



2011

***Strategic Planning
Executive Summary***

Welcome



*Waukesha County
Executive
Daniel P. Vrakas*

Nearly six years ago, Waukesha County embarked on a new strategic process to measure and benchmark goals for all County departments. With the goal in mind of providing high quality service in a fiscally responsible way, each County department develops measurable goals that lead to a successful and strategically planned community. Departments analyzed their goals and work to create performance benchmark measures used for continuous improvement to enhance the quality of life in Waukesha County. This book highlights many department performance measurement benchmarks developed and the County's progress toward reaching them. I invite and encourage you to review these strategic objectives and performance benchmarks and provide us with your feedback so that we continue to serve Waukesha County in the most efficient and effective way possible.

A handwritten signature in black ink that reads "Daniel P. Vrakas". The signature is written in a cursive, flowing style.

Mission

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.

Core Values

Excellence, Customer Service,
Fiscal Responsibility,
Collaboration, Integrity
and Innovation

Vision

"Waukesha County...leading the way
with quality and value."

County-wide Key Strategic Outcomes

Strategic outcomes provide departments with a framework for identifying core priorities and establishing program goals.

- ⇒ A safe county
- ⇒ An economically vibrant county
- ⇒ An environmentally responsible county
- ⇒ A well-planned county
- ⇒ A county that assists at-risk citizens
- ⇒ A county that provides customers with quality programs and services
- ⇒ Cost effective services delivered with competence and skill

A Benchmark Scorecard for a Competitive County

Benchmarking performance measures allows Waukesha County to use “best practices” to compare key service delivery results with results that have been achieved by comparable counties within the State of Wisconsin or on a national level. The benefit of comparing results allows the County to monitor key results achieved to see if they are in line with other counties. Based on this information, the County can identify areas that they excel in or steps that need to be taken to address or improve results that are being achieved.

For each of the seven County-wide key strategic outcomes, the County identifies one performance measure benchmark indicator reasonably assumed to correlate with a successful outcome. Obtaining meaningful performance data that is both relatively standard across counties and updated regularly proves difficult. As a result, most benchmark information is gathered from readily accessible databases compiled by the State of Wisconsin or by the U.S. Census Bureau.

Since Waukesha County government serves a relatively high (and growing) population (third highest in the State), this benchmark scorecard selects the five other highest populated counties for comparison: Milwaukee, Dane Brown, Racine and Outagamie. In addition, where applicable, this scorecard provides Wisconsin state averages for additional comparison.

The Strategic Planning Process

Strategic planning is the process of determining long-term vision with goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade, and in 2005, government officials invested time and resources to reinvigorate this important, forward-thinking process to establish linkages between strategic planning and core business functions and measuring program outcomes across all departments. Strategic planning ultimately helps the County identify priorities so that service delivery modifications can be made to better assist and serve its citizenry.

In order to begin the process of identifying core business functions and priorities, the County established a cross-departmental Strategic Planning Steering Committee to guide the process and to coordinate four focus groups with stakeholders that included: advocates, vendors, and service providers that regularly work with County government personnel; municipal elected officials; citizens appointed by elected officials to participate; and residents that were randomly selected using the Circuit Court Jury Trial Selection system. A total of 96 people took part in the effort that led to the collection of qualitative data. Responses were recorded and displayed during the sessions, and in some cases sparked questions, discussion, or debate among the participants.

Overwhelmingly, focus group respondents indicated that they desire the highest quality service at the lowest possible cost. Fiscal responsibility and low taxes were consistently emphasized. To maintain low tax rates, participants generally supported a variety of measures, from the establishment of alternative service delivery arrangements to reducing or eliminating non-essential services. Cooperative efforts with other jurisdictions' shared governmental services were also widely supported, while contracting for services enjoyed support on a narrower range of specific applications.

Taken as a whole, focus group members were open to having government explore new ways of doing business. Most seem willing to accept slower or less convenient service if necessary to keep tax rates low, though most would prefer that the County find ways of reducing costs without sacrificing quality. In addition, they feel that the County should focus on its core services and should consider shedding tertiary activities and non-government enterprises. Any tax increases would need to be well defined and solidly justified to find support among the focus group participants.





Defining essential and non-essential services can be a difficult undertaking, but focus group respondents provided the steering committee a sound understanding of the services areas that they value. Public safety functions, such as law enforcement, child protection, road safety, and health inspections, were most important, with economic vibrancy following close behind. Services that support limited groups or the non-mandated, non-core operations of County government were more likely to be chosen as candidates for service reductions.

With the help of a consultant, steering committee members rigorously analyzed the data that was collected at the focus group sessions. Using this information, they then charted a course for a new strategic planning process that resulted in the creation of a new mission statement, vision statement, core values, strategic outcomes, and plan format linked directly into the County's budget.

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 using "lean" principles.

The County's strategic plan is a living document. Departments update their strategic plans on an annual basis to ensure that plans reflect "best practices" and are responsive to the changing needs of Waukesha County residents.

Key Strategic Outcome: A Safe County

Sheriff's Department

Objective:

Improve and preserve the security, safety, and integrity of Waukesha County communities by maintaining effective patrol services to ensure prompt response to citizen calls for service (2011 Adopted Budget, Page 118).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Response time to arrive at site priority one calls (in minutes)*:	3:26	3:30	2:37**	3:30

**Response time dependent upon officer location in relation to incident location. Priority one calls are those involving crimes of violence, crimes in progress or serious bodily injuries.*

*** Lower response time may be partly due to new patrol contract with the City of Pewaukee, which has a relatively more concentrated population than the rural portions of the County patrolled.*

Public Works

Objective:

Maintain a sufficiency index of 80.0 (the federal standard for replacement funds) for county bridges and a pavement condition index of 70.0 (out of a maximum of 100) for County highway pavement (2011 Adopted Budget, Page 329, 352-3).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Bridge Conditions:				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index Actual:	86.5	86.0	85.0	85.0
Pavement Condition Index (PCI):				
PCI - Benchmark:	70.0	70.0	70.0	70.0
PCI - Actual:				
Asphalt - Primary:	71.0	71.0	74.0	71.0
Asphalt - Secondary:	74.0	72.0	71.0	70.0
Asphalt - Tertiary:	70.0	72.0	67.0	70.0
PCI - Concrete*:	54.0	53.0	53.0	54.0

**The County's concrete PCI is lower due to older age.*

Miles of Roads Maintained	2009 Actual	2010 Budget	2010 Actual	2011 Budget
Centerline miles of roads maintained—County	398	400	400	400
Centerline miles of roads maintained—State	260	260	260	260
Total Miles of Road Maintained	658	660	660	660



Key Strategic Outcome: A Safe County

Parks & Land Use

Objective:

To protect the public health and ensure the health and safety of food service and hospitality establishments, through licensing, inspection, and education, and perform at least one inspection of each licensed establishment during the license year (2011 Adopted Budget, Page 286).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
No. of licensed food establishments:	1,543	1,520	1,565	1,530
No. of inspections & consultations	2,760	2,800	2,400	2,750

Competitive County Benchmark:

A Safe County

Keeping communities safe, including ensuring a low violent death rate, can make a county more attractive to both individuals and businesses to live, work, and enjoy the cultural and recreational opportunities of the county.

Annual Violent Deaths* per 100,000 Population (2008)			
County	Violent Deaths*	Population	Per 100,000 Population
Waukesha	35	382,697	9.1
State	984	5,675,156	17.3
Brown	33	245,168	13.5
Dane	64	471,559	13.6
Milwaukee	216	938,490	23.0
Outagamie	25	174,778	14.3
Racine	39	196,321	19.9

**According to the WI Department of Health Services violent deaths include suicide deaths, all homicide deaths, deaths of undetermined intent, deaths resulting from legal intervention, and deaths related to unintentional firearm injuries. The above figures are the latest available from the WI Department of Health Services.*

SOURCE: Wisconsin Department of Health Services

***Key Strategic Outcome:
An Economically Vibrant County***

County Executive & County Board

Objective:

Maintain and protect exemplary financial management policies and practices to help lower borrowing costs and the tax rate (2011 Adopted Budget, Pages 379 & 385).

In 2010, Fitch Investors Services and Moody's Investment Services rated the County's Debt obligations AAA & Aaa (highest rating possible), and commented on the County's key rating drivers as follows:

"Waukesha County's Financial Performance remains strong and is supported by conservative budgeting practices and consistently high financial reserves."
— Fitch Investors Services

"Waukesha County's solid economic fundamentals bodes well for the County's long-term stability."
— Moody's Investment Services

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
County's Bond Rating:	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

County Executive

Objective:

The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index — Urban (CPI-U) five year annual average percentage increase for fiscal years July 1 to June 30.* (2011 Adopted Budget, Page 379).

Performance Measures:	2004 - 2008 Actual	2005 - 2009 Actual	2006 - 2010 Actual
Average annual CPI-U core (less food and energy) % increase over the five year period	2.34%	2.31%	2.06%
Average annual tax increase % on the median home over the five year period	0.83%	0.44%	0.8%

**Year ending June 30 is consistently used since it represents the period preceding the budget development process.*



**Key Strategic Outcome:
An Economically Vibrant County**

Parks & Land Use

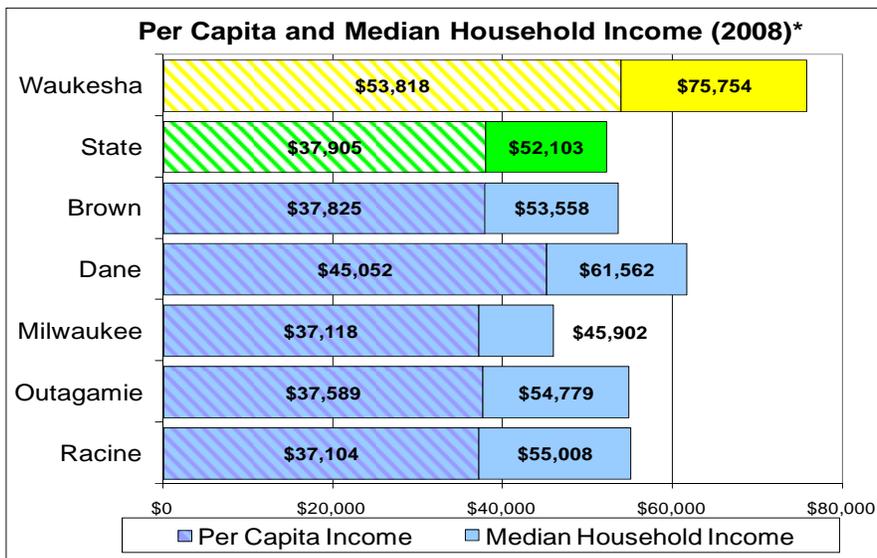
Objective:

Implement State urban non-point pollution control performance standards on new construction sites within benchmark response times and support related conservation education programs (2011 Adopted Budget, Page 278).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Response time for storm water permit application >= 1 acre. Benchmark = 20 days	8	15	7	15
< 1 acre. Benchmark = 10 working days	4	10	5	8

**Competitive County Benchmark:
An Economically Vibrant County**

Measures of a county's economic health are its personal income per capita and median household income. Household income depends on wages and the number of working household members. Median household income is a reflection of the economic standing of families.



*2008 estimates are used for both median household income and per capita income since 2008 is the latest year per capita income figures are available. Consists of latest updated figures available.

SOURCE: US Dept. of Commerce — Census Bureau & Bureau of Economic Analysis

**Key Strategic Outcome:
An Environmentally Responsible County**

Public Works

Objective:

Maintain or reduce the per square foot utility costs in county buildings by comparing current usage with previous year's usage (2011 Adopted Budget, Page 329).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
-----------------------	----------------	----------------	----------------	----------------

Utility Consumption per rentable square foot

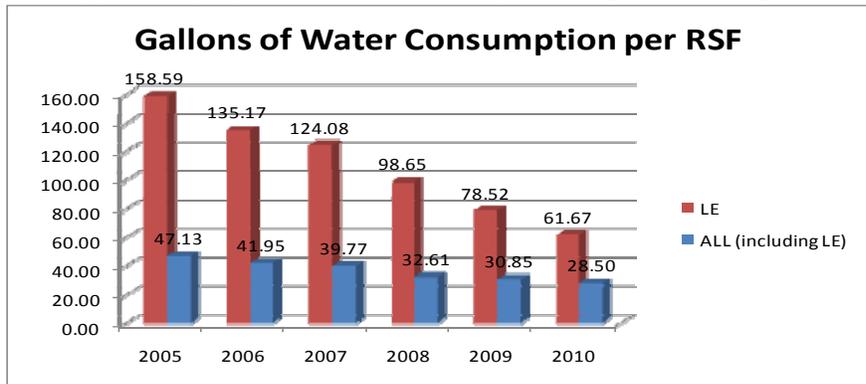
Therm usage per sq. ft.	0.97	0.95	0.85	0.95
Kilowatt-hour per sq. ft.	18.13	17.00*	18.27	17.00*

**Lower targets reflect energy savings from future investments in energy-efficient technology. Also, actual results may vary from target due to different weather conditions.*

Public Works

Objective:

Reduce water consumption at County facilities to limit the impact on natural resources and save utility costs. Water consumption for all buildings (ALL) has declined since 2005, primarily due to the elimination of the water cooled condensing units in the Law Enforcement (LE) Center. In addition, low flow toilets and operational changes in the Jail have reduced water consumption. Consumption of water per rentable square foot (RSF) at the LE has dropped from about 159 gallons in 2005 to 62 in 2010. LE water consumption per RSF is higher than ALL buildings as LE is a 24-7 operation that uses more water in order to support the jail population. (2011 Adopted Budget Book, Page 338).



***Key Strategic Outcome:
An Environmentally Responsible County***

Parks & Land Use

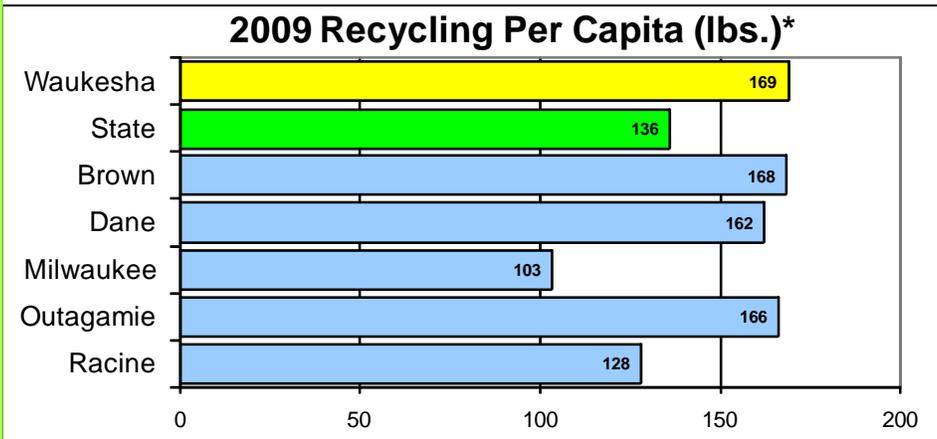
Objective:

Improve understanding and participation in recycling to receive more than 22,000 tons of recyclables at the Material Recycling Facility (2011 Adopted Budget, Page 317).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Tons of Recyclables received:	21,096	24,000	21,666	23,000
Percentage of Municipalities (25 of 37) Participating:	68%	68%	68%	68%

**Competitive County Benchmark:
An Environmentally Responsible County**

Waukesha County partners with 25 of its 37 municipalities to contract for recycling services. Waukesha County provides a Materials Recycling Facility (MRF), where recyclables are processed and marketed; coordinates public education; and participates in the Associated Recyclers of Wisconsin Education and Product Stewardship Committee, which educates the public about waste reduction and best recycling practices.



**Due to state law not requiring municipal waste collection for multi-family (over 4 units) housing and businesses, State Department of Natural Resources (DNR) recycling data collected from local governments excludes some pounds collected, particularly in urban areas (e.g. within Milwaukee County). Also, for DNR reporting purposes, recycling data from municipalities located across multiple counties, are counted in only one of the overlying counties. The above figures are the latest available from the WI DNR.*

SOURCE: Wisconsin Department of Natural Resources

Key Strategic Outcome: A Well Planned County

Emergency Preparedness

Objective:

Conduct activities in all five nationally recognized phases of emergency management, including mitigation, prevention, preparedness, response and recovery (2011 Adopted Budget, Page 75).

Performance Measure:	2009 Actual	2010 Target*	2010 Actual*	2011 Target*
Number of Exercises Participated in	8	7	6	4
Individuals Attending WI Emergency Management Recommended Courses	175**	35	157**	50
Public Education Events	10	10	15	10
% of Emergency Operation Plan Reviewed	100%	100%	100%	100%

**Exercises are expected to be fewer, but larger in scope.*

***Both 2009 and 2010 experienced higher attendance due to Waukesha County hosting large training events.*

Register of Deeds

Objective:

The Real Estate Property Tax Lister maintains the accuracy of all parcels of real estate in Waukesha County that are subject to property tax as well as tax exempt parcels. The Tax Lister provides parcel lists, maps, ownership, and address information to the public and local officials. Tax records are updated as ownership changes and assessment values are updated (2011 Adopted Budget, Page 246).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Real estate & personal property listings	97,909	99,500	97,846	109,000
Number of updated listings	223,306*	33,000	446,922*	500,000*
Number of real estate transfer returns processed	12,134	10,000	11,700	12,500

**Higher amount reflects clean-up work on the new system and a change in the counting method. The old system counted any changes made to a given key number within eight hours as one change. The new system counts each change individually.*



Key Strategic Outcome: A Well Planned County

Federated Library System

Objective:

Implement Standards incorporated in County Ordinances 11-4 (County Funding Formula) and 11-5 (Alternative Qualification for Exemption), and described in the Library Services Plan. Standards include hours open, staffing levels, materials (e.g., books, videos, etc.) budgets, size of material collections, and the Library Service Effort Ratio. By State Law - ss.43.11 (3)(d), Wis. Stat., the County Board must act on exemptions to County levy for any non-complying municipalities by September 1 of each year (2011 Adopted Budget, Page 263).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Libraries meeting standards as specified in County Code	16 of 16	16 of 16	16 of 16	16 of 16

Competitive County Benchmark:

A Well Planned County

If a county has a high mean travel time to work, either the county does not have adequate transportation infrastructure or county residents may be traveling longer distances to find places of work. It is difficult to compare Waukesha County to other counties in Wisconsin due to population and geographic size. Comparable counties from across the country with similar population levels, geographic area, density and nearby urban centers are used for comparison.

Mean Travel Time (minutes) to Work (2009)*			
County	Nearby Cities	Pop./ Sq. Mi.	Mean Travel Time
Waukesha Co, WI	Milwaukee, Madison	683	22.7
Butler Co, OH	Cincinnati, Dayton	772	23.4
Clark Co, WA	Portland (OR)	658	24.9
Dakota Co, MN	Minneapolis, St. Paul	676	23.9
Davis Co, UT	Salt Lake City	475	22.4
St. Charles Co, MO	St. Louis	600	24.7

**The above figures are the latest available from the US Department of Commerce.*

SOURCE: US Department of Commerce — Census Bureau

**Key Strategic Outcome:
A County that Assists At-Risk Citizens**

**Health & Human Services — Intake Support Services/
Children & Family Services**

Objective:

Strive to prevent the recurrence of child abuse and neglect in Waukesha County, with at least 94.6% (federal standard) of child victims not being abused or neglected within the six months of the original incident. (2011 Adopted Budget, Page 163).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
% of Children <u>Not</u> Abused or Neglected	97.5%	94.6%	95.14%	94.6%

UW Extension

Objective:

Partnership with the third-party, 180° Juvenile Diversion Program, to increase the number of graduates and help relieve the overburdened County justice system, thus saving taxpayer funded resources. (2011 Adopted Budget Book, Page 254).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Number of 180° Juvenile Diversion Program graduates	36	80	95	110

Graduation Rate %*	88%	90%	88%	95%
---------------------------	-----	-----	-----	-----

**Program staff are beginning to collect data on recidivism of program graduates and plan to report recidivism rates in the future.*

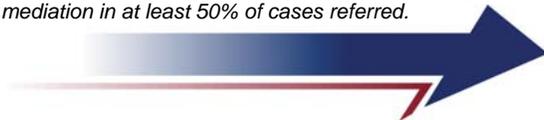
Circuit Court Services

Objective:

Achieve a positive outcome from Family Court Services for mediations ordered by Family Court Judges (2011 Adopted Budget, Page 98).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Reach agreement on custody / placement in mediations*	54.7%	54.0%	48.0%	54.0%

**Reach a comprehensive agreement resolving placement and/or custodial disputes through mediation in at least 50% of cases referred.*



***Key Strategic Outcome:
A County that Assists At-Risk Citizens***

Health & Human Services — Veterans' Services

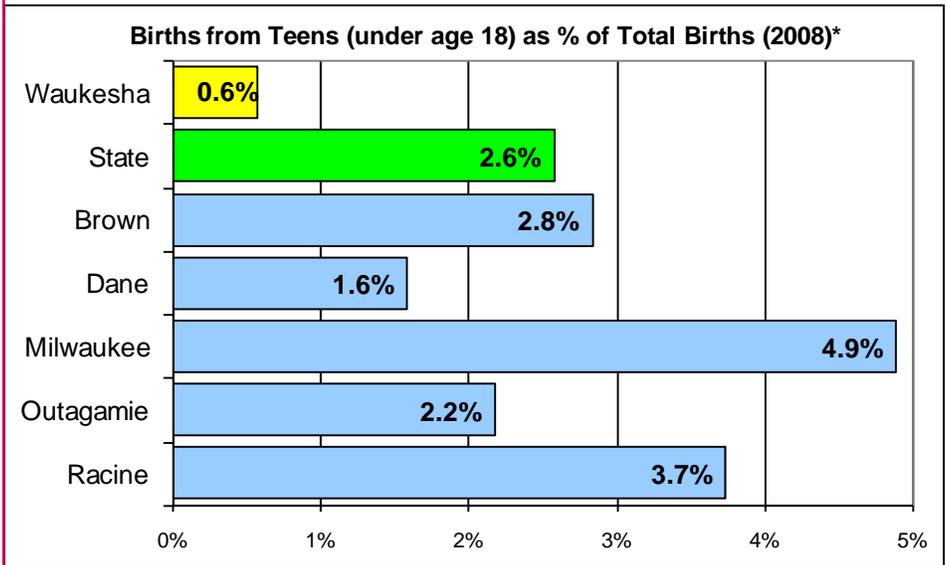
Objective:

To provide emergency temporary assistance to veterans, their dependents, and survivors (2011 Adopted Budget, Page 210).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
% of applications for emergency assistance for eligible veterans processed and approved	100%	100%	100%	100%
Response time to issue temporary assistance payments, within # of days	6 days	5 days	5 days	5 days

**Competitive County Benchmark:
A County that Assists At-Risk Citizens**

Teenage parents are at greater disadvantage than other teens, both before and after becoming parents. They are generally unprepared for the financial responsibilities and the emotional and psychological challenges of early childbearing.



*The above figures are the latest available from the WI Department of Health Services.

SOURCE: Wisconsin Department of Health Services

***Key Strategic Outcome:
A County that Provides Customers with Quality
Programs & Services***

Emergency Preparedness - Radio Services

Objective:

Maintain uptime, performance and reliability of the current County-wide trunked radio communications. (2011 Adopted Budget, Page 81).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Trunked System — Percent of time the system is available overall (reliability)	100%	99.9%	99.9%	99.9%
Percent of time the system has unimpaired coverage (performance)	98.4%	98%	98.7%	98.1%

**Health & Human Services -
Aging & Disability Resource Center**

Objective:

Through the Aging and Disability Resource Center (ADRC), provide knowledgeable, timely responses to requests for general and benefit information, and assistance that meet customers' needs. Also, Coordinate services that promote client independence and ability to remain living safely in their home (2011 Adopted Budget, Page 229).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Positive responses to customer survey				
Benefit Specialist	100.0%	97.0%	97.6%	97.0%
Information & Assistance	97.3%	95.0%	99.9%	95.0%
Assistance Remaining in the Home	96.8%	96.0%	96.9%	96.0%



**Key Strategic Outcome:
A County that Provides Customers with Quality
Programs & Services**

Emergency Preparedness

Objective:

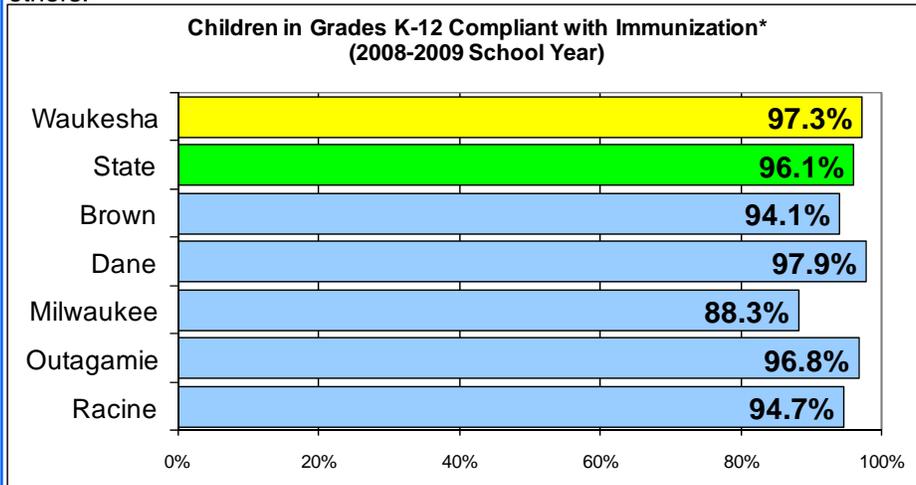
Meet and exceed the National Academies of Emergency Dispatch (NEAD) standard that states all emergency medical dispatch (EMD) calls need to be processed (asking the key and entry questions) within 60 seconds after the center's computer aided dispatch (CAD) system has accepted the location data (2011 Adopted Budget, Page 74).

Performance Measure:	2009 Actual	2010 Target	2010 Actual	2011 Target
Key and entry question time equals input time minus 38 seconds	90% of calls answered within 34.5 seconds	90% of calls answered within 36.0 seconds	90% of calls answered within 39.0 seconds	90% of calls answered within 34.0 seconds

Competitive County Benchmark:

A County that Provides Customers with Quality Programs & Services

Preventing disease is an important element to a successful public health plan. Non-vaccinated children are likely to become infected and spread disease to others.



**Non-compliance does not include children from families who filed waivers based on personal convictions, religious beliefs, or medical reasons. The above figures are the latest available from the WI Department of Health Services.*

SOURCE: Wisconsin Department of Health Services

Key Strategic Outcome:
Cost Effective Services Delivered with Competence & Skill
District Attorney

Objective:
 Provide timely notification to citizen and officer witnesses of court cancellations, thereby decreasing frustration with the criminal justice system and sparing the County the expense of paying for witness fees, mileage, and officers' time for cancelled court events (2011 Adopted Budget, Page 89).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Officer cancellations	3,190	3,400	3,586	3,400
Civilian cancellations	2,461	2,600	2,846	2,600
Citizens and officers spared unnecessary appearances	5,561	6,000	6,432	6,000
Estimated cost avoidance	\$313,080	\$300,000	\$321,600	\$333,000

Medical Examiner

Objective:
 The Medical Examiner's Office continues to try to reduce costs to the taxpayers through contracts with other counties. The Department currently provides contracted coverage for Racine County and Washington County and has a memorandum of understanding with Walworth County to provide some contract assistance (2011 Adopted Budget, Page 111).

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Amount of money that the Department generates through contract services	\$189,820	\$182,958	\$219,927	\$190,000



Key Strategic Outcome:

**Cost Effective Services Delivered with Competence & Skill
Administration — Collections**

Objective:

Achieve a fair and equitable balance between citizens who receive County services and the taxpayers who bear the cost of unpaid accounts. Maintain a cost-effective collection program achieving in excess of \$3.00 for every \$1.00 in total collection costs.

Performance Measures:	2009 Actual	2010 Target	2010 Actual	2011 Target
Ratio—All Collected Funds/ Program Expenditures	3.9	3.3	3.5	3.4
% Recovery				
Waukesha County Recovery %*	30.7%	30.0%	30.6%	31.0%
Collection Agency Recovery Standard %**	11.3%	11.3%	11.3%	11.3%

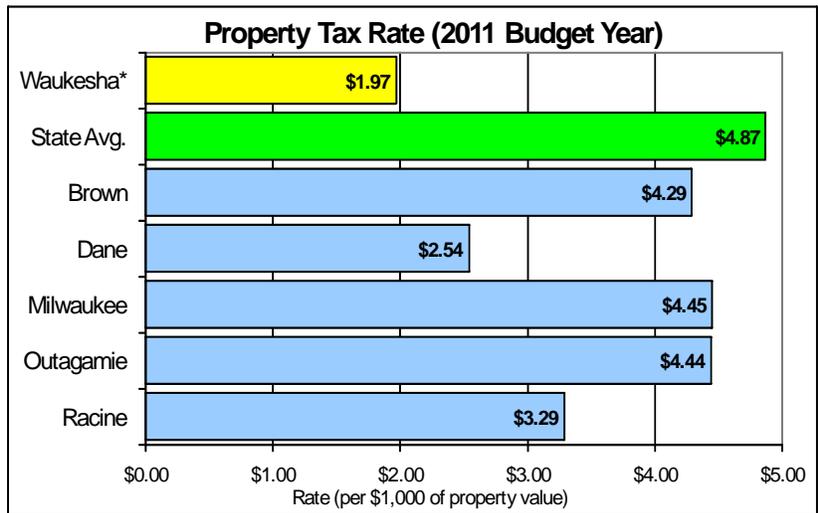
*Recovery percent is impacted by Health and Human Services private pay billings and bail forfeiture judgments, which have low recovery rates given the limited resources of the parties involved.

**Source: America Collectors' Association (Top Annual Collection Market Survey).

Competitive County Benchmark:

Cost Effective Services Delivered with Competence & Skill

The property tax levy (mill) rate indicates the community's actual property tax rate per \$1,000 of property value based on equalized property (market) value, as determined by the Wisconsin Department of Revenue.



*Lowest tax rate of all Wisconsin counties not implementing the county sales tax option.

SOURCE: Wisconsin Department of Revenue



Prepared By:

County Executive's Office
and
Department of Administration

Visit the Waukesha County website at

www.waukeshacounty.gov