


# Wisconsin Lean Government Conference







Who are we, and  
why are we here?



# Session Objectives

- Strategic Plan organized through 'Pillars'
- Standards of Service Excellence
- Define key measureable strategic and operational objectives
- Communicate progress through a Scorecard and Dashboards



# History of strategic planning in Waukesha County

Pre-2012:

Departmental plans,  
Some coordination,  
Varied formats

2012-2013:

Public Focus Groups,  
Employee Survey,  
Internal Communication Improvements  
Core Value Recognition  
Mentoring and Employee Development



# History of strategic planning in Waukesha County

2014-2016: Formatting,  
Performance Metrics  
Annual Updates,  
LEAN incorporation

2017-2019: Consistent Format,  
Performance Metrics  
Dashboards,  
Standards of Service Excellence



# 2017-2019 Strategic Plan

- Working with the Studer Group
- Environmental Scan and Critical Issues
- 'SMART' Objectives
- Organized by 'Pillar'

# Waukesha County Pillars

## Customer Service

High  
Customer  
Satisfaction

## Quality

High  
Standards of  
Service  
Excellence

## Team

Best  
Professionals  
Serving the  
Public in the  
Best Way

## Health & Safety

Ensure the  
Well Being of  
Citizens

## Finance

Protect  
Taxpayer's  
Investment

# Waukesha County Scorecard System

## Customer Service

Customer Satisfaction Rating

Internal customer service survey

## Quality

Highway Pavement Rating

% of employees trained in LEAN

## Team

Employee Survey

Staff Performance

Commitment to improvement

## Health & Safety

Crime Rate

Crash Data

9-1-1 Dispatch Times

## Finance

Bond Rating

Tax Levy/Rate

Balanced Budget



The background of the slide features a close-up, slightly out-of-focus image of a yellow measuring tape. The tape is coiled and shows black markings and numbers. It is set against a purple, textured surface. The overall lighting is soft, with some highlights on the tape's surface.

# Theme Alert!

What is measured gets improved!



# S.M.A.R.T. Objectives & Performance Metrics





# Where do we start?

## **Baseline Data** – what's happening now

- LEAN (Continuous Improvement) Process Improvements
- Activity Data
- Incident Data
- Customer Feedback
- Strategic Planning Environmental Scan

## **Benchmarking** – how do others solve the problem

- Professional Association Listserv

# Benchmarking

County	Population (2014)	Largest City	MSA	Urban Form
<b>Clark County, WA</b>	451,008	Vancouver, WA	Portland-Vancouver-Hillsboro, OR-WA	<b>Metro Edge</b>
<b>Dakota County, MN</b>	412,529	Eagan, MN	Minn.-St Paul-Bloomington, MN-WI	<b>Metro Edge</b>
<b>Dane County, WI</b>	516,284	Madison, WI	Madison, WI	Metro Core/Central city/State capitol
<b>Forsyth County, NC</b>	365,298	Winston-Salem, NC	Winston-Salem, NC	Metro core / Central city
<b>Greenville County, SC</b>	482,752	Greenville, SC	Greenville-Anderson-Mauldin, SC	Metro core / Central city
<b>Jefferson County, CO</b>	558,503	Lakewood, CO	Denver-Lakewood-Aurora, CO	<b>Metro Edge</b>
<b>Johnson County, KS</b>	574,272	Overland Park, KS	Kansas City, MO-KS	<b>Metro Edge</b>
<b>Polk County, IA</b>	459,862	Des Moines, IA	Des Moines-West Des Moines, IA	Metro core/ Central city



# Writing “SMART” Objectives

- S -Specific
- M -Measureable
- A -Attainable
- R -Relevant
- T -Time Bound



# Example #1

## Option A:

Provide for year-round safety of customers and employees at the County Government Center Campus.

## Option B:

Provide for year-round safety of customers and employees at the County Government Center by eliminating all falls due to slippery pavement by the end of calendar year 2017.

## Goal Setting – “SMART”

- S – Specific
- M – Measureable
- A – Attainable
- R – Relevant
- T – Time Bound



# Example #2

## Option A:

Inspect Waukesha County restaurants ensuring code compliance.

## Option B:

Inspect Waukesha County restaurants ensuring code compliance to reduce of risk factor violations by 10% annually.

### Goal Setting – “SMART”

S – Specific

M – Measureable

A - Attainable

R – Relevant

T – Time Bound

# Waukesha County Pillars

## Customer Service

Customer Satisfaction Rating

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

Appearance and Cleanliness of Park Rental Facilities and Grounds Rating

## Team

Employee Survey

Staff Performance

Lean Trained Employees

## Health & Safety

Reduce risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Bond Rating

Tax Levy/Rate

Balanced Budget



# Example #3

## Objective:

Extend the ability of the park system to accomplish projects and host events by expanding the number of volunteer hours at events and for land management projects by 20% annually.

## Goal Setting – “SMART”

S – Specific

M – Measureable

A - Attainable

R – Relevant

T – Time Bound

# Waukesha County Pillars

## Customer Service

Customer Satisfaction Rating

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

Appearance and Cleanliness of Park Rental Facilities and Grounds Rating

## Team

Employee Survey

Staff Performance

Lean Trained Employees

## Health & Safety

Reduce of risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.



Theme Alert!

What is measured gets improved!



**Problem Statement:** To increase customer convenience to make purchases with credit cards in parks and reduce the operational cost of handling cash.

2016 Revenue					% of Total		
	Cash	Check	Credit Card	Total Collect	Cash	Check	Credit Card
Retzer (Gift Shop)	\$9,371	\$10,298	\$59,090	\$78,759	11.90%	13.08%	75.03%
Retzer (Gift Shop) (MAX)	\$41,726	\$13,113	\$21,327	\$76,167	54.78%	17.22%	28.00%
Ice Arenas	\$96,050	\$291,658	\$151,926	\$539,635	17.80%	54.05%	28.15%
Ice Arenas (MAX)	\$69,861	\$246,172	\$103,508	\$419,541	16.65%	58.68%	24.67%
Moor Downs Golf Course*	\$244,225	\$7,157	\$175,922	\$427,304	57.15%	1.67%	41.17%
Naga-Waukee Golf Course*	\$423,491	\$174,479	\$1,527,945	\$2,125,915	19.92%	8.21%	71.87%
Wanaki Golf Course*	\$636,058	\$96,317	\$621,509	\$1,353,884	46.98%	7.11%	45.91%
<b>Total Revenue Collected</b>	<b>\$1,520,783</b>	<b>\$839,194</b>	<b>\$2,661,226</b>	<b>\$5,021,204</b>	<b>30.29%</b>	<b>16.71%</b>	<b>53.00%</b>
Fox Brook Park	\$104,501	\$11,886	\$0	\$116,387	89.79%	10.21%	0.00%
Fox Brook Park (MAX)	\$42,027	\$2,323	\$0	\$44,350	94.76%	5.24%	0.00%
Fox River Park	\$10,805	\$7,836	\$0	\$18,641	57.96%	42.04%	0.00%
Fox River Park (MAX)	\$6,390	\$1,727	\$0	\$8,117	78.72%	21.28%	0.00%
Menomonee Park	\$116,822	\$15,446	\$0	\$132,268	88.32%	11.68%	0.00%
Menomonee Park (MAX)	\$42,312	\$3,830	\$0	\$46,142	91.70%	8.30%	0.00%
Minooka Park	\$110,661	\$32,101	\$0	\$142,761	77.51%	22.49%	0.00%
Minooka Park (MAX)	\$56,538	\$8,544	\$0	\$65,082	86.87%	13.13%	0.00%
Mukwonago Park	\$30,402	\$13,235	\$0	\$43,637	69.67%	30.33%	0.00%
Mukwonago Park (MAX)	\$14,104	\$2,257	\$0	\$16,361	86.20%	13.80%	0.00%
Muskego Park	\$37,750	\$6,827	\$0	\$44,578	84.68%	15.32%	0.00%
Muskego Park (MAX)	\$21,479	\$2,846	\$0	\$24,324	88.30%	11.70%	0.00%
Naga-Waukee Park	\$108,147	\$25,914	\$0	\$134,061	80.67%	19.33%	0.00%
Naga-Waukee Park (MAX)	\$75,833	\$5,144	\$0	\$80,977	93.65%	6.35%	0.00%
Nashotah Park	\$60,594	\$28,346	\$0	\$88,940	68.13%	31.87%	0.00%
Nashotah Park (MAX)	\$22,469	\$5,030	\$0	\$27,499	81.71%	18.29%	0.00%
<b>Parks - Total</b>	<b>\$860,832</b>	<b>\$173,292</b>	<b>\$0</b>	<b>\$1,034,124</b>			
		<b>Potential Cash out of system</b>					
			10.00%	\$103,412			
			20.00%	\$206,825			
			30.00%	\$310,237			
			40.00%	\$413,650			
			50.00%	\$517,062			
			60.00%	\$620,474			
			70.00%	\$723,887			

# Example #4

## Option A:

Increase customer convenience to make purchases with credit cards.

## Option B:

To increase customer convenience to make purchases with credit cards in parks and reduce the operational cost of handling cash, increase the ratio of credit card to cash collection to 80% / 20% by December 31, 2019.

## Goal Setting – “SMART”

S – Specific

M – Measureable

A - Attainable

R – Relevant

T – Time Bound



To increase customer convenience to make purchases with credit cards in parks and reduce the operational cost of handling cash, increase the ratio of credit card to cash collection to 80% / 20% by December 31, 2019.

STRATEGY	STRATEGY OWNER	TIMEFRAME
<b>Release bid request for enhanced Wi-Fi connectivity at park facilities and sign service agreement</b>	Department of Administration - Purchasing	July 2017
<b>Develop roll out strategy to address highest revenue generating facilities first.</b>	Department of Parks and Land Use - Administration	July 2017
<b>Test credit card collection devices at a boat launch, concession stand, entrance hut and general park locations.</b>	Department of Parks and Land Use - Parks	October 2017
<b>First phase roll out to designated facilities 60% / 40% credit to cash</b>	Department of Parks and Land Use - Parks	April 2018
<b>Second phase roll out to designated facilities 70% / 30% credit to cash</b>	Department of Parks and Land Use - Parks	July 2018
<b>Final phase roll out to designated facilities 80% / 20% credit to cash</b>	Department of Parks and Land Use - Parks	September 2018



# Waukesha County Pillars

## Customer Service

Customer Satisfaction Rating

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

Appearance and Cleanliness of Park Rental Facilities and Grounds Rating

## Team

Employee Survey

Staff Performance

Lean Trained Employees

## Health & Safety

Reduce of risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.

Increase the ratio of credit card to cash collection to 80% / 20%

# Standards of Service Excellence

## Purpose

Performance Excellence describes how we do our work. The purpose of our Standards is to guide us in all interactions, so we develop, maintain, and/or improve relationships with every one of our customers\*. Our goal with every interaction is to create a positive memorable experience. These Standards can be summed up in the Platinum Rule: treat others as they want to be treated.

## Definition

A customer is anyone who has an expectation. In addition to patients and families, we serve and partner with others such as visitors and suppliers who are customers in the traditional sense of the word. We also serve customers who work inside our system and rely on us for the services, products and information they need to get their job done. We provide the same level of care and consideration to all customers.

## Accountability

All staff are involved in supporting our service culture. We choose to be accountable for fulfilling our responsibilities to our customers and each other. Our actions demonstrate our personal commitment and responsibility to the success of patient outcomes and the organization. In doing so, we follow through on our promises and commitments, take ownership in resolving concerns or problems and hold each other accountable for following policies, organizational initiatives and customer service standards.

*\*Please note this not an exhaustive list of customer service standards associated with working at Froedtert Health.*



## Customer Service Standards

PROFESSIONALISM  
SAFETY AND ENVIRONMENT  
TEAMWORK  
COMMUNICATION  
CONFIDENTIALITY AND PRIVACY  
ETIQUETTE  
DIGNITY AND RESPECT



## Our values and guiding behaviors

Our five values guide and inspire us. The guiding behaviors help us provide the best and safest care and ensure we can achieve our vision of the healthiest kids in the nation.



### Purpose - We act in service of children and families.

- I am passionate about our mission and vision.
- I am committed to providing the best and safest care.
- I understand how my work contributes to our mission and vision.
- I am a steward of the organization for the benefit of children.
- I am accountable to the children and families we serve and to my colleagues.
- I strengthen the community through improving the health of our children.



### Collaboration - We work together to care for children and families.

- I actively participate in many teams ultimately aligned toward healthier children and families.
- I respect and value diverse backgrounds, experience, styles and approaches.
- I accomplish more with others.
- I value others' contributions to achieving our vision and mission.



### Integrity - We build confidence and trust in all interactions.

- I am committed to service excellence.
- I follow through on commitments and decisions.
- I work to remove barriers.
- I listen to others to gain understanding.
- I assume positive intent in others.
- I treat others with respect, dignity and compassion.
- I give and receive feedback honestly.



### Health - We are at our best.

- I have harmony in my work and personal life and encourage others to do the same.
- I am an active participant in my own health and lead a healthy lifestyle.
- I am aware of my own moods and invoke curiosity to create a positive shift when necessary.
- I am aware of others' moods and respond with curiosity and compassion.
- I create an appreciative, fun and optimistic environment.
- I am here now.



### Innovation - We commit to breakthrough solutions with continuous learning.

- I demonstrate the courage to change.
- I embrace curiosity.
- I advocate for research and education that produces new knowledge.
- I apply existing knowledge through novel approaches.
- I learn from children and their families, my colleagues and the community.
- I am committed to lifelong learning.



# Standards of Service Excellence



## Standards of Service Excellence

*In Waukesha County we commit to the highest levels of customer service. Our team is dedicated to serving all customers by living our core values, standards of service, and behaviors of excellence.*

### Teamwork & Collaboration

Committing to working constructively with team members, to produce excellent results.

- Collaborate with an open mind
- Respect the ideas of others
- Seek mutually beneficial solutions
- Display confidence in self and colleagues

### Innovation

Being open to the possibilities of new concepts, processes, and procedures that have the potential to positively benefit our customers, both internal and external.

- Educate internal and external customers
- Be creative to solve problems
- Share resources from outside our organization
- Foster an environment that encourages new ideas

### Efficiency & Cost Savings

Providing cost effective service to those we serve, while maintaining accuracy and timeliness.

- Engage in quality assurance reviews
- Be mindful of time and expenses
- Welcome suggestions for improvements

### Communication

Conveying information in a way that meets the needs of all individuals.

- Share appropriate information openly
- Actively listen and share information while being clear and descriptive
- Inform and encourage feedback from colleagues

### Ethics & Diversity

Cultivating and maintaining trust and accountability through transparency, honesty, and respect.

- Value a diverse population
- Seek opportunities to be inclusive
- Show appreciation for individual experiences
- Maintain professional conduct

### Well-being

Supporting and promoting the health and safety of all individuals.

- Seek support in tough situations
- Commit to safety and awareness of environment
- Foster self-care and professional growth

# Customer Service Focus

- We want to improve our customer service, so we are going to measure it!
- Each Department will begin to measure customer satisfaction
  - Survey links on every email
  - i-Pads at service counters
  - Surveys will be emailed to customers
  - Internal customer service will be measured
- Goal of 4.5 out of 5 rating
- Results can be checked in real-time, will be documented every 45 days
- Results will be discussed at each Department Head meeting



# New Customer Service Metrics

How did we serve you?



DALE R. SHAVER  
Director  
Department of Parks and Land Use  
[dshaver@waukeshacounty.gov](mailto:dshaver@waukeshacounty.gov)  
(262) 896-8310

**Accessibility:** Can you reach a live person or use an electronic tool to reach someone or the service information?

**Accuracy:** Did you receive the right product/service or was a variation communicated?

**Attitude:** Did you receive service in a courteous manner?

# New Customer Service Metrics

How did we serve you?



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[dshaver@waukeshacounty.gov](mailto:dshaver@waukeshacounty.gov)  
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**Operations:** Was service provided in a convenient, efficient, and effective manner?

**Timeliness:** Was the response or solution delivered when promised or expected?

**Communication:** Was the right information provided at the right time?

Please rate each on a scale of: 5 (Very Good), 4 (Good), 3 (Average), 2 (Poor), to 1 (Very Poor).



# Customer Service Metrics

## Objective:

To establish consistent customer service across Waukesha County departments, achieve a 4.50 mean rating for customer service satisfaction.

## Goal Setting – “SMART”

S – Specific

M – Measureable

A - Attainable

R – Relevant

T – Time Bound

# Waukesha County Pillars

## Customer Service

Achieve a 4.50 mean rating for customer service satisfaction

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

Appearance and Cleanliness of Park Rental Facilities and Grounds Rating

## Team

Employee Survey

Staff Performance

Lean Trained Employees

## Health & Safety

Reduce of risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.



# Employee Survey



- The purpose of the annual survey:
  - Gauge employee understanding that goals relate to the strategic plan
  - Exemplifying Standards of Service Excellence are recognized
  - Identify opportunities to make Waukesha County a better place to work
  - Continuous improvement organization culture



# Employee Survey Results

## Positive Feedback from Employees:

- Employees overwhelmingly like the work they do, know how to do it and are held accountable
- Supervisors are open to hearing feedback
- Focused on customer needs and fiscal responsibility
- High integrity
- Willingness to give extra effort to help County succeed



# Employee Survey Results



## Opportunities for Improvement:

- Improve inter-departmental communication
- Increase collaboration and employee input
- Increase opportunities for professional growth, better mentoring and succession planning
- Increase recognition of work well done

# Waukesha County Pillars

## Customer Service

Achieve a 4.50 mean rating for customer service satisfaction

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

Appearance and Cleanliness of Park Rental Facilities and Grounds Rating

## Team

80% Affirmative responses in employee survey

Staff Performance

Lean Trained Employees

## Health & Safety

Reduce of risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.



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# Theme Alert!

What is measured gets improved!

Problem Statement: To increase employee engagement by asking employees how to do thing better.



Year

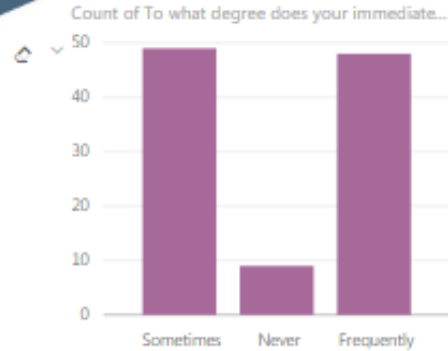
- ☐ 2014
- ☐ 2015
- ☒ 2016

Responses

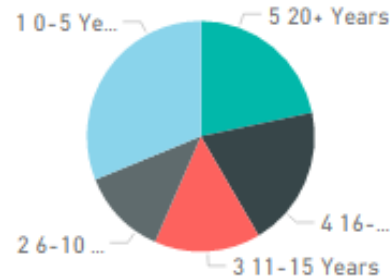
106

Department

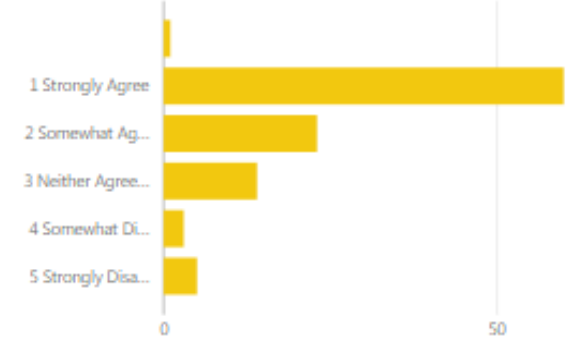
- ☐ Administration
- ☐ Circuit Court
- ☐ Corporation Counsel
- ☐ County Board
- ☐ County Clerk
- ☐ County Executive
- ☐ District Attorney
- ☐ Emergency Preparedness
- ☐ Federated Library
- ☐ Health and Human Services
- ☐ Medical Examiner
- ☒ Parks and Land Use
- ☐ Public Works
- ☐ Register of Deeds
- ☐ Sheriff
- ☐ Treasurer
- ☐ UW-Extension



Waukesha County Years of ...



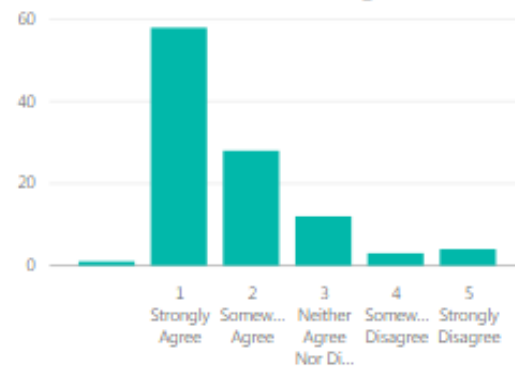
During my annual PE I discuss training needs a...



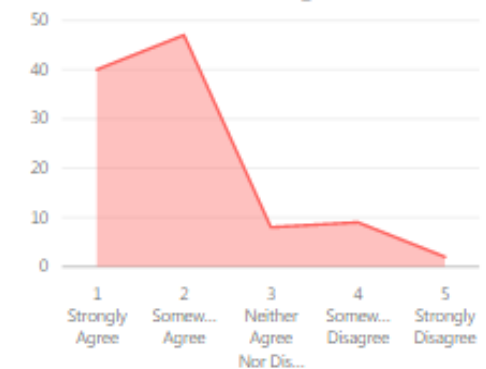
I understand how my work and assign...



I understand that I can be recognized for e...



Information and knowledge are shared ...



2016 Analysis

2014-2016 Trends

PLU Customer Service





# Example #5

## Objective:

To increase employee participation in continuous improvement discussions by December 31, 2018, achieve an 80% employee response rate that they are frequently asked their opinions.

## Goal Setting – “SMART”

S – Specific

M – Measureable

A - Attainable

R – Relevant

T – Time Bound

To increase employee participation in continuous improvement discussions by December 31, 2018, achieve an 80% employee response rate that they are frequently asked their opinions.

STRATEGY	STRATEGY OWNER	TIMEFRAME
Analyze 2016 employee engagement survey data to determine if need is department wide.	Department of Parks and Land Use - Administration	June 2017
Develop "Rounding" training.	Department of Parks and Land Use - Administration	July 2017
Discuss objective and provide "Rounding" training at Department Staff Meeting.	Department of Parks and Land Use	August 2017
Initiate first 45-day "Rounding" with staff	Department of Parks and Land Use	August – Oct 2017
Initiate second 45-day "Rounding with staff	Department of Parks and Land Use	October – Nov 2017
Initiate annual employee engagement survey and analyze response	Department of Parks and Land Use -Administration	December 2017



# Waukesha County Pillars

## Customer Service

Achieve a 4.50 mean rating for customer service satisfaction

Issuance of Permits Within \_ Working Days

## Quality

Highway Pavement Rating

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## Team

80% employee response rate that they are frequently asked their opinions

Lean Trained Employees

## Health & Safety

Reduce of risk factor violations by 10% annually

Crash Data

9-1-1 Dispatch Times

## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.

# Using Data to Continuously Improve





# Waukesha County Pillars

## Customer Service

Achieve a 4.50 mean rating for customer service satisfaction

Issuance of Permits Within \_ Working Days

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## Finance

Expand the number of volunteer hours at events and for land management projects by 20% annually.



Year

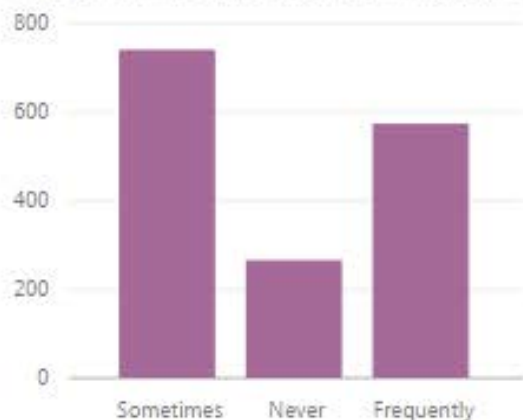
- 2014
- 2015
- 2016

Responses  
2293

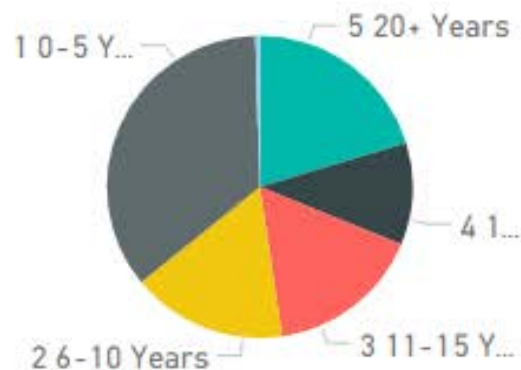
Department

- ☐ Administration
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- ☐ County Board
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- ☐ County Executive
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- ☐ Federated Library
- ☐ Health and Human Services
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- ☐ UW-Extension

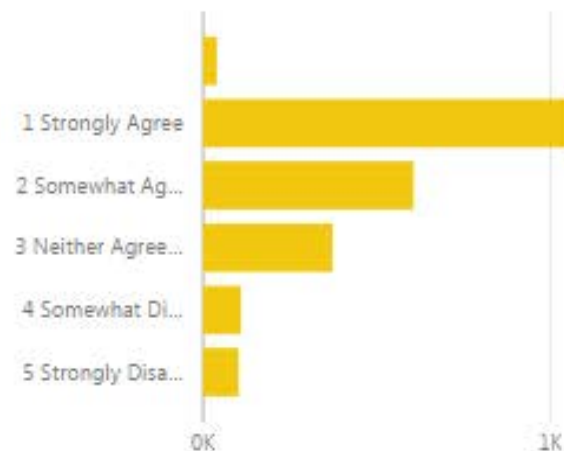
Count of To what degree does your immediate...



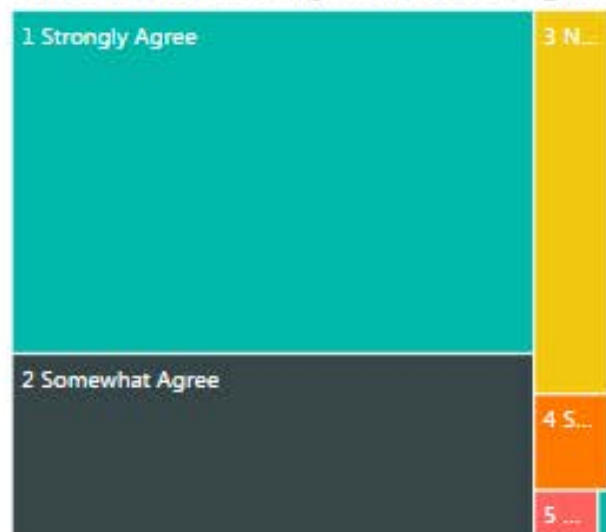
Waukesha County Years of ...



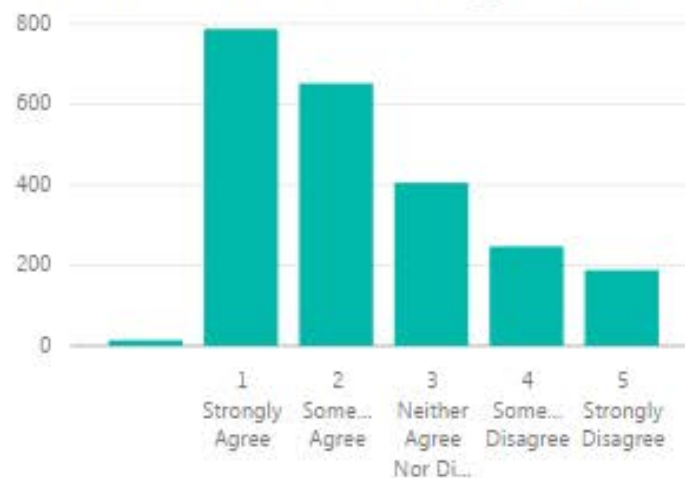
During my annual PE I discuss training needs a...



I understand how my work and assign...



I understand that I can be recognized for e...



Information and knowledge are shared ...







## Employee Survey Scorecard

Information and knowledge are shared openly within my department.

63.5%<sup>1</sup>  
Goal: 80%

[Full Report ->](#)

I understand how my work contributes to strategic priorities.

87.6%<sup>1</sup>  
Goal: 80%

[Full Report ->](#)

During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development.

76.6%<sup>1</sup>  
Goal: 80%

[Full Report ->](#)

I understand that I can be recognized for extra effort while demonstrating the County's Core Values.

64.5%<sup>1</sup>  
Goal: 80%

[Full Report ->](#)

# The Beginnings

2014-2016 EE survey.csv - Excel

FileHomeInsertPage LayoutFormulasDataReviewViewDeveloperAdd-insPower BIPower PivotTell me Mattano, RebeccaShare

A1Year

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1751	2016	10-5 Year: Health an	10 - 5	Line, field 4 High	External (	2 Somewh	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Supportec	Somewha	Some sup	Sometimes			80%	
1752	2016	10-5 Year: Health an	10 - 5	First Line :4 High	Both	1 Strongly	1 Strongly	2 Somewh	2 Somewh	Participat	Heard, bu	Not intere	Some sup	Sometimes			80%		
1753	2016	10-5 Year: Circuit Coi	10 - 5	Line, field 4 High	Both	2 Somewh	4 Somewh	1 Strongly	2 Somewh	Heard of i	Heard, bu	Somewha	Some sup	Sometimes			80%		
1754	2016	10-5 Year: Health an	10 - 5	Professori	5 Very Hig	External (	2 Somewh	4 Somewh	4 Somewh	2 Somewh	Heard of i	Heard, bu	Somewha	Some sup	Never		80%		
1755	2016	10-5 Year: Administr	10 - 5	Line, field 4 High	Both	1 Strongly	3 Neither	2 Somewh	3 Neither	Participat	Supportec	Somewha	Some sup	Sometimes			80%		
1756	2016	10-5 Year: Health an	10 - 5	Professori	4 High	External (	i.e. constit	2 Somewh	1 Strongly	2 Somewh	Heard of i	Empoweri	Somewha	A great de	Frequently		80%		
1757	2016	10-5 Year: Administr	10 - 5	Professori	5 Very Hig	Both	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Participat	Empoweri	Very inter	A great de	Frequently		80%		
1758	2016	10-5 Year: Health an	10 - 5	Line, field 3 Neutral	External (	1 Strongly	2 Somewh	1 Strongly	1 Strongly	Participat	Supportec	Not intere	A great de	Sometimes			80%		
1759	2016	10-5 Year: Circuit Coi	10 - 5	Line, field 3 Neutral	External (	1 Strongly	2 Somewh	1 Strongly	4 Somewh	Heard of i	Empoweri	Not intere	Some sup	Frequently			80%		
1760	2016	10-5 Year: Health an	10 - 5	Professori	3 Neutral	External (	3 Neither	4 Somewh	5 Strongly	4 Somewh	Heard of i	Ignored	Not intere	None	Never		80%		
1761	2016	10-5 Year: Corporati	10 - 5	First Line :5 Very Hig	Both	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Empoweri	Somewha	A great de	Frequently			80%		
1762	2016	10-5 Year: Sheriff	10 - 5	Line, field 3 Neutral	External (	3 Neither	3 Neither	1 Strongly	4 Somewh	Donâ€™t	Supported	but not empowerec	Sometimes				80%		
1763	2016	10-5 Year: County Ex	10 - 5	First Line :5 Very Hig	Both	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Empoweri	Very inter	A great de	Frequently			80%		
1764	2016	10-5 Year: Sheriff	10 - 5	Line, field 4 High	Both	1 Strongly	3 Neither	1 Strongly	2 Somewh	Heard of i	Supportec	Not intere	A great de	Frequently			80%		
1765	2016	10-5 Year: Administr	10 - 5	Professori	4 High	Internal (	2 Somewh	1 Strongly	2 Somewh	Agree	Participat	Supportec	Very inter	A great de	Frequently		80%		
1766	2016	10-5 Year: Sheriff	4 16 - 20	First Line :5 Very Hig	Both	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Empoweri	Somewha	Some support				80%		
1767	2016	10-5 Year: Health an	2 6 - 10	Professori	4 High	External (	2 Somewh	2 Somewh	2 Somewh	3 Neither	Participat	Supportec	Very inter	A great de	Sometimes		80%		
1768	2016	2 6-10 Yea	Health an	10 - 5	Line, field 3 Neutral	External (	3 Neither	3 Neither	3 Neither	3 Neither	Heard of i	Heard, bu	Not intere	None	Sometimes		80%		
1769	2016	2 6-10 Yea	Health an	10 - 5	Line, field 4 High	Both	2 Somewh	2 Somewh	2 Somewh	3 Neither	Heard of i	Heard, bu	Not intere	A great de	Sometimes		80%		
1770	2016	2 6-10 Yea	Health an	10 - 5	Line, field 3 Neutral	Both	3 Neither	4 Somewh	2 Somewh	4 Somewh	Participat	Ignored	Very inter	Some sup	Sometimes		80%		
1771	2016	2 6-10 Yea	Health an	10 - 5	Professori	4 High	External (	2 Somewh	2 Somewh	1 Strongly	2 Somewh	Heard of i	Supportec	Somewha	A great de	Frequently		80%	
1772	2016	2 6-10 Yea	Health an	10 - 5	Line, field 3 Neutral	Internal (	1 Strongly	3 Neither	2 Somewh	3 Neither	Participat	Supportec	Somewha	None	Sometimes		80%		
1773	2016	2 6-10 Yea	Administr	10 - 5	Line, field 5 Very Hig	Both	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Empoweri	Somewha	A great de	Frequently		80%		
1774	2016	2 6-10 Yea	Health an	10 - 5	Professori	4 High	External (	1 Strongly	2 Somewh	1 Strongly	2 Somewh	Heard of i	Supportec	Somewha	A great de	Sometimes		80%	
1775	2016	2 6-10 Yea	Health an	10 - 5	Professori	4 High	External (	2 Somewh	5 Strongly	2 Somewh	4 Somewh	Heard of i	Ignored	Very inter	None	Sometimes		80%	
1776	2016	2 6-10 Yea	Health an	10 - 5	Line, field 4 High	External (	1 Strongly	2 Somewh	2 Somewh	1 Strongly	Heard of i	Supportec	Somewha	Some sup	Frequently		80%		
1777	2016	2 6-10 Yea	District At	10 - 5	Line, field 4 High	Both	2 Somewh	1 Strongly	1 Strongly	3 Neither	Participat	Empoweri	Very inter	A great de	Frequenl	Please pro		80%	
1778	2016	2 6-10 Yea	Health an	10 - 5	Professori	3 Neutral	Both	1 Strongly	2 Somewh	1 Strongly	4 Somewh	Heard of i	Empoweri	Somewha	A great de	Frequently		80%	
1779	2016	2 6-10 Yea	Corporati	10 - 5	Line, field 5 Very Hig	Both	1 Strongly	2 Somewh	1 Strongly	2 Somewh	Heard of i	Supportec	Somewha	A great de	Frequently		80%		
1780	2016	2 6-10 Yea	Health an	10 - 5	Line, field 5 Very Hig	External (	1 Strongly	1 Strongly	1 Strongly	1 Strongly	Heard of i	Empoweri	Not intere	A great de	Frequently		80%		

2014-2016 EE survey

Ready

Address

8:23 PM

80%

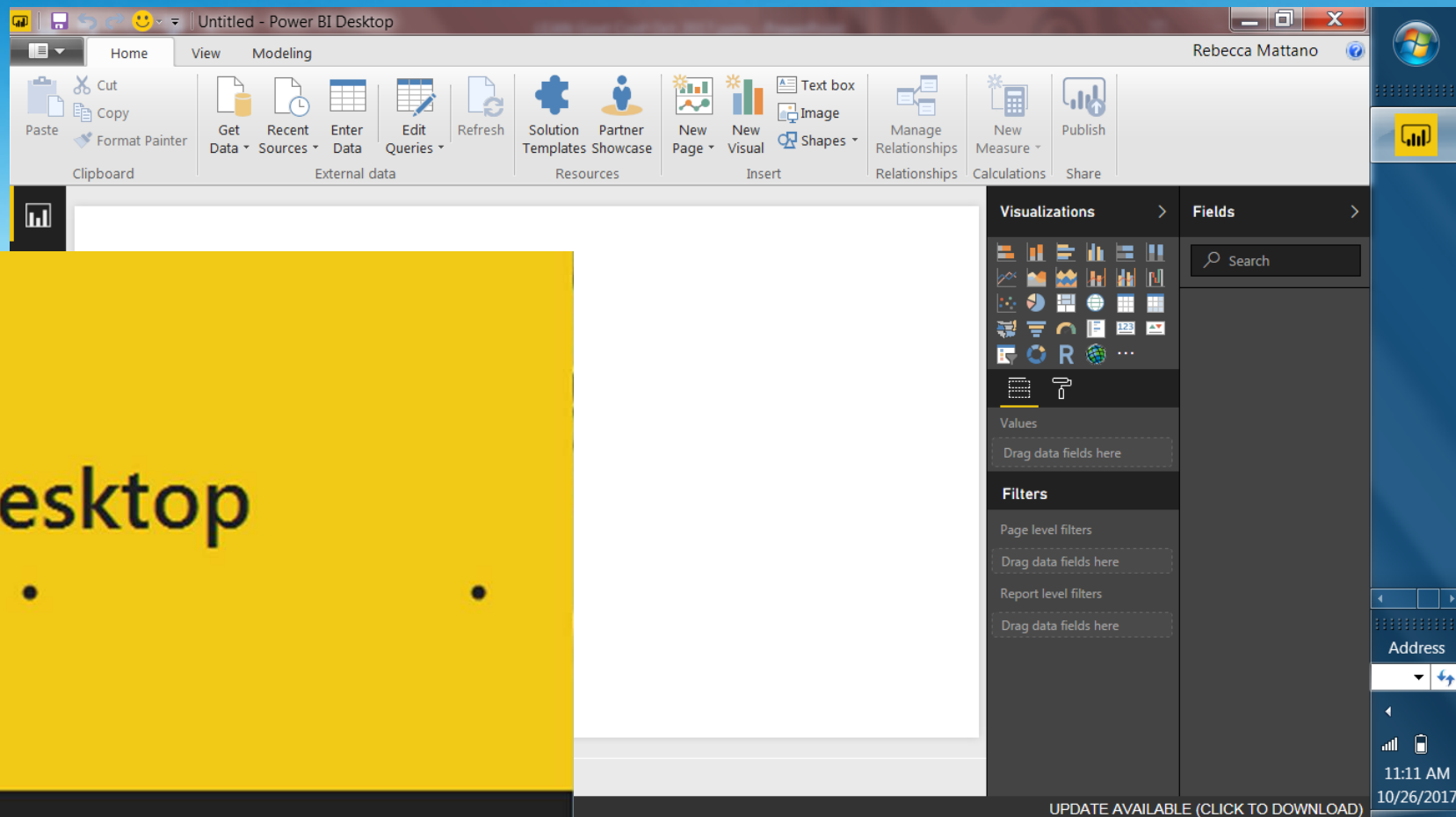


# The Future

 Power BI

# Power BI Desktop

Initializing model





## Department of Parks and Land Use Strategic Plan Objective 14

To enhance continuous improvement dialogue, 80% or more of staff will respond through annual survey they are frequently asked their opinion on how to do things better.

### Year

- ☐ 2014
- ☐ 2015
- ☒ 2016

### Department

- ☐ UW-Extension
- ☐ Treasurer
- ☐ Sheriff
- ☐ Register of Deeds
- ☐ Public Works
- ☒ Parks and Land Use
- ☐ Medical Examiner
- ☐ Health and Human Se...
- ☐ Federated Library
- ☐ Emergency Prepared...
- ☐ District Attorney
- ☐ County Executive
- ☐ County Clerk
- ☐ County Board
- ☐ Corporation Council
- ☐ Circuit Court
- ☐ Administration
- ☐

Responses  
106

### Frequently

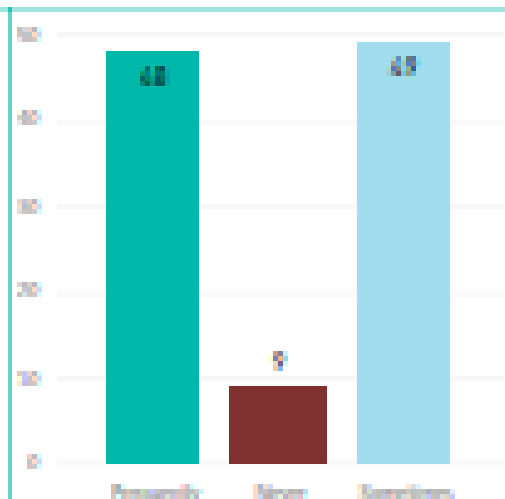
45.28%

### Never

8.49%

### Sometimes

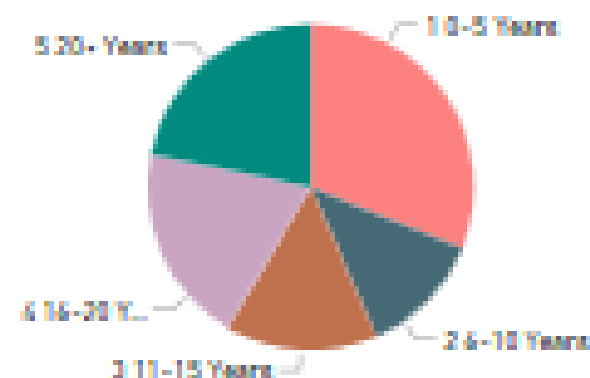
46.23%



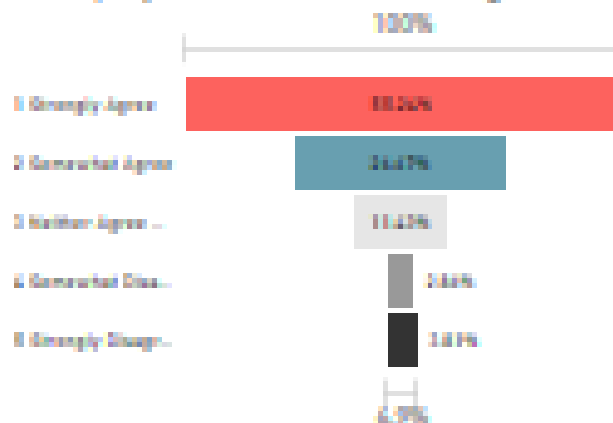
### Position



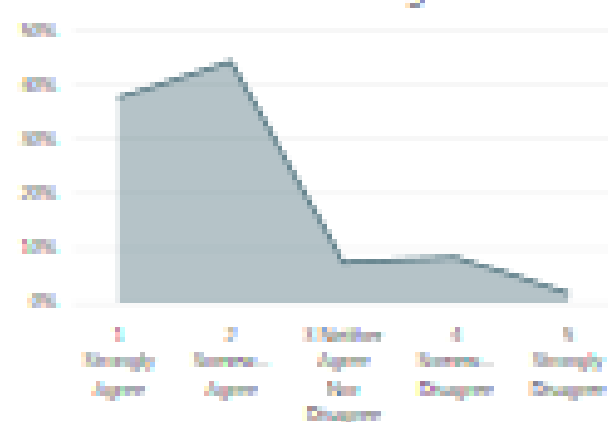
### Length of Employment



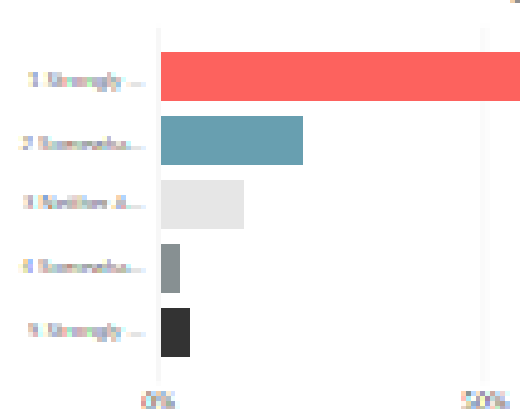
### Employees Understand Recognition



### Information and Knowledge are Shar...



### Performance Evaluation & Training ...







## Waukegan County Department of Parks and Land Use

Year Total Responses

- ☐ 2025
- ☐ 2024
- ☐ 2023

209

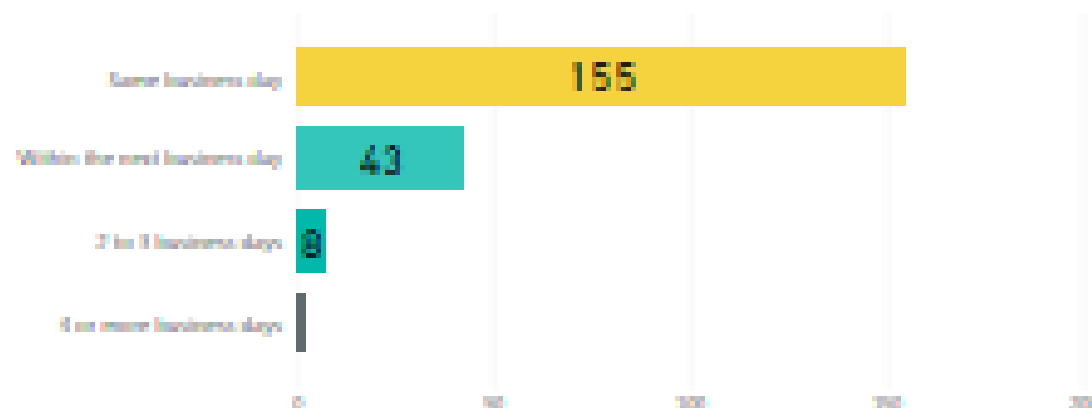
Reason for Contact

All

Division



### Customer Response Rate



Same business day

74.16%

Within the next business day

20.57%

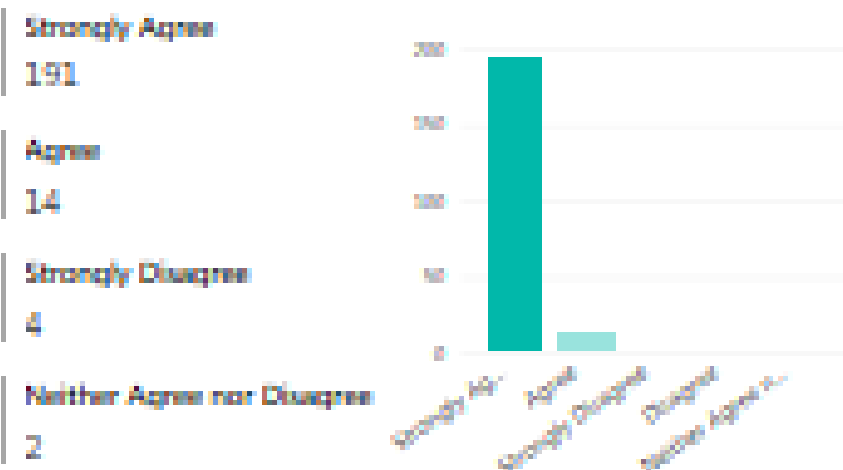
2 to 3 business days

3.83%

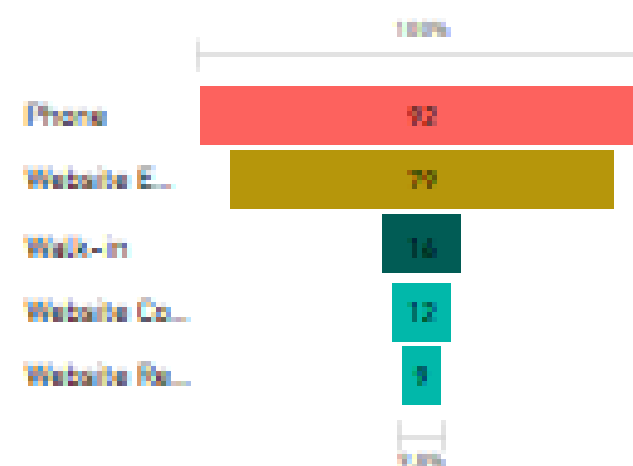
4 or more business days

1.44%

### Staff was Knowledgeable & Courteous



### Contact Mechanism



Microsoft Power BI

Source: <https://app.powerbi.gov.us/view/>

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Get

MRF Revenue-Expense PIVOT.xlsx - Excel

File Home Insert Page Layout Formulas Data Review View Developer Add-ins Power BI Power Pivot

AG20 =SUM(AA20,AB20,AC20,AD20,AE20,AF20)

	A	B	C	D	E	F	G	H	I	J	K	L
	Month	Entity	Year	Total Facility Tons (Shipped/Excluding Residue)	Total Facility Tons (Delivered)	Total Facility Revenue	Total Shareable Revenue	Total City Tons Delivered (inc. OC)	Total County Tons Delivered	WC Shareable Revenue Tons	Processing Fee	Proc O
1												
2	Jan	Waukesha	2015		1,844.10				1844.1		\$59.00	\$1
3	Feb	Waukesha	2015		1,568.12				1568.12		\$59.00	\$
4	Mar	Waukesha	2015		814.00				814		\$59.00	\$
5	Mar	Waukesha	2015	1,171.22	994.39	\$81,672.44	\$65,266.69		992.21	954.5	\$30.00	\$
6	Apr	Waukesha	2015	3,913.68	2,038.12	\$382,481.08	\$305,727.81		2034.73	1957.41	\$30.00	\$
7	May	Waukesha	2015	3,483.73	2,074.68	\$247,806.56	\$198,103.58		2071.93	1993.2	\$30.00	\$
8	Jun	Waukesha	2015	3,879.28	2,204.74	\$348,568.13	\$278,753.94		2203.29	2119.56	\$30.00	\$
9	Jul	Waukesha	2015	4,174.95	2,454.52	\$421,894.08	\$421,894.00		2454.52	2361.25	\$30.00	\$
10	Aug	Waukesha	2015	3,442.62	2,001.02	\$314,388.79	\$314,389.00		2001.02	1924.68	\$30.00	\$
11	Sep	Waukesha	2015	3,718.89	2,312.58	\$296,750.70	\$296,751.00		2312.58	2224.7	\$30.00	\$
12	Oct	Waukesha	2015	3,713.84	2,212.33	\$279,291.85	\$279,929.00		2212.33	2045.96	\$30.00	\$
13	Nov	Waukesha	2015	3,504.40	2,485.24	\$287,672.86	\$286,382.00		2159.57	1997.17	\$30.00	\$
14	Dec	Waukesha	2015	5,780.87	4,099.59	\$434,500.97	\$425,813.00		2650.37	2451.06	\$30.00	\$
15	December	Waukesha	2015		0.00							\$
16	Jan	Waukesha	2016	4,977.64	3,881.53	\$357,922.89	\$347,977.00		2455.5	2270.85	\$30.00	\$
17	Feb	Waukesha	2016	4,670.07	3,758.60	\$346,336.40	\$335,600.00		2241.77	2073.19	\$30.00	\$
18	Mar	Waukesha	2016	5,665.01	3,654.69	\$400,286.85	\$391,114.00		2552.37	2360.43	\$30.00	\$
19	Apr	Waukesha	2016	4,445.89	3,338.51	\$408,362.26	\$399,663.00		2288.77	2116.65	\$30.00	\$
20	May	Waukesha	2016	4,474.21	3,359.88	\$441,383.48	\$434,293.00		2416.76	2235.02	\$30.00	\$
21	Jun	Waukesha	2016	5,306.07	3,811.97	\$514,946.76	\$508,046.83		2943.78	2722.41	\$30.00	\$
22	Jul	Waukesha	2016	4,776.43	3,160.92	\$447,343.30	\$439,779.95		2364.43	2186.62	\$30.12	\$
23	Aug	Waukesha	2016	6,200.17	4,269.70	\$524,510.31	\$511,452.00		2537.79	2346.95	\$30.12	\$
24	Sep	Waukesha	2016	5,545.67	4,438.94	\$564,774.61			2476.63	2249.28	\$30.12	\$
25	Oct	Waukesha	2016	6,435.50	4,234.98	\$553,836.68			2298.64	2087.62	\$30.12	\$
26	Nov	Waukesha	2016	6,657.98	4,671.52	\$528,726.36			2657.71	2413.73	\$30.12	\$
27	Dec	Waukesha	2016	6,669.34	4,835.12	\$585,196.15			2688.26	2441.48	\$30.12	\$
28	Jan	Waukesha	2017	6,255.59	4,295.68	\$626,976.20			2598.17	2359.65	\$30.12	\$
29	Feb	Waukesha	2017	4,095.43	3,312.19	\$495,520.46			2017.07	1831.9	\$30.12	\$
30	March	Waukesha	2017	5,190.75	5,496.94	\$665,986.52	\$674,279.00	1,945.09	2336.15	2121.69	\$30.12	\$
31	April	Waukesha	2017	4,357.11	5,199.81	\$512,145.27	\$500,269.00	1,990.80	2236.09			





# Joint MRF Monthly Performance Report

Year

2017

Month

September

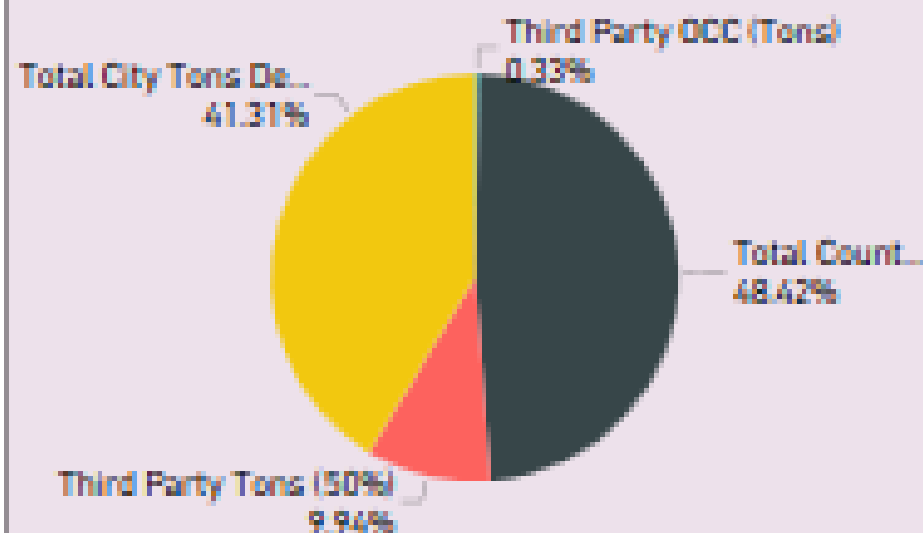
ACR

115.10

County Tons

2.36K

## Tons Facility Tons



## Revenue

Total Revenue

198.11K

County Recycling ...

176.48K

ERF Investment (ID...

9.66K

Total Third Party R...

3.36K

ERF Fund Investm...

3.90K

Education Fee

4.72K

## Expense

Total Costs (Proce...

80.70K

Processing Costs

72.01K

Residue Disposal ...

8.69K

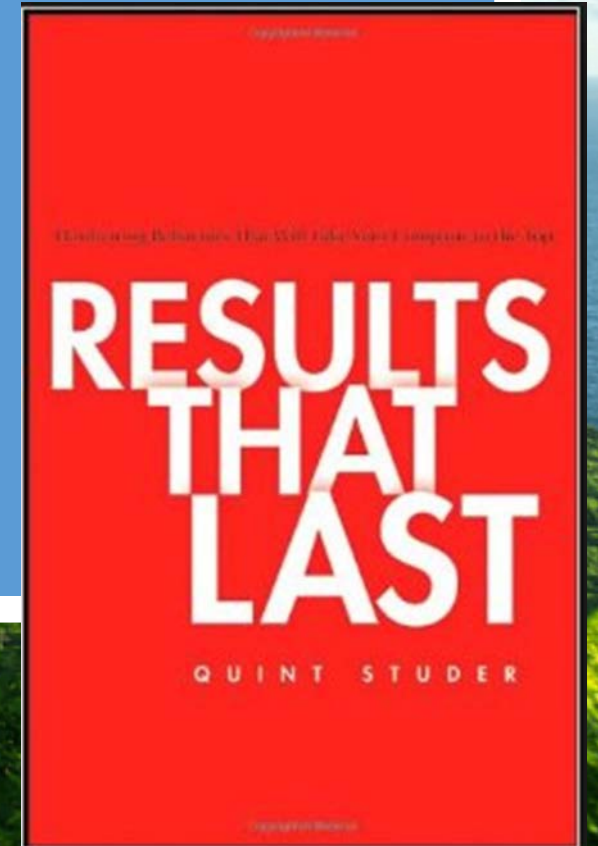
# Continuous Quality Improvement

- Strategy/Routine
- Expectations
- Build CQI Culture
- Common Strategies



# “Rounding” for Outcomes

- Meet with staff every 45 days
- What is going well?
- What do you need help with?
- Who has been very helpful to you?
- What should be changed or done differently?



# Key takeaways

- Measure what is important to your internal and external customers
- Use data to identify opportunities for continuous improvement
- Use your strategic plan to make real change
- Write measurable action plan needed to improve
- Communicate with staff on how you are performing
- Create a culture of “how can we do better”



Thank you!

