

WAUKESHA COUNTY STRATEGIC PLAN

Presentation to the County Board

March 26, 2013

Why is Strategic Planning Important?

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- ❑ It enables the County to focus on “doing the right things”
- ❑ Identifies strategic issues facing the County
- ❑ Establishes a framework and priorities for delivery of services
- ❑ Provides a road map for the organization – based upon strategic direction, principles and values

History of Strategic Planning in the County

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- ❑ Waukesha County has been engaged in Strategic Planning for nearly 20 years
- ❑ Previous efforts have been successful and useful – linking Strategic Objectives to budgeting and staff performance
- ❑ In 2005, Waukesha County used a formal Focus Group input process for businesses, citizens and employees

2012-2013 Effort

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- ❑ County Board approved plan to hire a consultant, via RFP, to assist with updating existing county-wide strategic plan
- ❑ Held 3 focus group sessions with County Board recommended participants, business and non-profit leaders and taxpayers selected at-random via jury pool
- ❑ Employee survey
- ❑ Peer county analysis
- ❑ Recommendations from consultant

Consultant



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Candor. Insight. Results.

- Consultant hired by Waukesha County to facilitate the strategic planning process

- Consultant to the public sector:
 - Focus on Counties, Municipalities, School Districts and Higher Education
 - Headquartered in Chicago, offices in Milwaukee and Madison

- Specialize in strategic planning, resource optimization, cost reduction for the public sector

Committee Membership

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- ❑ Cathleen Slattery – County Board Supervisor
- ❑ Sarah Spaeth – County Board Office
- ❑ Kathy Madden – Clerk of Circuit Courts
- ❑ Dale Shaver – Director, Parks and Land Use
- ❑ Keith Swartz – Budget Manager
- ❑ Deb Kneser – Human Resources
- ❑ Shawn Lundie – Chief-of-Staff
- ❑ Julianne Davan – County Executive's Office

Methodology – Focus Groups

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- Three Focus Group sessions were held to solicit feedback from the public on a range of issues including:
 - What are critical issues according to citizens of the County?
 - What do citizens deem to be most important to their quality of life?
 - What services do citizens and consumers prefer?
 - How should the County pay for services and at what level of quality should they be provided?
 - What is the public's view on service delivery alternatives?
- Participants included business and nonprofit leaders, board selected participants and randomly selected citizens based on the County's jury list
- In total, over 900 citizens were invited and 63 participated in the sessions

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Methodology – Employee Survey

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- ❑ An employee survey was distributed to every employee of the County

- ❑ The purpose of the survey was to:
 - ❑ Gauge employee understanding of the County's strategic plan
 - ❑ Understand how employee goals align with the plan
 - ❑ Identify opportunities to enhance the work environment of the County as a whole

- ❑ As a AAA bond rated county we covered topics to reflect our values:
 - ❑ A business like approach to government
 - ❑ Respect for taxpayers
 - ❑ Delivery of high quality services
 - ❑ A strong work ethic
 - ❑ Spirit of collaboration and consolidation
 - ❑ Integrity and ethics

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Methodology – Employee Survey

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- Out of approximately 1,300 employees, 875 participated in the survey, representing about 66% of all county employees. The participation consisted of the following:
 - Manager/Supervisor: 133
 - Professional Staff: 258
 - Line/Admin: 466

* 18 employees did not indicate their position

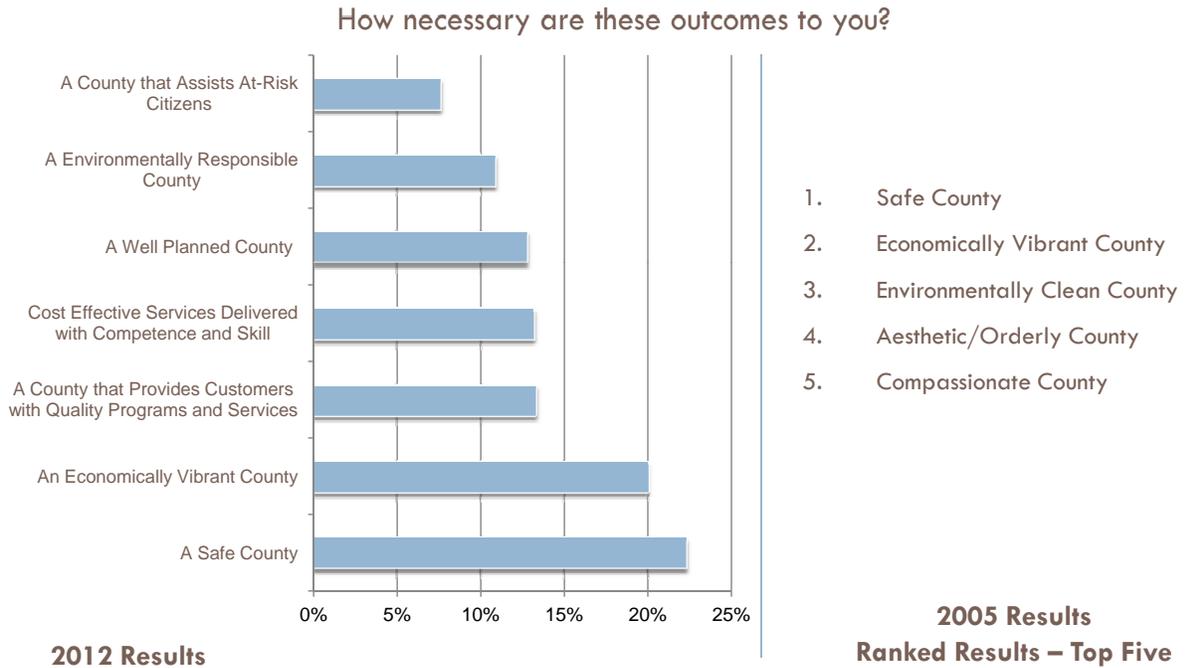
Executive Summary - Focus Group Results

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- Feedback from Stakeholders:
 - Overall **county residents are pleased with the quality, level and value of services** for the price they pay.
 - The most important outcomes for county stakeholders continue to be: **1) a “safe” county and 2) an “economically vibrant” county.**
 - Sheriff’s Patrol and Dispatch Services are critical components of ensuring a safe county.
 - The County’s strong financial position (AAA bond rating, etc.) and solid economic development programs are viewed as critical to ensuring a economically vibrant county.

Executive Summary – Desired Outcomes

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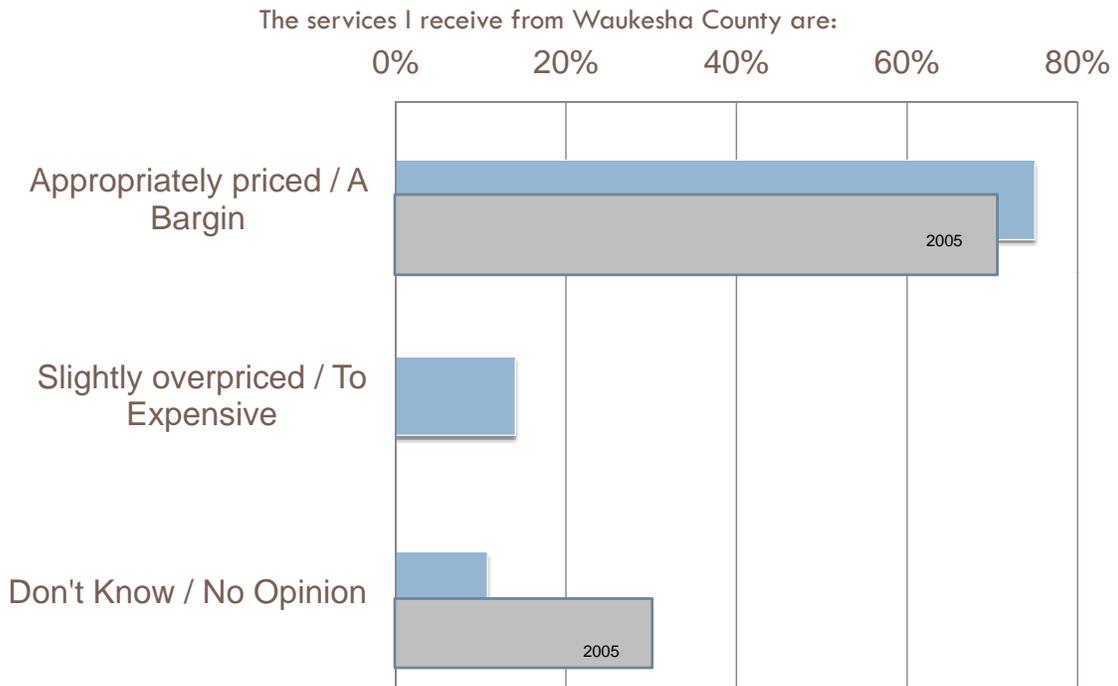


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Executive Summary – Citizen/Consumer Preferences

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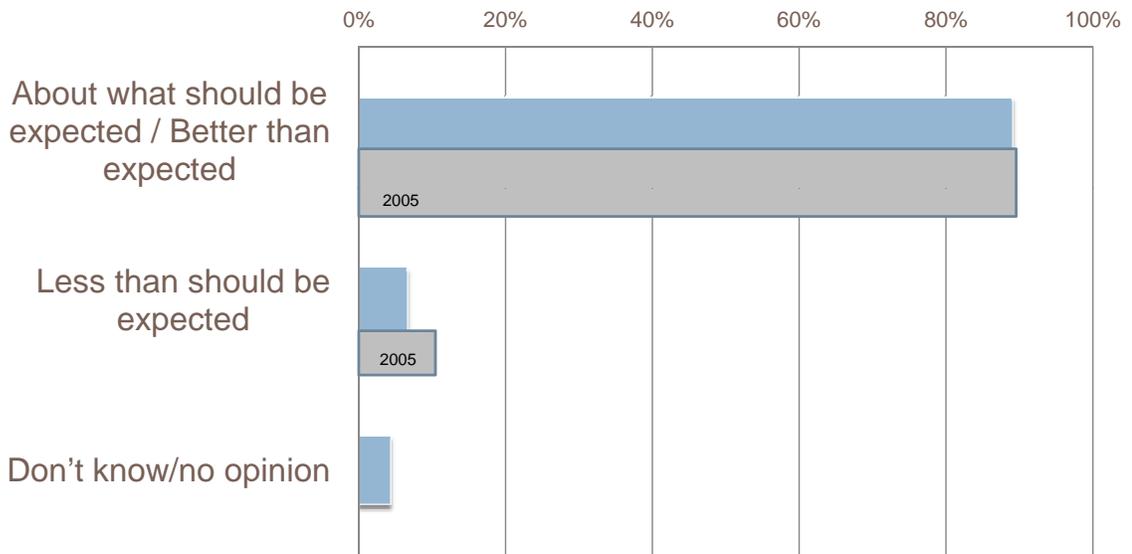
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Executive Summary – Citizen/Consumer Preferences

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The quality of services provided by Waukesha County are...



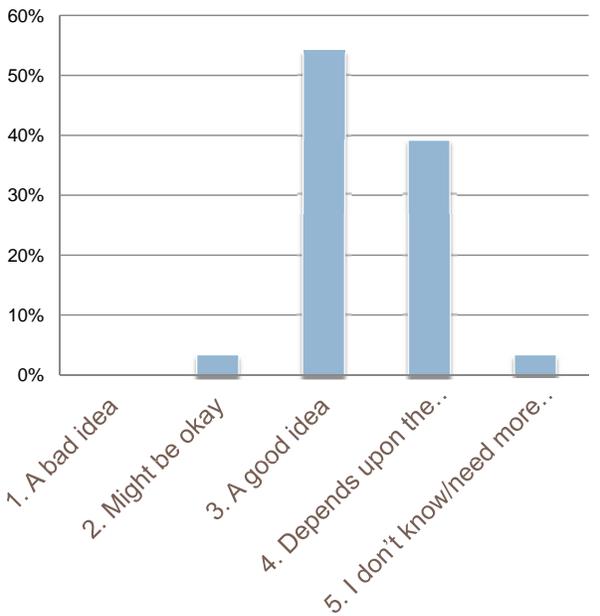
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Executive Summary - Collaboration and Privatization

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Shared service delivery between governments is:



- Support for sharing of service delivery between governments has increased from 35% in 2005, to 54% in 2013
- Over 90% of respondents indicated support for the sharing of services was a good idea or acceptable depending upon circumstances.

Executive Summary – Employee Survey Results

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- Positive Feedback from Employees:
 - Employees **overwhelmingly like the work they do**, know how to do it and are held accountable
 - Supervisors are open to hearing feedback and **treat employees with respect**
 - The County is **focused on customer needs** and fiscal responsibility
 - The County has a **high level of integrity**
 - Employees are **willing to give extra effort** to help the County succeed
 - Employees would recommend the County as a place to work and to live

Employee Survey Themes

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- Well over half of employees strongly agreed or somewhat agreed that the **there was a focus on Fiscal responsibility** both at the County level (69%) and within their own department (72%).
- Respondents also agreed the **County provided services in a businesslike manner** (75%).
- Overwhelmingly employees strongly agreed or somewhat agreed they were **willing to give extra effort** to help the County succeed (87%).

Executive Summary – Employee Survey

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□ Opportunities for Improvement:

- Increase opportunities for professional growth, better mentoring plans and succession planning
- Increase recognition of work well done and boost employees' feelings of being valued
- Enhance perception of fairness around advancement opportunities

What's Next

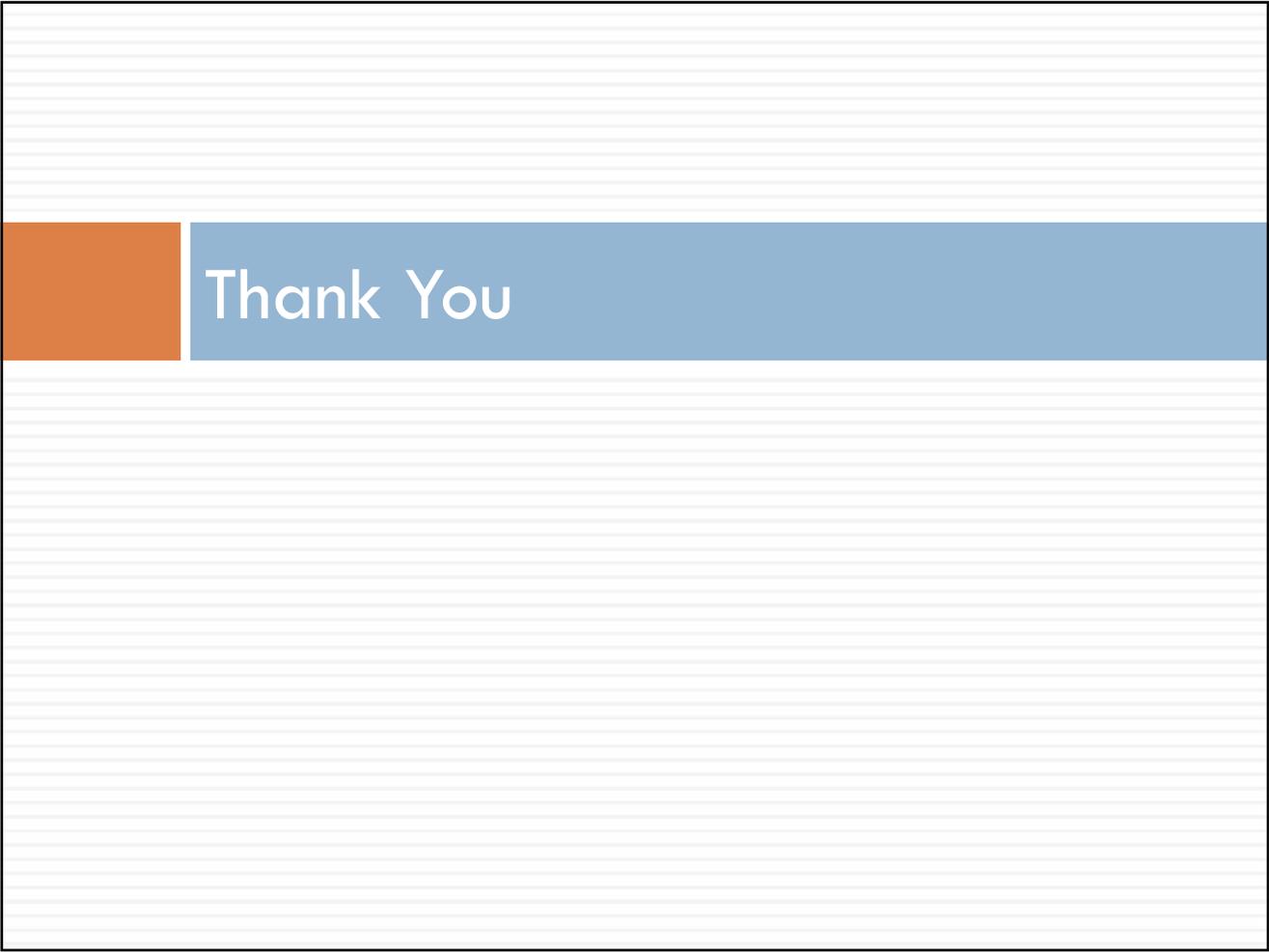
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- ❑ Develop a technique to gauge ongoing citizen/employee feedback
- ❑ Implement progress reporting methods
- ❑ Continue to tie strategic outcomes to the budget process and employee performance evaluations
- ❑ Focus efforts on internal and external opportunities for collaboration
- ❑ Utilize information in the consultant's report to update the county-wide strategic plan

What's Next

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- ❑ Provide documentation to the County Board
 - ❑ Presentation to the County Board
 - ❑ Executive Summary
 - ❑ Focus Group Summary and Data Report
 - ❑ Employee Survey Summary Data Report
 - ❑ Peer County Analysis
 - ❑ Best Practice Information and Recommendations



Thank You