



MILWAUKEE COUNTY

DEPARTMENT OF ADMINISTRATIVE SERVICES 2023-2027 STRATEGIC PLAN

The Department of Administrative Services' (DAS) vision is "a highly engaged workforce that provides the operational excellence and superior customer service to achieve racial equity."

DAS's mission is "We plan, develop, build and manage the technical, operational and physical infrastructure of Milwaukee County to deliver great public service."

The department's values align to those of Milwaukee County as a whole:

- **Inclusion:** We actively seek diverse perspectives when making decisions.
- **Influence:** We collectively use our power to positively impact our community.
- **Integrity:** We do the right thing even when no one is looking.

While Administrative Services plays a role in advancing Milwaukee County's strategic plan overall, **we most directly advance the strategic goals highlighted in teal below:**



MILWAUKEE COUNTY GOALS

Create Intentional Inclusion	Bridge The Gap	Invest in Equity
<p>1A Reflect the full diversity of Milwaukee County at every level of county government.</p>	<p>2A Determine what, where and how we deliver services based on the resolution of health disparities.</p>	<p>3A Invest "upstream" to address root causes of health disparities.</p>
<p>1B Create and nurture an inclusive culture across Milwaukee County.</p>	<p>2B Break down silos across Milwaukee County government to maximize access and quality of services offered.</p>	<p>3B Enhance Milwaukee County's fiscal health and sustainability.</p>
<p>1C Increase the number of Milwaukee County contracts awarded to minority and women-owned businesses.</p>	<p>2C Apply a racial equity lens to all decisions.</p>	<p>3C Dismantle barriers to diverse and inclusive communities.</p>

Administrative Services delivers on its mission by advancing four overall strategic objectives, each of which aligns to one or more of Milwaukee County’s overall goals. The table below shows the alignment between DAS’s strategic objectives and Milwaukee County’s goals. It also explains the priority actions DAS will take to achieve its strategic objectives.

Department of Administrative Services Strategic Objectives		Milwaukee County Goal Alignment	Priority Actions
Highly Engaged Workforce	Develop a highly engaged workforce that is representative of Milwaukee County at all levels.	1A: Diverse Workforce 1B: Inclusive Culture	• Provide strong and consistent onboarding program.
			• Provide more leadership and employee development training opportunities.
			• Implement 360 Performance Evaluations for managers.
			• Consistently perform and learn from employee exit interviews.
Superior Customer Service	Build trusted relationships so we can exceed customer expectations.	2B: Break Down Silos 2C: Racial Equity Lens 3C: Diverse & Inclusive Communities	• Develop cultural/behavioral norms and reinforce on how we expect to work together.
			• Develop customer service definition, philosophy, model, standards, and metrics.
			• Recognize and spotlight superior customer service.
			• Hold DAS roadshows across Milwaukee County to increase brand awareness.
Operational Excellence	Driven by key performance indicators, consistently improve performance for customers, employees, and Milwaukee County.	1C: Equitable Contracting 2B: Break Down Silos 3A: Invest Upstream	• Train on how and then implement continuous and lean process improvement.
			• Set KPIs and metrics and use them to measure progress.
			• Provide accessible and easy to use online service catalog.
Racial Equity	Build a culture that promotes diversity, equity, and inclusion and applies an equity lens to our work.	1A: Diverse Workforce 1B: Inclusive Culture 2C: Racial Equity Lens	• Finalize and implement an equitable hiring policy.
			• Develop diversity in leadership to increase voices at the table.
			• Apply an equity toolkit to decision-making processes.

To learn more about Milwaukee County’s journey toward racial equity, please visit [county.milwaukee.gov/Vision](https://www.county.milwaukee.gov/Vision).

To learn more about the Department of Administrative Services, please visit [county.milwaukee.gov/EN/Administrative-Services](https://www.county.milwaukee.gov/EN/Administrative-Services).

