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## **Sedgwick County Strategic Plan**

### **Sedgwick County's Mission:**

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

### **Sedgwick County's Vision:**

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

### **Sedgwick County's 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.



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## **General Government**

General Government is inclusive of overall goals identified that impact the entire organization.

**Goal 1. Alternative Service Delivery:** Identify opportunities to expand partnerships, privatization and/or consolidation of services to improve public service delivery.

Lead: County Manager's Office

Milestone: 12 months (annual) program and service delivery evaluation

**Goal 2. Diversity:** Advance efforts for our employees, policies and programs to promote diversity and inclusion to reflect the community we serve.

Lead: County Manager's Office

Milestone: 6-9 months (annual) program and service delivery evaluation

**Goal 3. Talent:** Support regional workforce development and talent retention strategies to ensure industry has the necessary human resources for future success.

Lead: County Manager's Office and Finance Department

Milestone: 12 months (annual) program and service delivery evaluation

**Goal 4. Elected and Appointed Offices:** Support elected and appointed officials in achieving state requirements and delivery of quality public service.

Lead: County Manager's Office in partnership with all appointed and elected officials

Milestone: 12 months (annual) program and service delivery evaluation

**Goal 5. Sustainability:** Develop and implement environment sustainability practices to ensure the best use of financial, natural and human resources.

Lead: County Management Leadership Team

Milestone: 12-18 months (annual) program and service delivery evaluation



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**Goal 6. Economic Development:** Collaborate with community partners in economic development for future growth and opportunities for industry and residents.

Lead: County Manager's Office and Finance Department

Milestone: 12 months (annual) program and service delivery evaluation

**Goal 7. Employee Safety:** Conduct an employee personal safety assessment and implement best practices for employee wellbeing.

Lead: Assistant County Manager and County Management Leadership Team

Milestone: 12 months (annual) program and service delivery evaluation.

## **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. These are the overall goals and strategies defined for this area.

## **Intergovernmental Relations**

**Goal 1. Identify opportunities for consolidation that improve service delivery for the public.**

- a. Identify and define unique realignment (consolidation, integration, reorganization) opportunities.
- b. Identify all potential funding sources through a variety of applications (grant sites, foundations, etc.)

Lead: Public Safety Department Directors

Milestone: 12 months (annual) program and service delivery evaluation

**Goal 2. Establish proactive processes to inform policy and legislation changes**

- a. Identify legislative liaison positions within departments



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Lead: Public Safety Directors & Elected Officeholders  
Milestone: 90 days

- b. Create consistent opportunities to inform leadership and stakeholders of issues

Lead: ACM, Leadership Team  
Milestone: 12 months

- c. Ensure subject matter experts within Sedgwick County, other local jurisdictions and community partners are involved in the evaluation of policy and legislative issues

Lead: ACM, Leadership Team  
Milestone: 18 months

## **Recruitment and Retention**

### **Goal 1. Develop a recruitment plan to enhance employee candidates**

- a. Expand nontraditional and diverse recruiting efforts to reach a broader applicant pool
- b. Ensure intentional and focused recruiting efforts by developing and maintaining relationships with educational institutions

Lead: Public Safety Department Directors (& Sheriff) w/ Human Resources, Communications, ITS  
Milestone: 12 months

### **Goal 2. Provide training, career path opportunities and job stability to retain employees**

- a. Identify training requirements and opportunities by evaluating primary job responsibilities and conducting surveys
- b. Create functional promotional opportunities through tiered budgeting strategies
- c. Implement career planning and professional development pathways.

Lead: Public Safety Directors (& Elected Officeholders) w/ HR  
Milestone: 12 months

## **Social Change**

### **Goal 1. Advocate, in collaboration with health and human services, for dedicated resources to meet mental health, substance abuse, and changing population demographic demands**

- a. Inform the public about social changes and community needs



- b. Develop, or maintain multi-discipline, evidence-based approaches to address issues and options for implementation

Lead: Public Safety Department Directors, ACM, (Elected Officeholders) w/ Communications  
Milestone: 18 – 36 months

**Goal 2. Advocate for criminal justice reform and address the impact of violent behavior through appropriate service delivery**

- a. Engage in state and national legislative initiatives on corrections issues for both youth and adults

Lead: Corrections Director, (Elected Officeholders), ACM, Leadership Team  
Milestone: 12 - 24 months

- b. Advocate for evidence-based sentence guidelines

Lead: Corrections Director, (Elected Officeholders), ACM, Leadership Team  
Milestone: 18 - 36 months

- c. Define alternatives to detention facilities and options for implementation

Lead: Corrections Director, (Elected Officeholders), ACM, Leadership Team  
Milestone: 12-18 months

- d. Employ data-driven approaches to evaluate staffing and technology solutions in support areas, such as jail, emergency communications, investigations, labs, corrections programming, and others

Lead: Public Safety Directors, (Elected Officeholders)  
Milestone: 12 months

- e. Create a coordinated data analysis and communication process to identify and address trends

Lead: Public Safety Directors, (Elected Officeholders) w/ ITS and key partners  
Milestone: 18 - 24 months

**Goal 3. Develop cross-cultural competencies to facilitate appropriate communication**



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Lead: Public Safety Department Directors w/ HR  
Milestone: 12 – 24 months

**Goal 4. Increase support for first responders' physical and mental health**

- a. Determine critical needs
- b. Implement programs of support

Lead: Public Safety Department Directors, (Sheriff's Office) w/ HR  
Milestone: 9 – 24 months

**Performance Measures**

- Decrease position vacancy rate times (establish baseline)
- Increase employee diversity (establish data for KPI measure)
- Decrease 24 attrition rate (establish data for KPI measure)
- Evaluate impact by establishing baseline measures for initiatives in evidenced-base programs; legislative policy change; and criminal justice reform
- Decrease injury rates
- Decrease absenteeism

**Human Services**

Human Services is inclusive of the Departments of COMCARE, CDDO, Health Department and Aging. Collectively, these departments provide expertise in public health, mental health, older adults and individuals with intellectual and disabilities in our community. These are the overall goals and strategies defined for this area.

**Goal 1. Reduce the number of unserved members of our community in collaboration with our community partners**

- a. Identify the most critical gaps in services
- b. Collaborate with community partners to address the gap
- c. Advocate, identify and apply for additional resources to meet service gaps that align with strategic planning initiatives
- d. Implement evidence-based best practices

Lead: Human Services Executive Team  
Milestone: 12 months

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**Goal 2. Amplify the information shared on the value of services offered by Sedgwick County Human Services Departments**

- a. Create a comprehensive communications plan in collaboration with County communications and representatives from Human Services Departments
- b. Include stakeholders from all Human Services Departments' populations to share impact of services in coordination with County communications
- c. Promote the importance of inclusion of populations served to improve access to services and a healthier community
- d. Increase awareness of County programs and services utilizing multiple communication platforms

Lead: Human Services Executive Team

Milestone: 12 months

**Goal 3. Increase collaboration involving internal and external partners to better serve the community**

- a. Exchange information on potential programs for collaboration
- b. Create a structure for program collaboration across departments
- c. Identify potential new external partners for collaboration

Lead: Human Services Executive Team

Milestone: 24 months

**Goal 4. Enhance a culture of innovation, collaboration and customer-centered service delivery**

- a. Create an internal review process for the division to identify operational opportunities for improvements in efficiency and effectiveness of services
- b. Identify and engage stakeholders to address opportunities for improvement
- c. Increase internal and external customer involvement in the design process
- d. Create a culture of support for innovation and smart risk associated with change

Lead: Human Services Executive Team

Milestone: 36 months

**Goal 5. Advance positive, professional image of Human Services**

- a. Promote expertise of Human Services leadership as a community resource
- b. Improve physical locations to project positive image



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- c. Build a workforce that resembles the community at-large
- d. Identify community champions to help tell our story
- e. Develop and implement strategy to increase staff retention

Lead: Human Services Executive Team

Milestone: 24 months

### ***Performance Measures***

- Improve access to human service programs
  - Count number of people served, moved off waiting list, time on waiting list, new initiatives to reach people
  - Survey client on access
- Increase perception of patient experience (standard survey and process)
- Increased awareness of services and programs (community survey)
- Increase employee retention (Analysis with HR)

## **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, natural resources and planning for the future. These are the overall goals and strategies defined for this area.

### **Goal 1. Support planning and implementation of significant transportation and infrastructure improvements for the region, such as North Junction, NW Bypass and Dry Creek Stormwater Detention and ARC95 Regional Parkway Project**

- a. Continue partnership with KDOT and regional partners to acquire right-of-way for the projects
- b. Apply for federal grants that align with strategic initiatives
- c. Continue regional partnerships to promote inclusion of the projects in any future state construction program
- d. Communicate project benefits to the public

Lead: Director of Public Works

Milestone: 12 months



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**Goal 2. Create a regulatory environment that is open to development of renewable energy resources**

Lead: Environmental Resources  
Milestone: 12 months

**Goal 3. Evaluate and update development regulations to accommodate changing demographics and housing needs**

Lead: MAPD Planning Director  
Milestone: 12 months

**Goal 4. Collaborate with cities to develop policies that support walkable communities**

Lead: MAPD Planning Director  
Milestone: 12 months

**Goal 5. Promote intergovernmental cooperation to improve long-term clean water supplies**

Lead: Environmental Resources  
Milestone: 12 months

**Goal 6. Promote intergovernmental cooperation to reduce flooding issues**

Lead: Stormwater Engineer  
Milestone: 12 months

***Performance Measure***

- Preserve partner perception that Sedgwick County Public Works Department serves as a great partner and collaborator (partner survey)

**Culture and Recreation**

Culture and recreation is inclusive of the Departments responsible for natural recreation amenities, parks, and partner organizations, such as Sedgwick County Zoo, Exploration Place and INTRUST Bank Arena. These are the overall goals and strategies defined for this area.

**Goal 1. Collaborate with public and private partners to support culture and recreation**

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- a. Assess current County assets, activities and impact
- b. Seek community input on priorities for culture and recreation
- c. Determine opportunities for collaboration with community partners
- d. Prioritize facility and capital infrastructure improvements
- e. Identify resource priorities for the future
- f. Explore alternatives to increase access for youth, older adults and nonprofit organizations

Lead: Director of Human Services

Milestone: 12 months

**Goal 2. Develop a Sedgwick County joint communications and promotion plan for activities and events**

- a. Collaborate with community partners to improve community calendar
- b. Participate in regional promotion of quality of life and amenities

Lead: Director of Human Services

Milestone: 12 months

**Goal 3. Provide excellent parks, places and spaces**

- a. Plan, design, build and maintain a comprehensive system of sustainable facilities and park spaces to high standards to provide attractive places people will use and enjoy
- b. Increase community awareness of parks and recreation resources
- c. Review and update parks safety and security plans

Lead: Director of Human Services

Milestone: 12 months

## **Human Resources**

Human Resources is a comprehensive overview of all employment aspects impacting all departments. These are the overall goals and strategies defined for this area.

**Goal 1. Provide competitive employment environment to attract and retain a diverse and high-performance workforce**

- a. Perform outside market surveys on a defined schedule. Review results and collaborate to implement results between market surveys and in-house review of all positions



- b. Develop policy options based on current and emerging benefit trends to attract and retain employees
- c. Evaluate opportunities to implement tiered staffing and promotion models
- d. Explore strategies to employ retirees and other nontraditional employment talent
- e. Identify alternative benefits to increase work satisfaction, such as alternative work schedules or creation of a wellness plan through community partners
- f. Research opportunities and implement programs to attract and retain employees through educational funding assistance
  - i. Explore student loan repayment programs, providing additional resources and information about programs for which employees may be eligible
  - ii. Explore the viability of tuition reimbursement for current staff to increase retention and promote growth of the current workforce

Lead: Director of Human Resources

Milestone: 36 months

**Goal 2. Create opportunities for talent development to enhance employee engagement and contributions to Sedgwick County's mission**

- a. Develop supervisors to engage and empower employees to effectively meet the needs of the public
- b. Conduct periodic climate survey to evaluate employee satisfaction
- c. Enhance organizational development programs that include succession planning, mentoring, recognition programs, networking opportunities and other activities to promote and value employees
- d. Benchmark staffing levels to implement best practices in meeting the needs of the organization
- e. Provide opportunities for professional development and inclusion of employees on nontraditional work schedules

Lead: Director of Human Resources

Milestone: 36 months

**Performance Measures**

- Increase employee satisfaction regarding job environment, including: Office environment, training opportunities, total compensation, etc.
  - Set baseline and continue to measure on a regular basis through employee satisfaction survey
- Increase successful hires (Create measure to evaluate 24 month retention)
- Increase the number of supervisors who attend training
- Decrease the market pay gap



- Set baseline and measure the change

## **Communication**

Communication is a comprehensive overview of all communication and engagement work affecting all Departments. These are the overall goals and strategies defined for this area.

### **Goal 1. Increase public trust through greater access and transparency, multiple communication platforms and methods of community engagement**

- Develop a strategic communication plan that reflects the current media environment
- Provide media training for departments
- Communicate culture of public service
- Improve social media coordination throughout the County in alignment with social media policy
- Produce communication materials that are accessible for diverse demographics

Lead: Director of Strategic Communications

Milestone: 12 months

### **Goal 2. Improve public perception of the positive impact of Sedgwick County**

- Promote more success stories through amplified methods of storytelling
- Increase engagement opportunities for direct contact with the public
- Implement a community survey to evaluate public perception

Lead: Director of Strategic Communications

Milestone: 12 months

### **Goal 3. Strengthen internal communications among Divisions and Departments**

- Foster opportunities for internal cross-department collaboration
- Formalize media points of contact throughout the organization
- Improve communication with mid-level managers through direct contact with the County Manager

Lead: Director of Strategic Communications

Milestone: 24 months

## ***Performance Measures***

- Increase social media engagement participation (social media analytics)



- Increase number of public engagement opportunities (track in-person engagement activities)
- Increase public perception and trust from the community (community survey)
- Increase internal communication perception (employee survey)

## **Finance**

Finance is a comprehensive overview of all financial aspects impacting all Departments. These are the overall goals and strategies defined for this area.

### **Goal 1. Safeguard County assets and resources to ensure public trust**

- a. Review current County policies, procedures, processes and technology to create efficiencies, build sustainability and implement best practices
- b. Create policy review processes that include stakeholder engagement to evaluate existing policies for effectiveness and impact
- c. Expand capacity through best practices implementation in administrative services (technology, finance, etc.)

Lead: Director of Finance

Milestone: 12 months

### **Goal 2. Assess the appropriate level of the County's mill levy rate cap**

Lead: Director of Finance

Milestone: 12 months

### **Goal 3. Align budget process with strategic plan priorities to ensure fair allocation of resources**

- a. Evaluate current budget process with input from stakeholders
- b. Implement appropriate tools and processes for alignment

Lead: Director of Finance

Milestone: 24 months

### **Goal 4. Pursue opportunities for additional local, state, federal and private resources that align with strategic priorities**

- a. Expand capacity in grant writing and resource development
- b. Seek opportunities for partnerships to secure additional resources



Lead: Director of Finance, Revenue Manager  
Milestone: 36 months

### ***Performance Measures***

- Preserve Sedgwick County's very high credit rating (Measure audit findings)
- Preserve a clean, unmodified audit opinion
- Improve on external audit management comments annually
- Ensure minimum unrestricted fund balance of 20% of County's general fund balance

## **Technology**

Technology is a comprehensive overview of all information technology aspects impacting all departments. These are the overall goals and strategies defined for this area.

### **Goal 1. Ensure the technology platform is ready for existing and emerging technologies to provide maximum availability for employees**

- a. Evaluate existing system and software needs and make recommendations to the Technology Review Board

Lead: Director of Information Technology  
Milestone: 12 months

### **Goal 2. Enhance training on ITS-managed enterprise technologies to increase efficiencies and effectiveness of business processes**

- a. Evaluate user needs and provide appropriate response
- b. Develop departmental-level initiatives

Lead: Director of Information Technology  
Milestone: 24 months

### **Goal 3. Establish dedicated funding to create and maintain a current, efficient and sustainable technology fund to address strategic priorities**

Lead: Director of Information Technology  
Milestone: 12 months

### **Goal 4. Introduce state of the art enterprise technology solutions to replace legacy technologies and processes.**

- a. Automate processes for enterprise solutions utilizing innovative technology



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- b. Improve cost efficiencies by identifying duplicated processes or entry
- c. Partner with departmental stakeholders to identify tools and strategies to automate processes

Lead: Director of Information Technology

Milestone: 12 months

**Goal 5. Increase awareness of data-sharing opportunities to make data-driven decisions**

- a. Engage and educate interdepartmental stakeholders on how to protect and share data appropriately
- b. Partner with departmental stakeholders to identify tools and strategies to utilize de-identified data in decision-making processes

Lead: Director of Information Technology

Milestone: 12 months

**Goal 6. Ensure Sedgwick County's cyber security strategy is supportable and is viable for current and future needs**

- a. Evaluate current cyber security strategy against current trending threats
- b. Evaluate and recommend solutions to findings on security systems to adjust for any trending threats

Lead: Director of Information Technology

Milestone: 12 months

***Performance Measures***

- Increase customer satisfaction (internal survey)
- Decrease gap between industry standards and current platforms
- Maintain a +/- 10% completion orate of timely completion of projects
- Increase the number of automated processes

***Lead and Timeframe***

- Goal 1, 4, 5 and 6

Lead: Director of Information Technology

Milestone: 12 months

Lead: Director of IT

Milestone: 24 months



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