



## Bayfield County Strategic Plan LAND RECORDS

### Mission

**Vision** *(What does our Department aspire to be in the future?)*

*The Land Records Department will provide effective geospatial information and resources to Bayfield County and stakeholders to benefit and serve the public, the environment, and the economy.*

**Top Priorities** *(What important issues does our Department need to address?)*

- 1. Build on the significant progress that resulted from the implementation of Bayfield County's initial, and subsequent, Land Records Modernization Plans established in 1992 and 1999 by implementing the recently adopted **Bayfield County Land Records Modernization Plan** over its five year planning horizon from 2005-2010..*
- 2. Continue to focus on maintaining foundational core activities as well as to develop and establish innovative initiatives to modernize our land records.*
- 3. Continue to develop, maintain, and grow an enterprise Geographic Information System (GIS) that will provide all stakeholders ready access to a wide array of spatially referenced digital data sets.*

**Goals** *(What does our Department want to accomplish to address our top priorities?)*

- 1. Modernize Bayfield County's land records.*
- 2. Make this information accessible to those who need it.*

*This task can best be accomplished by the development, implementation, and maintenance of a geographic information system that provides useful, quality data to its citizens, agencies, and businesses in an equitable and efficient manner.*

**Objectives** *(How is our Department going to achieve its goals?)*

*To meet these goals, the following objectives are adopted:*

- 1. Promote cooperation and integration among all users of land records and seek to integrate land information and systems both vertically and horizontally to both internal and external stakeholders and customers.*
- 2. Continue to maintain and perpetuate Bayfield County's geodetic reference framework and Public Land Survey System.*

3. *Maintain and improve the countywide compilation of accurate, digital maps depicting all real property in this county; and continue to support and establish mechanisms for the distribution and sharing of these maps.*
4. *Improve data accuracy, accessibility, completeness, timeliness, and usability. Reduce data redundancy and duplication among all users.*
5. *Continue the development of a parcel-based Geographic Information System. Document the resulting spatially referenced digital data sets through the development of FDGC-compliant metadata. Adhere to existing and emerging data development, design, and distribution standards.*
6. *Refine policies of data distribution, privacy protection, and information sharing. Utilize emerging technologies like web mapping services and portals to achieve a dynamic and distributed GIS.*
7. *Continue dialog and interaction with representative groups of land records stakeholders to recommend and refine policies, and to prioritize the implementation of land records modernization.*
8. *Continue to commit the necessary resources, both human and pecuniary, to provide long term land records modernization support.*

**Activities** *(How is our Department going to achieve its objectives?)*

1. *In an effort to move to a modern platform, to eliminate independent ‘data silos’, and to devise methods of data entry and retrieval that closely mimics established workflows, Bayfield County is comprehensively re-designing its Tax Assessment Database. This central database will contain more than traditional assessment data, (e.g. zoning districts or parcel centroid coordinates), and will, with proper safeguards, assign different parties custodial responsibility. It is anticipated that the functionality of this database will grow and mature over the duration of this plan.*
2. *Public access to county-generated information made a quantum leap under the auspices of our previous modernization plan. We intend to build on this momentum and strive to continue to provide meaningful and timely information through an array of means from traditional hardcopy reports and maps to public kiosks to distribution of digital information on media such as CDs or DVDs to interactive web mapping services via internet. A dynamic and distributed GIS employing image and/or feature web mapping tools should be implemented to support both access to our county datasets by others and to allow our ability to access data housed on servers maintained by others.*
3. *Akin to public access is public outreach. We will continue to share and transfer technology through training sessions to county departments, other governmental agencies, educational institutions, civic and non-profit groups, businesses, utilities, and the general public.*

4. *Initial parcel mapping has been completed for all real property in this county. Emphasis has shifted from compilation to maintenance, updates, and improvements. To augment the aforementioned database, we will convert from a 12-digit to a 23-digit Parcel Identification Number; a task that entails modifying the PIN of some 35,000 parcels on some 2,000 property ownership maps. Another update has involved the calculation and assignment of more accurate acreage figures to all parcels. It is imperative we remain diligent in our commitment to maintain this significant investment and extremely important dataset. We intend, for the foreseeable future, to continue to augment in-house capabilities with contractual parcel maintenance.*
5. *Bayfield County has participated in aerial orthophotography projects using 1992 and 1998-2000 imagery. A new, higher resolution project was flown in 2005. Because of the immense value of this imagery to many applications and disciplines, we hope to institutionalize a policy of regularly capturing countywide orthophotography at a minimum interval of every five years.*
6. *On a related note, in fall of 2002, oblique aerial images were taken of Bayfield County's Lake Superior shoreline in an effort to establish a baseline and document both natural and manmade coastal land use activities. In 2007, and at five-year increments thereafter, we would like to replicate the 2002 project.*
7. *Since the inception of the Land Records Department, Bayfield County has developed significant GIS capabilities. Coincidental to this activity has been our development of an extensive intranet, as well as a growing internet, presence. We intend to use this means of communication to 'grow' our GIS enterprise and to distribute this information. In time, our goal is to have GIS become more transparent and ubiquitous in every day applications and decision making.*
8. *Continue to hone licensing and data distribution policies. Foremost, promote strategies that allow data sharing and accessibility to all stakeholders while allowing for cost recovery, (where appropriate), safeguarding privacy, and minimizing liability.*
9. *In 2001, 2002, and 2004 Bayfield County published its own plat book. This has proven a challenging task, but has rewarded us with a plat book that is detailed, accurate, and current. A new edition is projected for June, 2006.*
10. *Finally, we need to 'stay the course' and continue to build on a well established foundation. We have enjoyed good support from our County Board and other stakeholders; this trend needs to be continued. We need to support our many ongoing programs like maintaining the PLSS, rural addressing, cadastral mapping, map repository, forestry GIS, and optical imaging; as well as launch the creation of new datasets, implement Wireless 911, support comprehensive planning, assist and facilitate the projects of other county departments, and upgrade needed equipment.*

**Mandates** (What is our Department mandated to do by state or federal governments?)

The Land Records Department was established to perform those duties, functions, and services defined by Wisconsin Statutes 19.967, 59.74, et al.

**Performance Measures** (How is our Department going to evaluate whether we are making progress towards achieving our goals?)

Specific goals, objectives, accomplishments, on-going activities, and future initiatives are articulated in the recently completed strategic plan entitled, **Bayfield County Land Records Modernization Plan**. This state mandated planning document, approved by the WI Department of Administration on October 24, 2005, will continually be referenced, and, if necessary, updated during its five year planning horizon from 2005-2010. Additionally, the Executive Committee, which serves as the oversight committee for the Land Records Department, will monitor Departmental progress. Finally, internal review and circumspect analysis will ascertain progress in achieving identified goals.

**Strengths and Weaknesses** (What internal Department resources or capabilities help us accomplish our mission, and what internal Department deficiencies in resources or capabilities hinder our ability to accomplish our mission?)

### ***Department Strengths***

- 1) Experienced, innovative, productive, professional staff
- 2) Adequate budget
- 3) Clearly defined goals, objectives, and priorities
- 4) Adequate facilities, hardware/software, equipment
- 5) Good support by County Board & Stakeholders
- 6) Strong foundational accomplishments on which to build
- 7) Productivity, flexibility, innovation, motivation

### ***Department Weaknesses***

- 1) Lack of insightful leadership from federal/state/county policymakers
- 2) More tasks than time---Number of projects exceed allotted time to complete them
- 3) Lack of appropriate training and professional development opportunities
- 4) Volume and diversity of tasks forces generalization, limits in depth specialization

**Opportunities and Threats** (What external factors can affect our Department in a favorable way, and what external factors can affect our Department in a negative way?)

***Opportunities:***

- 1) New funding/grant opportunities
- 2) Strong public support for programs and services
- 3) New innovations and technology
- 4) Healthy local/state/federal economies
- 5) Continued governmental support for programs and services

***Threats***

- 1) Loss or decline of local/state/federal funding sources
- 2) Loss of key personnel
- 3) Ever increasing demand for services and programs / burgeoning workload
- 4) Decline in political support for programs and services
- 5) Bureaucratic morass / Distractions from core activities

**Customers** (Who are our Department's customers?)

***External Customers*** (Customers outside Bayfield County government)

The Land Records Department routinely interacts with many external customers, by way of example, an abbreviated list is as follows:

**Federal Partners:** US Census Bureau, US Forest Service, USGS, FEMA, Bureau of Land Management, US Park Service, Bureau of Indian Affairs, NRCS

**State Partners:** Department of Administration, WDNR, WDOT, Commissioner of Public Lands, State Cartographer's Office, Coastal Management, DATCP

**Local Governments:** Red Cliff Band of L.S. Chippewa, all Bayfield County Town, Village, & City Civil Divisions, regional Counties, Local Planning Commissions,

**Quasi-Governmental or Non-Profits:** NW Regional Planning Commission, Bayfield Conservancy, Snowmobile Alliance, Ambulance and Fire Departments, Chambers of Commerce, Utility Companies, Tri-County Corridor, Sanitary Districts

**Educational Institutions:** University of Wisconsin, Sea Grant Institute, Northland College, local primary and secondary schools, UW-Stevens Point, WITC, LICGF

**Local Businesses:** Realtors, Surveyors, Agri-business, Foresters, Engineers, Appraisers/Assessors, Outfitters, Contractors, Consultants, Developers

**General Public:** Property Owners, Sportsmen, Visitors, Students, Outdoor Recreational Enthusiasts, Tourists, etc.

***Internal Customers*** (*Customers inside Bayfield County government*)

*The Land Records Department regularly works with the following Bayfield County Departments:*

- Sheriff's Department*
- Highway Department*
- Emergency Government Department*
- Zoning Department*
- County Clerk's Office*
- UW-Extension Department*
- Forestry Department*
- Information Services Department*
- Land Conservation Department*
- County Administrator's Office*
- Register of Deeds*
- County Treasurer*
- Recreation & Tourism Department*

*The Land Records Department occasionally works with the following Bayfield County Departments:*

- District Attorney*
- Health Department*
- Human Services Department*