



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 2018, the County continued its contract with the Studer Group, a nationally recognized and respected firm, to improve implementation of its current strategic plan and train staff on the Standards of Service Excellence created in 2017. During the first six months of the year, county staff across nearly every department held monthly training sessions highlighting a different Standard of Service Excellence each month. Employees worked together to develop their own team trainings to imbed the standards into their respective departments.

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:

Quality Pillar: High standards of service excellence

Objective 4: LEAN – Continuous Improvement

Continue expansion & focus of the Waukesha County Continuous Improvement (CI) Initiative through implementation of CI website that provides self-study opportunities as well as tools to ensure individual project success. The 2019 initiative also improves County CI capacity by empowering employees that have achieved yellow belt or greater certification to conduct projects outside the formal training cycle and for green and black belts to mentor yellow belt candidates both increasing the number of completed projects and trained employees

Implement Phase II “Expansion & Focus” of the Waukesha County Continuous Improvement (CI) Initiative to improve CI outcome reporting and further employee engagement.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	Total	Current*
White Belt Certification	20	40	27	20	28	30	165	141
Yellow Belt Certification	0	0	11	13	10	11	45	42
Green Belt Certificate	1	2	1	2	4	3	13	10
Black Belt Training	0	0	0	0	3	0	3	3
Grand Total	21	42	39	35	45	44	226	196

*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher Total count.

At the close of 2017, approximately 17% of the total county workforce had been lean trained. DOA has 40 FTE, or roughly 43% of its staff, trained in lean/continuous improvement with the goal of being over 50% by the close of 2019.

2. Number of departmental CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017
Lean Projects	4	9	8	6	6	9
CI Express	0	0	0	5	0	7