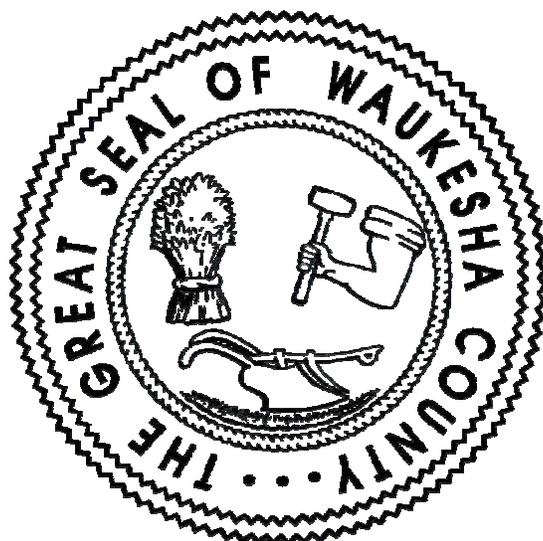


# Waukesha County



## Department of Administration Executive Summary Strategic Plan 2008 – 2010

### Waukesha County Mission Statement:

“The mission of 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.”

### 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.

### Department Critical Issues

Critical Issue One: The need to provide support service to our customers, through a critical evaluation of existing processes and the subsequent redesign and refinement of Department of Administration internal policies, procedures and practices.

Critical Issue Two: The need to proactively assess, plan, and respond to internal and external factors, which affect the County, in order to avoid fiscal adversity and operation disruption.

Critical Issue Three: The need to provide, develop, and maintain a quality workforce that enables County government to deliver effective and efficient services.

Critical Issue Four: The need to identify, evaluate, prioritize, and implement cost-effective technological advances that promote operations and support efficiencies while remaining congruent with County strategic objectives.

Critical Issue Five: Provide leadership in inter/intra-governmental cooperation to effect consolidation, collaboration and efficiency of public service.

## Waukesha County Strategic Outcomes

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- A county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill

## DOA – Multi-Divisional

### Strategic Outcome - Objective Worksheet

**Strategic Outcome:** A County that provides customers with quality programs and services.

**Objective:** Reduce the amount of labor needed to process accounts referred to Collections. This includes the staff time in Collections and the larger departmental users of collection services.

**Objective Owner:** Sean Sander

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Work with HHS, Clerk of Courts, IT and our applicable software vendors to reach agreement on project scope, required resources and timeline.	HHS/COC/IT/ DOA Collections	2 <sup>nd</sup> Qtr 2009
2. Capture/measure pre-project metrics/baseline.	HHS/COC/IT/DOA Collections	2 <sup>nd</sup> Qtr 2009
3. Define/gather business, functional, technical and mapping requirements and necessary data elements.	HHS/COC/IT DOA Collections/ Software Vendors	2 <sup>nd</sup> Qtr 2009
4. Develop project plan.	HHS/COC/IT DOA Collections/ Software Vendors	2 <sup>nd</sup> Qtr 2009
5. Develop and implement software and staff training.	HHS/COC/IT DOA Collections/ Software Vendors	4 <sup>th</sup> Qtr 2009
6. Post project review and metrics analysis.	HHS/COC/IT DOA Collections/ Software Vendors	1 <sup>st</sup> Qtr 2010

**Evidence of Success** (KOI, Target Indicator):

Outcome - Total staff time per referral.

Target - To reduce time by 50% and achieve a ROI payback period of less than 3 years.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Control EUTF and other related IT costs Countywide.**

**Objective Owner: Sean Sander**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Identify and develop inventory of the existing number and location of imaging, faxing, copying and printing devices used at the County. Determine current usage statistics and associated costs.	Purchasing/DOA Business Office/IT	2007-2009
2. Research capabilities and usability of multifunction devices (MFD) and printers.	Purchasing/DOA Business Office/IT	2007-2009
3. Identify current business processes and staff responsible for acquiring and installing printers.	Purchasing/DOA Business Office/IT	2009
4. Establish Countywide standards for MFD and printer devices.	Purchasing/DOA Business Office/IT	2007-2009
5. Investigate/evaluate opportunity to utilize/leverage state contract pricing if applicable. If not develop/issue bid/RFP.	Purchasing	2009
6. Educate County staff on benefits of MFDs and standardizing printer devices.	Purchasing/DOA Business Office	2007-2009
7. Implement improved business process for acquiring MFDs/printers.	Purchasing/DOA Business Office/IT	2009-2010
8. Develop and implement plan for maintaining inventory of MFD/printers.	Purchasing/DOA Business Office	2009-2010
9. Acquire/install MFDs and relocate/remove printers where feasible.	Purchasing/DOA Business Office	2009-2010

10. Train staff on use of MFD and printing operational improvement/efficiency opportunities.	Purchasing	2009-2010
11. Identify and implement solution for disposal of surplus equipment (if deviation from current practices).	Purchasing	2009-2010
6. Evaluate results.	Purchasing/DOA Business Office	2009-2010
7. Identify/determine other future initiatives to support this objective.	Purchasing/DOA Business Office/IT	2009-2010

**Evidence of Success** (KOl, Target Indicator):  
 Outcomes - Devices per employee. Devise costs per employee.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Identify technological and reengineering opportunities and/or initiatives for reducing the overall cost of delivering services to internal and external customers and stakeholders while maintaining or increasing the level of customer satisfaction associated with the service delivery and reducing the cost and support necessary for maintaining duplicative systems at the County.**

### A. Countywide Cashiering

**Objective Owner: Sean Sander**

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Assemble workgroup and educate users on operational benefits and efficiency of a countywide cashiering solution.	Cashiering Workgroup includes representatives from each department including County Board internal audit	2007 Completed
2. Define and agree on business and technical requirements and the IT infrastructure necessary to support this initiative.	Cashiering Workgroup	2007 Completed
3. Issue RFP, evaluate responses and select and contract with winning vendor.	Purchasing & Cashiering Workgroup	2007 Completed 2008
4. Develop phased implementation plan and establish the infrastructure necessary to support the selected solution.	IT Project Manager, IT Staff. Vendor & Project Sponsor	2007-2008 Completed
5. Implement and train staff on solution.	Active Network & DOA Business Office	2008-2010
6. Establish workgroup to update/revise Cash Handling Policy and Cashiering Security Standards.	Workgroup includes representatives from each department including County Board internal audit	2008-2010

7. Consolidate Countywide merchant credit/debit card processing with a single vendor	Project Manager & Selected Vendor	2008-2009
8. Ensure PCI Compliance	IT Infrastructure Administrator, Vendors, IT Staff & Project Manager	2008-2010
9. Review results and evaluate future opportunities for intra-governmental collaboration in centralizing and consolidating cash receipting and other customer service / reception type functions.	Project Manager & Cashiering Workgroup	2009-2011
10. Identify/determine other future initiatives to support this objective.	Project Manager & Cashiering Workgroup	2010-2011

**Evidence of Success** (KOI, Target Indicator):  
Outcomes – ROI including average cost per transaction (factoring in # of phone, web, mail, in person transactions). Lower merchant card fees, Customer satisfaction rating.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: A County that provides customers with quality programs and services.**

**Objective: Use the County's internet tax payment program as a census builder for collaborating/partnering with municipal candidates to share and lower the per unit service delivery cost and to enhance customer satisfaction and participation.**

**Objective Owner: Sean Sander**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Identify potential municipal partners.	DOA Office      Business	2007 Completed
2. Research and obtain necessary background information.	DOA Office      Business	2007 Completed
3. Contact and meet with potential partners (City of Brookfield, City of Oconomowoc, City of Waukesha).	DOA Office      Business	2007-2008 Completed
4. Secure commitment for partnership.	DOA Office      Business	2007-2008 Completed
5. Implement and train on all aspects of combined initiative and communicate availability of new service to taxpayers.	DOA Office,      Business Software Vendor      IT,	2007-2009
6. Develop and Issue RFP for Online Countywide Payments (to replace existing expiring contract).	Purchasing,      DOA Business Office, IT	2010
7. Market services – provide presentation to Waukesha County Cooperation Council and approach communities that contract for tax billing services.	DOA Office      Business	2009-2010
8. Evaluate results and identify additional areas/opportunities to collaborate with municipalities in accepting online payments.	DOA Office      Business	2009-2010

**Evidence of Success** (KOI, Target Indicator):

Outcomes - # of internet tax payments received, # of municipalities participating in internet payment partnership program.

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A County that provides customers with quality programs and services.**

**Objective: Develop and implement an Electronic Content Management (ECM) solution at the County to increase productivity and minimize and manage the risk/liability associated with paper and electronic record retention.**

**Objective Owner: Sean Sander**

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Use ECM Imerge's feasibility study as a planning tool/resource/roadmap.		2007 Completed 2008
2. Research best practices for ECM in government and private sector. Educate County users and stakeholders on benefits of ECM.		2007 On-Going 2009
3. Define and reach agreement on business and technical requirements and the IT infrastructure necessary to support this initiative.	DOA - Business Office, IT & County Departments	2009 - 2010
4. Obtain support and funding for ECM initiative.		Capital Project 200910 creates funding in 2010
5. Develop RFP for ECM solution.	DOA - Business Office, IT, Purchasing	
6. Develop phased implementation plan and establish the infrastructure necessary to support the selected solution. a. Manual Process b. Automated Process	DOA - Business Office and IT	a. 2009 b. 2010 - 2011
7. Implement and train staff on solution.	DOA - Business Office and IT	2009-2010
8. Review results.	DOA - Business Office and IT	2011
9. Identify/determine other future initiatives to support this objective.	DOA - Business Office and IT	2011

**Evidence of Success** (KOI, Target Indicator):  
TBD

## Strategic Outcome - Objective Worksheet

**Strategic Outcome:** Cost effective services delivered with competence and skill.

**Objective:** Develop a comprehensive hands-on orientation for new managers to assist them in executing transactions using the County's various financial systems. Develop written material new managers could retain for future reference; including system documentation, relevant ordinance sections, policy and procedure documents, chart of accounts, etc.

**Objective Owner:** Larry Dahl

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Submit outline to Director of Administration for approval.	Accounting/ Budget	March 2009
2. Submit course material to Director of Administration for approval.	Accounting/ Budget	June 2009
3. Final reference manual and course material.	Accounting/ Budget	September 2009
4. Start date for offering course to new managers and supervisors.	Accounting/ Budget	October 2009

**Evidence of Success** (KOI, Target Indicator):

Outcome – Number of new managers and supervisors trained annually.

Target – 20 managers and supervisor annually.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome:** Cost effective services delivered with competence and skill.

**Objective:** Develop a Financial training course aimed at providing County staff at the professional/technical level with some basic financial analysis tools.

**Objective Owner:** Larry Dahl & Keith Swartz

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Submit training course outline to Director of Administration for approval.	Accounting/ Budget	March 2010
2. Submit course material to Director of Administration for approval.	Accounting/ Budget	August 2010
3. Final reference manual and course material.	Accounting/ Budget	October 2010
4. Start date for offering course to County staff.	Accounting/ Budget	December 2010

**Evidence of Success** (KOl, Target Indicator):  
Outcome – Number of staff members trained annually.  
Target - 5 staff members annually.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Acquire a consultant study to review and plan for potential new directions for the County's future (BAS) financial system. (See approved Capital Project IS-200619).**

**Objective Owner: Mike Biagioli**

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Accounting, Budget, Purchasing and IT meet to determine scope for project.	DOA Business Analyst, Accounting and Budget Staff	After IT strategic plan Completed 2007
2. Develop RFP.	DOA Business Analyst, Accounting, Purchasing and Budget Staff	November 2008 Completed 2 <sup>nd</sup> Qtr 2008
3. Consultant will review all financial related processes and identify improvements.	Consultant, DOA and other County Staff	October 2009 Completed 4 <sup>th</sup> Qtr 2008
4. Identify major systems available in the marketplace.	Consultant	October 2009 Completed 1 <sup>st</sup> Qtr 2009
5. Final report documenting recommendations.	Consultant	2 <sup>nd</sup> Qtr 2009
6. Develop new Capital Plan to accommodate the transition to a new Tier 2 Financial ERP package, as recommended in the report.	DOA, Information Technology (IT)	3 <sup>rd</sup> Qtr 2009
7. Develop Request for Proposal to evaluate and select a replacement Financial ERP.	DOA Business Analyst, DOA staff, Purchasing, Budget, IT, Consultant, and other County Staff	4 <sup>th</sup> Qtr 2010

8. Analyze Business Improvement recommendations and implement high return opportunities across the County.	DOA Business Analyst, DOA staff and other County staff	4 <sup>th</sup> Qtr 2010
9. Issue RFP for the evaluation and selection of a replacement Financial ERP.	DOA Business Analyst, DOA staff, Purchasing, Budget, IT, Consultant, and other County staff	1 <sup>st</sup> Qtr 2011
10. Evaluate, select and award the RFP to the vendor of the selected replacement Financial RFP.	DOA Business Analyst, DOA staff, Purchasing, Budget, IT, Consultant, and other County staff	2 <sup>nd</sup> Qtr 2011
11. Implement transition plan to migrate from our current Oracle Government Financials to the selected replacement Financial ERP.	DOA Business Analyst, DOA staff, Purchasing, Budget, IT, Consultant, and other County staff	4 <sup>th</sup> Qtr 2012
12. Complete migration from Oracle Government Financials to new Financial ERP (Go Live).	DOA Business Analyst, DOA staff, Purchasing, Budget, IT, Consultant, and other County staff	1 <sup>st</sup> Qtr 2013

**Evidence of Success** (KOl, Target Indicator):  
Identification of future business process IT initiatives, time lines and costs.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome:** Cost effective services delivered with competence and skill

**Objective:** Study the feasibility and establishment of a potential pool of clerical employees who are in a state of transition due to potential layoff, performance deficiencies, organizational changes, etc. Allow for persons to be loaned out to departments on limited basis for project work and overload assistance. Alternative to Unemployment Compensation for some persons and County.

**Objective Owner:** Sue Zastrow

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Work with budget staff to develop funding criteria and process for pool.	Sue Zastrow Keith Swartz	3 <sup>rd</sup> Quarter 2009
2. Identify clerical positions to be restructured or eliminated in budget process.	Sue Zastrow Keith Swartz Departments	3 <sup>rd</sup> Quarter 2009
3. Identify criteria for departments to request pool help and process for doing it.	Sue Zastrow Sylvana Radmer Renee Gage Debbie Rapp	4 <sup>th</sup> Quarter 2009
4. Identify pool of affected employees; identify skills.	Departments Sylvana Radmer Renee Gage Skills tests administered by HR staff or outside agency	4 <sup>th</sup> Quarter 2009
5. Coordinate placement of pool staff.	Sylvana Radmer Renee Gage	Beginning 1 <sup>st</sup> Quarter 2010 and continuing forward

**Evidence of Success** (KOI, Target Indicator): Job assignments for support staff who would otherwise face lay-off; avoidance of unemployment compensation payments.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: To reduce operational complexity, Information Technology is migrating all current Netware application functions to the Microsoft environment. This includes the County's email system as well all the data and the directory structure for all authentications and access to resources. Human Resources will be included in this project to coordinate the training requirements for County employees.**

**Objective Owner: Information Technology – Infrastructure**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Purchase all required software licenses and hardware required to support this migration.	Purchasing, IT Infrastructure	1 <sup>st</sup> Qtr 2007 Completed 2 <sup>nd</sup> Qtr 2007
2. Contract Subject Matter Expertise to assist in the planning and migration process.	Purchasing, IT Infrastructure	1 <sup>st</sup> Qtr 2007 Completed 2 <sup>nd</sup> Qtr 2007
3. Establish test Microsoft environment to facilitate migration.	Project Team	2 <sup>nd</sup> Qtr 2007 Completed 3 <sup>rd</sup> Qtr 2007
4. Plan migration and training to be required.	Project Team, Human Resources	2 <sup>nd</sup> Qtr 2007 Completed 4 <sup>th</sup> Qtr 2007
5. Establish pilot areas to be migrated.	Project Team	3 <sup>rd</sup> Qtr 2007 Completed 4 <sup>th</sup> Qtr 2007
6. Train County Employees.	Human Resources	1 <sup>st</sup> Qtr 2008 Completed 2 <sup>nd</sup> Qtr 2008
7. Begin County Migration.	All Areas	4 <sup>th</sup> Qtr 2007 Completed
8. Project Completion.	All Areas	3 <sup>rd</sup> Qtr 2009

**Evidence of Success** (KOl, Target Indicator):

1. Email has been ported from Groupwise to Microsoft Outlook.
2. Active Directory has replaced Novell e-Directory.
3. SharePoint Server is actively supporting workflow efforts.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: A County that assists at-risks citizens.**

**Objective: Working with Health and Human Services, evaluate the fit of the NetSmart Technologies Avatar Clinician Workstation –(AvatarCWS’ and accompanying module(s) to provide a Case Management/ Electronic Health Record (EHR) tool for the County certified by the Certification Commission for Health Information Technolgy (CCHIT).**

**Objective Owner: Mike Biagioli**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Reaffirm NetSmart Technologies' AvatarCWS application (and other related modules) as a fit for the County's Health and Human Services case management/EHR needs. Prepare Business Case for the 2008 Capital Budget process.	HHS, IT, and Consultant	2 <sup>nd</sup> Qtr 2007 1 <sup>st</sup> Qtr 2011
2. Contract negotiations with Netsmart Technologies.	HHS, Purchasing, IT,	4 <sup>th</sup> Qtr 2007 1 <sup>st</sup> Qtr 2011
3. Project Planning, Requirements, Functional & Technical Specifications.	Vendor, HHS and IT	1 <sup>st</sup> Qtr 2008 2 <sup>nd</sup> -3 <sup>rd</sup> Qtr 2011
4. Analysis, Design & Development.	Vendor, HHS and IT	2 <sup>nd</sup> Qtr 2008 2 <sup>nd</sup> – 3 <sup>rd</sup> Qtr 2011
5. Package Implementation in Test System.	Vendor, HHS and IT	3 <sup>rd</sup> Qtr 2008 3rd Qtr 2011
6. Iterative Testing and Training and Package Implementation in Production.	Vendor, HHS and IT	4 <sup>th</sup> Qtr 2008 4 <sup>th</sup> Qtr 2011
7. Post Project Review.	HHS, IT, DOA Budget (ROI)	3rd Qtr 2009 1 <sup>st</sup> Qtr 2012

**Evidence of Success (KOl, Target Indicator):**

Health and Human Service is able to manage case data through an electronic case management/Electronic Health Record system, which will result in reduced paperwork; enhanced case worker coordination, access to case data across campus buildings and from remote sites, decreased time associated with chart pulling and filing, increased data access for management planning and evaluation, and reduced exposure to risk associated with data security issues.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: A County that assists at-risks citizens.**

**Objective: Working with Health and Human Services, evaluate the fit of the NetSmart Technologies' Avatar Managed Services Organization (AvatarMSO) application and accompanying module(s) as a replacement for PeopleLink (master client index, service contracts, service authorization, and accounts payable functions) for the purpose of reducing IT support and for the added security and managed care functionality.**

**Objective Owner: Mike Biagioli**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Review 2 <sup>nd</sup> Qtr 2007 application study of the NetSmart Technologies <i>Managed Services Organizations (AvatarMSO)</i> module validating a fit for the County's Health and Human Services needs. Prepare Business Case for the 2009 Capital Budget process.	HHS, IT	2 <sup>nd</sup> Qtr 2008 3 <sup>rd</sup> Qtr 2009
2. Contract negotiations with Netsmart Technologies.	HHS, IT, Purchasing	4 <sup>th</sup> Qtr 2008 2 <sup>nd</sup> Qtr 2009
3. Project Planning, Requirements.	Vendor, HHS, and IT	1 <sup>st</sup> Qtr 2009 3 <sup>rd</sup> Qtr 2009
4. Analysis, Design & Development.	Vendor, HHS, and IT	2 <sup>nd</sup> Qtr 2009 2 <sup>nd</sup> Qtr 2010
5. Package Implementation in Test System.	Vendor, HHS, and IT	3 <sup>rd</sup> Qtr 2009 3 <sup>rd</sup> Qtr 2010
6. Iterative Testing and Training and Implementation of Production System.	Vendor, HHS, and IT	4 <sup>th</sup> Qtr 2009 4 <sup>th</sup> Qtr 2010
7. Post Project Review.	HHS, IT, DOA Budget (ROI)	3 <sup>rd</sup> Qtr 2010 1 <sup>st</sup> Qtr 2011

**Evidence of Success** (KOI, Target Indicator):

Health and Human Services is able to replace its current in-house system, PeopleLink, with a system that maintains the productivity gains, audit controls, accuracy and timely payments already realized by implementing PeopleLink, adds needed HIPAA-required security and electronic data interchange (EDI) capabilities and encounter-driven managed care tracking while reducing IT-related support associated with maintaining and in-house built application.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: A County that provides customers with quality programs and services**

**Objective: Combine the planned migration to Voice over IP with the planned upgrade of the County wiring closets. The wiring closet upgrade is designed to meet increased network throughput demand, provide uninterrupted power to the closets to insure network reliability, and allow for power to the network to support Voice Over IP. These efforts will be coordinated with the anticipated end of the County's AT&T Centrix contract.**

**Objective Owner: Information Technology – Infrastructure and the Business Office**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Develop requirements, functional and technical specifications.	IT, Business Office	4 <sup>th</sup> Qtr 2008
2. Select Pilot Area for Wiring Closet preparation	IT, DPW, (Facilities)	1 <sup>st</sup> Qtr 2009
3. Complete Pilot and evaluate cost implications	IT, Bus Office	3 <sup>rd</sup> Qtr 2009
4. Develop Timeline for County wiring Closet Upgrades and Voice Over IP implementation	IT, DPW (Facilities)	4 <sup>th</sup> Qtr 2009
2. Publish RFP for both the wiring closet upgrades and the Voice Over IP solution.	IT and Purchasing	2nd Qtr 2010
3. Equipment Installation.	Vendor and IT	4th Qtr 2010
4. Testing, training and corrections.	Vendor and all County areas	2nd <sup>h</sup> Qtr 2010
5. Implementation of product.	Vendor and IT	3rd Qtr 2011
6. Post Project Review.	IT and the Business Office	4th Qtr 2011

**Evidence of Success** (KOI, Target Indicator):

1. Network supports all application requirements with appropriate bandwidth.
2. Voice Over IP is functioning as expected.
3. Anticipated Return On Investment is achieved in planned time frame.

## DOA-Budget Division

### Strategic Outcome - Objective Worksheet

**Strategic Outcome: A well planned County.**

**Objective: Assist Chief of Staff and County Executive in Steering 2007-2010 and on-going Countywide Business Strategic Planning development; reviewing departments' submissions with annual reviews and implement linkage of Strategic Plans with resource allocations to County's 2010 and future budgets and incorporation into County's 5 year financial forecast.**

**Objective Owner: Keith Swartz**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Departments will turn in their strategic plan for review by the strategic plan sponsor group.	All Departments	2007 Annual review and update
2. The strategic plan sponsor group will meet to review the plans that have been submitted.	Sponsor work group Allison Bussler Dale Shaver Keith Swartz Deb Kneser Julianne Klimetz	2007 Annually thereafter
3. The strategic plan sponsor group will formulate a countywide plan to share recommendations with the cabinet.	Sponsor work group Allison Bussler Dale Shaver Keith Swartz Deb Kneser Julianne Klimetz	2007 Annually thereafter
4. The cabinet will review the countywide plan and provide feedback and revision recommendations.	Cabinet	Late May or Early June Annually
5. The countywide strategic plans will be revised based on recommendations and finalized for inclusion in the 2008 budget.	Sponsor work group Allison Bussler Dale Shaver Keith Swartz Deb Kneser Julianne Klimetz	Late June 2007 Annually thereafter
6. Based on the plan that is created resources may be allocated for priority strategic objective initiatives during the 2008 budget development process.	County Executive Budget Div. Analysts	Late August Annually
7. Annual Reviews and Updates each year of Plan.	Sponsor workgoup	Late May 2008-10 and annually

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8. Post updated Strategic Plans on the intranet.

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Deb Kneser  
Julianne Klimetz

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2009 - 2010 and  
annually

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**Evidence of Success** (KOI, Target Indicator):

The development of a multi-year countywide strategic plan that provides direction to departments regarding the priorities of the county.

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A well planned County.**

**Objective: Work and assist Public Works, CJCC, Courts, Sheriff, County Board management with strategy implementation of Prisoner movement study results and impacts on 5 year capital plan and identify operating budget impacts.**

**Objective Owner: Linda Witkowski**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. RFP issued for consultant study and contract awarded.	Public Works	March 2007
2. Consultant conducts study and provides report.	Public Works Director managing contract	June 2007
3. Review cost proposals recommended. Financial analysis must distinguish between one-time costs and recurrent costs, as well as a payback period or return on investment as appropriate.	Budget Division Analysts	2007 -2008
4. Work with County Executive's office on recommendation for the Capital Plan.	County office and Exec's Budget Office	September 2007 3 <sup>rd</sup> Qtr 2008
5. Identify operating impact of recommended solution with stakeholders for forecast.	Budget Division Analysts	March 2008 2 <sup>nd</sup> Qtr 2010

**Evidence of Success (KOI, Target Indicator):**

An approved solution with costs, funding plan and time line incorporated into County budget and/or capital plans adopted by the County Board.

## DOA – Labor Relations

### Strategic Outcome - Objective Worksheet

**Strategic Outcome:** A County that provides customers with quality programs and services.

**Objective:** Health systems data / education / plan design and programming – based on analysis and development of management reports on employee data, health care and dental care utilization identify areas of employee education and communication, labor management partnerships, wellness programming, health plan redesigns, establishment of incentive driven components.

**Objective Owner:** Jim Richter and Peter Hans

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Develop and utilize alternative communication systems to educate and inform employees about employee benefits and the health advancement program.	Jim Richter Peter Hans	1 <sup>st</sup> Qtr 2010
2. Identify areas of the workforce which may be under utilizing the health advancement program and establish strategies to engage their participation.	Jim Richter Peter Hans	1 <sup>st</sup> Qtr 2010
3. Develop Health Advancement programs which correlate to the claims experience in the health and workers compensation programs as well as employee interest levels.	Jim Richter Peter Hans	3 <sup>rd</sup> Qtr 2010
4. Analyze health claims and health advancement program data to determine benchmarks for the program evaluation, assessment and return on investment.	Jim Richter Peter Hans	4 <sup>th</sup> Qtr 2010
5. Evaluate health care claims administration alternatives which will result in cost savings while still maintaining appropriate customer service levels and claims processing.	Jim Richter Peter Hans	1 <sup>st</sup> Qtr 2010
6. Conduct a feasibility study of establishing a partnership with a healthcare provider to establish an on site clinic for employee health issues, physical therapy needs and preventative screenings.	Jim Richter Peter Hans	4 <sup>th</sup> Qtr 2010

**Evidence of Success** (KOI, Target Indicator):

Lower health care costs, utilization and severity of cases associated with targeted conditions and employee groups.

## DOA – Information Technology

### Strategic Outcome - Objective Worksheet

**Strategic Outcome: A safe County.**

**Objective: Spillman Technologies is re-writing their CAD/GeoBase module to link it specifically to the ESRI mapping system. Waukesha County has informed Spillman Technologies that this re-write is so critical that if we do not feel that the re-write is going to be successful or delivered by the end of 2007, we will be forced to select a different CAD/GeoBase vendor. This project encompasses both scenarios. If it is decided to begin the process of selecting a replacement for Spillman, this project will extend into 2009.**

**Objective Owner: Mike Biagioli**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Work with Spillman in the design and testing of the rewritten Geobase module. This function failed and alternative strategy was established to replace Spillman CAD/Geobase.	WCC, IT	3 <sup>rd</sup> Qtr 2007 1 <sup>st</sup> Qtr 2008
2. Investigate and evaluate potential CAD/Geobase replacement system.	WCC, IT	4 <sup>th</sup> Qtr 2007 1 <sup>st</sup> Qtr 2008
3. Select Industry Consulting partner to assist in the development of the RFP to replace Spillman CAD/Geobase.	WCC, IT	1 <sup>st</sup> Qtr 2008 2 <sup>nd</sup> Qtr 2008
4. Establish CAD Advisory Committee to review and assist in the development of the RFP	WCC, IT	1 <sup>st</sup> Qtr 2008 2 <sup>nd</sup> Qtr 2008
5. Issue RFP for the replacement of the CAD/Geobase Module	WCC, IT	2 <sup>nd</sup> Qtr 2009
6. Select Replacement Vendor and negotiate contract	WCC, IT	4 <sup>th</sup> Qtr 2009

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7. Train staff, install new CAD/Geobase, migrate current data and activate new system

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WCC, IT

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2<sup>nd</sup> Qtr 2011

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**Evidence of Success** (KOI, Target Indicator):

Improved Geobase functionality for the proper validation of grid/standard addressing; enabling WCC to locate, verify and obtain address information for locations within Waukesha County and, eliminate required workarounds.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Replace out current in-house developed and supported Tract Index system with a vendor supported software package. This will reduce our dependence on County IT employees to know and support the system and allow for additional functionalities defined by the Register of Deeds.**

**Objective Owner: Information Technology and Register of Deeds**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. RFP Process and Package Selection.	ROD, IT, Purchasing, DOA-Business Office	4 <sup>th</sup> Qtr 2008
2. Develop requirements, functional and technical specification.	ROD and IT	1 <sup>st</sup> Qtr 2009
3. Interface analysis, design and development.	ROD and IT	2 <sup>nd</sup> Qtr 2009
4. Product Implementation.	Vendor, ROD and IT	4 <sup>th</sup> Qtr 2009
5. Testing, training and corrections.	Vendor, ROD and IT	4 <sup>th</sup> Qtr 2009
6. Post Project Review.	ROD and IT	2 <sup>nd</sup> Qtr 2010

**Evidence of Success** (KOI, Target Indicator):  
Current in-house developed Tract Index system is retired.  
Vendor package is functioning as desired.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome:** A County that provides customers with quality programs and services.

**Objective:** With the Department of Public Works (Facilities and Highway Divisions) and the Department of Parks and Land Use, and DOA implement the web-based version of a Fixed Asset management system. This will provide Parks and Land Use with the asset management and tracking tool they require, meet the asset management systems requirements, already in place for Facilities and Highway Division, while addressing the other Fixed Asset management requirements across the County.

**Objective Owner:** Information Technology – Business Services

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Develop business requirements, functional and technical specifications.	DPW, PLU, DOA and IT	1 <sup>st</sup> Qtr 2009
2. Issue RFP for the selection of a Countywide Asset Management System.	DPW, PLU, DOA, Purchasing, IT	2 <sup>nd</sup> Qtr 2009
3. Select Vendor solution for County-wide Asset Management negotiate contract	DPW, PLU, DOA, Purchasing, Corporation Counsel, IT	3 <sup>rd</sup> Qtr 2009
2. Develop installation and testing plan.	DPW, PLU, DOA and IT	3rd Qtr 2009
3. Product Testing.	DPW, PLU, DOA and IT	3rd Qtr 2009
4. Product Implementation.	DPW, PLU, DOA and IT	4th Qtr 2009
5. Post project Review.	DPW, PLU and IT	2nd Qtr 2010

**Evidence of Success** (KOI, Target Indicator):

Both Parks and Land Use and Public Works – Facilities are using the same Facility Max package as designed.

Parks and Land Use is able to use the application, via the web, remotely.

**DOA - Risk Management**

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A safe County.**

**Objective: In collaboration with Public Works and the Sheriffs Dept., monitor controlled access screening program and implement necessary modifications including Capital Project 200611 to upgrade the Courthouse lobby to best facilitate controlled access screening in compliance with the Americans with Disability Act (ADA) while enhancing customer service through incorporation of Customer Relationship Management (CRM) concepts.**

**Objective Owner: Laura Stauffer**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Provide Public Works with design/construction input on Capital Project 200611 to upgrade Courthouse lobby.	Laura Stauffer Sean Sander Public Works	Dec. 2008 Completed
2. Meet w/Facilities and Sheriff Dept. personnel on at least quarterly basis to review and address any issues of concern related to controlled access screening.	Laura Stauffer Facilities and Sheriff Dept. personnel	2008-2010
3. Provide status report on controlled access screening initiative to County Executive and County Board.	Laura Stauffer with support of Facilities and Sheriff Dept.	Oct. 2008 (1 year post- implementation date) Completed

**Evidence of Success** (KOI, Target Indicator):

Outcomes - 1) Enhanced customer service level. 2) Positive customer perceptions regarding their safety while inside the Courthouse/Administration Complex.

Targets - 1) Minimal complaints and strong satisfaction level reported by customers and employees.

2) Positive customer feedback.

## Strategic Outcome - Objective Worksheet

**Strategic Outcome: A safe County.**

**Objective: Reduce worker's compensation claim costs.**

**Objective Owner: Laura Stauffer**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Review 2007 consultant loss analysis to develop specific loss control objectives to reduce worker's compensation claim costs.	Laura Stauffer Mark Jatczak	Jan 2008 1 <sup>st</sup> Qtr 2008 Completed
2. Target one specific initiative to implement in the Sheriff's Dept. to reduce worker's compensation claim costs.	Laura Stauffer Mark Jatczak Sheriff Dept.	Jan 2008 – Dec 2010
3. Target one specific initiative to implement in the Public Works Department-Highway Operations to reduce worker's compensation claim costs.	Laura Stauffer Mark Jatczak Public Works-Hwy	Jan 2008 – Dec 2010
4. Implement other loss control objectives identified as part of 2007 consultant loss analysis.	Laura Stauffer Mark Jatczak	Jan 2008 – Dec 2010
5. Assess actual performance compared to target indicators.	Laura Stauffer Mark Jatczak	Dec 2010

**Evidence of Success** (KOI, Target Indicator):

Outcomes -

- 1) Reduced frequency of worker's compensation claims per year (# claims).
- 2) Reduced severity of worker's compensation claims per year (total incurred dollars).

Targets -

- 1) 3% reduction in claims count from 12/31/2006 3-year average of 122 = **118** (122 x .97).
- 2) 5% reduction in total incurred losses net of subrogation from 12/31/2006 3-year average of \$653,500 = **\$620,800** (\$653,500 x .95)

## COMPLETED & DROPPED OBJECTIVES

**DOA – Multi-Divisional**  
Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A well planned County.**

**Objective: DOA Budget division to work with H&HS & Senior Services and H.R. management teams to determine feasibility of operations and the potential fiscal impacts to the County for 2008 and beyond to address changes in the State’s Family (Long Term) Care redesign program.**

**Objective Owner: Keith Swartz**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Meet with H&HS & Senior Services and H.R. management to review the status of the State’s Long-Term Care redesign program requirements.	<b>Work Group</b> Peter Schuler Don Maurer Russell Kutz Cathy Bellavary Steven Krafcheck Keith Swartz Clara Daniels Jim Richter Suzanne Zastrow	April 30, 2007 Completed
2. Meet with HHS & Senior Services & HR to Plan how the Resource Center and Care Management Organizations are being developed for implementation to work as required by State.	Work Group	May 31, 2007 Completed
3. Develop Financial model(s) to Identify what resources will be provided by the State and County for personnel, operating expenses and interdepartmental in both departments and how the program will be funded.	Work Group	May 31, 2007 Completed
4. Work with the departments to prepare a cost benefit analysis to estimate the overall benefits and fiscal impacts to the County from 2008 through 2010.	Work Group	May 31, 2007 Completed
5. Plan for developing H&HS and Senior Services 2008 Budget request.	Clara Daniels Keith Swartz Russ Kutz Steve Krafcheck	June 15, 2007 Completed

6. Review plans for implementation with County Executive and if ok'd.	Work Group, DOA Director & County Executive	July 15, 2007 Completed
7. Presentation to H&HS Board & County Board committees for approval.	H&HS/Senior Services Mgnt.	October 2007 Completed
8. Post implementation review and refinements for future years budgeting and lessons learned.	Work Group	May 15, 2008 Completed

**Evidence of Success** (KOI, Target Indicator):

The successful transition of the Long Term Care redesigned to Family Care services are to include a Resource Center and Managed Care Organization service delivery in order to be cost effective and remove clients from waiting lists with no additional or minimal fiscal impact to the County's tax levy with in the timeline agreed upon if deemed to be feasible.

Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A well planned County.**

**Objective: Identify Employees eligible to retire in next 5-year period and estimate the fiscal impact of the Vacation/ Sick leave payouts on the Non-Departmental Budget. Create a methodology that can be used to annually update the 5-year financial forecast and include anticipated payments in department and the Non-Departmental budgets.**

**Objective Owner: Keith Swartz & Bill Duckwitz**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Meet with Human Resources staff to review appropriate data sets and reports.	Bill Duckwitz	March 2007 Completed
2. Create report of employees currently eligible or eligible to retire within 5 years, complete with anticipated sick leave and vacation balances, pay rate, and estimated final payouts.	Bill Duckwitz	April 2007 Completed
3. Estimate affect on 2008 budget and 5-year financial forecast, input figures into forecast.	Bill Duckwitz	May 2007 Completed
4. Include 2008 estimate in 2008 budget assumptions, meet with DOA Director to determine appropriate amount in Non-Departmental budget, make recommendations for retirement payout amounts in departmental budgets.	Bill Duckwitz	June 2007 Completed
5. Track retirement payouts in 2007, compare to 2007 estimate provided by methodologies.	Bill Duckwitz	January 2008 Completed
6. Refine methodologies to produce more accurate future estimates based on recent trends.	Budget & H.R. Mangers	April 30, 2008 Completed

**Evidence of Success** (KOl, Target Indicator):

Actual sick leave retirement payout payments within + /- 20% of estimated payouts projection.

Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Evaluate and implement an electronic application process including paperless system where applicants and employees complete applications on line over the internet or at a PC or Kiosk within the HR offices or other designated locations. Applications are sent via email to HR, distributed to Analysts for review and referred to departments electronically. Applicant correspondence is system generated.**

**Objective Owner: Jim Richter and Sue Zastrow**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Identify volume of applications processed, staff time associated with processing, and the associated costs.	HR	3 <sup>rd</sup> Qtr 2008 Completed 2 <sup>nd</sup> Qtr 2008
2. Develop workflow process, communications needed and used between departments.	HR	3 <sup>rd</sup> Qtr 2008 Completed 2 <sup>nd</sup> Qtr 2008
3. Conduct product search for software.	HR	4 <sup>th</sup> Qtr 2008 Completed 3 <sup>rd</sup> Qtr 2008
4. Identify Hardware and other software costs.	HR, IT	1 <sup>st</sup> Qtr 2009 Completed 3 <sup>rd</sup> Qtr 2008
5. Evaluate interface requirements with Ceridian.	HR, IT	2 <sup>nd</sup> Qtr 2009 Completed 4 <sup>th</sup> Qtr 2008
6. Budget for plan costs—software, hardware.	HR, Budget	3 <sup>rd</sup> Qtr 2009 Completed 2 <sup>nd</sup> Qtr 2008
7. Purchase and install systems.	HR, IT	1 <sup>st</sup> Qtr 2009 Completed 2 <sup>nd</sup> Qtr 2009
8. Pilot and test software.	HR	2 <sup>nd</sup> Qtr 2009 Completed 2 <sup>nd</sup> Qtr 2009

9. Implement Countywide and train departments.	HR	2nd Qtr 2009 Completed 2nd Qtr 2009
10. Post system evaluation.	HR	2nd Qtr 2009 Completed 2nd Qtr 2009

<p><b>Evidence of Success</b> (KOl, Target Indicator):  Cost effectiveness leading to position reduction from full time to part time.</p>
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## DOA-Budget Division

Completed

### Strategic Outcome - Objective Worksheet

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Use Content management system to update Budget information on County's Web site and reduce the number of hard copies printed.**

**Objective Owner: Budget Division**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Complete a survey of staff to determine if they would like to access budget information (the executive and the adopted budget book) via the web.	Charlene Stein	Completed
2. Develop a file folder/file naming strategy for the budget document so that budget document sections can easily be located and turned into a PDF for upload on the website so that the budget can be uploaded onto the web in a timely manner.	Lyndsay Johnson	May 2007 Completed
3. Work with IT so that when Waukesha County has the ability to have department upload information directly onto the website, that Budget Staff are trained in the process.	Lyndsay Johnson	Fall 2007 Completed
4. Send several budget staff to IT content management training so that several analysts know how to upload information to the Waukesha County website.	Budget Analysts	Fall 2007 Completed
5. Upload both the Executive Budget Book and the Adopted Budget book in a timely manner without the assistance of IT.	Budget Analysts	September January 2008 Completed
6. Identify other documents that could be uploaded onto the internet or intranet that could either save the county money in printing expenses or could provide departments or the public with important information.	Budget Analysts	Year end 2008 Completed

**Evidence of Success (KOI, Target Indicator):**

Budget staff are able to upload the Executive and Adopted Budget Book directly to the website in a timely manner without the assistance of IT. The measure of success is the amount of money saved in printing expenses by departments being able to access the information on the internet instead of from a printed budget book.

Dropped - lack of student participants

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Collaborate with areas College programs to develop an ongoing project Assistantship program, and identify additional projects for future years. (First year focus - performance measurement & budgeting).**

**Objective Owner: Budget Division**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Identify interest by UWM MPA Administration & students who may be willing to participate in program.	Budget Staff	April 2007
2. Initial meeting with students, determine work assignments and project timeframe per Work Plan.	Budget Staff	Early September 2007
3. Meet as needed to advise students, adjust work assignment Plan as needed, and track progress.	Budget Staff	Continually, Sep – Dec 2007
4. Review project progress, finalize work for semester, publish results of project, and produce "Lessons Learned".	Budget Staff	Late November 2007
5. Create Work Plan for spring Semester 2008 based on progress of previous semester.	Budget Staff	December 2007
6. Identify additional projects & Student to participate on Project Assistants for next semester.	Budget Staff	January 2008

**Evidence of Success (KOI, Target Indicator):**

Development of Waukesha County "Scorecard" an internal management tool for Executive that compiles 2-3 outcome indicators for each of the 7 Key County Strategic Outcomes.

**DOA – Labor Relations**

Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A County that provides customers with quality programs and services.**

**Objective: Health systems data / education / plan design and programming – based on analysis and development of management reports on employee data, health care and dental care utilization identify areas of employee education and communication, labor management partnerships, wellness programming, health plan redesigns, establishment of incentive driven components.**

**Objective Owner: Jim Richter and Peter Hans**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Review Health and Dental Care reports available through UHC and Dental providers.	Jim Richter Peter Hans UHC Reps	1 <sup>st</sup> Qtr 2008 Completed
2. Identify areas of high cost, utilization and severity.	Peter Hans	1 <sup>st</sup> Qtr 2008 Completed
3 Prepare a comprehensive RFP fro selection of an Wellness consultant and biometric and HRA programs	Pete Hans Deb Rapp Mary Gutoski	2 <sup>nd</sup> Qtr 2008 Completed
4. Development of Mgt reports identifying areas of cost modification, plan design, utilization and plan modifications and enhancements.	Pete Hans Jim Richter	2 <sup>nd</sup> Qtr 2008 Completed
.5. Based on Actuarial Analysis and utilization information from UHC, design and develop Health Risk Advancement program..	Milliman USA	3 <sup>rd</sup> Qtr 2008 Completed
6. Establish an Employee steering committee made up of a cross section of the employee population including representatives from all of the represented employee union locals.	Jim Richter Union Reps	4 <sup>th</sup> Qtr 2008 Completed 3 <sup>rd</sup> Qtr 2008
7. Development of a communication strategy for employees. Identify information for general employees and targeted populations. Implement communications.	Jim Richter Pete Hans Union Reps	1 <sup>st</sup> Qtr 2009 Completed 4 <sup>th</sup> Qtr 2008

8. Identify Health Advancement Program alternatives, incentives and communication strategies.	Jim Richter Pete Hans Budget Staff	2 <sup>nd</sup> Qtr 2009 Completed 4 <sup>th</sup> Qtr 2008
9. Coordination of plan design and program ideas with Employee Wellness Committee.	Pete Hans Employee Wellness	3 <sup>rd</sup> Qtr 2009 Completed 4 <sup>th</sup> Qtr 2008
10. Initial Program Implementation.	Pete Hans	1 <sup>st</sup> Qtr 2009 Completed

**Evidence of Success** (KOl, Target Indicator):  
Lower health care costs, utilization and severity of cases associated with targeted conditions and employee groups.

**DOA – Information Technology**  
Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: A safe County.**

**Objective: With the receipt of grant funding, by the Milwaukee County’s Sheriff Department, install computer equipment that will allow for the Waukesha County Communications Center to act as the true “hot” site for the Milwaukee County dispatch function.**

**Objective Owner: Department of Emergency Preparedness and Information Technology**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Notification of Grant Award.	EP, UASI, Milwaukee County	4 <sup>th</sup> Qtr 2007
Grant not awarded revisit objective		
3. Grant Awarded – Order computer equipment.	EP, IT and Milwaukee County	4th Qtr 2008
4. Design of system interfaces and computer room layout.	IT, EP, and Milwaukee County	4th Qtr 2008
5. Plan training and testing of failover.	IT, EP, and Milwaukee County	1 <sup>st</sup> Qtr 2009
6. Implement Hot Site equipment and procedures.	IT, EP, and Milwaukee County	2 <sup>nd</sup> Qtr 2009

**Evidence of Success** (KOl, Target Indicator):

1. Waukesha County Communication Center personnel can take Milwaukee County Sheriff 911 calls and function as the Milwaukee County Hot Site.
2. Milwaukee County’s CAD system backup environment, at the WCC, functions in both test and production.

**DOA – Risk Management**  
Completed

**Strategic Outcome - Objective Worksheet**

**Strategic Outcome: Cost effective services delivered with competence and skill.**

**Objective: Successfully merge Risk Management and Purchasing divisions into one cohesive operating division.**

**Objective Owner: Laura Stauffer**

<b>Action Steps To Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Develop manager's skills/knowledge base of Purchasing functions through staff knowledge transfer, continued education programs and business networking.	Laura Stauffer and Purchasing staff	2007 through June 2008 (one year post-merger) Completed
2. Continue to develop skills and abilities of newly hired Principle Risk Management Analyst so as to successfully serve as lead worker for Risk Management.	Laura Stauffer Mark Jatczak	Dec. 2007 (one year post-hire) Completed
3. Work with newly promoted Principle Buyer to assume Principle duties so as to successfully serve as lead worker for Purchasing.	Laura Stauffer Cindy Greco	Dec. 2007 (six months post-promotion) Completed
4. Establish positive June 2007 kick-off for merged division.	Laura Stauffer	June 2007 Completed
5. Review opportunities for streamlining Risk and Purchasing inter-related functions.	Laura Stauffer and staff	June 2007 through June 2008 Completed
6. Identify areas to cross-train staff on Risk and Purchasing functions as appropriate.	Laura Stauffer and staff	June 2007 through June 2008 Completed

**Evidence of Success** (KOI, Target Indicator):

Outcomes - 1) Increased employee knowledge. 2) Reduction in work tasks between Risk Management and Purchasing on inter-related work. 3) Positive employee morale.

Targets - 1) All staff participate in at least one continued education training opportunity. 2) At least one work task/function is streamlined between Risk Management and Purchasing. 3) Majority of staff report positive feedback on merger one year post-merger.