

Waukesha County



Department of U.W. Extension Executive Summary Strategic Plan 2008 – 2010

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Waukesha County Mission Statement:

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

Department Statement of Purpose: Waukesha County University of Wisconsin Extension delivers research-based information to improve the quality of life for families in the areas of youth development, family living, community resource development, agriculture, horticulture, nutrition and health. U.W. Extension provides community based education for families, business, government, and organizations using non-traditional educational methods.

Department Critical Issues

Increasing numbers of “working poor” and families living in poverty.

Opportunities for multi county or regional programming efforts to address the urban issues impacting county families.

Keeping current with technology and website information continues to be a challenge with limited staff and increasing consumer demands.

The impact technology is having on families and the changes required in delivering education; coupled with living in a “sound bite” society.

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 operations and programs for the county’s growing population.

Increasing diversity of county population.

The complexity of issues impacting families which requires numerous community partnerships, time and a research based education that is often undeveloped.

Ongoing professional development for staff ensures the delivery of high quality education and service to county residents.

Responding to educational requests and balancing workload with staffing expertise and resources.

Increasing demands and stresses on youth and families.

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.

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 counties residents live in cities. Even though there is a perception by the Waukesha County Action Network (WCAN) and business leaders that there is a shortage of four-year engineering degrees, the County has the third highest percentage of college degrees of any county in Wisconsin.

Transportation, industrial, commercial, and residential development occurred rapidly as a result of the tremendous growth in population. Between 1985 and 2000, the number of households increased from 93,200 to 135,000. Since 1950, the population grew from 85,901 to nearly 380,000. Nearly 25 percent of all housing structures in the county were built during the 1990s as average household size declined to 2.6 people. Over the past 6 years, nearly 21 percent of the current population moved to Waukesha County. The Latino and Asian minority populations grew to over 15,000. This has created a need to effectively address bilingual and bicultural needs of this growing population. In addition, the senior population is growing requiring another set of services to meet their needs.

Youth and Families: Strong families and educational opportunities for all youth are vital to maintaining a healthy economy and quality of life in Waukesha County. Issues like affordable housing, community safety, and the economy were identified as major impacts on youth and families in the county. Two parent working households and single parent households combined with frequent household moves reduces the opportunities for parents and children to develop close ties to neighbors, schools and the community. Issues of concern in local communities include divorce/separation and multiple marriages and its effects on parents and youth. There is a growth in criminal activity by youth and adults. This creates concerns and uncertainties about how correctional systems (incarceration, parole/probation, inmates, and parolees) affect families. This supports the need for the development of informal support networks to support and empower adults and youth. For empowerment to occur, youth must have opportunities to grow in a safe and secure environment.

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, they are given opportunities to develop skills, and are actively engaged in community activities, they become valuable contributors to the quality of community life.

Solutions to the daily challenges faced by families as they struggle 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 families. As a result, 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 on non-profit organizations. It also creates competition for a reduced pool of volunteers to implement programs and services for organizations.

The 4-H program continues to provide numerous opportunities for adults and youth to develop life, communication, and leadership skills. Volunteers are needed to continue to expand the program and to provide youth with numerous educational activities. Increased volunteer involvement is critical to help the program grow into more communities and expand its traditional club delivery system.

At Risk Populations: The most recent Wisconsin public health plan identified that substance abuse and high-risk sexual behavior contributes to disease and teen pregnancy, tobacco use, violence, adequate nutrition, and obesity as youth health priorities in Wisconsin. In Waukesha County, 17 percent of adults are considered obese, up from 13 percent in 1991. Data for Waukesha County children indicate that 15 percent of low-income 2 to 5 year olds and 18 percent of high school age youth were either overweight or at risk of overweight. Rising obesity increases risks for a number of chronic diseases including diabetes, heart disease, hypertension, osteoarthritis and some forms of cancer.

There is a growing population in Waukesha County that is living in poverty. Nearly 9 percent of the population in Waukesha County lives below poverty level. Challenges for people in poverty include adequate funds to pay bills, childcare, transportation, and affordable housing. The increasing number of families working in low-wage jobs has resulted in a growing segment of the population known as “the working poor”. The result has been a demand for meal programs, food pantry’s 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.

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 and Environmental Responsibility: Wisconsin and Waukesha County are highly dependent upon manufacturing jobs. The outlook for growth in manufacturing jobs does not look promising, except for the printing and publishing sector. Labor intensive sectors may be expected to continue to lose workers due to productivity gains and lower-cost foreign competition (Source: The Economy of Southeastern Wisconsin, Technical Report No. 10, Southeastern Wisconsin Regional Planning Commission). 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.

The continued pressure for lower taxes and streamlined government will increase the calls for regionalization and for local governments to work together. This will prompt a need for ongoing planning and cooperation.

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.

Agriculture has experienced tremendous change in Waukesha County. A gradual transition away from animal agriculture has been occurring in the county. Agriculture is an important sector of the economy and makes up 35 percent of the land use in the 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.

Waukesha County has a high concentration of commercial horticulture businesses. This industry is growing due to high consumer demand by residential homeowners. Homeowners and commercial 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 UWEX has four faculty positions, which are supported long term with federal, state, county and grant funds. As a result, permanent staffing is not keeping pace with demand for programs.

Internal Realities

UW-Extension continues to address new initiatives, needs, and issues by offering educational programs to the citizens of Waukesha County. The complexity of issues creates many challenges for UWEX 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, 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, determination and a positive attitude.

Strategic outcome 3: An economically vibrant county.

Objective 3.1: Provide training for farmers' market managers to increase sales and sustainability of agricultural producers and small businesses selling at farmers' markets.

Objective Owner: UWEX Horticulture

Action:

1. Educate farmers' market managers on promotion and marketing techniques appropriate for farmers' markets during a two-day course. (Spring 2010)
2. Develop a workbook to guide farmers' market managers, boards, municipalities and business improvement districts through marketing and promotion exercises to improve attendance and sales at farmers' markets. (summer 2010)
3. Develop a professional association of farmer's market managers to increase networking and market profitability.
4. Analyze technological marketing needs of farmer's market managers. Develop appropriate resources.
5. Survey the farmers' market managers association to determine future programming needs and educational delivery methods for ongoing specialized training.

Performance measure:

1. Post program and follow up evaluation data to measure attendance and sales.
2. 75% of the market managers will develop marketing initiatives to increase consumer attendance and sales.

Objective 3.2: Increase small business development by teaching Going Solo: Building a Family Business to families.

Objective Owner: UWEX Community Resource Development Educator

Action:

1. Conduct ongoing business consultation with past program participants.
2. Research and develop grant applications to support future program series.

Performance measure:

1. Number of new businesses developed.
2. Number of employees hired in businesses.

Strategic outcome 5: 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: UWEX Nutrition Education

Action:

1. Partner with Waukesha County Nutrition Coalition and other community agencies/organizations to address the 2008 survey results through the development and implementation of new programs.
2. Develop one new county program initiative in partnership with Waukesha County Nutrition Coalition.
3. Develop annual multi media campaign to increase public awareness of hunger, food security and nutrition health issues.
4. Partner with community garden staff to obtain funding for garden gleaning program. (see objective 5.2)
5. Develop and implement an annual nutrition education campaign in cooperation with the state UWEX Nutrition Education Program.

Performance Measure:

1. Collect ongoing feedback of nutritional status and food security by participants who use educational programs and nutrition services.
2. The development and implementation of one new hunger/nutrition community campaign.
3. A 10% increase in fresh produce collected through the garden gleaning program at farmers markets and food collection sites because of public awareness campaign.

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

Objective Owner: UWEX Horticulture

Action:

1. Ongoing expansion of county community garden program.
2. Increase public awareness of the benefits of community gardening.
3. Secure grant funding to support garden gleaning program.

Performance Measure:

1. Number of new garden plots added to community garden.
2. Economic savings realized by program participants.
3. Analyze results of a post season survey of garden renters and other program participants
4. A 10% increase in consumer requests for information on gardening and horticulture.
5. A 10% increase in fresh produce collected through the garden gleaning program at farmers markets and food collection sites and donated to county food pantry's and meal programs.

Objective 5.3: Develop leadership capacity of adults and youth residing in Neighborhood Revitalization Strategy Areas (NRSA) to address neighborhood issues.

Objective Owner: UWEX Community Educators

Action:

1. Design a leadership series for neighborhood adults and youth.
2. In cooperation with adult leaders, utilize new skills to develop neighborhood block clubs.
3. In cooperation with neighborhood schools, develop youth leadership clubs.
4. Develop strategies to retain program participants for ongoing support/leadership to implement NRSA plans.

Performance Measure:

1. Collect ongoing feedback during leadership education series. Conduct a post program survey with 80% of participants indicating improvement in leadership skills.
2. Fifty percent of adult participants and 35% of youth will engage in a community leadership role.
3. The development of 3 new neighborhood block clubs and 2 youth leadership clubs.

Objective 5.4: Reduce the use and abuse of alcohol, drugs and tobacco by youth in Waukesha County through the continuation of a Drug Free Communities program.

Objective Owner: UWEX in partnership with the Drug Free Communities Coalition

Action:

1. Annually obtain a federal Drug Free Communities (DFC) Grant.
2. Implement goals and objectives as outlined in the federal DFC grant application.
3. Evaluate program, submit reports and reapply annually for grant funds.

Performance Measure:

<i>Year 2 Outcome</i>	<i>Measure</i>	<i>Indicator</i>
<i>Increased involvement of Waukesha County municipalities and school districts in the Waukesha County DFC Coalition</i>	<i>Endorsement of the DFC Coalition strategic plan by 6 municipalities and 6 school districts</i>	<i>Written letter of endorsement from each entity's chief executive and designation of an individual to serve on the DFC Coalition</i>
<i>Well-functioning coalition effort</i>	<i>10% increase in Coalition Membership and Coalition members' positive assessment</i>	<i>Coalition Member Survey</i>
<i>Publication and distribution of Community Report Card</i>	<i>Published document reaching 20,000 Waukesha County residents</i>	<i>Documentation of distribution</i>
<i>10% reduction in retail sales of alcohol to minors</i>	<i>Compliance checks Citations</i>	<i>Decrease in the number of targeted retail establishments identified as selling to minors in participating municipalities</i>
<i>25 youth and parents receive and utilize AODA prevention training</i>	<i>Youth and parent assessment of training value</i>	<i>Follow-up survey conducted</i>
<i>Enhanced DFC quality as a result of sustained involvement of 20 youth leaders</i>	<i>Coalition members' positive assessment</i>	<i>Coalition Member Survey</i>
<i>2 county wide prescription drug collection events</i>	<i>Number of collections and collection sites in county. Number of pounds of prescription drugs collected</i>	<i>Documentation of collection results.</i>

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

Objective 6.1: Conduct training on Latino Culture and Values to increase staff effectiveness in delivering culturally appropriate services for Latino Families.

Objective owner: UWEX Department

Action:

1. Conduct the Latino Cultural Training Program with local governments, and community based agencies/organizations/businesses.
2. Complete pre and post-tests to measure knowledge of program participants.
3. Design and conduct long-term evaluations to measure behavior changes of program participants.
4. Develop and implement a trainer the trainer program for community partners.

Performance Measure:

1. Seventy five percent of participants integrating culturally appropriate behaviors in their interactions with Latino Families as documented in long-term evaluations.
2. Sixty-five percent will improve services for Latino Families who are serviced by the trained participants.

Objective 6.2: Design and conduct programs which increase skills and provide positive development opportunities for youth.

Objective Owner: Youth Development, Horticulture, Nutrition and Community Educators

Action:

1. In cooperation with community partners and clientele advisory groups identify issues impacting youth.
2. Research and conduct programs to address issues and support skill development for youth and their families.
3. Conduct post program evaluations to measure skills and knowledge.

Performance Measure:

1. 50% of youth will increase their knowledge in one newly acquired skill.
2. 35% of participants will determine implementation of two behavior changes.

Objective 6.3: Implement a fund development plan to respond to critical and emerging county issues in cooperation with UW Extension Specialists and the University of Wisconsin System.

Objective Owner: UWEX Department

Action:

1. In cooperation with advisory committees and clientele, monitor trends and issues in Waukesha County and the region.
2. Identify issues, research external funding sources; and develop appropriate funding mechanism.
3. Upon receipt of grant, implement program.
4. Evaluate

Performance Measure:

1. Receive external funding to support UWEX staff who will deliver programs.

2. Develop evaluation instrument to assess program content, delivery method and participant knowledge.

Strategic Outcome 7: Cost effective services delivered with competence and skill

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

Objective owner: UWEX 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. Using 2008 volunteer statistics as a base line, increase volunteer recruitment by 5% and retention by 10%.
2. Increase number of hours donated by volunteers by 10%.
3. Survey volunteer satisfaction and determine strategy to achieve a .5 increase (using a lickert scale).

Objective 7.2: Improve UWEX website and use of technology to serve as a source of educational information for county residents.

Objective owner: UWEX staff committee & department

Action:

1. Regularly review UWEX website and technological resources.
2. Pursue professional development opportunities to learn about new technological resources.
3. Monitor contacts to UWEX website. Respond to consumer requests within 24 hours.
4. Disseminate web address through all UWEX educational resources.

Performance measure:

1. 15% increase in number of contacts and request for information initiated through website.
2. Satisfaction survey of web users.
3. Development and distribution of educational information utilizing new technologies.