

In early 2019, Sedgwick County retained Wichita State University’s Public Policy and Management Center (PPMC) for assistance developing a new strategic plan. This process was especially timely considering new leadership within the Board of County Commissioners (BOCC) and County Manager’s Office in early 2019 reinforcing the need to revisit the Strategic Plan.

PPMC was charged with assessing the current internal and external environment, and they sought input from elected/appointed officials, leadership, employees, and the community. They worked with the organization to create a new vision, mission, and value statements and determine specific goals, actions, and priorities for Sedgwick County.

In February 2019, County Commissioners were interviewed and staff at the PPMC completed an influencing factors report in May. Five work teams, representative of leadership staff and comprised of programs across the organization, participated in four group meetings throughout March, April, and May. Employees at all levels of the organization were engaged through supervisor led focus groups. Focus group participation reflected approximately 30.0 percent of total employees. Leadership then reviewed all the

material and feedback through July. The plan was developed from involvement with Commissioners at regular intervals throughout the process. In the fall of 2019, members of the public were engaged through several community meetings regarding the draft of the Strategic Plan. The new strategic plan was adopted by the BOCC on December 11, 2019.

Divisions and departments then began the process of utilizing a template to develop their strategic plans as part of the final stage of the project. However, the process was put on hold at the end of March 2020 due to the COVID-19 pandemic. The process will resume once County operations are closer to normal.

As a result of the new strategic plan and a change in the way departments will measure their performance, the Performance Measure Highlights page (below) has been eliminated from the budget book. Departments are now discussing their anticipated Strategic Results until their strategic plans are finalized (below). Once all strategic plans are complete, that information will be added back into the budget book in a format that allows departments to detail their strategic plan, explain how that plan fits under the County-wide strategic plan, and provide measurable strategic results.

*General Government* *County Manager*

**PERFORMANCE MEASURE HIGHLIGHTS**

The following chart illustrates the Key Performance Indicator (KPI) of the County Manager’s Office.

Responding to Community Needs -

- Demonstrates the grade of how well the County Manager’s Office and staff are doing at working for the community of Sedgwick County, its citizens, and community partners. The KPI is compiled by measuring performance indicators of Community Engagement and Outreach Meetings and Providing Quality Public Service.

Division Performance Measures	2016 Actual	2017 Est.	2018 Proj.
<b>Goal: Engage citizens, employees, government entities, and community leaders in a collaborative environment to assist the Board of County Commissioners in implementing policy and program initiatives</b>			
Responding to Community Needs (KPI)	A	A	A
Community engagement and regional collaboration meetings	1,050	1,100	1,200
<b>Goal: Assure quality public service to the citizens of Sedgwick County and nurture an environment that encourages innovation and retention of a highly qualified workforce</b>			
Number of trainings and educational videos produced	101	100	100
Number of internal employee engagement opportunities	175	180	180
<b>Goal: Enhance communication to improve awareness of issues and services</b>			
Number of routine and unsolicited media requests	480	500	500
Number of news articles, broadcast news stories, and press releases produced and released	2,299	2,500	2,500

**Strategic Results:** Discusses results from departments’ anticipated strategic plans and the overall County strategic plan, replacing the Performance Measure Highlights page shown below

*General Government* *County Manager*

**Accomplishments and Strategic Results**

**Accomplishments**

Accomplishments in the County Manager’s Office include:

- partnering legislatively with the Wichita Regional Chamber of Commerce, the City of Wichita, and other local stakeholders for support of the North Junction;
- continuing to focus on public safety space needs in the Main Courthouse Complex;
- transferring the agenda and contract management from one platform to another to reduce redundancies in these processes;
- finalizing an asset inventory process to account for equipment in all divisions and departments;
- conducting a compensation study and job analysis throughout the organization;
- modernizing the organization’s hiring website to be user-friendly and informational; and
- realigning the financial auditors within the organization.

**Strategic Results**

The County Manager’s Office uses the Strategic Plan to guide the organization’s decisions and actions. In order to be a more open and engaging community partner and employer, the Manager’s Office will achieve the following strategic results:

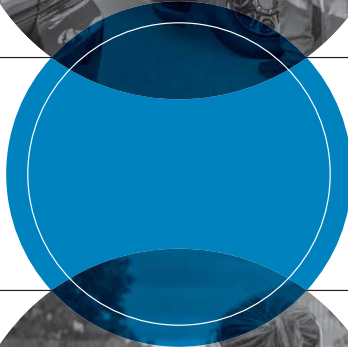
- County Organizational Management Team will participate in media relations training to help keep the public better informed of County business;
- Sedgwick County will launch a proactive information and operations communications campaign strategy, including social and mainstream media;
- Sedgwick County employees and customers will have the opportunity to provide input through a regularly scheduled survey; and
- Sedgwick County, through its departments and divisions, will continue its outreach and engagement at community events each year.

**Significant Budget Adjustments**

There are no significant adjustments to the County Manager’s 2020 Recommended Budget.

20<sup>20</sup>  
20<sup>25</sup>

STRATEGIC  
PLAN



Provide  
exceptional  
**public**  
**services**



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*Leadership Team Picture (L-R)  
David Spears, County Engineer;  
Lindsay Poe Rousseau, Chief Financial  
Officer; Tania Cole, Assistant County  
Manager; Tom Stolz, County Manager;  
Tim Kaufman, Deputy County Manager;  
Rusty Leeds, Assistant County Manager;  
Sheena Schmutz, Chief Human  
Resources Officer; Wes Ellington,  
Chief Information Officer*



## County Manager’s Message

Over the past year, Sedgwick County has been dedicated to developing a new comprehensive Strategic Plan. We gathered input from County Commissioners, our local and regional partners, community stakeholders and county employees - many of whom spent time facilitating meetings and gathering information to contribute to this effort.

This process strived to be inclusive and engaging, including five work teams, several focus groups and more than 1,500 employees, to date. This Strategic Plan was shared with residents and other community members at public meetings including Citizen Advisory Boards where attendees were encouraged to participate and ask questions. All input was essential to the process and we appreciate all of these contributions.

We know the services and leadership provided by Sedgwick County employees are essential to the well-being and success of our neighbors, co-workers and visitors to our community. As we move forward with a shared vision, we aspire to strengthen critical partnerships, engage new stakeholders and continuously improve our work. This collaborative approach will guide our accomplishments as an innovative organization over the next one to five years.

To this end, we have fresh mission, vision and values statements, along with new organizational goals. Every County department will contribute a companion Strategic Plan document which will align with the larger organizational plan. We continue to develop and modify purposeful performance measures and will use our Strategic Plan to guide our budget over the next several years to provide the essential work we do for the people of Sedgwick County.

The Strategic Plan can be found on the County website, [sedgwickcounty.org](http://sedgwickcounty.org) and serve as a resource. As goals are achieved and re-evaluated, all updates and revisions will remain on this site.

Going forward, the Strategic Plan will serve as a living document. As goals are achieved, new objectives will be identified and evaluated.

We want to express our gratitude to the Public Policy and Management Center from Wichita State University for guiding the process, with a special thanks to Misty Bruckner, LaShonda Garnes and Sarah Gooding.

We also want to thank the Board of County Commissioners for their leadership and support during this thorough process and Sedgwick County employees for their ideas and participation. It is a privilege to work with such a great team.

*Tom Stolz, County Manager*

### WE ARE FOCUSED ON THESE KEY SERVICE AREAS:

- general government;
- human services;
- communication;
- public safety;
- culture and recreation;
- finance; and
- public works;
- human resources;
- technology

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## Mission

Cultivate a healthy, safe and welcoming community through exceptional public services, effective partnerships and dedicated employees.

## Vision

To be a local government leader in building public trust, implementing innovative solutions and supporting opportunities for success.

## Values

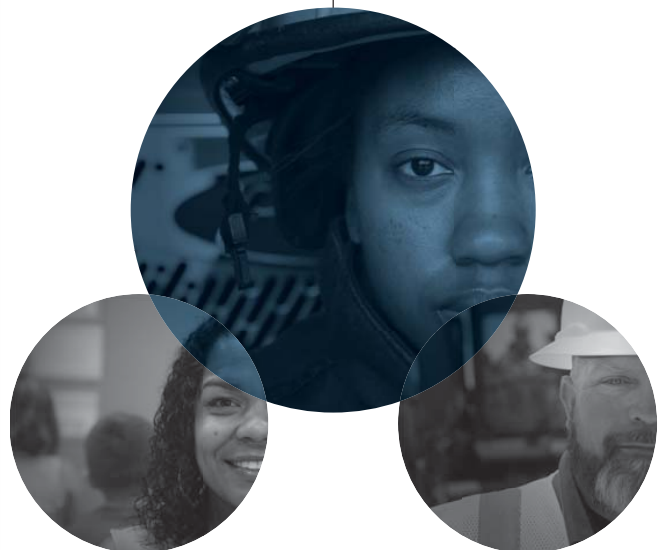
**Trust:** We act with respect, fairness and honesty.

**Integrity:** We hold ourselves to the highest standards of ethical conduct, the responsible use of resources and steadfast transparency.

**Collaboration:** We work together for the public good.

**Compassion:** We serve all with care and dignity.

**Innovation:** We empower all to value new ideas, advance creative solutions and demonstrate resourcefulness.

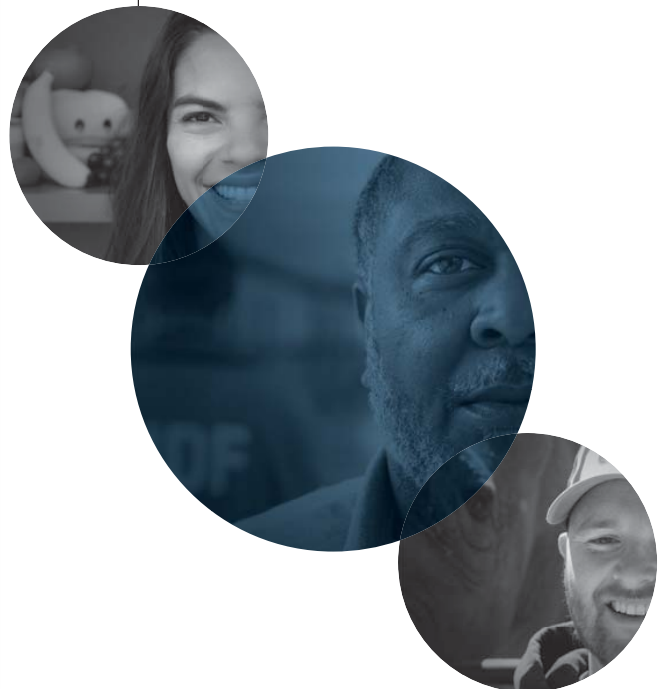


## General Government

General Government is inclusive of overall goals identified that impact the [entire organization](#).

### GOALS

- 1 Alternative Service Delivery:** Identify opportunities to expand partnerships, privatization and/or consolidation of services to improve public service delivery.
- 2 Diversity:** Ensure our employees, policies and programs promote diversity and inclusion to reflect the community we serve.
- 3 Talent:** Support regional workforce development and talent retention strategies to ensure industry has the necessary human resources for future success.
- 4 Elected and Appointed Offices:** Support elected and appointed officials in achieving state requirements and delivery of quality public service.
- 5 Sustainability:** Develop and implement environment sustainability practices to ensure the best use of financial, natural and human resources.
- 6 Economic Development:** Collaborate with community partners in economic development for future growth and opportunities for industry and residents.
- 7 Employee Safety:** Conduct an employee personal safety assessment and implement best practices for employee well-being.



## Public Safety

Public safety is inclusive of the **10 departments** that either align directly to the Division of Public Safety or the Elected Offices (Sheriff, District Court and District Attorney) that coordinate with the Division. Collectively, these Departments and Offices ensure the **safety of our community** through the system of prevention, protection, prosecution and incarceration.

### GOALS

1

**Consolidation:** Identify opportunities for consolidation that improve service delivery for the public.

2

**Legislative Action:** Establish proactive processes to inform policy and legislation changes.

3

**Recruitment:** Develop a recruitment plan to enhance employee candidates.

4

**Retention:** Provide training, career path opportunities and job stability to retain employees.

5

**Mental Health/Substance Disorder:** Advocate, in collaboration with health and human services, for dedicated resources to meet mental health, substance abuse and changing population demographic demands.

6

**Criminal Justice Reform:** Advocate for criminal justice reform and address the impact of violent behavior through appropriate service delivery.

7

**Communication:** Develop cross-cultural competencies to facilitate appropriate communication.

8

**First Responder Care:** Increase support for first responders' physical and mental health.



OUR  
COMPASSION

## Public Works

Public Works is inclusive of the areas of environment, flooding, stormwater, planning, code enforcement and transportation. Collectively, these Departments [provide expertise in major infrastructure projects, protection of natural resources and community planning.](#)

### GOALS

- 1 **Major Capital Projects:** Support planning and implementation of significant transportation and infrastructure improvements for the region, such as North Junction, NW Bypass, Dry Creek Stormwater Detention and the ARC95 Regional Parkway Project.
- 2 **Renewable Energies:** Create a regulatory environment that is open to development of renewable energy resources.
- 3 **Housing and Zoning:** Evaluate and update development regulations to accommodate changing demographics and housing needs.
- 4 **Walkable Communities:** Collaborate with cities to develop policies that support walkable communities.
- 5 **Water supply:** Promote intergovernmental cooperation to improve long-term clean water supplies.
- 6 **Flooding:** Promote intergovernmental cooperation to reduce flooding issues.



OUR  
COLLABORATION





OUR  
INTEGRITY

## Human Services

Human Services is inclusive of the Departments of COMCARE, the Community Developmental Disability Organization, Health Department and Department on Aging. Collectively, these Departments **provide expertise in public health, mental health, older adults and individuals with intellectual and developmental disabilities in our community.**

### GOALS

- 1 Access:** Reduce the number of unserved members of our community in collaboration with our community partners.
- 2 Communication:** Amplify the information shared on the value of services offered by Sedgwick County Human Services Departments.
- 3 Partnerships:** Increase collaboration involving internal and external partners to better serve the community.
- 4 Innovation:** Enhance a culture of innovation, collaboration and customer-centered service delivery.
- 5 Professional Pride:** Advance a positive, professional image of Human Services.

## Culture and Recreation

Culture and Recreation is inclusive of the Departments **responsible for natural recreation amenities, parks and partner organizations,** such as the Sedgwick County Zoo, Exploration Place and INTRUST Bank Arena.

### GOALS

- 1 Partnerships:** Collaborate with public and private partners to support cultural arts and recreation.
- 2 Public Amenities:** Provide excellent parks, places and spaces.
- 3 Promotion Plan:** Develop a Sedgwick County joint communications and promotion plan for activities and events.

## Human Resources

Human Resources is a comprehensive overview of the **aspects of employment that impact all Departments.**

### GOALS

- 1 Benefits:** Provide a competitive employment environment to attract and retain a diverse and high-performance workforce.
- 2 Talent Development:** Create opportunities for talent development to enhance employee engagement and contributions to Sedgwick County's mission.



## Communication

Communication is a comprehensive overview of [internal communication strategies and community engagement efforts](#).

### GOALS

- 1 **Public Trust:** Increase public trust through greater access and transparency, multiple communication platforms and methods of community engagement.
- 2 **Positive Impact:** Improve public perception of the positive impact of Sedgwick County.
- 3 **Internal Communication:** Strengthen internal communications among Divisions and Departments.

## Finance

Finance is a comprehensive overview of the [financial aspects impacting all Departments](#).

### GOALS

- 1 **Protect:** Safeguard County assets and resources to ensure public trust.
- 2 **Mill Levy Rate:** Assess the appropriate level of the County's mill levy rate cap.
- 3 **Priorities:** Align budget process with Strategic Plan priorities to ensure fair allocation of resources.
- 4 **External Funding:** Pursue opportunities for additional local, state, federal and private resources that align with strategic priorities.

## Technology

Technology is a comprehensive overview of [information technology aspects impacting all Departments](#).

### GOALS

- 1 **Platform Readiness:** Ensure the technology platform is ready for existing and emerging technologies to provide maximum availability for employees.
- 2 **Training:** Enhance training on ITS-managed enterprise technologies to increase efficiencies and effectiveness of business processes.
- 3 **Funding:** Establish dedicated funding to create and maintain a current, efficient and sustainable technology fund to address strategic priorities.
- 4 **Enterprise Technology:** Introduce state of the art enterprise technology solutions to replace legacy technologies and processes.
- 5 **Data Sharing:** Increase awareness of data-sharing opportunities to make data-driven decisions.
- 6 **Cyber Security:** Ensure Sedgwick County's cyber security strategy is supportable and is viable for current and future needs.



OUR  
INNOVATION



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