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

Dale R. Shaver, Parks and Land Use Director
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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 Specific, Measurable, Attainable, Realistic, and Time-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!
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

Legislation and Regulation

Environment

Customer Service

Land Information, Land Records and Online Services

Internal Analysis
August 1, 2017

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) 2017-2019 Strategic Plan. The plan was developed by PLU staff 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 staff, other departments, and input from businesses, community leaders and citizens 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
Environmental Scan Summary

Through this strategic planning process, the Department of Parks and Land Use engages in an environmental scan process which gathers information on the forecasted demographics in the County, the needs of businesses for economic development, feedback and expectations of our customers, environmental analysis and forecasted other influences on our ability to efficiently and effectively provide service in the next three years. The detailed environmental scan is presented in Appendix A. This process of looking forward has helped us identify key critical issues that will shape the objectives of this plan. The critical issues are:

- Address the housing needs of an aging population as well as affordable housing to meet forecasted employment levels and type.
- Explore opportunities to streamline development reviews to assist businesses with development or expansion plans, because time is money.
- Increase web-based availability of program, permit and licensing and land information to the public as well as increase staff work process efficiencies, provide self-service information when the customer needs it and the technology infrastructure to support it.
- Balance economic development and environmental protection through comprehensive development planning.
- Continue to explore opportunities for county-wide or regional collaboration for program and service delivery efficiencies while maintaining or improving the quality of service.
- Continue to expand the growing network of partnerships with businesses and organizations that volunteer or contribute financially to our events, facility upgrades and land management projects.
- Plan for the transitions associated with a changing Departmental workforce to continue attracting, retaining and professionally developing staff that emulate the Waukesha County Standards for Service Excellence.
Performance Metrics

The Department of Parks and Land Use has long tracked program performance data. The data tracked covers a variety of activities such as permit and licensing, tons of recyclables processed, food service risk factors and customer satisfaction. Often the data relates to Department operational activity versus performance goals. In the Department’s 2014-2017 Strategic Plan, greater emphasis was placed on writing measureable (“SMART”) objectives. Through this strategic planning process, the Department intends to take an additional step in writing objectives around measureable performance metrics. The data will be used to regularly gauge how we are progressing toward our desired outcomes and take steps to continuously improve processes to achieve the desired performance goal. As an example, the Department will issue all stormwater permits with complete application submittals for sites <1 acre within 10 working days. Performance data will be evaluated regularly and changes made to our processes to achieve this performance goal. To reduce the cost associated with cash handling from park operations and increase customer convenience, the Department will set a performance goal to increase the percentage of customer transactions through credit cards. This performance goal will require regular data review and continuous improvement efforts such as expanded online purchasing and remote connection for credit card processing at park entrance huts, boat launches and beach houses. The Department prides itself in operating in a business-like manner. Therefore the more clearly we write and share with staff and customers our performance goals, the better we can perform. Again, 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
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.
1) **Objective #1**: Achieve 80% of survey customers reporting a good to very good rating to the convenience and efficiency of online reservation systems for golf tee times, facility rentals and program registrations.

2) **Objective #2**: Improve online public self-service and internal staff access to land use, zoning, residential well and septic system records by December 2019.

3) **Objective #3**: Establish consistent customer service across Waukesha County departments by achieving a 4.50 mean rating for customer service satisfaction.

4) **Objective #4**: Ensure an annual average time between a property being listed for tax purposes and mapping does not exceed 30 days.

5) **Objective #5**: To increase availability of workforce housing, commit 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects to areas in Waukesha County with employment wage and housing cost imbalance by December 2019.

6) **Objective #6**: Validate the accuracy of the conversion of the Public Land Survey System (PLSS) to a modern survey datum by annually collecting field observed coordinates for at least 50 monumented corners with estimated coordinates and confirm that the estimated and collected coordinates differ by 0.3 feet or less.

7) **Objective #7**: The percent of addresses provided to Waukesha County by local municipalities via the online Address Notification System (ANS) will be 80% by 2019.

8) **Objective #8**: Achieve an 80% customer satisfaction rating for clean and safe park rentals facilities and grounds.

9) **Objective #9**: Increase landfill diversion rates by 10% for the County and at least (1) municipal partner by December 31, 2020.
10) **Objective #10**: Strengthen the vitality of small downtowns by creating special zoning provisions that accommodate re-development and new investment in areas that have urban development patterns by April 2018.

11) **Objective #11**: Serve changing consumer preferences and demographic trends by expanding and refining unique housing provisions for in-law units, senior housing and mixed use housing within County zoning ordinances by December 2019.

12) **Objective #12**: Make County zoning ordinances more responsive to customer needs and implement recent law changes by revising County Zoning Code, Shoreland & Floodland Protection Ordinance and Airport Height Ordinance regarding telecommunications, cranes and keeping of animals, by December 2018.

13) **Objective #13**: To reduce the ‘regrettable’ employee turnover rate for Environmental Health Sanitarians from 27% over 3 years to 10% for the period of years 2017 through 2019.

14) **Objective #14**: To enhance continuous improvement dialogue, 80% or more of staff will respond through annual survey, they are frequently asked their opinion on how to do things better.

15) **Objective #15**: Ensure that all homeless Waukesha County residents have access to shelter.

16) **Objective #16**: Increase volunteer hours assisting with Park System events and land management projects by 5% annually.

17) **Objective #17**: Increase revenue from partnerships and sponsorships for Park System projects and/or events by 5% annually.

18) **Objective #18**: Improve the County’s remote connectivity to provide Parks and Land Use customers the ability to make purchases using credit cards in order to achieve a 70% / 30% credit to cash ratio by December 2019.
**Strategic Objectives**

### Pillar: Customer Service

**Objective 1:** Achieve 80% of survey customers reporting a good to very good rating in the convenience and efficiency of online reservation systems for golf tee times, facility rentals and program registrations.

**Owner:** Park System and Land Resources Divisions

**Performance Measure:** 80% of survey customers reporting a good to very good rating in the convenience and efficiency of online reservation systems.

**Learn More:** Max Galaxy Online Services

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<tbody>
<tr>
<td>1) Develop and implement online reservation system for facility rentals.</td>
<td>Park System Division</td>
<td>January 2017</td>
</tr>
<tr>
<td>2) Develop and initiate customer service survey to obtain performance measure data.</td>
<td>Park System Division</td>
<td>August 2017</td>
</tr>
<tr>
<td>3) Develop and implement online tee time registration service.</td>
<td>Park System Division</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>4) Develop and implement online registration service for volunteer opportunities.</td>
<td>Park System Division</td>
<td>December 2019</td>
</tr>
<tr>
<td>5) Refine and improve system based on survey feedback.</td>
<td>Park System Division</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### Objective 2: Improve online public self-service and internal staff access to land use, zoning, residential well and septic system records by December 2019.

**Owner:** Planning and Zoning, Environmental Health, Land Information System and DOA – IT Divisions

**Performance Measure:** Planning & Zoning databases and project file mapping converted to consistent format and Environmental Health premise files imaged by December 2019.

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<tbody>
<tr>
<td><strong>1)</strong> Seek online permitting solutions that are compatible with new divisional Sharepoint databases.</td>
<td>Planning and Zoning Division</td>
<td>May 2018</td>
</tr>
<tr>
<td><strong>2)</strong> Complete imaging of historic rezone files to enable access via GIS.</td>
<td>Planning and Zoning Division</td>
<td>June 2018</td>
</tr>
<tr>
<td><strong>3)</strong> Inventory, consolidate and modernize databases and GIS attribute tables for Board of Adjustment, rezone, site plan, conditional use, violation, plan amendment files and migrate to Sharepoint.</td>
<td>Planning and Zoning Division</td>
<td>December 2018</td>
</tr>
<tr>
<td><strong>4)</strong> Complete mapping CSMs and subdivision plat files on GIS to allow for linking/viewing of project records.</td>
<td>Planning and Zoning Division</td>
<td>July 2019</td>
</tr>
<tr>
<td><strong>5)</strong> Complete imaging of Environmental Health residential well and septic system files into Sharepoint using established file standards.</td>
<td>Environmental Health Division</td>
<td>December 2019</td>
</tr>
</tbody>
</table>
## Objective 3: Establish consistent customer service across Waukesha County departments by achieving a 4.50 mean rating for customer service satisfaction.

**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.

### Learn More:

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<tbody>
<tr>
<td>1) Finalize internal performance data dashboard for staff use and external performance scorecard for public use.</td>
<td>Department of Administration (DOA)</td>
<td>September 2017</td>
</tr>
<tr>
<td>2) Roll out of new customer service survey and goals to Departments.</td>
<td>County Executive</td>
<td>September 2017</td>
</tr>
<tr>
<td>3) Results roll out training.</td>
<td>Department Heads</td>
<td>October 2017</td>
</tr>
<tr>
<td>4) Customer service data analysis and results roll out.</td>
<td>Department Heads</td>
<td>45 Day Recurrence</td>
</tr>
<tr>
<td>5) Continuous improvement technique training on how to analyze performance data and make service adjustments.</td>
<td>Department Heads</td>
<td>February 2018</td>
</tr>
</tbody>
</table>
**Objective 4:** Ensure an annual average time between a property being listed for tax purposes and mapping does not exceed 30 days.

**Owner:** Land Information System Division

**Performance Measure:** Develop a tax parcel mapping process to better integrate activities of the Tax Listing and Land Information Divisions and improve upon the timely availability of parcel information by ensuring the annual average time between a property being listed and mapping does not exceed 30 days.

Learn More: [Land Information System Website](#)

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<tr>
<td>1) Working with Tax Listing staff, develop a robust system that allows Land Information System (LIS) division staff to query tax parcels which have had boundary modifications from the Tax Listing System and track any issues related to the listing or mapping process.</td>
<td>Land Information System Division and Register of Deeds (ROD) Tax Listing Divisions</td>
<td>August 2017</td>
</tr>
<tr>
<td>2) Develop Parcel Mapping System that allows for versioning and multiple editors.</td>
<td>Land Information System Division</td>
<td>October 2017</td>
</tr>
<tr>
<td>3) Research and test ESRI mapping tools, adjusting process as needed, best leverage tool functionality and ESRI parcel fabric capabilities.</td>
<td>Land Information System Division</td>
<td>October 2017 and forward</td>
</tr>
<tr>
<td>4) 95% of all parcels with boundaries will be modified in the Tax Parcel database within 30 days of the change being committed to the Tax Listing System.</td>
<td>Land Information System Division</td>
<td>January 2018 and forward</td>
</tr>
<tr>
<td>5) The version of the Tax Parcel database available to the public on the LIS Open Data portal will always be within 30 days of matching the information on the Tax Listing System.</td>
<td>Land Information System Division</td>
<td>January 2018 and forward</td>
</tr>
</tbody>
</table>
## Pillar: Quality

| Objective 5: | To increase availability of workforce housing, commit 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects to areas in Waukesha County with employment wage and housing cost imbalance by December 2019. |
| Owner: | Community Development and Planning and Zoning Divisions |
| Performance Measure: | 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects will be located in high opportunity areas of the County by 2019. |

### STRATEGY

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<tbody>
<tr>
<td>1) Encourage local municipalities to better accommodate for affordable housing in high opportunity areas by removing zoning barriers to affordable housing.</td>
<td>Community Development Division</td>
<td>January 2017 - December 2019</td>
</tr>
<tr>
<td>2) Encourage developers to create affordable housing in high opportunity areas by awarding more points for this in HOME and CDBG applications.</td>
<td>Community Development Division</td>
<td>January 2017 - December 2019</td>
</tr>
<tr>
<td>3) 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.</td>
<td>Planning and Zoning and Community Development Divisions</td>
<td>August 2017 - December 2019</td>
</tr>
<tr>
<td>4) 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.</td>
<td>Planning and Zoning and Community Development Divisions</td>
<td>August 2017 - December 2019</td>
</tr>
<tr>
<td>5) Work with the Waukesha County Center for Growth (economic development organization) to benchmark community development loan funds, which include opportunities for incentivizing workforce housing.</td>
<td>Director of Parks and Land Use</td>
<td>July – October 2017</td>
</tr>
</tbody>
</table>

Learn More:
- SEWRPC Regional Housing Study Job/Housing Balance Map (page 480)
- Waukesha County Analysis of Impediments 2015-2019
**Objective 6:** Validate the accuracy of the conversion of the Public Land Survey System (PLSS) to a modern survey datum by annually collecting field observed coordinates for at least 50 monumented corners with estimated coordinates and confirm that the estimated and collected coordinates differ by 0.3 feet or less.

**Owner:** Land Information System Division

**Performance Measure:** Collect survey coordinates for 50 PLSS corners with estimated coordinates and confirm the difference between surveyed and estimated coordinates is 0.3 feet or less.

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<tr>
<td>1) Initial conversion work to NAD83 (2011) will be completed by SEWRPC under contract to the County. The new network will be established surveying 20% and estimating 80% of the coordinates for all PLSS corners.</td>
<td>Land Information System Division and SEWRPC</td>
<td>December 2018</td>
</tr>
<tr>
<td>2) Create an online system for collecting NAD83 (2011) coordinates for PLSS corners when such coordinates are observed with survey grade instruments by Registered Land Surveyors in the field.</td>
<td>Land Information System Division and County Surveyors</td>
<td>December 2018</td>
</tr>
<tr>
<td>3) Instruct County Surveyor to obtain NAD83 (2011) coordinates for all PLSS corners undergoing contracted maintenance activities each year.</td>
<td>Land Information System Division and SEWRPC</td>
<td>December 2018 and forward</td>
</tr>
<tr>
<td>4) Capture new NAD83 (2011) observed coordinates for at least 50 PLSS corners annually. Validate that at least 100% of estimated values are within allowable difference of 0.3 feet or less.</td>
<td>Land Information System Division, SEWRPC and County Surveyors</td>
<td>2019 and forward</td>
</tr>
</tbody>
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**Learn More:**

[Datums and the Public Land Survey System](#)
**Objective 7:** Increase the number of local municipalities that provide addresses to the County either as an online service or via the Address Notification System (ANS) to 100% by 2019.

**Owner:** Land Information System Division

**Performance Measure:** Monitor the number of municipalities, with new addresses, that provide those addresses to the County as an online service or via the ANS.

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**Learn More:**
Addresses are vital to the provision of emergency response, voter identification, and tax listing services by Waukesha County. State Statute assigns local municipalities the responsibility for assigning new addresses as required due to area changes. The Address Notification System (ANS) provides a secure method for local municipalities, without the capability of providing an online service, to inform the County of new addresses via a web based application. Once addresses are received via the ANS, these new addresses are copied to the 911 emergency dispatch system, voter registration, and tax listing databases by a County staff member.

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<tbody>
<tr>
<td>1) Enhance current Address Notification System to improve user interface and include notifications related to mailing addresses.</td>
<td>Land Information System Division</td>
<td>May 2018</td>
</tr>
<tr>
<td>2) Develop training sessions for local municipalities to train on enhanced ANS. Emphasis should be made on relationship between ANS and the 911, Tax Listing, and Voter Registration Systems.</td>
<td>Land Information System Division and Local Municipalities</td>
<td>July 2018</td>
</tr>
</tbody>
</table>
Objective 8: Achieve an 80% customer satisfaction rating for clean and safe park rentals facilities and grounds.

**Owner:** Park System Division

**Performance Measure:** 80% customers report a good or very good rating for the appearance and cleanliness of park rental facilities and grounds.

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### STRATEGY

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<tbody>
<tr>
<td>1) Create and implement Customer Satisfaction Survey.</td>
<td>Park System Division</td>
<td>August 2017</td>
</tr>
<tr>
<td>2) Roll out of new customer service survey and goals to Parks System staff.</td>
<td>Park System Division</td>
<td>September 2017</td>
</tr>
<tr>
<td>3) Train staff on expectations of seasonal priorities for cleanliness and safety of facility and grounds.</td>
<td>Park System Division</td>
<td>Annually</td>
</tr>
<tr>
<td>4) Results roll out training.</td>
<td>Director and Managers</td>
<td>October 2017</td>
</tr>
<tr>
<td>5) Customer service data analysis and results roll out to Parks staff.</td>
<td>Director and Park System Managers</td>
<td>45 Day Recurrence</td>
</tr>
<tr>
<td>6) Continuous improvement technique training on how to analyze performance data and make service adjustments.</td>
<td>Director and Managers</td>
<td>February 2018</td>
</tr>
<tr>
<td>7) Analysis of survey data and continuous improvement adjustments of service.</td>
<td>Park System Division</td>
<td>45 Day Recurrence</td>
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**Objective 9:** Increase landfill diversion rates by 10% for the County and at least one (1) municipal partner by December 31, 2020 through waste reduction, recycling, composting, collaboration and implementation of the County Sustainability Plan.*

**Owner:** Land Resources Division

**Performance Measure:** Increase landfill diversion rates by 10% for the County and at least one (1) municipal partner by December 31, 2020.

Learn More:

* Applicable portions of the Waukesha County Sustainability Plan are described at:

https://www.waukeshacounty.gov/Sustainability/

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<tr>
<td>1) Review and summarize statewide and national recycling programs, determine existing infrastructure, capacity and potential for regional partnerships along with implementation feasibility and funding mechanisms for collection programs.</td>
<td>Land Resources Division</td>
<td>June 2018</td>
</tr>
<tr>
<td>2) Establish benchmarks and recovery rates for measuring program success.</td>
<td>Land Resources Division</td>
<td>August 2018</td>
</tr>
<tr>
<td>a) Waste generation and management compared to regional, national and global leaders</td>
<td></td>
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<tr>
<td>b) Pounds of municipal solid waste (MSW) landfilled per capita</td>
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<tr>
<td>c) Landfill diversion rate</td>
<td></td>
<td></td>
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<tr>
<td>d) Recycling rate</td>
<td></td>
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<tr>
<td>e) Organics recovery rate</td>
<td></td>
<td></td>
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<tr>
<td>f) Yard and wood waste recovery rate</td>
<td></td>
<td></td>
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<tr>
<td>g) Other Wastes (Hazardous, Electronics, Textiles)</td>
<td></td>
<td></td>
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<tr>
<td>3) Develop and implement a pilot program for at least one identified waste reduction/diversion program.</td>
<td>Land Resources Division</td>
<td>September 2018 - September 2020</td>
</tr>
<tr>
<td>a) Improve access to recycling programs</td>
<td></td>
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<tr>
<td>b) Implement additional waste stream collection(s) (i.e. organics, textiles)</td>
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<tr>
<td>c) Expand education and outreach (textiles, electronics, yard waste, hazardous waste, organics)</td>
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## Objective 10: Strengthen the vitality of small downtowns by creating special zoning provisions that accommodate redevelopment and new investment in areas that have urban development patterns by April 2018.

**Owner:** Planning and Zoning Division  
**Performance Measure:** Adopted Shoreland Ordinance downtown zoning provisions by April 2018.

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>1) Analyze and map Okauchee land use inventory to identify key trends/issues.</td>
<td>Planning and Zoning Division</td>
<td>July 2017</td>
</tr>
<tr>
<td>2) Meet with Town of Oconomowoc and stakeholders to seek input regarding project scope.</td>
<td>Planning and Zoning Division</td>
<td>August 2017</td>
</tr>
<tr>
<td>3) Draft Shoreland Ordinance downtown accommodations amendments with specific attention to Okauchee area.</td>
<td>Planning and Zoning Division</td>
<td>August - October 2017</td>
</tr>
<tr>
<td>4) Seek comments regarding draft text amendments from Town, stakeholders, Corporation Counsel, DNR and revise draft text.</td>
<td>Planning and Zoning Division</td>
<td>October - December 2017</td>
</tr>
<tr>
<td>5) Conduct public hearing and advance amendments for Town/County approval.</td>
<td>Planning and Zoning Division</td>
<td>January - April 2018</td>
</tr>
</tbody>
</table>
Objective 11: Serve changing consumer preferences and demographic trends by expanding and refining unique housing provisions for in-law units, senior housing and mixed use housing within County zoning ordinances by December 2019.

Owner: Planning and Zoning Division

Performance Measure: Adopted County Code amendments for unique housing by December 2019

Learn More:

(Refer to Pages 2-5, 2-6 and Table II-V)

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>1) Research local and national trends and regulations relative to in-law unit size trends/accommodations.</td>
<td>Planning and Zoning Division</td>
<td>August 2017</td>
</tr>
<tr>
<td>2) Draft text amendments to County zoning codes to modernize in-law unit provisions.</td>
<td>Planning and Zoning Division</td>
<td>November 2017</td>
</tr>
<tr>
<td>3) As part of downtown zoning overlay study, revise multi-family open space requirements and incorporate high density project accommodations to ensure that “upper” living units and infill high density projects are available in appropriate settings.</td>
<td>Planning and Zoning Division</td>
<td>April 2018</td>
</tr>
<tr>
<td>4) Review and revise senior living and planned unit development accommodations to simplify and clarify code requirements for such uses.</td>
<td>Planning and Zoning Division</td>
<td>December 2019</td>
</tr>
</tbody>
</table>
**Pillar: Quality**

**Objective 12:** Make County zoning ordinances more responsive to customer needs and implement recent law changes by revising County Zoning Code, Shoreland & Floodland Protection Ordinance and Airport Height Ordinance regarding telecommunications, cranes and keeping of animals, by December 2018.

**Owner:** Planning and Zoning Division

**Performance Measure:** Adopted Code revisions regarding telecommunications, cranes & animals by December 2018.

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>1) Draft amendments to County zoning ordinances to incorporate revised telecommunication regulations and continue monitoring pending legislation regarding such uses.</td>
<td>Planning and Zoning Division</td>
<td>May 2018</td>
</tr>
<tr>
<td>2) Introduce administrative process for crane airport height approvals in non-sensitive height zones.</td>
<td>Planning and Zoning Division</td>
<td>December 2018</td>
</tr>
<tr>
<td>3) Draft amendments to County zoning ordinances to accommodate trends for keeping of animals on smaller properties and to consolidate animal regulations.</td>
<td>Planning and Zoning Division</td>
<td>December 2018</td>
</tr>
</tbody>
</table>
**Objective 13**: To reduce the ‘regrettable’ employee turnover rate for Environmental Health Sanitarians from 27% over 3 years to 10% for the period of years 2017 through 2019.

**Owner**: Environmental Health Division

**Performance Measure**: Reduce regrettable employee turnover to less than 10% for the period of years 2017 through 2019.

Insert Image

Learn More:
Like business, Waukesha County seeks to attract and retain high quality employees. Losing employees identified as being high-level performers, having high potential or possessing hard to replace intellectual skills is considered regrettable turnover. Regrettable turnover causes setbacks in service continuity as well as additional organizational expense relating to recruitment, on-boarding and training.

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<tr>
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<tbody>
<tr>
<td>1) Determine what motivates an employee to stay at their current employment through brainstorming sessions, engagement studies, HR, and survey data. (December- June 2018, 2017)</td>
<td>Environmental Health Division</td>
<td>December 2017 – June 2018</td>
</tr>
<tr>
<td>2) Coordinate with HR and PLU Director to determine which engagement factors we are able to modify.</td>
<td>Environmental Health Division</td>
<td>June 2018</td>
</tr>
<tr>
<td>3) Create “engagement” program.</td>
<td>Environmental Health Division</td>
<td>December 2018</td>
</tr>
<tr>
<td>4) Roll out program.</td>
<td>Environmental Health Division</td>
<td>January 2019</td>
</tr>
</tbody>
</table>
Objective 14: To enhance continuous improvement dialogue, 80% or more of staff will respond through annual survey they are frequently asked their opinion on how to do things better.

Owner: Department of Parks and Land Use

Performance Measure: 80% or more of staff will respond through annual survey they are frequently asked their opinion on how to do things better.

Learn More:

Rounding for outcomes

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>1) Rounding for Outcomes training for Department supervisory staff.</td>
<td>Director</td>
<td>February 2018</td>
</tr>
<tr>
<td>2) Supervisory staff schedule rounding sessions.</td>
<td>Department Supervisor staff</td>
<td>45 Day Recurrence</td>
</tr>
<tr>
<td>3) Conduct annual employee engagement survey.</td>
<td>Departments</td>
<td>November 2018</td>
</tr>
<tr>
<td>4) Analysis of survey data and continuous improvement adjustments of service.</td>
<td>Director and Managers</td>
<td>December 2018</td>
</tr>
<tr>
<td>5) Survey results roll out to Department.</td>
<td>Director</td>
<td>December 2018</td>
</tr>
</tbody>
</table>
**Objective 15:** Ensure that all homeless Waukesha County residents have access to shelter.

**Owner:** Community Development Division

**Performance Measure:** Develop a new homeless services center with overflow shelter capacity for individuals and families by December 2018.

---

**STRATEGY** | **STRATEGY OWNER** | **TIMEFRAME**
---|---|---
1) Coordinate nonprofit community to form coalition of homeless services agencies who wish to co-locate in new building. | Community Development Division | April - August 2017

2) Work with CDBG Board to commit funds to this project, and help the Housing Action Coalition with a capital campaign for additional funding. | Community Development Division | July 2017 - December 2018

3) Lead search to find appropriate site and help the Housing Action Coalition purchase building. | Community Development Division | June – August 2017

4) Open overflow shelter for individuals and families in new location. | Community Development Division | December 2017 – April 2018

5) Work with Housing Action Coalition to hire property manager, and encourage nonprofit organizations to move to new location. | Community Development Division | December 2018
**Pillar: Finance**

**Objective 16:** Increase volunteer hours assisting with Park System events and land management projects by 5% annually.

**Owner:** Park System Division

**Performance Measure:** Increase volunteer hours by 5% annually.

Learn More: [Waukesha County Volunteer Web Page](#)

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>1) Identify and create list of projects and maintenance tasks that could be performed by volunteers.</td>
<td>Park System Division</td>
<td>November / December Annually</td>
</tr>
<tr>
<td>2) Present opportunities to volunteer in the park system to local business and community groups.</td>
<td>Park System Division</td>
<td>February 2017 Annually</td>
</tr>
<tr>
<td>3) Develop recognition program / certificate / T-shirt giveaway, to thank volunteers.</td>
<td>Park System Division</td>
<td>December 2018</td>
</tr>
<tr>
<td>4) Update Volunteer Program webpage.</td>
<td>Park System Division</td>
<td>January 2018</td>
</tr>
<tr>
<td>5) Develop social media campaign to attract and recognize volunteers.</td>
<td>Park System Division</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6) Continue logging / tracking volunteer hours and value.</td>
<td>Park System Division</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7) Develop and initiate an Adopt A Trail program for recreational trails.</td>
<td>Park System Division</td>
<td>March 2018</td>
</tr>
</tbody>
</table>
### Objective 17: Increase revenue from partnerships and sponsorships for Park System projects and/or events by 5% annually.

**Owner:** Park System Division

**Performance Measure:** Increase revenue from business partnerships and sponsorships by 5% annually.

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<tr>
<th>STRATEGY</th>
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</thead>
<tbody>
<tr>
<td>1) Develop list of projects, programs, or events that could use donors, sponsorships, and business partnerships.</td>
<td>Park System Division</td>
<td>September 2018 Annually</td>
</tr>
<tr>
<td>2) Identify potential donors or sponsors based on needs.</td>
<td>Park System Division</td>
<td>September Annually</td>
</tr>
<tr>
<td>3) Develop outreach, marketing, and social media that increase awareness of opportunity to contribute.</td>
<td>Park System Division</td>
<td>October / November Annually</td>
</tr>
<tr>
<td>4) Present opportunities to sponsor or contribute to programs, events and projects in the Park System to local business and community groups.</td>
<td>Park System Division</td>
<td>Annually</td>
</tr>
<tr>
<td>5) Evaluate and add private operation of concessions.</td>
<td>Park System Division</td>
<td>May 2018</td>
</tr>
<tr>
<td>6) Expand the rental of recreational offerings like kayaks, paddleboards and bikes.</td>
<td>Park System Division</td>
<td>June 2018</td>
</tr>
</tbody>
</table>

Learn More:
- [Pop Up Beer Garden Example](#)
- [Fox Brook Park Water Equipment Rentals Example](#)
Objective 18: Improve the County’s remote connectivity to provide Parks and Land Use customers the ability to make purchases using credit cards in order to achieve a 70% / 30% credit to cash ratio by December 2019.

**Owner:** Park System

**Performance Measure:** Increase the ratio of credit card to cash collection to 70% / 30% by December 31, 2019.

---

### Revenue Collection By Payment Type

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Target</th>
<th>2018 Target</th>
<th>2019 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td>39.4%</td>
<td>40%</td>
<td>35%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Check</strong></td>
<td>16.7%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Credit Card</strong></td>
<td>43.9%</td>
<td>45%</td>
<td>50%</td>
<td>70%</td>
</tr>
</tbody>
</table>

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<tr>
<th>STRATEGY</th>
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<th>TIMEFRAME</th>
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</thead>
<tbody>
<tr>
<td>1) Test credit card collection devices at a boat launch, concession stand, entrance hut and general park locations.</td>
<td>Park System Division</td>
<td>April 2017</td>
</tr>
<tr>
<td>2) Develop roll out strategy to address highest revenue generating facilities first.</td>
<td>Administration Division</td>
<td>July 2017</td>
</tr>
<tr>
<td>3) Release bid request for enhanced Wi-Fi connectivity at park facilities and sign service agreement.</td>
<td>Department of Administration (DOA) Purchasing Division</td>
<td>December 2017</td>
</tr>
<tr>
<td>4) First phase roll out to designated facilities 50% / 50% credit to cash.</td>
<td>Park System Division</td>
<td>July 2018</td>
</tr>
<tr>
<td>5) Final phase roll out to designated facilities 70% / 30% credit to cash.</td>
<td>Park System Division</td>
<td>December 2019</td>
</tr>
<tr>
<td>6) Expand use of credit card collection devices to Environmental Health for use at temporary events. System set-up, test, and roll out.</td>
<td>Environmental Health Division</td>
<td>October 2018 - April 2019</td>
</tr>
</tbody>
</table>

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Learn More: Max Galaxy Online Services
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 2015, approximately 393,873 people reside in Waukesha County. Below is a list of demographics based on 2015 and projected population estimates within the County:

**General population**

- The population is projected to increase to 414,900 by 2020 and 428,700 by 2025 (approx. 3% increase every 5 years).
- The population is projected to grow by 91,500 persons between 2010 & 2050 (24% increase).
- 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).
- Over the past 60 years, Waukesha County’s share of the regional population has increased from seven to 19%, 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 to 20.4% by 2050, whereas Milwaukee County’s share of the regional population is projected to decrease from 47 to 41.5%.

**Age**

- The median age is approximately 42.8 years old.
- People 65 yrs. and older made up approximately 14.3% of the population in 2010, 17% in 2015, and is expected to increase to 21% by 2050.
- 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 to 4.5% in 2015, an increase of 1,537 people.
- The Non-Hispanic Black or African American population has increased from 1.3% in 2010 to 1.4% in 2015, an increase of 691 people.
- The Non-Hispanic Asian population has increased from 2.7% in 2010 to 3% in 2015, an increase of 941 people.
- The number of people of two or more races make up 1.5% of the population, but have increased by 1,535 people from 2010 to 2015, similar to the Hispanic/Latino population.
- 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% Non-Hispanic Black or African American, and 3.5% Non-Hispanic Asian.

**Household/family**

- The average persons per household is approximately 2.5 and is expected to decrease slightly.
- In 2015, Waukesha County had the highest median household income of any county in the State. The median household income was $76,545.
- There are approximately 157,900 households. The number is expected to increase about 3.5% every 5 years.
- The total number of households is projected to increase by 43,200 households (28%) between 2010 and 2050.
- Approximately 75% of households live in owner occupied units.
- There are approximately 108,810 total families, with approximately 3.5% living in poverty, which is slightly less than 2010.
- There are 10,233 households with a female parent only and 19.2% of those households are living in poverty.

**Housing Accommodations**

The County’s population continues to age significantly, which prompts a need to plan for senior, assisted and skilled nursing facilities while also providing more opportunities for the elderly to age in place. An aging workforce also prompts the need to house a new generation of workers. Accommodations for workforce housing are important to ensure that workers can live in close proximity to job centers and that employers can find skilled workers. 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.

**Sources**

- U.S. Bureau of the Census
- U.S. Bureau of Economic Analysis
- SEWRPC Vision 2015 Plan
- Wisconsin Department of Health Services
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.

**Jobs (based on intermediate growth projection)**

- The number of jobs is projected to increase from 268,900 in 2010 to 338,000 in 2050, an increase of 69,500 jobs (25.8%).
- The largest distributional changes in employment among the regions’ counties have occurred in Milwaukee and Waukesha County. Over the last six decades, Milwaukee County’s share of jobs decreased by approximately 30%, whereas Waukesha County’s share of jobs increased by approximately 20%. This trend is anticipated to continue at a moderated pace.
- It is anticipated that Waukesha County will have 24.4% of the region’s jobs in 2050, an increase of 1.6% from 2010. Whereas, Milwaukee County will have 43.9% of the region’s jobs, a decrease of 5%.
- Projections indicate a continuation of the long-term shift from manufacturing to service jobs, which includes health-care.

**Commuting Patterns**

- For decades, a majority of commuters traveled from Waukesha County to Milwaukee County. As of 2011, the reverse commute to Waukesha County is greater than the commute to Milwaukee County.
- The mean travel time to work for Waukesha County employees is 24 minutes.

**Business Survey**

- The Waukesha County Business Survey was conducted in cooperation with Waukesha County, the Waukesha County Business Alliance, and the Waukesha-Ozaukee-Washington (WOW) Workforce Development Board.
- A total of 335 businesses responded to the survey, representing a near 20% 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 touched on topics in seven key areas:

1. Workforce Development
2. Physical Specifications and Future Plans
3. Transportation - Transit and Roads/Highways, Airport
4. Financial and Business Start-Up Assistance
5. Permitting and Licensing
6. Workforce Housing
7. Economic Visioning
More than two-thirds of Waukesha County businesses are Stage 1 businesses (2-9 employees) or Stage 2 businesses (10-99 employees). Strong job growth will continue: 84% indicated they plan to expand their workforce in the next three years.

- 48% project to hire between one and nine employees
- 20% plan to hire 10 to 19 employees
- 19% project to hire 20 to 49 employees
- 9% plan to hire 50 to 99 employees
- 1% plan to hire 100 to 249 employees
- 4% project to hire 250 employees or more

72% of respondents indicated they plan to expand/remodel their physical business in the next three years. A majority of respondents across nearly every sector indicated a difficulty attracting/retaining employees.

Staff recruitment issues include a lack of qualified applicants (77%) and difficulty finding workers that fit their business culture (61%).

Businesses identified the major primary challenges to starting and growing their business as a skilled workforce (72%) and access to capital (39%).

Businesses value infrastructure – 88% rated local streets and highways as either important or very important.

A little over one-third of respondents (36%) believe that transit is an important issue.

More than one quarter of respondents (29%), indicated they are struggling to identify financial resources. A total of 39% of business respondents said access to capital was a major roadblock to growth.
Legislation and Regulation

Zoning Ordinance Modernization

New laws prompt the need for zoning ordinance updates while other amendments are driven by customer demand. For instance, recent changes to telecommunication law prompt the need for modified cell tower accommodations. Increasing demand for "local food" causes the need to assess chicken and other animal accommodations within codes. Other ordinance modernization is needed to ease regulatory burden and streamline approval processes; airport height and planned unit development rules are two such topic areas where specific needs have been identified.

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.
Organic (Food) Waste Diversion

State and national studies of solid waste estimate that 17-22% of landfill tonnage is food waste. WDNR notes that organics remain the most significant fraction of non-construction and demolition wastes that could be targeted for separation and diversion from landfills. In 2016, Waukesha County's total landfill diversion rate was 44%, including yard waste. Some communities are targeting higher diversion rates such as the City of Madison (65%) and across the nation reaching levels up to 80% through implementation of organics collection programs. Recently, the City of Milwaukee began a pilot program for curbside organics collection, making them one of only two communities in Wisconsin to have implemented this type of program. In addition, the Environmental Protection Agency (EPA) has instituted a Food Recovery Challenge, calling for a 50% reduction in food waste by the year 2030 with an eye toward conserving natural resources and reducing methane emissions from landfills due to the decomposition of organics.

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 Little and Big Muskego Lakes. 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. In 2016, at the request of several local lakes groups and the Wisconsin Department of Natural Resources, Waukesha County began participating in a state grant program aimed to control the spread of AIS. A separate strategic planning process will be completed in 2017 to address the AIS issue, while outreach and education programs continue, with a focus on local boat launches during the summer months.

Customer Service

The Department uses an on-going customer service survey embedded in employee email signature blocks. The survey asks customers to provide feedback on response time, courteousness, knowledgeable staff and effective communication. The Department has the following customer service performance goals:

- Respond to customers within one (1) business day
- Median rating of 4.5 (1-5 Lickert Scale) regarding customer interaction with staff.

For the previous one year period, Department staff responded to customers within one (1) business day 94% of the time (ave.1.3 business days) and held an overall average customer satisfaction rating of 4.85 (90% satisfaction).
Land Information, Land Records and Online Services

Next Generation 911

Next Generation 911 (NG911) is an Internet Protocol based system that allows digital information (e.g. voice, photos, videos, text messages) to flow seamlessly from the public, through the 911 network, and on to emergency responders. The Waukesha County Communications Center (WCCC) is currently working to meet the requirements of the NG911 protocols. The Land Information System Division will continue to acquire addresses to update the master address list and maintain the response zone base data sets used by dispatchers in emergencies. In the future, the process for formatting and providing these vital data sets to WCCC will need to be altered to meet the new NG911 requirements.

Open Data Portal

Making information more accessible to both internal and external customers is a critical function of the Land Information System Division. By providing access to spatial data via the Open Data Portal, users can either analyze various data sets and create visual displays of the results in a secure environment or share with others via web interface. By providing this information at no cost to outside customers, they can freely identify economic development potential based on their criteria.

Application Development

Application development utilizing spatial data will continue to grow during the duration of this plan. By providing users with specific applications, they will be able to collect, analyze, and display data as required. Focus groups will be used initially to establish design criteria, but eventually, users will be able to develop their own application to meet business requirement.

Automation/Online Services

Making information more accessible to both internal and external customers is a critical need. Imaging of paper records and modernization and consolidation of databases makes historic property and project records available via interface with the Waukesha County Internet Mapping Site (IMS). The public continues to seek more information on-line and there are opportunities to enhance the department’s webpage to improve access to guidance documents and records. On-line permitting offers potential for more customers to serve themselves. New technology brings opportunities to better serve customers with targeted web applications designed for specific groups of customers.
Internal Analysis

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 Fall of 2016, 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:

- 81% have a high or very high perception of our organization.
- 98% understand my goals contribute to successfully achieving our strategic objectives.
- 84% feel information and knowledge is shared openly in the Department.
- 82% agree with the statement that during my annual performance evaluation, my training needs are discussed.
- 85% understand they can be recognized for extra effort for demonstrating the County’s core values.
- 81% feel supported or empowered to make improvements.
- 85% feel support from their supervisor to participate in continuous improvement efforts.
- 88% agree they are asked by their supervisor for their opinion on how to do things better.

Through the survey, we also identified we could improve upon the frequency with which employees are asked their opinion.

- 45% state they are asked by their supervisor sometimes for their opinion on how to do things better.
- 47% state they are asked by their supervisor frequently for their opinion on how to do things better.