

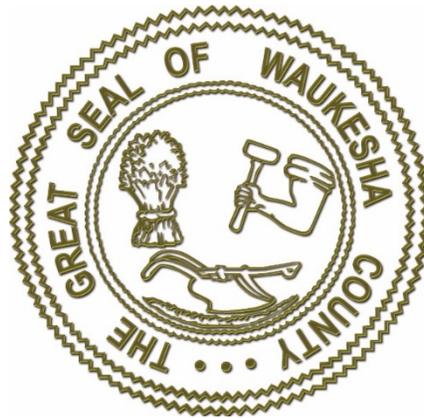


Waukesha County
Department of Administration

Strategic Plan

2017 - 2019

Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



“The Waukesha Department of Administration is dedicated to the highest level of customer service through the provision of support functions and continuous improvement efforts that generate efficiencies of service to the public.”

– Norman A. Cummings, Director of Administration

Acknowledgements

The thoughtful and timely completion of the strategic plan could not be accomplished without the persistent effort of all Department of Administration (DOA) employees. DOA employees have demonstrated their commitment to continuous improvement, and living the Standards of Service Excellence, through past successes and through their enthusiasm for the future as demonstrated in the preparation of this plan.

For their contributions to this document, we recognize and thank all employees of the Department of Administration.

Table of Contents

 *Tip: Click title to
jump to **Chapter***

Reader’s Guide: How to read the Strategic Plan	4
Appendices at a glance	6
Transmittal Letter	7
Executive Summary	8
COUNTY MISSION STATEMENT	9
COUNTY STANDARDS OF EXCELLENCE	9
COUNTY PILLARS	10
DEPARTMENT STATEMENT OF PURPOSE	10
Strategic Objectives at a glance	11
Strategic Objectives in detail	12
Appendices in detail	30

Reader's Guide: How to read the Strategic Plan

Thanks for reading Waukesha County **Department of Administration Strategic Plan**.

This document provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department aims to meet those goals.

Note: Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). We welcome your questions and feedback any time!

What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **specific, measurable, attainable, realistic, and time-bound** (aka **SMART**).

Each objective appears in two places: In a list that shows all of our goals in one place, and on its own page (example below, right).

Owner: The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

Strategy: What must be accomplished in order to achieve our objective.

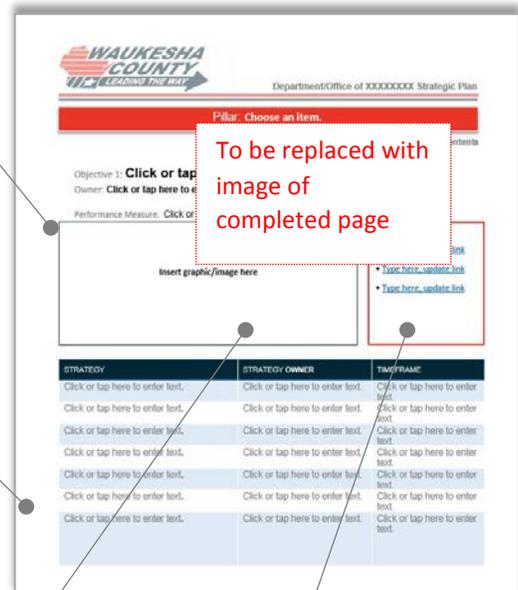
A company that sells fruit snacks may set an objective to "increase sales." One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

Performance measures:

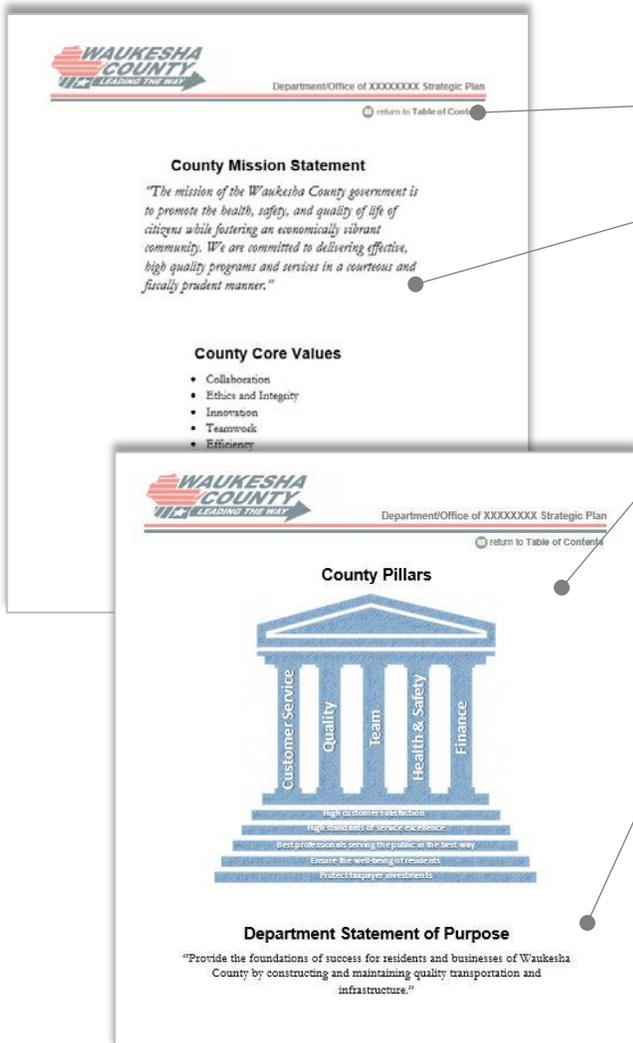
A graphic or image show the progress and status of each Objective's success.



Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov, or elsewhere!

How to read the Strategic Plan continued



The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's **Mission Statement**. The big picture.
- Waukesha County **Standards of Excellence**, the principles we observe on our path to completing our mission.
- Waukesha County's **Five Pillars of Success**, our framework for identifying core priorities and establishing program goals.
- Department's **Statement of Purpose**. Each department completes a Strategic Plan. Each declares its own "mission" here.

How is the objective shaped by the "environmental scan"?

Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

Find environmental scan data summarized in this document's Executive Summary and Appendix sections.

Appendices at a glance

 [return to Table of Contents](#)

Appendix A – Department of Administration 2017 Environmental Scan

 *Tip: Click title to
jump to **Appendix***

Transmittal Letter

 [return to Table of Contents](#)

August 1, 2017

Waukesha County Executive Paul Farrow
Waukesha County Board
Waukesha County residents and visitors

We are pleased to present the updated Waukesha County Department of Administration 2017-2019 Strategic Plan.

During the Spring of 2015, the Department of Administration (DOA) management team completed environmental scanning sessions to develop the 2015-2017 strategic plan. As part of strategic planning, and in conjunction with DOA continuous improvement efforts, the DOA management team completed this 2017 update to the strategic plan with new and updated strategic goals and action plans through the year 2019.

The 2017 process included multiple environmental scanning sessions to identify strategic initiatives based on customer feedback and an analysis of available resources. This update also incorporates the County's Standards of Service Excellence and Pillars, which identify core priorities and program goals enabling the development of SMART (Specific, Measureable, Attainable, Realistic and Time Bound) objectives. DOA looks forward to implementation of SMART objectives that allow for benchmarking and objective measurement of success in future years.

DOA is dedicated to the successful implementation of this plan and looks forward to working with all stakeholders in its execution.


Norman A. Cummings
Director of Administration

Executive Summary

 [return to Table of Contents](#)

The Waukesha County Department of Administration management team conducted several strategic planning sessions during the Spring of 2017 to update the Plan through review of previously completed initiatives and environmental scanning sessions to assess current and expected future needs.

Results of these scanning sessions were shared with employees through smaller divisional team meetings, which resulted in managers bringing forward draft objectives for management team consideration. Draft objectives were also used in the development of the 2018 Department of Administration Budget and reviewed by the managers group in July 2017. Objectives deemed purely operational were removed from this document to focus on the truly strategic and measurable outcomes DOA is pursuing for the period 2017 – 2019.

The Plan incorporates the County Standards of Excellence and Pillars. These changes will assist DOA in efforts to benchmark performance with comparable communities and industry as well as provide a consistent framework for internal County collaboration. The expanded focus on SMART (Specific, Measureable, Attainable, Realistic and Time Bound) objectives will be somewhat evolutionary as we analyze current data and determine the best way to measure success over the long term. This evolution is part of Waukesha County and DOA's culture of Lean/Continuous improvement.

DOA's plan focuses on the core mission that is to assist other County departments by providing countywide standards and support systems to promote enhancements and efficiencies of services. Objectives focus on this mission specifically in the areas of technology infrastructure, business application improvements, information security, employee development, and lean process improvements.

The plan is a living document, as strategy moves toward implementation, DOA managers will be working with their teams to adapt, update and report measurement on an annual basis.

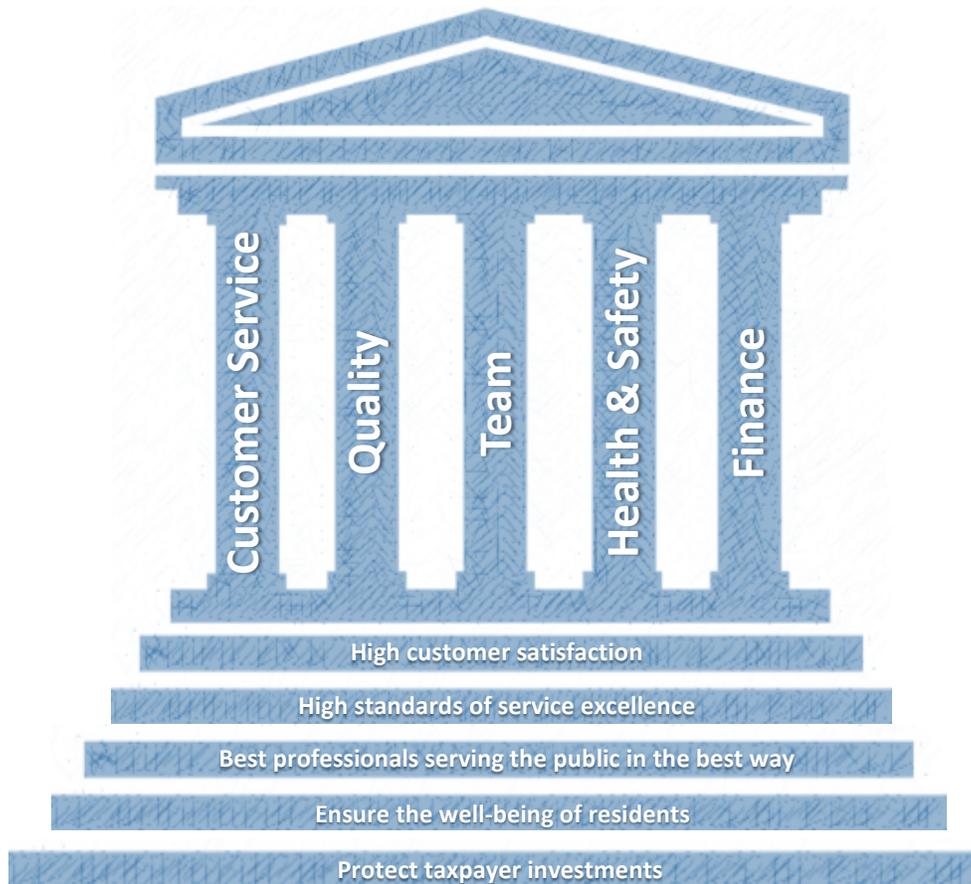
County Mission Statement

“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.”

Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Wellbeing

County Pillars



Department Statement of Purpose

“The Department of Administration assists other County departments by providing County-wide standards and support systems to promote enhancements and efficiencies of services to the public.”

Strategic Objectives at a glance

 [return to Table of Contents](#)

- 1) Customer Service
- 2) Enterprise Content Management
- 3) Centralized Budget Site
- 4) Access, Digital Storage, Business Continuity
- 5) Continuous Improvement
- 6) Talent Management
- 7) Line of Business Application Replacement
- 8) Total Compensation
- 9) Employee Development
- 10) Employee Health and Wellbeing
- 11) Digital and Physical Security
- 12) Purchasing Spending Analysis

 *Tip: Click title to jump to objective detail*

Strategic Objectives

Pillar: Customer Service

 [return to Objectives list](#)  [return to Table of Contents](#)

Objective 1: To establish consistent customer service across Waukesha County departments, achieve an annual 4.50 mean rating for customer service satisfaction.

Owner: Department Head

Performance Measure: Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1 – 5.

STRATEGY	STRATEGY OWNER	TIMEFRAME
Analyze countywide employee engagement survey	DOA Managers Workgroup	2017
Develop survey methods	DOA Managers Workgroup	4 TH Quarter 2017
Begin measurement period	DOA Managers Workgroup	January 2018
Report out survey results	DOA Managers Workgroup	2 nd Quarter 2018
Complete analysis of survey and develop strategies to continuously improve customer service satisfaction	DOA Managers Workgroup	August 1, 2018

Pillar: Customer Service

 [return to Objectives list](#)

 [return to Table of Contents](#)

Objective 2: Enterprise Content Management - Process Workflow / End User Experience Improvements:

Improve efficiency, access and amount of content under structured information management (i.e. managed disposition) through analysis of countywide department business processes. Target services that have the highest return on investment (ROI). Target ongoing efficiency savings with a positive ROI within a 3-year to 5-year period.

Improve Enterprise Content Management Systems (ECM) end user ease of use by returning end user queries of managed content within 10 seconds or less.

Owner: Information Technology Manager

Performance Measure:

1. Percent of storage under life cycle content management (benchmark)
2. Year over year growth in storage environments (benchmark)
3. Customer Satisfaction Survey
4. Retention Schedule Use / Compliance (survey/audit)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review content management tools in combination with ECM governance road map	ECM Governance Workgroup	4th Quarter 2017
Select ECM middleware content management tools (i.e., ingestion, indexing/access and disposition products) through Request for Proposal (RFP) process	ECM Tactical Team in concurrence with ECM Governance Core Workgroup and RFP process	2017 – 2018



<p>Expand use of preferred suite of ECM tools and appropriate storage repositories based on departmental needs, application requirements and ROI</p>	<p>ECM Tactical Team in concurrence with ECM Governance Core</p>	<p>Ongoing -2019</p>
<p>Incorporate digital/e-signature in countywide workflow processes</p>	<p>ECM Tactical Team in concurrence with ECM Governance Core</p>	<p>4th Quarter 2018</p>
<p>Establish a robust ECM operational and policy-training program to meet the efficiency and use-ability targets established</p>	<p>DOA Records Management DOA Information Technology DOA Human Resources</p>	<p>Ongoing – with targeted application training – 4th Quarter 2018.</p>
<p>Provide additional and improved customer access to County data while maintaining appropriate security. Prioritize accessibility through stakeholder analysis</p>	<p>EMC Governance Core</p>	<p>4th Quarter 2018</p>

Pillar: Customer Service

 [return to Objectives list](#)
  [return to Table of Contents](#)

Objective 3: Development of Central Budget SharePoint Site

Establishing a central “one-stop shop” making it easier for DOA customers (department heads, budget preparers and financial staff) to locate and share key financial information across department divisions. The site will incorporate links to DOA divisions and their related processes (e.g., position/purchasing requests, budget monitoring tools, etc.). Improved versioning control will help mitigate confusion customers may have in locating the latest document and tracking revisions.

Owner: Budget Manager

Performance Measure:

1. Year over Year comparison of customer satisfaction (Survey)
2. Number of site visits (comparison over time in relationship with survey results)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Work with Information Technology Division to refine Budget Division SharePoint site	Budget Division	1st Quarter 2017
Develop and expand content for grant applications, budget appendices, uPerform tutorials, funds transfers, communications, policies and procedures, training manuals, position request forms and other budget documents	Budget Division	1st Quarter 2017
Create site library for quarterly financial status reports	Budget Division Business Services	1st Quarter 2018
Create site library for departmental financial dashboards and/or financial projection (DEER) files	Budget Division	1st Quarter 2018



Meet with Purchasing Division to discuss ability to share contract information (for projecting future budget levels) and budget information (for verifying available budgets during RFP process)	Budget & Purchasing Divisions	4th Quarter 2018
In collaboration with Human Resources, enhance personnel cost forecasting and budget monitoring	Budget & HR Divisions	1 st Quarter 2019
Determine ability to host budget book pages on SharePoint site	Budget Division	2nd Quarter 2019
Develop “suggestion box” to receive feedback on budget team performance and budget system issues	Budget Division	2nd Quarter 2019

Pillar: Quality

 [return to Objectives list](#)  [return to Table of Contents](#)

Objective 4: Access, Digital Storage, Business Continuity Improvements

In preparation for replacement of Information Technology storage infrastructure, analyze existing architecture and application needs in the development of a long-term cloud and on premise storage strategy to manage costs, improve access and provide for recoverability in case of business continuity events.

Owner: Information Technology Manager

Performance Measure:

1. Benchmark cost increases to CPI (Consumer Price Index for Computer Storage Devices)
2. Storage – Measurement of compliance with retention schedules

STRATEGY	STRATEGY OWNER	TIMEFRAME
Analyze Microsoft environment for migration to cloud based storage and application offerings	Information Technology	4th Quarter 2017
Review costs and funding structures along with storage lifecycle	Information Technology in cooperation with Business Services-Records Management and Accounting Services	2nd Quarter 2018
Develop ECM content middleware in collaboration with storage environments and Line of Business applications to improve end user adoption of content lifecycle management, information security and access	Information Technology in concurrence with ECM Governance Core workgroup.	4th Quarter 2018 – 2019



Provide access to business continuity materials in the cloud	Information Technology	3rd Quarter 2018
Develop Encryption – Strategy and perform ROI Analysis	Information Technology in cooperation with Records Management	4th Quarter 2018
Address growing demand for video capture and resulting storage demand and escalating cost by working with stakeholders to manage record keeping requirements.	Information Technology in cooperation with ECM Core Governance Workgroup	4th Quarter 2019

Pillar: Quality

 [return to Objectives list](#)
  [return to Table of Contents](#)

Objective 5: LEAN – Continuous Improvement
Implement Phase II “Expansion & Focus” of the Waukesha County Continuous Improvement (CI) Initiative to improve CI outcome reporting and further employee engagement.
Owner: Director of Administration
Performance Measure: <ol style="list-style-type: none"> 1) Number of employees trained and engaged in CI efforts (both line staff & management) 2) Number of departmental CI efforts reported (“CI Express” and / or full projects) 3) Cumulative Program success as measured on County dashboard
More information at: https://www.waukeshacounty.gov/LeanInitiative/

STRATEGY	STRATEGY OWNER	TIMEFRAME
Develop, train & assist departmental tactical teams to coordinate, monitor & communicate their department CI efforts	CI Steering Committee	4 th Quarter 2018
Expand employee CI training & communication to further overall employee engagement	CI Steering Committee	2 nd Quarter 2018
Refine County outcomes reporting by establishing dashboards & updated websites	CI Steering Committee	4 th Quarter 2017 - 2019
Partner with the Strategic Planning Executive Team to incorporate the Studer Consulting strategies & recommendations into the County CI Initiative	Director of Administration and County Executive Chief of Staff	4 th Quarter 2017 - 4 th Quarter 2019

Pillar: Quality

 [return to Objectives list](#)
  [return to Table of Contents](#)

Objective 6: : Talent Management and Staffing Strategy

Provide well-trained staff, succession planning and cross training to allow flexibility to meet assignments, continuous improvement objectives and provide employees new development pathways.

Owner: Business Services and Collection Manager

Performance Measure:

1. Survey year over year job satisfaction/preparedness
2. Training and Certification
 - a. Number of employees LEAN trained
 - b. Completion of employee performance evaluation annual training plan
3. Evaluation of preparedness / level of cross-training

STRATEGY	STRATEGY OWNER	TIMEFRAME
Review long term staffing needs, through analysis of current application access and employee assignments	All DOA Divisions	4th Quarter 2017
Identify the gaps between the workforce of today and the human capital needs of tomorrow	All DOA Divisions	1 st Quarter 2018



Identify key responsibilities that are unique/specific to positions for which turnover is anticipated within the next 3 years due to staff retirement	All DOA Divisions	1st Quarter 2018
Develop a training plan and position duty documentation to improve cross divisional training	All DOA Divisions	2nd Quarter 2018
Identify current employees that have potential to fill future staff vacancies due to turnover and prepare career development plans that address technical skills, soft skills, education, and demonstrative abilities	All DOA Divisions	2nd Quarter 2018
Implement career development plans for targeted staff	All DOA Divisions	2nd Quarter 2018-4th quarter 2019

Pillar: Quality

 [return to Objectives list](#)
  [return to Table of Contents](#)

<p>Objective 7: Line of Business Application Replacement</p> <p>Respond to developing business needs and replace Line of Business Applications (LOB) nearing end of application lifecycle through planning.</p> <p>Maintain existing functionality while leveraging changing technology to enhance productivity.</p>
<p>Owner: Information Technology Manager</p>
<p>Performance Measure:</p> <ol style="list-style-type: none"> 1. End User Satisfaction Survey 2. Return on Investment – Business Process Evaluation
<p>Strategies include major DOA projects that are sponsored by DOA. Other IT projects can be found at: IT Division Projects</p>

STRATEGY	STRATEGY OWNER	TIMEFRAME
<p>Continue to develop the IT-Town Hall and Roundtable Discussion processes to educate departments and end users on IT trends and decision-making processes</p>	<p>Information Technology Division</p>	<p>Quarterly Town Hall Meetings – Ongoing</p>
<p>Replace Countywide Cashiering Software</p> <p>Evaluate current financial management system for cashiering module implementation and alternatives</p>	<p>Treasurer, DOA and the Information Technology Division</p>	<p>2017 – 3rd Quarter 2019</p>
<p>Replace Tax System (PTA)</p> <p>Phase 1 - development of a RFP to Evaluate the marketplace; Phase 2 - construct the requirements for a replacement software and select; Phase 3 - install the selected software solution</p>	<p>Treasurer, Register of Deeds, DOA, and the Information Technology Division</p>	<p>Planning Phase 1 - 2019</p>



<p>Replace Payroll/Human Resources System</p> <p>Improve capabilities for workflow design, employee self-service, records management, regulatory compliance and reporting/analytics</p>	<p>DOA and the Information Technology Division, Human Resources, Accounting</p> <p>All departments</p>	<p>2017-4th Quarter 2018</p>
<p>Transition the current UNIX based Collection System to an Intel-based software platform</p>	<p>DOA Collections and Information Technology Division</p>	<p>4th Quarter 2018 – 1st Quarter 2019</p>

Pillar: Team

 [return to Objectives list](#)  [return to Table of Contents](#)

Objective 8: Total Compensation Plan Review

Implement systematic review of County classifications and their wage and benefits to maintain internal equity and competitiveness with the broader private and public sector labor market.

Owner: Human Resource Manager

Performance Measure:

1. Labor Market Survey – Maintain County wage and benefits within 10% of market
2. Benchmark regrettable turnover

STRATEGY	STRATEGY OWNER	TIMEFRAME
Using contract resources conduct a compensation/benefits study evaluating benchmark classifications and total compensation to public and private sector labor markets	Human Resources	4 th Quarter 2018
Conduct an analysis of the County salary and benefits based on survey data every two years to compare with both the private and public sector labor markets.	Human Resources	2019 development of process, 2020 execution of process
Evaluate annual comprehensive Employee Engagement Survey in collaboration/consultation with Strategic Leadership Team	Human Resources and County Strategic Leadership Team	2 nd quarter 2018 - Annual thereafter
Implement Comprehensive Stay and Exit Interview programs	Human Resources	2019
Communicate and educate administrative and elected leadership on the need to maintain market competitiveness with the County total rewards system	Human Resources	Annually, with formalized process beginning in 2018

Pillar: Team



[return to Objectives list](#)



[return to Table of Contents](#)

Objective 9: Employee Engagement and Development

Develop and implement programs, communications strategies, and employee training and development resources, which will assist in the engagement, and development of both the current workforce and newly hired employees.

Owner: Human Resource Manager

Performance Measure:

1. Maintain or increase employee engagement scores (year over year comparison).
2. Ensure overall effectiveness of the HR and Department onboarding systems through a biannual survey of new hires.
3. Increase the number of employees participating in employee development programs.

STRATEGY	STRATEGY OWNER	TIMEFRAME
Develop an onboarding framework for use by HR and departments, which will introduce newly hired employees to organizational and department structures, policies and procedures, employee benefits, and the overall culture and standards of excellence	Human Resources and Departments	4th quarter 2017—2nd Quarter 2018
Establish and administer training programs and resources to support employee development under County's Standards of Excellence	Human Resources	4th Quarter 2018

Pillar: Health & Safety

Objective 10: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the need of employees and decreases inflationary pressure on benefit costs.

Owner: Human Resource Manager

Performance Measure:

1. Maintain Health Insurance costs that are below medical inflationary trends.
2. Increase preventative screenings and exams.
3. Increase Employee Health and Wellness Center utilization of employees, spouses and children.

STRATEGY	STRATEGY OWNER	TIMEFRAME
Increase employee utilization and access to financial wellness and health prevention programs through various communications and education platforms	Human Resources	Ongoing
Survey and report on the knowledge, access, and behaviors toward wellbeing programs	Human Resources	Annually
Review actuarial reports and adjust benefit plan designs to ensure benefit plans are cost effective for both the County and employees	Human Resources	Annually
Enhance and promote services and programs at or through the On-Site Employee Health and Wellness Center	Human Resources	Ongoing

Pillar: Health & Safety

 [return to Objectives list](#)
 [return to Table of Contents](#)

Objective 11: Enhancing Digital and Physical Security

As part of DOA’s role in providing services through the development of policy and technology infrastructure, improve capacity and decrease complexity to comply with regulatory and security requirements.

Facilitate employee and customer mobility, and bring your own device (BYOD) access expectations.

Owner: Information Technology Manager

Performance Measure:

1. Percent of applicable workforce will have received appropriate regulatory training within 15 days of employment (target 100%)
2. Percent of applicable employees will have received training within the last 12 months in areas such as HIPAA, PCI-DSS, and PHI (target 100%)
3. Benchmark comparison to industry standard for employee internet security awareness training (goal to be at better than industry standard)

STRATEGY	STRATEGY OWNER	TIMEFRAME
Work cooperatively with County stakeholders to assure HIPAA/HTECH security compliance	Information Technology and Corporation Counsel with County Security Committee and HHS	Ongoing
Facilitate overall system security and address the growing demand for mobility through an active move to VDI, where appropriate	Information Technology	4th Quarter 2018 and Ongoing
Aggressively and actively, address County Cybersecurity through system monitoring, employee training, system audits and continued employee testing	Information Technology	Ongoing



Cooperatively develop contract templates that systematically incorporate security requirements into vendor contracts	Purchasing, Risk, Corporation Counsel and Information Technology	2nd Quarter 2018 and ongoing
Evaluate additional tools to provide early detection, notification and remediation of penetration attempts (hacks)	Information Technology and Purchasing	4th Quarter 2018

Pillar: Finance

 [return to Objectives list](#)  [return to Table of Contents](#)

Objective 12: Purchasing Spend Analysis

Leverage buying power, reduce costs, and provide better management and oversight of suppliers through comprehensive spend analysis and decision-making.

Owner: Purchasing Manager

Performance Measure:

1. Reduction in material and service costs
2. Reduction in duplicate suppliers
3. Contract compliance, reduction in issues identified

STRATEGY	STRATEGY OWNER	TIMEFRAME
Create process to collect/review data and create a spend data map. Assess spend data quality, classification schema and review data management processes and reporting-analysis capabilities	Purchasing	2nd Quarter 2018
Cleanse, group, categorize spend data	Purchasing	3rd Quarter 2018
Ensure repeatable process	Purchasing	3rd Quarter 2018
Analyze spend data and identify spend management strategies	Purchasing	4th Quarter 2018
Implement spend management strategies based on spend analysis	Purchasing	2019

Appendix A – Environmental Scan Summary

During the Spring of 2015, Department of Administration (DOA) managers conducted divisional environmental scanning sessions with their teams to identify strengths, weaknesses, opportunities and threats (SWOT) facing the County as a whole and the critical issues facing DOA. In 2016, the DOA management team completed an update of the plan mainly focusing on operational adjustments affecting objectives.

In 2017, DOA completed a full plan revision through a review of prior year objectives and a management team environmental scan update. The 2017 plan builds on the full scan completed in 2015, incorporates new countywide priorities and focuses on countywide standards. Plan format changes also improve ease of use and tie objectives to the Five Pillars of Success framework. This framework will allow internal and external peer comparisons to assess implementation success.

A variety of internal and external resources were utilized during plan development such as legislative analysis, employee survey, literature review and peer best practices. Most importantly, the plan builds on the SWOT analysis as a foundation for continuous improvement and adaptability. What follows are key updates to the environmental scan used to inform and guide the development of the 2017 – 2019 DOA Strategic Plan.

Community Profile

The expected growth of the County is key to understanding the future needs and expectations of residents. Approximately 398,000 people reside in Waukesha County. Waukesha County's population is projected to 447,000 in the next 10 - 15 years.

As the County population increases, the expected percentage of residents age 65 and older will rise. The greatest percentage growth is expected in the over age 80 group followed by 55-64 age group. From an employment standpoint, the County will need to look at succession planning as many County employees are reaching retirement age. The baby boom phenomenon affects all employers and as the pool of applicants in the 25-44 age group shrinks, there will be more competition with employers for skilled workers to fill leadership positions.

As the workforce ages, health care needs will increase. This, in turn, places additional strain on the ability to provide health benefits in a cost effective manner. The County has adopted service delivery enhancements and benefit plan adjustments. However, health insurance trends suggest costs will continue to rise faster than the rate of inflation, which will require the County to continue adopting efficiency and quality of service measures to manage costs.

The tax base is expanding and continues to recover from the 2008 recession. Residential tax base makes up over 70% of the total value, but commercial, manufacturing and personal property are increasing and all values increased 3.6% in 2016.

The unemployment rate in Waukesha County is below state and national rates. It is expected that employment will continue at or above current rates and experience significant growth in the Business Services, Health Care and Social Services areas. Household income continues to increase and is greater than State of Wisconsin and national averages. In 2015, Waukesha County had the second highest median household income in the state at \$76,545.

Community Expectations

In 2013, Waukesha County conducted focus groups soliciting feedback from County residents, business leaders and non-profit organizations on issues facing county government. In 2017, a fresh approach to strategic planning allows for improved communication and peer comparison. However, the community objectives continue in a format that focuses County objectives on the following pillars:

- Customer Service
- Quality
- Team
- Health and Safety
- Finance

Citizens demand more government accountability and value for tax dollars spent. The public expects efficient core services and increased efficiency through collaboration with other entities and jurisdictions.

The need for county services continues to expand due to growth, the impacts of the 2008 recession and slow economic recovery. Additionally, the post September 11th mindset, coupled with data security concerns, requires an emphasis both on physical and digital security and investments in buildings, backup systems and contingency planning.

Less reliable Federal funding of programs, particularly in Transportation has had and will have an impact on County planning. Resource pressures are also acutely felt in the areas of Health and Human Services and Circuit Court Services where intergovernmental revenues do not keep pace with service requirements. At the local level, the goal is to hold the line on property taxes, and local taxpayer impact, which requires the County to do more with less or be faced with charging user fees or reducing the quality/level of services provided.



REGULATORY AND LEGISLATIVE ISSUES

State and Federal legislation and court decisions will continue to impact DOA divisions. Workplace policies and procedures must be updated on a regular basis to remain current with changes in legislation or interpretations. Federal legislation and regulations in areas such as privacy under the Health Insurance Portability and Accountability Act (HIPAA) and Family Medical Leave Act (FMLA) are examples of areas where policies and procedures must be monitored and remain compliant with change.

Federal legislation specifically in the areas of health care, have and will continue to, significantly impact the County and DOA. Ensuring that County health plans comply with the Affordable Care Act and that the County is in a position to meet future regulations and compliance obligations is critical. Failure to properly comply will result in significant fiscal penalties. Compliance creates a need to develop and maintain a high level of technical expertise through staff and outside resources or a combination of both.

Tightening Federal/State budgets put more strain on local services, and as previously stated, drive consolidation. Successful projects such as trunked radio, shared dispatch, law records, materials recycling, collection services and multi-county medical examiner services demonstrate the advantage of shared services in which governments can inter-governmentally cooperate to maintain services and reduce costs. However, the execution of these projects takes significant technical, project management and leadership expertise. The drive towards consolidation and efficiency also impacts administrative functions and resources may have to be prioritized to achieve the highest return on investment.

Technology in areas such as hosted computer systems and online payments require in-house expertise in the development and deployment of cloud based systems. Compliance and security will require more extensive audit procedures and internal control documentation relating to rule compliance. The demands for technical and accounting expertise, combined with the desire for more citizen engagement, are significant and are among the many competing priorities for financial staff.

TECHNOLOGY ISSUES AND TRENDS

The use of technology within County government and its customers continues to grow. Trends toward the cloud, web-based, e-commerce and end user driven systems makes more functionality and service available to internal and external customers. This “always on – always accessible” culture means increased dependence on information systems and the support services to implement/manage systems and mitigate risk are critical.

Continued strategic investment in technology by focusing on effectiveness/efficiency through Return on Investment-ROI fuels productivity. Enhancements to information management, security, business continuity and data availability will continue to develop. The increased use and availability of data means that data security is an ever-increasing responsibility and the need to protect data and follow sound information governance policy is critical.

The reality of continuous technological change requires increased employee training and experience requirements. A significant portion of traditional information technology duties/responsibilities are being shifted to end users driving the need to spend a greater portion of time on training, planning and testing software changes. 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 project development and management processes to ensure successful implementations. Technology projects will require a cost/benefit analysis to address the impact of maintaining and managing technology and its impact on staff in comparison to existing systems or other technological alternatives to ensure solid investment and positive return on investment.

WORKFORCE ISSUES AND TRENDS

As previously stated, the County will need to look at succession planning as many County employees are reaching retirement age. This is especially true for DOA, where a large group of experienced employees, senior professionals and managerial staff, will be retiring in the next 2 to 3 years.

Retirements are affecting experience levels; in 2016 almost 40% of the department has fewer than 5 years of experience working within DOA. 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 adaptable to lean/continuous improvement. Smaller staff will be distressingly vulnerable to the loss of even a single staff 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 will need to be more conservative than in the past.

Throughout the County, departments are asking employees to work harder and implement new programs and services usually with less staff. Departments and citizens want more information and the digital expectation is that information is always available. DOA staff is also significantly impacted with implementing 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 points toward a need to manage workloads effectively. In addition, the need to have workplace policies, which address and support our emphasis on diversity, inclusion and respect are essential. The need to have programs that support employees’ efforts and impacts on themselves personally is critical.

Employee development is essential and the County will need to continue incentives and incorporate the building of expertise through the performance evaluation process providing opportunities for individual growth and training. Established programs such as Management University, Introduction to Supervision and Lean Management, develop skills and prepare employees for promotional opportunities. There will be a need to continue and expand these types of programs to prepare workers for management roles and to support all personnel in accepting broader responsibilities.



As part of the strategic planning process employees participated in a survey measuring their awareness and contributions toward organizational and personal success. DOA survey participation was 91% (87 employees) in 2016. Survey results were positive indicating that employees are both aware of the process and feel that they can be recognized and rewarded for their contributions. Over 91% of DOA employees strongly or somewhat agree that their work directly contributes toward the overall success of the County; this is an increase up from 72% as measured in 2014. Employee views relating to change are also positively represented with 87% of employees indicating they feel supported when making process improvement suggestions. The 2016 employee survey responses reflect a solid base in which to continuously improve the quality of services provided by the County.