

# **2012-2013 Waukesha County Strategic Plan**

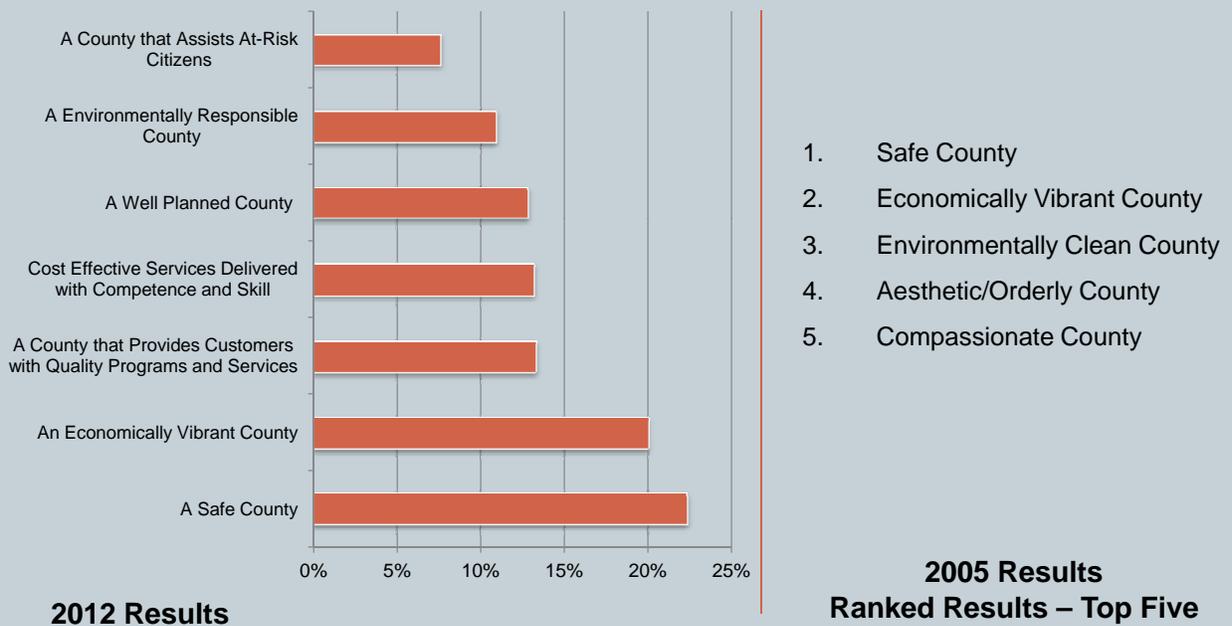


## **Focus Group Summary and Data Report**

## Focus Group Executive Summary – Desired Outcomes

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How necessary are these outcomes to you?



## Desired Outcomes

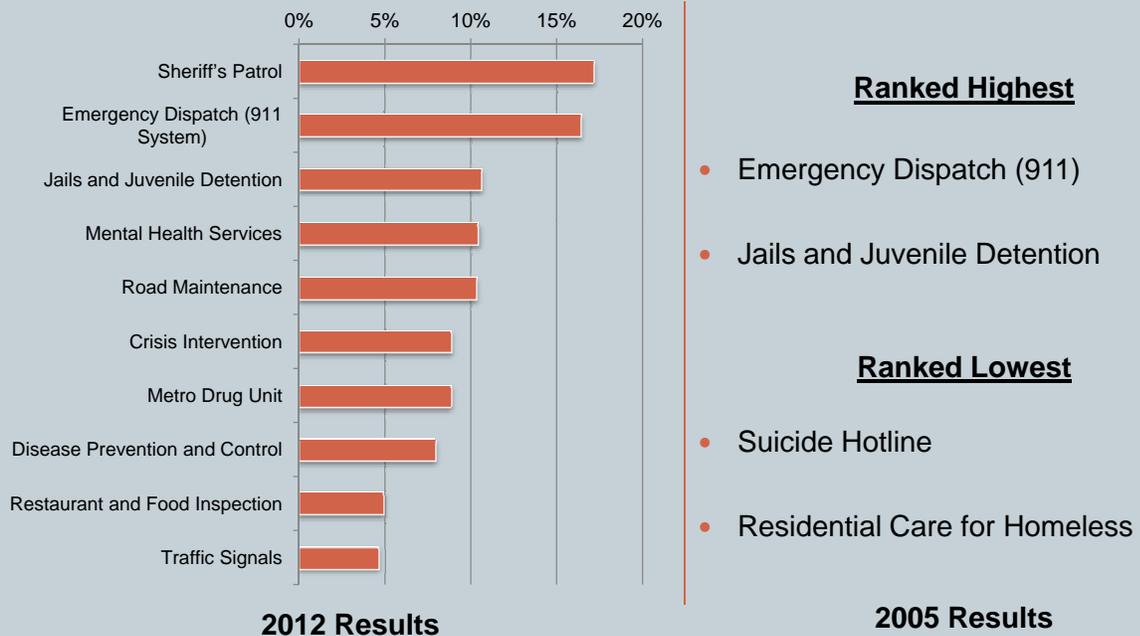
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- The following three graphs breakdown the top three strategic outcomes as rated by focus group participants.
  - A safe county
  - An economically vibrant county
  - A well planned county

## Focus Group Executive Summary – Desired Outcomes

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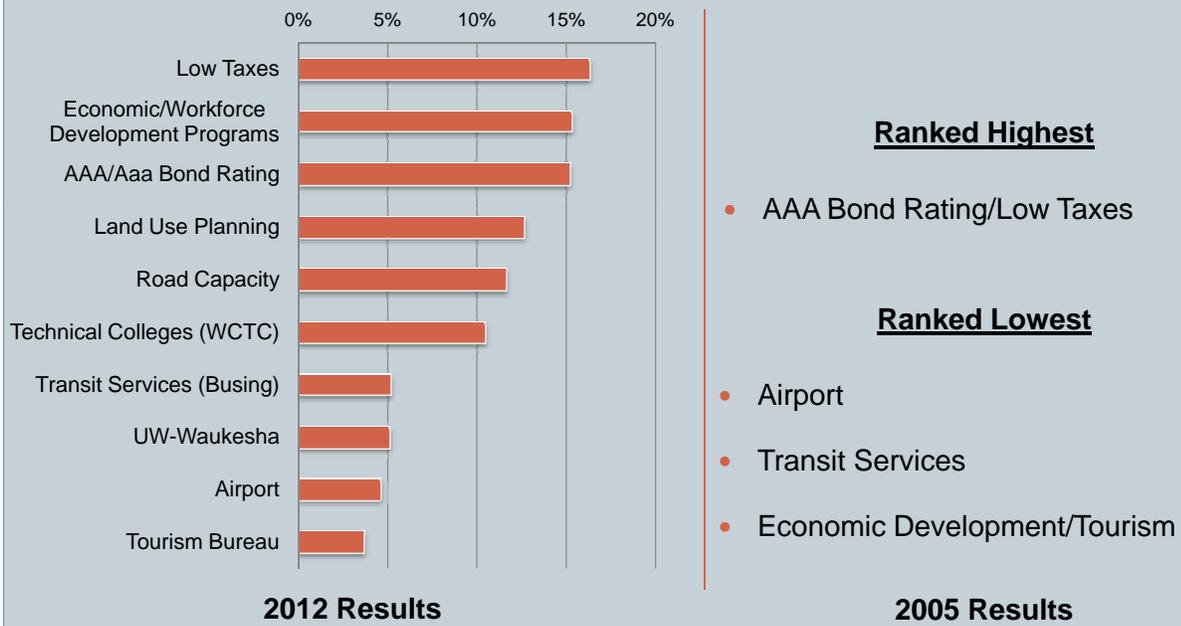
How necessary are these to providing a safe county?



## Focus Group Executive Summary – Desired Outcomes

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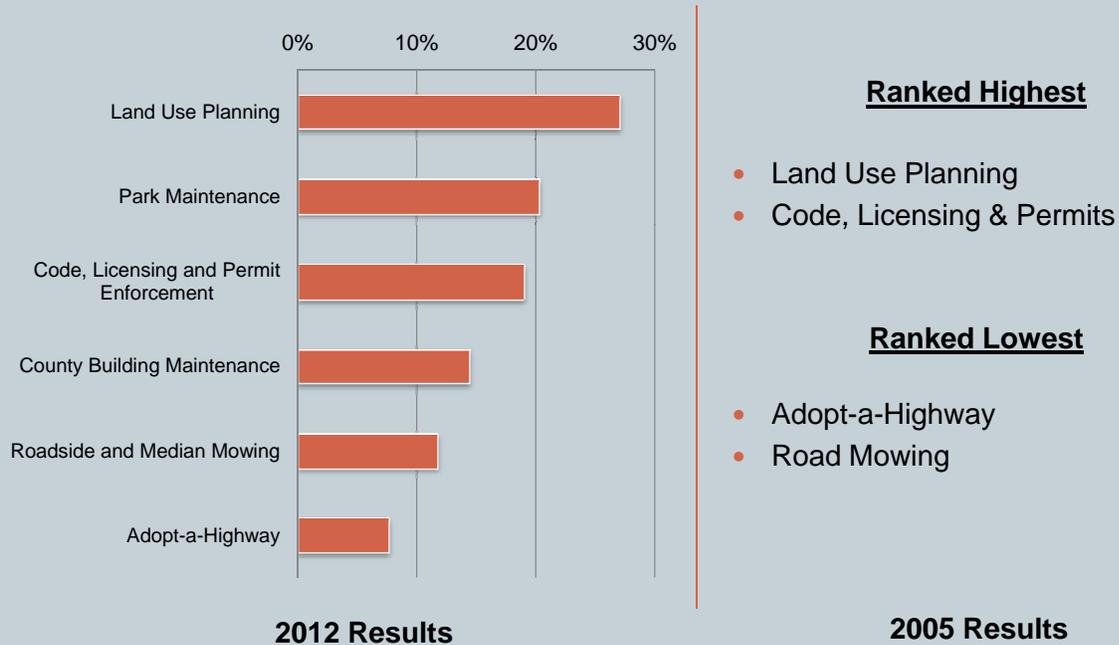
How necessary are these to providing an economically vibrant county?

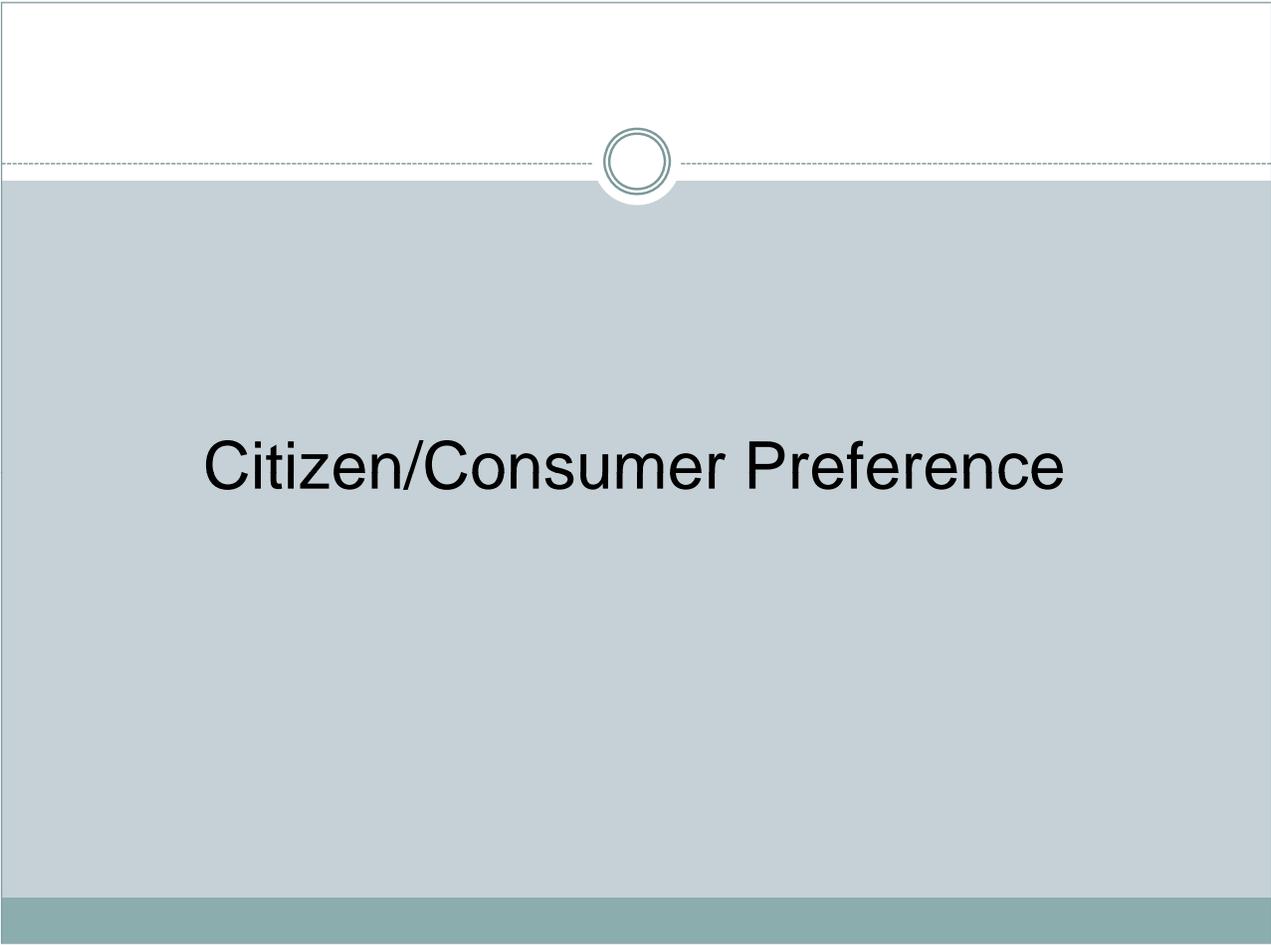


## Focus Group Executive Summary – Desired Outcomes

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How necessary are these to providing a well planned county?



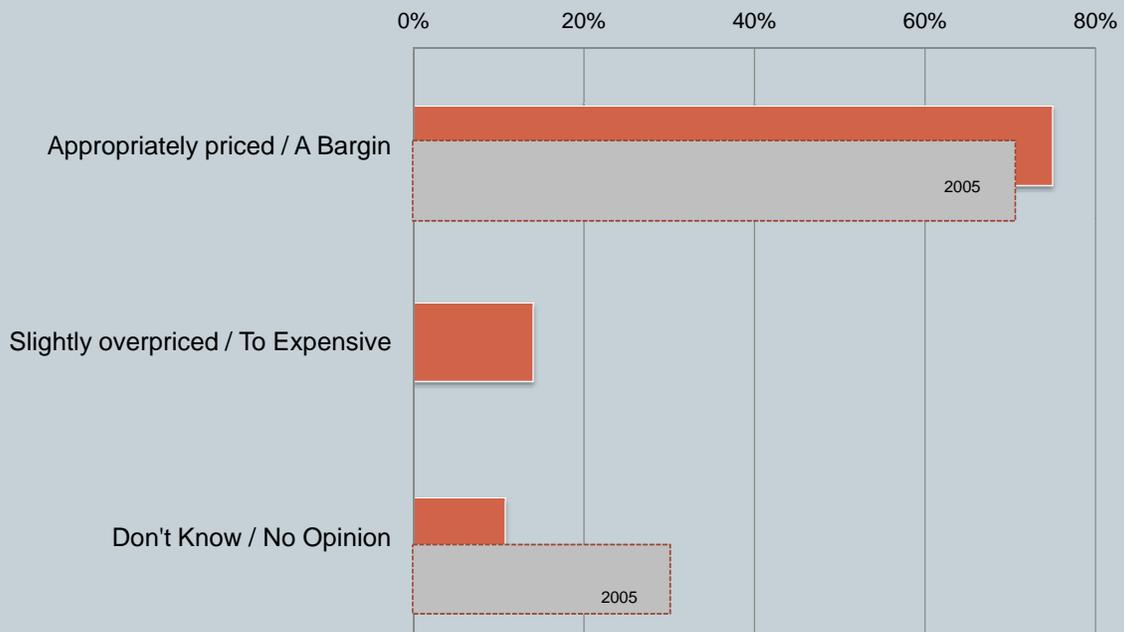


# Citizen/Consumer Preference

## Focus Group Executive Summary – Citizen/Consumer Preferences

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The services I receive from Waukesha County are:

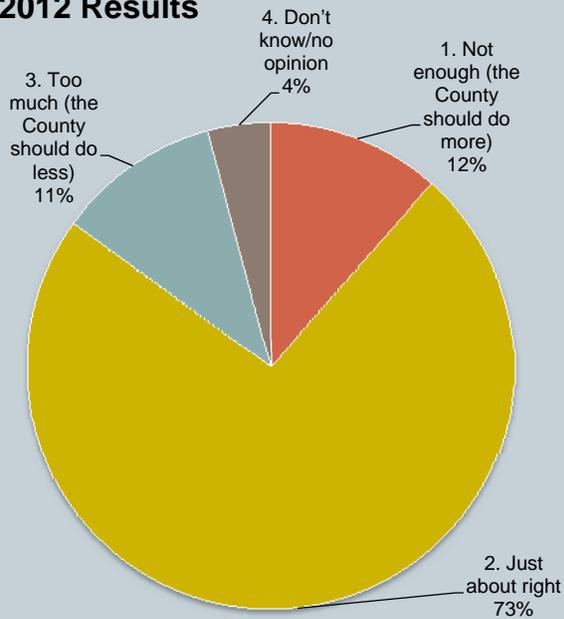


## Focus Group Executive Summary – Citizen/Consumer Preferences

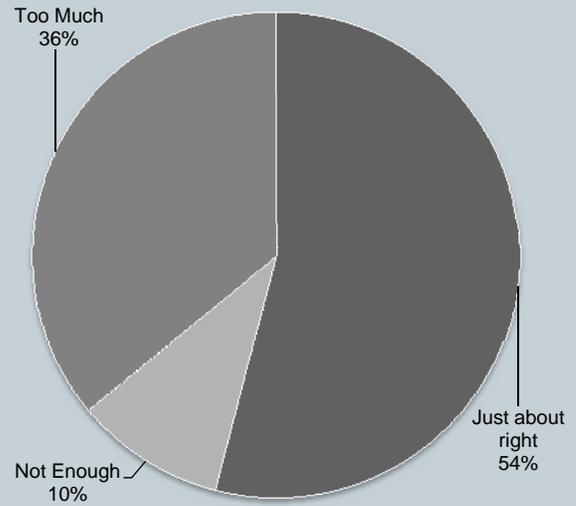
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The variety of services provided by Waukesha County is:

### 2012 Results



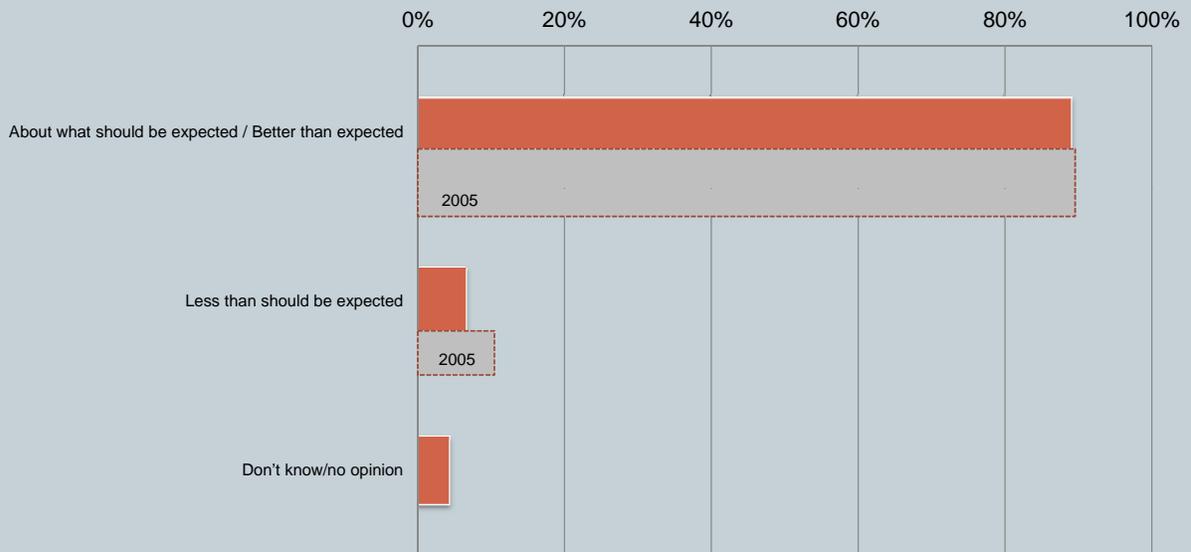
### 2005 Results



## Focus Group Executive Summary – Citizen/Consumer Preferences

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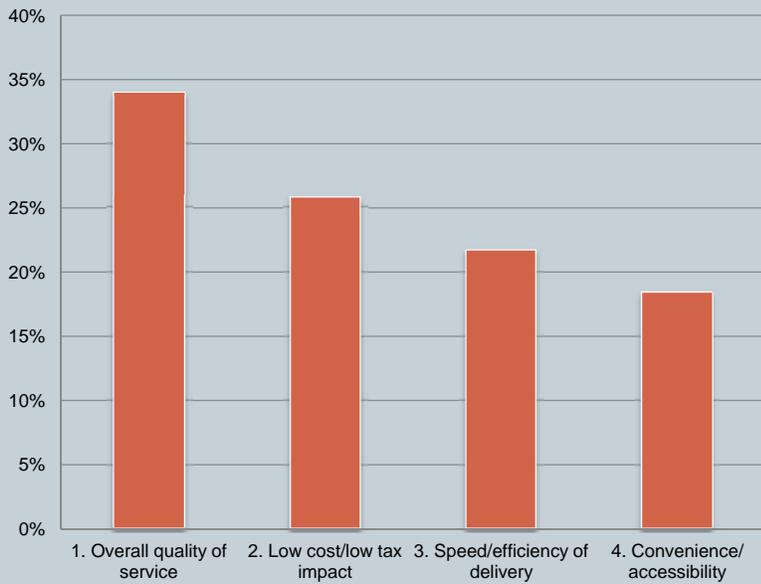
The quality of services provided by Waukesha County are...



## Focus Group Executive Summary – Citizen/Consumer Preferences

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In evaluating county services, which of these is most important to you?



2012 Results

### Ranked Highest

- Overall Quality of Service

### Ranked Lowest

- Convenience / Accessibility

2005 Results

## Citizen/Consumer Preferences

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- In the following slide, participants were asked at what level of quality services should be provided assuming that higher quality means higher cost.
- Based on a weighting of 1 for a Low response, 2 for a Medium response and 3 for a High response, the overall responses were prioritized as indicated

## Focus Group Executive Summary – Citizen/Consumer Preferences

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At what level of quality should the following county services be provided?





# Taxes and User Fees

## Taxes and User Fees

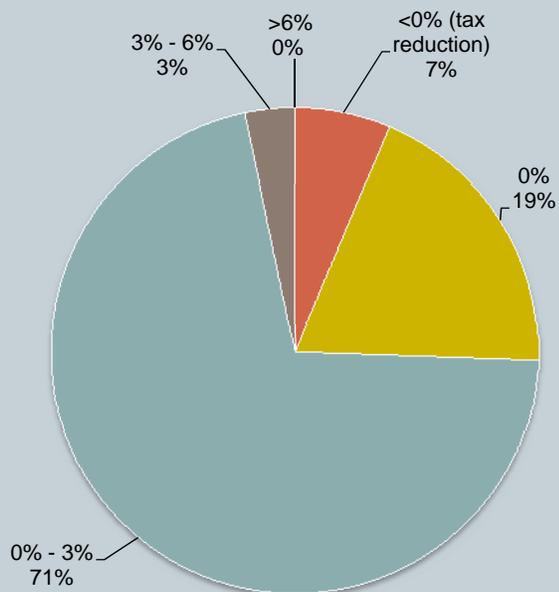
15

- County services are paid for by a combination of taxes, user fees, grants and other funding from the state and federal governments.
- Focus group participants were asked a variety of questions about current and potential future tax rates and user fees.

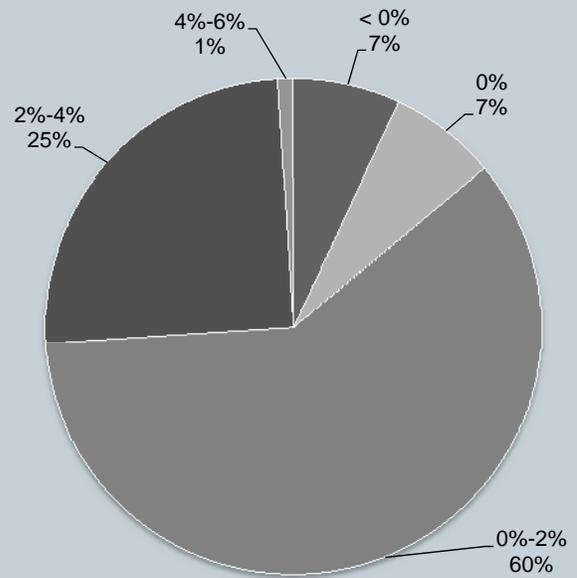
## Focus Group Executive Summary – Paying for County Services

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What do you consider a reasonable annual increase in Waukesha County's property taxes?



2012 Results

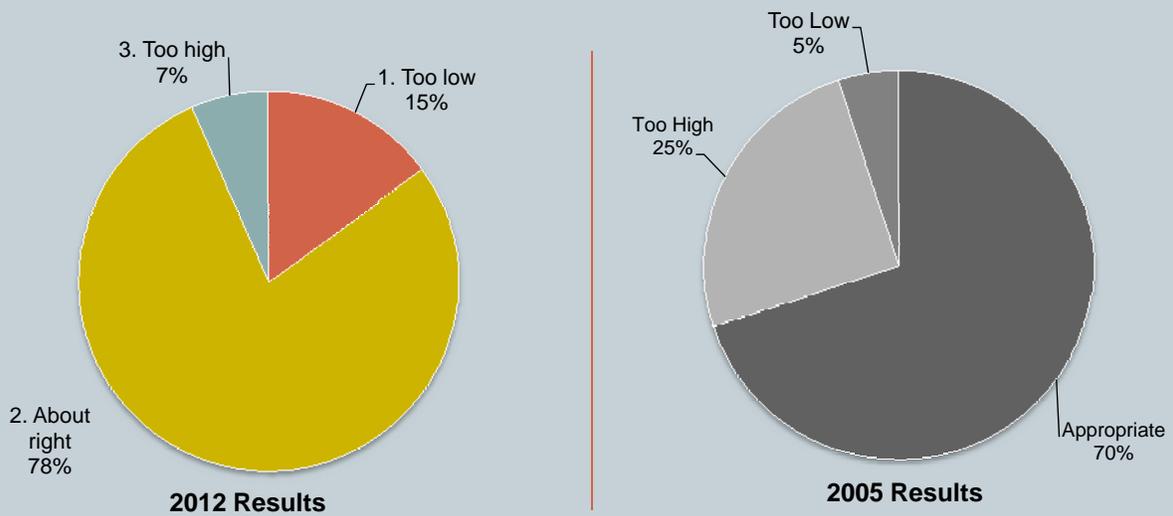


2005 Results

## Taxes and User Fees

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Property taxes levied by Waukesha County are:

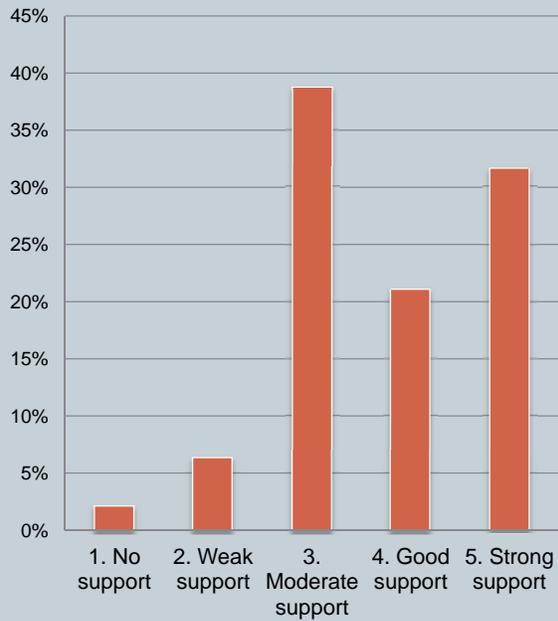


- Participants rating property taxes as about right or too low increased by 18% from 2005.

## Taxes and User Fees

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How do you feel about establishing user fees for county services that have specific beneficiaries or easily identified user?



- Over 90% of respondents indicated moderate to strong support for establishing user fees



# Collaboration and Privatization

## Collaboration and Privatization

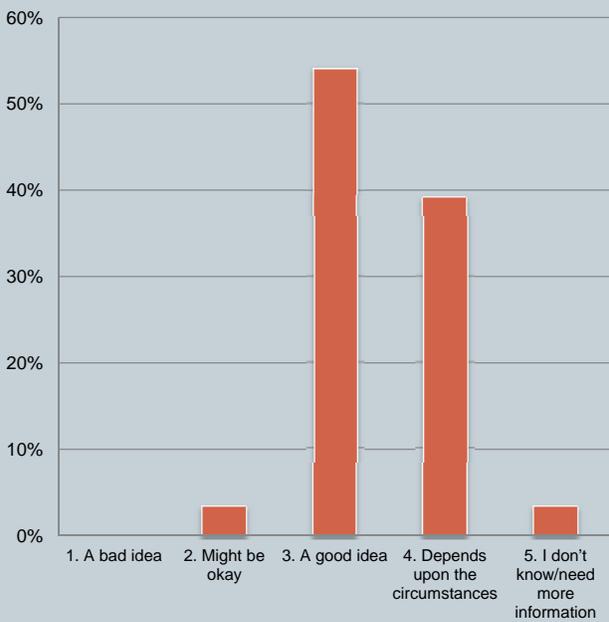
20

- Waukesha County values cooperation, consolidation and collaboration in order to provide for the most efficient delivery of services in the most cost effective way while maintaining high quality.
- Waukesha County has privatized over 50 different services within the individual county departments.

## Collaboration and Privatization

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Shared service delivery between governments is:



- Support for sharing of service delivery between governments has increased from 35% in 2005, to 54% in 2013
- Over 90% of respondents indicated support for the sharing of services was a good idea or acceptable depending upon circumstances.

## Strategic Planning

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- The County should consider conducting strategic planning reviews at least annually.
- A Balanced Scorecard or similar dashboard should be utilized and updated quarterly to consistently track strategic goals with key performance indicators, targets and initiatives needed to support the goals.
- The County should ensure that each department more proactively and consistently update their progress towards strategic goals on the public website and in direct communication with employees.

## Strategic Planning

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- The County should contemplate utilizing a ongoing citizen stakeholder or community engagement group which works directly with County leadership to enhance the strategic planning process.
- Employee performance should be directly tied to their specific role in meeting the County's strategic objectives.