

Survey Report: Training Needs for Wisconsin Planners

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University of Wisconsin-Stevens Point
College of Natural Resources



Survey Recruitment Letter: Spring 2012

UW-Extension Survey: Assessment of Training Needs for Wisconsin Planners

The UW-Extension Center for Land Use Education needs your input to assess what training services are needed for planning professionals working in county government throughout our state. We are interested in your views on professional development, specific training topics, and the needs of entry level planning and zoning staff. The results of this study will be used to determine the direction for future programs to support county planning professionals here in Wisconsin.

You can contribute to this important effort by completing a short questionnaire. All responses will remain confidential and your participation is voluntary, but extremely valuable. Please click on the following link and take a few minutes to complete our survey: (Survey link)

Note that access through this link is uniquely tied to your e-mail address so please do not attempt to forward. If you have any questions or comments about this project you may contact me using the information provided below.

Thank you for your time,

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Executive Summary

This report provides a detailed description of the results from a survey of planning professionals employed by county governments across Wisconsin. The questionnaire itself was developed by the UW-Extension Center for Land Use Education in partnership with the UW-Stevens Point College of Natural Resources Land Use Planning program. Additional input and guidance was provided by the Wisconsin County Code Administrators who represent an important partner in the training and professional development of Wisconsin planning and zoning staff.

The overarching goal of the survey was to assist the Center for Land Use Education (CLUE) in understanding the training needs of planning professionals working in county government in Wisconsin. Specifically, the survey accomplished three primary objectives, including:

- **Workforce forecasting.** Assessing opportunities for planners by examining the near-term potential for retirement waves and its impact on planning leadership at the county level.
- **Training needs.** Determining the current training or support needs from the perspective of all respondents, as well as from those tasked with the supervision of planners at the county level.
- **Zoning Leadership Seminar follow-up.** As a follow up to the Land Use and Zoning Leadership Seminar offered by CLUE in 2006 / 2007 the survey sought input from program alumni to evaluate their opinions on how beneficial this training was to their overall professional development and to determine if there is interest in offering a similar program again.

In total 114 planning professionals completed the survey, which represents fifty percent of those who were invited to take the online questionnaire. The questionnaires were then analyzed using statistical software and a summary was prepared for this report. Survey respondents provided us with important information about planning professionals in Wisconsin and a summary of key findings is provided below.

Key findings:

- Respondent Characteristics: Only 29.7 percent of respondents hold a bachelor's degree in a planning-related discipline, with an additional 10.8 percent having a graduate degree this suggests that approximately 60 percent of planning staff in Wisconsin lack appropriate educational training in the field.
- Workforce Forecasting: Based on results of the survey retirements will continue at a moderate to fast pace with 12.7 percent of respondents indicating plans to retire within 4 years, while more than a third of respondents planning retirement within ten years.
- Training Needs: Wisconsin planning staff are actively engaged in professional development with nearly 80 percent indicating that they have attended trainings on at least a biannual basis throughout their career. Another important finding is an apparent discrepancy between

training topics that are of interest to respondents and skills or expertise that supervisors feel their entry level staff are not adequately prepared in.

- Zoning Leadership Program: All alumni of the 2006 & 2007 Zoning and Land Use Leadership Seminar who responded to the survey indicated that the training they received was somewhat or very beneficial. Additionally, nearly 60 percent of all survey respondents indicated that they would be interested in future trainings specifically designed for Wisconsin planners, like the Zoning Leadership Seminar.

Taken together these findings suggest that there remains both a need and interest in continued training programs specifically designed for Wisconsin planning professionals. The remainder of the report goes into depth on each of the primary objectives of the survey, while emphasizing lessons learned that can inform future educational programming.

Note: The survey explored in this report was developed with support from Dr. Anna Haines and students from the land use planning program in the College of Natural Resources at UWSP.

Table of Contents

Executive Summary..... 2

Survey Details..... 5

 Respondent Characteristics 5

 Workforce Forecasting..... 7

 Training Needs 8

 Training Topics 9

 Zoning Leadership Program 11

Future Training Directions 13

Appendix A: Survey Analysis 14

 Survey Questions 14

 Analysis Plan 17

 Results: Current Job Status 18

 All respondents 18

 Directors..... 20

 Planning & Zoning 21

 Results: Job Training 22

 All respondents 22

 Results: Zoning Leadership Program..... 24

 All respondents 24

 Past participants 25

 Results: Assessment of Training Needs for Entry Level Staff..... 28

 All supervisors 28

 Directors..... 30

Survey Details

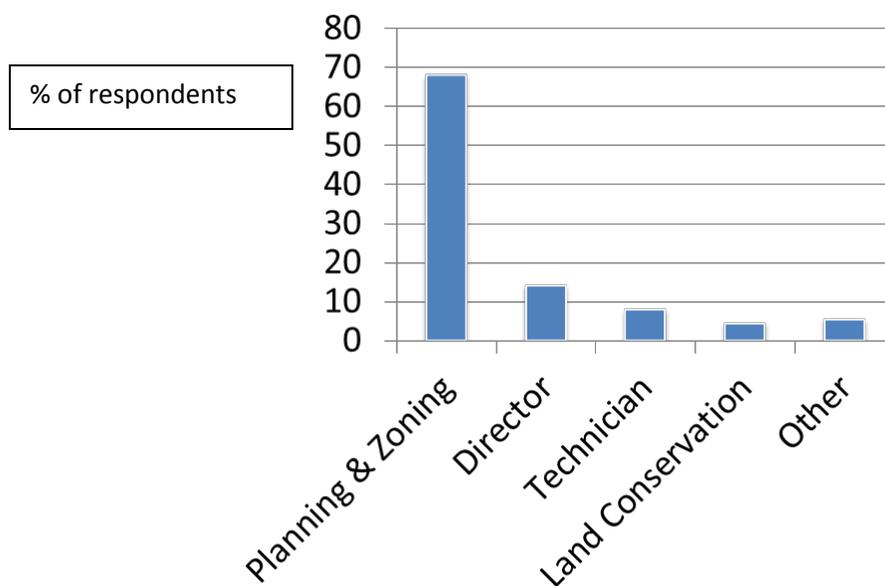
The survey was conducted in spring 2012 using the e-mail recruitment protocol shown on the cover page of this report. The survey itself was administered using Survey Monkey, an internet based survey software, and invitations were sent to a total of 228 individuals. These individuals were selected for participation from the WCCA membership directory, county government websites, and direct contact with offices to identify all planning professionals working in county government in Wisconsin. After initial review of the sample individuals whose job title included GIS technician, enforcement, building inspector, or POWTS positions were removed from the list in order to reach our target audience of individuals responsible for planning and zoning at the county level.

The survey was conducted following approval of exempt status (protocol #: 11-12, 057) from the Internal Review Board at UW-Stevens Point. A total of 3 recruitment contacts were made with potential respondents and a total of 114 individuals (or 50 percent of the sample) responded to our request to participate in the survey.

Respondent Characteristics

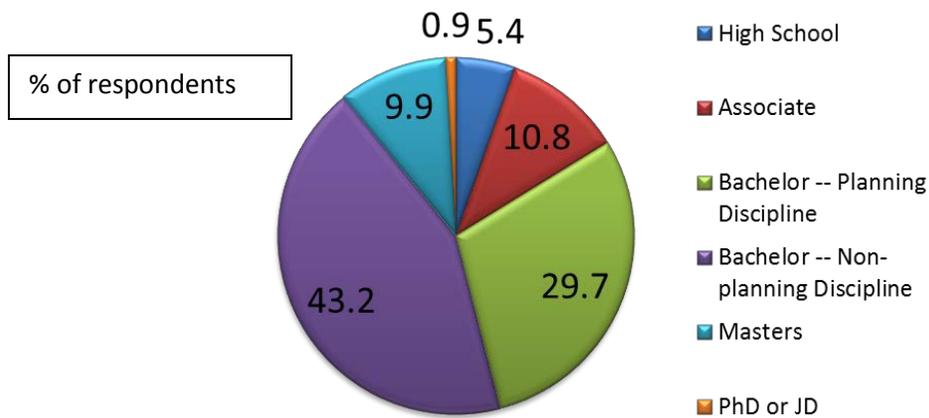
This section provides an overview of the characteristics of individuals who responded to the survey in order to provide insight into who is responsible for planning and zoning at the county level in Wisconsin. As shown in Figure 1 the overwhelming majority of respondents were planning and zoning staff or a county planning director, which means that we were able to effectively reach our target audience. It should be noted that these results represent an aggregate coding that was intended to summarize a broad range of job titles. The small number of respondents who did not fit into the aggregate planning and zoning or director positions were allowed to remain in the analysis, as it was difficult to determine if overlapping job responsibilities existed that would suggest that these individuals may need additional training on planning topics.

Figure 1: Coded responses to the question, “**what is your current job title?**”



Survey respondents indicated that they have been in their current position an average of 10.6 years and with their current employer for 13.6 years. One potentially problematic finding is low levels of educational training in planning across all respondents. As shown in Figure 2, only 29.7 percent of respondents hold a bachelor’s degree in a planning-related discipline, with an additional 10.8 percent having a graduate degree this suggests that approximately 60 percent of planning staff in Wisconsin lack appropriate educational training in the field. However, the trend shows that this situation may be improving as entry level -- extracted in the analysis as non-supervisors with less than 10 years in their current position -- indicated higher educational attainment with 41.7 percent holding bachelor’s degrees and 8.3 percent holding master’s degrees in a planning discipline. In addition, nearly 90 percent of all entry level planning staff hold at least a bachelor’s degree.

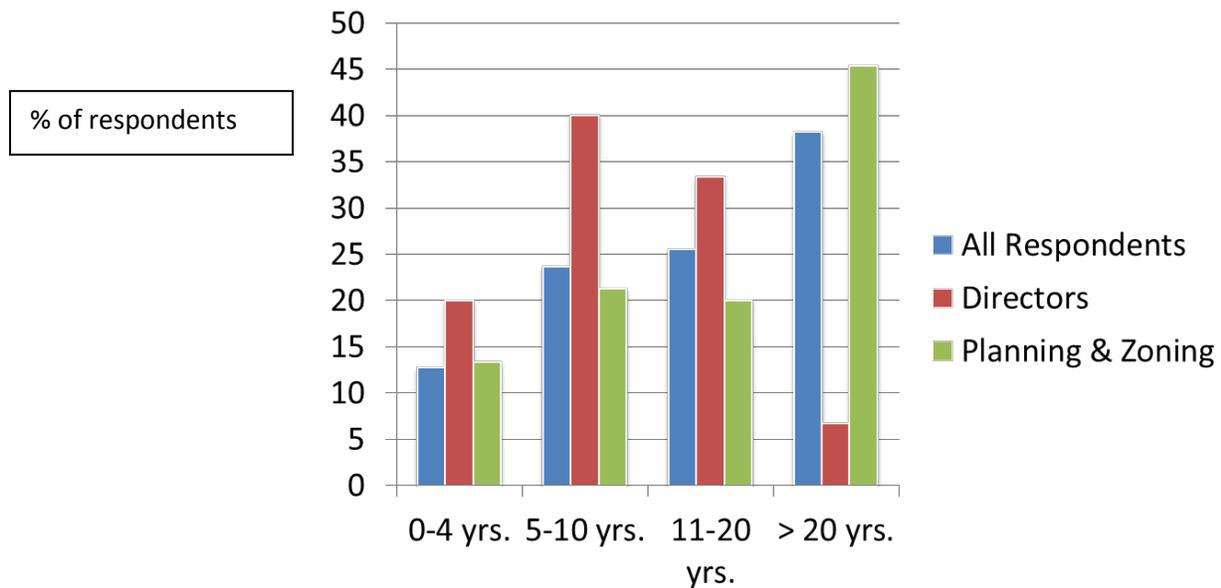
Figure 2: Responses to the questions, “**what is your highest level of education?**”



Workforce Forecasting

The Zoning and Land Use Leadership Seminar was originally developed in 2006 by CLUE to help respond to an anticipated wave of retirements occurring in planning offices statewide. In order to determine the current status of retirements respondents were asked to provide information on their future plans. Based on results of the survey retirements will continue at a moderate to fast pace with 12.7 percent of respondents indicating plans to retire within 4 years, while more than a third of respondents planning retirement within ten years. As expected these retirements are disproportionately of directors in leadership roles with 60.0 percent anticipating retirement within ten years.

Figure 3: Responses to the question, “when do you plan on retiring?”



Additionally, directors were asked to report how many positions they anticipate will open due to retirements in their office in the next five years and over half reported at least one position. As shown in Table 1 these retirements will not affect all counties equally as some will experience no changes due to retirements, while others will need to replace several positions.

Table 1: Job opening due to retirements anticipated in next 5 years by directors only

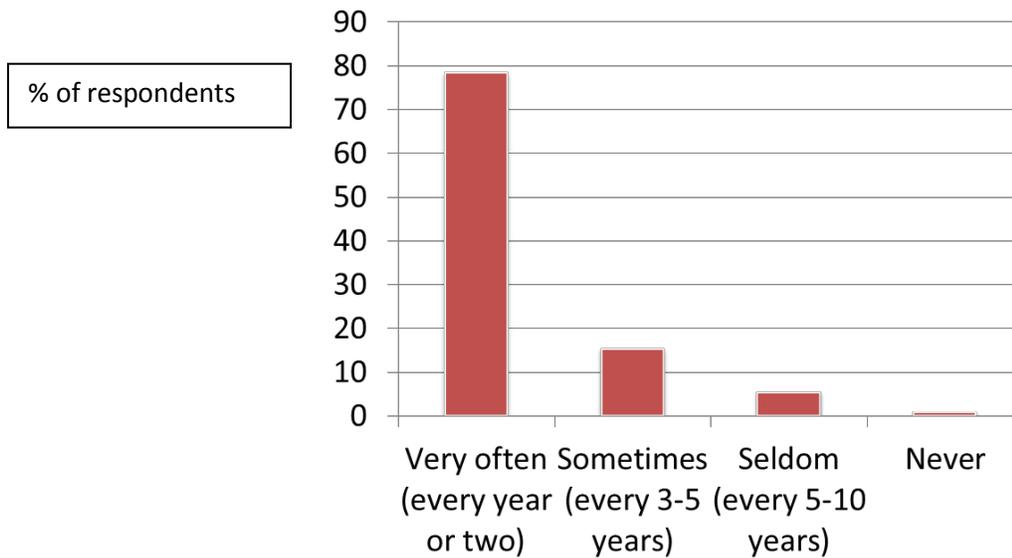
# of Job Openings	Frequency	Percent of Total
0	6	42.9
1-2	4	28.6
3-5	4	28.5

Training Needs

This section focuses on two critical aspects of assessing training needs for planning staff. The first section looks at current training patterns and potential barriers, while the second section examines interest in different training topics both personally as well as through supervisor’s assessment of the training needs of their staff.

As shown in Figure 4, Wisconsin planning staff are actively engaged in professional development with nearly 80 percent indicating that they have attended trainings on at least a biannual basis throughout their career.

Figure 4: **Frequency of job training throughout career**



Beyond simply attending trainings we also wanted to determine what types of training planning staff were participating in and what possible barriers, or limitations, exist that prevent staff from seeking necessary training. The results (shown in Tables 2) regarding types of training indicates that nearly all respondents have taken part in a seminar, with over forty percent indicating that they have tried web and face to face trainings.

Table 2: **Types of past job training**

Type of Training	Frequency	Percent of Total
Web	47	41.2
DVD	9	7.9
Seminar	106	93.0
Face to Face	51	44.7

Table 3 shows the types of barriers that respondents indicated make accessing training difficult and there seem to be several issues that emerged that affect participation. Fees associated with training seem to be of particular concern; however, it is not clear as to whether this is being affected by county or personal budgets. In addition, there seems to be a lack of programs and / or programs that respondents believe are high quality.

Table 3: **Job training barriers**

Training Barrier	Frequency	Percent of Total
Lack of Programs	44	38.6
Quality of Programs	49	43.0
Fees	78	68.4
Meeting Times	30	26.3

Training Topics

In order to determine what areas of planning practice need additional coverage in future trainings for planning professionals respondents were asked to rate their level of interest in a series of topics. The topic list was developed in part by UWSP Land Use Planning students to reflect a broad range of topics and skills proficiencies that are relevant to the practice of planning. The results shown in table 4 indicate overall interest levels among all respondents, while table 5 shows the results for entry level staff only. Both of these groups prioritized similar topics, including shoreland zoning, geographic information systems, and conditional use / general use zoning.

Table 4: **Topic interest among all respondents**

Topic	Rank	Mean*
Shoreland Zoning	1	2.63
GIS	2	2.50
Conditional Use Zoning	3	2.39
General Use Zoning	4	2.31
Mining	5	2.24
Public Participation	6	2.18
Conservation Planning	7	2.13
Comprehensive Plan	8	2.06
Farmland Preservation	9	2.06
Green Infrastructure	10	1.96
Building Permitting	11	1.90

**Note: Scores 1="not at all interested" to 3="very interested"*

Table 5: **Topic interest among entry level staff**

Topic	Rank	Mean*
Shoreland Zoning	1	2.69
GIS	2	2.51
General Use Zoning	3	2.42
Conditional Use Zoning	4	2.39
Conservation Planning	5	2.26
Farmland Preservation	6	2.20
Public Participation	7	2.20
Mining	8	2.17
Comprehensive Plan	9	2.06
Green Infrastructure	10	2.06
Building Permitting	11	1.97

**Note: Scores 1="not at all interested" to 3="very interested"*

As an alternative approach to determining training needs we also asked all respondents who indicated that they were responsible for the supervision of other planning and zoning staff to report whether or not they feel that entry level employees have sufficient training in these same topics. The results shown in Table 6 have been reverse ranked to show highlight the areas that supervisors felt entry level professionals did not have enough training. One important finding was that several topics emerged on this list that received low levels of interest from all respondents and entry level staff. Supervisors indicated deficiencies in farmland preservation, green infrastructure, mining, and conservation planning that would suggest these may be high priorities for future trainings.

Table 6: **Staff has sufficient training in each of the follow topics among all supervisors**

Topic	Rank**	Mean*
Farmland Preservation	1	2.37
Green Infrastructure	2	2.37
Mining	3	2.56
Conservation Planning	4	2.60
Comprehensive Plan	5	2.78
Public Participation	6	2.78
Building Permitting	7	2.85
Conditional Use Zoning	8	2.87
Shoreland Zoning	9	2.98
General Use Zoning	10	3.15
GIS	11	3.45

**Note: Scores 1="strongly disagree" to 5="strongly agree";*

***Ranking based on reverse order to reflect need for additional training in these areas as reported by supervisors.*

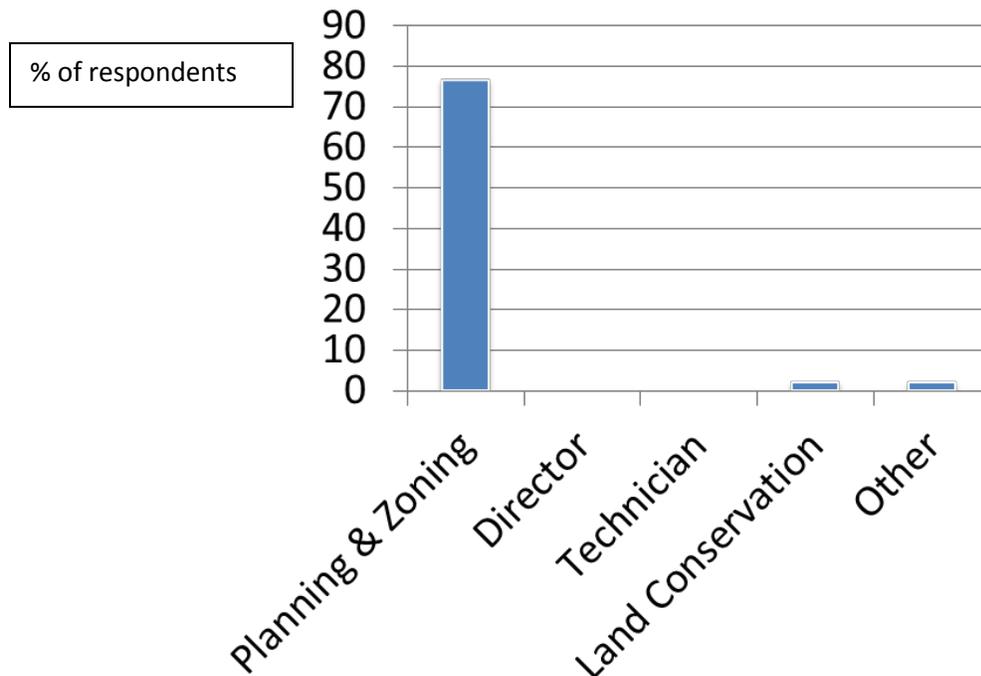
One area in particular that stands out is that interest level is high for additional GIS training, while this is the highest rated area that supervisors see entry level professional as having sufficient training. Addressing this apparent disconnect may become a unique challenge in future trainings and would suggest that area for overlap between GIS and topics like farmland preservation could satisfy the needs of both parties.

Zoning Leadership Program

In 2006 & 2007, UWEX / CLUE held the Wisconsin Land Use and Zoning Leadership Seminar that involved a series of training sessions involving members of the Wisconsin County Code Administrators (WCCA), retired zoning officials, and former UWEX staff. A total of 17 survey respondents indicated that they had participated in one of these seminars and provided us with important feedback that will help direct any future training offering by CLUE.

A brief overview of the characteristics of Zoning Leadership Seminar alumni shows that nearly all respondents are employed in the planning and zoning job category (as shown in Figure 7). The range of job titles that were aggregated into these results from alumni include: Zoning Administrator, Land Use Specialist, Planner, Code Enforcement Officer, and Environmental or Conservation Specialist. None of the alumni indicated that they were a director or that they were at the technician level within their office. This result is likely related to the goal of the original seminar to train entry level and mid-career professionals to enhance their ability to move into leadership roles.

Figure 7: Current job title of Zoning Leadership alumni



All 17 respondents who previously completed the Zoning Leadership Seminar indicated that the training was somewhat or very beneficial. Additionally, 58.8 percent of the Zoning Leadership alumni indicated that the training they received has supported their career advancement.

All survey respondents were asked for their opinion as to how beneficial trainings designed specifically for Wisconsin planners would be and whether or not they would be interested in attending. Figures 8 and 9 show their response indicating that not only did respondents see this as extremely beneficial, but that nearly 60 percent (67 out of 114 individuals) would be interested in attending future sessions of the Zoning Leadership program.

Figure 8: **Benefit of training program specifically design for Wisconsin planners**

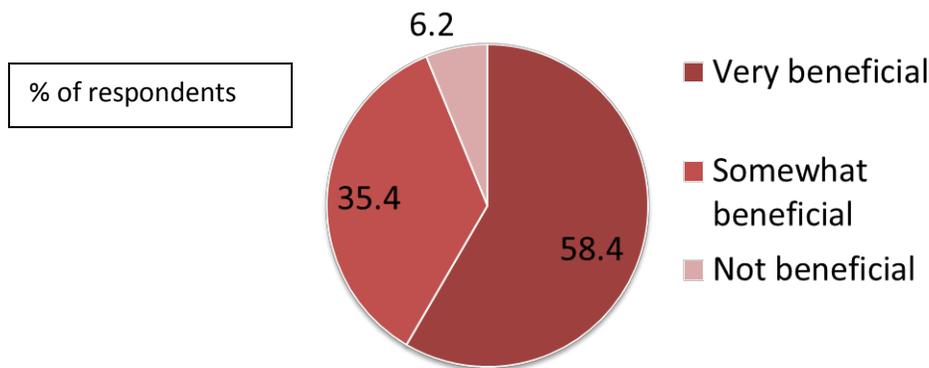
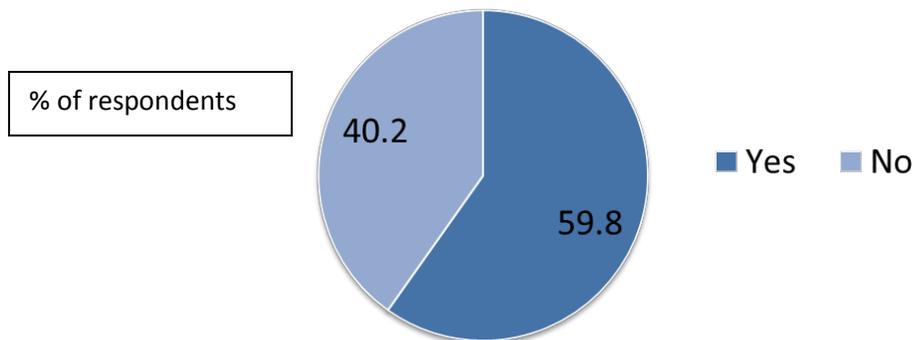


Figure 9: **Interest in participating in future sessions of Zoning Leadership program**



Future Training Directions

The results of this survey indicate that there remains both a need and interest in continued training programs specifically designed for Wisconsin planning professionals. In keeping with original purpose of the 2006 /2007 CLUE seminar there remains a need to train the next generation of planning leadership and the results of this survey indicate that respondents are interested and believe there is value in a program like the Zoning Leadership Seminar. With this said another challenge is determining if there is a way that a new training program can be accomplished within existing CLUE resources through the use of new technologies or integration with existing efforts. The following list provides some initial ideas intended to begin a discussion about next steps for this program.

Future Training Direction: List of ideas for continued discussion

1. **Address lack of educational training among Wisconsin county planning staff.** Explore feasibility of offering an opportunity for county planning staff to remotely pursue on-line master's degree program through UWSP. It may be possible to link this to the UWSP Natural Resource Leadership continuing education program by incorporating some additional planning courses into the curriculum.
2. **CLUE training modules.** Develop on-line training courses to address needs identified by the survey that overlap with existing CLUE expertise, including: general use / conditional use zoning, shoreland zoning, GIS – focusing on applied tools and processes for planning, green infrastructure / farmland preservation, public participation methods, mining, etc.
3. **Funding.** While fees appeared as a barrier to training respondents indicated that there are a lack of quality programs. This seems like there may be an underserved niche here with the possibility of revenue.
4. **Topics.** There seems to be a disconnect over the need for additional GIS training with staff reporting high levels of interest and supervisors reporting that their staff has sufficient training. The possibility of hybrid trainings that address specific topic areas while providing additional GIS tools (farmland preservation lends itself well to this type of hybrid) might be an avenue worth exploring.

Appendix A: Survey Analysis

Survey Questions

Current Job Status

1. What is your current job title? (open)
2. When were you hired for your current position? (year)
3. How many years total have you worked for your current employer? (#)
4. When do you plan on retiring? (0-4 years, 5-10 years, 11- 20 years, >20 years)
5. What position do you plan to retire from?
 - a. Director
 - b. Assistant Director
 - c. Planning Manager
 - d. Land Use Specialist
 - e. Zoning Technician
 - f. Permit Specialist
 - g. Other (please specify)
6. What aspects of your job do you find to be the most rewarding? (Check all that apply)
 - a. Working as part of the team
 - b. The actual jobs you do
 - c. The environment
 - d. Your boss
 - e. Your income level
 - f. The ease of completing it

Job Training Status

7. What is the highest level of education you have completed?
 - a. High school GED
 - b. Two year associates degree
 - c. Bachelors degree in a planning discipline (such as land use planning or urban planning)
 - d. Bachelors degree in a non-planning discipline
 - e. Masters degree in a planning discipline (such as land use planning or urban planning)
 - f. Masters degree in a non-planning discipline
 - g. Ph.D. or J.D.
8. How often have participated in additional job training throughout your career?
 - a. Very often (every year or two)
 - b. Sometimes (every 3-5 years)
 - c. Seldom (every 5-10 years)
 - d. Never

9. What forms of training, if any, have you had within the last 5 years? (check all that apply)
 - a. Web/e-learning
 - b. DVD training
 - c. Attended seminars/meetings
 - d. Face-to-face instruction
 - e. Other (please specify)
10. Which of the following issues might limit your ability to participate in future trainings? (Check all that apply)
 - a. Lack of programs
 - b. Quality of programs
 - c. Fees
 - d. Meeting Times (0 responses)

Zoning Leadership Program

In 2006 & 2007, UWEX / CLUE held the Wisconsin Land Use and Zoning Leadership Seminar that involved a series of training sessions involving members of the Wisconsin County Code Administrators (WCCA), retired zoning officials, and former UWEX staff. Due to renewed interest the Center for Land Use Education is beginning to plan future trainings and would like your input.

11. How beneficial do you believe having access to a training program, like the zoning leadership program, that is specifically designed for Wisconsin county planners and code administrators is for developing your abilities as a planner? (3 point scale: Very beneficial, somewhat beneficial, not beneficial)
12. Would you be interested in participating in future sessions of the zoning leadership program? (Y/N)
13. For each of the following indicate how interested you are in receiving additional training on the topic: (3 point scale: Very interested, somewhat interested, not at all)
 - a. Comprehensive Planning
 - b. General Use Zoning
 - c. Shoreland Zoning
 - d. Conditional Use Zoning
 - e. Building Permitting
 - f. Farmland Preservation
 - g. Conservation Planning
 - h. Green Infrastructure
 - i. Mining
 - j. Geographic Information Systems
 - k. Public Participation Methods
14. Were you a participant in either of the zoning leadership programs conducted by the Center for Land Use Education? (Y / N – no response skip to next section)

15. How beneficial was the training you received in the zoning leadership program? (3 point scale: Very beneficial, somewhat beneficial, not beneficial)
16. Has the training you received in the zoning leadership program supported advancement in your career? (Y / N)
17. What suggestions do you have for improving the training in the Zoning Leadership Program? (open)

Entry Level Training -- For zoning supervisors/administrators only:

18. Are you responsible for supervising other planning or zoning staff? (Y / N – no response skip to end)
19. The following series of questions ask for your evaluation of specific skills and knowledge of entry level members of your zoning staff. For each of the following indicate whether you agree or disagree that entry level members of your staff generally have sufficient education or training related to each of these topics.
 - a. Comprehensive Planning
 - b. General Use Zoning
 - c. Shoreland Zoning
 - d. Conditional Use Zoning
 - e. Building Permitting
 - f. Farmland Preservation
 - g. Conservation Planning
 - h. Green Infrastructure
 - i. Mining
 - j. Geographic Information Systems
 - k. Public Participation Methods
20. Please briefly describe any additional skills you feel entry level personnel are lacking. (Open)
21. How difficult is it to find qualified staff for opening in your office? (3 point: Very difficult, somewhat difficult, not difficult)
22. Is it more difficult today than in the past to retain qualified staff in your office? (Y/N)
23. If yes, why? (Open)
24. How many planning or zoning positions do you see foresee becoming available due to retirements within the next five years? (Open)

Analysis Plan

- Current Job Status
 - All respondents, Directors, Planning & Zoning
 - Job category (All respondents only)
 - Education
 - Years in current position
 - Years with current employer
 - Retirement plan (years)
- Job Training
 - All respondents
 - Past training frequency
 - Past training types
 - % for each category
 - Training barriers
 - % for each category
 - Training topics
 - Top 3 preferences by mean
- Zoning Leadership Program
 - All respondents
 - (Q11)Benefit of Wisconsin specific training program in general
 - (Q12)Interest in future offering of zoning leadership program
 - Past participants
 - (Q11)Benefits of Wisconsin specific training program in general
 - (Q12)Interest in future offering of zoning leadership program
 - (Q15)Zoning leadership program -- beneficial
 - (Q16)Zoning leadership program – career advancement
- Assessment of Training Needs for Entry Level Employees
 - All supervisors
 - Training Topics
 - Finding qualified staff
 - Retaining qualified staff
 - Open positions due to retirement
 - Directors
 - Training Topics
 - Finding qualified staff
 - Retaining qualified staff
 - Open positions due to retirement

Results: Current Job Status

All respondents

Job title

Q1_JobTitleCategory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	16	14.0	14.3	14.3
	Planning & Zoning	76	66.7	67.9	82.1
	Technician	9	7.9	8.0	90.2
	Land Conservation	5	4.4	4.5	94.6
	Other	6	5.3	5.4	100.0
	Total	112	98.2	100.0	
Missing	System	2	1.8		
Total		114	100.0		

Education

What is the highest level of education you have completed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school GED	6	5.3	5.4	5.4
	Two year associates degree	12	10.5	10.8	16.2
	Bachelors degree in a planning discipline (such as land use	33	28.9	29.7	45.9
	Bachelors degree in a non-planning discipline	48	42.1	43.2	89.2
	Masters degree in a planning discipline (such as land use pl	7	6.1	6.3	95.5
	Masters degree in a non-planning discipline	4	3.5	3.6	99.1
	Ph.D. or J.D.	1	.9	.9	100.0
	Total	111	97.4	100.0	
Missing	System	3	2.6		
Total		114	100.0		

Years in current position / Years with current employer

		Statistics	
		Q2_CurrentPositionYrs	Q3_CurrentEmployerYrs
N	Valid	110	111
	Missing	4	3
Mean		10.61	13.5856

Retirement plan (years)

When do you plan on retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-4 years	14	12.3	12.7	12.7
	5-10 years	26	22.8	23.6	36.4
	11-20 years	28	24.6	25.5	61.8
	>20 years	42	36.8	38.2	100.0
	Total	110	96.5	100.0	
Missing	System	4	3.5		
Total		114	100.0		

Directors

Education

What is the highest level of education you have completed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors degree in a planning discipline (such as land use	4	25.0	26.7	26.7
	Bachelors degree in a non-planning discipline	7	43.8	46.7	73.3
	Masters degree in a planning discipline (such as land use pl	2	12.5	13.3	86.7
	Masters degree in a non-planning discipline	1	6.3	6.7	93.3
	Ph.D. or J.D.	1	6.3	6.7	100.0
	Total	15	93.8	100.0	
Missing	System	1	6.3		
Total		16	100.0		

Years in current position / Years with current employer

Statistics

		Q2_CurrentPositionYrs	Q3_CurrentEmployerYrs
N	Valid	16	16
	Missing	0	0
Mean		12.31	17.1250

Retirement plan (years)

When do you plan on retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-4 years	3	18.8	20.0	20.0
	5-10 years	6	37.5	40.0	60.0
	11-20 years	5	31.3	33.3	93.3
	>20 years	1	6.3	6.7	100.0
	Total	15	93.8	100.0	
Missing	System	1	6.3		
Total		16	100.0		

Planning & Zoning

Education

What is the highest level of education you have completed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school GED	6	7.9	7.9	7.9
	Two year associates degree	6	7.9	7.9	15.8
	Bachelors degree in a planning discipline (such as land use	25	32.9	32.9	48.7
	Bachelors degree in a non-planning discipline	34	44.7	44.7	93.4
	Masters degree in a planning discipline (such as land use pl	4	5.3	5.3	98.7
	Masters degree in a non-planning discipline	1	1.3	1.3	100.0
	Total	76	100.0	100.0	

Years in current position / Years with current employer

Statistics

		Q2_CurrentPositionYrs	Q3_CurrentEmployerYrs
N	Valid	75	75
	Missing	1	1
Mean		10.80	13.3867

Retirement plan (years)

When do you plan on retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-4 years	10	13.2	13.3	13.3
	5-10 years	16	21.1	21.3	34.7
	11-20 years	15	19.7	20.0	54.7
	>20 years	34	44.7	45.3	100.0
	Total	75	98.7	100.0	
Missing	System	1	1.3		
Total		76	100.0		

Results: Job Training

All respondents

Past training frequency

How often have you participated in additional job training throughout your career?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very often (every year or two)	87	76.3	78.4	78.4
	Sometimes (every 3-5 years)	17	14.9	15.3	93.7
	Seldom (every 5-10 years)	6	5.3	5.4	99.1
	Never	1	.9	.9	100.0
	Total	111	97.4	100.0	
Missing	System	3	2.6		
Total		114	100.0		

Past training types

% for each category

Type of Training	Frequency	Percent of Total
Web	47	41.2
DVD	9	7.9
Seminar	106	93.0
Face to Face	51	44.7

Training barriers

% for each category

Training Barrier	Frequency	Percent of Total
Lack of Programs	44	38.6
Quality of Programs	49	43.0
Fees	78	68.4
Meeting Times	30	26.3

Training topics

All respondents (Mean based on range of 1="Not at all interested" to 3="Very interested")

Statistics

	Comprehensive Planning	General Use Zoning	Shoreland Zoning	Conditional Use Zoning	Building Permitting	Farmland Preservation	Conservation Planning	Green Infrastructure	Mining	Geographic Information Systems	Public Participation Methods
N Valid	109	112	110	111	104	109	104	102	109	109	109
Missing	5	2	4	3	10	5	10	12	5	5	5
Mean	2.0642	2.3125	2.6273	2.3874	1.9038	2.0642	2.1250	1.9608	2.2385	2.4954	2.1835

Top 3 training topic preferences by mean score:

1. Shoreland Zoning
 2. Geographic Information Systems
 3. Conditional Use Zoning
-

4. General Use Zoning
5. Mining
6. Public Participation
7. Conservation Planning
8. Comprehensive Planning
9. Farmland Preservation
10. Green Infrastructure
11. Building Permitting

Results: Zoning Leadership Program

All respondents

(Q11)Benefit of Wisconsin specific training program in general

How beneficial do you believe having access to a training program, like the zoning leadership program, that is specifically designed for Wisconsin county planners and code administrators is for developing your abilities as a planner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very beneficial	66	57.9	58.4	58.4
	Somewhat beneficial	40	35.1	35.4	93.8
	Not beneficial	7	6.1	6.2	100.0
	Total	113	99.1	100.0	
Missing	System	1	.9		
Total		114	100.0		

(Q12)Interest in future offering of zoning leadership program

Would you be interested in participating in future sessions of the zoning leadership program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	58.8	59.8	59.8
	No	45	39.5	40.2	100.0
	Total	112	98.2	100.0	
Missing	System	2	1.8		
Total		114	100.0		

Past participants

What is your current job title?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid assistant zoning administrator	1	5.9	5.9	5.9
Assistant Zoning Administrator	2	11.8	11.8	17.6
Code Enforcement Officer	1	5.9	5.9	23.5
Conservationist	1	5.9	5.9	29.4
County Zoning Administrator/Sanitarian	1	5.9	5.9	35.3
Environmental Specialist	1	5.9	5.9	41.2
Land Use Enforcement Officer and Sanitarian	1	5.9	5.9	47.1
Land Use Specialist	2	11.8	11.8	58.8
planner	1	5.9	5.9	64.7
Planner II	1	5.9	5.9	70.6
Senior Land Use Specialist	1	5.9	5.9	76.5
Sr. Zoning Officer	1	5.9	5.9	82.4
Zoning Admininstrator II	1	5.9	5.9	88.2
Zoning Administrator	1	5.9	5.9	94.1
Zoning Specialist	1	5.9	5.9	100.0
Total	17	100.0	100.0	

(Q11)Benefits of Wisconsin specific training program in general

How beneficial do you believe having access to a training program, like the zoning leadership program, that is specifically designed for Wisconsin county planners and code administrators is for developing your abilities as a planner?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very beneficial	15	88.2	88.2	88.2
Somewhat beneficial	2	11.8	11.8	100.0
Total	17	100.0	100.0	

(Q12)Interest in future offering of zoning leadership program

Would you be interested in participating in future sessions of the zoning leadership program?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	11	64.7	64.7	64.7
No	6	35.3	35.3	100.0
Total	17	100.0	100.0	

(Q15)Zoning leadership program -- beneficial

How beneficial was the training you received in the zoning leadership program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very beneficial	14	82.4	82.4	82.4
	Somewhat beneficial	3	17.6	17.6	100.0
	Total	17	100.0	100.0	

(Q16)Zoning leadership program - career advancement

Has the training you received in the zoning leadership program supported advancement in your career?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	58.8	58.8	58.8
	No	7	41.2	41.2	100.0
	Total	17	100.0	100.0	

Training topics - ZLS alumni

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Comprehensive Planning	17	1.00	3.00	2.0588	.74755
General Use Zoning	17	1.00	3.00	2.5294	.62426
Shoreland Zoning	17	2.00	3.00	2.6471	.49259
Conditional Use Zoning	17	1.00	3.00	2.3529	.60634
Building Permitting	17	1.00	3.00	2.1765	.63593
Farmland Preservation	16	1.00	3.00	2.1875	.65511
Conservation Planning	16	1.00	3.00	2.3750	.61914
Green Infrastructure	16	1.00	3.00	2.3125	.60208
Mining	16	1.00	3.00	2.1250	.71880
Geographic Information Systems	16	2.00	3.00	2.6250	.50000
Public Participation Methods	16	1.00	3.00	2.4375	.62915
Valid N (listwise)	15				

Top 3 training topic preferences by mean score:

1. Shoreland Zoning (2.65)
 2. Geographic Information Systems (2.63)
 3. General Use Zoning (2.52)
-
4. Public Participation (2.44)
 5. Conservation Planning (2.38)
 6. Conditional Use Zoning (2.35)
 7. Green Infrastructure (2.31)
 8. Farmland Preservation (2.19)
 9. Building Permitting (2.18)
 10. Mining (2.13)
 11. Comprehensive Planning (2.06)

Results: Assessment of Training Needs for Entry Level Staff

All supervisors

Training Topics

All respondents (Mean based on range of 1="Strongly Disagree" to 5="Strongly Agree"); For each of the following indicate whether you agree or disagree that entry level members of your staff generally have sufficient education or training related to each of these topics.

Statistics

	Comprehensive Planning	General Use Zoning	Shoreland Zoning	Conditional Use Zoning	Building Permitting	Farmland Preservation	Conservation Planning	Green Infrastructure	Mining	Geographic Information Systems	Public Participation Methods
N Valid	54	55	56	54	53	54	55	54	55	56	54
Missing	3	2	1	3	4	3	2	3	2	1	3
Mean	2.7778	3.1455	2.9821	2.8704	2.8491	2.3704	2.6000	2.3704	2.5636	3.4464	2.7778

Identified entry level deficiencies by mean score:

1. Farmland Preservation
 2. Green Infrastructure
 3. Mining
-
4. Conservation Planning
 5. Comprehensive Planning
 6. Public Participation Methods
 7. Building Permitting
 8. Conditional Use Zoning
 9. Shoreland Zoning
 10. General Use Zoning
 11. Geographic Information Systems

Finding qualified staff

How difficult is it to find qualified staff for openings in your office?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very difficult	5	8.8	9.1	9.1
	Somewhat difficult	38	66.7	69.1	78.2
	Not difficult	12	21.1	21.8	100.0
	Total	55	96.5	100.0	
Missing	System	2	3.5		
Total		57	100.0		

Retaining qualified staff

Is it more difficult today than in the past to retain qualified staff in your office?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	29.8	30.9	30.9
	No	38	66.7	69.1	100.0
	Total	55	96.5	100.0	
Missing	System	2	3.5		
Total		57	100.0		

Open positions due to retirement

Q24_Retirement_JobOpenings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	18	31.6	35.3	35.3
	1.00	16	28.1	31.4	66.7
	2.00	10	17.5	19.6	86.3
	3.00	4	7.0	7.8	94.1
	5.00	2	3.5	3.9	98.0
	10.00	1	1.8	2.0	100.0
	Total	51	89.5	100.0	
Missing	System	6	10.5		
Total		57	100.0		

Directors

Training Topics

All respondents (Mean based on range of 1="Strongly Disagree" to 5="Strongly Agree"); For each of the following indicate whether you agree or disagree that entry level members of your staff generally have sufficient education or training related to each of these topics.

Statistics

	Comprehensive Planning	General Use Zoning	Shoreland Zoning	Conditional Use Zoning	Building Permitting	Farmland Preservation	Conservation Planning	Green Infrastructure	Mining	Geographic Information Systems	Public Participation Methods
N Valid	14	14	15	14	14	14	14	14	14	15	15
Missing	2	2	1	2	2	2	2	2	2	1	1
Mean	3.0000	3.0000	2.7333	2.7143	2.6429	2.4286	2.7143	2.5714	2.1429	3.6667	2.7333

Identified entry level deficiencies by mean score:

1. Mining
 2. Farmland Preservation
 3. Green Infrastructure
-
4. Conservation Planning
 5. Building Permitting
 6. Conditional Use Zoning
 7. Shoreland Zoning
 8. Public Participaiton Methods
 9. Comprehensive Planning
 10. General Use Zoning
 11. Geographic Information Systems

Finding qualified staff

How difficult is it to find qualified staff for openings in your office?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat difficult	14	87.5	93.3	93.3
	Not difficult	1	6.3	6.7	100.0
	Total	15	93.8	100.0	
Missing	System	1	6.3		
Total		16	100.0		

Retaining qualified staff

Is it more difficult today than in the past to retain qualified staff in your office?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	31.3	35.7	35.7
	No	9	56.3	64.3	100.0
	Total	14	87.5	100.0	
Missing	System	2	12.5		
Total		16	100.0		

Open positions due to retirement

Q24_Retirement_JobOpenings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	6	37.5	42.9	42.9
	1.00	2	12.5	14.3	57.1
	2.00	2	12.5	14.3	71.4
	3.00	3	18.8	21.4	92.9
	5.00	1	6.3	7.1	100.0
	Total	14	87.5	100.0	
Missing	System	2	12.5		
Total		16	100.0		

Special Interest: Entry-Level Employees

This group includes only individuals who are not responsible for the supervision of others and have less than or equal to 10 years in current position.

Group Characteristics:

Statistics

	Q2_CurrentPositionYrs	What is the highest level of education you have completed?	Q1_JobTitleCategory
N Valid	36	36	36
Missing	0	0	0
Mean	5.50	3.5278	2.5833

What is the highest level of education you have completed?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High school GED	1	2.8	2.8	2.8
Two year associates degree	3	8.3	8.3	11.1
Bachelors degree in a planning discipline (such as land use	15	41.7	41.7	52.8
Bachelors degree in a non-planning discipline	12	33.3	33.3	86.1
Masters degree in a planning discipline (such as land use pl	3	8.3	8.3	94.4
Masters degree in a non-planning discipline	2	5.6	5.6	100.0
Total	36	100.0	100.0	

Q1_JobTitleCategory

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Planning & Zoning	24	66.7	66.7	66.7
Technician	6	16.7	16.7	83.3
Land Conservation	3	8.3	8.3	91.7
Other	3	8.3	8.3	100.0
Total	36	100.0	100.0	

Training Topics:

Entry Level (Mean based on range of 1="Not at all interested" to 3="Very interested")

	N	Minimum	Maximum	Mean	Std. Deviation
Comprehensive Planning	35	1.00	3.00	2.0571	.59125
General Use Zoning	36	1.00	3.00	2.4167	.64918
Shoreland Zoning	36	1.00	3.00	2.6944	.52478
Conditional Use Zoning	36	1.00	3.00	2.3889	.68776
Building Permitting	34	1.00	3.00	1.9706	.67354
Farmland Preservation	35	1.00	3.00	2.2000	.75926
Conservation Planning	35	1.00	3.00	2.2571	.70054
Green Infrastructure	35	1.00	3.00	2.0571	.68354
Mining	36	1.00	3.00	2.1667	.73679
Geographic Information Systems	35	1.00	3.00	2.5143	.56211
Public Participation Methods	34	1.00	3.00	2.2059	.68664
Valid N (listwise)	33				

Top 3 training topic preferences by mean score:

1. Shoreland Zoning (2.69)
 2. Geographic Information Systems (2.51)
 3. General Use Zoning (2.42)
-

4. Conditional Use Zoning (2.39)
5. Conservation Planning (2.26)
6. Farmland Preservation (2.20)
7. Public Participation (2.20)
8. Mining (2.17)
9. Comprehensive Planning (2.06)
10. Green Infrastructure (2.06)
11. Building Permitting (1.97)