



## **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.

The County continued its contract with the Studer Group, a nationally recognized and respected firm, to refresh and expand strategic planning investments. The 2023-25 strategic planning process began in mid-2022 with training, surveys, focus groups and targeted exercises designed to gather the voice of the customer and thoroughly document the county's environmental scan. In November 2022 all departmental environmental scans were reviewed to determine the top issues facing the County. Four issues were determined to be most significant and have been woven into department plans through SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and performance measures.

The four countywide issues include efforts to recruit and retain talent, the use of technology to increase efficiency and improve workflow processes, investing in the economy, and proactive response to community mental health and the substance use disorder needs.

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 encourage new staff to pursue improvement activities and 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. Provide programming that supports other County initiatives such as Strategic Planning. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDSA, 5S, Kaizen Value Stream Mapping or other endeavors that lead to more regular incremental improvements. Develop a new training plan that continues white, yellow, and green belt training and incorporates other annual training to build, support and sustain engagement amongst leaders and employees in Continuous Improvement.

#### 2022 LEAN-CI Initiative Accomplishments:

1. Yellow Belt class – 6 graduates
2. White Belt class - 21 attended
3. “Understanding Causes and Implementing Quick Solutions” class
4. “Intro to Lean – Continuous Improvement” class
5. Contest to determine how many improvement ideas were generated from #3 and #4
6. 1 TTL meeting
7. Hosted April 2022 Lean – WCTC Continuous Improvement Roundtable group at Highway Operations
8. Started planning for 2023 Value Stream Mapping workshop to support Strategic Planning efforts

### 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:	2022 Actual	2023 Estimate	2024 Target
Countywide Customer Satisfaction Rating	4.57	4.65	4.65