

Waukesha County



Waukesha County

Department of University of Wisconsin-Extension Strategic Plan 2014 – 2017

Rvd. April 2014

Waukesha County Mission Statement

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

Department Statement of Purpose

Waukesha County University of Wisconsin Extension (UWEX) commits to teach, learn, and serve, connecting people with the University of Wisconsin, and engaging with them in transforming lives, families, businesses, organizations, government, and communities.

Waukesha County UW-Extension Educators teach research, interpret knowledge, provide educational resources and provide the people of Waukesha County with a direct link to the University of Wisconsin-Madison, the University of Wisconsin-System, and a nationwide network of research land grant universities.

Waukesha County University of Wisconsin-Extension (UWEX), in partnership with Waukesha County, state government, and federal government, delivers research-based information through community outreach education to improve the quality of life for families in the areas of 4-H and youth development, family living, community development, agriculture, horticulture, nutrition, and health.

Department Critical Issues (Realities)

Families, Youth, Businesses, Communities, Government, Non-Profits

- Increasing numbers of families living in poverty and low to moderate income.
- Increasing needs to work with youth and families to build support for preparation for college and technical education beyond high school in an effort to meet the growing need for a highly skilled workforce in Waukesha County.
- The impact technology is having on families and the changes required in delivering education; coupled with living in a “sound bite” society.
- The complexity of issues impacting families which requires numerous community partnerships, time, and a research-based curriculum and education that often requires further development to meet specified needs.
- Opportunities for multi-county or regional programming efforts to address the urban issues impacting county families, businesses, and non-profit organizations. These opportunities take time to develop, and building trust is essential for success.
- Increasing diversity of county population, and a growing need for diversity awareness, cross-cultural awareness, and inclusiveness in a growing global economy that surrounds Waukesha County. Increasing demands and stresses on youth, families, businesses, and non-profits and the increased requests for UW-Extension to help connect them with resources.
- Increasing cost of human services and criminal justice system and its fiscal impact on Waukesha County.
- We do not have enough trained workers in the growing technology fields to compete with other markets in the U.S. and globally. Federal immigration policies restrict the number of skilled workers that we can hire from abroad. Therefore, it is in our best

economic interest to nurture and grow our own local and regional technology-skilled labor force.

- An aging labor force in all economic sectors is a concern for future economic growth in the County.

Department and Staff

Lack of financial resources to support staff and general department operations. In addition, there is increasing competition for grants and contracts, the acquisition of which is critical to support the department's ability to operate, partner, retain staff, and deliver targeted educational programs for the county's growing population.

- Increasing challenges to receive professional development funds for staff that ensures the delivery of high-quality education and service to county residents.
- Increasing demands on volunteers and more difficulty in recruiting volunteers due to current economic conditions.
- Recruiting and training new volunteers as senior volunteers retire from volunteer roles.
- Responding to educational requests and balancing workload with staffing expertise and resources.
- Keeping current with technology, website information, and social media continues to be a challenge with limited staff and increasing consumer demands.
- Increasing expectations placed on UW-Extension staff to be a partner in efforts to identify possibilities instead of reacting to or solving problems.

Waukesha County Strategic Outcomes

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

Environmental Scan

External Expectations

Waukesha County citizens, organizations, county and local governments, and businesses value UW-Extension and its unbiased research based approach to educational programs. In addition, citizens view UW-Extension as their local connection to the university for life long learning opportunities.

External Realities

Waukesha County has experienced tremendous growth and development since the 1950s. Once known for its extensive dairy farming industry, the county has transformed itself into a regional manufacturing, service, technology, and retail hub in southeast Wisconsin and the Midwest. This growth has transformed the county into a metropolitan area where 56 percent of the county's residents live in cities and 24 percent live in villages. In Waukesha County, almost 77 percent of housing units (117,270) were owner-occupied, and only 23 percent of housing units (35,393) were renter-occupied in 2010. Waukesha County has the second highest percentage of people with associate, bachelors, graduate, and professional degrees in Wisconsin. Waukesha County is also second in the state in the number of residents who attend University of Wisconsin System (UW-System) higher education institutions. In 2012-2013, 13,600 residents from Waukesha County attended colleges and universities in the UW-System (UW-System Fact Book, 2013). This made up 9 percent of the total Wisconsin resident enrollment in the UW-System. The median household income in Waukesha County in 2012 was \$75,689, the second highest median household income in the state. Despite these positive demographic statistics, the County population living in poverty increased from 3 percent in 2000 to 5 percent in 2010 (U.S. Bureau of the Census). Despite these economic strengths, Waukesha County has some changes in demographics that if not addressed may have major impacts on continued economic growth in the future. The City of Waukesha had the highest poverty rate in Waukesha County in 2010 with over 10 percent of the population living in poverty.

Growing Population

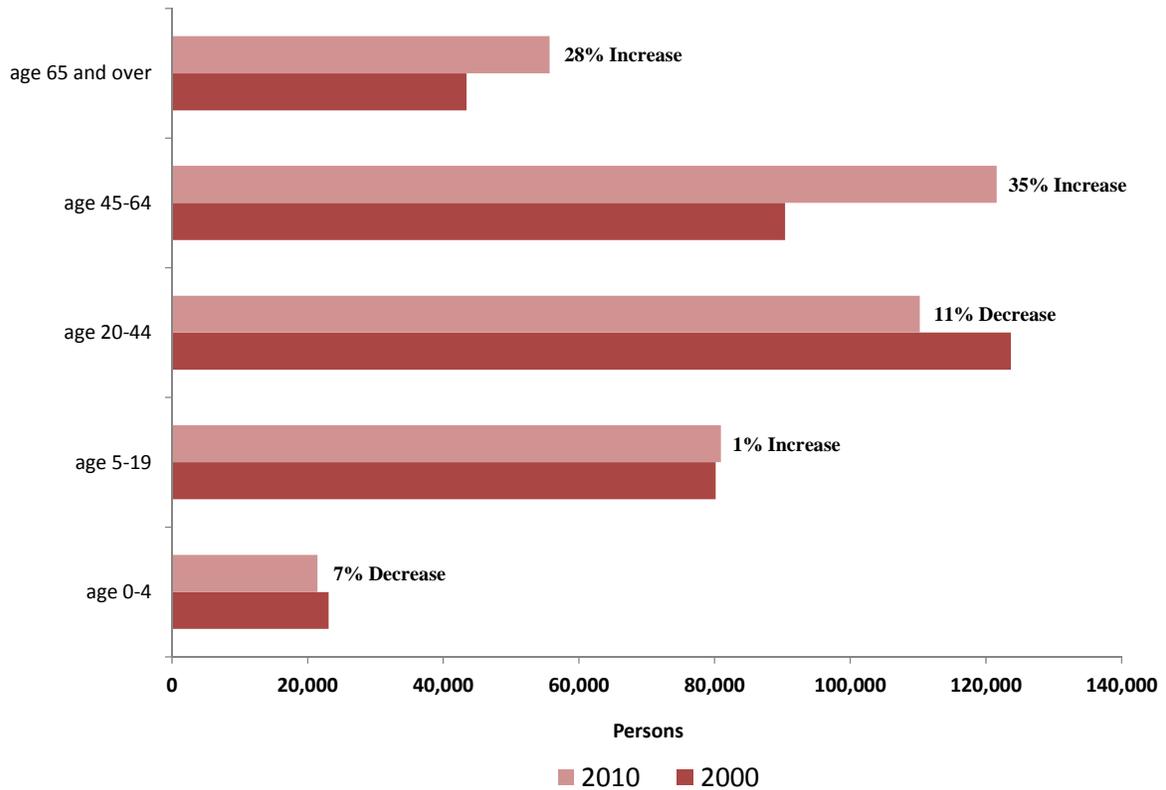
Since 1950, the population grew from 85,901 to over 390,000. Transportation, industrial, commercial, and residential development occurred rapidly as a result of the tremendous growth in population. Between 1985 and 2010, the number of households increased from 93,200 to 152,663. The number of households grew slowly between 2000 and 2010 as the number of households only increased from 140,309 to 152,663; however, this growth continued to occur despite the worst economic recession since the Great Depression of the 1930s. Nearly 25 percent of all housing structures in the county were built during the 1990s as average household size declined to 2.5 people in 2010.

Aging Population

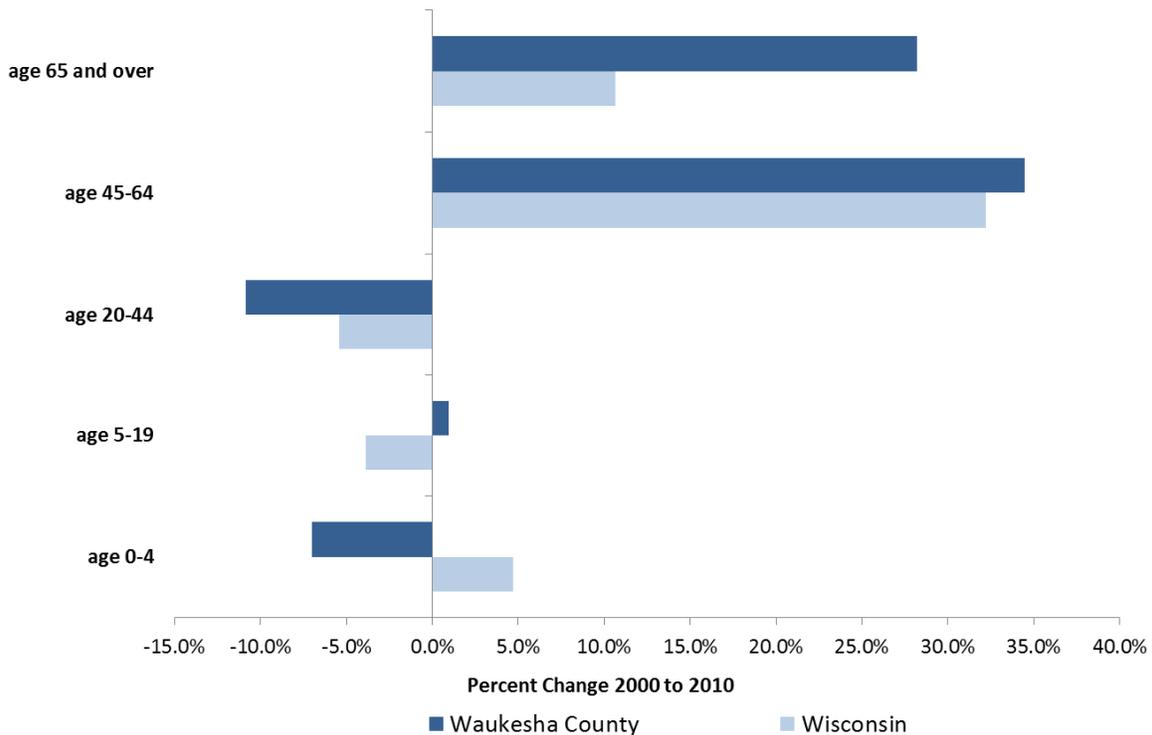
The median age in Waukesha County increased from 27 years old in 1970 to 42 years old in 2010. Between 2000 and 2010, Waukesha County had significant increases in the 45 to 64 years of age group and the 65 and older age group, due to the aging baby boomer population. The adult population of age 20 to 44 declined by 11 percent. This is displayed in Graph 2. Almost one out of every five people in Waukesha County in 2010

was 62 years of age or older. The Waukesha County Comprehensive Development Plan shows that this aging trend in the population will continue to be an issue of concern. Between 2010 and 2030, the population of age 65 and older is projected to double in the County. Waukesha County experiences considerable out-migration of seniors immediately after retirement; however, they tend to migrate back to the area later due to the region's excellent medical and health care. Nationally, 28 percent of Medicare dollars are spent during the last six months of a person's life (Howard, 2014).

**Graph 1: Change in Selected Age Groups, 2000 to 2010
Waukesha County**



**Graph 2: Percent Change in Selected Age Groups, 2000 to 2010
Waukesha County & Wisconsin**



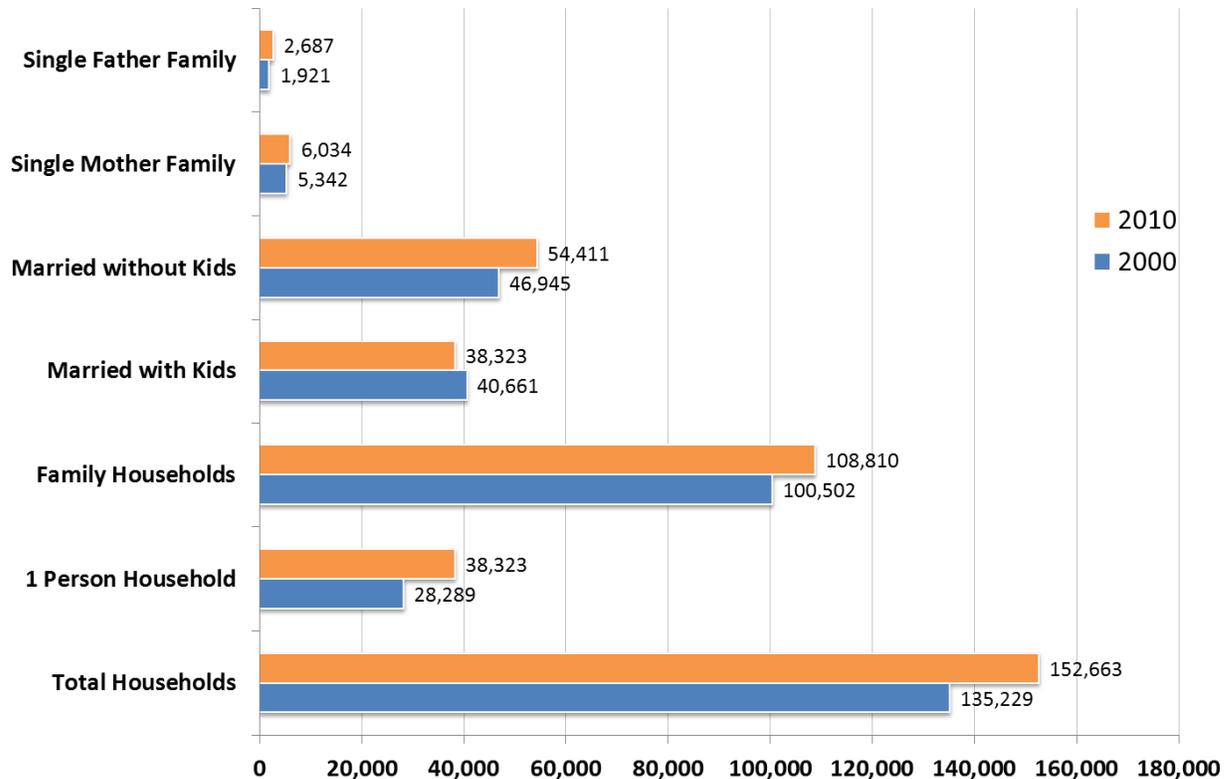
Changing Family Structures

Approximately 71 percent of households in Waukesha County (108,845) were family households in 2012. About 31 percent of these households had at least one child younger than 18 years of age (47,980). Twenty-five percent of households in Waukesha County (38,323) were 1-person households in 2010. For the first time, the number of single father households increased faster than single mother households between 2000 and 2010. National studies show that single parent households have a much greater chance of living in poverty (Haskins, 2014). Children born out of wedlock are far more likely to live in poverty and far more likely to remain in poverty as adults (Haskins, 2014). The level of education has a direct affect on non-marital birth rates. Women with a high school degree and no college are four times more likely to be a non-married mother than women with college degrees. In Waukesha County, married couples without children increased at a faster rate than married couples with children, as 35 percent of total households in the county were married couples without children in their homes. This trend is due to an aging population and the fact married couples are waiting longer to have children or deciding not to have children.

Solutions to the daily challenges faced by families as they face issues with quality childcare, schools, neighborhood, and community issues defy easy answers and require the knowledge, skills, and resources of many individuals and organizations. Federal and state government increasingly devolves to local communities the responsibility for designing solutions to perceived community problems, placing greater demands on local

communities and family resources. In addition, we have a growing number of families with both parents working and single parents working multiple jobs to make ends meet. This puts additional stress not only on the families but also on non-profit organizations. It also creates competition for a reduced pool of volunteers to implement programs and services for organizations.

**Graph 3: Household and Family Types, 2000 & 2010
Waukesha County**



Growing Minority Populations

Minority populations in Waukesha County are growing at a faster rate than White populations. In 2010, almost 10 percent of the total County population was minority. Between 2000 and 2010, the Latino/a population in Waukesha County grew by 6,620 residents. This was the sixth highest county growth in the state. In 2010, 5 percent of the state’s Latino/a population (16,123) resided in Waukesha County. Between 2000 and 2010, every city, village, and town in the county experienced growth in the Latino/a population except the Villages of Eagle and Lac La Belle (UW-Extension, 2014). Collectively, Latinos/as make up the population of one county board district in Waukesha County. Waukesha County is one of eight counties in the state where 80 percent of the Latino/a population lives and works (UW-Extension, 2014). For the first time, between 2000 and 2010 the Latino/a population that was born in Wisconsin exceeded the number of Latino/a residents born outside of the United States (UW-Extension, 2014). The growing Latino/a population is important for Waukesha County, as a greater proportion (over 23 percent) are employed in manufacturing. Another 18 percent of the Latino/a

population is employed in arts, entertainment, accommodation and food service. The Latino/a population also has a younger median age (23 years old) and a larger household size (3.4 persons). Latinos/as are also entrepreneurial, as they own and operate over 5,000 businesses in Wisconsin.

Asian and African-American populations continue to grow in the County as well. For example, 10 percent of the student population in the Elmbrook School District is Asian, and 10 percent of the student population in the Menomonee Falls School District is African American. The growth in diversity is further explained by changes over the past ten years in the City of Waukesha. The City of Waukesha had 70,718 residents in 2010. The city's growth was slightly lower than Waukesha County's from 2000 to 2010. One major trend in the City of Waukesha is growing diversity. The city grew in population from 64,825 in 2000 to 70,718 in 2010. During this period, the Latino/a population grew from 5,563 to 8,529, the Asian population grew from 1,407 to 2,502, and the Black or African-American population grew from 861 to 1,570. The city as a whole grew by 5,893 people from 2000 to 2010. The total growth in population of the Latino/a population, Asian population, and Black or African-American population in the City of Waukesha between 2000 and 2010 was 4,770. These populations were responsible for 80 percent of the population growth in the City of Waukesha between 2000 and 2010. Currently over 12 percent of the population, counted by the U.S. Census, in the City of Waukesha is Latino/a. This percentage is over twice the state average.

Housing Ownership and Home Rent

As mentioned previously, only 23 percent of the households in Waukesha County were rental households. However, the percentage of rental households was much higher for Latinos/as and African Americans. In Waukesha County, 50 percent of the Latino/a population rented, and 58 percent of the African American population rented. The Latino/a homeownership rate in Waukesha County is 9 percent higher than the state average.

Increasing Poverty

The poverty rate in Waukesha County increased from 3 percent in 2000 to 5 percent in 2010. This may seem like a lesser percentage, and it is lower than the state rate; however, it impacts almost 20,000 people in the county. Census block data reveals that poverty rates are much higher for Latino/a and African-American populations in the county. The City of Waukesha has the highest poverty rate of any community in the county with over 10 percent of the population living in poverty. In Waukesha County, 13 percent of children in schools are eligible for free and reduced lunch. In the City of Waukesha the number of elementary schools that became eligible for free and reduced lunch programs increased from one in 2001 to six in 2012. The percentage of students who participated in free and reduced lunch programs included 51 percent of students at Hawthorne Elementary School, 54 percent at Heyer Elementary School, 58 percent at Banting Elementary School, 61 percent at Hadfield Elementary School, 67 percent at Whittier Elementary School and 81 percent at Blair Elementary School. The 2035 Regional Housing Plan for Southeastern Wisconsin recommended reducing the concentration of minorities in the Region's central cities (SEWRPC, 2013). This

concentration of minorities is continuing to grow in neighborhoods surrounding downtown Waukesha. In these neighborhoods, the number of Latinos/as and African Americans continues to grow. Poverty rates for these minority families exceed 25 percent.

Youth Development Issues

Many youth face unsupervised periods before and after school. The Waukesha Police Department reports that these unsupervised periods result in youth crime and violence. Research also shows that teenage pregnancies often occur after school in unsupervised situations. In addition, the influence of gangs has become a growing problem. Effective prevention programs and coalitions among business, government, education, and the nonprofit sector must address these social problems impacting youth.

There is growing recognition of the important role multi-sector community efforts can play in focusing on these issues and in supporting the positive development of youth. When young people are nurtured by caring adults, given opportunities to develop skills, and actively engaged in community activities, they become valuable contributors to the quality of community life.

The Waukesha County UW-Extension 4-H program continues to provide numerous opportunities for adults and youth to develop life, communication, and leadership skills. If Waukesha County is to continue to compete in a rapidly changing global environment, it must get youth interested in pre-college activities to enhance skills for college readiness. Currently, 25 percent of 4-H youth are enrolled in mechanical science projects (aerospace, rocketry, electricity, computer science, and robotics).

Volunteers are needed to continue to expand the 4-H program and to provide youth with numerous educational activities. 4-H is beginning to go through a transition where senior adult leaders are starting to retire. Increased volunteer involvement and training is critical to help the program grow into more communities and expand the club delivery system. In 2009, Waukesha County established the first Latino/a 4-H program in the State of Wisconsin. This program continues to grow within the City of Waukesha.

Lifestyle Choices and Health

In Waukesha County over 20 percent of the population in 2008 was obese. Over seventy-four percent of the population in the County had insufficient fruit and vegetable intake. In Waukesha, the prevalence of being overweight and being obese has increased in adults from 53% in 2003 to 60% of the estimated 2007 population - (2008 Behavioral Risk Factor Surveillance Data – DHFS). 2006 Pediatric Nutrition Surveillance Data on Waukesha County's WIC children under 2 years of age reports a 30.5% overweight/obesity rate. Data from Waukesha County Head Start health screenings indicated the incidence of overweight/obesity in their youth population increased from 25.5% in 2006 to 42.8% in 2009, suggesting these rates are rising at an alarming rate. Health concerns faced by the population as a result of overweight/obesity and lack of physical activity are associated with the increased incidence of heart disease, Type 2

diabetes, hypertension, and many other diseases. Treatment costs for these conditions are staggering. Research shows that two-thirds of disease is preventable through healthy lifestyle choice (Howard, 2014).

As stated earlier, there is a growing population in Waukesha County that is living in poverty and has limited family resources. This impacts their lifestyle choices. Five percent of the population in Waukesha County lives at the poverty level. Challenges for people in poverty include inadequate funds to pay bills, inadequate nutrition, food insecurity, childcare, transportation, and affordable housing. The result has been a demand for meal programs, food pantries, and other social services, as these low-income working families struggle to make ends meet. Continued uncertainty with federal, state, and local funding will increase the need for community support of agencies and organizations that service families in need.

Alcohol and Other Drug Abuse Issues (AODA)

The State of Wisconsin has very broad alcohol licensing laws. Unfortunately, Waukesha County municipalities conform to these laws and have not implemented more stringent ordinances. State law allows for one liquor license for every 500 people. This increases accessibility of alcohol. Discussions with youth in the Waukesha County 180 Juvenile Diversion program indicated they find it easy to walk in a liquor store and take bottles of liquor, put them in their coat, and leave the establishment without being caught. Waukesha County youth surveys revealed that almost 10 percent of youth take alcohol from their parent's households, 8 percent indicated their parents gave it to them, and 16 percent had friends who accessed alcohol for them. Many young men with prison records have AODA issues and live in poverty. More efforts need to be made to engage these individuals in becoming productive members of society.

In 2011, the Waukesha County Sheriff's department conducted 95 alcohol compliance checks and 25 (30 percent) sold alcohol to minors. In 2012, the Waukesha County Sheriff's Department again conducted 95 alcohol compliance checks and 17 (15 percent) were non-compliant. In 2012, the City of Waukesha Police Department completed approximately 120 compliance checks and 34 failed (28 percent). In 2013, the City of Waukesha Police Department conducted 147 compliance checks and 30 failed (20 percent). None of the municipalities surveyed have an alcohol beverage demerit system used to determine whether a license holder should be subject to suspension or revocation procedures. The City of Waukesha did change their policy in 2012 that currently fines the alcohol establishment owner when a server is caught serving to underage patrons. In Waukesha County, the first offense for driving while intoxicated results in a fine with no Huber or jail time.

Of youth who completed the Waukesha County Youth Survey in 2012, 8 percent reported using OxyCotin for non-medical purposes. Another 4 percent surveyed indicated that they had used heroin. In 2012, Waukesha County experienced a record number of adult heroin deaths. Heroin is often the next step after addiction to OxyCotin. Heroin is less expensive than OxyCotin and provides a similar high. The increased use of marijuana by youth, along with the increased charges for possession, indicates that youth have

increasing access to marijuana. Trends show that the use of marijuana by youth is increasing and youth tobacco use is decreasing.

Waukesha County communities are reluctant to admit that youth alcohol and drug problems exist. Schools are concerned that disclosing facts and addressing them may harm an individual school district's reputation. Parents can be in denial of the universality of alcohol and drug use within their communities and have very high expectations of success for their children. This results in competition among school districts in student achievement, sports, financial resources, and avoidance of alcohol and drug issues.

Assumptions are made that youth and families have many opportunities, but this is often not the case for low-income families. In three central city Waukesha neighborhoods, residents identified youth violence, neighborhood safety, increasing drug use, need for positive role models, and decreasing parent involvement as issues of concern. They saw future solutions to include building leadership from within the residents, developing apartment/neighborhood watch groups, and youth/family educational activities. In addition, residents felt that families need to learn how to become more connected socially with their neighborhoods and community. Assisting individuals to feel connected to their community and neighbors will help to build civic involvement and responsibility.

Economic Development and Job Growth

Wisconsin and Waukesha County are highly dependent upon manufacturing jobs. The outlook for growth in manufacturing jobs does not look promising, as manufacturing jobs in the Southeastern Wisconsin region are projected to continue to decline from 2014 to 2050 (SEWRPC, 2014). Manual labor-intensive sectors may be expected to continue to lose workers due to productivity gains and adoption of technology that reduces the need for manual labor (The Economy of Southeastern Wisconsin, Technical Report No. 10, Southeastern Wisconsin Regional Planning Commission). The good news is that manufacturing that requires technological skills are jobs that Waukesha County has continued to maintain. These jobs require advanced training and college training. In 2006, the Survey Research Center at UW-River Falls sent public opinion surveys to over 26,000 households in Waukesha County. One of the concerns discussed was the fact that a more concentrated effort must be made to create more emerging technology jobs within Waukesha County. A shared vision is necessary to create a plan for emerging technology growth. Business services and health service jobs will continue to grow at a rapid rate in Waukesha County. Almost 70,000 new jobs are projected to be created in Waukesha County between 2010 and 2050 according to analysis conducted by SEWRPC.

The continued pressure for maintaining low taxes and government consolidation to reduce cost will increase the calls for regionalization and for local governments to work together. This will prompt a need for ongoing planning and cooperation. One of the recommendations in the Waukesha County Comprehensive Development Plan is to reduce property taxes in Waukesha County by considering consolidations, mergers, shared services, or legislative measures to reduce the number of governmental jurisdictions.

Water supply and water quality are an increasing concern of Waukesha County residents. Waukesha County depends almost exclusively on groundwater and is the largest user of groundwater in southeastern Wisconsin. Pumping since the early 1900s has lowered groundwater levels nearly 600 feet in some areas. Municipalities are shifting to shallow aquifers due to radium problems in deep aquifers. The City of New Berlin is already using Lake Michigan water, and the City of Waukesha has filed an application for permission to use Lake Michigan water.

Agriculture has experienced tremendous change in Waukesha County. Despite the conversion to suburban and urban uses, 30 percent of the land use in the county is still in agriculture. Waukesha County continues to partner with Jefferson County in the sharing of agriculture and horticulture education programs.

A gradual transition away from animal agriculture has been occurring in Waukesha County with 35 grade A dairy farms in operation in 2012. These dairy farms were smaller than the Wisconsin average with a total of 2,400 milking cows. In 2013, farmers planted 16,900 acres of soybeans, 24,400 acres of corn and 15,500 acres of corn silage in Waukesha County. The county ranks 62nd in the state with nearly 8,500 cattle and 16th in the number of horses (2,221). Over 45 million in agricultural products were sold in Waukesha County. Direct marketing of agricultural products from part-time smaller operations directly to the consumer is in high demand. This demand has translated into the growth of farmers' markets and increased skills for the market vendors. Future residential growth will enhance demand for locally grown agricultural products. In addition, our highly educated county population has increased demand for locally grown agricultural products as part of buying fresh and a focus on a healthier lifestyle.

Waukesha County has a high concentration of horticulture businesses including nurseries and greenhouses. This industry is growing due to high consumer demand by residential homeowners. The agricultural green industry provided over 91 million dollars in commercial sales and services in Waukesha County in 2009. This ranked third in the State of Wisconsin.

Homeowners and businesses are also concerned about protecting natural resources and will continue to demand education on a variety of environmental issues including pesticides, harmful insects and plants, water quality, pollution, planning, and zoning.

Internal Expectations

One of the challenges is to continue to enhance programs in an ever-growing population with diverse sources of funding. Waukesha County UW-Extension has 4.75 FTE core faculty positions, which are supported long term with 60 percent of the funds from the state and the remaining 40 percent with county, grant, and contract funds. As a result, increased use of soft monies such as grant funded staffing is necessary to keep pace with program demand.

Internal Realities

UW-Extension continues to address new initiatives, needs, and possibilities by offering educational programs to the citizens of Waukesha County. The complexity of issues creates many challenges for UW-Extension resources, staff, and their expertise. Specialized staff training or professional development is necessary to update the staff in these new and complex issues.

New and emerging issues also create opportunities for UW-Extension to continue to collaborate with county departments, local government units, organizations, agencies, and businesses in Waukesha County. UW-Extension's role in these collaborations include local research, bringing groups together, facilitating group processes, developing networks, building leadership capacity, identifying possibilities, and providing unbiased university-based research education. Building and facilitating the collaborations takes considerable time and leadership expertise. This organizational development requires a significant staff commitment and an investment of years to be successful long term.

With budget restrictions and increasing program demands, the staff has turned to obtaining external funds to support new programs to meet the demands of a growing and diverse population. This requires ongoing training and support in grant development, management and reporting, fiscal and personnel management. Acquiring external funds requires time, creativity, motivation, determination, and entrepreneurial spirit and a positive attitude. Fortunately, staff continue to build capacity and skill in securing external funds to support programs.

Strategic Outcome 2: An Economically Vibrant County

Objective 2.1: Provide training and resources for direct marketers to increase opportunities and sustainability of agricultural producers and small businesses selling at farmers' markets.

Objective Owner: Waukesha County UW-Extension Commercial Horticulture Educator

Action:

1. Educate farmers' market managers on topics appropriate for farmers' markets during an annual two-day course (January 2015, January 2016, January 2017).
2. Increase organizational structure and capacity of the Wisconsin Farmers Market Association.
3. Develop a professional association of farmers' market managers to increase networking and market profitability.
4. Analyze technological marketing needs of farmers' market managers. Develop appropriate resources in partnership with market managers and UW-Extension State Specialists.
5. Survey the farmers' market managers association to determine future programming needs and educational delivery methods for ongoing specialized training.
6. Provide educational training to direct marketers at an annual conference held in conjunction with Milwaukee, Racine, and Kenosha County UW-Extension offices.

Performance Measure:

1. The Statewide Farmers Market Association will grow from 53 members in 2014 to 68 members in 2017.
2. Twenty-five percent of Farmers Market Association members (17 total members) will develop marketing initiatives to increase consumer attendance and sales at their farmers' markets by 2017.
3. Provide technical support and education for Farmers Market managers initiating or continuing Electronic Benefits Transfer (EBT) to increase food share recipient redemption at farmers' markets.

	2014	2015	2016	2017
Number of Farmers Market Association Members	53	60	65	68
Number of Farmers Markets EBT programs assisted	14	22	28	35
Number of EBT Benefits redeemed	\$215,000	\$265,000	\$300,000	\$350,000

Objective 2.2: Conduct workshop for plan commissioners (town, village, city and county) to increase knowledge and skills for effective implementation of comprehensive plans and in concert with applicable zoning codes and land division ordinances.

Objective Owner: Waukesha County UW-Extension Community Resource Development Educator in partnership with Waukesha County Department of Parks and Land Use ,the University of Wisconsin-Stevens Point, Center for Land Use Education and The University of Wisconsin Department of Urban and Regional Planning.

Action:

1. Identify educational topics that are relevant for plan commissioners.
2. Update curriculum to meet county needs.
3. Develop brochure to market program.
4. Deliver program to plan commissioners.
5. Conduct evaluation and use these results to improve future programs.

Performance Measure:

	2014	2015	2016	2017
Percent of Participants Who Report an Increase in Knowledge	85%	88%	90%	90%
Percentage Who Understand Role as a Plan Commissioner	85%	88%	90%	90%

Objective 2.3: Develop and conduct training workshop for Waukesha County Board of Supervisors to increase their knowledge and skills to enhance their effectiveness and abilities to educate their constituents about county government processes.

Objective Owner: Waukesha County UW-Extension Educators and Waukesha County Board Chair’s Office.

Action:

1. Survey county board members to identify relevant educational topics for training
2. Develop training curriculum.
3. Recruit County Supervisors to attend training.
4. Deliver training to County Supervisors.
5. Conduct evaluation to analyze learning outcomes.

Performance Measure:

	2014	2015	2016	2017
Percent of Supervisors Who Engage in Training	80%	85%	90%	95%
Percent of First Term Supervisors Who Engage in Training	85%	88%	90%	90%
Percent of First Term Supervisors Who Indicate that Training Helped Them Better Understand and Carry Out Their Responsibilities	90%	90%	90%	90%
Percent of Total Supervisors Who Felt that They Would Use Their Knowledge Learned to Carry Out Their Responsibilities	80%	85%	85%	85%

Objective 2.4: Develop and facilitate strategic planning and organizational development processes to increase efficiencies of town, village and city government and non-profit organizations in their efforts to align strategic plans and organization structure with annual budget processes

Objective Owner: Waukesha County UW-Extension Community Development Educator and Waukesha County Community Educator

Action:

1. Develop marketing materials and meet with town, village and city administrators and non-profit executive directors.
2. Diagnose needs of each local government unit and develop process to educate and provide assistance
3. Reach agreement on work plan
4. Implement work plan
5. Evaluate process to analyze outcomes

Performance Measure:

	2014	2015	2016	2017
Number of strategic planning and organizational development processes facilitated	4	5	6	6
Percent of local government units and non-profits that use plans developed to guide budget decision-making	75%	80%	83%	83%

Objective 2.5: Create an environment that promotes County-wide economic development through most efficient leveraging of County fiscal resources.

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

Action:

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

Performance Measure:

By the 1st Quarter of Year 2016, develop a revised Waukesha County Economic Development strategy which uses available financial resources to achieve desired economic outcomes.

Objective 5: A County that Assists At-Risk Citizens

Objective 5.1: Improve nutritional health and food security of participants (low income) in the Waukesha County Nutrition Education program.

Objective Owner: Waukesha County UW-Extension Family Living Educator and Nutrition Educators.

Action:

1. Continue partnerships with Waukesha County agencies to provide nutrition education for their low-income clients. Partnerships include county governmental agencies and other community non-profit agencies.
2. Increase outreach to low income residents in Waukesha County and increase numbers of families participating in Eating Smart Being Active (ESBA) program that incorporates a series of eight lessons.

3. Provide customized family living professional development opportunities to county departments, businesses, municipalities, community non-profit agencies and childcare providers (i.e. demographics, financial literacy, poverty simulations, food preservation and rethinking nutrition in childcare).
4. Collaborate with Horticulture and Community Educators to obtain funding for garden gleaning program. This program provides increased access to fresh produce for limited income individuals and families through donations and community nutrition/garden programs. It also provides education on how to use fresh fruits and vegetables.

Performance Measure:

1. Impact data will include outreach to an increasing number of agency partners and low-income resident participation.

	2014	2015	2016	2017
Number of Community Partner Agencies	87	88	89	90
Number of Unduplicated Program Participants	15,300	15,350	15,400	15,500
Number of ESBA Participants	85	86	87	88

2. Collect evaluation data from participants of Eating Smart Being Active curriculum. Will measure nutritional behavior change through use of research-based WNEP state program evaluations comparing pre- and post-test.

	2014	2015	2016	2017
Percent of Participants who Report Intent to Increase Fruit and Vegetable Consumption	68%	69%	70%	71%
Percent of Low-income Participants who Showed Improvement in One or More Nutrition Practices	87%	88%	89%	90%
Percent of Participants Who Report Increasing Whole Grain Food Consumption	67%	68%	69%	70%

3. Customized Family Living professional development outreach.

	2014	2015	2016	2017
Number of Unduplicated Participants	350	500	700	800
Percent of Evaluations that Show Increase in Knowledge	80%	82%	83%	85%
Percent of Evaluations that Show New Knowledge Applied	65%	68%	69%	70%

4. Grant funds and donations received and amount of produce collected.

	2014	2015	2016	2017
Grant and Donation Funding	\$6,000	\$ 8,000	\$9,000	\$10,000
Pounds of Produce	25,000	27,000	28,000	30,000

Objective 5.2: Increase family self-sufficiency through participation in community gardening.

Objective Owner: Waukesha County UW-Extension Consumer Horticulture Educator and Waukesha County Sheriff’s Department for Huber Garden Project

Action:

1. Increase public awareness of the benefits of community gardening and assessment of economic savings and health benefits.
2. Assessment and evaluation of Huber inmate participation in the community garden.
3. Secure grant funding to support garden gleaning program.

Performance Measure:

	2014	2015	2016	2017
Percentage of Participants Who Report a Savings	65%	70%	75%	80%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared with Others	75%	80%	85%	85%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	75%	80%	85%	85%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	75%	80%	85%	85%

Objective 5.3: Reduce the use and abuse of alcohol and drugs by youth in Waukesha County through the continuation of alcohol and drug prevention.

Objective Owner: Waukesha County UW-Extension and the Office of Waukesha County Executive in partnership with the Drug Free Communities Coalition.

Action:

1. Continue to receive federal Sober Truth On Underage Drinking (STOP) Act grant.
2. Continue to apply for and receive state clean sweep drug collection grant.

3. Evaluate program, submit reports and reapply annually for grant funds.
4. Explore transformation of one-day drug collection events to permanent drug collection boxes.

Performance Measure:

	2014	2015	2016	2017
Number of Educational Outreach Contacts with Alcohol Sales Retailers	60	70	80	90
Number of Households Participating in County Wide Prescription Drug Collection	2,636	2,925	3,200	3,500
Pounds of Prescription Drugs Collected	5,600	6,000	6,500	7,000

Strategic Outcome 6: A County that Provides Customers with Quality Programs and Services

Objective 6.1: Work with state-wide UW-Extension team to provide trainings on Latino/a Culture and Values to increase staff effectiveness in delivering culturally appropriate services for Latino/a individuals and Families.

Objective Owner: Martha Hubert, Walk One Hour Regional Coordinator/Bilingual Nutrition Educator (Partner – Fred Garcia, Waukesha County Health and Human Services)

Action:

1. Conduct the Latino/a Cultural Training Program with local governments, and community-based agencies/organizations/businesses to enhance cross-cultural understanding.
2. Collaborate with state team to implement a train the trainer program for community partners across Wisconsin.
3. Complete pre- and post-tests to measure impact of program on participants’ behavior and perceptions.
4. Collaborate with state team to update curriculum including new census data and addressing emerging Latino/a issues.

Performance Measure:

	2014	2015	2016	2017
Number of Culture Training Programs	8	18	24	26
Number of Train the Trainer Programs	2	2	2	2
Number of Participants’ Evaluations Showing Behavior Change	75%	75%	75%	75%

Objective 6.2: Prepare youth to be tomorrow’s leaders by providing educational leadership training and hands-on learning experiences through 4-H projects ranging from quilting to robotics. Through these projects, youth enhance their skills that translate into college and workforce readiness.

Objective Owner: Waukesha County UW-Extension 4-H and Youth Development Educator

Action:

1. Research, develop and conduct programs to address issues and support skill development for adult volunteers working with youth.
2. Increasing organizational efficiency of 4-H program through program re-structuring.
3. Engage adult 4-H Club Leaders in recruitment strategies that enhance racial and ethnic diversity of 4-H membership.
4. Enhance program offerings for Cloverbuds and Junior Leaders resulting in increased member recruitment and retention.
5. Conduct post program evaluations to measure skills and knowledge acquired.

Performance Measure:

	2014	2015	2016	2017
Youth Enrollments	1,035	1,038	1,040	1,043
Volunteer Hours Invested	27,005	27,300	27,500	28,000
Percent of Adult Leaders Participating in Adult Leadership Transition Training	5%	6%	7%	8%
Percent of Adult Leaders Participating in Managing Effective Meetings Training	5%	6%	7%	8%

Objective 6.3: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW-Extension Specialists and the University of Wisconsin System.

Objective Owner: Waukesha County UW-Extension Staff

Action:

Collaborate with UW-Extension State Specialists to utilize land grant university research and apply it to local needs that benefit local governments, businesses, non-profits, families, youth and the residents of Waukesha County.

Performance Measure:

	2014	2015	2016	2017
Survey Analysis	70	25	30	30
Demographics and Strategic Planning	35	50	60	70
4-H Volunteer Training	200	200	200	200
Horticulture Business and Volunteer Training	355	360	365	370
Food Preservation Consultation	50	60	70	80
UWEX Staff Professional Development	365	365	365	365

Community Education Consultation	250	225	215	200
Total Hours of UWEX Specialist Support	1,325	1,285	1,305	1,315
Estimated dollar value (\$75/hour)	\$99,375	\$96,375	\$97,875	\$98,625

Strategic Outcome 7: A County that Provides Cost Effective Services Delivered with Competence and Skill

Objective 7.1: Recruit and retain volunteers to support educational programs and outreach.

Objective Owner: Waukesha County UW-Extension Department

Action:

1. Conduct training programs for volunteer corps.
2. Identify a volunteer coordinator to organize volunteer opportunities; matching volunteer skills with department needs.
3. Analyze retention issues; develop plan to increase retention and volunteer satisfaction.

Performance Measure:

1. Increase volunteer recruitment by 5 percent each year from 2014 to 2017.
2. Increase number of hours donated by volunteers by 5 percent each year from 2014 to 2017.

	2014	2015	2016	2017
Volunteers	1,440	1,512	1,588	1,668
Hours	41,473	43,546	45,741	48,028

Objective 7.2: Improve Waukesha County UW-Extension website and use of technology to serve as a source of educational information for county residents.

Objective Owner: Waukesha County UW-Extension Website Team

Action:

1. Regularly review and update UW-Extension website and technological resources.
2. Develop a username and email distribution list to monitor various Facebook accounts (Facebook to be used in tandem with the website).
3. Continue to pursue professional development opportunities to learn about new technological resources.
4. Monitor contacts to UW-Extension website. Respond to consumer requests within 24 hours.
5. Increase referrals to website including dissemination of web address through all UWEX educational resources and professional correspondence.
6. Provide sufficient information and direction so requests for projects and/or programming via phone or email is decreased.

Performance Measure:

1. Fifteen percent increase each year in number of contacts and request for services/information initiated through website based on 2010 baseline data.
2. Qualtrics satisfaction survey of web users – specifically 18 – 35 year-old demographic.
3. Development and distribution of educational information utilizing new technologies.

Objective 7.3: Implement a fund development plan for educational outreach needs to respond to critical and emerging county issues in collaboration with County Departments and in cooperation with UW-Extension Specialists and the University of Wisconsin System.

Objective Owner: Waukesha County UW-Extension Staff

Action:

1. Communicate with stakeholders and County Departments to understand local needs.
2. Communicate emerging local needs to UW-Extension Specialists.
3. Develop fund development plan with strategies for diverse funding base.
4. Implement fund development plan and refine annually.
5. Follow all Waukesha County procedures with regard to grant intent to apply process and grant development process including close communication with both County Executive's office, County Board Chairperson's office, and the Department of Administration Budget Division.

Performance Measure:

1. Each year, identify one critical emerging county need in collaboration with County Departments and partner with them to connect with state specialists, evidence-based research, and educational outreach.
2. Each year, receive two new external funding sources to support UW-Extension staff who will deliver programs.

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