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Waukesha County  
Office of the County Executive

# Strategic Plan

## 2017 - 2019

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“As County Executive, I am committed moving Waukesha County forward by delivering the highest quality programs and services possible while keeping the interests and the pocketbook of County taxpayers at the front of my mind”

-Paul Farrow



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# Table of Contents

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|  |    |
|--|----|
| Table of Contents .....                              | 2  |
| Reader’s Guide: How to read the Strategic Plan ..... | 3  |
| How to read the Strategic Plan continued .....       | 4  |
| Executive Summary .....                              | 5  |
| COUNTY MISSION STATEMENT .....                       | 6  |
| COUNTY STANDARDS OF EXCELLENCE .....                 | 6  |
| COUNTY PILLARS .....                                 | 7  |
| DEPARTMENT STATEMENT OF PURPOSE .....                | 7  |
| Strategic Objectives at a glance.....                | 8  |
| OBJECTIVE 1 .....                                    | 9  |
| OBJECTIVE 2.....                                     | 10 |
| OBJECTIVE 3.....                                     | 11 |
| OBJECTIVE 4.....                                     | 12 |
| OBJECTIVE 5.....                                     | 13 |

# Reader's Guide: How to read the Strategic Plan

Thanks for reading Waukesha County Department of XXXXXXXXX's Strategic Plan.

This plan 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.

Department/Office of XXXXXXXXX Strategic Plan

Pillar: Choose an item.

return to Objectives list return to Table of Contents

Objective 1: Click or tap here to enter text.  
 Owner: Click or tap here to enter text.  
 Performance Measure: Click or tap here to enter text.

Insert graphic/image here

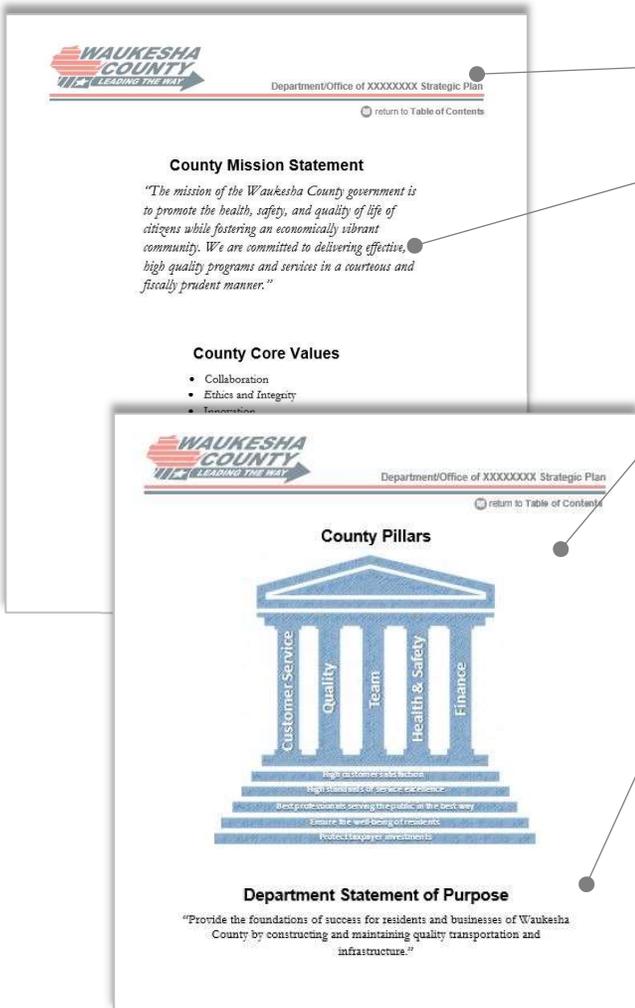
Learn More:  
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| STRATEGY                         | STRATEGY OWNER                   | TIMEFRAME                        |
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## Learn More:

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.
- County **Core Values**, 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.

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# Executive Summary

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 [Return to Table of Contents](#)

## 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.

## 2017 Update

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 this version of our departmental strategic plans, while others will be included in a future annual update.

## Overview of the County Executive's Office 2017-2019 Plan

The County Executive's 2017-2019 Strategic Plan establishes priorities based upon key findings from several department's environmental scans. The Executive and his staff will work to address the following issues of countywide importance; establishing public and private collaborations and partnerships that save tax dollars or improve service delivery and quality, fighting the ongoing opioid crisis, economic development and job creation, integration of Continuous Improvement into the County's workplace culture, and measuring and improving internal and external customer service.

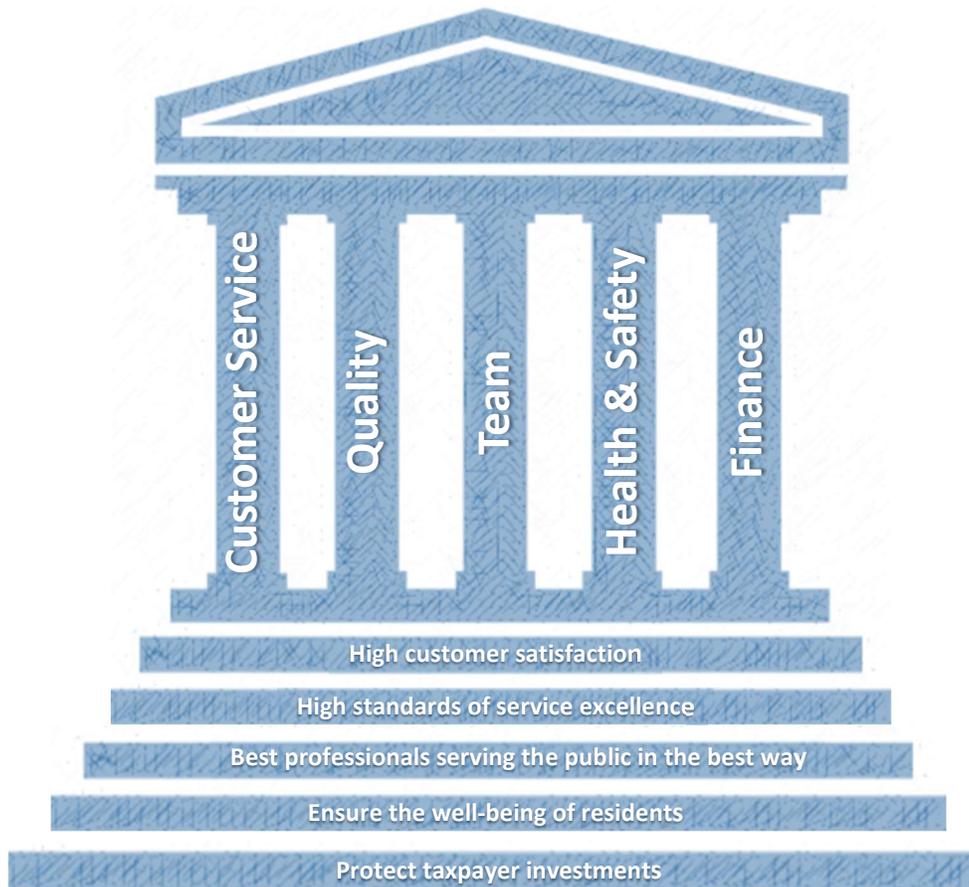
## County Mission Statement

*“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.”*

## County Standards of Excellence

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

## County Pillars



## Department Statement of Purpose

“As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.”

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## Strategic Objectives at a glance

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 [Return to Table of Contents](#)

- [Objective 1: Continuous Improvement integration](#)
- [Objective 2: Increase the member of partnerships and collaborations with other municipalities](#)
- [Objective 3: Increase awareness of the opioid crisis](#)
- [Objective 4: Customer service ratings standard](#)
- [Objective 5: Countywide economic development](#)

## Pillar: Team

 [Return to Objectives](#)

 [Return to Table of Contents](#)

**Objective 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**

|  | <u>Target</u> | <u>Actual</u> |
|--|---------------|---------------|
| # of employees with LEAN/CI certifications | <u>2017</u>   | <u>2017</u>   |
|  | 110           | 228           |
|  | <u>2018</u>   | <u>2018</u>   |
|  | 121           | 288           |
|  | <u>2019</u>   | <u>2019</u>   |
|  | 133           | 294*          |

Learn More:

- [County LEAN Initiative Website](#)

| STRATEGY  | STRATEGY OWNER | TIMEFRAME   |
|---|----------------|-------------|
| Contract with consultant (Studer Group) on employee training and roll-out | Chief of Staff | Autumn 2017 |
| Work with DOA-IT Division on technical solutions and dashboarding         | Chief of Staff | Autumn 2017 |
| Work in conjunction with the LEAN/Continuous Improvement Team             | Chief of Staff | 2017-2019   |



\*As of 8/1/19

## Pillar: Quality

[Return to Objectives](#)    [Return to Table of Contents](#)

**Objective 2:** Over the next three years, increase by 10%, the number of privatized county operations, partnerships, and collaborations with municipalities and counties that either save tax dollars or improve service and quality.

Owner: **County Executive**

Performance Measure: **Number of privatizations, collaborations and partnerships**

|  | Target      | Actual      |
|--|-------------|-------------|
| <b>Number of privatized services, collaborations, and partnerships</b> | <u>2017</u> | <u>2017</u> |
|  | 68          | TBD         |
|  | <u>2018</u> | <u>2018</u> |
|  | 71          | TBD         |
|  | <u>2019</u> | <u>2019</u> |
|  | 75          | TBD         |

**Learn More:**

- List of privatized Services

| STRATEGY   | STRATEGY OWNER       | TIMEFRAME   |
|--|----------------------|-------------|
| Utilize the Waukesha County Cooperation Council to determine opportunities to collaborate.                   | County Executive/CoS | Winter 2018 |
| Explore opportunities with Washington County and consider working with the Local Government Initiative group | County Executive/CoS | Autumn 2017 |
| Engage Departments about updating existing partnership list and potential new collaborations                 | Chief of Staff       | 2017-2019   |



## Pillar: Health & Safety

 [Return to Objectives](#)

 [Return to Table of Contents](#)

**Objective 3:** Increase awareness of the opioid issues in Waukesha County through focused training opportunities, support of treatment and prevention programs in order to reduce the number of countywide opioid deaths year-over-year.

Owner: County Executive/Public Information Officer

Performance Measure: Number of County Executive Office driven events, press releases and social media posts related to the opioid crisis

|   | Target      | Actual      |
|---|-------------|-------------|
| Number of County Executive sponsored events, releases and posts | <u>2017</u> | <u>2017</u> |
|   | 4           | 7           |
|   | <u>2018</u> | <u>2018</u> |
|   | 5           | 9           |
|   | <u>2019</u> | <u>2019</u> |
|   | 5           | 7           |

Learn More:

[Waukesha County Overdose Prevention Website](#)

[County Executive's Facebook Page](#)

| STRATEGY   | STRATEGY OWNER             | TIMEFRAME   |
|--|----------------------------|-------------|
| Support the Dept. of Health Human Services WI-PDO grant                                      | County Executive           | 2017-2019   |
| Develop communications and media strategy to improve opioid prevention awareness             | Public Information Officer | Winter 2018 |
| Engage Departments about updating existing partnership list and potential new collaborations | Chief of Staff             | 2017-2019   |



## Pillar: Customer Service

 [Return to Objectives](#)

 [Return to Table of Contents](#)

**Objective 4:** To establish consistent customer service across Waukesha County departments, achieve a 4.50 mean rating for customer service satisfaction.

Owner: **Chief of Staff**

Performance Measure: **Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1 -5.**

|                                | <u>Target</u>          | <u>Actual</u>       |
|--------------------------------|------------------------|---------------------|
| <b>Customer Service Rating</b> | <u>2017</u><br>4.5/5.0 | <u>2017</u><br>-    |
|                                | <u>2018</u><br>4.5/5.0 | <u>2018</u><br>4.63 |
|                                | <u>2019</u><br>4.5/5.0 | <u>2019</u><br>4.69 |

Learn More:

[Link to Countywide Survey results](#)

| STRATEGY   | STRATEGY OWNER                | TIMEFRAME      |
|--|-------------------------------|----------------|
| Finalize internal performance data dashboard for staff use and external performance scorecard for public use | DOA-IT                        | September 2017 |
| Roll out of new customer service survey and goals to Departments.  | County Executive              | Autumn 2017    |
| Customer service data analysis and results roll out.   | Department Heads              | 2017-2019      |
| Continuous improvement technique training on how to analyze performance data and make service adjustments.   | Department Heads / Consultant | All 2018       |



## Pillar: Finance

 [Return to Objectives](#)
 [Return to Table of Contents](#)

**Objective 5:** Support an environment that promotes countywide economic development and increases the percentage of the county’s net new construction each of the next three years.

Owner: **County Executive**

Performance Measure: **New construction growth in the county’s equalized value.**

|                           | <u>Target</u>       | <u>Actual</u>             |
|---------------------------|---------------------|---------------------------|
| % of net new construction | <u>2017</u><br>1.5% | <u>2017</u><br>1.81       |
|                           | <u>2018</u><br>1.7% | <u>2018</u><br>1.57       |
|                           | <u>2019</u><br>1.9% | <u>2019</u><br>1.4 (est.) |

**Learn More:**

[Link to the Wisconsin Department of Revenue Reports Page](#)

[Link to the Waukesha County Center for Growth](#)

[Link to the M7](#)

| STRATEGY   | STRATEGY OWNER   | TIMEFRAME |   |
|--|------------------|-----------|---|
| Support the Waukesha County Center for Growth  | County Executive | 2017-2019 |  |
| Actively participate in the M7 regional economic partnership   | County Executive | 2017-2019 |  |
| Introduce a conservative county budget that supports economic development activities and keeps the county portion of the property tax bill low         | County Executive | 2017-2019 |  |
| Engage with key economic stakeholders, including the Waukesha County Business Alliance, the Center for Growth, the and WOW-Workforce Development Board | County Executive | 2017-2019 |  |