



## **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 well over a decade. In 2016, the County worked with Department Heads and departmental strategic planning coordinators to perform annual updates to their plans to include environmental scans identifying department wide and Countywide critical issues, and ensuring that all strategic objectives included year-over-year measurable data. In 2017, each County department will fully update its 3-year strategic plan and move toward a standard plan format to make it easier for employees, and the general public, to quickly find information within each respective plan.

Through the strategic planning process, the County establishes 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, which, to this day, continues to guide the planning process and helps identify priorities.

Focus groups that were held at the beginning of the most recent strategic planning update indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it was clear that most important outcomes for county stakeholders continue to be a “safe” and an “economically vibrant” county.

The County continues to be a leader in the state by strategically providing high quality services at the lowest possible cost via shared services, public/private partnerships, collaborative efforts, and investments in key technologies to redesign 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.”*

### **Core Values:**

*Collaboration, Ethics and Integrity, Innovation, Efficiency, Communication, Diversity and Respect, 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 2017

#### 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:	2015 Actual	2016 Actual	2017 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	2014 Actual	2015 Actual	2016 Actual
\$ County Equalized Value (includes TID)	\$49.0 billion	\$50.2 billion	\$51.9 billion
\$ Amount of New Construction (a)	\$491.5 million	\$522.3 million	\$820.2 million
% of Change (b)	1.04%	1.07%	1.63%

(a) 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.

(b) The percent change is calculated by dividing the amount of new construction by the previous year's equalized value.