



STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade. This year, the County is working with Department Heads and departmental strategic planning coordinators to update their plans to include robust environmental scans identifying department wide and Countywide critical issues and ensure that all strategic objectives include year-over-year measurable data.

Through the strategic planning process, the County established links between core values, business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry. In 2012, the County created a cross-departmental Strategic Planning Steering Committee to guide the process and help identify priorities. In 2012-2013 the committee led a process to update and reenergize the strategic planning process. The process included constituent focus groups, environmental scanning and an employee survey. In 2013, the committee worked with department heads and strategic plan preparers to update each department's plans to reflect the findings from the updating process.

As the first step of this multi-year process, focus groups that were held in 2012 and 2013 indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it is clear that most important outcomes for county stakeholders continue to be a "safe" and an "economically vibrant" county. Results of the focus group efforts clearly stated that residents want high quality services at a low cost.

The second step in the process was developing an employee survey focused on the County's core values. Over two-thirds of all employees participated in the employee survey which showed that employees largely believe there is a focus on fiscal responsibility at the County and that services are provided in a businesslike manner. Also, it is clear that Waukesha County employees are willing to give extra effort to help the County succeed. In the spring of 2013, senior managers met to form employee work groups to address employee concerns to enhance our current workforce. Throughout 2014 the Strategic Planning Steering Committee has implemented recommendations developed over the past 18 months. By the end of this year, employees will once again be surveyed to assess the progress toward our new goals.

The third step of the process examined and analyzed peer counties in the State of Wisconsin and nationwide to identify benchmarks in which to evaluate Waukesha County. From this process, the County determined that a process to review strategic plans and objectives must be implemented annually to ensure that each department proactively and consistently updates their progress toward strategic goals.

The County continues to be a leader by strategically providing high quality services at the lowest possible cost via shared services, public/private partnerships, collaborative efforts, and technology investments to redesign how the County does its business and streamline business processes.

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.”

Core Values:

Collaboration, Ethics and Integrity, Innovation, Teamwork, Efficiency, Communication, Diversity, Seeking Cost Savings and High-Quality Customer Service

County-Wide Key Strategic Outcomes:

Strategic Outcomes provide departments with a framework for identifying core priorities and establishing program goals:

1. A safe county.
2. An economically vibrant county.
3. An environmentally responsible county.
4. A well-planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. Cost effective services delivered with competence and skill.

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 Key strategic Outcomes.
- Objectives focus on areas that utilize significant budget resources.
- Key Outcome Indicators identify how the measure is an indication of success.
- Performance Measure data demonstrates level of achievement over multiple years and targets for the upcoming budget year.

For reference, please see the example illustrated below:

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2013 Actual	2014 Actual	2015 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2011 Actual	2012 Actual	2013 Actual
\$ Amount of New Construction **	\$397.6 million	\$320.1 million	\$406.4 million
% of Change	0.8%	0.64%	0.82%

***Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*