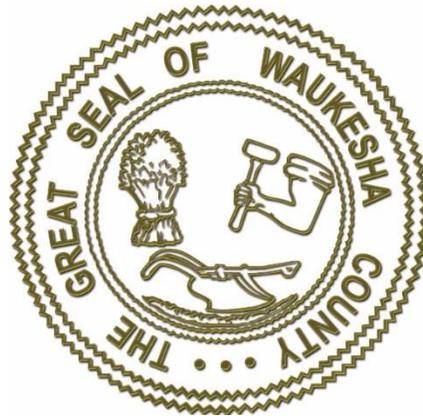


Waukesha County  
Office of Corporation Counsel

# Strategic Plan

2023 - 2025



*“The Waukesha County Office of Corporation Counsel strives to provide efficient and effective legal services to our internal and external clients in order to satisfy their legal needs, guide effective policy and protect the County’s most vulnerable citizens.”*

**Erik G. Weidig**  
Corporation Counsel

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# Acknowledgements

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For their contributions to this document, we recognize and thank the following:

Demetra Christopoulos – Principal Assistant Corp. Counsel  
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Marlene Mikesell – Office Services Coordinator, Corporation Counsel  
Jenny Cox – Office Services Coordinator, Fiscal Supervisor  
Shawn Lundie – Chief of Staff

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## Reader's Guide: How to Read the Strategic Plan

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Thanks for reading Waukesha County Office of Corporation Counsel'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](#) 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 listed here. We do the very same!

**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 pro 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.

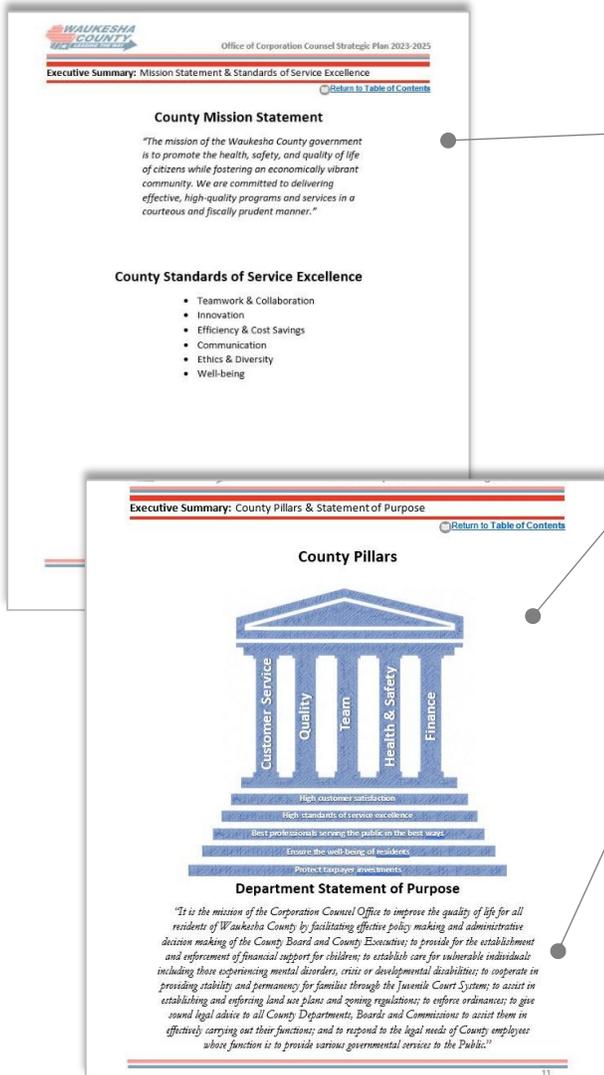
The screenshot shows a page titled 'Office of Corporation Counsel Strategic Plan 2023-2025' with a 'County Pillar: Customer Service, Quality' header. It features a table with columns for Strategy, Strategy Details, Owner, and Timeframe. The 'Strategy' column contains text about collaborating with attorneys to determine what information is most pertinent and helpful to share with participants. The 'Strategy Details' column describes preparing potential fathers (POTFs) by informing them in advance that a case is going to be filed and providing them with an FAQ of what to expect in the process of an establishment case. The 'Owner' column lists 'Child Support Paternity/Establishment Team and Child Support Attorneys'. The 'Timeframe' column shows 'December 31, 2023'. A 'Learn More' link is also visible.

### Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on [WaukeshaCounty.gov](http://WaukeshaCounty.gov), or elsewhere!

Reader's Guide Continued

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**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.
- County **Standards of Service 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 Appendix sections.

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**Transmittal Letter**

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March 31, 2023

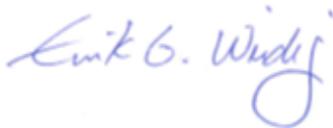
Waukesha County Executive Paul Farrow  
Waukesha County Board  
Waukesha County residents and visitors

It is my pleasure to present to you the Waukesha County Corporation Counsel Strategic Plan 2023-2025. This plan represents a significant update from this office's most recent strategic plan following a robust environmental scanning effort with our employees, customers and clients to help us identify our greatest opportunities for improvement and advancement in the delivery of our services and programs over the next three years. The Waukesha County Office of Corporation Counsel Strategic Plan 2023-2025 incorporates the County's Five Pillars of Success to specifically shape our Strategic Objectives. We will pursue these Strategic Objectives with a focus upon the County's Standards of Excellence: Teamwork & Collaboration; Communication; Innovation; Ethics & Diversity; Efficiency & Cost Savings; and Wellbeing.

It is the Office of Corporation Counsel's mission to improve the quality of life for all residents of Waukesha County by facilitating effective policymaking and administrative decisions, establishing financial support, stability and permanency for children and their families and care for the community's most at-risk citizens, giving sound legal advice to all County departments and boards, and otherwise meeting the legal needs of the County and public. This strategic plan charts our course for meeting that mission over the next three years. By meeting that mission, we will also further the County's overall objective of promoting the health, safety, and quality of life of citizens while fostering an economically vibrant community as well as its commitment to delivering effective, high-quality programs and services in a courteous and fiscally prudent manner.

This strategic plan will serve as the roadmap for our office. Its Strategic Objectives will guide our actions, shape our annual budget, and influence individual employee performance goals and development. Through a commitment to it, I am confident that the Office of Corporation Counsel will continue to deliver the highest quality legal services and programs for the benefit of our customers and clients.

If you have any questions regarding our strategic plan, please feel free to contact me at 262-548-7432.



Erik G. Weidig  
Waukesha County Corporation Counsel

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## Executive Summary

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The Waukesha County Office of Corporation Counsel has many different stakeholders, both internal to the County, including departments and county employees, and external, including the Public whose interest we are charged with protecting in certain legal proceedings and our Child Support program participants. In our role as the County’s law firm, most of our clients are internal and our services are largely reactive based upon the needs or questions of our internal clients.

In 2022, the Waukesha County Office of Corporation Counsel held stakeholder focus groups, conducted environmental scans, and worked with departmental strategic planning coordinators to identify opportunities for growth and measurable outcomes to shape its next strategic plan. As a result, six strategic objectives were identified as key in proactively responding to the needs of our stakeholders, culminating in the Waukesha County Office of Corporation Counsel 2023-2025 Strategic Plan. Our strategic objectives focus our efforts on utilizing technology to increase efficiencies in communication and workflow processes, emphasizing responsiveness and customer service satisfaction, and retaining our employees and fostering their well-being. Whether new to this plan or a legacy from prior plans, all our strategic objectives are guided by the County’s Standards of Service Excellence: Teamwork & Collaboration; Innovation; Efficiency & Cost Savings; Communication; Ethics & Diversity and Well-being.

Each of the six strategic objectives within the Office of Corporation Counsel 2023-2025 Strategic Plan is tied to one of the Five County Pillars of Success: Customer Service; Quality; Team; Health & Safety; or Finance. While many of our strategic objectives implicate multiple Pillars, for the purposes of this plan, each strategic objective is linked to its dominant Pillar.

\*\*\*

### Customer Service

The Office of Corporation Counsel 2023-2025 Strategic Plan places a renewed emphasis on Customer Service. This Pillar is best explained and measured by high customer satisfaction.

Two of our strategic objectives seek to improve customer service. Objective 4 is a shared County-wide objective of establishing consistent customer service across Waukesha County departments. This objective outlines a strategy focused on our internal clients and staff to achieve an annual average customer service satisfaction rating of 4.65 on the customer service survey. The strategies delineated towards the accomplishment of Objective 4 identify the continued need for legal training and education of our internal clients as well as the value in recognizing and incentivizing high quality customer service within our office. Through our employee focus groups, we learned that we could provide our Child Support program participants with more education regarding our services and the benefits we have to offer them. Objective 5

seeks to do this by having the Child Support Division take a more proactive approach at the commencement of the paternity process, when we receive internal referrals and through our enrollment process.

### **Quality**

This Pillar recognizes that high standards of service excellence are foundational to Waukesha County government. Two of the Corporation Counsel Office's strategic objectives are founded upon this Pillar. Objective 2 is focused on creating efficiencies in our legal referral process to improve upon our project tracking and communication with internal clients. Objective 3 relates to the legal services the Corporation Counsel Office provides through contract review. It aims to provide our clients with quality substantive legal review of contracts in a prompt manner through a review of the workflow process, development of a tracking and reporting system, and implementation of modifications to enhance responsiveness.

### **Team**

The best professionals serving the public in the best way is the hallmark of the Team Pillar. Teamwork is the ability to work together toward a common vision and to direct individual accomplishments toward organizational objectives. Employee engagement and wellbeing are essential to invigorate the Team Pillar. Objective 6 places renewed emphasis on these two priorities by supporting our employees with a focus in retention, well-being, and professional development.

### **Finance**

The Pillar of Finance reflects the County's crucial role in protecting taxpayer investments. To sustain the economic vibrancy of Waukesha County with a limited ability to increase the tax levy, the County should focus on alternative funding resources. One way in which the Office of Corporation Counsel demonstrates its contribution is through maximizing the funding it receives from the state and federal governments by regularly attaining the performance measures established by the State to ensure that we receive the incentives associated with performance. Objective 1 seeks to implement more efficiencies through our work with the Clerk of Circuit Court and Circuit Court Services to ensure that we continue to exceed the performance measures annually.

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The Office of Corporation Counsel 2023-2025 Strategic Plan provides the roadmap for our department's continued success while working within the framework of the County's mission, Standards of Service Excellence and Pillars of Success. Each of the six strategic objectives found in this Strategic Plan are guided by key strategies that our department will carry out over the next three years and a performance metric goal to monitor how we are progressing towards desired outcomes. Our objectives and supporting strategies will improve our department, shape our

annual budget, and influence each individual employee's performance goals as we continue to provide efficient and effective legal services to our internal and external clients, guide effective policy and protect the County's most vulnerable citizens.

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**Executive Summary: Mission Statement & Standards of Service Excellence**

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## County Mission Statement

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

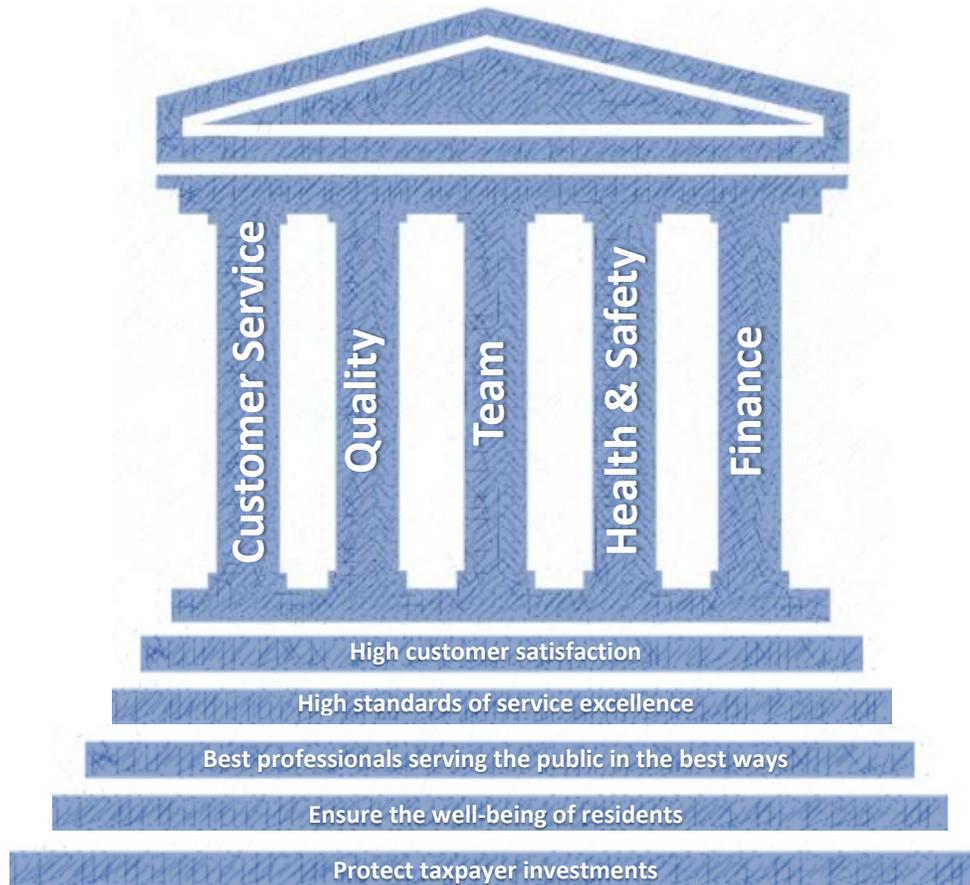
## County Standards of Service Excellence

- Teamwork & Collaboration
- Innovation
- Efficiency & Cost Savings
- Communication
- Ethics & Diversity
- Well-being

**Executive Summary: County Pillars & Statement of Purpose**

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## County Pillars



## Department Statement of Purpose

*“It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for children; to establish care for vulnerable individuals including those experiencing mental disorders, crises or developmental disabilities; to cooperate in providing stability and permanency for families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the Public.”*

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## Strategic Objectives

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### Strategic Objectives at a Glance:

- **[Objective 1](#)** Bring increased economic stability to the children and families of Waukesha County by timely establishment of paternity and financial court orders, along with collection of consistent, monthly child support and arrears payments in a cost-effective manner; in doing so, obtain maximum Federal and State funding by meeting the aggressive performance targets set by the State of Wisconsin, Department of Children and Families.
- **[Objective 2](#)** Increase efficiencies in legal services to improve upon project tracking and communication to internal clients.
- **[Objective 3](#)** Analyze and enhance the Office of Corporation Counsel contract review process in order to accomplish an efficient contract review process through which attorneys receive a complete contract referral to review, utilize technology and software designed for ease of editing, upgrade the training resources for our attorneys to ensure more uniform contract reviews, and improve upon project tracking and completion for the departments we serve.
- **[Objective 4](#)** Improve customer service to both internal and external customers to achieve an annual average rating 4.65 or greater for customer service satisfaction.
- **[Objective 5](#)** Educate participants about services provided by the Child Support Division and related court procedures to increase engagement and communication, reduce costs for the establishment of paternity, child support obligations, and enforcement of child support orders, as well as increase the overall collection of support.
- **[Objective 6](#)** Improve employee satisfaction by December 31, 2025, by offering opportunities for employee engagement and piloting programs for flexible scheduling while still meeting the business needs of the Corporation Counsel Office.

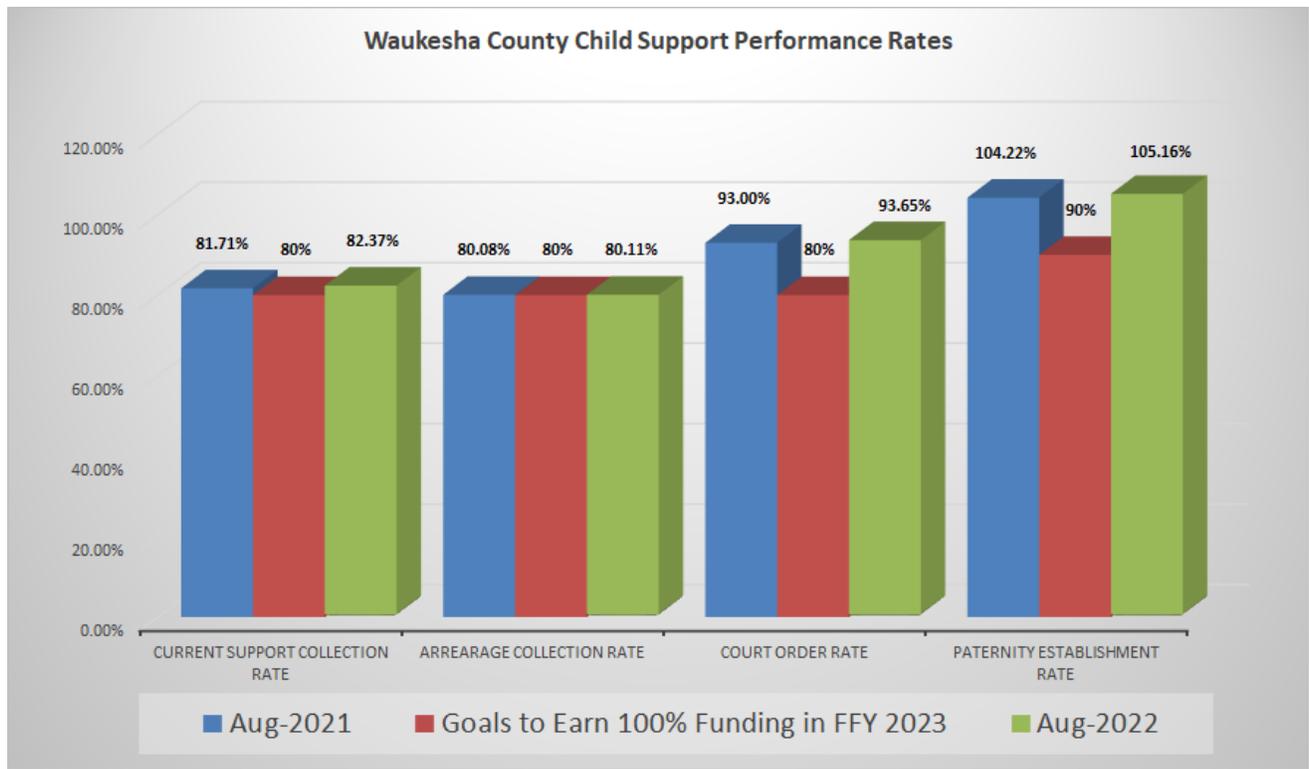
County Pillar: Quality, Finance

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**Objective 1:** Bring increased economic stability to the children and families of Waukesha County by timely establishment of paternity and financial court orders, along with collection of consistent, monthly child support and arrears payments in a cost-effective manner; in doing so, obtain maximum Federal and State funding by meeting the aggressive performance targets set by the State of Wisconsin, Department of Children and Families.

**Owner:** Child Support Division

**Performance Measure:** Monthly statistics and reports from Control D, COSMOS dashboard, and SPARC.



**County Pillar: Quality, Finance Continued**

 [Return to Strategic Objectives](#)

Strategy	Strategy Details	Owner	Timeframe
<p>Cross-train our justice partners to improve customer service, to increase the number of Child Support Division IV-D program participants and to maximize funding available for our cooperative partners.</p>	<p>Schedule time to provide training to identify the difference between IVD and NIVD cases when the Clerk of Circuit Court, Family Division requests KIDS access for a new employee.</p> <p>Exchange with Family Division personnel best practices related to pro se stipulations.</p>	<p>Child Support Division Supervisors and Staff</p>	<p>December 31, 2023</p>
<p>Maximize the utilization of available administrative and in-court processes to meet/exceed the target for support collection through teamwork and collaboration.</p>	<p>Continue to pursue “right-size” child support obligations when establishing and/or modifying orders, to ensure that children and families are adequately supported, while also allowing for child support payers to meet their support orders more fully and consistently.</p>	<p>Child Support Specialists, Support Staff and Child Support Attorneys</p>	<p>September 30, 2023, and each subsequent federal fiscal year</p>
<p>Continue our outreach to the Waukesha County private bar to showcase the benefits available to their clients at no cost.</p>	<p>Collaborate with the Family Law Section of the Waukesha County Bar to present during its annual CLE seminar and offer a Lunch and Learn at the Waukesha County Campus.</p>	<p>Child Support Specialists, Fiscal Services Unit, Legal Services Unit and Child Support Attorneys</p>	<p>December 31, 2024</p>

**County Pillar: Quality, Technology (Innovation)**

 [Return to Strategic Objectives](#)

**Objective 2:** Increase efficiencies in legal services to improve upon project tracking and communication to internal clients.

**Owner:** Corporation Counsel-Management Team

**Performance Measure:** Through annual surveying of internal clients, overall satisfaction with communication will be measured on a scale from 1-5. A baseline will be established in 2023. The goal is a 10% improvement on the score by December 31, 2025.

Strategy	Strategy Details	Owner	Timeframe
Initial surveying with key departments	Create annual survey to measure overall satisfaction with communication.	Corporation Counsel- Managing Attorneys and Staff	December 31, 2023
Utilize technology to improve communication with internal clients by providing regular status updates on legal referrals, cases, and projects.	Use available technology to establish task reminders to communicate with internal clients every 10 days.	Corporation Counsel- Management Team and Attorneys	December 31, 2023
Partner with Information Technologies Division to explore other project tracking systems available under current licensing.	Determine if current technology allows for enhanced tracking of outstanding projects for each attorney to better communicate status of legal referral to internal clients.  Create client satisfaction survey to measure results.	Corporation Counsel- Management Team and Attorneys	December 31, 2024
Evaluate the current legal referral process to determine if efficiency gains can be achieved using current technology.	Review process for receipt and processing of legal referrals. Coordinate with key department personnel to streamline legal referral process. Create updated procedure and implement process changes.  Catalog and maintain projects in a reliable structure as a resource for future reference.	Legal Services Administrative Unit and Attorneys	December 31, 2025

**County Pillar: Quality, Technology (Innovation)**

 [Return to Strategic Objectives](#)

**Objective 3:** Analyze and enhance the Office of Corporation Counsel contract review process in order to accomplish an efficient contract review process through which attorneys receive a complete contract referral to review, utilize technology and software designed for ease of editing, upgrade the training resources for our attorneys to ensure more uniform contract reviews, and improve upon project tracking and completion for the departments we serve.

**Owner:** Corporation Counsel-Management Team

**Performance Measure:** Through on-going surveying of internal clients, customer service satisfaction with contract reviews will be measure on a scale of 1 to 5. A baseline will be established in 2023. The goal is a 10% improvement on the score by December 31, 2025 Our attorneys will communicate with clients to acknowledge receipt of a contract referral and give periodic updates every ten days on the status of the review until completion. The department will have a standardized set of training materials and resources for attorneys who provide contract review services to internal clients.

Strategy	Strategy Details	Owner	Timeframe
Initial surveying with key departments	Create annual survey to measure overall satisfaction with contract review process.	Corporation Counsel- Managing Attorneys and Staff	December 31, 2023
Upgrade the training resources for our attorneys to ensure more uniform contract reviews.	Break down the materials based upon type of contract review. Partner with the Risk Management and Purchasing Division of the Department of Administration to upgrade contract materials and resources.	Management Team and Attorneys performing contract reviews.	December 31, 2025

**County Pillar: Quality, Technology (Innovation) Continued**

 [Return to Strategic Objectives](#)

Strategy	Strategy Details	Owner	Timeframe
Utilize legal software database to improve contract review process and communication with internal clients.	All contract reviews will be recorded in our legal software database for ease of access and recordkeeping purposes. The technology of our legal software database will be used to set task reminders to an attorney to update clients every ten days on the status of the contract review until completion.	Management Team and Attorneys performing contract review services.	December 31, 2023
Identify technology and software available for ease of contract editing.	Determine as a team the appropriate software or tools to best use for commenting on and editing contracts and commit to all attorneys utilizing the same. A partner in this strategy might be the Information Technology Division.	Management Team and Attorneys performing contract reviews.	December 31, 2025

## County Pillar: Customer Service

 [Return to Strategic Objectives](#)

**Objective 4:** Improve customer service to both internal and external customers to achieve an annual average rating 4.65 or greater for customer service satisfaction.

**Owner:** Corporation Counsel-Management Team

**Performance Measure:** Through on-going 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.



**County Pillar: Customer Service Continued**

 [Return to Strategic Objectives](#)

Strategy	Strategy Details	Owner	Timeframe
Recognize and incentivize high quality customer service.	Continue the office employee recognition program. Conduct quarterly rounding with employees to identify customer service top performers.	Corporation Counsel-Management	December 31, 2023
Educate department employees on County Pillars and Strategic Plan.	Conduct at least one all-department staff meeting to discuss strategic plan and customer service pillar. Incorporate one customer service-based goal into all staff annual goals and measure in annual employee evaluations.	Corporation Counsel Management	December 31, 2024
Ensure legal compliance and effective implementation of State and Federal law, county code and policies.	Provide an average of 10 hours per year of relevant legal training/education to internal clients.	Corporation Counsel-Attorneys	December 31, 2025

**County Pillar: Customer Service, Quality**

 [Return to Strategic Objectives](#)

**Objective 5:** Educate participants about services provided by the Child Support Division and related court procedures to increase engagement and communication, reduce costs for the establishment of paternity, child support obligations, and enforcement of child support orders, as well as increase the overall collection of support.

**Owner:** Child Support Division

**Performance Measure:** Monthly statistics and reports from Control D, COSMOS dashboard and Customer Service Survey results

**Learn More:** [What is Child Support?](#)

Strategy	Strategy Details	Owner	Timeframe
<p>Collaborate within the Paternity/Establishment Team and Child Support Attorneys to determine what information is most pertinent and helpful to share with participants. Create easily accessible and distributable information to provide increased understanding of cases and general court process to improve communication and cooperation with participants.</p>	<p>Prepare potential fathers (POTFs) by informing them in advance that a case is going to be filed and providing them with an FAQ of what to expect in the process of an establishment case.</p>	<p>Child Support Paternity/Establishment Team and Child Support Attorneys</p>	<p>December 31, 2023</p>

**County Pillar: Customer Service, Quality Continued**

 [Return to Strategic Objectives](#)

Strategy	Strategy Details	Owner	Timeframe
<p>Contact Child Support Services’ enrollees prior to the processing of their enrollment forms to inform them of all the services that are provided by the Child Support Division.</p>	<p>Prepare script for Child Support Specialists to call program enrollees to verbally explain the services to be provided to participants in the program.</p> <p>Provide relevant web links to Child Support Services’ enrollees to include the Parent Application for Child Support Services; AllPaid and any other payment methods; the Wisconsin Department of Children and Families (DCF) website; the Office of Child Support Enforcement’s (OCSE) video entitled “What is Child Support?”; and information about working with Equus Workforce Solutions.</p> <p>Use secure email to serve parties with court documents; and therefore, eliminate Service of Process fees.</p>	<p>Child Support Division</p>	<p>Timeframe: Within 60 days of implementation of Waukesha County’s new website and no later than December 31, 2024</p>
<p>Rebrand Child Support Services through a campaign that focuses on diversity, equity, and inclusivity</p>	<p>Replace old terminology with more modern language, i.e., “engagement” instead of “enforcement” and “enroll” instead of “apply”.</p>	<p>Child Support Manager and Supervisors</p>	<p>December 31, 2024</p>

**County Pillar: Team**

 [Return to Strategic Objectives](#)

**Objective 6: Improve employee satisfaction by December 31, 2025, by offering opportunities for employee engagement and piloting programs for flexible scheduling while still meeting the business needs of the Corporation Counsel Office.**

**Owner: Corporation Counsel-Management Team**

**Performance Measure: Overall employee satisfaction will be measured through the annual Employee Engagement Survey and annual percentage of regrettable turnover.**

Strategy	Strategy Details	Owner	Timeframe
Implement strategies to retain employees to avoid the time and cost associated with employee recruitment and training.	Offer opportunities for flexible scheduling. Offer opportunities for remote work.	Corporation Counsel-Management	December 31, 2023
Implement strategies to improve employee well-being.	Encourage employees to participate in County-offered programs focused on employee wellness. Offer teambuilding activities on a quarterly basis.	Corporation Counsel-Management and Supervisors	December 31, 2024
Create a system to share the knowledge and expertise of our more experienced employees.	Establish mentor/mentee program to share employee knowledge and experience.	Corporation Counsel Management and Supervisors	December 31, 2025

## **Appendix A: Environmental Scan**

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### **Environmental Scan Overview**

#### **COMMUNITY ANALYSIS**

##### **Community Analysis Population, Census Data, Demographics**

Understanding the trends in growth and change in the population of Waukesha County will allow County Departments to strategically plan by responding to the needs of the population. As of the 2020 Decennial Census, approximately 408,756 people resided in Waukesha County and as of Wisconsin Department of Transportation's 2022 Report, the population is estimated to be over 410,000 residents. The County is made up of 37 municipalities, including 11 towns, 19 villages, and seven cities. There are opportunities to coordinate with these municipalities to work toward greater governmental efficiencies. Cooperation and coordination with these municipalities can reduce duplicative services that come at a cost to taxpayers. When consideration is given to the number of municipalities that our customers work with, it is also important to deliver services in the most efficient and logical way possible. Economic development is vital for communities in Waukesha County to retain optimum paying jobs, maintain municipal infrastructure and essential services, and maintain and expand quality of life.

##### **General population**

- The population is projected to increase to 427,721 by 2025 and to 442,476 by 2030. This equates to a 5.6% increase in population between 2020 and 2025 and a 3.2% increase in population between 2025 and 2030.
- The population is projected to grow by 91,500 persons between 2010 & 2050 (24% increase).
- Projections show that through 2050, Waukesha County will continue to be the third largest county in population in Wisconsin.
- Net migration will continue to be the primary source of the population increase. The number of births (natural increase) is expected to increase moderately, but the number of deaths is expected to increase substantially because of deaths from the aging population (baby boomers). Wisconsin DOA Projections show that the number of deaths will exceed the number of births between 2030 and 2040, resulting in a negative natural increase in the County.
- Over the past 60 years, Waukesha County's share of the regional population has increased from 7% to 19.3%, whereas Milwaukee County's share of the regional population has decreased from 70% to 47%.
- Waukesha County's share of the regional population is projected to increase from 19.3% (measured in 2010) to 20.4% by 2050, whereas Milwaukee County's share of the regional population is projected to decrease from 47% to 41.5%.
- The median age in Waukesha County is approximately 44.9 years old. The median age has been increasing since 1970 when it was 25.4 years old.
- People 65 years and older made up approximately 14.3% of the population in 2010 and 17% in 2015, 19.6% in 2020. This population is projected to make up 25.4% of the population by 2040.
- The youngest members of the baby boomer generation will reach age 65 by 2030.

### Race

- Approximately 87% of Waukesha County residents are Non-Hispanic White.
- The Hispanic or Latino population has increased from 4.1% in 2010 (16,123) to 5.3% (21,664) in 2020.
- The Black or African American population has increased from 1.3% (4,914) in 2010 to 2% (8,175) in 2020.
- The Asian population has increased from 2.7% (10,271) in 2010 to 4.1% (16,759) in 2020, an increase of 5,236 people.
- The American Indian population has continued to be approximately 0.3% of the overall population.

### **Community Analysis: Health and Public Safety**

#### COVID-19 Recovery

Waukesha County engaged in the evaluation of the American Rescue Plan Act – Coronavirus State and Local Fiscal Recovery Funds (ARPA-SLFRF) program’s final rules and selection of projects for which this funding can be used. In addition to using this funding for continued costs related to the pandemic response, the County established teams to analyze the needs of the County against the objectives of the grant while ensuring that program outcomes are achieved in an effective, efficient, and equitable manner.

Projects were submitted by established teams and were reviewed against the objectives of the County including:

- Addressing short-term pandemic related operational impact
- Investing in public health infrastructure (e.g., mental health, substance abuse, community violence interventions)
- Advancing economic recovery and growth
- Investing in productivity, generating return on investment
- Enhancing services
- Leveraging partnerships and collaborations, both internally and with other governments
- Meeting federal timeline restrictions (funding through 2026)
- Mitigating program risks/long-term levy impacts
- Managing total funding availability
- Limiting administrative complexity

Prior to the release of the final rule, projects were approved based on the interim allowed use guidance. This included continuing the pandemic response, addressing the impact of the pandemic on the Courts’ system, investing in Health and Human Services (HHS) technology needs, and managing this grant with additional administrative costs. After the final rule was released, the projects submitted were reviewed against allowed uses and proposed to the workgroup teams for feedback. Presentations were given on the use of ARPA funding to management teams, the County Executive, the Executive’s Cabinet, department heads and the full County Board. The first projects, after the release of the final rule, were approved starting in May of 2022, and included projects for law enforcement capacity, mental health

services, technology enhancements, and water and sewer infrastructure. To effectively continue to respond to the pandemic and assist in local post-pandemic recovery, Waukesha County has established ARPA Management Response Teams with representatives from countywide functional areas.

#### Community Health Improvement Plan & Process (CHIPP)

The task of improving the health of Waukesha County is not one that can be done alone but requires the collaboration of the community to make a collective impact. Under the leadership of the Waukesha County Department of Health and Human Services and the Public Health Division, a cross-sector Steering Committee composed of key community leaders formed to participate in a Community Health Improvement Plan & Process (CHIPP), focused on improving community health.

The CHIPP Steering Committee created the following vision that became the guiding framework for community health improvement. The vision for a healthy Waukesha County is strong families, connected communities, healthy environments, and accessible services that promote overall safety, well-being, and quality of life. After conducting several in depth assessments over the course of a 9-month period, the Steering Committee identified three strategic priorities to improve community health in Waukesha County: Opiates, Mental Health, Nutrition & Physical Activity. Action teams were formed around these three strategic health priorities.

The CHIPP engaged a cross-sector of community partners from 2017-2021 and created action plans focused on these critical, strategic health issue areas. These community partners included nonprofit, healthcare, education, law enforcement, business, government, and other relevant stakeholders. The CHIPP Steering Committee provided guidance and oversight throughout the entire timeframe. The work of the CHIPP supports Waukesha County's mission which is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. Improving the health and well-being of Waukesha County citizens correlates directly with strengthening economic opportunities for Waukesha County residents.

**Opiate Action Team:** As a result of wide-ranging efforts to gather local data to inform the CHIPP, the citizens of Waukesha County identified that the opioid epidemic was their number one concern relative to community health. The Heroin Task Force (HTF) of Waukesha County began their work in 2014 and integrated their efforts with the CHIPP in 2017.

Today, the HTF of Waukesha County continues to spearhead the continued work of this action team. The HTF has recently been realigned to be more effective and responsive to new opiate trends. Over 175 community partners have re-engaged with the newly formed HTF during 2021. Of those partners, over 60 have committed to serving on action teams. These action teams will be using a data driven collective impact approach to identify specific action to be taken in the areas of Prevention, Harm Reduction, Treatment & Recovery, and Data and Reporting.

**Mental Health Action Team:** Prior to the pandemic, nearly one in five Americans suffered from mental illness, according to NAMI (National Alliance on Mental Illness). Millions of people are affected by mental illness each year, and the pandemic has only exacerbated this critical health issue. Mental health

was ranked as the number two health concern in Waukesha County during the CHIPP assessment. Suicide is the tenth leading cause of death in the United States and has risen steadily since the 2000's. The Mental Health action team saw the rising suicide rates in Waukesha County and focused their efforts on suicide prevention. This team's overarching focus was to successfully launch the Waukesha County Suicide Prevention Initiative (WCSPi) which is dedicated to reducing the number of deaths by suicide in Waukesha County by scaling up evidence-based mental health practices in prevention, stigma reduction, and access to treatment.

Nutrition & Physical Activity Action Team: Because of the overarching impact of nutrition and physical activity on literally every aspect of overall health for every age group, this concern was chosen as the third health priority during the CHIPP assessment. The goal of this team was to improve physical activity and nutrition for Waukesha County residents. Their approach was to reduce barriers to residents who could not access healthy food or physical activity options. This Action team divided its work into two teams and offered incredible opportunities to improve personal well-being in both areas of its focus: Nutrition and Physical Activity.

### Opioid Epidemic

In Waukesha County, drug-related deaths became the leading non-natural cause of death for adults ages 18-45 in 2020 and 2021, driven by a rise in fentanyl poisoning. Waukesha County saw a record ninety-five drug-related deaths in 2020. In 2021, at least ninety-two people died from drug-related causes, with ten cases still being pending investigation as of the end of Q3 2022.

From May 2017 to July 23, 2022, more than 305 documented lives have been saved, at least 303 used the overdose reversal drug Naloxone/Narcan, because of the Waukesha County HHS Naloxone Project.

From May 2017 to June 2022, people who are using, their family members and friends, First Responders, and the public have been helped through: 521 Naloxone administration training sessions to 4,918 individuals, which includes 1,048 law enforcement personnel. 7,170 Naloxone kits have been distributed free of charge.

Waukesha County leaders announced new efforts to prevent substance use in the community through allocation of approximately \$200,000 to expand prevention efforts in schools and the community.

On August 1, 2022, Waukesha County Executive Paul Farrow declared fentanyl to be a community health crisis in Waukesha County. Fentanyl, a synthetic opioid up to 100 times more powerful than morphine, is fueling overdose deaths across the US and Wisconsin.

The Declaration provides directives to do the following:

- Distribute opioid settlement money in partnership with the County Board and; to support Narcan training, the District Attorney's pre-trial diversion programming, and other related purposes.
- Implement the Overdose Fatality Review (OFR) initiatives, in partnership with public and private entities and surrounding counties to share data and best practices.

- Launch a local public information initiative utilizing the US Drug Enforcement Agency’s “One Pill Can Kill” campaign.
- Create a set of measurable objectives to track the county’s efforts in the fight against fentanyl that will be evaluated on a quarterly basis.

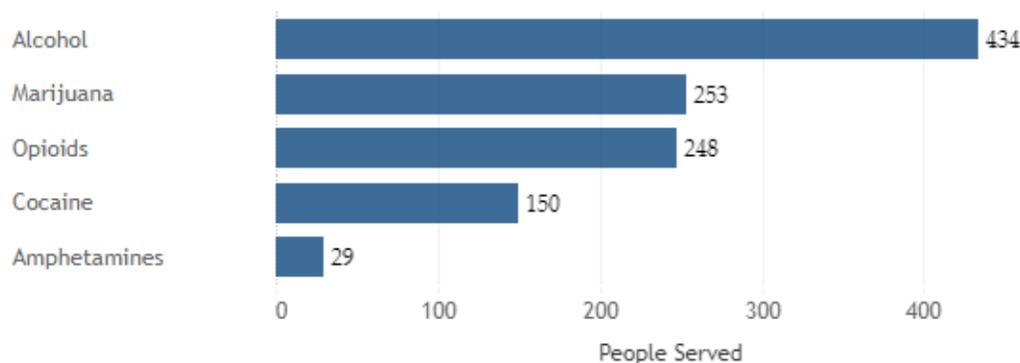
Earlier in Summer 2022, the Waukesha County Sheriff’s Department’s announced that its Metro Drug Unit will transition into a unit of the federal Drug Enforcement Administration (DEA) later this year. As a federal task force, the Metro Drug Unit will have an enhanced ability to continue the reduction of available controlled substances within Waukesha County. It will also be able to pursue investigations that lead to source suppliers outside of Waukesha County. Waukesha County is also working to expand a program that embeds a counselor into the Sheriff’s Department to expedite care for mental health crises.

In 2022, HHS added an additional full-time peer support specialist to its Outpatient Mental Health and Substance Use Services Clinic Staff. The Waukesha County Heroin Task Force has relaunched its collaborative work to reduce the impact of the opioid epidemic in the County. Action Teams of key community stakeholders work collaboratively in three key areas: Prevention, Harm Reduction, and Treatment & Recovery to achieve results within a calendar year.

HHS maintains a strong relationship with the AODA Volunteers of Waukesha County, who provide valuable outreach, education, and support services to individuals in recovery, or who are considering abstinence from drugs or alcohol. The Women’s Health and Recovery Project (WHARP), coordinated by Waukesha County HHS, assists women with substance use disorders, and their children, who have complex needs with issues such as housing, employment, mental health, physical health, transportation, and childcare.

Waukesha County participates in multiple statewide initiatives, such as Drug Treatment Court, National Prescription Drug Takeback Day, and the Wisconsin Injection Drug Use Prevention Project.

### Top 5 Most Common Substances in 2020



**Total Cases Referred to DA's Office**

	2019	2020	2021
Cases	8,801	9,768	10,115

In comparing 2019 (pre-pandemic) to 2021, there was approximately a 15% increase in arrests and referrals to the DA's Office for charging decisions.

**Community Analysis: Legislative Redistricting**Wisconsin's Legislative Redistricting

Every 10 years, following the U.S. Census, legislative district lines are redrawn based upon statewide population shifts. The process of redrawing the lines is run by the state legislature and requires approval of the Governor. Following the 2020 Census, the legislature and governor failed to reach an agreement on the proposed redistricting lines; therefore, the approval of new legislative districts fell to the Wisconsin Supreme Court. The Court's conservative majority adopted a "least change" approach to the existing districts which favors the State Legislature being in Republican control for the next decade. With adoption of the new district maps, Waukesha County lost two Assembly seats, two Senate seats, and is now represented by only one Member of the United States Congress. Portions of Waukesha County are now included in 10 Assembly districts, 4 State Senate districts and 1 Congressional district. During the previous ten years, Waukesha County was represented in 12 Assembly districts, 6 State Senate districts and 2 Congressional districts. This change will likely result in Waukesha County having less influence over policies and laws adopted in Madison. The County intends to counter this loss of legislative representation with the leveraging of relationships between the County Executive's Office, the County Board legislative staff, and legislative and executive leaders in the State Capitol.

County Board Redistricting

Like statewide redistricting, the Waukesha County Board districts also change following each 10-year U.S. Census. The Waukesha County Board adopted Supervisor districts in 2021 that incorporated new population estimates. As part of the redistricting process, the County Board adopted a resolution establishing the County Board size to remain at 25 districts. In 2022, six County Board Supervisors opted not to run for re-election and one resigned from the board prior to the election. Four of the Supervisors that ended their tenure on the Board served as committee chairs and three Supervisors each served more than 20 years on the County Board. The turnover has provided more opportunities for new Supervisors to hold positions of leadership on the County Board. Departments should be prepared to provide more education on issues and policies at the committee level to ensure that all Board members have a thorough understanding of the issues before them.

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## ECONOMICS

### Unemployment/Jobs/Business

#### Unemployment

- The County's 2022 unemployment rate is lower than the national average (2.9% vs 3.7%).
- County's Unemployment rate Feb 2020: 2.6%
- County Peak unemployment rate during the COVID-19 pandemic: 12.3%
- County Unemployment rate as of July 2022: 2.9%

The county's unemployment rate is back near pre-pandemic levels. The result of the employment rebound is a very tight labor market that is making recruitment of county employees more difficult and is increasing salary demands across many job classifications.

#### Jobs

- Job growth is projected to increase from 242,001 in 2017 to 338,000 in 2050. (SEWRPC 2020)
- From 2013-2017, medium to large sized business growth outpaced small business growth.
- By 2050 Waukesha County is projected to have 24.4% of the total jobs in the metropolitan statistical area (Milwaukee and Waukesha Counties).

#### Business Survey

The Waukesha County Business Survey was conducted in cooperation with Waukesha County, the Waukesha County Business Alliance, the Waukesha County Center for Growth, and the Waukesha-Ozaukee-Washington (WOW) Workforce Development Board in September 2021. A total of 203 businesses responded to the survey. Respondents included representatives from 35 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.

Highlights from the survey include:

- 79% of businesses plan to expand their workforce in the next three years
- 78% of businesses report "lack of qualified talent" as a primary challenge for staff recruitment.
- Of those hiring:
  - 50% plan to add 1-9 employees
  - 19% plan to add 10-19 employees
  - 14% plan to add 20-49 employees
  - 7.36% plan to add 50-99 employees
  - 4% plan to add 100-249 employees
  - 5.5% plan to add 250 or more employees
- The top five responses to how businesses are planning to expand over the next three years include:
  - 73% plan to increase sales
  - 70% plan to hire employees
  - 51% plan to expand offerings

- 30% plan to add new capital/equipment
- 27% plan to acquire another business
- 49% of respondents have reached 100% capacity at their existing location which is down from 60% in 2017
- 39% of respondents do not own or lease sufficient property to allow for expansion
- When choosing to locate a business, the topmost important factors to respondents are availability of workforce and proximity to customers.

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## COUNTY FINANCIAL ANALYSIS

### Housing

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

The population in Waukesha County continues to age. As the baby boomer population enters retirement, the county must consider a variety of housing types to accommodate the changing needs of this age group as it relates to household type, income, and location. With the baby boomers leaving the workforce and requiring services, there is also a need to attract a new workforce. The available workforce population, which is younger and more racially diverse than before, requires the same housing considerations as the baby boomers. Locating a variety of housing near job centers helps attract skilled workers to the county and provides a customer base for nearby goods and services, parks, and available public transit. Nationally and locally, there has been an increasing demand for living units located near entertainment venues and workplaces, as millennials and empty nesters look for more dynamic living arrangements within walkable settings.

### Household/Family

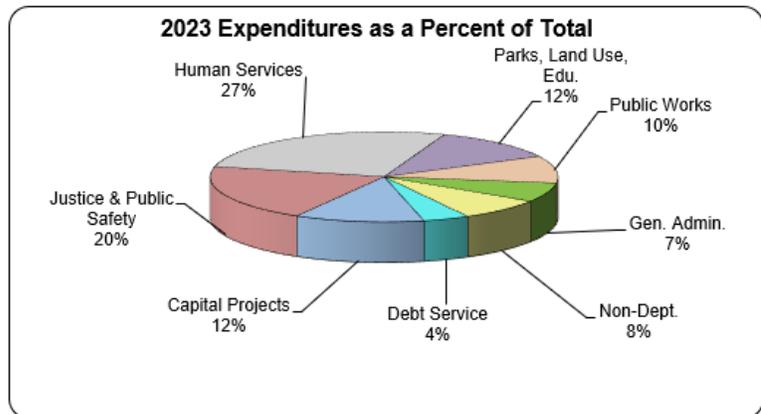
- There are approximately 160,600 households in Waukesha County. The number is expected to increase about 3% every 5 years. The average persons per household is approximately 3.
- The county is relatively affluent with a median household income of \$92,359, which is above both the state (\$64,901) and national (\$67,340) median, and the highest among all counties in Wisconsin. Similarly, per capita income in Waukesha County is estimated at \$75,958, which is higher than the state (\$55,593) and the nation (\$59,147), and the second highest among all counties in Wisconsin (behind Ozaukee County at \$87,395). The latest data available is from 2020.
- The county has experienced healthy property value growth in recent years. Following several years of declining property value during the Great Recession, property values began increasing

in 2014. Between 2016 and 2021, property value growth increased about 5% on average annually, with the January 1, 2022, estimate growing 13%. The increase is mostly due to higher value inflation and, to a lesser degree, new development. A realistic assumption for future growth would be about 4% but could be lower or negative if there's an economic downturn.

- The median home sale price in 2022 was \$312,000, up 5.8% from 2021.
- The county is subject to state-mandated property tax levy limits, with growth in the levy primarily tied to “net new construction”. Net new construction consists of the value of new construction (i.e., development) minus demolition and is divided into the previous year’s total tax levy base (including tax increment districts) to determine the growth factor.
- The county has experienced healthy growth recently, averaging over \$900 million in net new construction the last seven years, with its highest year ever in 2021 with nearly \$1.2 billion. However, the county’s tax base is comparatively large (\$66.7 billion for 2023 budget purposes, and \$75.4 billion for 2024 budget purposes), so that this growth results in a relatively small net new construction growth factor, averaging 1.64% the last seven years. Assuming continued property value growth levels like recent years, the net new construction factor is expected to continue to decrease even if high levels of development are maintained.

Waukesha County Budget: Expenditures

The total operating budget (excluding capital projects and debt service) typically increases about 2%-3% and can fluctuate from year-to-year due to state and federal funding awards. Increases for the 2022 adopted and 2023 proposed operating budgets are higher at about 5% and 7%, respectively, due to additional federal pandemic relief funding. The county provides many labor-intensive services, and personnel costs consistently make up about half of the total operating budget. The two largest functional areas, Justice & Public Safety and Health & Human Services, consistently comprise about 55%-56% of the operating budget (excluding capital and debt). Debt service costs are expected to increase in future years due to additional borrowing needed for the courthouse project and the increasing cost of maintaining infrastructure. The graph above displays expenditures by functional area, including capital and debt.

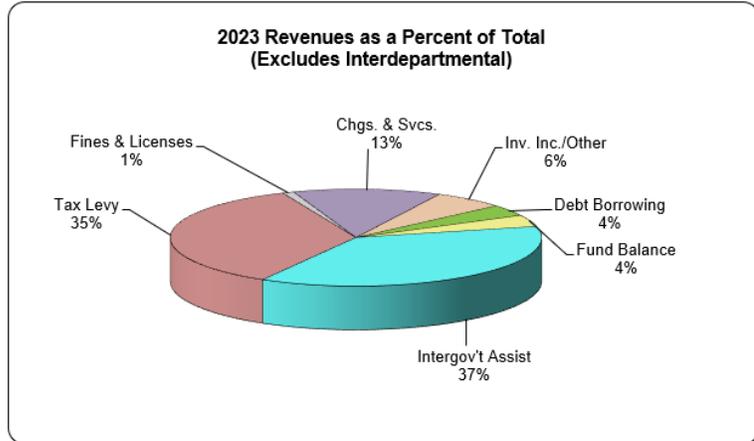


Due to relatively stable price levels, the cost to continue has been assumed to be about 3% in recent years. Since 2021, there has been an increase in price levels nationwide, with year-over-year increases in the Consumer Price Index exceeding 8% for most of 2022. Higher price levels are due to increased consumer demand following the easing of pandemic restrictions, supply chain disruptions, higher fuel

prices, and a competitive labor market. The county typically assumes slower growth in revenues, due to state-mandated levy limits and minimal increases in ongoing state/federal aid to help cover mandated services, resulting in forecasted gaps between revenues and expenditures. Typically, the gap is between \$3 million and \$5 million, but was forecast at above \$7 million for 2023 due to higher price levels.

Waukesha County Budget: Revenues

The share of total budgeted revenues coming from the property tax has declined from 42% in the 2018 budget to 39% in the 2022 budget, mostly due to state-mandated levy limits and budgeting \$8 million of additional temporary federal American Rescue Plan Act (ARPA) funds (excluding ARPA funds, levy would be 40% of revenues). The tax levy share decreased more significantly to 35% in the 2023 proposed budget; though, that is largely due to budgeting \$28.9 million of ARPA funding (excluding ARPA, would be 39%).

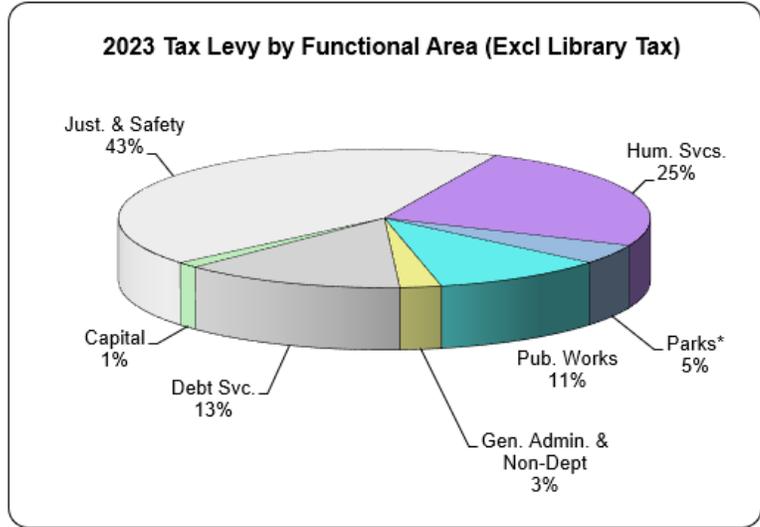


The county carries out several programs on behalf of the state and federal government (mostly in Justice & Public Safety and Health & Human Services), so about a quarter of the total revenue budget is typically from state and federal revenue sources (higher in 2023 due to ARPA funding); though growth in these revenue sources is often minimal and insufficient to keep up with the increasing cost of mandated services. Also, the county attempts to maintain a diversified and stable revenue stream, which includes a reliance on user fees where costs can be directly related to the level of service provided and recovered through charges to individuals and organizations that directly benefit from those services. The county’s budget philosophy is to review and adjust user fees where allowable to cover increasing program costs, reducing reliance on tax levy. User fees/charges for service make up about 13% in the 2023 proposed budget.

County Tax Levy

The share of tax levy going to Justice and Public Safety has increased from 41% in the 2014 budget to 43% in the 2023 proposed budget due in part to it being a priority area for the county and the limited ability for these operations to generate other revenues. Together with Health & Human Services, over 2/3 of tax levy goes to these two functional areas. State imposed tax levy limits continue to put pressure on our county budget. The pace of inflation and the increasing market demand for higher wages that

have accompanied the tight labor market is making living within levy limits increasingly difficult. The county continues to resist imposing the statutorily allowable county sales tax to offset the restrictions of the tax levy cap. The county will continue to monitor actions of the State Legislature that could ease levy limits or support alternative funding sources for counties.



**INTERNAL ANALYSIS**

County Facilities and Operations:

From 2023 to 2026, the existing Waukesha County Courthouse Building will undergo an extensive renovation to upgrade the facility and prepare the county to serve its citizens for at least the next 50 years. This project will have an impact on county employees working in both the existing 1959 Courthouse Building and the Administration Center, as well as the visiting public. Business operations in both buildings will be affected at various times during the project. Departments should consider how its employees will be impacted by temporary office movements and consider potential changes or modifications to service delivery to customers who visit the two buildings.

Customer Service

Waukesha County is committed to the highest levels of customer service. Our team is dedicated to serving all customers by living our core values, standards of service, and behaviors of excellence. Waukesha County continues to focus its efforts on high levels of customer service. We can measure this using the Waukesha County Customer Service Survey. Waukesha County sets a goal to meet a 4.65 out of 5 for our overall customer service interactions.

	2018	2019	2020	2021	2022 (Jan. through Sept.)
Accessibility	4.64	4.67	4.55	4.49	4.49
Attitude	4.67	4.8	4.61	4.62	4.55
Accuracy	4.63	4.72	4.54	4.48	4.51
Communication	4.61	4.72	4.53	4.5	4.51
Timeliness	4.62	4.71	4.54	4.53	4.49
<b>Overall</b>	<b>4.63</b>	<b>4.73</b>	<b>4.55</b>	<b>4.52</b>	<b>4.51</b>

Employee Survey

Waukesha County received 843 complete responses to its 2021 Employee Engagement Survey, which is one of highest response rates since the survey began in this format in 2014.

As in past years, respondents were asked a range of questions about communication, sharing information, professional development, and continuous improvement. This includes four key questions that we have been measuring over time with a goal of meeting an 80% agreement threshold (Calculated by adding the % of ratings of Strongly Agree and Somewhat Agree).

Countywide results of those questions as of 2021 can be found [here](#).

- 89%** I understand that I can be recognized for extra effort while demonstrating the County’s Standards of Service Excellence
- 81%** Information and knowledge is shared openly within my department
- 91%** During my annual performance evaluation with my direct supervisor, I discussed training needs and opportunities for professional development
- 96%** I understand how my work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities

**Historical Perspective:**

<u>2014</u>	<u>2021</u>	<u>Difference</u>
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I understand how my work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities

87%	96%	+9%
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Information and knowledge is shared openly within my department

64%	81%	+17%
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During my annual performance evaluation with my direct supervisor, I discussed training needs and opportunities for professional development

73%	91%	+18%
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I understand that I can be recognized for extra effort while demonstrating the County’s Standards of Service Excellence

61%	89%	+28%
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I met with my direct supervisor or manager for a 1-on-1 rounding session\*

83%	86%	+3%
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Comparing the 2014 results with the 2021 shows dramatic improvement in responses. The results are a testament to what a culture of continuous improvement should produce. We should all be proud of our progress and keep working to reach our 80% goal across all categories.

Countywide and Departmental Results using Power BI Dashboarding:

To help understand the survey data and facilitate communication with county teams, Department Heads are provided a link to dashboards visually depicting the survey data in each department. Data may then be shared across Departments and utilized to determine individual or departmentwide performance goals or measure success of key initiatives. The Countywide dashboard data can be found [here](#).

**County HR Scan Overview**

County Employment Demographics - Years of Service

The charts below outline distribution of employees by years of county service. During the five-year period between 2018 and 2022 the percentage of employees with five or less years of county experience has grown from 38% to 45%. This trend is even more pronounced in comparison to 2012 where county work experience was more evenly distributed and the largest percentage of the workforce having twenty or more years of experience at Waukesha County.

Year-2022		Years of Service					County Total
Department	<5	5-9	10-14	15-20	>20		
Administration	37%	15%	12%	19%	16%	100%	
Circuit Court Services	52%	13%	6%	13%	16%	100%	
Corporation Counsel	45%	18%	13%	13%	13%	100%	
Emergency Preparedness	39%	22%	14%	20%	6%	100%	
Public Works	49%	13%	8%	8%	22%	100%	
District Attorney	43%	7%	11%	14%	25%	100%	
Health and Human Services	48%	19%	11%	11%	11%	100%	
Parks and Land Use	39%	18%	9%	8%	26%	100%	
Sheriffs Department	45%	15%	11%	16%	13%	100%	
Multi Departments	33%	26%	11%	11%	19%	100%	
<b>County Total</b>	<b>45%</b>	<b>17%</b>	<b>11%</b>	<b>13%</b>	<b>15%</b>	<b>100%</b>	

Year -2018		Years of Service					County Total
Department	<5	5-9	10-14	15-20	>20		
Administration	24%	11%	15%	24%	26%	100%	
Circuit Court Services	43%	10%	12%	15%	21%	100%	
Corporation Counsel	36%	23%	15%	13%	13%	100%	
Emergency Preparedness	41%	17%	29%	6%	8%	100%	
Public Works	35%	8%	10%	19%	29%	100%	
District Attorney	24%	6%	9%	32%	29%	100%	
Health and Human Services	45%	16%	14%	12%	13%	100%	
Parks and Land Use	34%	11%	8%	26%	21%	100%	
Sheriffs Department	35%	15%	19%	15%	16%	100%	
Multi Departments	42%	23%	11%	13%	12%	100%	
<b>County Total</b>	<b>38%</b>	<b>14%</b>	<b>15%</b>	<b>15%</b>	<b>17%</b>	<b>100%</b>	

Year 2012		Years of Service					County Total
Department	<5	5-9	10-14	15-20	>20		
Administration	12%	19%	22%	12%	34%	100%	
Circuit Court Services	17%	21%	21%	8%	34%	100%	
Corporation Counsel	8%	23%	23%	8%	38%	100%	
Emergency Preparedness	28%	50%	9%	3%	10%	100%	
Public Works	12%	11%	21%	20%	37%	100%	
District Attorney	6%	13%	31%	19%	31%	100%	
Health and Human Services	24%	19%	16%	13%	28%	100%	
Parks and Land Use	7%	15%	25%	13%	40%	100%	
Sheriffs Department	19%	25%	18%	14%	24%	100%	
Multi Departments	23%	22%	21%	16%	17%	100%	
<b>County Total</b>	<b>18%</b>	<b>21%</b>	<b>19%</b>	<b>13%</b>	<b>29%</b>	<b>100%</b>	

During the past decade, the County emphasized succession planning recognizing that many employees would be reaching retirement age. Training programs such as Standards of Service Excellence (SOSE), Management University, Effective Supervision and Mentoring have been instrumental in employee transitions and in the mitigation of institutional knowledge loss as experienced employees, senior professionals, and managerial staff, have retired.

County Employment – Turnover

As the workforce transitions, it points toward the need for continued emphasis on a county-wide efforts to recruit, develop and retain employees. This is especially clear when reviewing countywide turnover data, which in recent years has been affected by the low unemployment rate and changes in workforce participation coming out of the COVID-19 pandemic. The chart below presents ten years of data, and shows an uptick in overall turnover, regrettable turnover, and total resignations during 2021 and 2022.

Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Aug
FTE--Budgeted Positions	1,366	1,368	1,363	1,354	1,354	1,373	1,381	1,390	1,390	1,404
FTE--Total Turnover	102	123	157	163	133	175	159	156	238	206
% Turnover	7.5%	9.0%	11.5%	12.0%	9.8%	12.7%	11.5%	11.2%	17.1%	14.7%
Regrettable Turnover*						68	66	68	106	135
% Regrettable Turnover						5.0%	4.8%	4.9%	7.6%	9.6%
<b>Separation Type</b>										
Resignation	42	45	74	92	86	101	108	87	146	168
Retirement.	49	67	58	58	38	65	41	52	68	31
Other	11	11	25	13	9	9	10	17	24	8
<b>Total</b>	<b>102</b>	<b>123</b>	<b>157</b>	<b>163</b>	<b>133</b>	<b>175</b>	<b>159</b>	<b>156</b>	<b>238</b>	<b>206</b>

\***Regrettable Turnover:** Employees who left County employment that we planned to retain, or voluntary separation by individuals who are top performers, or high-potential employees, or where the separation is from a key position for which a possible successor has not been previously identified

\*This turnover analysis does not include employees that transferred to other departments or had job assignment changes within the county

**SOURCES**

SEWRPC Vision 2050 (Updated): Land Use and Transportation Data

<https://www.sewrpc.org/SEWRPCFiles/Vision2050/2020UpdateReportFinal.PDF>

SEWRPC "The Economy of Southeastern Wisconsin":

<https://www.sewrpc.org/SEWRPCFiles/Publications/TechRep/tr-010-5th-ed-economy-se-wisc.pdf>

Waukesha County Business Alliance Annual Business Survey Summary:

[www.waukesha.org/wp-content/uploads/2021/11/Waukesha-County-Business-Survey-Executive-Summary.pdf](http://www.waukesha.org/wp-content/uploads/2021/11/Waukesha-County-Business-Survey-Executive-Summary.pdf)

Waukesha County Executive Budget 2023 Demographic Information:

<https://www.waukeshacounty.gov/globalassets/administration/budget/2023-executive-budget/introduction/6-waukesha-county-community-profile.pdf>

United States Census: Waukesha County 2020 Quick Facts

<https://www.census.gov/quickfacts/waukeshacountywisconsin>

Waukesha County Demographics and Housing Data:

<https://www.point2homes.com/US/Neighborhood/WI/Waukesha-County-Demographics.html>

Wisconsin Counties Association County Fact Book 2022:

<https://www.forward-analytics.net/wp-content/uploads/2022/09/2022-County-Fact-Book-1.pdf>

Waukesha County Community Health Improvement Plan & Process (CHIPP) 2017-2021 Summary

Document. [https://www.waukeshacounty.gov/globalassets/health--human-services/public-health/chipp/chipp-summary-report\\_11-2021.pdf](https://www.waukeshacounty.gov/globalassets/health--human-services/public-health/chipp/chipp-summary-report_11-2021.pdf)