



**Village of Windsor
2038**

May 01, 2018

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Village of Windsor 05/01/18

This document provides a report of Windsor staffing for the planning horizon through 2038.

The results are based on data provided by surveys.

Introduction

Eight surveys were conducted to obtain opinions and suggestions. The following depicts the groups and other factors related to the surveys. "Opportunities" represents the number of situations where participants were given an opportunity to provide data. "Time" identifies the average time expended by participant.

Survey	Group Surveyed	Question	Participants	Opportunities	Time (minutes)
1	Elected Official & Committee	20	17	340	8
2	Staff	14	12	168	4
3	Public	27	598	16,146	9
4	Extraterritorial	9	5	45	4
5	Department Head	23	5	115	14
6	Vendor	5	5	25	1
7	Department Staffing	85	7	595	35
8	Staff Space	19	11	209	8
Total	8	202	660	17,643	

The general approach has been developing a forecast of Windsor population during the period up to 2038. Projections from agencies such as the US Census and State of Wisconsin have been considered.

A set of factors that affect Village staffing were identified and estimates of potential impact by department established.

Approach

Given the risks involved of basing a forecast on a single approach, estimates of Windsor staffing for the year 2038 have been performed by three different approaches:

- Comparison to peers
- Staff Survey

Comparison to peers

Factors to select peers

Among the items to be considered as a “peer” in this situation:

Table 1 Factors for consideration as “peer”

Factor	Discussion
Village adjacent to a major city in Wisconsin and near Windsor.	The major Wisconsin cities with significant border villages are Milwaukee, Madison, and Green Bay.
Similar populations	There are a number of villages in Wisconsin with the same total population. However, the demographics tend to be very different. For example, Windsor has a low proportion of non-English speaking residents.
Selection by Village Department heads	Windsor Department heads reviewed the proposed list of “peers”.

Militating Factors

The following are several issues that are challenges in peer comparisons.

Table 2 Factors affecting quality of peer comparisons

Factor	Discussion
Village contracts or outsources certain activities	For example, a village may outsource waste management, grass cutting, etc. To the extent possible these aspects have been considered.
Segregating activities into other agencies.	For example, some cities place recreation activities in school districts.

Comparison to “peers” is a common method of determining reasonableness. The challenge is determining “who is a peer?”

Village of Windsor department heads were asked to choose the peers from the following list:

- Cottage Grove
- Cross Plains
- Deerfield
- DeForest
- Marshall
- Mount Horeb
- Oregon
- Prairie du Sac
- Waunakee

DeForest was identified by most participants as the village considered a “peer”. No alternative suggestions to the list were provided.

As a result, the following four villages were selected to provide more detail.

- Cottage Grove
- Cross Plains
- DeForest
- Waunakee

This group of peers lists the following departments on their respective websites.

Table 3 Departments of Peer Villages

	Cottage Grove	Cross Plains	DeForest	Waunakee
Administration	X	X	X	X
Assessor				
Building inspect/zoning			X	X
Clerk/Treas		X		X
Community Svcs				X
Econ Development	X		X	X
EMS				X
Engineering				X
Finance	X			X
Fire Dept				X
Municipal Court	X		X	X
Parks/Recreation		X	X	X
Police	X		X	X
Public Library				X
Public Works	X			X
Senior Center				X
Swimming Pool		X		
Utilities (Water/Sewer)		X	X	X

The following depicts the “trajectory” of population for this group. (In the indicated timeframe, Cottage Grove had the largest increase.) (The color in the column is coded from green as the largest to red as the smallest increase.)

Table 4 Population Growth of Peer Villages

Village	Population	Population	Change
	(2000 Census)	(2010 Census)	2000 - 2010
Cottage Grove	4,059	6,192	1.53
Cross Plains	3,084	3,538	1.15
DeForest	7,368	8,936	1.21
Waunakee	8,995	12,097	1.34
Windsor	5,286	6,345	1.20

Green indicates the village with the greatest increase in the period 2000 – 2010.

The following depicts a number of factors that may influence the space and staffing needed by Village of Windsor in the future. This engagement was not intended to provide specific population estimates for the major time horizons. There has been no indication of a major event for Windsor (such as Epic for Verona or FoxConn for southeast Wisconsin) that may be considered. In fact, as noted in responses to Public Survey question 17, there is a significant feeling toward limiting growth.

As a result, the following has been used in the surveys provided to Staff and Department heads.

Windsor population estimates for 2023, 2028, and 2038

2023	7,500
2028	8,000
2038	9,000

These estimates are based on a 1.2% annual growth rate and then rounded to nearest 500 for the selected year.

Table 5 Factors that may influence space and staff needs

	Cottage Grove	Waunakee	DeForest	Windsor
Population				
Population estimates, July 1, 2016, (V2016)	6,996	13,607	9,690	6,785
Population estimates base, April 1, 2010, (V2016)	6,357	12,099	8,942	6,340
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	10.10%	12.50%	8.40%	7.00%

Age and Sex

Persons under 5 years, percent, April 1, 2010	8.50%	6.70%	7.20%	NA
Persons under 18 years, percent, April 1, 2010	32.50%	31.60%	29.00%	NA
Persons 65 years and over, percent, April 1, 2010	7.70%	9.90%	8.70%	NA

Population Characteristics

Foreign born persons, percent, 2012-2016	8.80%	3.70%	3.50%	2.50%
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Housing

Housing units, April 1, 2010	2,289	4,483	3,499	NA
Owner-occupied housing unit rate, 2012-2016	78.10%	76.60%	73.10%	77.40%
Median value of owner-occupied housing units, 2012-2016	\$257,400	\$300,600	\$207,100	\$257,900
Median gross rent, 2012-2016	\$1,006	\$997	\$886	\$978

Families & Living Arrangements

Households, 2012-2016	2,197	4,716	3,643	2,548
Persons per household, 2012-2016	3.06	2.76	2.6	2.6
Living in same house 1 year ago, percent of persons age 1 year+, 2012-2016	86.30%	88.40%	88.00%	93.10%
Language other than English spoken at home, percent of persons age 5 years+, 2012-2016	16.80%	3.00%	4.90%	8.30%

Education

High school graduate or higher, percent of persons age 25 years+, 2012-2016	92.00%	98.80%	96.80%	94.90%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	42.20%	50.60%	34.90%	44.30%

Health

With a disability, under age 65 years, percent, 2012-2016	6.40%	2.60%	8.90%	4.60%
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Economy

In civilian labor force, total, percent of population age 16 years+, 2012-2016	77.70%	72.60%	75.30%	69.00%
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In civilian labor force, female, percent of population age 16 years+, 2012-2016	72.40%	65.30%	70.80%	62.40%
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Income & Poverty

Median household income (in 2016 dollars), 2012-2016	\$87,386	\$93,132	\$72,373	\$91,216
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$33,935	\$40,821	\$32,654	\$42,024
Persons in poverty, percent	9.20%	3.50%	4.80%	3.40%

As presented subsequently in this document, a number demographic factors were identified for potential impact on Windsor space and staffing estimates.

Staff Survey

Staff survey results are those provided by Department/Division heads.

A number of factors that impact Village Staffing have been considered. The factors are shown in the following table.

Table 6 Demographic factors affecting Space and Staffing Levels

	Demographic	Discussion
1	Population, 2016 estimate	To establish a basis of comparison.
2	Foreign born persons, percent, 2012-2016	Windsor is considerably lower in % of foreign born persons. Increases may result in staff with other language skills.
3	With a disability, under age 65 years, percent, 2012-2016	Windsor is considerably lower in % of persons with disabilities than DeForest.
4	Persons in poverty, percent	Windsor has a low percentage of people in poverty when compared to Cottage Grove.