the orientation process, training, and feedback driven questions related to opportunities for improvement. On the survey questions 1 – 20 are a rating of 1 – 5 and questions 21 – 24 are open text.

STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Define the project scope and team members through the creation of a project charter.	PLU	March 2021
2) Review and evaluate existing surveys (data currently being captured, mode of survey, etc.).	PLU	June 2021
3) Identify additional data to be captured, strategy for review of results, and how survey results can be used to develop improvements.	PLU	September 2021
4) Update existing survey.	PLU	December 2021
5) Initiate updated survey.	PLU	January 2022

Pillar: Quality

Objective #10: Develop a human health hazard flow chart for the PLU website allowing residents to get information online and decrease phone calls by 30% by December 31, 2022.	
Owner: PLU Environmental Health	
Performance Measure: Number of phone calls Environmental Health Sanitarians and Public Health receive regarding human health hazards.	

| STRATEGY	STRATEGY OWNER	**TIME**FRAME
1) Review call logs to determine the number of calls received and the amount of staff time spent addressing health hazard issues. Verify that the list of health hazards includes the highest priority calls.	PLU Environmental Health	September 2020
2) Compile all information and resources that will be included on the webpage.	PLU Environmental Health	November 2020
3) Create interactive web-based flow charts using the Experience Builder application. Invite the Waukesha County Public Health Office to participate in the review and testing of the website features.	PLU Environmental Health and HHS Public Health	February 2021
4) Test, modify (as needed) and publish the flow-charts to the PLU website. Train front desk how to direct human health hazard related calls. Promote this new service through webpages, social media, and other resources.	PLU Environmental Health	March 2021
5) Monitor the call logs to determine if the new tools are effective in reducing calls.	PLU Environmental Health	Ongoing

Pillar: Finance

Objective #11: Obtain contributions for 3-year maintenance projects totaling $20,000 per year through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.	
Owner: PLU Parks	
Performance Measure: Dollars raised for 3 year maintenance projects in the Parks Division.	

Parnerships, Sponsorships, Donations, & Project Grants
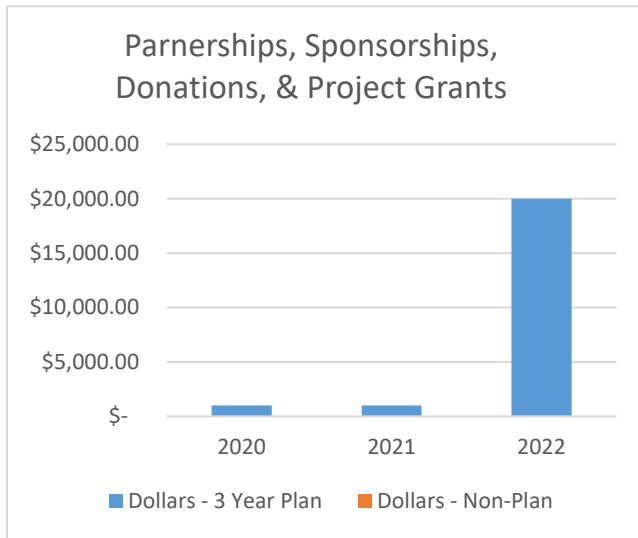
Learn More: While this strategic objective is crafted to respond to a division-specific need, the goal will be to design a solution that can act as a model to potentially be used across the department in future years. Contributions come from a combination of partnerships, sponsorships, donations, and project grants. $20,000 amounts to 5% of the 3 year maintenance project plan budget.

| STRATEGY	STRATEGY OWNER	TIMEFRAME
1) Analyze current program areas to identify needs for project sponsorship.	PLU Parks	December 2020
2) Develop a partnership map and engagement plan for PLU.	PLU Land Resources	December 2021
3) Create processes and policies to initiate, monitor, and recognize financial donations.	PLU Parks	December 2021
4) Assess the created model for expansion throughout the Department.	PLU Administration	December 2022

Pillar: Finance

Objective#12: Increase volunteer hours by 20% over the previous 3-year average through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.	
Owner: PLU	
Performance Measure: Hours of volunteer service from across the Department	

Parks & Land Use Volunteer Hours
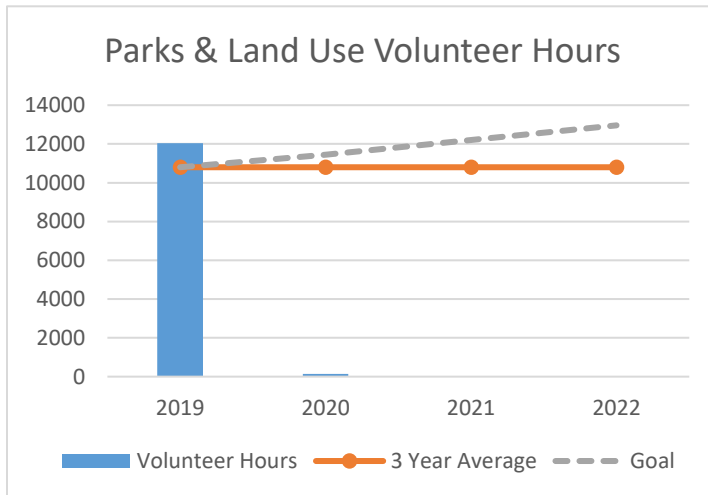
Learn More: Volunteer hours can vary greatly from year to year based on weather, changing corporate initiatives, and other various factors. For this reason, a 3 year average is used to analyze growth. Volunteers engage in land management projects, assist with special events, and collect data to assist with program monitoring, among other projects.

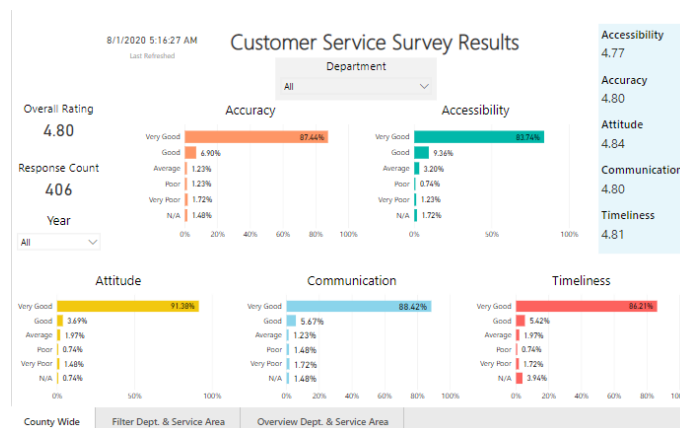| STRATEGY	STRATEGY OWNER	**TIME**FRAME
1) Develop a partnership map and engagement plan for PLU.	PLU Land Resources	December 2021
2) Develop a volunteer engagement survey and then analyze results to identify improvement suggestions.	PLU Land Resources	December 2021
3) Analyze the volunteer application, onboarding, offboarding, and recognition experience to identify improvement suggestions including opportunities for better data collection and process automation.	PLU Parks	December 2021
4) Research, identify, design, test, and implement an online volunteer registration system.	PLU Parks	December 2022
5) Create 1 new program based on the results of the engagement plan.	PLU	December 2022

Pillar: Customer Service

Objective#13: Establish consistent customer service across Waukesha County departments by annually achieving a 4.65 mean rating for customer service satisfaction beginning in 2020.	
Owner: Department Heads	
Performance Measure: Through ongoing surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1 – 5.	

STRATEGY	STRATEGY **OWNER**	**TIME**FRAME
1) Roll out of new customer service goal to Departments.	County Executive	January 2020
2) Customer service data analysis and results roll out.	PLU Department Heads and Managers	90 Day Recurrence
3) Development of continuous improvement strategies to address opportunities for improvement.	PLU Department Heads and Managers	Ongoing

Appendix A –
Department of Parks and Land Use Environmental Scan

Community Analysis

Population and Demographics

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 by responding to the needs of the population. As of 2019, approximately 405,991 people resided in Waukesha County. 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. Below is a list of demographics from various data sources and projected population estimates for the County. The sources are listed at the end of this environmental scan.

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 as a result 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% 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%.
- Projections show that through 2050, Waukesha County will continue to be the third most populated county in Wisconsin.

Age

- The median age is approximately 43.1 years old. The median age has been increasing since 1970 when it was 25.4 years old.

- The median age ranges from 34.3 years old in the Village of Eagle to 54 years old in the Village of Chenequa.
- Five villages (Eagle, Sussex, Hartland, Mukwonago, and Merton) and two cities (Waukesha, Oconomowoc) have median ages in the 30s.
- Six of the 11 towns have median ages approaching or exceeding 50 years old (Ottawa, Delafield, Vernon, Genesee, Waukesha, and Brookfield).
- People 65 yrs. and older made up approximately 14.3% of the population in 2010 and 17% in 2015. 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 90.6% of people are Non-Hispanic White.
- The Hispanic or Latino population has increased from 4.1% in 2010 (16,123) to 4.6% (18,194) in 2017, an increase of 2,071 people.
- The Black or African American population has increased from 1.3% (4,914) in 2010 to 1.9% (7,634) in 2017, an increase of 2,720 people.
- The Asian population has increased from 2.7% (10,271) in 2010 to 3.9% (15,507) in 2017, an increase of 5,236 people.
- The American Indian population has remained approximately the same between 2000 and 2017 at 1,066 people.
- The City of Waukesha has the greatest diversity with the population consisting of 87.1% Non-Hispanic White, 12.7% Hispanic or Latino, 3.4% Black or African American, 3.5% Asian, and 0.3% American Indian.
- The School District of Waukesha has the greatest public school population diversity in the county with 63.6% Non-Hispanic White, 22.7% Hispanic or Latino, 5.7% Black or African American, 3.9% Asian, and 0.2% American Indian.
- The Elmbrook School District has experienced growing diversity with 69.8% Non-Hispanic White, 16% Asian, 6.4% Hispanic or Latino, 2.6% Black or African American, and 0.3% American Indian.

Household/Family

- The average persons per household is approximately 2.5 and is expected to decrease slightly.
- In 2017, Waukesha County had the highest median household income of any county in the State. The median household income was $81,140.
- There is a substantial range in median household income from a low of $41,925 in the Village of Butler to $156,250 in the Village of Lac La Belle. 24 of the 37 municipalities (65%) had a median household income above the county median of $81,140.
- There are approximately 162,300 households in Waukesha County. The number is expected to increase about 3.5% every 5 years.
- Projections show that the most growth will occur in age 65 and over households, which will nearly double from 2010 (36,142) to 2030 (71,705).

- The total number of households is projected to increase by 43,200 households (28%) between 2010 and 2050.
- The total number of workforce households is expected to decline slightly from 2010 to 2030.
- Approximately 77% of households live in owner occupied units and 23% live in renter occupied units.
- There are approximately 108,810 total families, with approximately 5.0% living in poverty, which is slightly less than 2010.
- The City of Waukesha had the highest poverty rate in the County in 2017 at 10.6%.
- There are approximately 38,323 two parent households with children under 18 years old, 6,034 households   with a female parent only with children under 18 years old, and 2,687 male parent households with children under 18 years old.

Housing Accommodations

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 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 in close proximity to entertainment venues and workplaces, as millennials and empty nesters look for more dynamic living arrangements within walkable settings. However, the COVID-19 pandemic may impact these preferences. Anecdotal information suggests that there may be a renewed demand across the country for suburban and/or rural housing units. Additional data and research will be monitored to determine any changes in trends and preferences in Waukesha County.

Community Composition

Waukesha County has 37 municipalities within its boundaries. There are opportunities to coordinate with these municipalities in order to work toward greater governmental efficiencies. As unincorporated town lands are annexed by surrounding municipalities or are incorporated, the department can use its knowledge and regional perspective to provide assistance with land use, housing, and economic development decision making. 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.

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 quality of life.

Jobs

- The County's 2019 unemployment rate is lower than the national average (2.3% vs 3.2%). However, due to the COVID-19 economic recession the unemployment rate in the County, State, and Nation sharply increased in March 2020. Economic projections show that it may take two to three years to return to the pre-COVID-19 unemployment rate.
- Job growth is projected to increase from 242,001 in 2017 to 338,000 in 2050. Current employment levels are exceeding projections (SEWRPC 2020). In a December 2019 review of Year 2050 plan forecasts for the region, SEWRPC estimates that employment is currently exceeding forecasts.
- 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).
- In recent years there has been strong job growth in the construction, health care, and services sectors, offsetting jobs losses in the manufacturing sector. The COVID-19 pandemic has impacted this growth, particularly in the services sectors. Additional data will be collected throughout the pandemic to determine any long-term impacts.

Commuting Patterns

- Mean travel time to work in 2017 was 24.2 minutes (a slight increase from 2010).
- Workers that relied on public transportation, saw significantly lower wages and longer commute times.
- While there is still a significant exchange of workers among surrounding counties, a growing share and number of Waukesha County jobs are filled by residents of Milwaukee County.

Housing

- Rebounding population growth has helped to push home sales and sale prices above pre-recession levels.
- The median home sale price in 2018 was $290,000.
- Movers in Waukesha County are more likely to come from within another county in Wisconsin than state and national averages.
- Waukesha County continues to grow older with the largest percentage increases found in residents age 65 and older. These shifts have implications for the region's labor force, housing stock, health care systems, and tax base.

In 2019, the Wisconsin Realtors Association produced a special report, *Falling Behind: Addressing Wisconsin's workforce housing shortage to strengthen families, communities and our economy.* The report defines workforce housing as "the supply of housing in a community (a variety of housing types, sizes, locations and prices) that meets the needs of the workforce in that community. Specifically, in this report, workforce housing is housing that is "affordable" for renting families earning up to 60 percent of the area's median income and for owning families earning up to 120 percent of the area's median income."

Three causes were identified for the workforce housing shortage. They are:

- *Cause 1:* Wisconsin has not built enough homes to keep up with population and income growth. Housing units authorized by building permits and new housing lots are way down from pre-crisis levels, and we are creating about 75 percent fewer lots and 55 percent fewer new housing units than pre-recession averages. Our fastest-growing counties — such as Dane, Brown and Waukesha — have collectively under-produced 15,000 housing units in the past decade.

Wisconsin's 20 Largest Counties Underproduced Nearly 20,000 Housing Units from 2006-2017

	Growth in households (2006-2017)	Growth in housing units (2006-2017)	Ratio of household growth to housing unit growth	Housing "Underproduction"
Milwaukee County	206	10,754	0.0192	
Dane County	36,334	25,128	1.4460	11,206
Waukesha County	13,199	10,986	1.2014	2,213
Brown County	9,806	8,145	1.2039	1,661
Racine County	2,319	2,645	0.8767	
Outagamie County	5,727	6,249	0.9165	
Winnebago County	3,134	4,903	0.6392	
Kenosha County	3,737	3,922	0.9528	
Rock County	2,516	1,480	1.7000	1,036
Marathon County	3,183	3,231	0.9851	
Washington County	4,019	4,289	0.9370	
La Crosse County	3,402	3,859	0.8816	
Sheboygan County	1,772	1,440	1.2306	332
Eau Claire County	2,504	3,156	0.7934	
Walworth County	3,208	2,671	1.2010	537
Fond du Lac County	3,727	2,929	1.2724	798
St. Croix County	3,164	3,246	0.9747	
Ozaukee County	2,909	2,082	1.3972	827
Dodge County	1,311	1,354	0.9682	
Jefferson County	3,469	2,241	1.5480	1,228
20 Largest Wisconsin Counties	*109,646*	*104,710*	*1.0471*	*19,838*

Source: Author's calculations based on 2006 and 2017 1-year American Community Survey data, U.S. Census Bureau. Households are 1- or more persons who occupy a housing unit. Housing units include vacant structures for sale or rent.

- *Cause 2:* Construction costs are rising faster than inflation and incomes. In the past seven years, construction costs have risen substantially faster than inflation, and construction companies report severe labor shortages in Wisconsin.
- *Cause 3:* Outdated land use regulations drive up the cost of housing. Large minimum lot sizes, prohibitions on non-single-family housing, excessive parking requirements, requirements for high-end building materials, and long approval processes do not protect public health and safety. They serve mostly to raise the cost of housing.

Other Indicators

- Construction permit activity generally continues to rebound. 855 construction permits were issued in 2017 vs. 442 in 2010.
- The office and industrial markets continue to see positive net absorption along with over 274,000 sf. of new office and industrial space being delivered in 2019.
- Vacancy rates for office and industrial space are lower than the broader metro area. Due to the COVID-19 pandemic, many businesses shifted their operations to a partial or completely virtual environment. Anecdotal information from various businesses suggest that they are rethinking their long-term operations plans and real estate footprints. Commercial vacancy rates may increase as a result. Additional data will be collected throughout the pandemic to determine any long-term impacts.

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, 2019. A total of 255 businesses responded to the survey, representing a 16% response rate. Respondents included representatives from each 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.

The survey focused on seven key areas:
- Economic visioning
- Financial and business start-up assistance;
- Permitting and licensing;
- Physical specifications and future plans;
- Transportation;
- Workforce development; and
- Workforce housing.

Highlights from the survey include:
- 84% plan to expand their workforce in the next three years which is consistent with 2015 and 2017 levels.
- 76% report 'lack of qualified talent' as a primary challenge for staff recruitment. This is down from 82% in 2017.
- Of those hiring:
  - 53% plan to add 1-9 employees;
  - 22% plan to add 10-19 employees;
  - 15% plan to add 20-49 employees;
  - 3% plan to add 50-99 employees;
  - 3% plan to add 100-249 employees; and
  - 4% plan to add 250 or more employees.
- 65% of respondents reported that staff recruitment is impacting business and 75% report a skilled workforce as a primary challenge in starting or growing business.
- 20% of respondents actively recruit for talent outside of Wisconsin.
- The top five responses to how businesses are planning to expand over the next three years include:
  - 82% plan to increase sales;
  - 75% plan to hire employees;
  - 58% plan to expand offerings;
  - 42% plan to add new capital/equipment; and
  - 31% plan to acquire another business.
- 73% of respondents plan to put new technological innovations into place in the next two years.
- 46% of respondents have reached 100% capacity at their existing location which is down from 60% in 2017. 37% of respondents do not own or lease sufficient property to allow for expansion.

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

Finance

As outlined on page 59 of the 2020 Waukesha County Adopted 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 2021-2023 biennial budget process.

For context, the department of Parks and Land Use took strategic steps to close its budget gap of approximately $281,000 in 2020; 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 objectives to reduce operating costs by increasing volunteer hours for park system events and land management projects. The use of strategic decisions regarding staffing models, technology usage, and equipment and infrastructure maintenance are critical to continued financial success.

Environment

Soil Health

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 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. Therefore, improving soil health can play a key role in meeting our clean water goals while at the same time improving soil productivity. In 2016, Waukesha County began offering soil health outreach and educational programs targeting local farmers and landowners.

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.

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. Another AIS, called Starry Stonewort threatens more damage, as it was recently discovered in five lakes in Waukesha County. 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 80 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. A separate AIS Strategic Plan was completed in 2017, and is scheduled to be updated by 2021. Meanwhile, outreach and education programs will continue to focus on local boat launches during the summer months.

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. Called National Sword, the initiative caused prices to plummet and the quality requirements for the recyclables, and thus the cost to sort recyclables, to increase. While the initial modeling for the Joint City of Milwaukee-Waukesha County Materials Recovery Facility was built on materials being worth a conservative $100 per ton, the 2019 average commodity revenue was only $64. While there have recently been some investments in recycling infrastructure, it will take several years for these mills impacts to be fully realized.

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 waste water treatment facilities (WWTF) receive and manage PFAS contaminated waste and wastewater. The U.S. EPA has not established an enforceable maximum contaminant level for PFAS but instead has established a drinking water health advisory for PFOA and PFOS of 70 parts per trillion (ppt). The management of these chemicals will be ongoing and additional regulations and funds for cleanup will continue to be explored at a statewide and national level.

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. 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 depend 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. Many communities across Wisconsin have actively engaged in EAB mitigation via the development of Urban Forestry Management Plans. These Plans aid local governments in prioritizing zones/areas for ash tree replacement, identifying potential partnerships, and planning tree replacement that will safeguard the community tree canopy from potential future pests/disease. To date, Waukesha County Parks and Land Use has not developed a formal management plan to address the system-wide impacts of EAB. 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.

Customer Focus Groups

Working with a third-party facilitator, two customer focus groups were conducted in January 2020 with building and development industry stakeholders and municipal recycling partners. The focus groups provided meaningful input on what is working well, what could be improved, and overall customer service satisfaction. Key takeaways from the focus groups include:

Building and Development Industry:
- The Development Review Committee and Land Information System are helpful and easy to use. Adding more land records, permit documents, and information to the Land Information System would be helpful.
- Timely and professional communication from staff is appreciated. Adding a staff directory would enhance the communication process.
- Providing self-service options online as well as streamlining the plan and permit review process would enhance business-friendliness and satisfaction. Providing an option for virtual meetings would be helpful.

- Clearly defining the roles of County and Municipal governments in housing and development projects would add clarity to a sometimes complex process.

Municipal Recycling Partners:

- Coordinated contracting for residential pickup and events for critical items such as household hazardous waste is a valued service. Opportunities may exist for eliminating less critical services.
- Education is a core component and is greatly appreciated. Additional opportunities to provide community education and ongoing updates to municipalities would be appreciated.
- Key areas to evaluate for impact and frequency of use include electronics collection, dumpsters at collection sites, yard waste processing, and more.

Customer Service

During the 2017-2019 strategic planning process the Department developed an objective to establish consistent customer service across Waukesha County departments by achieving a 4.50 mean rating for customer service satisfaction. In order to actively measure this objective the Department developed and implemented an on-going customer service survey that is now 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 a Likert scale of 1-5.

For the 2019 reporting period, the Department achieved a customer service satisfaction mean rating of 4.83 and an overall County mean rating of 4.73. As of January 2020, an updated objective has been set at achieving a 4.65 mean rating for customer service satisfaction across Waukesha County departments. Additionally, based on the results of both internal and external surveys, a strong correlation can be made between high employee engagement and satisfaction and the delivery of high quality customer service.

Internal Analysis

Employee Engagement

As part of the 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 the winter of 2020, the survey was responded to by 100% of the full-time and regular part-time staff of the Department. Analysis of the results indicated the Department has several areas where we are performing well. In summary, we learned:

- **94%** have a high or very high perception of our organization**.**
- **95%** understand how their work contributes to the County's success.
- **93%** feel information and knowledge is shared openly in the Department**.**
- **93%** agree with the statement that during my annual performance evaluation, my training needs are discussed.
- **93%** understand they can be recognized for extra effort for demonstrating the County's core values.

- **95%** feel supported or empowered to make improvements.
- **94%** 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 and Land Use developed a new survey to assist in the analysis of the department's strengths and opportunities. This survey was sent to all department employees in January 2020 and garnered a 25% response rate. The survey provided valuable feedback about the department's top accomplishments, setbacks or impediments to progress, current strengths as well as greatest opportunities for improvement or increased effectiveness. Survey results have been organized by the five County pillars and includes topics and themes that were shared by at least three survey respondents. All other comments were reviewed by the Strategic Planning Workgroup. The final summary table can be found on the following two pages and a few highlights from the survey include:

- The results were overwhelmingly positive and forward-looking! The vast majority of responses are related to the customer service, quality, and team pillars.
- As seen in the employee engagement survey, these results validated the positive impact that rounding and our culture have on our department.
- Customer service is valued by our team which contributes to our routinely high customer service and satisfaction scores.
- Several opportunities were identified around IT and automation, creating more self-service resources, expanding various programs, and focusing on employee retention.

Data Sources:
SEWRPC Vision 2050 Plan and Population of Southeast Wisconsin Technical Report 11 (5th Edition)
U.S. Bureau of the Census Factfinder, American Community Survey, and OnTheMap 2015 LODES Data
U.S. Bureau of Economic Analysis
Wisconsin Department of Administration 2019 County Population Estimates and County Population Projections
Wisconsin Department of Health Services

	Customer Service *High Customer Satisfaction*	Quality *High Standards of Service Excellence*	Team *Best Professionals Serving the Public in the Best Way*	Health and Safety *Ensure the Well Being of Citizens*	Finance *Protect Taxpayer's Investments*
Q1: What are the top accomplishments, significant results, major efforts, or important milestones we have achieved?	High customer survey scores and satisfaction (15) Citizen Science program (5) Park events (3)	GIS updates (7) Automation (3)	Rounding/employee engagement/culture (10) Improved interdepartmental Communication (3) Professional development training (5)	Emergency alert system (3)	Self-service programs for public (3) Addressing fiscal sustainability of facilities (3) Increased revenue (3)
Q2: What setbacks or impediments to progress have occurred, or what external/internal forces have gotten in our way of achieving results?		IT issues (8) Outdated/insufficient technology/equipment (8) Regulations/legislative priorities (4)	Short staffed (5) Employee retirements and turnover (4) Overstretching employees/workloads (3)		Budget restraints/lack of funding (9) Levy caps/limits don't reflect annual costs to continue (3)
Q3: What are our current strengths, advantages, or what makes our organization different?	Excellent customer service (9) High level of public regard (3)	Focus on continuous improvement (7) Departments work together (3)	Staff/collaboration (15) Professional growth/leadership/training opportunities (14) Employees are heard/engaged (10) High quality leadership (6) Positive work environment/workplace culture (6) Strong subject matter experts/utilize strengths (6) Communication (5) More than a job (4)		Fiscally responsible/bond rating (4) Benefits (3)
Q4: What are our greatest opportunities for improvement or increased effectiveness?	More online/paperless/self-service resources (4)	Automation (7) Partnership and cooperation (internal & external) (7)	Change management (6) Cross training (3) Investment in workplace culture and attitudes (3)		

		More cross/overall communication (6) Increase park programs and events (4) Improve procedure manuals for new employees/SOPs (4) Digitizing files (3) Making use of new equipment, software, processes, and technology (3) LEAN (3)	Further build relationship between office and field staff (3)		
Q5: What potential threats, risks, external/internal forces, or areas of concern could become significant issues in the future if not addressed?	Changing demographics (3)	Tech slides/clinging to status quo (4) Recycling education and material sales market research (3)	Loss of quality staff/staff turnover (8) Pay-for-performance/salary evaluations/competitive pay (6) Staff burnout (3)		Budget/funding issues (12)
Q6: What potential opportunities do you see such as external/internal forces, new ideas, or new partners?	Survey public to gauge interest and value of natural areas (3) Increase engagement with business community/private sector (3)	Recruiting new events/programs (6) Growth in volunteer program (3) More coordination with LIS on projects and training/support (3) Technology (3) Develop new partnerships for contract planning (3)			More automation/streamlining (6) Growth in sponsorship contributions (3)

Note: The number of votes received follow each item in parentheses.