

**WAUKESHA COUNTY
DEPARTMENT OF ADMINISTRATION**

**STRATEGIC PLAN
2023 - 2025**



"Through employee dedication to continuous improvement and strategic initiatives, the Department of Administration is committed to exceptional customer service and the delivery of outstanding value to the residents of Waukesha County."

Andrew Thelke



Director of Administration



COUNTY MISSION STATEMENT

“The mission of the 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.”



COUNTY STANDARDS OF SERVICE EXCELLENCE

- *Teamwork & Collaboration*
- *Innovation*
- *Efficiency & Cost Savings*
- *Communication*
- *Ethics & Diversity*
- *Well-being*



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PILLAR: CUSTOMER SERVICE

OBJECTIVE 1

Maintain and improve DOA customer service scores as measured through the customer satisfaction survey with the goal of exceeding the 4.65 mean rating as measured annually through the six metrics of accessibility, accuracy, attitude, operations, timeliness, and communication. The survey gathers feedback on a 1-5 scale.

Performance Measures

Stable to increasing scores on the DOA customer service satisfaction survey.

2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Goal	2024 Goal	2025 Goal
4.64	4.78	4.19	4.79	4.70	4.80	4.80	4.80

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Share customer service survey results timely and at least quarterly with all DOA employees	All Divisions	Ongoing
Recognize and encourage SOSE work practices by sharing success and opportunities on All DOA Teams Channel and through divisional team meetings	All Divisions	Ongoing
Increase survey responses by improving access to surveys at points of service delivery such as training sessions, presentations, and service calls	All Divisions	Ongoing
Provide staff opportunities to participate in SOSE and other workplace culture initiatives; a specific example is the modification to the DOA-Employee Recognition Incentive Program that recognizes more employees through departmentwide events	All Divisions	Ongoing
Provide more informal team focused SOSE activities as part of team meetings	All Divisions	Ongoing



PILLAR: CUSTOMER SERVICE

OBJECTIVE 2

Review, update and reissue all DOA policies by year-end 2025. Continue an “evergreen” program where 25% of DOA policies are reviewed annually. Continuous review will improve customer service and ensure policies remain relevant through incorporation of legislation/regulation, operational changes, and business practices, while eliminating redundant, conflicting, or obsolete content.

Performance Measures

- Stable to increasing scores on customer service satisfaction survey (See objective #1)
- DOA policies should have a reissue/review date within the last 4 years December 2025.

	2022 Actual	2023 Goal	2024 Goal	2025 Goal
Number of Policies	108	100	100	100
% of policies with issue/revision dates within last 4 years	58%	75%	90%	100%

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Continue “evergreen” cycle of policy reviews	All Divisions	Ongoing, full cycle complete by December 2025
Reorganize DOA policy in chapter and purpose format	All Divisions	Ongoing, initial review/reorganization of DOA policies to be completed by December 2025
Evaluate technical opportunities to develop a wiki or index system that allows intranet users to search policies by keyword	IT (Information Technology)	Technical evaluation of enhancement to occur in 2024 with proposed online solution occurring in 2025
Evaluate technical opportunity to include useability survey for online services, such as asking the question, “was this information useful?”	IT	Technical evaluation to be complete by December 2025
Leverage policy reorganization to improve appendix policy supplements and policy/process training tools	All Divisions	December 2025



PILLAR: QUALITY OBJECTIVE 3

Improve countywide employee awareness and knowledge of county policy/process and training. Specifically, improving access and training geared toward DOA content (HR, Financial, Risk and Technology) as well as countywide initiatives, business processes and legal requirements through intranet indexing of policies and training content by year-end 2025. Establish management university training for all county supervisory employees, and explore making this training mandatory, starting with calendar year 2025.

Performance Measures

- Stable to increasing scores on customer service satisfaction survey (See Objective #1).
- Course specific evaluation scores.
- Stable to increasing score on employee survey question "I understand how my work and assigned goals contribute to the overall success of the county meeting its strategic priorities." The survey gathers feedback on a 1-5 scale. (Score is for the entire county)

	2020	2021	2022	2023 Goal	2024 Goal	2025 Goal
Survey Score	4.51	4.58	4.61	4.65	4.70	4.75

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Align Management University with core supervisory training requirements	HR (Human Resources)	December 2024
Develop a required supervisory training program for implementation	HR	Present curriculum to department heads by mid-year 2024 for implementation in 2025
Enhance training portal to provide full calendaring of programs and curriculum.	HR, IT	Evaluated in conjunction with the development of the Human Capital Management (HCM) 2024/25 (See objective 12)
Expand on-demand training	HR, IT	Ongoing and in conjunction with HCM implementation
Monitor employee and department needs through survey and feedback sessions to modify and adapt the curriculum as needed to maximize customer satisfaction	HR	Ongoing



PILLAR: TEAM OBJECTIVE 4

Maintain compensation systems and a workplace culture that attracts and retains quality, high performing employees and establishes Waukesha County as an employer of choice. Complete a total compensation market assessment, with the assistance of consulting services. The study will analyze current market position, include recommendations to salary structures, and identify compensation/benefit policy adjustments to ensure Waukesha County maintains compensation competitiveness. A cost and implementation plan that recognizes desired outcomes and meets available budget will be recommended by August 2023. The implementation timeline will be dependent on financial resources available.

Performance Measures

- Maintain a stable to declining regrettable turnover rate.

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Goal
Regrettable turnover as percent of full-time employment	4.95%	4.8%	4.9%	7.6%	12%	5.0%
Regrettable turnover FTE	68	66	68	106	169	70

- Stable to increasing score on employee survey question "My perception of image of Waukesha County as an employer is?" The survey scores represent the percentage of employees that would recommend the county as an employer. (Score is for the entire county).

	2020	2021	2022	2023 Goal	2024 Goal	2025 Goal
Survey Score	83%	82%	86%	90%	90%	90%

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Collect data from local and national peers along with employment market data	HR	April 2023
Compare and benchmark county classifications and determine market position and present recommendation to decision makers	HR	May - July 2023
Modify salary structures and pay and benefit practices based on market analysis. Determine costs and develop recommended salary structure and pay/benefit policy adjustments based on market and available financial resources	HR	August 2023
Develop legislation to implement recommendations	HR	August - December 2023
Implement approved recommendations, some recommendations will need to be phased	HR	August 2023-2025 /Ongoing
Maintain position within the market through annual review, analysis, and budget/policy recommendation	HR	Ongoing



PILLAR: QUALITY

OBJECTIVE 5

Maintain employee benefit offerings that are comprehensive, meaningful, and provide value as part of the total compensation package for employees. Promote the health and well-being of the County workforce by offering programs that meet employee needs and decrease the inflationary pressures on benefit costs. Examples include offering health benefits such as an onsite clinic, discounted pharmacy services and care management programming; financial/wellbeing programs such as lifestyle coaching, deferred compensation programs/financial planning and wellbeing and Employee Assistance Program (EAP) services.

Performance Measures

- Maintain or increase number of preventative screening and exams.
- Utilization Rates, Employee Health and Wellness Center, Voluntary Benefits, 457 and programs such as coaching and financial wellness.
- Maintain Health Insurance premium increases that are at or below the rate of medical inflation.

Year	Medical Rate of Inflation	County Increase Health Insurance Rate Increase
2019	7.0%	0.0%
2020	7.0%	5.0%
2021	7.0%	13.0%
2022	6.5%	2.2%
2023	5.0%	2.5%

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Conduct Request for Proposal (RFP) for clinic operations consultant in advance of shared onsite clinic RFP	HR	September 2024
Conduct RFP along with City of Waukesha, selecting a clinic vendor to continue the delivery of low-cost, high-quality care at an onsite/near-site employer offered medical clinic	HR	RFP will be developed in 2025 with new provider beginning on January 1, 2026
Evaluate and implement condition management programs for health insurance members	HR	Ongoing as part of annual benefit review. Service level changes become effective through budget modification
Evaluate and implement alternative medical and pharmacy arrangements, third party payors, or direct provider contracts that allow for more plan design flexibility and cost saving opportunities	HR	Ongoing as part continuous benefit reviews. Service level changes become effective through budget modification
Annually communicate value of employee total compensation to employees via employee self service capabilities and home mailing	HR	April of each year
Annually assess benefit plan design and benchmark offerings using the total compensation study and with the assistance of a contracted benefits consultant to maintain market competitiveness	HR	Ongoing



PILLAR: FINANCE

OBJECTIVE 6

Wisconsin Act 42 (2019) granted certain counties, including Waukesha County, the ability to adopt a biennial budget process. The Budget Division originally investigated the biennial budget option in 2020-21 and received initial feedback from a biennial budget workgroup which identified operational changes required to have an effective biennial process.

This updated objective directs the Budget Division to evaluate the feasibility and weigh the advantages and disadvantages of implementing a biennial budget process. The objective outcome is to make recommendations to the County Executive and County Board no later than May of 2024 that provide sufficient lead time for the creation of a 2026-27 biennial budget, if pursued. The advantages sought in biennial budget is the decrease in total time spent in the budget process in exchange for increased long-term strategic focus.

This objective is undertaken in conjunction with objective 13, which reviews business processes and replaces the countywide financial/human resource business applications.

Performance Measures

The objective includes research and development. As part of the recommendation, a proof of concept will identify costs and benefits to determine the feasibility of a biennial budget. This objective seeks to make recommendations that increase efficiency and time availability.

Indicators of success may include:

- Increased focus on forecasting and stability through increased analysis and multi-year planning.
- Increase the time allotted to budget drivers and program design to maximize program outcomes and increase efficiency.
- Decreased time allotted to budget preparation.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Research implementation strategies and solutions, develop parallel systems to test and validate feasibility, report back findings to previous workgroup, make recommendations to County Executive	Budget	Nov 2023-May 2024
After conclusion of 2024 budget process, present findings from earlier in the year to County Board in advance of formal resolution	Budget	December 2024
Present proposed resolution requesting approval for biennial budget process	Budget	January 2025
Implement and roll-out biennial budget framework and systems to department heads and budget preparers	Budget	Feb-June 2025
Develop proposed 2026-27 budget	Budget	June-Nov 2025



PILLAR: QUALITY & CUSTOMER SERVICE

OBJECTIVE 7

Objective 7: Create a “digital front door” by identifying opportunities to improve current and implement new software platforms to allow internal and external customers secure and efficient access with the county so they may receive desired information and conduct business when it is convenient. This “digital front door” includes multiple applications/platforms that are slated to progress from the discovery to implementation phase in the 2023-25 strategic planning cycle.

Performance Measures

The objective includes multiple applications and platforms. Ultimately, each application will be evaluated against the ROI metric of providing more by reducing barriers through technology. More information access, more online transactions, reduced risk/improved security, and greater customer satisfaction are the primary objectives. Indicators of success may include:

- Stable to increasing scores on customer service satisfaction survey (See Objective #1).
- Increasing number of online visits.
- Reduction of in-person and phone inquiries.
- Increase in ecommerce activity.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Implementation of a new County website with enhanced search functionality and on-line payment options to provide a greater ability to conduct county business when convenient for customers and online	IT	July 2025
Collection's line of Business Application (RevQ+) enhancements to provide secure/ integrated payment card processing and ecommerce; integrated electronic communication options with customers including texting, messaging, and e-mail	Collections	June 2023
Identification and implementation of software enhancements for property tax system to improve information available to residents and municipalities online	Tax Listing	On-going
Create a searchable Application Directory	IT	January 2025



PILLAR: TEAM & CUSTOMER SERVICE

OBJECTIVE 8

Build institutional capacity for high risk, complex, and technical jobs to enhance customer service during position turnover and reduce organizational risk.

Due to changing technologies, process modifications, organizational priorities, and turnover in the workforce, the Department of Administration will continue to undergo significant changes in employee positions and responsibilities. While the department has taken strides to build standard operating procedures for some positions, there are still key positions in divisions that are "one deep." As a result, a vacancy in those positions would be disruptive in meeting organizational goals and providing expected service. To address this concern, DOA will continue to develop succession plans and implement cross training opportunities for key DOA and countywide positions.

Performance Measures

- Stable to increasing score on employee survey question "I understand how my work and assigned goals directly contribute to the overall success of the county meeting its strategic priorities?" The survey scores represent the percentage of DOA employees that agree or strongly agree.

	2020	2021	2022	2023 Goal	2024 Goal	2025 Goal
Survey Score	92.5%	96.6%	95.0%	99.0%	99.0%	99.0%

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Identify departmental staff positions where there is limited redundant subject matter expertise. For positions that are of high importance to the organization's success, identify a back-up position	All Divisions	Ongoing
Continue to review and update existing procedure manuals, operating procedures, policies or process documentation to update and maintain relevance	All Divisions	Ongoing
Develop back-up/cross training documentation, policies, and procedures for key responsibilities	All Divisions	Ongoing
For organizationally key positions, identify opportunities to spread organizational knowledge to other positions either within the same department or through partnerships with other departments	All Divisions	Ongoing
Identify method to identify high potential employees to fill future vacancies. Prepare professional development plans to prepare employees for key positions	All Divisions	Ongoing at least annually through evaluation process
Develop internal experts to provide support to smaller departments who may experience turnover in key staff	All Divisions	Ongoing



PILLAR: QUALITY OBJECTIVE 9

Enhance the county’s IT security posture that integrates people, processes, and technology to protect data and systems against cyber and security threats and minimize the risk of data breaches.

Performance Measures

- Compliance with IT security/data protection laws, regulations, and recommended practices (CIS, CJIS, HIPAA).
- Achieve Industry Benchmark Phish-prone % score.
- Implement information/data governance strategies to address changing work environment and data security needs.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Complete Data Governance Workshop	IT	December 2023
Complete updated incident response plan	IT	April 2024
Install secure options for cloud managed endpoint devices	IT	December 2024
Use sensitivity labels to classify and protect data and label at least 20% of all content within File Shares and SharePoint	IT	January 2025
Implement enhanced Application/System Risk Assessment process	IT	January 2025
Complete HIPAA audit remediation	IT/Risk Management/Records/HR	December 2025
Implement a Secure Vendor Management application and applicable processes	IT	December 2025
Continue annual cybersecurity tabletop exercise and subsequent follow-ups	Incident Response Team ¹	Ongoing
Evaluate and enhance phishing education and compliance requirements to improve overall employee performance	IT	Ongoing

¹ The Incident Response Team consists of staff from Emergency Preparedness, Corporation Counsel, Risk/Compliance, Human Resources, County Executive Office, County Board, and IT.



PILLAR: QUALITY

OBJECTIVE 10

Implement a comprehensive process and application modernization program that leverages emerging technologies and best practices to improve operational efficiency and quality, while reducing costs and increasing agility.

Performance Measures

- Stable to increasing score on employee survey question "I understand how my work and assigned goals directly contribute to the overall success of the county meeting its strategic priorities?" The survey scores represent the percentage of DOA employees that agree or strongly agree.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Identify and assess existing IT systems, processes, and applications to determine areas that need improvement or modernization	IT	Ongoing
Address specific areas of concern, such as outdated or inefficient systems, manual or redundant processes, and quality issues	IT	Ongoing
Incorporate applicable automation, digitization, and agile development methodology elements to achieve maximum efficiency and quality	IT	Ongoing



PILLAR: QUALITY

OBJECTIVE 11

Improve data driven decision making using data analytics, through countywide tools and applications.

Performance Measures

- Implement a Data Analytics Dashboard Visualization for 50% of applicable data decision systems.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Implement Inmate Status Dashboard	IT	August 2023
Complete Fentanyl Community Response Map	IT	December 2023
Complete ERP/HCM Data Dashboards	IT	December 2025
Educate workforce on data driven decision making	IT	Ongoing
Create and/or enhance policies and procedures to support data analytics	IT	Ongoing
Identify technology to support and drive data	IT	Ongoing



PILLAR: CUSTOMER SERVICE

OBJECTIVE 12

Replace the Enterprise Resource Planning (ERP) system (e.g., countywide financial and human capital enterprise-wide systems) to decrease operational complexity, increase efficiency, and improve access to effectively manage resources, improve customer service, and enhance the employee experience. The initial phase includes the evaluation of current human resources, payroll and finance practices throughout the County and the identification of opportunities to utilize technology to improve operations.

The goal is to implement all modules in a fully integrated ERP system by December 31, 2026, to improve customer satisfaction and experience by creating efficiencies and eliminating manual human resources and accounting practices throughout the County.

Performance Measures

Goals of improving service through process improvements will be measured as efforts are identified and implemented. Overall the goal is to increase efficiency, potential measurements include:

- Reduction on overall number of application interfaces.
- Reduction in overall time spent on payroll entry/processing, salary change orders, and benefit processing.
- Increase in customer satisfaction as measured by stable to increasing scores on customer service satisfaction survey (See objective #1)
- Measurement of ad hoc satisfaction surveys specific to application and business processes.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Partner with industry experts for needs analysis, and document requirements in advance of developing a request for proposal (RFP) to ensure project success through the product selection	HR, Accounting, IT, Purchasing, Budget	May 2023
Develop and release RFP for a top tier ERP system focused on providing a stable long-term platform which provides an efficient environment enabling continuous improvement for years to come	HR, Accounting, IT, Purchasing, Budget	June 2023
Select system, negotiate, award contract and modify project plan to prioritize resources for successful implementation	HR, Accounting, IT, Purchasing, Budget	December 2023
Implement core functionality of ERP	HR, Accounting, IT, Purchasing, Budget	December 2025
Implement remaining modules of ERP by December 31, 2026, and provide a control process that allows for continuous improvement	HR, Accounting, IT, Purchasing, Budget	Ongoing



PILLAR: FINANCE

OBJECTIVE 13

Conduct comprehensive analysis of financial health of the Risk Management program and implement strategic program changes to ensure long term funding stability.

Performance Measures

- Total dollar amount of fund balance used to subsidize department insurance rates is cut in half by end of 5 years (2028).

2021 Actual	2022 Actual	2023 Estimate	2024 - 2028 Goal
\$269,799	\$265,500	\$265,500	Fund Balance cut in half by year end 2028

- Year-end reserves are booked at or above Expected Confidence Level (50-55%), preferably 75% or above, utilizing remaining budget authority without having to seek additional funding source via County Board ordinance.

2021 Actual	2022 Actual	2023 Goal	2024 - 2028 Goal
\$5,935,624 @ 75-85% confidence level	\$5,741,564 @ 75-85% confidence level	Reserves booked at or above Expected Confidence Level, preferably at 75% or above	
Booked with remaining budget authority	Booked with remaining budget authority	Reserves booked with remaining expenditure authority	



PILLAR: FINANCE (CONTINUED)

OBJECTIVE 13

- Total Cost of Insurance and Total Cost of Risk per \$1,000 of County expenditures are stable (annual increases are in line with inflation).

Measure	2021 Actual	2022 Estimate	2023 Estimate	2024 - 2028 Goal
Total Cost of Insurance	\$4.12 5.6 % increase	\$4.36 5.8% increase	\$4.56 4.6% increase	Annual increases in line with inflation
Total Cost of Risk	\$11.26 2.8% decrease	\$10.92 3.0% decrease	\$10.92 0.0% change	Annual increases in line with inflation
CPI-U (midwest, all items)	5.1% increase	8.0% increase	TBD	N/A
Purchased insurance premiums	\$1,157,591	\$1,304,805	\$1,437,254	N/A
Risk Management expenditures	\$3,165,113	\$3,269,493	\$3,441,755	N/A
County expenditures (excluding capital projects & debt service)	\$281,184,139	\$299,275,624	\$315,209,335	N/A

*2020 Actual: Total Cost of Insurance \$3.90/Total Cost of Risk \$11.58 based on purchased insurance \$1,041,955, RM expenditures \$3,092,285, County expenditures \$267,042,366.

Strategy / Tactics (completion dates)

Strategy	Strategy Owner	Timeframe
Prepare 5-year Risk Management budget forecast that incorporates strategies to fund hard market purchased insurance increases and retained losses	DOA- Risk/Purchas ing Manager	2024-2028 Budgets
Incorporate insurance allocation rate strategy that provides for increases in rates to departments that are viable without continued reliance on fund balance	DOA- Risk/Purchas ing Manager	2024-2028 Budgets
Work towards increasing year end reserve confidence level so as to provide greater margin for possible adverse deviation from expected losses	DOA- Risk/Purchas ing Manager	Ongoing
Work towards increasing retained earnings in Risk Management fund beyond claims payable reserve levels so as to provide responsible budget flexibility to fund catastrophic losses above insurance policy limits, uninsured claims, provide a buffer for changes in actuarial determined reserves based on large claim payouts or adverse claims trends	DOA- Risk/Purchas ing Manager	Ongoing
Identify cost savings opportunities in purchased insurance program to help control continued increases in insurance premiums	DOA- Risk/Purchas ing Manager	Ongoing



APPENDIX A

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

DOA Statement of Purpose

The mission of the Department of Administration (DOA) is to assist other County departments and strategic partners by providing standards and support systems for human resources, financial/risk management, information technology, procurement, and other support services. DOA initiates enhancements and promotes efficiencies to serve customers, who are primarily internal departments and their employees. Through these efforts, DOA seeks to continuously improve and enable better service to County departments and ultimately the citizens of Waukesha County.

2022 Scanning Process

DOA shared financial, workforce and economic data with the County workgroup assigned to develop the broader countywide environmental scan. The countywide scan included analysis of trends and expectations. As a continuation of the scanning process, all departments have been asked to create a department specific environmental scan that combines the shared broader observations along with a deeper review of department specific objectives, including consideration for the voice of their customers.

To complete the scanning process DOA used a variety of internal and external resources such as legislative analysis, customer surveys, focus groups and literature/peer best practices reviews. Most importantly, the DOA scan builds a SWOT analysis (Strengths, Weaknesses Opportunities and Threats) serving as a foundation for continuous improvement, adaptability and the development of the 2023-2025 DOA Strategic Plan.

Voice of the Customer

As part of the 2023-2025 strategic planning process, and to identify improvement objectives, DOA convened several focus groups and conducted surveys to gather customer perspectives on the business processes and services provided by DOA. These efforts officially began at the September departmentwide all-DOA staff meeting where every DOA employee was invited to participate and share their thoughts in small groups. The conversation centered around three questions:

1. What do employees appreciate most working for DOA?
2. What can DOA do better or differently?
3. What should DOA consider as it plans for its future?



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

Additional focus groups and surveys were conducted to gather customer perspectives from other departments. Similar questions were asked but with a work area-specific focus. To date there have been seven opportunities (listed below) to share information and hundreds of participants have engaged in this process. Feedback shared will not only assist in completing the environmental scan but will also be used as a tool to focus communication with customers as the department completes the strategic plan and works toward completing strategic objectives.

Date	Focus Group
September 27	Employee – Risk/Purchasing
September 28	Employee – All DOA Staff Meeting
September 30	HR – Customers/Supervisory
October 3	Finance – Customers (Accounting/Budget/Business Services/Purchasing/Risk)
October 5	HR Division – Customers/Employees
October 1 – 18	IT-End User Customer Survey
October 13 – 18	Employee – Information Technology Division



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

DOA - Countywide

Economy – Like all County departments, DOA both benefits and faces the same headwinds from local economic conditions. The County has an excellent and stable financial position as recognized by its AAA bond rating, reflecting strong financial management, considerable budgetary flexibility and the available but unused authority to implement a half-percent sales tax. Waukesha County also benefits from a large, diverse tax base with strong resident income and modest leverage and fixed costs. These strengths are expected to continue as most Waukesha County small businesses indicate they expect to grow over the next five years.

Inflation – Inflation has increased dramatically over the past 18 months, increasing to above 8% for most of 2022. Inflationary pressures have been felt in the most areas, including personnel costs where demand for labor is outstripping supply leading not only increased turnover but higher vacancy levels.

One-Time Revenue – The County's ability to maintain service levels is affected by inflationary increases and the hardened labor market. Budgetary effects and the immediate problems are somewhat mitigated by significant levels of federal pandemic recovery funding (e.g., ARPA). This influx in one-time federal funding has been accompanied by County budgetary and political resolve to limit the use these funds for long-term obligations and to focus them on cost avoidance investments and projects with a positive long-term return.

Levy and Service Delivery – The state-imposed levy limits, which tie property tax levy growth to increased net new construction, result in modest annual levy increases. Annual increases are considerably below the cost to continue service levels. This requires creativity and problem solving to streamline existing processes to meet service delivery expectations. The County has successfully leveraged lean problem solving to close the gap each year. However, closing the budget gap is increasingly difficult based on expected modest revenue growth being further eroded by increasing inflation. The County will be required to develop strategies that maximize existing revenue, develop new sources, modify service delivery and levels, and pursue state legislative change. This stood out during focus group sessions, where customers expressed concern toward the disconnect between the strength/wealth of the local economy and the County's limited financial capacity to meet customer service delivery expectations.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

Facility/Work Environment Expectations – The reconstruction of the 1959 courthouse presents significant opportunities and challenges. The renovation will result in the temporary relocation/disbursement of DOA information technology staff throughout the campus. Initial plans include relocation to multiple shared spaces within the main campus and increased reliance on remote work. This decentralized staffing approach will require continued strong teamwork and even heavier reliance on remote work technology. The DOA-IT division is well suited for this challenge, as DOA currently supports work-from-home capacity and manages across multiple campus office locations. Management efforts to develop cohesive team relationships, maintain appropriate in-office staffing levels and positively influence morale through this multi-year transition will be important 2023-2025 objectives. Additionally, many DOA employees expressed strong interest in both maintaining remote work flexibility and focusing on team culture building, including increased social activities at work.

The courthouse renovation also includes significant opportunities to design employee workspaces and technical resources that will improve productivity, security and employee amenities for years to come. The current IT offices are inefficiently configured. Staff collaboration space, areas for managers and teams to be collocated and customer service areas are lacking. Heating, ventilation, lighting, controlled access and employee amenities are also behind modern standards, which creates a significant weakness from an employee recruitment and retention standpoint. These facts were clearly identified in focus groups and obvious to management. The IT workspaces being planned as part of building renovations will be inviting, safe and foster collaboration.

The courthouse renovation project will also replace a portion of IT infrastructure including the relocation of the server room. These renovations will need to be thoroughly planned and thoughtfully implemented to maintain critical infrastructure during construction but present DOA with an opportunity to strengthen DOA and overall County IT operations.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

Office Space – The planning exercises undertaken as part of the courthouse renovation also identified the need to provide larger on-campus training rooms. For several years, the County has emphasized building and retaining an effective workforce through professional development and training, but the current meeting rooms are small, limiting sessions to fewer employees or requiring offsite travel to the larger Emergency Operations Center. The exercises also highlighted the need for added privacy within office suites, specifically within the DOA Human Resources Division. DOA-HR maintains significant amounts of sensitive data and the nature of human resources frequently involves confidential conversations. The current DOA-HR office suite does not have controlled access or sufficient private office/conference capabilities to conduct business efficiently. Analysis of administration center office space and potential reconfigurations should be a consideration in the next three years as departments have significantly changed in service scope and space use from the early 1990s when the administration building was originally placed into service.

Customer Service – DOA is proud of its overall customer satisfaction scores, which averaged 4.79 in 2021, exceeding the County's benchmark standard of 4.65. However, during times of rapid change, it is not uncommon for DOA scores to dip below the 4.65 benchmark. DOA's year-to-date 2022 score is 4.49. Based on survey and focus group feedback review, the score reduction may be partially attributable to systems and process complexity, especially in the areas of IT and human resource management. Changing processes is sometimes difficult for end users to navigate. With increasing workload, complexity, and rapid change accelerated by the pandemic and its subsequent recovery, it is necessary to communicate not only the change but the reasons why. Focus group feedback points towards the need to improve communication frequency, clarity and find new methods to match the volume of change.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

DOA - Specific

Investments in enterprise-wide applications and progress towards increased digital record management, customer self-service, process automation, data analytics and artificial intelligence are ways for DOA to meet customer expectation while dealing with increased workloads but will require significant investments in technology and project resources.

These process and technology efforts not only apply to DOA systems, but they also apply to department-specific applications as well. The professional, technical, and project management skills DOA provides to departments will continue to be in high demand, and measures will need to be taken to acquire sufficient resources to meet demand and manage requests to focus resources on projects that have the highest return.

Human Resources/Business Process – The Great Resignation and labor shortage being experienced by the nation has resulted in rising turnover rates and increased competition among employers. Waukesha County and DOA are also experiencing these trends, as noted in the countywide environmental scan, which is resulting in workload management issues, increased financial and human resources management costs associated with recruitment and on-boarding.

The overall tenure of County employees has also decreased in the past 10 years reflecting both the departure of the baby-boom generation from the workforce and increased turnover due to the tight labor market. This not only increases direct costs, but it also has led to a loss of institutional knowledge. Ideas shared as part of employee focus groups included many workplace/staffing positives, but also included areas the County must focus on to remain a preferred employer in a competitive market. These focus group ideas included compensation, benefit flexibility, work-from home options and improved onboarding relating both to streamlining policy/process and developing workplace culture consistency.

Business processes and policy review continue to be an area of DOA focus. By identifying areas of inefficiency and procedural bottlenecks, DOA seeks to address areas identified as cumbersome by customers. Reducing complexity through review of policy to add focus on analysis and systems that add value to decisions rather than “just following process” will make it easier to interact with DOA and drive agile decision making. Data informed decision-making geared toward finding high-value contributions in purchasing, contract development, online services, process automation, artificial intelligence, ecommerce, and enterprise content management have all been identified as strategic opportunities.



APPENDIX A - (CONTINUED)

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Streamlining sounds easy, but it comes with significant effort to revisit and revise policy to ensure appropriate internal controls, compliance with law and regulation, and management of risks. DOA assumes significant responsibility in these areas and will need to work collaboratively with all business partners, both internal County departments and external partners, such as state and local governments, non-profits and outside vendors. Governance and the management of shared responsibilities, along with compliance in areas such as PCI (payment card industry standards), DLP (data loss prevention standards), PII (personally identifiable information) and HIPAA (Health Insurance Portability and Accountability Act) have been identified as areas of high importance in the strategic planning process.

Enterprise Resource Management Systems – DOA and its customers recognize shortcomings in the current enterprise/human capital management systems. The ability to manage business resources across the enterprise and apply data analysis to existing programs that identify emerging opportunities is critical to the long-term vitality of an organization. Throughout the County, departments are asking employees to work hard and implement new programs and services, usually with limited capacity. Departments and citizens want more information, and the digital expectation is that information is always available.

DOA is analyzing line-of-business applications that support agile decision making. The replacement of the enterprise resource planning (ERP) and human resources information systems (HRIS) is expected over the next three years. The primary objectives are to expand capacity to make management decisions, combined with increased end user ease of use. For example, the ability to simplify the recruitment/application process, onboarding, talent management/development, benefits administration and compliance processes have the potential to dramatically improve the County's efficiency and competitiveness as an employer. DOA focus group participants stressed these ERP/HRIS focused improvements as priorities.

DOA staff will be significantly impacted by implementing these new countywide systems. The implementation and testing of new systems requires employee commitments that are frequently in addition to their core work responsibilities. These expectations place greater stress on employees and point toward a need to manage workloads effectively. One technique to manage these high-volume workloads will be exploring project positions that can be implemented as part of transition planning. The addition of temporary and transitional staff has not been commonly used by the County, but based on workload volume, the current labor market and compressed timelines, project positions will be an important option to explore.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

DOA addressed many acute labor market concerns through job-specific analysis and class studies in 2020 and 2021. As part of the normal benchmarking process needed to maintain competitive compensation structures, DOA will be completing a compensation study during the first half of 2023. This normal benchmarking process is not only exceptionally timely, but it also affords DOA the opportunity to take a more comprehensive approach by assessing unique characteristics of the current labor market.

Transition Planning - The County will need to continue to look at succession planning. There remains a significant portion of County employees reaching retirement age, and this is compounded by a reduction in overall employment tenure. It is uncertain if this reduction in tenure will be an ongoing trend or more of a temporary condition caused by the post-pandemic labor market. Regardless, the probability of having long-term stability in positions and relatively predictable transitions has decreased. The need for transition planning, policy and procedure documentation and cross training were consistently identified in all divisional SWOT analyses and point toward a county-wide need to develop recruitment/skill development and compensation programs that attract, develop, and retain employees. Budgetary constraints will likely mean staff will be distressingly vulnerable to the loss of even a single member (both in professional and administrative support categories). A greater emphasis will need to be placed on documenting specialized functions. This requires time and the assignment of responsibilities unrelated to employee core tasks and will need to be prioritized more than in the past.

Training - Employee development is essential, and the County will continue to develop incentives through the performance evaluation process for building expertise, while providing opportunities for individual growth and training. Established programs such as SOSE (Standards of Service Excellence), Management University, Introduction to Supervision and Lean Management develop skills and prepare employees for promotional opportunities. Focus groups expressed confidence in these programs and a desire to continue and expand these programs to prepare workers for leadership roles and to support all personnel in accepting broader responsibilities.

Flexible training was identified as a priority in DOA focus groups. The need to have programs that support employees' professional efforts and personal development is critical. The development of training formats, such as on-demand video, searchable content, chat bots and wiki-knowledge base tools that allow employees to learn at their own pace and to find support resources when needed, were identified as important services. Additionally, the focus groups identified both mandatory countywide training and job-specific training for successful employee on-boarding, as high-priority integrations within the HRIS system to ensure consistency and compliance. In addition, the need to have workplace policies, which address and support the emphasis on diversity, inclusion and respect, are essential.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

Technology - The technology use within County government and among its customers continues to grow. Trends toward cloud, e-commerce, remote work, and end user driven systems enable more functionality and services available to internal and external customers. This "always on – always accessible" expectation requires increased dependence on information technology and the support services to implement/manage systems and mitigate risk.

Continued strategic investment in technology and a focus on system and process effectiveness/efficiency results in productivity and subsequent return on investment. Enhancements to information management, IT security, business continuity and data access will continue to develop. The increased use and access of data means that IT security is an ever-increasing responsibility, and the need to protect data and follow sound information governance policy is critical.

Investment in IT security, business continuity, and disaster recovery will assist in reducing cyber-attack vectors and help ensure confidentiality, integrity, and availability of information/data. An evolving, multi-tiered approach will provide protection from internal/external threats and keep public trust and brand reputation intact. The post-pandemic world has accentuated the need to focus on improving the delivery of digital government services through the development of the external website. Enabling anytime, anywhere, and any-device alternatives to in-person, paper-based services will provide operational efficiencies and increase constituent satisfaction.

The reality of continuous technological change requires increased employee training, both internal to DOA-IT and at the end-user level. Technology is not a centralized IT responsibility alone. Portions of traditional information technology responsibilities continue to shift to end-users and business-specific subject matter experts act as application administrators. This creates efficiencies and it also requires increased focus on effective end-user solutions and the development of end-user expertise, documentation, and business continuity. The focus on end-user applications and lean IT staffing results in IT expertise in some areas being "one-person deep," requiring the need for supplemental outside resources and prioritization of core functionality.

DOA will continue to invest in people, process, and application efficiencies to enable IT services and deliver business objectives and goals. Focus group and survey feedback identified opportunities for improvement in project initiation, prioritization, and visibility; IT Service Desk responsiveness, ticket entry mediums, and communication alternatives; and automation/standardization of forms and tasks.



APPENDIX A - (CONTINUED)

DEPARTMENT OF ADMINISTRATION ENVIRONMENTAL SCAN

DOA Conclusion

Significant opportunities and challenges exist. DOA is well situated to make significant progress through the pursuit of continuous improvement which will enable better service to departments and the residents of Waukesha County.