



STRATEGIC PLANNING OVERVIEW

Waukesha County has been using strategic planning tools for well over twenty years. 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 2022, 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 providing excellent customer service, improving communication between employees and their immediate supervisor through the use of “rounding,” and various other trainings to improve quality and service delivery. The County is currently in the 2020-22 strategic planning cycle. The 2023-25 cycle is expected to include an emphasis and training of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal development, goal measurement and the utilization focus groups and surveying during the environmental scanning process.

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, including some over multiple years
- For reference, please see the examples illustrated below:

Quality Pillar: High standards of service excellence

Objective: LEAN – Continuous Improvement

Continue Waukesha Continuous Improvement (CI) initiative to sustain engagement through training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow, or green belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities, such as PDSA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop a new training plan that continues white, yellow, and green belt training and also incorporates other annual training to build, support and sustain engagement among leaders and employees in Continuous Improvement.

2021 LEAN-CI Initiative Accomplishments:

1. Intro to Lean-CI Class
2. Lean-CI Leader/Project Sponsor Class
3. Lean-CI Beginner Skills Class
4. Lean-CI Advanced Skills Class
5. Yellow Belt Refresher Class
6. Yellow Belt/White Belt Classes
7. Green Belt Class at WCTC
8. Revisited and updated Department Tactical Team Lead responsibilities and held 2 TTL meetings
9. Successful migration of Lean-CI site to SharePoint Online
10. Worked with new WCTC Lean instructor to acclimate him to our Lean-CI initiative

Customer Service Pillar: High customer satisfaction

Objective: Improve Customer Service

To support and encourage consistent customer service across Waukesha County departments, achieve a 4.65 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Performance Measure:	2021 Actual	2022 Estimate	2023 Target
Countywide Customer Satisfaction Rating	4.52	4.60	4.65