

**COUNTY OF MILWAUKEE  
INTEROFFICE COMMUNICATION**

**Date:** January 6, 2017

**To:** Theodore Lipscomb, Chair, County Board of Supervisors

**From:** Steven Kreklow, Director, Office of Performance, Strategy, and Budget

**Subject:** Request to Create 1.0 FTE Continuous Improvement Specialist in the Department of Administrative Services – Central Business Office (DAS-CBO) (File 17-68)

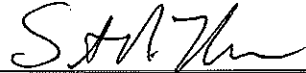
The Department of Administrative Services – Central Business Office (DAS-CBO) requests to create 1.0 FTE Continuous Improvement Specialist. That position was included in the 2017 Recommended Budget but was not included in the 2017 Adopted Budget.

Continuous Improvement, commonly known as LEAN, originated in the manufacturing sector. Over the years, the health care industry, public schools and other government agencies began incorporating CI into work processes as competition for resources increased. The goal of CI is to systematically improve work processes in order to become more efficient and agile. Many governmental entities across the country, such as King County, Washington and locally, Waukesha County, Wisconsin, are successfully using CI throughout their organizations. The Continuous Improvement Specialist position will be responsible for the Countywide CI Program. Duties of the position would include but not be limited to:

- Leading multiple complex, process improvement projects that span multiple central departments;
- Assess processes to determine how to reduce rework, improve quality and efficiency, increase revenue and/or improve the ability to deliver desired services or outputs;
- Advise in analysis of operational intelligence metrics by defining and identifying key measures and performance metric targets, and assisting in development of complex cost-benefit and return on investment analyses for proposed changes; and
- Develop and execute a comprehensive change management strategy relative to projects and stakeholders as well as orchestrate and lead change management methodologies.

The 2017 allocated contingency contains funds for positions that were included in the Recommended Budget but not included in the Adopted Budget. Approval of this request would authorize and direct the Department of Administrative Services to process an administrative fund transfer of approximately \$122,480 from allocated contingency to the Department of Administrative Services - Information Management Services Division (DAS-IMSD).

The Department of Administrative Services - Performance, Strategy and Budget recommends that 1.0 FTE Continuous Improvement Specialist be created in the Department of Administrative Services – Central Business Office (DAS-CBO) and an administrative transfer from allocated contingency be approved.



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Steven Kreklow  
Director, Office of Performance, Strategy, and Budget