

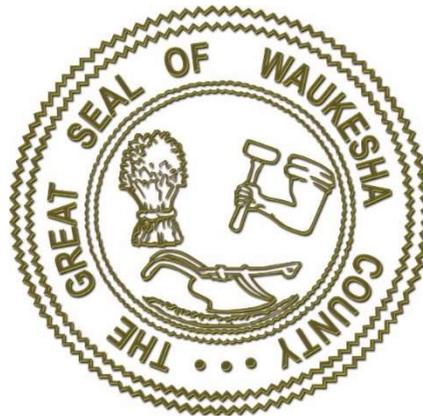


Waukesha County Board Office

Strategic Plan

2017 - 2019

Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



“The Waukesha County Board enacts legislation to establish policy to promote the health, safety, and quality of the life of the people of Waukesha County in a fiscally responsible manner.”

Paul Decker, County Board Chairman



Acknowledgements

For their contributions to this document, we recognize and thank the following:

Paul Decker, County Board Chairman

Mark Mader, Chief of Staff

Sarah Spaeth, Legislative Policy Advisor

Executive Committee and County Board Staff

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Reader's Guide: How to read the Strategic Plan

Thanks for reading Waukesha County Board Office Strategic Plan.

This document provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department aims to meet those goals.

Note: Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). We welcome [your questions and feedback](#) any time!

What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **specific**, **measurable**, **attainable**, **realistic**, and **time-bound** (aka **SMART**).

Each objective appears in two places: In a list that shows all of our goals in one place, and on its own page (example below, right).

Owner: The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

Strategy: What must be accomplished in order to achieve our objective.

A company that sells fruit snacks may set an objective to “increase sales.” One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

Performance measures:

A graphic or image show the progress and status of each Objective's success.



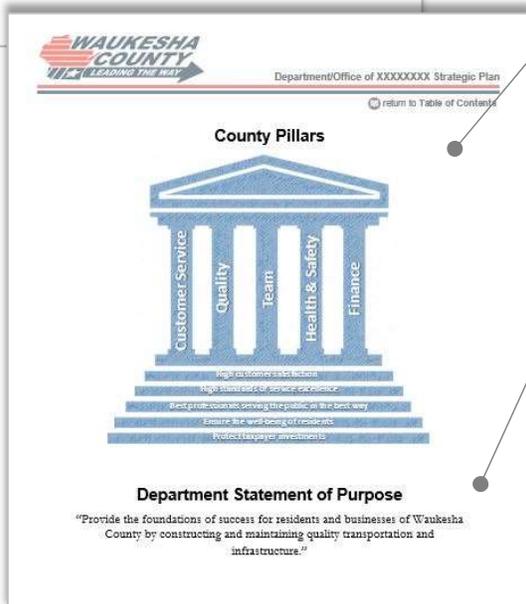
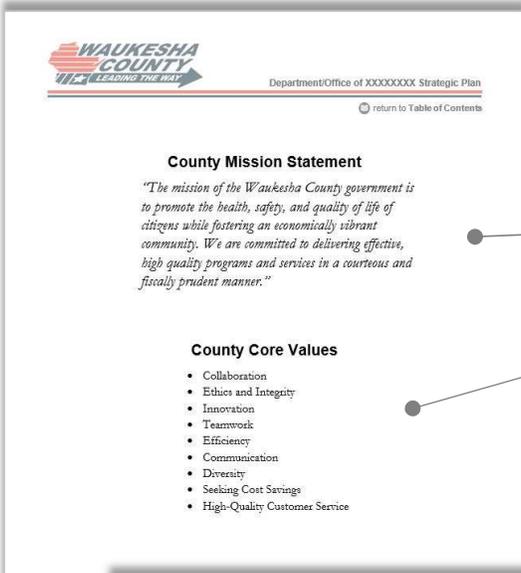
The screenshot shows a page titled "Strategic Objectives" under the "Pillar: Finance" section. It includes a table with the following data:

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review ordinance process throughout county using continuous process improvement	Chief of Staff	September 2018
Implement recommended revisions	Chief of Staff, users, and IT	December 2019

Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov, or elsewhere!

How to read the Strategic Plan continued



The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's **Mission Statement**. The big picture.
- Waukesha County **Standards of Excellence**, the principles we observe on our path to completing our mission.
- Waukesha County's **Five Pillars of Success**, our framework for identifying core priorities and establishing program goals.
- Department's **Statement of Purpose**. Each department completes a Strategic Plan. Each declares its own "mission" here.

How is the objective shaped by the "environmental scan"?

Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

Find environmental scan data summarized in this document's [Executive Summary](#) and [Appendix](#) sections.

Appendices at a glance

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Appendix A – County and County Board Office Environmental Scans

County Board Office

Community Analysis

Economics

Workforce and Business Growth

 *Tip: Click title to
jump to Appendix*

Transmittal Letter

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July 20, 2017

Waukesha County Executive Paul Farrow
Waukesha County Board
Waukesha County Residents and Visitors

We are pleased to be able to present to you the updated Waukesha County Board Office 2017-2019 Strategic Plan. The plan was developed with my direction by County Board staff and incorporated feedback we received from Executive Committee members, Board members, staff, residents, and others.

Local governments face many ongoing challenges due to limited resources and increasing demand for services. It is essential that officials have the foresight to make prudent investments that will provide financial savings and maintain our community standards. Investments include utilizing technology and data driven decision making. Waukesha County is constantly striving to seek collaboration between Departments, outside agencies, other units of local government and private-public partnerships to provide additional opportunities to improve services while reducing costs.

This strategic plan takes into consideration the current and future fluid environment while addressing ongoing needs, building upon our strengths and established best practices. In addition, it influences the budget and performance goals to serve citizens in the best manner possible.

I want to sincerely thank the County Board office staff, other departments, business and community leaders who all have a role in our quest for excellence in providing fiduciary responsible service and community enrichment.

If you have any questions regarding our strategic plan, please contact me at 262-548-7002.

Yours in service,

A handwritten signature in blue ink that reads "Paul Decker".

Paul Decker
County Board Chairman

Executive Summary

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A strategic plan guides the work of the organization toward achieving its goals. Our plan was developed through extensive research (called an environmental scan) about the government and economic trends that are influencing our work now, or may be affecting us in the future, as well as feedback from employees, agencies, businesses and other government officials that we work with on a regular basis. The pillars, objectives and actions defined in the plan are designed to address all of those issues so that we can continue to perform at the very highest level, despite any challenges that may arise.

We started with incorporating the County Board's Statement of Purpose with Waukesha County's new overarching Pillars. The five Pillars include:

- Customer Service
- Quality
- Team
- Health and Safety
- Finance

The Waukesha County Board and Board Office will address issues in the context of the aforementioned pillars. In addressing the new Pillars, the Board and Board Office seek to support and promote:

- High Customer Satisfaction
- High Standards of Service Excellence
- Best Professionals Serving the Public in the Best Way
- Ensure the Well Being of citizens
- Protect Taxpayer's Investments

Executive Summary continued

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The attached detailed environmental scan addresses many key economic factors, economic development factors, health and safety factors, and demographic factors that impact the population we serve. In addition, both a focus group of the County Board Executive Committee, and informal feedback from County Board Supervisors was incorporated into the Scan and the Plan. Many of the comments were also affirmed in earlier survey work and comments.

Comments were positive and favorable from the Focus Group and other Supervisors regarding the County Board Office, employees, and services.

Meetings are well organized.

Supervisors support an enhanced effort to ensure they receive information and coverage of important county events and issues in their districts.

Where possible, Supervisors prefer to receive handouts prior to meetings to allow time for review.

There is a favorable view towards appropriate training.

Other Department Critical issues to be addressed:

Education – The County Board is elected by district to two year terms in even years. Every election the County Board experiences turnover, and it is up to the County Board staff to bring new county board supervisors into the process very rapidly through excellent orientation.

Efficiency – The County board should be a leader in efficiency.

Media – The County Board, like most local governments, receives less media coverage than in the past. Consequently, it is essential to find new and creative ways of reaching out to constituents with information.

Training at appropriate venues will help facilitate customer service excellence, continuous process improvement, LEAN, and any other new initiatives that arise.

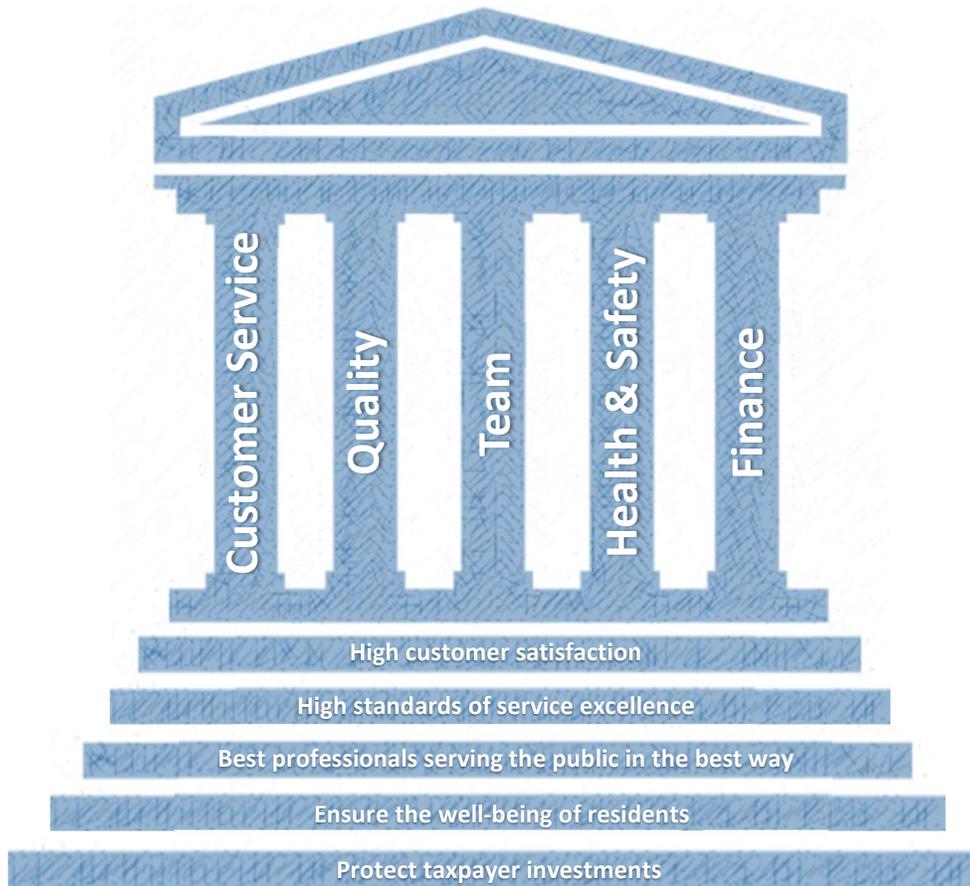
County Mission Statement

“The mission of the 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.”

Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Well-being

County Pillars



Department Statement of Purpose

“The purpose of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of life for the people of Waukesha County in a fiscally responsible manner”

Strategic Objectives at a glance

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- 1) Review Ordinance Process Throughout County Using Continuous Process Improvement.
- 2) Evaluate Future Automation Needs of the County Board Office.
- 3) Support of Economic Development and Related Workforce Transit Efforts.
- 4) Enhance County Board Operations through LEAN and Continuous Process Improvement.
- 5) County Board Committee Members Monitor Key Items Through Review at Committee.
- 6) Recognize High Quality Customer Service.
- 7) Enhance Customer Service of County Board Office.
- 8) Internal Audit Reviews Implementation of Recommendations Where Appropriate.
- 9) Promote Strategic Plan to Enhance Awareness of County Board Office and County Board Members.
- 10) Enhance Internal and External Communications.
- 11) Promote Professional Development Through Board and Employee Training.
- 12) Promote Health and Safety of Employees and Residents.

 *Tip: Click title to jump to **objective detail***

Strategic Objectives

Pillar: Finance

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Objective 1: Review Ordinance Process Throughout County Using Continuous Process Improvement	
Owner: County Board Chief of Staff	
Performance Measure: Report listing recommended changes and implemented changes	

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review ordinance process throughout county using continuous process improvement	Chief of Staff Participation by all users and IT	December 2018
Implement recommended revisions	Chief of Staff, users, and IT	December 2019

Pillar: Quality

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Objective 8: Internal Audit Reviews Implementation of Recommendations where appropriate	
Owner: Internal Audit	
Performance Measure: Percentage of Recommendations reviewed subsequent to audit where review is appropriate	

STRATEGY	STRATEGY OWNER	TIMEFRAME
Determine recommendations justifying further review	Internal Audit Manager / Executive Committee	Documented during audit presentation process or later in audit plan

Pillar: Team

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Objective 9: Promote Strategic Plan to enhance awareness of County Board Office and County Board members	
Owner: Chief of Staff/Legislative Policy Advisor	
Performance Measure: At least eighty percent of employees understand how their work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities	

STRATEGY	STRATEGY OWNER	TIMEFRAME
Promote Waukesha County Strategic Plan to staff	County Board Chief of Staff/ Legislative Policy Advisor	Staff meetings each year
Promote Strategic Plan to Board	County Board Chief of Staff/Legislative Policy Advisor	Presentation 2017, Orientation April 2018

Pillar: Team

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Objective 10: Enhance Internal and External Communications	
Owner: County Board Office Members / Chief of Staff / Legislative Policy Advisor	
Performance Measure: Eighty Percent of Office employees agree that information and knowledge are shared openly within my department	

STRATEGY	STRATEGY OWNER	TIMEFRAME
Monthly Updates to staff	Chief of Staff / Legislative Policy Advisor/ County Board Chair	Multiple discussions per month
Target distributions through emails / other sources to update staff	Chief of Staff/ Legislative Policy Advisor/Chair	Multiple updates per month
Enhance updates to external audiences where appropriate	Legislative Policy Advisor	Document activities and plan annually

Appendix A – Environmental Scan

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The Environmental Scan addresses many key economic factors, workforce issues, health and safety factors, and demographic factors that impact the population. In addition, both a focus group of the County Board Executive Committee, and informal feedback from County Board Supervisors was incorporated into the scan and the plan. Many of the comments were also affirmed in earlier survey work, strategic plans, and comments.

With respect to functions of the County Board Office:

Comments were positive and favorable from the Focus Group and other Supervisors regarding the County Board Office, employees, and services.

Meetings are well organized.

Supervisors support an enhanced effort to ensure they receive information and coverage of important county events and issues in their districts.

Where possible, Supervisors prefer to receive handouts prior to meetings to allow time for review.

There is a favorable view towards appropriate training.

Other Department Critical issues:

Education – The County Board is elected by district to two year terms in even years. Every election the County Board experiences turnover, and it is up to the County Board staff to bring new county board supervisors into the process very rapidly through excellent orientation.

Efficiency – The County Board should be a leader in efficiency.

Media – The County Board, like most local governments, receives less media coverage than in the past. Consequently, it is essential to find new and creative ways of reaching out to constituents with information.

Training at appropriate venues will facilitate customer service excellence, continuous process improvement, LEAN, and any other new initiatives that arise.

Internal Analysis

Employee Feedback

Annually, the County surveys its employees to gauge how well the organization is performing internally. The year 2016 survey was responded to by 100% of the full-time staff of the Department, and some County Board Supervisors. Analysis of the results indicated the

County Board Office has several areas where we are performing well. In summary, we learned:

- 100% understand their performance goals contribute to successfully achieving our strategic objectives.
- 100% feel information and knowledge is shared openly in the Department.
- 100% have annual training needs discussed.
100% understand they can be recognized for extra effort for demonstrating the County's core values.

Community Analysis

Population and Demographics

As of 2015, approximately **393,873** people reside in Waukesha County. Below is a list of demographics based on 2015 and projected population estimates within the County:

General population

- The population is projected to increase to 414,900 by 2020 and 428,700 by 2025 (approx. 3% increase every 5 years)
- The population is projected to grow by 91,500 persons between 2010 & 2050 (24% increase).
- Net migration will continue to be the primary source of the population increase. The number of births (natural increase) is expected to increase moderately, but the number of deaths is expected to increase substantially as a result of deaths from the aging population (baby-boomers).
- Over the past 60 years, Waukesha County's share of the regional population has increased from 7 to 19%, whereas Milwaukee County's share of the regional population has decreased from 70 to 47%.
- Waukesha County's share of the regional population is projected to increase from 19 to 20.4% by 2050, whereas Milwaukee County's share of the regional population is projected to decrease from 47 to 41.5%.

Age

- The median age is approximately 42.8 years old.
- People 65 yrs. and older made up approximately 14.3% of the population in 2010, 17% in 2015, and is expected to increase to 21% by 2050.
- The youngest members of the baby boomer generation will reach age 65 by 2028.

Race

- Approximately 90.6% of people are Non-Hispanic white.
- The Hispanic or Latino population has increased from 4.1% in 2010 to 4.5% in 2015, an increase of 1,537 people.
- The Non-Hispanic Black or African American population has increased from 1.3% in 2010 to 1.4% in 2015, an increase of 691 people.
- The Non-Hispanic Asian population has increased from 2.7% in 2010 to 3% in 2015, an increase of 941 people.
- The number of people of two or more races make up 1.5% of the population, but have increased by 1,535 people from 2010 to 2015, similar to the Hispanic/Latino population.
- The City of Waukesha has the greatest diversity with the population consisting of 87.1% Non-Hispanic white, 12.7% Hispanic or Latino, 3.4% Non-Hispanic Black or African American, and 3.5% Non-Hispanic Asian.

Household/Family

- The average persons per household is approximately 2.5 and is expected to decrease slightly.
- In 2015, Waukesha County had the highest median household income of any county in the State. The median household income was \$76,545.
- There are approximately 157,900 households. The number is expected to increase about 3.5% every 5 years.
- The total number of households is projected to increase by 43,200 households (28%) between 2010 and 2050.
- Approximately 75% of households live in owner occupied units.
- There are approximately 108,810 total families, with approximately 3.5% living in poverty, which is slightly less than 2010.
 - There are 10,233 households with a female parent only and 19.2% of those households are living in poverty.

Housing Accommodations

The County's population continues to age significantly, which prompts a need to plan for senior, assisted and skilled nursing facilities while also providing more opportunities for the elderly to age in place. An aging workforce also prompts the need to house a new generation of workers. Accommodations for workforce housing are important to ensure that workers can live in close proximity to job centers and that employers can find skilled workers. Nationally and locally, there has been an increasing demand for living units located in close proximity to entertainment venues and workplaces, as millennials and empty nesters look for more dynamic living arrangements within walkable settings.

Economics

Economic development is vital for communities in Waukesha County to retain optimum paying jobs, maintain municipal infrastructure and essential services, and maintain and expand its quality of life.

Jobs (based on intermediate growth projection)

- The number of jobs is projected to increase from 268,900 in 2010 to 338,000 in 2050, an increase of 69,500 jobs (25.8%).
- The largest distributional changes in employment among the regions' counties have occurred in Milwaukee and Waukesha County. Over the last six decades, Milwaukee County's share of jobs decreased by approximately 30%, whereas Waukesha County's share of jobs increased by approximately 20%. This trend is anticipated to continue at a moderated pace.
- It is anticipated that Waukesha County will have 24.4% of the region's jobs in 2050, an increase of 1.6% from 2010. Whereas, Milwaukee County will have 43.9% of the region's jobs, a decrease of 5%.
- Projections indicate a continuation of the long-term shift from manufacturing to service jobs, which includes health-care.

Commuting patterns

- For decades, a majority of commuters traveled from Waukesha County to Milwaukee County. As of 2011, the reverse commute to Waukesha County is greater than the commute to Milwaukee County.
- The mean travel time to work for Waukesha County employees is 24 minutes.

Sources

U.S. Bureau of the Census

U.S. Bureau of Economic Analysis

SEWRPC Vision 2015 Plan

Wisconsin Department of Health Services

Business Survey

The Waukesha County Business Survey was conducted in cooperation with Waukesha County Executive Paul Farrow, the Waukesha County Business Alliance, and the Waukesha-Ozaukee- Washington (WOW) Workforce Development Board.

The data contained in this executive summary was obtained by surveying Waukesha County employers during two weeks of August 2015. A total of 335 businesses responded to the survey, representing a near 20 percent response rate. Respondents included representatives

from each of Waukesha County's 37 municipalities, a wide range of business sectors, and companies sized from the self-employed to operations with more than 1,000 employees.

The survey touched on topics in seven key areas:

1. Workforce Development
2. Physical Specifications and Future Plans
3. Transportation - Transit and Road/Highways, Airport
4. Financial and Business start-up assistance
5. Permitting and Licensing
6. Workforce Housing
7. Economic Visioning

What did we find out?

- More than two-thirds of Waukesha County businesses are Stage 1 businesses (2-9 employees) or Stage 2 businesses (10-99 employees).
- Strong job growth will continue: 84 percent indicated they plan to expand their workforce in the next three years
- 72 percent of respondents indicated they plan to expand/remodel their physical business in the next three years
- A majority of respondents across nearly every sector indicated a difficulty attracting/retaining employees.
- Staff recruitment issues include a lack of qualified applicants (77 percent) and difficulty finding workers that fit their business culture (61 percent).
- Businesses identified the major primary challenges to starting and growing their business as a skilled workforce (72 percent) and access to capital (39 percent)
- Businesses value infrastructure – 88 percent rated local streets and highways as either important or very important.
- A little over one-third of respondents (36 percent) believe that transit is an important issue.
- More than one quarter of respondents (29 percent), indicated they are struggling to identify financial resources. A total of 39 percent of business respondents said access to capital was a major roadblock to growth.

According to the survey, in order to grow, Waukesha County businesses want a low tax rate. (among the Top 5 most important factors in retaining a business), a pipeline of highly skilled workers, and access to a variety of financing options, such as SBA loans and grants, training assistance and funding for apprenticeships and workforce development programs.