

# Waukesha County



## Department of County Board Executive Summary Strategic Plan 2015–2017

## **Waukesha County 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.”

## **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 the life of the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by district, to two-year terms in even-numbered years. The executive, finance, and human resources committees deal with reviewing and establishing administrative policy issues. The other standing committees, judiciary and law enforcement, health and human services, land use, parks, and environment, and public works, review and establish policy matters affecting public services.

## **Waukesha County Strategic Outcomes**

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- A county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill

## **Environmental Scan**

In 2012 county board staff surveyed the Waukesha County Board of Supervisors to understand what services county board staff can provide to make them a more effective representative for their district. The results of that survey indicate:

- County board members have a strong interest in receiving staff prepared fact sheets and talking points.
- A majority thought it would be beneficial to send periodic electronic newsletters to their constituents.
- A majority of those surveyed preferred to receive educational presentations at committee as opposed to county board meetings.
- Supervisors indicated they would prefer to receive handouts prior to a committee meeting for extra time to review.
- The survey indicated mixed feelings on the benefits of the county board utilizing social media such as Facebook or Twitter.
- Supervisors would like to be informed of events happening in their district.
- Most feel meetings are well organized and last the appropriate amount of time.
- Majority of Supervisors indicated they are satisfied with the staff and current level of service.

In 2012-13 Waukesha County formed a Strategic Planning Steering committee to refresh the county wide strategic plan. The process included focus groups, environment scan, employee survey and employee led workgroups.

Three Focus Group sessions were held to solicit feedback from the public on a range of issues including:

- What are critical issues according to citizens of the County?
- What do citizens deem to be most important to their quality of life?

- What citizens and consumers prefer in regards to services?
- How should the county pay for services and at what level of quality should they be provided?
- What is the public's view on service delivery alternatives?

The results of the focus group indicated overall county residents are pleased with the quality, level and value of services for the price they pay. The most important outcomes for county stakeholders continue to be: 1) a “safe” county and 2) an “economically vibrant” county. Over two thirds of respondents felt that property taxes are at the right level. The vast majority of respondents support collaborative service delivery between governments – with an increased level of support (from 35 to 54%) for this since 2005.

Out of approximately 1,300 employees, 875 participated in the employee survey, representing about 66% of all county employees.

#### Positive Feedback from Employees:

- Employees overwhelmingly like the work they do, know how to do it and are held accountable
- Managers are open to hearing feedback and treat employees with respect
- The county is focused on customer needs and fiscal responsibility
- The county has a high level of integrity
- Employees are willing to give extra effort to help the county succeed
- Employees would recommend the county as a place to work and to live

#### Opportunities for Improvement:

- Increase opportunities for professional growth, better mentoring plans and succession planning
- Increase recognition of work well done and boost employees' feelings of being valued
- Enhance perception of fairness around advancement opportunities

Consultants Baker Tilly utilized best practice research from both the public and private sectors to benchmark Waukesha County's current state. Strategic Planning best practices were specifically peer benchmarked against the following counties:

- Hennepin County, Minnesota
- Johnson County, Kansas
- Fairfax County, Virginia
- Eau Claire County, Wisconsin

#### Recommendations included:

- Enhance annual review of county-wide progress by appointed strategy committee; enhance strategy governance framework with a consistent and defined point of governance
- Involvement of key county stakeholders (community leaders, residents, employees)
- Formal and required regular periodic citizen input plan tied to specific strategic goals and priorities for all core functions
- Ongoing involvement of stakeholders in outcome based groups (i.e. safe county)
- Annual review of strategy and plan progress toward outcomes – consider use of formal balanced scorecard approach
- Enhanced alignment between employee evaluation process and strategic objectives
- Enhanced communication to include more proactive communication of results to all stakeholder groups (i.e. email blasts, more frequent web updates, quarterly reporting on results)
- Enhanced communication of how employee feedback is being considered and incorporated
- Closer alignment between strategic priorities and employee development investments and efforts

In 2014 a survey was completed of counties with a County Executive form of government to compare board size and salary/benefits of Supervisors. The results are as follows:

<b>County</b>	<b>Population (2010 Census)</b>	<b>County Board Size</b>	<b># of Constituents / Supervisor</b>	<b>Chairperson's salary</b>	<b>County Board Salary</b>	<b>Health insurance (County's share of premium)</b>
<b>Milwaukee</b>	947,735	18	52,652	\$71,412 (current) \$36,076 (April 2016)	\$50,679 (current) \$30,064 (April 2016) Finance chair \$24,051 (April 2016)	Not offered (per 2013 WI Act 14)
<b>Dane</b>	488,073	37	13,191	\$37,000	\$8,200	Chair offered insurance 0% Supervisors
<b>Waukesha</b>	389,891	25	15,596	\$58,586	\$9,536	Chair offered insurance 0% Supervisors
<b>Brown</b>	248,007	26	9,539	\$11,406	\$9,406 (Vice Chair) \$7,956	Not offered
<b>Racine</b>	195,408	21	9,305	\$7,800	\$6,000 (Vice Chair) \$4,800	Not offered
<b>Outagamie</b>	176,695	36	4,908	\$13,000	\$6,500 (Vice Chair) \$5,000	0%
<b>Kenosha</b>	166,426	23	7,236	\$12,000	\$6,000	0%
<b>Winnebago</b>	166,994	36	4,639	\$5,000+ per diems	\$1,500 (Vice Chair) + per diems \$44 half day \$66 full day	0%
<b>Fond du lac</b>	101,633	25	4,065	\$8,000	\$3,500 (Vice Chair) \$3,000 Per diems for extra cmte meetings (not including standing committee or CB meetings)	0%
<b>Manitowoc</b>	81,442	25	3,258	\$4,500	\$3,000	0%
<b>Portage</b>	70,019	25	2,801	\$20,000	\$50 chair of committee, \$45 all other members; \$50 county board meeting; limited two per diems per day	0%

The survey shows Waukesha County Board Supervisors represent more residents per Supervisor out of the seventy-one counties in Wisconsin with part-time boards.

As a result of this survey the County Board approved ordinance 169-67 which changes the County Code to reduce the salary for the County Board Chairperson by half to be more in-line with similarly elected County Board Chairpersons in peer counties throughout the state. The amended County Code would also make the County Board Chairperson eligible for the same benefits as other County Board Supervisors currently receive. These changes would be effective upon the beginning of the next term for the County Board Chairperson in April of 2016.

### **Department Critical Issues**

- 1) Education - The county board is elected by district to two year terms in even years. Every election year the county board experiences turnover, and it is up to the county board staff to bring new county board supervisors up to speed as fast as possible
- 2) Leader among peers - The county board should be a leader in efficiency when it comes to board size, pay and committee structure
- 3) Media - The county board receives less media coverage than in the past and has to find new and creative ways to reach out to constituents to make them aware of county board action
- 4) Technology - The county board room utilizes older technology and many county board members still rely on paper copies that make going paperless difficult
- 5) Staffing - The county board office is studying its current staffing needs
- 6) Transparency - The county board staff continuously looks for ways to make government as open as possible for the public
- 7) Communication - County board staff will work with county board supervisors to identify ways to improve communication between the board office and supervisors as well as supervisors to their constituents
- 8) Training - Training will assist in succession planning and service delivery
- 9) Customer service - Maintain supervisors satisfaction with the level of service received from the county board office
- 10) Cost effective service - Provide high quality services at the lowest possible cost

**Strategic Outcome Objective Worksheet**

**An Economically Vibrant County**

**Maintain exemplary financial and operational practices to help lower borrowing costs and tax rate.**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Recommend county board action on legislation and policies throughout the year that supports AAA/Aaa bond rating.	County Board County Board Staff	2015-2017
2. Identify cost-effective operational controls through internal audit review and recommendations.	County Board Internal Audit Staff	2015-2017
3. Emphasize quality improvements in areas of policy and procedure compliance and revenue production.	County Board Internal Audit Staff	2015-2017
4. Prepare recommendations to assist administration, taxpayers and legislators improve Waukesha County operations.	County Board Internal Audit Staff	2015-2017
5. Maintain exemplary financial and operational practices to help lower borrowing costs and tax rate.	County Board County Executive	2015-2017

**Evidence of Success:**

Performance Measure:	2012 Actual	2013 Actual	2014 Actual	2015 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Performance Measure:	2016 Target
% of internal audit recommendations accepted by management for implementation	80%

**Strategic Outcome - Objective Worksheet**

**An Economically Vibrant County**

**Create an environment that promotes county-wide economic development.**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Support regional economic development initiatives through county board participation in groups such as WOW, SEWRPC, Waukesha Business Alliance and WCTC.	County Board County Board Staff	2015-2017
2. Support business growth and maintain ongoing communication with community on economic development issues and opportunities.	County Board County Board Staff	2015-2017
3. Promote awareness of current workforce training resources, incentives and other available tools.	County Board County Board Staff	2015-2017
4. Foster an environment where intergovernmental cooperation is encouraged when it reduces costs, improves services and creates efficiencies.	County Board County Board Staff	2015-2017

**Evidence of Success:**

New construction growth in the county's equalized value:

Performance Measure	2012 Actual	2013 Actual	2014 Actual
\$ Amount of Net New Construction **	\$406.4 million	\$336.7 million	\$491.5 million
% of Change	0.82%	0.72%	1.04%

*\*\*Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

**Strategic Outcome - Objective Worksheet**

**Cost Effective Services Delivered With Competence And Skill**

**Improve Waukesha County residents access and understanding of county government**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Study technology used in county board room	County Board County Board Staff IT	2015-2017
2. Develop effective communication and collaboration tools to allow county board members to contact their constituents	County Board County Board Staff	2015-2017
3. Provide better electronic access to county board/county materials.	County Board County Board Staff	2015-2017
4. Develop effective e-strategies to compliment traditional face-to-face and in-person contacts.	County Board County Board Staff	2015-2017

**Evidence of Success:**

Number of supervisors requesting e-newsletters:

2013	2014
3	9

**Strategic Outcome - Objective Worksheet**

**Cost Effective Services Delivered With Competence And Skill**

**Conduct research, provide analysis and make recommendations that result in cost effective services to taxpayers**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. County board office organizational study	County Board County Board Staff HR	2015-2017
2. Regularly survey peer counties	County Board County Board Staff	2015-2017
3. Advise board take action consistent with state imposed levy limits	County Board County Board Staff	2015-2017

**Evidence of Success:**

Residents represented/Supervisor: Waukesha County Board Supervisors represent more residents per Supervisor out of the seventy-one counties in Wisconsin with part-time boards.

Supervisor pay and benefits: County board approved ordinance 169-67 changes the County Code to reduce the salary for the County Board Chairperson by half to be more in-line with similarly elected County Board Chairpersons in peer counties throughout the state.

**Strategic Outcome - Objective Worksheet**

**Understanding Strategic Planning**

**Effectively integrate strategic goals and objectives into the annual county budget process, staff goals and performance evaluations.**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
4. Develop standardized employee expectations and performance goal in-line with the county's strategic plan.	County Board County Board Staff	2015-2017
5. Develop a system that encourages citizens, staff and elected officials to provide input towards refining the core programs and services delivered by Waukesha County.	County Board County Board Staff	2015-2017
6. Increase awareness of Waukesha County and its programs and services to enhance future strategic planning sessions.	County Board County Board Staff	2015-2017
7. Promote Waukesha County's strategic goals and objectives to supervisors and staff.	County Board County Board Staff	2015-2017
8.		

**Evidence of Success:**

- Performance Measure: through the annual employee survey, ensure that a minimum of 80% of department staff understands how their work and assigned goals directly contribute to the overall success of the county in meeting its key strategic priorities.

Year	2014
% of employees that agree or somewhat agree	83%

**Strategic Outcome - Objective Worksheet**

**Communication**

**Develop internal and external strategies to improve communications.**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Develop social media strategies with defined goals to increase awareness, demonstrate leadership, gain insight from the community, enhance economic development efforts and educate citizens and stakeholders.	County Board County Board Staff	2015-2017
2. Improve quality and ease of information accessibility.	County Board County Board Staff	2015-2017

**Evidence of Success:**

- ▣ Performance Measure: through the annual employee survey, ensure that a minimum of 80% of department staff have answered the following statement affirmatively: “I agree that information and knowledge are shared openly within my department.”

Year	2014
% of employees that agree or somewhat agree	50%

**Strategic Outcome - Objective Worksheet**

**Professional Development and Rewards and Recognitions**

**Ensure that department employees have a training plan established to provide professional development and to deliver services with competence and skill.**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Develop professional development and empowerment goals focusing on job satisfaction, accountability, communication, professional growth and adequacy of resources.	County Board County Board Staff	2015-2017
2. Promote an environment that encourages and rewards the development of innovations.	County Board County Board Staff	2015-2017
3. Invest in professional development programs to improve leadership capabilities, job skills, employee productivity and succession planning.	County Board County Board Staff	2015-2017
4. Inform employees about importance of education, awareness, self-care and behavioral changes in improving wellness and productivity.	County Board County Board Staff	2015-2017
5. Provide clear and widely communicated goals, objectives and expectations for staff.	County Board County Board Staff	2015-2017

**Evidence of Success:**

- Performance Measure: through the annual employee survey, ensure that a minimum of 80% of department staff have answered the following statement affirmatively: “During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development.”

Year	2014
% of employees that agree or somewhat agree	83%

- Performance Measure: through the annual employee survey, ensure that a minimum of 80% of department staff have answered the following statement affirmatively: “I agree that I can be recognized for extra effort while demonstrating the county core values.”

Year	2014
% of employees that agree or somewhat agree	50%

**Strategic Outcome - Objective Worksheet**

**Work Collaboratively with Other Departments**

**Develop Collaborative Strategies with Other County Departments**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
1. Work with UW-Extension to provide training to county board supervisors to increase the effectiveness of serving constituents.	County Board UWX	2015-2017
2. Further develop broadly based partnerships between county departments to improve core business functions to support 2015-2017 goals.	County Board UWX CJCC	2015-2017
3. Enhance collaboration tools among departments.	County Board CJCC	2015-2017
4. Partner with other departments to utilize county board staff innovatively.	County Board CJCC	2015-2017
5. Encourage interdepartmental collaboration on strategic and capital planning, budgeting and projects.	County Board County Board Staff	2015-2017

**Evidence of Success:**

<b>Performance Measures</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
Percent of supervisors who engage in training.	85%	90%	95%
Percent of first term supervisors who engage in training.	88%	90%	90%
Percent of first term supervisors who indicate that training helped them better understand and carry out their responsibilities.	90%	90%	90%
Percent of total supervisors who felt they would use the knowledge learned to carry out their responsibilities.	85%	85%	85%