STRATEGIC PLANNING OVERVIEW

Waukesha County has been using strategic planning tools for well over a decade. 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 2017, the County contracted with the Studer Group, a nationally recognized and respected firm, to assist us in determining countywide priorities based on our departmental environmental scans and refresh some strategic planning terminology and concepts. The County, represented by 45 employees split in to three teams, worked with the Studer Group during the first six months of the year to make several important changes, not only to our County's strategic plans, but also to our workplace culture. Those changes include the creation of our countywide Pillars, creation of our Standards of Service Excellence, the use of data dashboarding, and the implementation of a uniform customer service survey to rate the service experience of our internal and external customers. Many of these changes are already reflected in the most recent versions of our departmental strategic plans, while others will be included in future updates.

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:

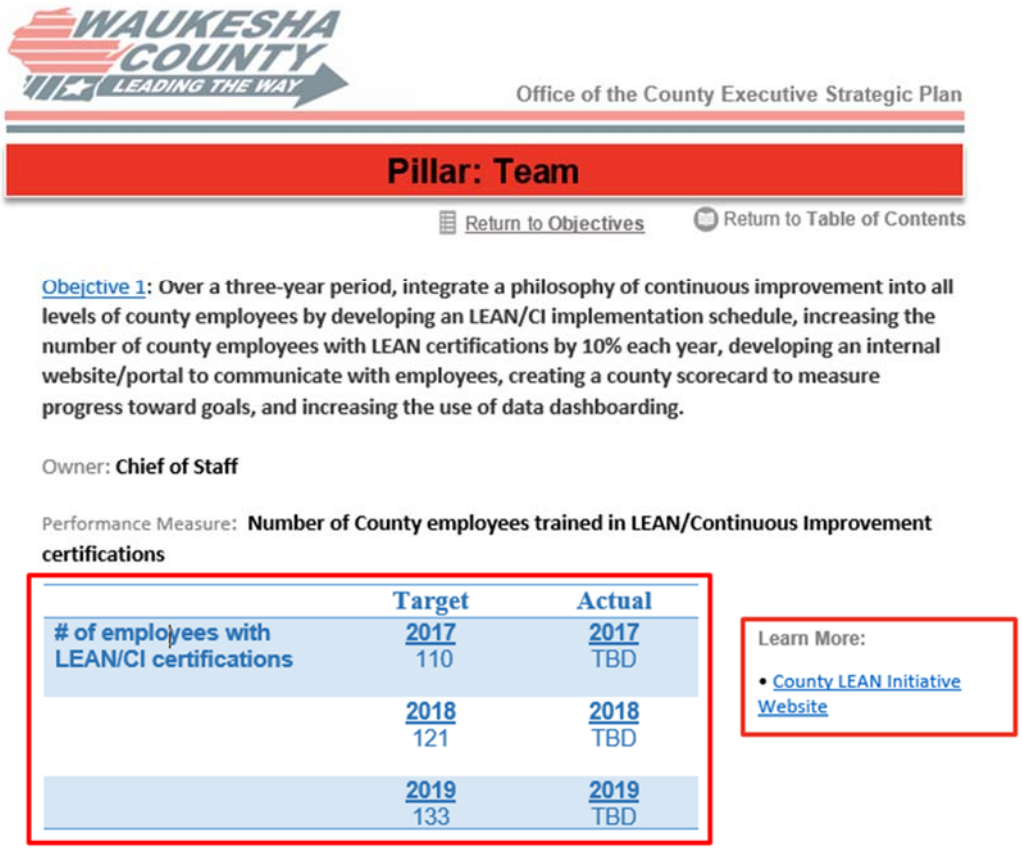
1. **Customer Service**: High customer satisfaction
2. **Quality**: High standards of service excellence
3. **Team**: Best professionals serving the public in the best way
4. **Health and Safety**: Ensure the well-being of citizens
5. **Finance**: Protect taxpayer's investment

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:



WAUKESHA COUNTY LEADING THE WAY

Office of the County Executive Strategic Plan

Pillar: Team

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Obejctive 1: **Over a three-year period, integrate a philosophy of continuous improvement into all levels of county employees by developing an LEAN/CI implementation schedule, increasing the number of county employees with LEAN certifications by 10% each year, developing an internal website/portal to communicate with employees, creating a county scorecard to measure progress toward goals, and increasing the use of data dashboarding.**

Owner: **Chief of Staff**

Performance Measure: **Number of County employees trained in LEAN/Continuous Improvement certifications**

	Target	Actual
# of employees with LEAN/CI certifications	2017 110	2017 TBD
	2018 121	2018 TBD
	2019 133	2019 TBD

Learn More:

- County LEAN Initiative Website