



ANNUAL REPORT 2026



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Advisory & Standing Committees

- Aging & Disability Resource Center Advisory Board
- Child & Family Services Advisory Committee
 - Coordinated Services Team Committee
- Children's Community Options Program (CCOP) Advisory Committee
- Interagency Program for the Intoxicated Driver (IPID) Committee
- Joint Mental Health Center Conference Committee
- Mental Health and Substance Use Advisory Committee
 - Comprehensive Community Services (CCS) Coordinating Committee
- Public Health Advisory Committee
- Veterans Service Commission



Director's Message



Elizabeth Aldred

Director of Health and Human Services

Dear HHS Board and Waukesha County Community,

I am pleased to share the Waukesha County Health and Human Services Annual Report and to reflect on a year defined by change, resilience, and connection. Across our department, three values guide why we transform services, how we improve quality of life, and who we are at the heart of our work: being intentionally transformational, operating as one team unified in purpose, and showing unwavering perseverance on behalf of the people we serve. This annual report highlights what these values look like in action and the impact they have across our community.

We are intentionally transformational. External pressures, including rapid shifts in technology, evolving community needs, and tightening public funding, require us to adapt with purpose. This year, we responded proactively by modernizing programs, strengthening data-informed decision-making, and expanding partnerships that keep services accessible, responsive, and focused on prevention. Working alongside local businesses, schools, providers, and community-based organizations throughout Waukesha County, we increased prevention, education, and awareness efforts that empower residents, enhance community capacity, and ensure needs are met with dignity and respect.

We maximize resources by being one team unified in purpose. Our success depends on cross-division collaboration and strong community relationships that keep individuals healthy, connected, and safe. By coordinating care, reducing duplication, and aligning supports, we promote self-determination and independence, whether a resident is seeking behavioral health services, support for a loved one who is aging or has a disability, child and family services, or public health protections.

We demonstrate unwavering perseverance in our commitment to the people we serve. I am proud of the dedicated public servants who make this work possible. Their professionalism and persistence ensure we respond to community needs in ways that help people thrive. In the pages that follow, you will see the impact of their service, measured not only in programs delivered, but in lives strengthened and futures made more secure.

Together, we will continue building a healthier, safer, and more connected Waukesha County community.

A handwritten signature in cursive script that reads "Elizabeth Aldred".

County Executive

Paul Farrow

Health & Human Services Board

Board Chair

Co. Brd. Supervisor

Larry Nelson

Citizen Member

Mary Baer

Citizen Member

Christine Beck

Citizen Member

Mark Thompson

Citizen Member

Vicki Dallmann-Papke

Co. Brd. Supervisor

Joel Gaughan

Co. Brd. Supervisor

Christine Howard

Citizen Member

Dr. Kim McElroy

Citizen Member

Robert Menefee Jr.

2025 Impact and Highlights

Celebrating our continued commitment to excellence and community support, these data points showcase the achievements and positive outcomes of our diverse services in 2025.



33,000

Volunteer Hours

Volunteers are essential to our services, supporting programs like transportation to appointments, home-delivered meals, and AODA groups, helping us serve more residents with care and reliability.



2,658

WIC - Unduplicated Clients

Our WIC program serves pregnant and postpartum women, infants, and young children by strengthening nutrition and health supports during critical stages of development.



\$800,000

Electronic Health Record (EHR) Negotiation Savings

By changing our user model and partnering with the vendor to remove unused software components, we reduced costs and avoided unnecessary spending in a major IT contract.



61

Leaders Trained in Crucial Conversations

We strengthened leadership practices and workplace culture by training supervisors and senior leaders, with plans to expand this training to front-line staff in 2026.



\$200,000

Benefits Navigator Revenue

The Benefits Navigator is connecting clients to health insurance coverage and increasing reimbursement for services, reducing reliance on tax levy.



4,550

Boxes of Naloxone Distributed

We expanded access to naloxone and overdose prevention education, reinforcing that every person deserves the chance to survive and recover.



4.76

Customer Service Score

For the third consecutive year, we exceeded the County goal of 4.65 out of 5, reflecting the consistent professionalism, responsiveness, and compassion of our staff.



24%

Decrease of Days in Out of Home Care for Youth

Through a focus on family preservation, parent voice, and stronger coordination with legal partners, we have significantly reduced out-of-home days and are safely shortening time to reunification.



6,105

Veterans Served (Total Contacts)

Through calls, emails, and in-person meetings, our team provides responsive, knowledgeable support to veterans and their families across Waukesha County.

Delivering on Our Strategic Priorities



Social Determinants of Health (SDoH)

The team created a centralized SDoH resource hub, and surveyed all HHS staff to set a baseline of knowledge and shape priorities. Early focus areas included strengthening social connections and improving community conditions that impact health. The team also piloted a SDoH client screening tool, built referral resources to support follow-up, and hosted a highly attended SDoH 101 Lunch and Learn with presenters from the State of Wisconsin.



Student Engagement

HHS strengthened its student engagement program by completing a SWOT analysis, creating an Opportunity Matrix and Supervisor Toolkit, and establishing master agreements with participating universities. The team also improved how opportunities are identified and advertised, and implemented software to remotely onboard students expanding internship and project-based capacity.



Internal Education and Onboarding

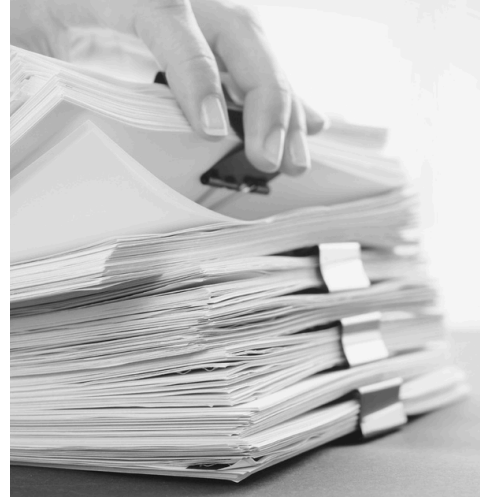
Based on staff feedback about inconsistent, decentralized onboarding, we redesigned the new hire experience into a clear, supportive, and standardized process. We centralized essential information, training, and county resources, reduced delays and duplication, and improved early connections for new employees. Feedback from new staff has been strongly positive, and we continue refining the program so every new team member starts off confident and is set up for success from day one.



Idea Generation

Launched in mid 2025, HHS's Idea Generation Tool strengthens Continuous Quality Improvement by capturing staff-driven process improvement ideas. Built by a small design team with IT support, the tool is reviewed monthly by a dedicated committee. In 2025, staff submitted 15 ideas, including improvements to communication, EHR records, admissions, and onboarding/offboarding.

One Team Unified in Purpose



Paperless Project: Modernizing How We Serve, Together

What began as a COVID-era modernization became a four-year, department-wide transformation. When the pandemic highlighted the need for safer, faster ways to access and exchange information, Waukesha County Health and Human Services launched the Paperless Project using ARPA funding to reduce reliance on paper forms and strengthen digital recordkeeping across every division.

The work required true cross-divisional partnership. Teams completed discovery with programs across the department and **reviewed and cataloged 891 paper documents (consents, authorizations, assessments, handouts, letters, checklists, and more)**. From there, the project evolved beyond simply converting forms, shifting toward automating and streamlining processes that help staff work more efficiently and support more consistent, accurate client records.

The results are already visible in day-to-day operations. In Fiscal and Administrative areas, **improvements contributed to an 80% reduction in paper forms completed by clients, reduced errors tied to misfiling, and eliminated manual tracking sheets**. In other areas, teams expanded electronic workflows, improved compliance with documentation timelines, and strengthened both internal and external customer experience. Below you will note **an annual savings estimate of over \$100,000**. We continue to calculate additional savings and revenues identified through further leveraging of technology.

As we close this project, we continue to work through and prioritize next steps with our in-house IT support, ensuring continued progress beyond the ARPA timeline. This project reinforced what we can accomplish when we align around shared goals: better tools for staff, better information for care decisions, and better service for the people of Waukesha County.

| Division/Area | Improvements - Resulting in Reduction in Staff Time and Paper | Annual Savings Est. |
|---------------------------|--|---------------------|
| ADRC | <ul style="list-style-type: none">Automating tracking of files to be closedAutomating processing paper transportation applications and improving identification of payer of rides | \$39,620 |
| Fiscal/Admin | <ul style="list-style-type: none">Completing client paperworkClient scheduling and creating Admissions packetsManaging hospital stay authorization and recertificationPaper document printing and scanning | \$26,425 |
| Mental Health Ctr. | <ul style="list-style-type: none">Electronic referral form and widgetDecrease amount of paper in new patient admissions packet | \$8,700 |
| Ongoing Behavioral Health | <ul style="list-style-type: none">Increased billing for Nurse Practitioner/Doctor notesNo more use of a signature addendum formDecreased time to generate client lettersIncrease efficiency / completion of chart reviewsDecreased paper packets given to patients | \$27,133 |
| Records | <ul style="list-style-type: none">Reduction in consents and releases of information scanned into EHR | \$6,800 |



Budget Driver Dashboards: Real-Time Insights for Better Decisions

Senior leaders across our department share the same responsibility: be proactive stewards of public funds while meeting real-time community needs. Until recently, that work meant navigating numerous spreadsheets and manual tracking tools to manage our budget.

Division leaders partnered with our Fiscal team to identify expenses that have a substantial impact on our budget throughout the year. In collaboration with our Application Support team, we converted those priority cost areas into “Budget Driver Dashboards” that managers can access to monitor spending, trends, and operational impacts in real time.

One of these dashboards is used to monitor the cost for youth placed in Out of Home Care, the cost of which can range from \$300 to \$1500 per day, making routine monitoring essential. The dashboard helps leaders track costs and capacity while supporting our shared goal of keeping children in the least restrictive environment whenever it is safe and appropriate to do so.

Another dashboard tracks census and utilization at our inpatient Mental Health Center and the Crisis Resource Center. The dashboard created a clear understanding of what drove the costs we were seeing and where we could save taxpayer funds. **Through active monitoring and implementation of stabilizing tactics, we achieved a \$532,267 decrease in tax levy spending compared to the 2023 budget, while increasing the number of people served from 3,836 (2023) to 7,628 (2025), with a 2026 projection of 8,030.**

We were also able to closely monitor days of care at the state mental health hospitals and move clients back to local care as soon as clinically appropriate, thus reducing costs and improving connections to community supports. We will continue expanding dashboard use as we strengthen collaboration, accountability, and outcomes across the department.



Building Capacity for Emergencies

In 2025, the department expanded emergency preparedness by increasing the number of teams trained to open and operate an emergency shelter and creating a flexible staff “pool” that can be activated and trained in real time to meet emerging needs. During the August flooding event, HHS staff supported response efforts through coordinated communications, volunteer coordination, and collaboration with community agencies to connect impacted families with timely information and essential resources.



Unwavering Perseverance

One Youth, One Team: Finding the Right Support

Unwavering Perseverance shows up when complex needs meet limited options—and our staff keep going anyway. In 2025, a youth with long-standing, intensive support needs required a level of supervision and structure that could not be safely sustained at home. The situation involved repeated mental health crises and escalating behavioral incidents in temporary settings, creating urgent concerns for safety, stability, and the well-being of everyone involved.

Rather than working in silos, teams across HHS came together; Counseling and Wellness Unit, Youth Justice, Crisis Intervention, Ongoing Mental Health, Children's Long-Term Support, and Child Protective Services, along with contracted partners and state program contacts. This unified approach resulted in multiple planning sessions, rapid problem-solving, and “outside-the-box” coordination to stabilize services while pursuing the right long-term placement.

While the primary goal is always finding the best fit for the youth, our staff also remained focused on both quality of care and responsible stewardship of public resources. Over several months, CLTS and fiscal staff worked closely with the State to secure approval for the Level 5 provider to be an eligible CLTS Waiver provider, ensuring allowable supports to be funded through Medicaid instead of local tax levy. **That perseverance is expected to save approximately \$150,000 per year (about \$410.17 per day).**

This story reflects who we are: **persistent advocates for the people we serve**, committed partners across systems, and a department that pursues safe, appropriate solutions, no matter how many barriers must be navigated to get there.

Benefits Navigator: Connecting Clients to Coverage and Care

2025 was the first full year of our Outpatient Clinic Benefits Navigator, contracted through NAMI at a cost of \$85,000. By helping clients enroll in and maintain health coverage, **this role brought in more than \$200,000 in revenue in 2025** while reducing barriers to care.

Key duties of the Navigator include Medicaid presumptive eligibility follow-up, Medicaid applications, Patient Assistance Programs (PAPs), Comprehensive Community Services youth renewals, Marketplace enrollment support, and targeted outreach to residents affected by marketplace changes.

Most importantly, clients who gain coverage can access primary care, prescriptions, and other wellness services beyond our clinic, improving stability, continuity of care, and overall quality of life.



Revamping Truancy and Youth Justice With Prevention, Support, and Accountability

Waukesha County Health and Human Services is strengthening how we respond to truancy and youth justice by focusing on prevention, early intervention, and solutions that support long-term success. Instead of waiting until challenges escalate into court involvement, our updated approach prioritizes connecting youth and families to the right supports early, creating accountability that is developmentally appropriate and trauma informed.

Building on the momentum of the Truancy Task Force, our Youth Justice program aligned with partners at the Wisconsin Department of Children and Families and the Department of Public Instruction to deepen collaboration and improve outcomes. By dedicating a care manager to work with youth experiencing chronic absenteeism, we focus on understanding what is driving disengagement and linking families to community resources and programs, rather than defaulting to punitive steps or formal court involvement.

We also launched the School Engagement Partnership Program Pilot, a collaboration with two Waukesha County middle schools. The pilot is designed to address truancy early and improve outcomes tied to mental health, substance use, employment readiness, and future justice involvement.

For youth referred for low-level, non-violent offenses, we expanded diversion opportunities through Youth Justice Innovation Grant funding. This funding helped broaden our established Teen Court program to serve youth referred for misdemeanor offenses, such as disorderly conduct. Teen Court offers restorative practices, peer-driven learning, and meaningful community connection while helping youth accept responsibility and avoid costly formal entry into the system.

These efforts reinforce a clear purpose: reserving deeper Youth Justice system involvement for youth assessed as moderate to high risk, while creating smarter pathways to support, accountability, and better futures.

Proof of Concept: The Crisis Resource Center's First Full Year

First-year results confirm the Crisis Resource Center is delivering exactly what Waukesha County needed; expanding access to timely, community-based crisis care while growing revenue and reducing dependence on costly state institutional placements.

216
Admissions

15.02
Days
Average Length of Stay

9.6
Average Daily Census

72%
of Clients are from
Waukesha County



Client Feedback:

"I'm beyond grateful to CRC Waukesha staff for having meaningful, helpful therapeutic conversations and support. CRC provided me with the stability, support, and safety I needed during a time of crisis."



97.9%
of clients say the care or service
has improved their quality of life.



100%
of clients agree they would refer a
friend to the CRC if they needed help.

Intentionally Transformational



My Meal, My Way: A New Senior Dining Experience

Being Intentionally Transformational means we don't just maintain services—we redesign them to better match how Waukesha County residents live today. In 2025, that mindset guided us to test new approaches, use data to drive decisions, and build partnerships that expand access, flexibility, and dignity in how people experience County programs.

A standout example is our “My Meal, My Way” pilot in the Senior Nutrition Program. Inspired by a statewide congregate dining revitalization concept and shaped through input from our Nutrition Advisory Council, we partnered with a locally owned restaurant to create a new senior dining option that feels familiar, welcoming, and community-centered. In a perfect example of resident-powered innovation, a meal participant helped spark the partnership by connecting us with the restaurant owner, turning a conversation into a countywide opportunity.

Launched September 30, 2025, the site is open weekly, with no reservations and an open dining window (Tuesdays, 10:00 a.m.–1:00 p.m.). This model improves flexibility for adults 60 years and older, supports efficient meal service, and reduces the potential for food waste. Diners can choose from over 10 menu options plus a monthly special, a significant shift from the single-meal format typical of traditional sites.

Early outcomes have been strong: from launch through the end of 2025, the pilot served 578 meals, welcomed 170 unduplicated diners, and supported 110 new program enrollees. Contributions totaled \$2,978, with an average donation of \$5.15 per meal—higher than traditional sites (\$2.47–\$3.71).

Beyond numbers, we're seeing increased social connection, with many diners staying after meals to continue visiting. This success positions “My Meal, My Way” as a model we can expand to meet the changing needs of our senior population.



Community Health Partner Summit: Building Bridges, Creating Impact

In 2025, HHS hosted our first-ever Community Health Partner Summit, designed to bring diverse sectors together around a shared goal: improving the overall health of Waukesha County.

As a public agency, our role is not only to provide services, but also to convene partners, connect ideas, and support collaborative solutions that no single organization can achieve alone.

Grounded in Public Health 3.0 and the Chief Health Strategist model, the Summit responded to a clear need for in-person connection and better visibility into the work happening across our community. This one-day convening drew about 250 attendees, representing healthcare, nonprofits, education, business, public safety, and community organizations; including partners from neighboring counties to strengthen regional collaboration.

The day combined a workplace well-being keynote, a cross-sector panel on aligning community health assessments and priorities, and multiple breakout sessions tied to key community needs; mental health, substance use, and healthy aging.

Most importantly, the Summit created momentum, strengthening relationships, sparking new ideas, and reinforcing that everyone has a role to play in building a healthier community.

Expedited Medical Clearance Pilot: Faster, Safer Access to Psychiatric Care

With input from community stakeholders, HHS identified a need to improve the medical clearance process for individuals requiring psychiatric hospital admission under Wisconsin emergency detention (Wis. Stat. Ch. 51). Delays in the referral-to-admission workflow were extending time in emergency departments for individuals and law enforcement officers; impacting patient experience, hospital throughput, and public safety resource availability.

Our Mental Health Center (MHC) partnered with local law enforcement, and ProHealth Care to launch an expedited medical clearance pilot focused on reducing avoidable delays while maintaining patient safety and meeting clinical and statutory requirements. Process mapping showed that variability in communication and documentation was a major driver of “back-and-forth” clarifications and rework.

The pilot introduced two key improvements: (1) a streamlined communication workflow between referral points and MHC intake/admissions, and (2) a standardized “minimum necessary” medical clearance document to ensure consistent, complete information the first time.

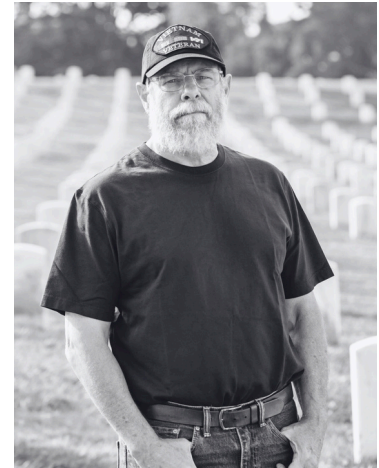
Since go-live in March 2025, results show an average reduction of approximately 100 minutes per emergency detention psychiatric admission. Next steps include continuing the pilot, formalizing measures and reporting, refining documentation standards based on exceptions, and planning phased expansion to additional health systems serving Waukesha County.



Strength in Stories

Earned Benefits, Secured Through Persistence

A Waukesha County veteran who filed for hearing loss disability in 2018 was initially denied when the VA determined his condition was not service-connected. Facing a complex appeals process, he turned to our Veterans Services team for help. Staff carefully reviewed his personnel and service treatment records, identified key evidence missing from the original claim, and submitted an appeal. The result was life-changing: **the veteran was approved for ongoing monthly disability benefits and received more than \$10,000 in retroactive pay.** Most importantly, this stable income helps him remain safely in his home and community; demonstrating our commitment to ensuring veterans receive every benefit they have earned.



Cadet Today, K-9 Officer Tomorrow

A young person in our Youth Justice program entered services after delinquency matters, but never lost sight of a bigger goal: becoming a K-9 officer. Youth Justice staff helped identify a strong next step; Cadet Unit 6700 with the Waukesha County Sheriff's Department. The program builds skills in first aid, conflict resolution, fitness, and law enforcement expectations, while reinforcing positive habits like maintaining a 2.0+ GPA. Just over a month after applying, **the youth was accepted—gaining mentors, positive peers, and momentum toward a brighter future.**



There When It Mattered Most

On a Friday afternoon, our Community Support Program (CSP) team stepped up, far beyond normal duties, to support clients evacuated from the Maple Street Apartments due to a fire. After receiving the call around 4 p.m., staff arrived quickly and coordinated with law enforcement and firefighters, gathered critical information, and contacted emergency supports—bringing in help from off-duty staff as needed.

As the situation unfolded, team members stayed after hours to ensure clients were safe, calm, and not left alone in a traumatic moment. One staff member managed communications while others problem-solved on the spot. Staff also ensured a client who couldn't return home had support through the weekend.

Their supervisor shared, **"Witnessing our team's interactions with clients and emergency responders filled me with pride. Their quick response and dedication are a powerful reminder of the indelible impact we have on the lives we serve."**



“You Never Gave Up on Me”

Recently, a participant in our Drug Treatment Court (DTC) shared feedback that captured the true impact of this program. She described how hard her journey has been, and how the DTC team’s consistent accountability and support helped her rebuild her life. **In her words, when she felt alone and couldn’t fight for herself, the team kept showing up.** She shared that she believes she “would be dead” without the people who continued to stand with her at her lowest.

Today, she is focused on the future and the person she is working to become: a better mother, daughter, friend, and community member. She also shared that she’s pursuing a new goal; working toward becoming a substance use counselor so she can help others find the same hope and stability she found through DTC.

When Time Matters: A Youth Supported Through Crisis

When a juvenile being treated for tuberculosis at Children’s Hospital was nearing discharge, the County needed an authorized decision-maker immediately to approve discharge plans and ensure follow-up care and public health testing.



The situation was complex: the youth’s mother was deceased, and the father was in poor health and unable to participate in his care.

Department staff worked across programs and with the courts to solve the problem in essentially one day. The team gathered family information, prepared and filed an emergency guardianship petition, coordinated the court appearance, and ensured the proposed orders clearly authorized needed medical care and supervision.

Because both the youth and the nominated family guardian spoke Spanish as their primary language, staff also arranged for bilingual documents so the family could fully understand the legal authority being granted and providers could confidently verify guardianship in the community.

The result: a safe discharge plan, continuity of care, and protection of public health.

Leading with Excellence

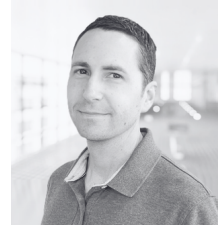
WCHSA Awards: Honored for Service, Leadership, and Impact

In 2025, Waukesha County Health and Human Services was proud to have two staff members and one HHS Board member recognized with Wisconsin County Human Service Association (WCHSA) Awards.

Kirk Yauchler received the WCHSA Service Award for his leadership and service through WCHSA, including strong engagement in the Behavioral Health Policy Advisory Committee and statewide advocacy to strengthen crisis services and system sustainability.

Shirley Peterson received the County Human Service Staff Award in recognition of more than three decades of dedicated service, steady leadership within the ADRC, and innovations that strengthen community partnerships; especially efforts that improve service connections and support safe, healthy aging in Waukesha County.

County Board Supervisor Larry Nelson received the Human Service Board Member Award for his exceptional commitment to human services, including consistent advocacy for HHS, leadership in community coalitions, and long-standing work with the Waukesha County Heroin Task Force to respond to evolving substance use challenges.



Fentanyl Video Series Earns State and National Recognition

Our Communications team received three major awards for last year's fentanyl video series; recognition that reflects both the quality of the work and the urgency of the message.

At the National Association of Government Communicators' Blue Pencil & Gold Screen Awards, the series earned 2nd place in the Video category. The team also received two Paragon Awards from the Southeastern Wisconsin Chapter of the Public Relations Society of America: one for Video and one for Public Service Campaign.

Watch
the
Videos:



While we are proud to be recognized across the state and the country, these honors belong just as much to the individuals who bravely shared their experiences on camera. Their honesty and willingness to speak openly are what make the series resonate and help our community better understand the real human impact of fentanyl.

The Morrison Family: Recognized for 15 Years of Foster Care Commitment

For more than 15 years, Waukesha County foster parents Gerald and Laura Morrison have opened their home to children who need safety, stability, and a chance to just be kids. In November 2025, the Morrisons were recognized statewide through Wisconsin's Outstanding Families Awards.

The Morrisons' impact is measured in lives changed: they have welcomed 12 children, adopted three, and supported three reunifications, and at the time of the award were caring for three brothers pending adoption. They are also known for prioritizing sibling connections and supporting children with complex medical needs and trauma histories. On January 2, 2026, they were also honored by State Sen. Julian Bradley with his Forward28 Award, which recognizes "unsung heroes" making a difference in the 28th Senate District.



Centering Lived Experience: Reunification Recognition Earns Statewide Attention



Waukesha County has long recognized permanency through adoption. Between 2013 and 2025, our courts finalized 778 adoptions, and in 2013 the County launched its first Adoption Celebration, now held annually each November during National Adoption Awareness Month. During that same period, the courts also entered 383 orders returning children from out-of-home care to their parents in CHIPS, JIPS, and Juvenile Delinquency cases—an outcome that also reflects resilience, growth, and sustained support.

In early 2025, an HHS supervisor proposed a new approach to acknowledging reunification: not a celebration, but a space to listen to parents and caregivers with lived experience navigating family court. That idea became Waukesha County's first Reunification Recognition event on June 12, aligned with National Reunification Month.

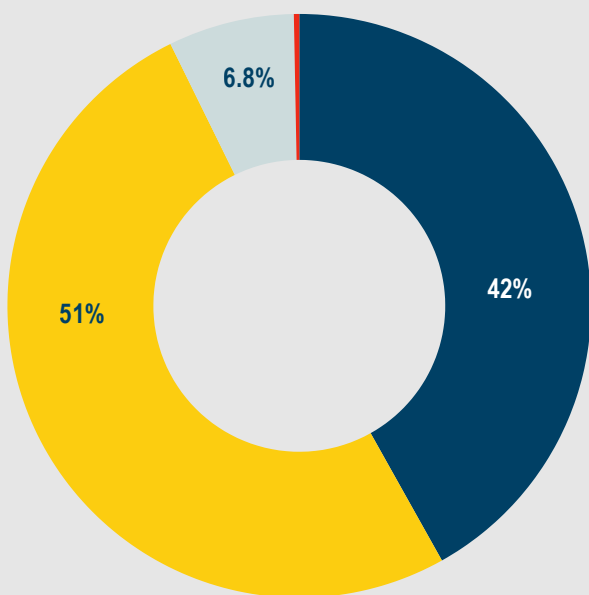
Developed with partners across HHS, Juvenile Court, the State Public Defender's Office, the Department of Children and Families, and the Children's Court Improvement Program, the event featured a panel of five parents with lived experience speaking to an audience of about 50 court and child-welfare professionals. **Their insights are helping shape more responsive, trauma-informed practice; and the program's impact has been recognized by the Wisconsin Court System, with other counties exploring similar events.**

2026 Departmental Budget

By Major Program Area

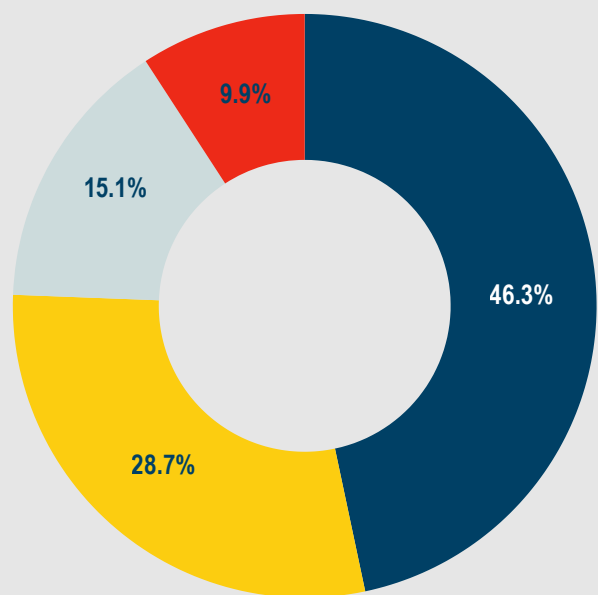
| | |
|---|---------------------|
| ADMINISTRATIVE SERVICES..... | \$11,199,019 |
| ECONOMIC SUPPORT SERVICES..... | \$4,371,183 |
| AGING & DISABILITY RESOURCE CENTER..... | \$12,720,675 |
| CHILD & YOUTH: COORDINATED SERVICES..... | \$14,813,820 |
| CHILD & YOUTH: FAMILY SERVICES..... | \$16,848,759 |
| EMERGENCY BEHAVIORAL HEALTH SERVICES..... | \$ 15,070,791 |
| ONGOING BEHAVIORAL HEALTH SERVICES..... | \$16,730,831 |
| CRIMINAL JUSTICE COLLABORATING COUNCIL..... | \$2,113,009 |
| PUBLIC HEALTH..... | \$3,792,873 |
| VETERANS SERVICES..... | \$430,126 |
| <hr/> | |
| TOTAL | \$98,091,086 |

2026 BUDGETED EXPENSES



- OPERATING EXPENSES: \$41,089,671
- PERSONNEL EXPENSES: \$49,997,888
- INTERDEPARTMENTAL CHARGES: \$6,830,145
- CAPITAL ASSETS: \$113,382

2026 BUDGETED REVENUES



- GENERAL GOVERNMENT: \$45,426,547
- COUNTY TAX LEVY: \$28,183,717
- CHARGES FOR SERVICE: \$14,854,407
- OTHER REVENUE: \$9,566,415

One Team, One Mission



Elizabeth Aldred
Director



Lisa Roberts
Deputy Director



Randy Setzer
Manager, Administrative
Services



Nicole Kelly
Public Communications
Coordinator



Andrew Gryzbowski
Manager, Emergency
Behavioral Health



Sandra Masker
Manager, IT
Application Support



Benjamin Jones
Manager, Public Health



Eve Altizer
Manager, Child & Youth
Family Services



Dr. Ron Pupp
Manager, Child & Youth
Coordinated Services



Danielle Birdeau
Manager, Ongoing
Behavioral Health



Jenny Wrucke
Manager, Aging & Disability
Resource Center

Leading as “Team One”

A key part of our culture starts at the top. Our Executive Leadership Team operates as “Team One,” approaching decisions as a unified department rather than as separate divisions. This means breaking down silos, solving problems collaboratively, and focusing on what is best for HHS as a whole, not only what benefits one program area. When leaders work this way, it strengthens alignment, improves coordination, and helps ensure our services remain responsive, consistent, and sustainable.

Our People and Our Culture

At the core of our success is our team of more than 500 dedicated professionals who bring expertise, compassion, and a shared commitment to the residents we serve. Our workforce is more than a collection of roles and programs; it is a community of people who support one another, step up when challenges arise, and take pride in delivering high-quality public services.

We believe that when employees feel valued and supported, they can do their best work. By investing in resources, professional development, and a respectful, supportive workplace, we strengthen our staff, and in turn, strengthen Waukesha County.





2026-2028 Strategic Plan

Vision to Goals: How We Set Our Priorities

Creating a strategic plan is about more than setting priorities—it is a structured process to ensure our work aligns with community needs, emerging trends, and the outcomes we want to achieve together. As Waukesha County developed its countywide direction through an environmental scan, Health & Human Services built on that foundation by conducting key informant interviews with community members and partner organizations. Those conversations provided valuable perspective on what is working, where barriers remain, and what changes could make the greatest difference.

We then combined that external feedback with internal performance and service data to guide our vision of where we want the department, and our community, to be three years from now. From there, we organized our priorities into four areas, with defined goals and measurable objectives for each.

Throughout 2026, cross-functional teams will form around these goal areas to develop and implement tactics that move us toward our shared vision: a connected, resilient community where everyone thrives.

This list reflects the community members and partner organizations we interviewed as key informants to inform the development of our strategic priorities.

- Matthew Harter — **First Responder** — Lake Country Fire and Rescue
- Lesley Kenney — **Medical Examiners Office** — WC Medical Examiners Office
- Analiese Smith — **Workforce Development** — WOW Workforce Development Board
- Matthew Deluhery — **Medical Director** — ProHealth Care
- Mark Lehnerer — **Education/Youth** — Waukesha School District
- Amy Vega — **Community Clinic** — Waukesha Free Clinic
- Gerry Coon — **Foundation** — United Way
- Mary Madden — **Mental Health Agency** — NAMI
- Mayor Shawn Reilly — **Local Elected Official** — City of Waukesha
- Representative Barbara Dittrich — **State Elected Official** — Assembly District 99
- Kathy Kramer — **College Leader** — Carroll University
- Susie Austin — **Substance Use Agency** — Wisconsin Community Services
- Lori Oertel — **Senior Service Agency** — Menomonee Falls Senior Center
- Patrick Craney — **Veterans Agency** — Waukesha Allied Veteran's Council
- Father Joel Prather — **Faith Community Leader** — St Bartholomew's Episcopal Church
- Amy Machgan — **Community College** — WCTC
- Kathleen Fisher — **Housing Services Agency** — Hebron House

Goal #1: Strategic Framework

- **Goal Statement:** Achieve unified commitment and organizational alignment by instilling a comprehensive understanding of the refreshed strategic framework.
- **Objectives:**
 - Establish a shared executive playbook for applying the strategic framework to decisions and resource allocation.
 - Enhance departmental understanding by clearly demonstrating how the strategic framework guides decisions and priorities, fostering a unified focus and discipline throughout the department.
 - Develop and monitor Key Performance Indicators (KPIs) to define and track success.

Goal #2: Mental Health and Substance Use

- **Goal Statement:** Develop a coordinated strategy which addresses mental health and substance use needs to expand recovery and reduce multi-generational impact.
- **Objectives:**
 - Develop a comprehensive framework to address community health issues.
 - Utilize the framework to strategically allocate resources and coordinate efforts in addressing mental health and substance use needs.

Goal #3: Resource Management

- **Goal Statement:** Optimize workforce to advance priorities of the department.
- **Objectives:**
 - Improve employee retention through playful staff development.
 - Align the workforce to meet identified needs to ensure efficient and appropriate utilization of staff resources.

Goal #4: Technology and AI

- **Goal Statement:** Drive technological innovation to enhance stakeholder engagement, increase efficiency, and ensure data driven decision-making.
- **Objectives:**
 - Implement comprehensive data governance.
 - Maximize the functionality of our EHRs and Workday.
 - Broaden data visibility to promote transparency and support decision-making.
 - Leverage HHS/IT partnerships to effectively plan for the implementation of AI and other technologies.



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and Human Services

Keeping Our Community Healthy and Thriving

