

WAUKESHA COUNTY

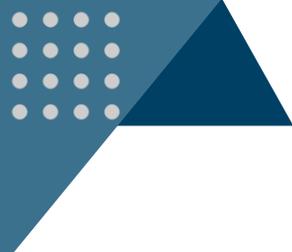
INFORMATION TECHNOLOGY



2025 Information Technology Year in Review

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Year in Review

Welcome to our 4th Annual Year in Review!

Inside, you'll find an overview of our teams and service areas, key performance metrics, and highlights of standout achievements from the past year. We've also included a preview of upcoming initiatives to keep you informed about what's ahead.

This edition celebrates the value we've created together through close collaboration with you, our customer partners. Thank you for being an essential part of our success!

The Information Technology Division continues to strive to be a trusted partner in delivering and supporting positive outcomes through technology innovation. We are fortunate to serve you and your efforts across the County.

2025 was a year of big accomplishments at Waukesha County. That is abundantly clear in the details you'll see over the next pages. We are looking forward to another exciting year together in 2026.



Lance Spranger
Chief Information Officer

Meet the IT Management Team



**Lance
Spranger**

Chief Information
Officer



**Rick
McMillin**

Operations
Manager



**John
Hinchey**

Business
Enablement
Manager



**Robert
Fyfe**

Public Safety
Systems Manager



**Sandra
Masker**

Application
Support Manager



**Kevin
Koenig**

Data & Solutions
Engineering
Manager



**Nicholas
Corozza**

Security &
Compliance
Coordinator

Meet the IT Team Members

Application Support

Charles Brimmer
Dustin Casper
Cindy Emery
John McMurry
Lauren Morrison
Dustin Casper
Mark Wickstrom
Padma Mohanram

Projects & Business Enablement

Amber Botsch
John Gorski
Lana Loginoff
Laura Zander
Michael McAdams

Administrative Services

Heather Drexler
Jenny Brandemuehl

Data & Solutions Engineering

Alesander Romero
Analyn Sobczak
Bill King
Brian Nevermann
Fue Yang
Marcia Golla
Michaeljon Murphy
Ross Baker
Ryan Brown
Ryan Mokolke

Public Safety Systems

Alejandro Herrera
Dennis Herrera
Gregory Grandinetti

Security & Compliance

Ben O'Donnell
Edward Ortiz
Kevin Chelig

Operations

Arianna Lammar
Brian Heinz
Chue Lee
Colin Reilly
Colleen Wagner
Danny Goodman
David Link
Eric Meisner
Jim Krull
Jim Sitter
Kaushik Varma
Kevin Marquardt
Melissa Kottke
Rachel Lo
Rich Haufschild
Samuel Zirzow
Sean Weinstock
Troy Kutil

Meet The IT Teams

Each of our teams has a primary area of service. They are experts in their area and work collaboratively across teams to deliver excellent business and clinical success.

Public Safety Systems

Led by Robert Fyfe

The Public Safety Systems team provides cutting-edge technology solutions designed to support the critical operations of law enforcement, fire departments, emergency medical services, and other first responders. Their platforms help streamline communication, enhance data management, and ensure secure, real-time access to vital information, enabling quicker decision-making and more efficient response times. With robust security features and user-friendly interfaces, their systems help safeguard communities, improve operational efficiency, and ultimately save lives when seconds count.

Key Responsibilities:

- Computer-Aided Dispatch Systems
- 911 and Non-Emergency Telephony
- Law Enforcement Records Management
- Partner Agency Interfaced Systems
- Mobile Data Systems

IT Security & Compliance

Led by Nicholas Corozza

The IT Security & Compliance team, which includes experts from Records Management and Mailroom Operations, safeguards the County's information systems by adhering to laws, regulatory requirements, and standards. They implement robust security measures, conduct risk assessments, and maintain policies to prevent threats and data breaches while ensuring compliance and managing IT risks. By collaborating with Corporation Counsel and Risk Management/Purchasing, they align their security strategies with legal and risk objectives. Records Management promotes adherence to Wisconsin public records laws by managing the retention and disposal of physical records. The Mailroom staff facilitate communications by efficiently routing all correspondence.

Key Responsibilities:

- Threat Response
- Compliance
- Risk Management
- Staff Training
- Policy Enforcement
- Data Privacy
- Record Storage
- Retention Management
- Mail Processing

Application Support Led by Sandra Masker

Key Responsibilities:

- Application:
 - Troubleshooting
 - Configuration & Documentation
 - Updates & Upgrades
 - Maintenance & Enhancements
 - Monitoring & Reporting
- Strategy Roadmap
- Vendor Management

The Application Support Team ensures the seamless operation and availability of critical software applications essential for business processes. They handle troubleshooting, regular maintenance such as updates and patches, and manage upgrades to enhance performance and security. By bridging the gap between end-users and technical teams, the team provides essential training, documentation, and support. They actively monitor application performance, identify recurring issues, and recommend improvements, collaborating with IT teams, the business, and vendors to tackle complex problems and ensure alignment with organizational goals and compliance standards. Their goal is to create a reliable, user-friendly environment that supports the County's business strategy.

Operations Led by Rick McMillin

Key Responsibilities:

- Networking
- Servers & Storage
- Telecommunication
- User accounts
- Email & Teams
- Service Desk
- Hardware & Software
- A/V & Conference technology
- Printer Support
- Mobile Devices
- Cloud Services

The IT Operations Team, which includes Cloud & Collaboration Services, End User Services, Network & Telecom Services, and Server & Storage Services, is essential for County operations. The Cloud & Collaboration, Network & Telecom, and Server & Storage teams manage the Microsoft 365 and Azure cloud environments, network connectivity, server performance and security, data storage and backups, ensures reliable telecommunications and secure user accounts. Their work supports current needs and future growth, aligning with organizational goals. The End User Services team provides first-line support by offering prompt service desk assistance, managing hardware and software, and supporting A/V and conference technologies. They also oversee printer and mobile device management, ensuring secure and efficient operations across the County.

Data & Solutions Engineering

Led by Kevin Koenig

The IT Solutions Team, which includes Solutions Engineering and Data Management, enhances the County's technology framework with scalable systems and Solution Architecture Delivery, focusing on efficient Application Development and Low-Code methods. By prioritizing User Experience, the team ensures intuitive interactions for constituents and staff. The integration of Enterprise Architecture and Process Integration facilitates seamless information flow. Automation and AI are utilized to optimize processes and support smart decision-making. Data Management transforms data into a strategic asset, emphasizing Data Quality and Governance, extracting insights through AI and ML, and unifying sources for real-time insights. Their Dashboards empower departments with data-driven tools for improved service delivery and governance.

Key Responsibilities:

- App Development
- Integrations
- Web Design
- Process Automation
- Enterprise Architecture
- Artificial Intelligence
- Machine Learning
- Process Automation
- Data Governance
- Data Architecture
- Data Analytics
- Advanced Reporting & Dashboards

Projects and Business Enablement

Led by John Hinchey

The Projects and Business Enablement group strengthens Waukesha County's ability to deliver technology and operational improvements by providing disciplined Project Management and practical business enablement from intake through implementation. The team manages budgets, drives clear and consistent communication, and proactively tracks risks and issues to keep projects on schedule and aligned with County priorities. The group connects County partners and resources to streamline delivery, reduce duplication, and improve alignment between business units and IT. Using structured process mapping, the team documents current and future workflows to identify efficiencies, strengthen controls, and support sustainable change. The group leads thorough requirements gathering to translate department goals into clear, actionable needs—ensuring solutions are implementable, measurable, and positioned to improve services for residents and staff.

Key Responsibilities:

- Project Management:
 - Budget
 - Communication
 - Risks & Issues
- Stakeholder Relations
- Business Enablement
- Coordination of Services
- Process Mapping
- Requirements Gathering

Working Together to Make Technology Work for Everyone

Technology is involved in nearly every aspect of operations at Waukesha County, encompassing tasks such as answering phones, managing data, and ensuring the seamless delivery of services. To make sure we're all moving in the same direction, the **Waukesha County Technology Alignment Committee (WCTAC)** was formed. This group brings departmental leaders together from across the County to plan, prioritize, and provide input on technology decisions so they support the County's goals and enhance efficiency for staff and constituents.

What Does WCTAC Do?

Think of WCTAC as a “big picture” team for technology. WCTAC helps departments work together to:

- **Set clear standards** so projects start off right.
- **Focus on what matters most**—projects that improve efficiency, security, and service.
- **Avoid duplication** by making sure we don't buy or build the same tools twice.
- **Speed up approvals** so good ideas don't get stuck waiting.

Sub-Committee Focus

WCTAC also has smaller groups called **sub-committees** that focus on specific areas:

Artificial Intelligence (AI) Sub-Committee

This team explores the responsible use of AI to improve work efficiency and services. They're setting guidelines, testing ideas, and making sure everything is secure and ethical.

IT Project Intake & Governance Sub-Committee

This group performs oversight of the County's IT project prioritization to ensure alignment with Waukesha County strategic goals.

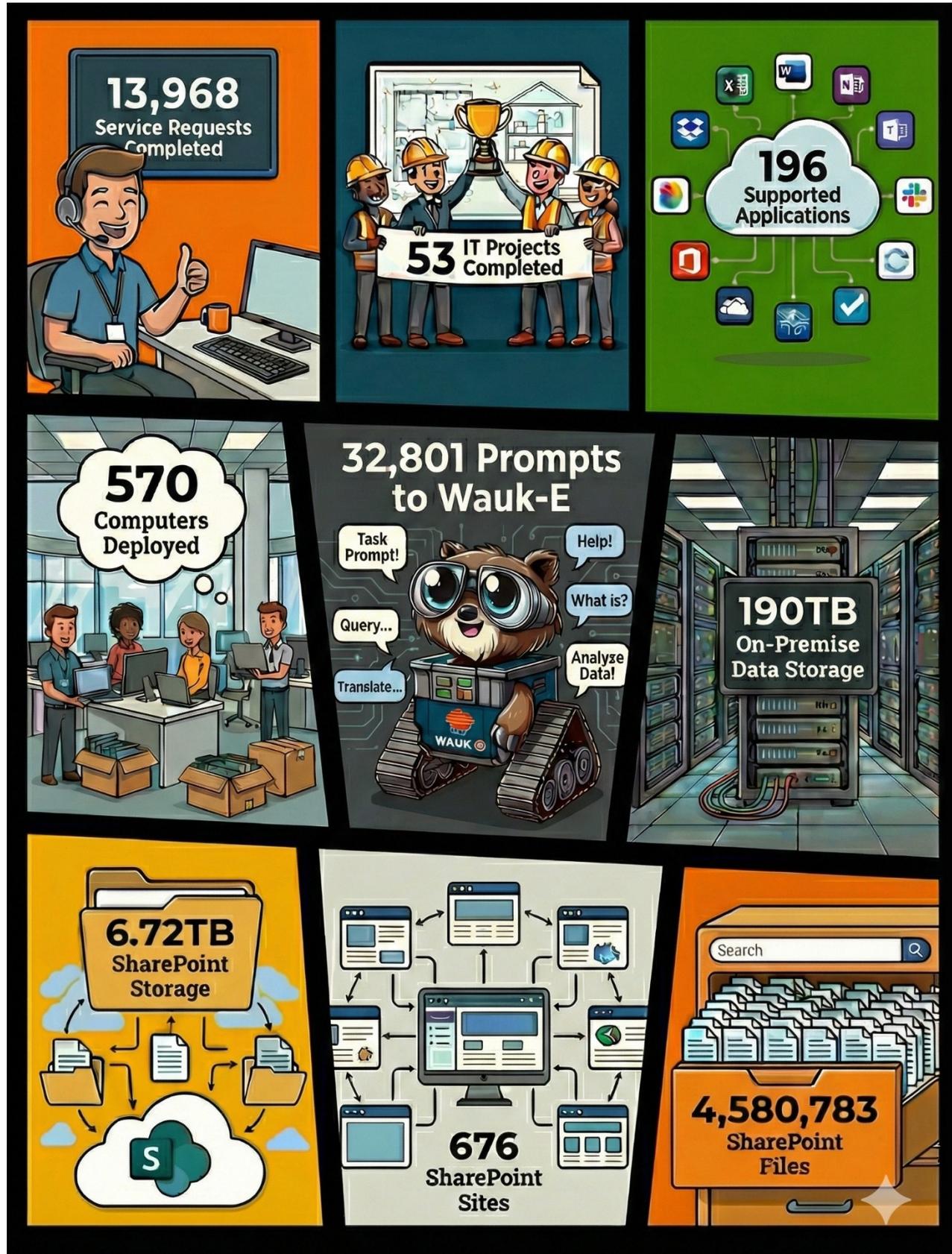
Data & Analytics Sub-Committee

Data helps us make more informed decisions. This team works on rules for managing data and finding ways to share information safely between departments. Their goal is to turn data into useful insights to drive our business.

Why It Matters

WCTAC and its sub-committees are increasing transparency and are geared to help us work smarter, not harder. By planning together, we save time, reduce costs, and make sure technology supports the services people count on. Looking ahead, you can expect more progress on AI, more focus on data, increased data analytics, and more thoughtful project approvals all aimed at making technology a true partner in our work.

Our Year by The Numbers





6,133,144
Emails Received



1,471,733
Emails Sent



1,115,323
Emails
Blocked



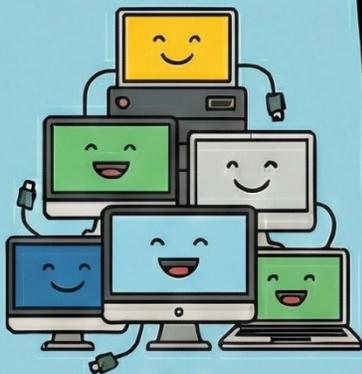
840
Malware
Emails
Detected



101,820
Phishing Emails
Blocked



7,232
Devices Supported



1,534
Computers
Supported



4,907
Total Accounts
Supported



1000+
Phish Alert Button
Reported Emails

Project Highlights

Service Desk Support Brought In-House

In March 2025, IT transitioned our Level 1 Service Desk support from an outsourced provider to a fully in-house team. By expanding our internal Service Desk staff, the County began receiving direct assistance from technicians who better understand our systems, departments, and day-to-day operational needs. The change reduced handoffs and escalations, improved communication, and provided faster, more personalized resolution of technology issues and service requests. IT carefully planned the transition to ensure continuity of support, while also establishing an on-call process to address critical issues outside normal business hours. Bringing the Service Desk back in-house has strengthened accountability, improved customer experience for employees, and allows IT to continuously refine support processes in alignment with County operations.

“This is wonderful! I am so glad you decided to do this. I thought for a long time it should be like this. I am so happy!” - Anonymous

Library Memory Project Service Tracking System

BRIDGES Library System partnered with IT to deliver the Library Memory Project Service Tracking System, a purpose-built tool supporting the [Library Memory Project](#). Led by the Business Enablement team with support from Data & Solutions Engineering, the app was designed to improve how staff manage and deliver program services for participants and their caregivers. Before this effort, key information—participant details, attendance history, and caregiver contacts—was often spread across multiple files

and processes, making consistent tracking difficult. The new application centralizes participant profiles, records session attendance, and maintains caregiver and support information in one place. This provides staff with faster access to accurate information, supports consistent service delivery across locations, and reduces administrative effort so teams can focus more time on participants. The project’s primary outcome is improved visibility and tracking for program delivery, enabling staff to monitor engagement and better coordinate support over time.

Workday ERP System Implementation

Workday ERP for Finance, Payroll, and Human Resources was implemented as a strategic modernization initiative. The project was led by Department of Administration (DOA) functional teams, with IT providing key support to enable delivery and aid long-term operations. Business Enablement partnered with the functional teams to manage the project and maintain effective relationships with Workday and the implementation partner. On the technical side, Data & Solutions Engineering supported data conversions from prior systems and led the integration work required to keep Workday connected across the County. IT currently manages 46 active Workday integrations, including 16 HCM integrations, 27 Financial integrations, 1 timeclock integration, and 2 identity automation integrations. The IT Operations team partnered with the functional



teams, in cooperation with IT Security & Compliance, to establish system security controls and standards, helping ensure appropriate access and protection for sensitive HR and financial data.

Migration To New Courthouse Data Center

As part of the Courthouse construction project, IT Operations successfully relocated the County's primary data center into its new permanent facility within the Courthouse. Over the course of the project, IT Operations staff carefully planned and executed the migration of hundreds of servers, enterprise storage systems, and the core network and telecommunications infrastructure that supports daily County operations. Through detailed preparation, staged cutovers, and coordinated after-hours work, services were transitioned with minimal disruption to departments and the public. The new data center significantly strengthens reliability and resiliency by incorporating modern infrastructure protections, including redundant uninterruptible power supply (UPS) systems and dual cooling units designed to maintain stable operating conditions even during equipment or utility issues. This project ensures a more secure, dependable technology foundation for County services while positioning the County to support future growth and modernization.

Improving 911 Call Routing and Response with ESInet

Waukesha County completed the ESInet Transition project to modernize County Communications' emergency telephony and related public safety systems by moving them onto the Emergency Services IP Network (ESInet)—a key step toward Next



Generation 911 (NG911) capabilities. Led by the Public Safety Systems IT team, with support from Business Enablement, the effort was delivered in partnership with the Department of Emergency Preparedness and project sponsor Gail Goodchild, Emergency Preparedness Director. This transition strengthens today's 911 voice services while establishing the technical foundation for advanced multimedia (text, images, video) and data-rich emergency communications as NG911 evolves. A major operational improvement is geo-routing, which routes 911 calls more accurately to the appropriate Public Safety Answering Point (PSAP). By reducing avoidable call transfers, the ESInet transition helps minimize delays and supports faster emergency response.

"ESInet brought Waukesha County Communications into the Next Generation 911 space... eliminating unnecessary transfer delays – getting help to those who need it more efficiently."
-Gail Goodchild

County Website Redesign: A Fresh, Modern Experience

In February 2025, Waukesha County launched its newly redesigned public-facing website, delivering a modern, user-friendly experience for constituents, businesses, and visitors. The goal was clear: make it easier for people to find information and access services online. The project was led by the Business Enablement and Data & Solutions Engineering teams, with critical support from IT Operations. Working closely with the County Executive's Office and all County departments, the team focused on simplifying navigation, improving accessibility, and creating a clean, mobile-friendly design.

One of the most significant achievements was reducing complexity. The original site contained 12,884 pages, which were streamlined to just 759 pages—a dramatic improvement that makes

Project Highlights Continued

finding information faster and more intuitive. This effort also included updating content, standardizing layouts, and ensuring compliance with accessibility standards.

Project sponsors Shawn Lundie and Lance Spranger emphasized collaboration and efficiency throughout the process. The result is a website that reflects Waukesha County's commitment to transparency, innovation, and excellent service.

The new site was more than a redesign—it's a foundation for future digital improvements, ensuring constituents have easy access to the resources they need.

Voicemail Transcription: Saving Time and Improving Service

IT partnered with Parks & Land Use (PLU) and Health & Human Services (HHS) to deliver a powerful new feature in our custom Customer Relation Manager (CRM) applications: voicemail transcription. This enhancement was designed to streamline workflows for the Parks Division and the Veterans Services Office, reducing administrative time and improving responsiveness.

The Data & Solutions Engineering and IT Operations teams worked together to leverage the County's phone system and integrate transcription functionality directly into our CRM platforms. Now, when a voicemail is received, the system automatically converts the audio into text, allowing staff to quickly read the message instead of listening to it in full. With just one click, employees can create a CRM case if action is needed—saving hours previously spent manually transcribing messages.

For accuracy and flexibility, the original voicemail audio file is still attached to each

transcription. This ensures staff can listen to the message if clarification is needed, while enjoying the speed and convenience of automated transcription.

This project is a great example of how technology can simplify everyday tasks, reduce administrative burden, and help County employees focus on what matters most: serving our community.

Transforming Volunteer Engagement for ADRC

BetterImpact is a cloud-based volunteer management platform designed to simplify how organizations recruit, onboard, and coordinate volunteers. For Waukesha County, its implementation was a strategic move to modernize processes that previously relied on manual tracking and fragmented systems.

The project, sponsored by Health & Human Services and led by the Aging & Disability Resource Center (ADRC), aimed to enhance efficiency and compliance in volunteer programs. By centralizing volunteer data, BetterImpact enables streamlined background checks, scheduling, and reporting—critical for ADRC's mission of supporting older adults and individuals with disabilities.

Two core teams drove this initiative: Application Support, which handled technical configuration and integration, and Business Enablement, which provided project management and overall coordination. Business Enablement ensured timelines were met, stakeholders were aligned, and communication flowed effectively across departments, enabling a smooth rollout.

The impact on ADRC has been significant. Staff now manage volunteer onboarding and assignments through a single interface, reducing administrative burden and improving accuracy. Volunteers benefit from an intuitive portal for

applications and scheduling, fostering engagement and retention.

BetterImpact went live internally in September 2025, with a public launch in early November, marking a milestone in ADRC's digital services journey.

HHS Paperless Initiative: Continuing the Digital Transformation

Health & Human Services (HHS) continued its Paperless Initiative, an ongoing effort to modernize operations and reduce reliance on paper-heavy, manual processes. This initiative reflects a strong partnership between HHS and the County's IT teams, working together to deliver smarter, more efficient services.

The Paperless Initiative focuses on digitizing forms, workflows, and client interactions that historically required physical paperwork. By moving these processes online, HHS and IT aim to streamline service delivery, minimize administrative burden, and enhance accuracy across programs. This transformation supports faster turnaround times for staff and a more convenient experience for constituents.

Throughout 2025, the initiative advanced through close collaboration. Application Support provided technical expertise to configure and maintain systems, while Business Enablement ensured effective project management and coordination. HHS program leaders partnered with IT to define requirements, test solutions, and champion adoption across divisions. Together, these teams created a unified approach that balanced technology with operational needs.

As the county continues its digital journey, the Paperless Initiative stands as a model of cross-

department collaboration—reducing inefficiencies, improving compliance, and setting the stage for future innovation.

New Service Portal: Modernizing IT and Beyond

IT launched the new Service Portal, a major upgrade to its IT Service Management platform. Replacing the legacy Remedyforce system, InvGate delivers a modern, intuitive experience for staff across all departments.

The portal simplifies how employees interact with IT by providing a streamlined interface for submitting service requests, reporting issues, and tracking progress. Features like AI-powered assistance, enhanced search, and a robust service catalog make IT support more accessible and efficient, reducing delays and improving satisfaction.

Beyond IT, the InvGate Service Portal is designed for broader use across county departments. Teams such as the Department of Administration's HR, Finance, and Payroll divisions now leverage the platform to manage internal service requests and support functions like Workday assistance. This expansion enables departments to track work, automate workflows, and provide faster responses to staff needs—all within a single, unified system.

The project was a collaborative effort led by IT teams including Operations, Application Support, and Business Enablement, with critical assistance from Solutions Engineering. Together, these teams ensured a smooth transition, data migration, and user adoption. By November 2025, the portal was fully operational, setting the stage for further automation and innovation.

Don't Take the Bait: How We're Winning Against Phishing

Phishing emails are one of the biggest cybersecurity threats we face—and attackers are getting smarter every year. In 2025, Waukesha County made great progress in reducing this risk. Our **PhishProne™** rate dropped from **4.20% in 2024 to just 2.11% in 2025**.



What We Did

One big improvement was adding the **External Email Warning Banner** in **February 2025**. This banner shows up on every email from outside the County, reminding you to stop and think before clicking links or opening attachments. Combined with phishing training and simulations, this simple step helps everyone spot suspicious messages faster.

Why Risk It? Don't Click It!

One click can open the door to hackers. Always pause and check before you act.

How We Compare

The average phishing risk for government agencies is **3.5%–4%**. At **2.11%**, Waukesha County is ahead of the curve. That's proof our approach—training, technology, and teamwork—is working.

Why It Matters

Phishing isn't just annoying, it's expensive. In 2025:

- A New York County lost **\$3.3M** to a scam.
 - A city in Maryland lost **\$1.5M**.
 - One group of entities lost **\$18–19M**.
- Nationwide, phishing-related fraud cost **\$16.6B in 2024**, and most breaches involve human error.

Even with strong security tools, **you are the first line of defense**. Hackers target people because it works. Every employee plays a critical role by spotting and reporting suspicious emails.

Alert Reminder

Use the **Phish Alert button** to report suspicious emails. Never click links or open attachments you weren't expecting.

Bottom Line

By staying alert and using the tools provided, we can keep our systems safe and push that phishing risk even lower. Technology helps, however **your awareness is the strongest defense we have**.

Looking Forward

 <p>Suggestion</p> <p>More Feedback Opportunities</p>	 <p>IT Project Process Enhancements</p>	 <p>Finalized Roadmap</p> <p>Strategic Plan Finalization</p>	 <p>Artificial Intelligence</p>
 <p>Electronic Forms, Processes & Workflows</p>	 <p>Cybersecurity</p>	 <p>Additional SharePoint Opportunities</p>	 <p>WCTAC</p> <p>Technology Alignment Committee (WCTAC)</p>
 <p>Permit Granted</p> <p>Park ALPR Entry Permit Management Enhancements</p>	 <p>Data & Analytics</p>	 <p>GPS</p> <p>Fleet Asset Management</p>	 <p>Courthouse</p> <p>IT Is moving back into Courthouse</p>
 <p>Process Modernization & Digitization</p>	 <p>Intelligent Voice Response (IVR)</p>	 <p>Record Retention Enhancements</p>	 <p>workday</p> <p>Workday Integrations & Automations</p>

AI: What It Is, How We Use It, and Why It Matters

Artificial Intelligence (AI) is transforming the way we work. At its core, AI refers to computer systems that can perform tasks that usually require human intelligence—like analyzing data, recognizing patterns, or generating content.

What Is AI?

AI uses data and algorithms to “learn” and improve over time. Instead of following fixed instructions, AI adapts based on the information it processes. This makes it powerful for tasks like automating repetitive work, summarizing documents, and providing quick insights.

Types of AI

Narrow AI- Focused on one task, like email filtering or voice assistants. It does one thing very well.

Generative AI- Creates new content—text, images, or code—based on patterns it has learned. Examples include tools that draft emails or create graphics.

Predictive AI- Looks at data and predicts what might happen next. Used for forecasting and planning.

What’s Approved for County Employees

To keep data secure and ensure compliance, only approved AI tools should be used for County work. Here’s what’s currently available:

- **Wauk-E (GovAI)-** Our County’s own AI assistant, available to all employees at no cost. Wauk-E is designed for government use, making it safe and reliable for everyday tasks.
- **Microsoft Copilot-** Integrated into Office apps like Word, Excel, Outlook, and Teams. Copilot

helps with drafting, summarizing, and analyzing. It comes with a per-user cost, so check with your department before requesting access.

Why Only Approved Tools Should Be Used

Public AI tools may seem convenient, but they often store or share data in ways that don’t meet County security standards. Using unapproved tools can put sensitive information and public trust at risk. Approved tools are vetted to ensure:

- **Data Privacy-** Information stays within County systems.
- **Compliance-** We meet legal and regulatory requirements.
- **Accuracy and Accountability-** Tools are monitored and supported by IT.

If it’s not on the approved list, don’t use it for County work. When in doubt, contact IT.

Looking Ahead

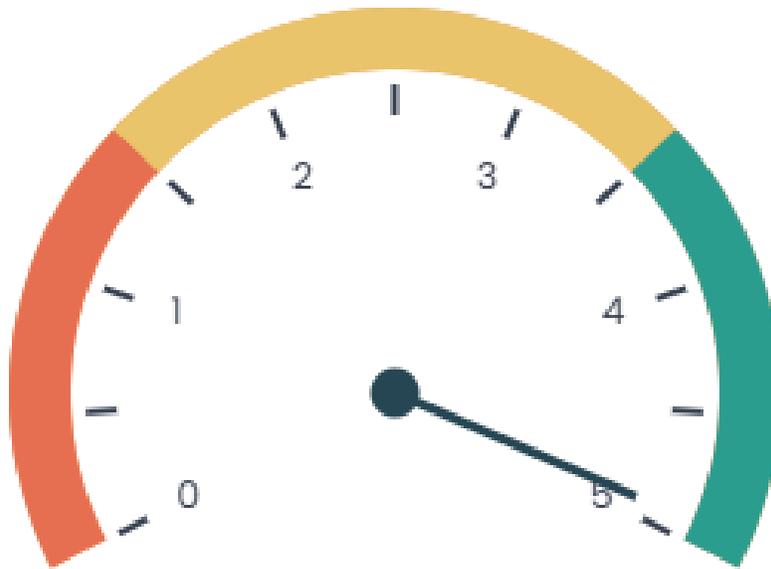
AI isn’t here to replace people—it’s here to help us work smarter. By automating routine tasks and providing insights, AI frees up time for the work that matters most: serving our community. As technology evolves, we’ll continue to review new tools and make sure they’re safe, effective, and aligned with our mission.

AI Safety Tips

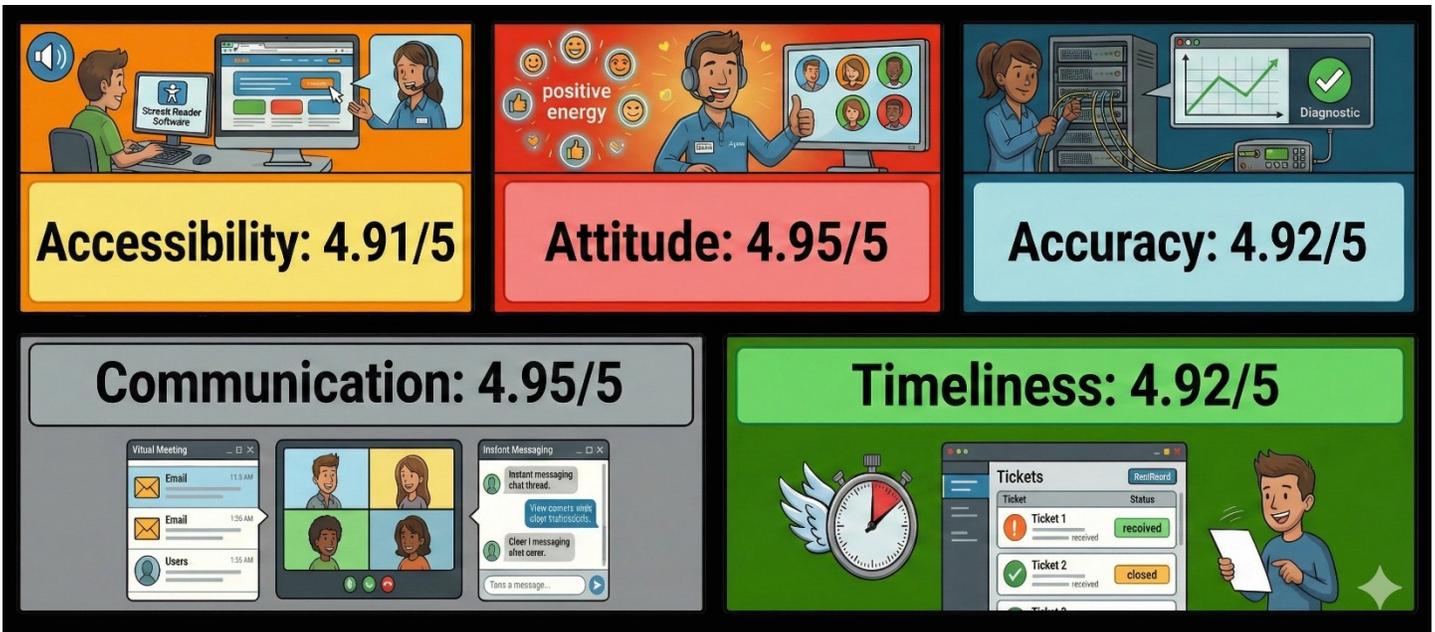
- ✓ Use only approved tools (Wauk-E, Microsoft Copilot).
- ✓ Never share sensitive data in public AI tools.
- ✓ Check AI results before using them.
- ✓ Ask IT if unsure about a tool.

Customer Satisfaction

The County's goal for customer service is an average score of 4.65. In 2025, our IT team received 954 satisfaction survey responses with an average rating of 4.92.



Average Score
4.92/5.0



Information Technology's Strategy

Vision

To be a trusted partner in delivering and supporting positive outcomes through technology innovation.

Strategy & Objectives



Unify
Technology
Planning &
Execution



Empower
Decision-
Making with
Data



Enhance
Efficiency
with AI &
Automation



Safeguard
County
Assets &
Data



Promote
Collaboration,
Innovation &
Adaptability



serviceportal.waukeshacounty.gov



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