



## **STRATEGIC PLANNING OVERVIEW**

Waukesha County has been using strategic planning tools for well over twenty years. County departments hold stakeholder focus groups, conduct environmental scans and work with departmental strategic planning coordinators to perform major updates to their plans on a three-year basis and provide annual updates as needed.

Through strategic planning, the County has established links between our Standards of Service Excellence, business functions and measurable program outcomes across all departments resulting in continuously improving service delivery. To help guide our strategic planning process and identify priorities, the County established a cross-departmental Strategic Planning Executive Committee, holds meetings and trainings with planning coordinators, and has worked with outside consultants to provide expert guidance to ensure that each new generation of our strategic plans are better than the last.

In 2020, the County continued its contract with the Studer Group, a nationally recognized and respected firm, to improve implementation of its current strategic plan and train staff on providing excellent customer service, improving communication between employees and their immediate supervisor through the use of “rounding”, and various other trainings to improve quality and service delivery. Throughout the year, departments have been developing new, three-year strategic plans that will help guide the County into the future.

The County continues to be a leader in the state by strategically providing high quality services at the lowest possible cost by sharing services, creating public/private partnerships, focusing on collaborative efforts whenever possible, and making investments in key technologies to improve how the County does business.

### **Mission Statement:**

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

### **Vision Statement:**

*“Waukesha County...leading the way with quality and value.”*

### **Standards of Service Excellence:**

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

### County-Wide Pillars:

The areas in which our strategic plans are focused, supporting the county’s mission and vision and providing direction for goals and objectives:

1. **Customer Service:** High customer satisfaction
2. **Quality:** High standards of service excellence
3. **Team:** Best professionals serving the public in the best way
4. **Health and Safety:** Ensure the well-being of citizens
5. **Finance:** Protect taxpayer’s investment

In addition to statutory requirements and conformance with recognized financial standards, Waukesha County’s commitment to strategic budgeting requires decisions to be made in conformance with the County’s budget philosophy:

- Balance spending with people’s ability to pay
- Incorporate citizen and stakeholder involvement
- Establish links to strategic planning
- Base decisions on measurable objectives
- Maintain best budgeting practices (for stable future budgets)
- Protect the County’s Aaa/AAA bond ratings

Departmental budgets are tied to the Strategic Plan in the following manner:

- Budget initiatives are organized under County-Wide Pillars
  - Objectives focus on areas that utilize significant budget resources
  - Performance measures demonstrate level of achievement over multiple years
- For reference, please see the example illustrated below:

### Quality Pillar: High standards of service excellence

#### Objective: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative through the continued training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow or green Belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDCA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop an Introduction to LEAN training for employees that are both new to the county and existing employees that have not been previously trained in LEAN-CI. Develop a LEAN-CI Champion/Manager training that will help those that are championing LEAN-CI activities better support the teams that they are leading. Development of Team Continuous Improvement “Huddles” concept to encourage small teams to regularly review processes that can be improved over a short period of time.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	2018	2019	Total	Current*
White Belt Certification	20	40	27	20	28	30	42	20	227	165
Yellow Belt Certification	0	0	11	13	10	11	15	8	68	61
Green Belt Certificate	1	2	1	2	4	3	2	3	18	14
Black Belt Training	0	0	0	0	3	0	1	0	4	4
Grand Total	21	42	39	35	45	44	60	31	317	244

\*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher Total count.

At the close of 2019, approximately 22% of the total county workforce had been lean trained. DOA has 46 FTE, or roughly 49% of its staff, trained in LEAN/continuous.

2. Number of departmental CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017	2018	2019
LEAN Projects	4	9	8	8	7	2	5	10
CI Express	0	0	0	5	0	7	6	17