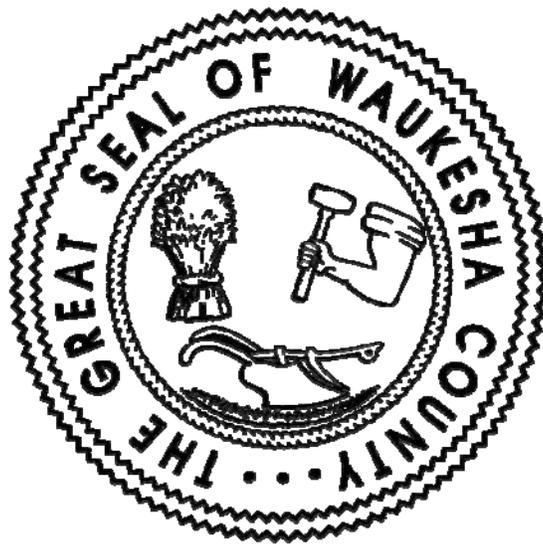


Waukesha County



Department of Administration Executive Summary Strategic Plan 2014 - 2016

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 Department of Administration assists other County departments by providing County-wide standards and support systems to promote enhancements and efficiencies of services to the public.

Department Critical Issues

Critical Issue One: The need to provide support service to our customers, through a critical evaluation of existing processes and the subsequent redesign and refinement of Department of Administration internal policies, procedures and practices.

Critical Issue Two: The need to proactively assess, plan, and respond to internal and external factors, which affect the County, in order to avoid fiscal adversity and operation disruption.

Critical Issue Three: The need to provide, develop, and maintain a quality workforce that enables County government to deliver effective and efficient services.

Critical Issue Four: The need to identify, evaluate, prioritize, and implement cost-effective technological advances that promote operations and support efficiencies while remaining congruent with County strategic objectives.

Critical Issue Five: Provide leadership in inter/intra-governmental cooperation to effect consolidation, collaboration and efficiency of public service.

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

Strategic Outcome - Objective Worksheet

Strategic Outcome: A county that provides cost-effective services delivered with competence and skill.

- Objective:** With the introduction of the new front page to the County Website, which incorporates new features, drill downs, and Topic page links, engage all interested departments in the development of the content for these Topic Pages. Providing citizens, vendors, and other interested parties, with easy to access and current information that will streamline the interaction with the County electronically. Following the theme, Always Open / Always Available.

Objective Owner: Information Technology Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Form focus groups to identify appropriate Topic Pages.	Information Technology, County Executive Staff, Departmental Representatives	3 rd Qtr 2014 - Ongoing
2. Design content for the Topic Pages.	Focus Groups	3 rd Qtr 2015 - Ongoing
3. Test concepts with public / vendor evaluation.	County Executive staff, IT	3 rd Qtr 2015 - Ongoing
4. Refine based on feedback.	County Executive staff, IT	4 th Qtr 2015 - Ongoing
5. Publish Topic Pages.	IT	Ongoing

Evidence of Success (KOI, Target Indicator):
 Measure user hits to the topic pages.
 Conduct user poll to random group of visitors to the Topic Page.
 Publish Survey results, adjust if required.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A county that provides customers with quality programs and services.

2. Objective: Supporting the County Clerk and working with Purchasing, implement a new Countywide Election System that will effectively and efficiently amass all voter selections and transmit the results electronically to municipal clerks as well as to the County Clerk, where all results will be posted to the County web site, for citizen viewing.

Objective Owner: Information Technology Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Issue the RFP for selection of a new Countywide Election System.	Purchasing, County Clerk, IT	April 2014
2. Work with the municipalities and Purchasing to evaluate the responses and award contract to selected vendor.	Purchasing, County Clerk, Municipal Clerks, IT	2 nd Qtr 2014
3. Complete a full test of the selected system prior to equipment installation at the municipalities.	County Clerk, Municipal Clerks, IT	November 2014
4. Distribute all new voting equipment to the municipalities and test the system for connectivity and accuracy.	County Clerk, Municipal Clerks, IT	4 th Qtr 2014
5. Review all interfaces with the Accountability Board to insure compliance with all elections standards.	County Clerk, IT	4 th Qtr 2014
6. Target the April 2015 election cycle for live production evaluation.	County Clerk, IT, Municipal Clerks	1 st Qtr 2015
7. Evaluate results and adjust accordingly.	County Clerk, IT	2 nd Qtr 2015

Evidence of Success (KOI, Target Indicator):
 Successful Test Election with the April 2015 Election.
 System is fully functional, verified by the Government Accountability Board, and ready for the 2016 Presidential Primary Election.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A county that provides cost-effective services delivered with competence and skill.

- 3. Objective:** Working with Purchasing, Vendors, and other local government entities, explore opportunities for moving functions off of county servers onto Cloud Service environments where the transference of the function shows a definite Return on Investment and limits the risk for the County.

Objective Owner: Information Technology Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Define list of potential Cloud solutions to be evaluated.	IT, Purchasing	3 rd Qtr 2014
2. Refine list to determine best opportunity for success for movement to the Cloud.	IT	3 rd Qtr 2014
3. Contact Waukesha County municipal leaders and IT organizations to determine interest in joint efforts to structure mutually beneficial Cloud (Private, Public, Hybrid) opportunities.	County Executive Staff, DOA, IT	4 th Qtr 2014
4. Contact neighboring counties (their leaders and IT organizations) to determine interest in joint efforts to structure mutually beneficial Cloud (Private, Public, Hybrid) opportunities.	County Executive Staff, DOA, IT	4 th Qtr 2014
5. Based on the success of step 3 and 4, and the results of step 2, develop ROI calculations that will identify the best targets for Cloud endeavors for the County and partners.	IT, Municipalities, and neighboring counties	2 nd Qtr, 2015
6. Develop the RFP for Cloud computing for Waukesha County and partners.	IT, Partner IT, Purchasing, Corp Counsel, Cty Exec staff, DOA	2 nd Qtr 2015
7. Select Vendor for Cloud computing.	IT, Partner IT, Purchasing, DOA	3 rd Qtr 2015
8. Implement Cloud computing solution.	IT, Partner IT, Purchasing, DOA	2 nd Qtr 2016
9. Evaluate solution, if successful, identify next opportunity.	IT, Partner IT, Purchasing, DOA	2 nd Qtr 2016, Ongoing

Evidence of Success (KOI, Target Indicator):

Return on Investment is clearly defined and target areas are selected.
Return on Investment is achieved.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides cost effective services delivered with competence and skill.

4. Objective: Diversity: Facilitate a workplace culture and climate that is respectful, inclusive and collaborative.

Objective Owner: Human Resources Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Provide annual training to managers and supervisors on diversity and inclusion.	Human Resources Corporation Counsel	2014 - 2016
2. Establish strong and effective working relationships with community leaders and organizations which reflect the overall diverse population of Waukesha County and the relevant labor markets.	Human Resources	2016
3. Conduct regular assessments of employment policies, practices, and data in order to identify and correct any barriers to employment and to share the analysis with department managers, supervisors and employees.	Human Resources	2014 - 2016
4. Develop and implement a communications strategy including new policies, such as Respect in the Workplace which reflects the County commitment to diversity and inclusion for all employee and perspective employees.	Human Resources	4 th Qtr 2015

Evidence of Success (KOI, Target Indicator):
 The annual strategic planning employee survey results reflect that employees are aware of the County Diversity policy.
 The County has created collaborative working relationships with a wide variety of community organizations.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides customers with quality programs and services.

5. Objective: Benefits: Establish a comprehensive benefit system that improves the overall health and well being of employees and their dependents using cost effective and quality resources.

Objective Owner: Human Resources Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Establish an on-site shared clinic with the City of Waukesha and the Waukesha School District in order to reduce healthcare costs.	Human Resources City of Waukesha, Waukesha School District	4 th Qtr 2014
2. Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.	Human Resources Wellness Committee, Healthstat	4 th Qtr 2015
3. Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs.	Human Resources United Health Care, Healthstat	2015 - 2016
4. Research, design, develop and implement a comprehensive financial education program in order to prepare and provide employees with tools to make sound financial decisions.	Human Resources	3 rd Qtr 2015
5. Create multiple resources to ensure that employees understand their employee benefits and how to access information in order to become effective consumers and to make both cost effective and quality based decisions.	Human Resources IT	2 nd Qtr 2016

Evidence of Success (KOI, Target Indicator):

Performance metrics contained within the Healthstat contract are met annually.
The rate of health insurance plan increases is below the medical rate of inflation.
The participation in wellness and education programs increase annually.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides customers with quality programs and services.

6. Objective: Compensation: Establish and maintain a comprehensive classification and total compensation system that is both externally competitive and internally equitable which enables the County to recruit, retain, and reward a qualified, competent and skilled workforce.

Objective Owner: Human Resources Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Develop a long term plan to expand and transition classifications from the step salary range system to the open salary range system in order to continue towards the goal of basing pay on performance.	Human Resources	4 th Qtr 2015
2. Conduct a market analysis on key benchmark and hard to fill positions in order to ensure the compensation system remains aligned with County philosophy and objectives.	Human Resources	2 nd Qtr 2016
3. Assist managers and supervisors in developing and redefining key competencies, skills and performance criteria to be used in the pay for performance system so that employees have a clear understanding of their performance expectations and standards.	Human Resources Department Heads/Managers	2014 - 2016
4. Research, develop and implement an integrated pay for performance and performance evaluation system.	Human Resources IT	2016

Evidence of Success (KOI, Target Indicator):

The number of classifications moved from the Step to Open System.
Track turnover, specifically situations where employees reported leaving for higher compensation.
Through the performance evaluation audit process determine the extent that departments have clearly defined, competencies, skills and needed performance criteria.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides cost effective services delivered with competence and skill.

7. Objective: Workforce Development: Increase the excellence of the County employee workforce in order to sustain our position as a public sector leader.

Objective Owner: Human Resources Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Develop and implement a Mentorship program as a resource to prepare key staff members for future leadership positions within Waukesha County	Human Resources	1 st Qtr 2015
2. Develop an executive level leadership assessment and coaching program for department directors and managers	Human Resources Department Heads	3 rd Qtr 2015
3. Establish a countywide employee database to track employee training and development in order for managers and supervisors to monitor and establish individual employee development plans.	Human Resources IT	4 th Qtr 2015
4. Design, develop, and implement a Countywide Onboarding program which integrates the core values, key policies, and department specific orientation elements into a comprehensive program to ensure that new employees acclimate and succeed in their departments and with the County.	Human Resources IT, Departments	2 nd Qtr 2016
5. Evaluate and implement technology skill assessment tools and training resources, so that employees are able to meet the required skill and competencies needed for their current or future positions.	Human Resources	2 nd Qtr 2014
6. Develop and implement leadership and supervisory development training programs to prepare employees for new roles and to reinforce and enhance the skills of current supervisors and managers	Human Resources	4 th Qtr 2015
7. Develop, coordinate and administer a countywide LEAN and process improvement initiative so as to provide employees with tools and resources for continual business improvement.	Human Resources Departments	2014 - 2016

Evidence of Success (KOI, Target Indicator): Employees successfully utilize training and workforce development programs as evidenced by the succession of internal staff to replace key employees once they have left County employment.

Departments have utilized learned lean tools to revise processes which result in both short term and ongoing efficiencies and cost savings.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

8. Objective: In conjunction with the implementation of Administrative Support recommendations and ongoing strategic efforts to improve employee skills; evaluate staffing needs within administrative and financial support classification in the Business Services, Records Management and Accounting areas to better serve internal and external customer needs and provide continued paths for employee development.

Objective Owner: Accounting and Business Services

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Prepare an inventory of support tasks.	Accounting and Business Services	4 th Qtr 2014
2. Develop a training plan and associated documentation.	Accounting and Business Services	1 st Qtr 2015 Ongoing
3. Review application access assignments.	Accounting and Business Services	1 st Qtr 2015
4. Assignment of primary and secondary responsibilities.	Accounting and Business Services	1 st Qtr 2015
5. Submit staffing plan for DOA/HR review.	Accounting and Business Services	2 nd Qtr 2015
6. Submit plan for DOA Director review and approval.	Accounting and Business Services	3 rd Qtr 2015

Evidence of Success (KOI, Target Indicator):

Improved coverage and performance essential support tasks.
Increased skills applied to performance of duties as measured in performance reviews.
Improved job satisfaction.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

- 9. Objective: Develop strategies for an updated cost allocation strategy for the End User Technology Fund (EUTF) with a continued focus on efficiency and improved end-user decision making.**

Objective Owner: Accounting and Information Technology

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Incorporate Communications Fund into EUTF structure	Accounting and IT	June 2014
2. Develop response to Internal Audit report	Accounting and IT	October 2014
3. Provide updated allocation strategy recommendation for DOA approval	Accounting and IT	March 2015
4. Draft updated policy document	Accounting and IT	April 2015
5. Incorporate strategy into 2016 budget process.	Accounting and IT	June 2015

Evidence of Success (KOI, Target Indicator):

Develop 2016 and later budgets with revised cost allocation strategy.

Improved end-user understanding of EUTF cost allocation methodology strategy and how end-user decisions impact costs.

With IT support, provide end-users with the tools to maintain stable EUTF contributions and evaluate opportunities to reduce costs with strategic investments such as cloud computing and standardization of line of business applications.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

10. Objective: Develop a comprehensive library of finance-related policy, procedure and training documentation incorporating new system acquisitions.

Objective Owner: Accounting and Business Services

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Develop an outline of all needed policy procedure areas.	Accounting, Budget and Business Services	3 rd Qtr, 2014
2. Assign drafters and due dates for each of the above.	Accounting, Budget and Business Services	4 th Qtr 2014
3. Prepare policy and procedure documents/forms/updates and post to intranet.	Accounting, Budget and Business Services	1 st Qtr 2015 – 4 th Qtr 2016/Ongoing
4. Review and document processes and training tools, with specific emphasis on the standardizing the knowledge base and implementing best practice features/ongoing enhancements of FMIS budget module.	Accounting, Budget and Business Services	4 th Qtr 2015 Ongoing
5. Prepare training modules as needed.	Accounting, Budget and Business Services	2 nd Qtr 2015 – 4 th Qtr 2016/Ongoing
6. Complete documentation and post to intranet.	Accounting, Budget and Business Services	1 st Qtr 2015 – 4 th Qtr 2016/Ongoing
7. Survey end users pre and post projects to measure success and evaluate areas in need of continued emphasis.	Accounting, Budget and Business Services	1 st Qtr 2015 – 4 th Qtr 2016/Ongoing

Evidence of Success (KOI, Target Indicator):

Increased understanding of policy and procedures as measured by end-user survey.
 Improved end-user self-service/reduction in requests.
 Improved access forms and procedures.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

11. Objective: Review and improve the County's time and attendance data collection processes and replace the current system with one more responsive to users' needs and better integrated with related County applications.

Objective Owner: Accounting Services, Human Resources and Information Technology

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Complete T&A system implementation and staff training – Courthouse & Admin Center Departments	Accounting, HR, IT	June 2014
2. Complete T&A system implementation and staff training – Public Works & Parks and Land Use	Accounting, HR, IT	October 2014
3. Complete T&A system implementation and staff training – Health & Human Services	Accounting, HR, IT	June 2015

Evidence of Success (KOI, Target Indicator):
Outcome – Upgraded Time and Attendance data collection capability.
Target – New system operational in June 2015.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill.

12. Objective: Provide fiscal and implementation support in identified Department efforts in inter/intra-governmental cooperation to effect efficiency of public services.

Objective Owner: Budget Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Assist in Shelter Care Initiative with HHS	Budget staff, DHHS	2015 Budget
2. Assist with MRF project implementation	Budget, Accounting, PLU	2015 Budget
3. Assist with on-site Health Clinic implementation	Budget, HR staff	2015 Budget
4. Assist with Radio Services Upgrade project operating/budget impact	Budget, Emergency Prep	2015 Budget
5. Assist with Medical Examiner multi-County service initiative	Budget, Medical Examiner	2015 Budget
6. Assist with PLU-LIS Map Tool and Training and map updates	Accounting-Tax Listing, PLU	4 th Qtr 2014
7. Review and reflect on processes, tools, skills that Departments value and can be used in future efforts	Budget staff	Ongoing - Future Department Initiatives

Evidence of Success (KOI, Target Indicator):
Number of Department Program Initiatives Implemented.

Consultation and decision making support provided through fiscal analysis and calculation of ROI.

Provide Departments with improved decision making and project implementation support as measured by defined project success factors.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A well planned County.

13. Objective: Support data driven decision tools and enhance insight and analysis of report data.

Objective Owner: Budget Manager

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Enhance Department skill and use of FMIS in budget preparation and monitoring including current year estimating.	Budget, Dept. Staff	4 th Qtr 2014
2. Validate capital project highway priority projects with safety data.	Budget, Dept. Staff	2015 Capital Plan
3. Develop General Transportation Aid (GTA) and Routine Maintenance Agreement (RMA) models with historical and future projections to identify fiscal risks and opportunities.	Budget, Dept. Staff	2016 Budget
4. Pilot dash board reporting.	Budget, Dept. Staff	2 nd Qtr 2015
5. Identify and implement more automation of files and reports.	Budget, Accounting, Dept. Staff	4 th Qtr 2016

Evidence of Success (KOI, Target Indicator):

Increase number of Department management data tools identified and used.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides customers with quality programs and services.

14. Objective: Examine Countywide delinquent accounts receivable processes to improve collections efficiency, improve interdepartmental communications and update existing procedures using LEAN techniques.

Objective Owner: Business Services and Collections

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Evaluate and improve HHS referral processes, through a six sigma project.	Business Services, Collections, HHS-Fiscal Services	4 th Qtr 2014
2. Review and update referral, write-off and refund policies. Communicate policy to the departments and municipal partners through outreach training sessions.	Business Services, Collections	4 th Qtr 2014, ongoing efforts continuous
3. Evaluate the opportunity to transition collector systems using common platform for server virtualization or reduced costs through operating system changes or vendor cloud solutions.	Business Services, Collections, IT	4 th Qtr 2015
4. Continue development of collector and collection support staff cross training to provide for more even distribution of accounts and consistency in response times.	Business Services, Collections	4 th Qtr 2014
5. Develop 3 year business plan.	Business Services, Collections	1 st Qtr 2015
6. Use Collections and Business Services Lean and Green Belt training to assist business partners' receivables management (HHS, Clerk of Courts, municipalities)	Business Services, Collections and client partners	Ongoing

Evidence of Success (KOI, Target Indicator):
 Decrease age of account at referral.
 Number of outreach session conducted annually.
 Improved collection efficiency ratio.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

15. Objective: Assess current Countywide Cashiering application and business environment and evaluate intra-governmental opportunities to improve receipting, cashiering and online services functions.

Objective Owner: Business Services

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Continue to develop and upgrade current Active Cashiering system through installation as requested by departments and through upgrades and enhancements.	Business Services, IT and All County Departments	On-going
2. Close-out capital project and conduct Business Process reviews to identify gaps and opportunities for improved functionality. Evaluate these future opportunities with departments in preparation for system(s) replacement.	Business Services, IT and All County Departments	4 th Qtr 2014
3. Assist in the preparation of a Parks and Land Use request for proposal to replace Parks Reservation, Registration and Golf systems and integrate vendor solution with Countywide Cashiering and/or Financial System.	Business Services, IT	4 th Qtr 2014
4. Continue development of online payment services with local communities for property tax collection/other services and internal departments for online payments.	Business Services, IT and All County Departments	Ongoing
5. Convene workgroup to revise Cash Handling Policy and Cashiering security standards. Publish policy on intranet/train.	Business Services	1 st Qtr 2015

Evidence of Success (KOI, Target Indicator):

Improved efficiency of collection as measured by decreased cost per transaction.
 Decreased merchant card fees.
 Improved customer satisfaction.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost effective services delivered with competence and skill.

16. Objective: Continued development of Enterprise Content Management (ECM) solutions and training initiatives to improve information management/record keeping functions through reduction in risk and improved efficiency.

Objective Owner: Business Services

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Conversion of existing Stellent ECM systems to SharePoint 2010.	Business Services, IT and All County Departments.	3 rd Quarter 2014
2. Convene ECM Governance Committee on quarterly basis to set policy for orderly and secure ECM development.	Business Services, IT and All County Departments.	Ongoing
3. Conduct records retention audits and ECM development and compliance requirements with departments.	Business Services, IT and All County Departments.	Ongoing
4. Develop policy and training program for e-mail management. Implement ECM solution to allow end users to manage e-mails to their business needs and record keeping requirements.	Business Services, IT and All County Departments.	Ongoing
5. Implement ECM solutions, such as workflow and decentralized document management.	Business Services, Collections	Ongoing
6. Review use and storage of budget documentation within the FMIS system for ECM opportunities to implement.	Budget Division	Ongoing

Evidence of Success (KOI, Target Indicator):

Decreased paper storage costs.
 Improved access to documentation.
 Improved customer satisfaction.
 Decreased risk and improved capabilities in meeting compliance requirements.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill.

17. Objective: To develop and implement a Surplus Property Management Plan, in cooperation with Dept. of Public Works and DOA-IT, that will utilize web-based technologies to expedite the re-purposing or sale/disposal of County surplus property in a cost effective manner that optimizes revenues.

Objective Owner: Purchasing

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Research how other governmental entities manage surplus property.	Purchasing	3 rd Qtr 2014
2. Explore auction services vendors and options. Test sale of disposal items on various auction sites as appropriate.	Purchasing	4 th Qtr 2014
3. Work with DPW-Fac Mgmt and IT on property movement/storage plans and use of web-based technologies and County's website to facilitate efficient surplus property management.	Purchasing; DPW-Fac Mgmt; IT	1 st Qtr 2015
4. Draft policy that addresses re-purposing, sale, donation, recycling & trash of surplus property as well as incorporates Dept. trash-to-treasure days' items.	Purchasing; DPW-Fac Mgmt	2 nd Qtr 2015
5. Update Disposal of Obsolete/Surplus County Property Ordinance.	Purchasing; County Board	3 rd Qtr 2015
6. Implement new process and policy.	Purchasing; DPW-Fac Mgmt, IT	4 th Qtr 2015
7. Monitor effectiveness and make adjustments as appropriate.	Purchasing; DPW-Fac Mgmt, IT	1 st Qtr 2016

Evidence of Success (KOI, Target Indicator):

Reduce waste and decrease cost through repurposing useful equipment.
 Improve inventory control and coordination of surplus property (i.e., improved "findability").
 Reduction in storage space requirements.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A well planned County.

18. Objective: To develop and implement a Contract Management Training Program for County Department staff involved in awarding contracts through Purchasing’s Bid/RFP process, so as to better prepare them for their responsibilities related to the procurement and on-going contract administration of their purchased services in an effort to improve the efficiency and effectiveness of the contract administration process including performance monitoring and payment management.

Objective Owner: Purchasing

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Conduct roundtables with key Department stakeholders to clarify the level of their understanding of the contract management process and to identify issues of concern that have arisen on past contracts that can be addressed in this training program.	Purchasing Staff and Key Dept. Stakeholders	2 nd Qtr 2015
2. Draft outline of training program.	Purchasing	3 rd Qtr 2015
3. Meet with select Department stakeholder(s) to review draft training program to get their feedback/input prior to finalizing the program.	Purchasing Staff and Key Dept. Stakeholder(s)	3 rd Qtr 2015
4. Finalize program.	Purchasing	4 th Qtr 2015
5. Schedule training sessions with appropriate stakeholders.	Purchasing; Key Dept. Stakeholders	4 th Qtr 2015
6. Implement training, obtain feedback post-training, modify as appropriate.	Purchasing; Key Dept. Stakeholders	1 st & 2 nd Qtr 2016

Evidence of Success (KOl, Target Indicator):
 Improved contract implementation as evidenced by reduced disputes and improved compliance.
 Lower contract implementation costs through improved compliance and monitoring.
 Increased employee satisfaction as measured through increased job knowledge.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A safe County.

19. Objective: To develop and implement a 5 Year Risk Management Loss Control Inspection Plan, in cooperation with Dept. of Public Works and Parks & Land Use, that will prioritize County facilities and operations to inspect over a five year period for the purpose of identifying potential safety hazards and means to eliminate or reduce such hazards in a cost effective manner, in an effort to protect the County's human, financial, and property assets from the adverse impact of loss.

Objective Owner: Risk Management

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Outline purpose of objective and share with DPW and P&LU (key stakeholders) to get their agreement to participate in this process.	Risk Management, DPW, P&LU	2 nd Qtr 2014
2. Develop a 5 year plan: a) identify all County facilities & operations b) identify factors to be used to prioritize which facilities/operations to inspect and how often to inspect them c) apply the chosen factors to each facility/operations to come up with 5 year plan.	Risk Management	3 rd Qtr 2014
3. Share plan with all County Departments so they understand purpose of inspections, timeline, and their role in the process.	Risk Management	3 rd Qtr 2014
4. Develop a) form letter templates to be used when coordinating inspections/follow-up with Department management and b) in-house inspection forms to be used when conducting the inspections.	Risk Management	4 th Qtr 2014
5. Develop and issue an RFP to engage services of a loss control vendor to assist Risk Management in conducting some of the loss control inspections.	Risk Management, Purchasing	1 st Qtr 2015
6. Begin inspections	Risk Management, Stakeholder Depts.	2 nd Qtr 2015

Evidence of Success (KOI, Target Indicator):
 Maintain Workers' Compensation Modification Factor < 1.0.
 Number of safety hazards identified, mitigated or eliminated.

Reduced frequency and severity of workers' compensation claims per year (# of claims and total \$ incurred).

Evidence of Success (KOI, Target Indicator):

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.

Evidence of Success (KOI, Target Indicator):

At least one shared objective with another County Department.

A written communication plan and strategy to communicate important information to employees.

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."

Evidence of Success (KOI, Target Indicator):

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."

Evidence of Success (KOI, Target Indicator):

Through the annual employee survey, ensure that a minimum of 80% of Department staff understand the County Core Values.

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."