

# Waukesha County Department of Public Works



## 2013 Strategic Plan

7/5/2013

## ***Acknowledgements***

### ***A special thanks to the following DPW staff that participated on the Strategic Planning Committee***

*Allison Bussler - Director of Public Works  
Elizabeth Beres – Account Clerk I  
Steve Brasch – Senior Civil Engineering Technician  
Marcie Cater – Departmental Secretary  
Dennis Cerreta – County Architect  
Pete Chladil – Highway Operations Manager  
Gary Evans – Engineering Services Manager  
Jim Elsbury – Facilities Supervisor  
Betsy Forrest – Business Manager  
Neil Fjerstad – Patrol Superintendent  
Kris Gresser – Maintenance Mechanic III  
Dave Heil – Patrol Superintendent  
Jack Nissen – Patrol Worker  
Michael Payne – Maintenance Mechanic III  
Javier Ramos – Facilities Supervisor  
Robert Rauchle – Fleet Manager  
Rick Slater – Patrol Worker  
Kurt Stanich – Airport Manager  
Shane Waeghe – Facilities Manager  
John Weinkauff – Mechanic  
Mike Wells – Architectural Engineering Technician*

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2. Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.
3. To implement environmentally sustainable policies and procedures that are fiscally responsible and improves the quality of life.
4. Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
5. Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
6. Enhance the department's capability to deliver quality service by providing timely and appropriate training for its employees.
7. Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
8. Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.
9. Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
10. Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system
11. Develop subject matter experts (SMEs) to provide "first response" in-house support for specialized technology.
12. Implement Asset Management System

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7/ 5/ 2013

**Waukesha County Executive Dan Vrakas  
Waukesha County Board  
Citizens of Waukesha County**

We are pleased to be able to present to you the Waukesha County Department of Public Works (DPW) 2012-2016 Strategic Plan. The plan was developed by DPW staff and incorporated feedback we received from outside focus groups.

Governments face many challenges today due to decreasing resources and increasing demand for officials that are willing to make investments today that the citizens will reap the benefits of for years to come, investments in new technology that will make us more efficient and changes in employee rules and expenses as a result of Act 10 passed by the Wisconsin legislature. This strategic plan aims to take into consideration the ever-changing environment and build upon our strengths.

The DPW strategic plan is based and modeled after the countywide strategic plan, which has identified seven core goals: 1) a safe county, 2) an economically vibrant county, 3) an environmentally responsible county, 4) a well-planned county, 5) a county that assists at-risk citizens, 6) a county that provides customers with quality programs and services and 7) cost effective services delivered with competence and skill.

We plan to use our strategic plan to improve our organization, shape our annual budget and set individual employee performance goals. This plan will provide the roadmap for DPW's future success while working within the framework of the County's vision and core values.

I would like to sincerely thank our staff, other departments, and the business and community leaders that helped us create this plan.

We hope that you find our plan furthers the DPW's purpose of ***"Providing the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure."***

If you have any questions regarding our strategic plan, please feel free to contact me at 262-548-7740.



Allison Bussler, Director

Waukesha County Department of Public Works



# ***DEPARTMENT OF PUBLIC WORKS***

## ***“EXECUTIVE SUMMARY”***

### **EXECUTIVE SUMMARY**

In 2011, the Waukesha County Department of Public Works (DPW) management team concluded that the department’s strategic plan was significantly out of date and was not being used as an effective tool to guide us toward achieving our goals. In fall of 2011, the department created a strategic planning committee and embarked on rewriting the DPW strategic plan. The Strategic planning committee had 21 members and was comprised of the Department Director, all seven division managers, and a cross-section of supervisors and frontline staff.

A strategic plan guides the work of the organization toward achieving its goals. Our plan was developed through extensive research (called an environmental scan) about the government and economic trends that are influencing our work now, or may be affecting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. From this information, we determined our strengths and weaknesses, as well as the opportunities and threats (referred to as a SWOT) we expect to face in the next few years. The objectives and actions defined in the plan are designed to proactively address all of those issues so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.

We started with incorporating the DPW’s Statement of Purpose with Waukesha County’s overarching Strategic Outcomes. DPW Statement of Purpose: Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure. We incorporated our purpose with the seven Waukesha County outcomes listed below:

#### WAUKESHA COUNTY 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**

**Cost-effective services delivered with competence and skill**

Three goals the department wanted to achieve through the strategic planning efforts were:

- 1) To more easily allocate resources toward initiatives that are contributing most toward strategic goals
- 2) To provide a clear view of individual employee's role, and how they contribute to organizational goals
- 3) Departmental goals will be incorporated into individual's annual goals and performance reviews to better correlate employee performance with strategic outcomes.

After establishing the department vision and goals for strategic planning, the committee gathered information for our environmental scan. The environmental scan included data from the 2010 census, a Strength, Weakness, Threat, Opportunity (SWOT) analysis economic factors, legislative and regulatory factors, information on our workforce obtained from the county's human resource division and trends or estimates on future expenses and revenue sources. Two areas the department spent considerable effort gathering information for the scan were a series of outside focus groups and an employee questionnaire.

FOCUS GROUPS: DPW hosted four focus groups including 1) a vender group (made up of businesses that DPW regularly does business with) 2) a business group (made up of businesses greatly affected by our services) 3) County government group (made up of county employees and elected officials and 4) a government and utility group.

The participants were asked to complete a questionnaire, (similar to the one offered to our employees), prior to meeting as a group and then discussed the questionnaire and other topics more in depth at a meeting.

The feedback received from the focus groups indicated the DPW has a very positive image with our stakeholders, in that: DPW staff and employees are very good – top to bottom. We do a great job with road maintenance and safety, we have a business attitude towards our services, our buildings are properly designed and maintained, we have generally good to excellent customer service and we use technology well. An area of improvement includes improving our communications and public perception, and do better with intradepartmental, interdepartmental and intergovernmental services.

The groups also clearly indicated by far, that our most important function is Highway maintenance and safety. They also identified a need for better cross training, and the development of a succession plan.

**EMPLOYEE SURVEY:** An employee survey, consisting of 20 questions, was completed in mid-January 2012. One hundred twenty eight (128) surveys were handed out with 126 surveys completed and returned for a 98.4% response rate. Individual results were combined, tabulated and audited to assure accuracy for analysis.

Our employees believe we have a strong customer service focus and high employee competence and knowledge as our strengths. They listed poor communication skills within our department and between divisions and lack of employee recognition as our weaknesses.

The top opportunities that our employees listed were reviewing staffing structures, additional education and training and more cross training opportunities. The top threat listed by employees was not keeping up with technology and equipment.

**DEPARTMENT OBJECTIVES:** After considerable research and input from businesses, other county departments, elected officials and our employees, the Strategic planning work group has identified 12 main strategic objectives. Those objectives have been assigned a manager as the objective owner, action steps, individuals involved, target completion date and a measurement or evidence of success. Each division has also created a more specific division strategic plan that supports the department and County's overall strategic outcomes. Listed below are DPW's 12 objectives:

- 1) Provide a safe and well-maintained transportation effort.
- 2) Develop fiscal procedures that promote revenue generation, operation cost efficiency, and financial stability.
- 3) Implement environmentally sustainable policies and procedures that are fiscally responsible and improves the quality of life.
- 4) Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- 5) Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- 6) Enhance the department's capability to deliver quality services by providing timely and appropriate training for its employees.
- 7) Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- 8) Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.
- 9) Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

- 10) **Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.**
- 11) **Develop subject matter experts (SMEs) to provide “first response” in house support for specialized technology.**
- 12) **Implement an Asset Management system.**

**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 OF PUBLIC WORKS  
"STATEMENT OF PURPOSE"***

***Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.***



# ***DEPARTMENT OF PUBLIC WORKS***

## ***“SITUATION ANALYSIS”***

Our strategic plan was developed through extensive research about the government and economic trends that are impacting our work now and in the future. Through focus groups and surveys, we received feedback from DPW employees, vendors, businesses and other government officials. The feedback received supported our Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. This information was used to develop our Departmental Objectives. The objectives and actions defined in the plan are designed to proactively address both opportunities and challenges that lie ahead of us.

### **SWOT Analysis**

#### **Strengths:**

1. Well-maintained transportation and buildings systems ensure safety and enable commerce
2. Customer service focus of staff exceeds constituents' expectations
3. Employee competence and knowledge ensure efficient use of resources
4. Low employee turnover reflects a stable, satisfied and positive work environment
5. We embrace innovative technology and best practices to provide effective services

#### **Weaknesses:**

1. We have an aging workforce without a succession plan for key positions
2. High worker's compensation rate/exposure within Highway Operations is a safety and cost concern
3. Inconsistent communication among DPW staff reduces productivity and increases frustration of employees
4. Lack of access to email and intranet for certain Division employees inhibits smooth communication
5. Administrative staffing has not kept pace with department growth and mission exp

## **Opportunities:**

1. Potential to generate additional revenue by offering services and expertise to government entities
2. Changes in the State law governing workforce rules allows for increased flexibility and efficiency
3. Willingness to review and improve organizational structure may result in more efficient and high-quality services
4. Emerging Technology provides potential efficiencies in workflow and staffing

## **Threats:**

1. Lack of technical support and growing technological needs create risk of productivity and data failures
2. Declining traditional revenue streams due to poor economy may lead to potential service reductions and privatization
3. Unfunded State and Federal mandates creates increased costs
4. Public expectations for a growing level of service and declining taxes may cause dissatisfaction with DPW

## **Departmental Objectives**

1. Provide a Safe and Well Maintained Transportation network.
2. Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.
3. To implement environmentally sustainable policies and procedures that are fiscally responsible and improves the quality of life.
4. Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
5. Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
6. Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees.
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***DEPARTMENT OF PUBLIC WORKS***  
***“OBJECTIVES”***

**1. DPW Objective:**

Provide a Safe and Well-Maintained Transportation Network

**Strategic Outcome:**

A Safe County

**Objective Owner:**

Gary Evans

<b>DATE UPDATED OR COMPLETED</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
Completed in May 2013	Develop Highway Capital plan based on need.	Engineering staff, Highway Operations management	Annually Each May
Completed 10/1/12	Develop a system to measure snowplow performance.	Highway Operations and Supervisors	August 2012
Ongoing	Respond to roadway disrepair issues	Engineering, Highway Ops	Ongoing
Completed December 2012	Develop a pavement Management plan	Engineering,	Annually each December
Inspection winter 2012/13. Maintenance plan issued June 2013.	Develop a Bridge Maintenance Plan	Facilities, Engineering, Highway Ops Managers	June 2013

**Evidence of Success:**

[KOI, (key outcome indicator) target indicator and thresholds]

- Average Pavement Condition Index Rating greater than 70.
- Average Bridge Sufficiency rating greater than 80
- Average Segmental Crash rate less than 160 crashes (rural) and 286 crashes (urban) per 100 million vehicle miles travelled.
- Average intersection crash Rate less than 1.5 crashes per million vehicles entering
- Timing and effectiveness of snow plow routes.

**Key Outcome Indicator Results for :**

**Safe and well maintained County Highway System**

	2009	2010	2011	2012
Average PCI	72	73	72	73
Average Bridge Sufficiency	86.5		85	84.1
Average Intersection crash rate 2009-2011			0.31	
Average Rural Segmental Crash Rate 2009-20011			177	
Average Urban Segmental Crash Rate 2009-20011			183	

**2. DPW Objective:**

Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.

**Strategic Outcome:**

A financially responsible county

**Objective Owner:**

Betsy Forrest

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
June 2012	Review changes in State law governing workforce rules to promote increased flexibility and efficiency that can reduce expenses.	All Division Managers	July 2012
Ongoing	Evaluate cost effectiveness of Department provided services vs. contracted services without reducing the level of service. Identify any services that have a projected cost saving of at least 10%.	Pete Chladil Shane Waeghe	July 2013
Ongoing, see item C. below	Evaluate traditional equipment/vehicle purchases against either leasing, joint use with private sector, or seasonal lease.	Bob Rauchle Pete Chladil	January 2013
Ongoing	Research State and Federal Programs to obtain grants or other funding that offsets losses in State revenue streams/aid.	Allison Bussler Betsy Forrest Division Mgrs	Ongoing beginning July 2012
Aug 2012: Identified changes in formula to calculate GTA resulting in additional revenues. Ongoing	Monitor and lobby appropriate legislation and provide notice of any opportunities for revenue or reimbursement of State and Federal funding.	Allison Bussler Kurt Stanich Gary Evans	Ongoing beginning July 2012
May 2013: Analyzed State 2013 – 2015 budget for impacts to DPW 2014 operating budget. Ongoing	Monitor legislation and provide notice of any reductions in revenue sources. Lobby any potential financial threats.	Allison Bussler	Ongoing beginning July 2012
Hwy. crack filling parks painting for schools May'13	Review alternative revenue sources that utilize excess County resources. a. Fleet – vehicle/equipment maintenance b. Facilities – energy efficiency conversions. c. Highway – road painting, road maintenance, sign/signal services. d. Engineering – plan/spec preparation and bidding services e. Airport – expand hangar services.	Betsy Forrest Division Managers	Ongoing beginning July 2013
	Develop marketing strategies to implement identified alternative revenue sources.	Division Managers	January 2014

## Evidence of Success:

- a. Realize savings in labor costs.
- b. Realize overall cost savings with the use of contracted services.
- c. Realized cost savings of owned equipment vs. leased equipment over 5 years.
  - We are conducting a Patrol Truck vehicle life cycle analysis to address vehicle shortages in support of current service levels. We actively pursue seasonal vehicle leasing with key off-road equipment when a positive ROI exists. Further exploration of joint use opportunities during summer of 2013 to include rent/ leasing options with local businesses. April 2013 met with two local municipalities for salt-brine operations including facility/system sharing.
- d. Take advantage of legislative initiatives.
- e. Stay well informed of legislatives changes that affect revenue. React as necessary.
- f. Increase alternative revenue sources.
- g. Track State and Federal aids and contributions.
- h. Track State RMA reimbursement vs. actual reimbursement.
- i. Balance Department budget without utilizing County Fund Balance.
- j. Control Department levy dependency.
- k. Maintain a fiscally responsible and well-managed Department.
- l. Services that have projected cost savings of 10% include housekeeping services, electrical monitoring services

	2009	2010	2011	2012	2013	2014	2015
State RMA (a)	\$5,022,400	\$4,560,300	\$4,373,500	\$4,535,100	\$4,631,000		
State RMA earned (a)	\$4,508,464	\$3,813,099	\$4,554,640	\$4,409,111			
% of RMA earned (a)	90%	83%	104%	97%			
Revenues from external customers: pavement marking	\$97,902	\$90,852	\$127,846	\$151,290			
Revenues from external customers: Engineering services				\$10,000	\$10,000	\$10,000	\$10,000
Airport Adopted Expenditures		\$1,186,244	\$1,105,715	\$1,108,222	\$1,126,498		
Airport Adopted Tax Levy		\$192,563	\$192,563	\$192,563	\$192,563		
Levy as a % of Expenditures		16.23%	17.42%	17.38%	17.09%		

(a) Includes only Routine Maintenance dollars (RMA), not Discretionary Maintenance dollars.

**3. DPW Objective:**

To implement environmentally sustainable policies and procedures that are fiscally responsible and improves the quality of life.

**Strategic Outcome:**

An environmentally responsible county

**Objective Owner:**

Shane Waeghe

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
	Develop a policy and procedures that utilize the LEED design system to incorporate environmentally sustainable principles into the design, construction, and renovation of county facilities.	Dennis Cerreta	July 2013
Ongoing	Continue to research opportunities for new sustainability measures including possible funding sources. Develop ROI's and implement projects through the budget process.	Pete Chladil Shane Waeghe	Annually
1-28-13 Completed Office space guidelines	Develop sustainable policies and procedures to support and enforce sustainable occupancy practices in county facilities such as the restriction of personal heaters and appliances.	Shane Waeghe	January 2013
	Monitor and report on the Key Outcome Indicators of selected sustainability initiatives.	Pete Chladil Shane Waeghe	Annually
March 2013 Updated spreadsheet	Continue to monitor & benchmark water and utility consumption at County facilities. Evaluate data and initiate projects to increase operational efficiencies.	Shane Waeghe	Annual report prepared by March 1 of each calendar year.
Incorporated via WC Purchasing processes and bid product offerings	Develop fiscally responsible policies and procedures to guide the purchase of green, sustainable products to be used in all operations, maintenance and housekeeping activities.	Betsy Forrest Bob Rauchle	July, 2013
Ongoing Performance contracting	Initiates multi-year project to re-commission the HVAC systems in major county facilities.	Shane Waeghe	Re-Commission one major facility each year
Ongoing, included in 2013 projects, 25,000 tons of recycle material estimated.	Continue to increase the use of recycled material used in road building.	Gary Evans	

	Encourage county employees to actively contribute to supporting copy paper reduction.	PLU Recycling Coordinator	January 1, 2013
	Encourage county employees to actively contribute to support recycling.	PLU Recycling Coordinator	January 1, 2013
	Encourage county employees to actively support cafeteria disposable serving ware waste reduction.	PLU Recycling Coordinator	January 1, 2013
	Encourage county employees to actively contribute to support utility consumption reduction.	PLU Recycling Coordinator	January 1, 2013
	Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Pete Chladil	Report finding annually by July each year
Ongoing: Projects designed to meet local and DNR standards	Continue to improve storm water management.	Gary Evans	Continuous
Ongoing: all projects include ICE report	Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	Gary Evans	Continuous
	Turn trucks and vehicles off when not being used.	All DPW Staff	Continuous

**Evidence of Success:**

LEED design scores that could be accredited and that exceed the State of Wisconsin minimum energy requirements.

Reductions in utility consumption per square foot for Gas, Electric, and Water.

Reduction in the quantity of salt and water used for deicing.

A reduction in the quantity of copy paper used.

A reduction in the quantity of dumpster pickups.

An increase in the quantity of green, sustainable products used in all operations, maintenance, and housekeeping activities.

An increased awareness of the importance of sustainability by county employees.

An increase of the materials recycled on county projects.

An increase in the compliance of MS-4 standards on all construction projects.

A reduction of CO emissions.

A reduction of fleet fuel consumption.

**4. DPW Objective:**

Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.

**Strategic Outcome**

Cost effective services delivered with competence and skill

**Objective Owner:**

Pete Chladil

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
September 11, 2012	Develop a policy regarding what information belongs on webpage and physical bulletin boards.	*Communication Task Force	October 2012
September 11, 2012	Develop a policy for unofficial non-County events or information postings	*Communication Task Force	October 2012
April 15, 2013 Update Ordered system	Develop and provide every onsite and offsite employee with access to a computer and intra-County systems.	Peter Chladil Shane Waeghe	December 2013
Implemented November 2012	Initiate specific ongoing employee forums. During departmental meetings have guest supervisor, manager, or director to pass on any additional information.	* Communication Task Force	October 2012
Implemented paper suggestion box January 2013	Initiate an anonymous electronic suggestion box	Janice Reeves	December 2013
	Develop and maintain a quarterly departmental employee newsletter. Include "A Day in a Life".	Marcie Cater	April 2013
Twitter Aug 2012	Develop a plan to publicize Department programs and achievements and Facilitate communication between the County departments and outside agencies. Utilize social media, County Exec's office.	*Communication Task Force	April 2013
Updated 8/22/12	Enhance existing point of contact listing by subject for the public on significant DPW issues	Marcie Cater	October 2012

Ongoing	Investigate new communication technologies such as Skype, Go To Meeting and Video Conferencing.	*Communication Task Force	Ongoing as new technologies emerge
Ongoing	Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Pete Chladil	Report finding annually by July each year
Ongoing: Projects designed to meet local and DNR standards	Continue to improve storm water management.	Gary Evans	Continuous
Ongoing: all projects include ICE report	Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	Gary Evans	Continuous
	Turn trucks and vehicles off when not being used.	All DPW Staff	Continuous
	Promote and understand County directives related to countywide financial sustainability. a. AAA bond rating b. Lowest interest rates available c. Debt service threshold at 10% or less. d. Lowest per capita spending of any county statewide. e. Financial reserve policy	Allison Bussler Betsy Forrest	Ongoing

- Communication Task Force will consist of a DPW Manager, Superintendent, and Technical person from each division, Admin Staff person, and possible line person from each division i.e. Maintenance Mechanic or Patrol Worker.

**Evidence of Success:**

- Survey of employees annually on departmental communications to gauge effectiveness of new objectives.
- Track ratio of current employees with access to Intranet currently to future.

**5. DPW Objective:**

Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.

**Strategic Outcome:**

A county that provides customers with quality programs and services

**Objective Owner:**

Dennis Cerreta

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
April 16, 2013 Update	Input from Customers – electronic survey sent out with every work order that is completed.	Bob Rauchle, Shane Waeghe, Peter Chladil	October 2012
	Train all personnel proper phone etiquette when addressing the customer (identify department with professional greeting).	Betsy Forrest	November 2013
	Create a DPW-wide Employee Directory with names by Division, function, title, phone numbers, location, and photo.	Communication Task Force	March 2014
	Encourage the County to expand the existing electronic phone directory to be a searchable Directory of County Services with contacts and location that encompass (positions, potholes, and mailboxes). Who is the POC for what issues?	Communication Task Force	March 2014 and beyond

**Evidence of Success:**

- Conduct annual customer satisfaction surveys to provide feedback and track responses and record results.
- Use work orders and surveys to gauge progress
- **The new asset works work order system will incorporate real time electronic customer surveys with each completed work order.**

**6. DPW Objective:**

Enhance the department's capability to deliver quality service by providing timely and appropriate training for its employees.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:**

Kurt Stanich

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
	Review Job Descriptions for accuracy. Provide job descriptions and categories to objective owner for initial training records.	Managers Supervisors SME's Employees	June 2013
	Identify deficiencies in skills and technological knowledge. Employees shall identify and discuss required training, professional accreditations, certifications, and licenses with their supervisor.	Managers Mark Jatczak Employees	July 2013
	Employees shall create a "pass down binder" to assist Managers and Director in completion of training records, annual reviews, and succession planning.	Managers Supervisors Employees	November 2013
	Use existing employee knowledge base to establish a mentoring program, by identifying Subject Matter Experts (SME'S). Identify any training or resources needed by SME's. Implement cross training opportunities within divisions with Subject Matter Experts (SME) as instructors.	Managers Supervisors Employees	July 2014
Ongoing	Divisions shall ensure employees understand and are properly trained in their duties. Provide opportunities for acquiring skill sets and sufficient financial means for training. Provide opportunities to obtain sufficient training to improve the deficiencies	Supervisors DPW Employees	Ongoing

**Evidence of Success:**

1. Develop training records for employees.
2. SME's identified in each division.
3. Cross training program implemented in each division.
4. Survey employees within one year of the implementation of the training program and compare to previous employee results. Repeat survey annually.
5. Annual audits of training records shows training received; certifications, licenses, and accreditations renewed prior to expiration; and records properly updated.
6. Integration of SME's into the County Human Resources Mentoring Program.

Mark when complete

<b>Ev. Of Success</b>	<b>Admin / Budget</b>	<b>Airport</b>	<b>Architecture</b>	<b>Engineering</b>	<b>Fleet</b>	<b>Highway</b>	<b>Facilities</b>
<b>1</b>							
<b>2</b>							
<b>3</b>							
<b>4</b>							
<b>5</b>							
<b>6</b>							

**7. DPW Objective:**

Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:**

Dennis Cerreta

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
Initial employee list prepared 10/12	Form a DPW wide succession planning perspective, from the director on down through all employees. Provide DPW Director with a list of potential employee retirement dates. Coordinate with HR if necessary.	DPW Director Division Managers Supervisors Employees	October 2013
	Prepare for long and short-term employee absences and position vacancies by encouraging cross training, and participation in the mentoring and training programs.	Division Managers Supervisors Staff	March 2014
	Create a list of employees with the potential and desire to assume greater responsibilities within the department.	Division Managers Supervisors Employees	Ongoing

**Evidence of Success:**

- Create and maintain list of potential employee retirement dates.
- Each employee shall maintain an updated job description. Reviewed annually during performance evaluation.
- Create a succession-planning manual to be used for an absence, retirement, or vacancy, and to facilitate cross training of positions. The updated job description, Hay Questionnaire and training records should be combined or collocated as an aid for succession planning manual.
- Use mentoring and cross training program (previous objective Action Steps 3 & 4) to train employees on critical skills needed for key positions.
- During annual review process, identify and update list of employees with the potential and desire to assume greater responsibilities within the department.

**8. DPW Objective:**

Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:**

Betsy Forrest

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
Increased involvement by 14% from 11 - 12 Ongoing	Increase participation in County "3 Step to Success" Program.	Division Managers	Ongoing
Increased minutes by 26% from 11 – 12 Ongoing	Increase participation in Summer and Winter Fitness Challenges.	Division Managers	Ongoing
Ongoing	Increase awareness of Lunch & Learn Programs and On-Line Wellness	Division Managers	Ongoing

**Evidence of Success:**

- 10% increase in 3 Steps to Success program participation.
- 10% increase in Summer and Winter Fitness Challenges participation.

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Wellness Winners</b>						
Gold Level		4	3	3		
Silver Level		1	4	1		
Bronze Level	1	2	4	4		
<b>Summer Fitness Challenge</b>						
Participants		15	27	26		
Total Minutes Exercised		32,732	70,037	88,495		
3 Steps to Success Completion			48	55		
<b>Total DPW Sick Hours Paid</b>	9,749.4	9,335.9	8,614.3	5,828.8		
<b>Total DPW Family Leave Hours Paid</b>	600.0	549.7	418	600.8		
<b>Total DPW Medical Leave Hours Paid</b>	14.6	296.2	478.9	312.1		
<b>Total DPW Sick Dependent Hours Paid</b>	1,129.0	1,107.1	781.0	781.2		

**9. DPW Objective:**

Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:**

Pete Chladil

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
June 2012 Ongoing	Review claims, analyze causation, and identify high hazard work activities with Risk Management semi-annually. Adopt safer methods and implement techniques to lower risk of injury.	DPW Director Division Managers Risk Management	June 2012 / Ongoing
Hwy. Ops – Oct 12	All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	Supervisors Staff	December 2012
Hwy. Ops – Oct 12	Develop a plan to reinforce the importance of safe workplace practices to reduce workers compensation costs and lost time.	Highway Operations Safety Committee	January 2013

**Evidence of Success:**

- Obtain and review detailed claim information from Risk Management.
- Annually educate employees on common injuries and safe work practices.
- Completion of annual training documented in training record.
- Increased use of personal protective equipment. Crew leaders or supervisors to document and record information to be used for annual performance evaluation.
- With Risk Management restructure procedures to document and follow up more effectively.
- Reduction of workers comp claims.

## 10. **DPW Objective:**

Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system

### **Strategic Outcome:**

Cost effective services delivered with competence and skill

### **Objective Owner:**

Bob Rauchle

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE FOR COMPLETION</b>
Patrol Worker & Lead/Mechanic positions- complete 2012, Clerical Study underway 2013	Clearly define all job descriptions to be specific, and rework the evaluation process and content to reflect a recognition/pay for performance program.	Managers, Involved Employees	April 2012
Strategic Plan Sub-Comm. Completed initial Rec.Program research and guidelines in 2012	Create a task force to design programs with representation from all involved divisions.	Division Manager, Strategic Planning Work Group, Pilot Division Team	April 2012
	Look at current programs and determine why they are not effective and the ways the new system will not be duplicated.	DPW Composite Taskforce	June 2012
Fleet formally approved as Pilot for PFP- Jan13	A) Define recognition program and guidelines. B) Define pay for performance program and guidelines.	DPW Composite Task force	A) July 2012 B) August 2012
Scope, Budget, and Definition of Recognition Program in progress (Apr 13)	Define budgeting and resource requirements to implement the pilot and full DPW wide program. With an emphasis, that recognition program will be implemented with the pilot Reward program.	DPW Composite Taskforce	September 2012
	Communicate and train DPW staff on implementation Create a review and audit process	DPW Composite Taskforce, Department Head	4th Qtr. 2012

	Develop a composite recognition and reward committee to have program oversight (consistency purposes).	DPW Composite Taskforce and Division Managers	2012-2013
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**Evidence of Success:**

- Develop a survey to be administered before and during the implementation process.
- Direct written feedback from Division Managers and employees via the employee evaluation process.
- Improvement in employee attendance via sick/lost time

**Updated Evidence of Success**

**-PFP implemented within Central Fleet in Spring 2013 followed by completed evaluations in December 2013. Reassess metrics via formal combined DPW/HR review of pilot program**

**11. DPW Objective:**

Develop subject matter experts (SMEs) to provide “first response” in-house support for specialized technology.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:** Gary Evans

<b>DATE UPDATED OR COMPLETED</b>	<b>ACTION STEPS TO COMPLETE THIS OBJECTIVE:</b>	<b>INDIVIDUALS INVOLVED</b>	<b>TARGET DATE TO COMPLETE</b>
Completed July 2012	Identify various technologies that should have a designated SME	DPW Managers	April 2012
Completed October 2013	Appoint SMEs	DPW Managers	May 2012
Anticipated June 2013	Develop responsibilities and performance standards for SMEs	DPW Managers	June 2012
Anticipated August 2013	Identify any resources or training needed for SMEs	DPW Managers	July 2012
Anticipated November 2013	Complete initial training on all identified technologies	DPW Managers	December 2012

**Evidence of Success:**

- SMEs identified and appointed
- Training schedule set by the end of 2012
- Identified backups to SMEs
- Employee survey/feedback

## 12. DPW Objective

Implement Asset Management System

### Strategic Outcome:

A well-planned county

### Objective Owner:

Gary Evans

DATE UPDATED OR COMPLETED	ACTION STEPS TO COMPLETE THIS OBJECTIVE:	INDIVIDUALS INVOLVED	TARGET DATE TO COMPLETE
Complete April 2012	Finalize systems selection	Javier Ramos Gary Evans Pete Chladil Bob Rauchle	April 2012
Complete August 2012	Staff interviews, develop workflows, customize software, and develop mobile device needs.	Javier Ramos Gary Evans Pete Chladil Bob Rauchle	August 2012
Complete November 2012	Prepare prototype and test	Javier Ramos Gary Evans Pete Chladil Bob Rauchle	November 2012
Go live April/May 2013	Train staff and deploy systems	Javier Ramos Gary Evans Pete Chladil Bob Rauchle	April 2013
Ongoing	Data collection, reporting, ongoing training and software revisions	Javier Ramos Gary Evans Pete Chladil Bob Rauchle	Ongoing

### Evidence of Success:

- 40% Savings in highway operations data entry
- 100% Improvement in cost reporting
- 20% Improved customer satisfaction levels (before and after survey)
- Improved selection and budgeting of capital and non-capital improvements
- Ability to track and analyze asset life cycle costs to obtain maximum ROI

\* While the objective is to implement an Asset Management system that works best for each division, the long-term vision is to use one department wide enterprise system that fully meets each division's functional needs.



## **Appendix “A”**

### Department of Public Works Strategic Plan: Final Products

DPW Power Point Presentation  
Frequently Asked Questions  
Strategic Plan Communication Plan  
Strategic Plan Talking Points

# DPW OVERVIEW

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# WAUKESHA COUNTY DPW STRATEGIC PLAN

2012 - 2016

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## DPW SERVICES

- We construct, operate and maintain the County Highway system (roads that have letters like CTH J or CTH F)
- We maintain the Interstate and State Truck Highway system.
- We construct, operate and maintain county buildings such as the Jail, the Courthouse, Mental Health Center etc.
- We run the airport
- We manage the counties transit system
- We own and manage the counties fleet of vehicles and equipment.

# DPW ORGANIZATION

There are seven Divisions :

- Administration
- Airport
- Architectural Services
- Engineering
- Facility Maintenance
- Fleet Maintenance
- Highway Operations

## ADMINISTRATION

- First point of contact
- Provides the overall direction and supervision for the Department
- Business management, financial analysis and administrative records
- Administrative/clerical support.

### Transit Services:

- Private sector contracts, provide bus service between Waukesha County and its neighboring counties.
- Paratransit services are provided to serve the disabled population.
- A pilot Van Pool program has begun to provide transit options where traditional bus service is not cost effective.



## AIRPORT

- Oversee airport services and operations.
- Plan and oversee airport capital improvements.
- Maintain existing facilities and equipment
- Comply with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances.
- Monitoring of all leases and contracts.



## ARCHITECTURAL SERVICES

- Present, implement, design construct and administer construction/design services contracts on all new, and renovated or remodeled Buildings.
- Provide "programmatic" design services for customers to identify future space and building needs.
- Manage all County owned rental property.



## ENGINEERING

- Engineering services for all County highway construction projects and studies.
- Engineering guidance to Highway Operations Division.
- Bridge and culvert inspection program.
- Annual paving program.
- Local Road Improvement Program.
- Land Acquisition for DPW projects.
- Access and utility permitting



## FACILITY MAINTENANCE

- Maintain and Operate county buildings
- House keeping Services
- Manage building improvement plan
- Manage energy consumption (utilities)
- Preserve and extend the useful life of the facilities



## FLEET MAINTENANCE

- Maintains and repairs all county-owned motorized equipment.
- County wide fuelling.
- Specifies, purchases, and sets up of all new vehicles and equipment
- Disposal of surplus vehicles and equipment
- Provides repair and maintenance services to external customers.



## HIGHWAY OPERATIONS

- Maintain County trunk highways
- Plowing, and salting in the winter; patching highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; concrete and asphalt repair.
- Signs and Signals
- Services to other County Departments and municipalities (such as pavement marking).
- Maintains the Interstate and State Trunk Highway System.
- Minor construction on State highways.



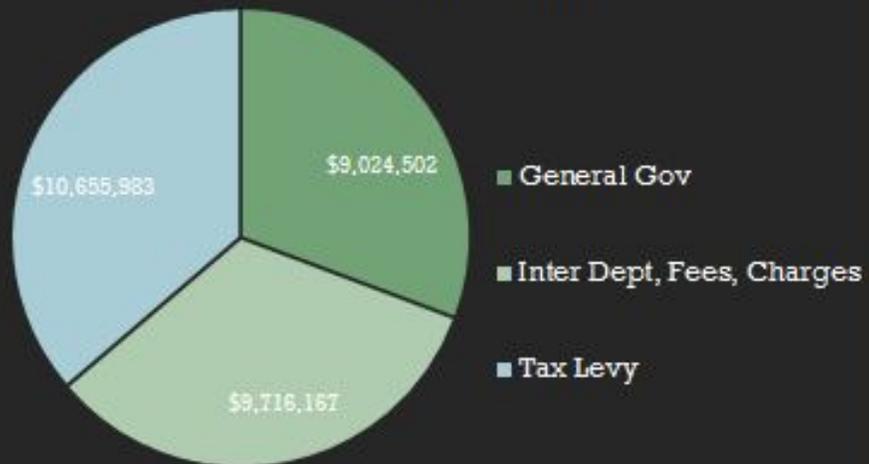
# COSTS

## Expenditures



# REVENUE SOURCES

## Revenues



## DPW FACTS AND FIGURES

- Operate and maintain 400 miles of County Road, and maintain 286 miles of interstate and state highways including 35 miles of 4 lane highway, 101 traffic signals, 63 bridges, 1000 culverts, 11,000 road signs and 3 roundabouts.
- We use about 40,000 tons of salt in the average winter season, .
- Operate Waukesha County Airport and its 60,000 aircraft takeoffs and landings per year. The airport has 60 hangers which house a total of 200 aircraft, 25 jets, 37 twin propeller, and 138 single engine propeller. Our FBO sells about 900,000 gallons aviation fuel per year.
- We have 185 buildings, totaling over 2,127,000 sq ft of space.
- We use about 26,500,000 gallons of water, 750,000 therms of gas and 14,500,000 KWH of electricity per year. (Enough electricity for 3,500 homes).
- Maintain 3000 pieces of equipment, annually dispense over 400,000 gallons of fuel per year and perform 5,700 repairs
- Our Transit system annually carries 576,000 passengers. Another 9,000 passengers are served by the paratransit system
- We average over 21 passengers per revenue hour, compared to the national average of 10 passengers per revenue hour.

# STRATEGIC PLANNING PROCESS

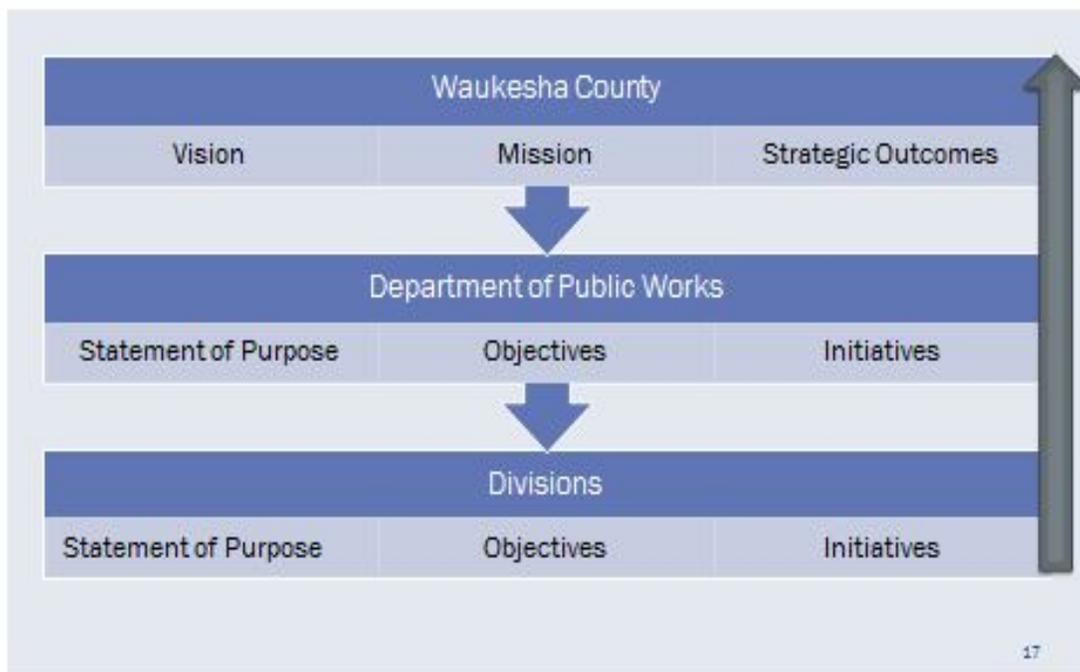
Waukesha  
County  
Public Works

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## PURPOSE OF STRATEGIC PLAN

- Strategic planning identifies where the organization wants to be at some point in the future and how it's going to get there.
- The “strategic” part of this planning process is the continual attention to current changes in the organization and its external environment, and how this affects the future of the organization.
- The planning process is at least as important as the planning document itself.
- The planning process is never “done” – the planning process is a continuous cycle that's part of the management process itself.

## KEY ELEMENTS



## DESIRED END STATE

- Executives can more easily prioritize resources toward initiatives and divisions that are contributing most toward strategic goals.
- Managers can see direct connections between their group's efforts and both:
  - How their division contributes to the county's goals
  - How/why individuals on their teams must achieve performance objectives if the organization is to succeed
- Individuals have clear view of their role and how they contribute to organizational goals
  - Positive impact on engagement and productivity

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## ALIGNMENT OF PURPOSE



## DPW STRATEGIC PLAN DEVELOPMENT PROCESS

- The Waukesha County Department of Public Works (DPW) embarked on its strategic planning process with the intent to engage all members of the department and a variety of external stakeholders as much as possible to ensure the plan reflected multiple perspectives and experiences.
- The core strategic planning team consisted of 23 people, including the director, all 6 managers and staff members from each of the 6 divisions.
- The 2012 strategic plan was developed to align with the previous Waukesha County strategic plan.
- The department has grown and evolved in dramatic ways since the last time a full strategic planning effort was undertaken, so we started with a blank slate and built the plan based on our current scope and resources.
- The team worked together from November through March, participating in 11 workshops for approximately 30 hours. Subcommittees and individuals dedicated countless additional hours to complete the comprehensive research and planning process.

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# STATEMENT OF PURPOSE

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## STATEMENT OF PURPOSE

- The DPW Statement of Purpose is: Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.
- Each division has also created its own statement of purpose that aligns with the department as a whole, but is more specific to the division's work.

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# ENVIRONMENTAL SCAN

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## ENVIRONMENTAL SCAN

Environmental scan encompassed:

- Research of benchmarks and industry trends from associations and similar counties nationwide
- Local, state and national government changes
- Other external factors that may impact DPW
- Stakeholder feedback from:
  - A survey completed by 126 DPW employees
  - 4 focus groups of external stakeholders, consisting of vendors, businesses, county government representatives and a government/utility group.
- SWOT developed for each division and the full department using the environmental scan outputs

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## EXTERNAL FOCUS GROUP HIGHLIGHTS

- The four focus groups were comprised of Vendors with whom DPW regularly does business; companies that are greatly affected by DPW services; county employees and elected officials; and other government and utility representatives who regularly work with DPW.
- DPW has a very positive image with external stakeholders in the focus groups rating staff very good – top to bottom. They said we do a great job with road maintenance and safety, we have good to excellent customer service and we use technology well.
- DPW could improve our communications and public perception, and enhance our intradepartmental, interdepartmental and intergovernmental services.
- By far, our most important services are perceived to be highway maintenance and safety.

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## EMPLOYEE SURVEY HIGHLIGHTS

- Employees were eager to share their feedback, as indicated by a 98.4% survey response rate.
- Employees agree with external stakeholders that we have a strong customer service focus and high employee competence and knowledge.
- A need to improve communication and employee recognition was validated by the employee survey.
- Employees noted that our staffing structure should be reviewed to identify opportunities to improve efficiency and service.
- They also noted the importance of keeping up with technology and equipment to ensure a proper level of service to our customers.

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# SWOT ANALYSIS

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## SWOT ANALYSIS

Internal

Strengths

Weaknesses

Opportunities

Threats

External

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## DPW STRENGTHS

### Strengths:

1. Well-maintained transportation and buildings systems ensure safety and enable commerce
2. Customer service focus of staff exceeds constituents' expectations
3. Employee competence and knowledge ensure efficient use of resources
4. Low employee turnover reflects a stable, satisfied and positive work environment
5. We embrace innovative technology and best practices to provide effective services

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## DPW WEAKNESSES

1. We have an aging workforce without a succession plans for key positions
2. High worker's compensation rate/exposure within Highway Operations is a safety and cost concern
3. Inconsistent communication among DPW staff reduces productivity and increases frustration of employees
4. Lack of access to email and intranet for certain Division employees inhibits smooth communication
5. Administrative staffing has not kept pace with department growth and mission expansion

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## DPW OPPORTUNITIES

1. Potential to generate additional revenue by offering services and expertise to government entities
2. Changes in the State law governing workforce rules allows for increased flexibility and efficiency
3. Willingness to review and improve organizational structure may result in more efficient and high-quality services
4. Emerging Technology provides potential efficiencies in workflow and staffing

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## DPW THREATS

1. Lack of technical support and growing technological needs create risk of productivity and data failures
2. Declining traditional revenue streams due to poor economy may lead to potential service reductions and privatization
3. Unfunded State and Federal mandates creates increased costs
4. Public expectations for a growing level of service and declining taxes may cause dissatisfaction with DPW

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# 2012-2016 DPW OBJECTIVES

[For  
external  
use]

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## OBJECTIVES

- **Financial Sustainability:** Develop fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.
- **Environmental Sustainability:** To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.
- **Communication:** Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- **Customer Service:** Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- **Training:** Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees

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## OBJECTIVES (CONTINUED)

- **Succession Planning:** Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- **Wellness:** Improve employee wellness as a means of reducing sick time and health insurance costs, while also improving productivity and quality of life for employees.
- **Workers Compensation:** Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
- **Reward & Recognition:** Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.
- **Subject Matter Experts:** Develop subject matter experts (SMEs) to provide “first response” in-house support for specialized technology.
- **Asset Management:** Implement Asset Management system

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## 2012-2016 DPW OBJECTIVES

[For  
Internal  
Use]

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## FINANCIAL SUSTAINABILITY

- Develop fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.
- Owner: Betsy Forrest
- Key elements:
  - Identify workforce flexibility and efficiency opportunities that may reduce expenses due to Wisconsin Act 10.
  - Evaluate opportunities to reduce costs through the more efficient option of either department-provided services or contracted services
  - Evaluate traditional vehicle/equipment purchase vs. lease or joint use with private sector to identify potential cost savings.
  - Monitor state and federal programs and legislation that may provide revenue reimbursement or other financial benefits or threats.
  - Explore revenue opportunities to leverage excess resources in Fleet, Facilities, Highway, Engineering and Airport divisions. Develop marketing strategies for alternative revenue sources.
- Evidence of Success: Cost savings and revenue generation from alternative resources.

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## ENVIRONMENTAL SUSTAINABILITY

- To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.
- Owner: Shane Waeghe
- Key elements:
  - Develop policy and procedures to incorporate LEED design into county facilities.
  - Continue successful programs to reduce water and utility resource consumption
  - Develop fiscally responsible policies to guide purchase of sustainable products and services in all operations.
  - Leverage technology to enhance anti-icing procedures and equipment that reduces salt usage.
- Evidence of Success: Reductions in resource usage, increased compliance with environmental policies and programs.

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## COMMUNICATION

- Deliver clear, timely and coordinated information within and across divisions and departments to improve productivity and employee engagement.
- Owner: Pete Chladil
- Key elements:
  - Provide every onsite and offsite employee with access to computer and intra-county communication systems.
  - Initiate employee forums with guest speakers from other divisions
  - Develop and maintain a quarterly department newsletter
  - Publicize department programs and achievements to both internal and external stakeholders.
  - Enhance employee understanding of county directives pertaining to financial sustainability.
- Evidence of Success: Annual employee survey results and tracking of employee access to communications technology. 39

## CUSTOMER SERVICE

- Enhance departmental customer service by providing all employees with appropriate tools, training and accountability.
- Owner: Dennis Cerreta
- Key elements:
  - Electronic survey with every work order to obtain customer feedback
  - Training employees on phone etiquette
  - Create DPW-wide employee directory
  - Encourage County expansion of phone directory to be searchable by function, issue, etc.
- Evidence of Success: Results of annual customer satisfaction survey and work order survey

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## TRAINING

- Enhance the department's capabilities to deliver quality service by providing timely and appropriate training for employees
- Owner: Kurt Stanich
- Key elements:
  - Implement cross-training opportunities within divisions and create manuals to aid in succession planning.
  - Employee professional development plans including accreditations.
  - Establish mentoring program by identifying subject matter experts and providing with resources to train others.
- Evidence of success: Annual employee training records, employee survey results, recurrent training completed on time, subject matter experts identified to assist with cross-training, mentoring program participation.

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## SUCCESSION PLANNING

- Develop and implement a succession plan to ensure continuity of service as vacant positions within DPW occur.
- Owner: Dennis Cerreta
- Key elements:
  - Form DPW-wide succession planning perspective with potential employee retirement dates.
  - Prepare for long-term and short-term employee absences and vacancies by encouraging cross-training and participation in mentoring program.
  - Create list of employees with potential and desire to assume greater responsibilities within the department.
- Evidence of success: Succession planning manual developed and used in training and mentoring programs as well as annual performance appraisals.

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## WELLNESS

- Improve employee wellness as a means of reducing sick time and health insurance costs, while also improving productivity and quality of life for employees.
- Owner: Betsy Forrest
- Key elements:
  - Increase participation in County “3 Steps to Success” program
  - Increase participation in Summer and Winter Fitness Challenges
  - Increase participation in Lunch & Learn programs
- Evidence of success: 10% increase in “3 Steps to Success” program and Fitness Challenges, as well as participation by all employees in two Lunch & Learn sessions per year.

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## WORKERS COMPENSATION

- Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.
- Owner: Pete Chladil
- Key elements:
  - Analyze claims to identify high hazard work activities and adopt safer techniques to reduce risk of injury
  - All divisions complete annual safety training session covering their specific activities.
  - Reinforce importance of safe workplace practices to reduce claims and lost productivity.
- Evidence of success: Reduction in workers compensation claims, documented completion of annual training and increased use of personal protective equipment as part of annual performance evaluation

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## REWARD & RECOGNITION

- Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.
- Owner: Bob Rauchle
- Key elements:
  - Refine job descriptions to include recognition/pay for performance program
  - Develop oversight committee.
  - Define recognition program and pay for performance program guidelines, implement and audit the program.
- Evidence of success: Employee survey results and improved employee attendance

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## SUBJECT MATTER EXPERTS

- Develop subject matter experts (SMEs) to provide “first response” in-house support for specialized technology.
- Owner: Gary Evans
- Key elements:
  - Identify various technologies that require a designated SME
  - Develop responsibilities and performance standards for SMEs
  - Appoint SMEs and provide initial training on all identified technologies
- Evidence of success: SMEs identified and appointed, training developed and scheduled, and annual employee survey feedback.

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# ASSET MANAGEMENT

- Implement Asset Management system
- Owner: Gary Evans
- Key elements:
  - Finalize system selection
  - Develop workflows, customize software and develop mobile device needs.
  - Prepare prototype, test, train staff and deploy systems
  - Data collection, reporting, ongoing training and software revisions
- Evidence of success: 40% savings in highway operations data entry, 100% improvement in cost reporting; 20% improved customer satisfaction levels and improved selection/budgeting of capital improvements and ability to track/analyze asset life cycle costs to obtain maximum ROI.

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## TIMELINE AND NEXT STEPS

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## TIMELINE

Objective	2012	2013	2014	2015/2016
Financial Sustainability	X	X	X	
Environmental Sustainability		X		
Communication	X	X		
Customer Service	X	X		
Training		X	X	X
Succession Plan		X	X	
Wellness	X			
Workers Compensation	X	X		
Reward & Recognition	X	X		
Subject Matter Experts	X			
Asset Management	X	X		

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## NEXT STEPS

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# QUESTIONS?

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## DPW Strategic Plan Frequently Asked Questions (FAQ)

This FAQ is designed for use by the strategic planning team members and department leaders in preparing for, and responding to, questions that may arise from employees throughout the year regarding the plan and its implementation. The questions include general topics about the strategic plan, as well as some questions that may be a bit more enthusiastic or cynical than what you actually hear from employees, in order to help you prepare for a wide range of attitudes and perspectives. The responses are intended as a guide, from which you are expected to adjust your comments to suit your own communication style. You are not expected to memorize the responses and recite them verbatim, but rather, to take the ideas you feel most comfortable with and respond to your employees in a manner that you feel is appropriate.

### **What is a strategic plan?**

That is a great question! A strategic plan guides the work of the organization toward achieving its goals. Our plan was developed through extensive research about the government and economic trends that are impacting our work now, or may be impacting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. From this information, we determined our strengths and weaknesses, as well as the opportunities and threats we expect to face in the next few years. The objectives and actions defined in the plan are designed to proactively address all of those issues so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.

### **How does the strategic plan affect me?**

I'm glad you asked. The strategic plan will affect everyone in DPW to some extent, and we expect the effect to be positive for you. You may have noticed several objectives that are directed toward employees through improved communication, training, wellness and reward/recognition programs. These objectives will improve the flow of information within the department, and will also enable employees to gain skills and be rewarded for their efforts, in addition to improving their health. In addition, our succession planning and subject matter expert's objectives will provide motivated employees with opportunities for advancement if they choose to pursue them. The workers compensation objective is intended to prevent injuries, so of course, that also impacts employees.

You are right, it does look like a lot of work, and we fully expect that it will be a challenge for us. Our intention is to divide and conquer with each manager designated to own one or two objectives and drive them forward to completion, with the help of various employees throughout the department. We plan to form a number of cross-functional teams to accomplish the work, so you may very well be asked to contribute to the achievement of one or more objectives over the five-year plan.

## 1. **Why should I participate?**

I would hope that you would participate because you have an interest in contributing toward improving our work environment and the productivity and effectiveness of the department. There are also several objectives that will improve your skills, your health or your ability to earn more money or get recognition for your work, so I would think those would be good reasons to contribute and participate as well.

## 2. **I am interested in the communications objective. Would it be possible for me to get involved in this?**

I am glad you are interested in participating and helping out with this objective! I am sure your skills and your willingness to get involved will be very much appreciated. I will talk to Pete and find out how you can get involved, or ask him to get in touch with you to find a role for you on the team. Thanks for letting me know that you want to help. I really appreciate it.

## 3. **Will I be paid more for working on the strategic plan implementation?**

The strategic plan development and implementation are part of our jobs, as members of the DPW team, so there is not a financial incentive attached to working on them specifically. However, our pay for performance program is likely to reward individuals who contribute the most to the department and have a positive attitude, so you may want to keep that in mind.

According to the feedback from the focus groups, we're already doing a good job. Why do we need a strategic plan? As the saying goes, "if it works, don't fix it," right?

Good point! I'm glad that you noticed the positive feedback we received from our external customers and partners. The strategic plan isn't focused on changing the things that are working well for us, but rather it is about fixing the areas that employees – in particular – addressed as potential weaknesses, as well as issues that may be a problem for us in the future. For example, we need to have a succession plan in place because so many Baby Boomers are going to retire in the next several years, and we need to have replacements that are well trained to maintain our high levels of customer service in the future.

## 4. **How will we know if the plan is working?**

That is a great question! We are planning to develop "dashboards" that will be shared with all employees to be transparent about our progress on each objective throughout this year and subsequent years of the plan implementation. We'll also be

providing updates at regular intervals through meetings or emails. Of course, if you are not hearing anything, or if you hear something through the grapevine, you are always welcome to ask me about it and I'll be sure to share what I know on the particular topic.

5. **I am concerned about the pay for performance program. Who will decide what work deserves extra pay? Will the unions be at the table to negotiate this?**

Thanks for bringing this up. I can understand why you would be a bit concerned about how this will all work, and whether it will be fair to everyone. The program is a work in progress at this point, so I don't have specific details for you, but I can assure you that the clear intention is to design the program to allow everyone the opportunity to earn rewards if they put forth the effort, and that the rewards will be achievable for everyone. I don't know how the union members will be impacted or if we will be able to include them in this program due to the limitations of their contract. This will be sorted out over time, and we will definitely keep you informed as we have more details.

6. **I participated in the employee survey, but I don't see anything in here that responds to my concerns. Did you ignore our input?**

I'm surprised that you don't see your concerns addressed because we did spend a lot of time reviewing employee feedback and working on strategies to address employee concerns. I do know that we focused mainly on issues that were raised by several people because we couldn't address everything, so it is possible that you raised something that no one else thought was an issue, and therefore it didn't make the priority list. However, if you want to tell me what specifically you were hoping to see addressed, I may be able to connect the dots for you on where the issue is addressed in the plan, or how we might be able to address it outside of the plan.

7. **Why is everything planned for completion in the first three years for the most part? Shouldn't some of this be moved out to the fourth and fifth years?**

Good point! We realize that the initial implementation plan is heavily loaded toward the first three years of the plan, and this may evolve over time. Our expectation is that the plan will be revised each year and that additional objectives may be added for the last two years. Some of our plans may be more complicated than we

anticipate at this time, so it is likely that one or more may be extended to a longer period for implementation as well.

**8. I noticed the succession-planning objective is supposed to identify people who want to move up the ranks. I'm interested in being promoted when my you retire as my supervisor, so how do I get listed in the plan.**

Thank you for noticing the succession plan and for bringing this up to me. I'm glad to hear that you are interested in career advancement, and I will be sure to inform Dennis Cerreta, the business owner of the succession plan objective, know of your interest in order to add you to the list of potential future leaders. Let's also stay in touch on this point so that your annual performance and training plan is designed to ensure that you have the skills you will need to qualify for my job when I'm ready to retire.

**9. We have already accomplished a lot on environmental sustainability, why are we planning more?**

Yes, we certainly have made some amazing progress on environmental sustainability and we're all really proud of our success. We recognize, however, that there is always more that can be done, and there are always new ideas and technologies being developed that we may be able to implement in order to reduce our carbon footprint and gain efficiencies for the taxpayers.

**10. Will we all get smart phones as part of the communication objective?**

Smart phones are one possible solution to the gaps in communication technology access that we need to overcome in DPW. Other solutions are also in development, and we will have to wait and see what the team comes up with to solve the problem without breaking the budget. I'm glad that you are enthusiastic about this issue. If you come up with any other ideas that may be helpful, please be sure to share them with me or with Pete, who is the business owner of the communications objective.

**11. Why do you think we need training on phone etiquette? That seems a little insulting.**

I can understand why you might be a bit put off by the phone etiquette-training item, but I'm sure you will agree that we are inconsistent in the way that we answer phone calls and refer callers. If I recall correctly, that training issue was about making sure that we handle all calls professionally, including those from others within DPW, this is not always the case now. Please don't take it personally – this is really about making sure we are providing good customer service to each other within the department as well as with outsiders. Some of the feedback from the employee survey indicated that we could do a better job in how we treat each other within the department.

**12. See that employees will be expected to get certifications and other training. I am really not interested because I am near retirement. Can I opt out?**

Thanks for bringing this up – you raise an interesting point. The training plan is a work in progress so I'm not certain who will be designated for what kind of training and certification. The retirement issue is worth considering since we need to be careful how we invest our budget and it may not be worthwhile to provide training that you will only use for a year, particularly if you are not interested in gaining the certification. I'll be sure to share this issue with Kurt Stanich who is the business owner of the training objective so he can give some thought to how we handle it. We don't want to err on the side of failing to train those who are near retirement either, as this wouldn't be fair to those who are still going to be productive team members for several years.

**13. How do you plan to implement the succession-planning objective if some employees refuse to tell you when they plan to retire?**

We understand that retirement is a personal decision and one that can be a difficult transition for some people. I am not certain how this will be handled, but I am sure we can get a general idea of who might be considering retirement, based simply on their age and tenure, and plan accordingly with that data in hand. No one is going to work forever, and of course, some people may leave for reasons other than retirement, which is more difficult to predict. That's why, I believe, the plan is intended to cover the entire department and ensure that we are better prepared for a more seamless transition whenever someone leaves for retirement, another job, or for a medical condition that has them out on disability for a while.

**14. It seems like most of the plan is about money, don't you care about employees?**

I can see why you noticed the focus on financial efficiency in many of the objectives, but there are also quite a few objectives that are focused on employees. Namely, the wellness and workers compensation objectives are about employee health and wellbeing, the training, reward/recognition and succession planning objectives are about career development and fair compensation. In addition, the communication objective, among others are about making your jobs a bit easier and improving productivity so your quality of work life is better.

**15. Can I be on the team for the next strategic plan? I think I could add a lot to the discussion.**

Thank you for bringing this up – I appreciate your enthusiasm. I don't know when or how the next strategic plan update will occur, but I will certainly be sure to share your interest with Allison Bussler and others at the next management meeting. Meanwhile, we could certainly use some help implementing all of the ambitious objectives in the plan. Let's talk through some of the objectives and figure out where you might have the most interest and knowledge to contribute, and then we'll find out how you can help. Does that sound good?

**16. When will we know more details about the objective?**

I'm sure you have many questions about how that objective is going to work and how it will impact all of us, and frankly, so do I. The team is working on the plan for this, and we plan to provide regular updates as each objective is further developed. One of the key elements of the plan was to improve our communication, so I can assure you that we will all be well informed as the plans become clearer. In addition, if you have any questions or concerns as you learn more of the details, please feel free to tell me about them and we'll figure it out together, ok? Your feedback will be really helpful in making sure we get these objectives accomplished in the right way.

# DPW COMMUNICATION PLAN

## FOR STRATEGIC PLAN

### **OBJECTIVES:**

- To share the DPW Strategic Plan with internal and external stakeholders in a manner that instills trust and respect for the strategic direction of the department and its ability to deliver results.
- To engage DPW employees and help them to understand how their responsibilities contribute to the success of the strategic plan and the Department of Public Works.
- To leverage the strategic plan as a tool to manage the DPW team toward common goals and successful outcomes.

### **TARGET AUDIENCES:**

- Department of Public Works Employees
- Waukesha County Leadership, including the County Executive and Department Directors
- Other Waukesha County Employees (non-DPW)
- Waukesha County Supervisors and Public Works Committee
- External Stakeholders who Participated in the Focus Groups
- Other External Stakeholders such as vendors and businesses with whom the DPW works on various projects and programs
- Residents/taxpayers of Waukesha County
- News media who cover Waukesha County government activities

## **TACTICS:**

### **1. Plan Presentations**

- a. Presentations of DPW Strategic Plan by Allison Bussler to:
  - DPW Staff – division managers present segments of plan to this group. Employee survey results also provided to this group in summary form.
  - County Executive and Department Directors
  - Public Works Committee
  - County Board
  - Public? Media?
- b. Presentations of Division Strategic Plans by their respective manager to:
  - Division Staff
  - Other?

**2. Stakeholder Feedback** Present or distribute Strategic Plan and Focus Group Summary Results to stakeholders who participated or were asked to participate in the focus groups. The plan and results can be shared with other external stakeholders who were considered for focus group participation, as appropriate.

**3. Mnemonic Device** Create placards for placement throughout the department or screen savers for each computer that serve as a mnemonic device or reminder of the key elements of the strategic plan. Elements to include are: Waukesha County Mission, DPW Statement of Purpose and possibly each division's statement of purpose or the 2012 objectives.

**4. County Integration** Align the DPW strategic plan with Waukesha County Strategic Planning and Budgeting process and tools, with modifications made as needed to bring DPW into alignment with the broader entity.

**5. Progress Reporting** Develop dashboards and talking points that will help to integrate the strategic plan and DPW progress in achieving its objectives and action items into regular status meetings led by the director and/or division managers. Dashboards can be emailed to staff and posted in common areas to share DPW progress with all employees in the department. They also can be shared with other non-DPW stakeholders as needed to demonstrate progress.

**6. Success Stories** When opportunities arise, share success stories of action plans completed and objectives met throughout the year, being sure to identify them as strategic plan elements that have been accomplished. Include feedback from affected stakeholders and elected officials where possible, as well as relevant metrics. These stories can be shared in regular staff meetings, via email or in newsletters or other formal communication vehicles, as appropriate.

## **7. Performance Evaluations**

- a. Include language in performance evaluation process materials that relates back to the strategic plan and its implementation to help connect the dots for employees and managers.
- b. To the degree possible, align goal setting and performance evaluation processes with division and DPW strategic plans, bringing ownership and accountability to each level of the organization.
- c. Adjust job descriptions as needed to incorporate strategic plan ownership and accountability into each job in DPW, to the degree possible.

**8. Annual Update** Update the Strategic Plan on an annual basis to transition from completed objectives and action plans to those that are forthcoming in the next year.

**9. Employee Survey** Repeat the employee survey annually with a preface stating the reason for the annual feedback opportunity and noting any initiatives that have been undertaken due, in part, to employee requests/feedback.

## **10. Deliverables:**

- PowerPoint presentation of DPW plan with slides or modules that can be used or hidden, depending upon the audience and time limitations. Modules may include focus group and survey result summaries, division plan elements or other information used to further explain the plan concepts.
- Focus group survey results – edited and formatted for public use
- Employee survey results – edited and formatted for sharing with DPW employees
- Placards or screen savers to remind employees of the key elements of the strategic plan throughout the year.
- Talking points and FAQ for use by managers in talking with their respective staff regarding the DPW strategic plan throughout the year
- Dashboards for use by DPW and each division in sharing regular progress on implementation of the strategic plan.
- Template language and examples that can be incorporated into performance evaluations and job descriptions.
- Talking points for managers to discuss with employees how their individual performance goals align with and contribute to the strategic plan and the success of the organization.

## DPW STRATEGIC PLAN TALKING POINTS

The following talking points are intended as key messages that strategic plan team members and department leaders can use when talking with other members of the department about the strategic plan. You are not expected to memorize them, but rather, we offer these talking points as a guide for you to put in your own words, as you feel appropriate.

1. Our strategic plan was developed through extensive research about the government and economic trends that are impacting our work now, or may be impacting us in the future, as well as feedback from DPW employees, vendors, businesses and other government officials that we work with on a regular basis. The objectives and actions defined in the plan are designed to Proactively address both opportunities and challenges that lie ahead of us, so that we can continue to perform at a very high level, despite any challenges that we may face in the next few years.
2. We were excited to receive very positive feedback from businesses in the community, vendors and government officials about the high quality service provided from DPW and the quality of our employees throughout the department. Of course, our employee survey and the other research we conducted revealed that there is always room for improvement, and our plan is designed to help us sustain our high quality services to the taxpayers.
3. The strategic plan will affect everyone in DPW to some extent, and we expect the effect to be positive for you. The plan includes efforts to improve communication, training, wellness, safety and develop a reward and recognition program. We also plan to provide motivated employees with opportunities for career development and advancement if they choose to pursue them.
4. Communication across the department is a high priority, based in part on your feedback, and you will be seeing a lot more attention to keeping you well informed about everyday work issues as well as our progress in implementing the strategic plan.
5. The success of the strategic plan will be dependent on the effective implementation of our objectives, and we expect that every employee will play a role in our success. This may mean that we have to adapt to some changes, and that we may be asked to join a committee to help implement an objective. In the end, we are confident that it will all be well worth the effort in ensuring our continued success as co-workers, as County employees and as taxpayers.

## **Appendix “B”**

Department of Public Works: Environmental Scans

Census

Economic Impact

Legislation//Regulatory

Human Resources

Performance Measures/Competitive Benchmarks

Revenue & Expense

## Environmental Scan: Census Change

The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

### **a. Population**

- i. County's population has remained relatively stable for the past several years.

### **b. Age**

- i. Increasing elderly population can put stresses on the Transit system.
- ii. The pilot population is aging and there is a void of younger pilots to fill their places due in part to the expense of learning to fly and owning an aircraft combined with the increasing regulation from the Federal Government unintentionally making aviation less available and accessible to the majority of the American population. This will have a long-term negative effect on our revenue stream unless the efforts of national aviation groups are successful in turning this trend around.

### **c. Transportation**

- i. Our world is increasingly mobile and fast paced, and business is worldwide. The need for people to travel faster and more conveniently is very positive for the future of General Aviation (GA) and our airport as long as we can market GA as a common sense and cost effective means of regular transportation.
- ii. Vehicle Miles Traveled is down in past 3 years which affects the type of projects we can get funded.
- iii. Increased population in county causes traffic increases and additional maintenance to the roads

**d. Income**

- i. Income per house is dropping due to economy
- ii. Wisconsin has 8% unemployment but has job increase initiatives.  
Not sure how many jobs will be created and if tax revenues go up (can't rely on it)

## **Environmental Scan: Economic Impact**

The current economic conditions remain weak for Waukesha County, which is evident by the increase in poverty and unemployment rates; the decrease in development and housing starts; and the decrease in equalized property values. Although some of these factors may not have a direct impact on services provided by the Department of Public Works, it is important to understand they may have an impact on other County services resulting in financial resources being shifted from Public Works to other agencies, such as Health and Human Services; Law Enforcement; and the Judicial system. Some of these factors do have a direct correlation to Public Works. Some Public Works programs are reliant on outside financial sources such as Airport and Central Fleet Maintenance, therefore in an economic downturn there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues. Equalized property values have decreased in recent years resulting in a lower tax base for the county. This coupled with the political desire to keep the tax levy stable or minimally increasing can result in levy increases that may be below an inflationary cost-to-continue rate for services. However, the Department of Public Works has also benefited from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate.

## Environmental Scan- Legislation/Regulatory Impact

Wisconsin relies on federal funding to provide 25-30 percent of the state's transportation budget. The current multi-year surface transportation authorizing legislation, the Safe, Accountable, Flexible and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU), provided Wisconsin approximately \$700 million annually for highways and \$65 million for transit. SAFETEA-LU expired on September 30, 2009 and has been extended seven times. The most recent extension goes until March of 2012.

The main revenue source for transportation at the federal level is the federal gas tax. Neither party has proposed raising the federal gas tax for the next reauthorization. Due to various factors, the ongoing revenue from the federal gas tax is insufficient to meet *current* funding levels.

At the current level of expected trust fund revenue, it is estimated that new highway and mass transit funding commitments would be reduced by 20 percent and 35 percent, respectively, from current levels.

State political forces are pushing county highway forces in Wisconsin toward maintenance only operations. State and Federal mandates significantly increase our road and building construction costs. Legislation increasing environmental regulations, the complete streets law, prohibition on design build and prevailing wage laws are some of the biggest cost-driving factors.

Recent changes to state binding arbitration laws have provided opportunities for operational cost savings such as reduced retirement costs and overtime and work hours flexibility.

## Environmental Scan: Human Resources

In reviewing Environmental scans from all divisions, it is clear that there is a real concern for succession planning in our department. Our department needs to set in its strategic plan a methodology to develop, implement and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County, we have an aging work force in key management positions, averaging 55 years of age, and with the pending retirement of the baby boomers, will have an impact on our work force. Also, there may be direct correlation between an aging workforce, injuries on the job and rapidly increasing worker's compensation expenses. In either case, the situation remains constant and our workforce succession plan needs to be addressed.

The following three charts show the overall Waukesha County employee profile and Human Resource Issues.

**Workforce Profile**

### Human Resources – Jim Richter

#### Waukesha County Workforce Profile

- County Workforce: 1351 Full & Part-time
- Gender:            782 Female    569 Male
- Age:                47 years (average)
- Years of Service: 13.5 (average)



## Management Profile

### Human Resources – Jim Richter

#### Waukesha County Management Profile

Gender: 42 Males 22 Females

Age: 55 yrs. (average)

Length of Service: 19 yrs.



## HR Issues & Opportunities

### Human Resources – Jim Richter

#### Human Resources Issues:

- Transition employees from represented to non-represented status
- Policy & procedures modifications
- Compensation systems
- Pay for Performance
- Succession Plans
- Communication Systems
- Diversity
- Contracted services / consolidation



## **Performance Measures and Competitive Benchmarks**

Tasked with finding Department of Public Works specific to Highway, Fleet and Engineering performance measures and benchmarks, I came up with the following:

Posting to a message board on the APWA website called InfoNow, I received several responses within an hour of the posting. They included responses from Clark Co. Washington, Minneapolis, Barrie County Ontario, Austin TX, and Pierce County Washington. These came to me in several forms, web pages, pdf files as portions of reports and PowerPoint presentations.

These performance measure and benchmarks all have different formats and measures, but are from similar sized organizations from the northern tier of states and Canada.

Once we further define our strategic objectives and initiatives, our Department should be better suited to make the determination on which performance measures are important for us to gauge ourselves against other similar sized agencies. I have posted the information that I obtained at:

Included in the directory is a one-page article by Cartegraph about "Best Practices: Performance Measurement in Public Works which I found interesting.

## Environmental Scan - Revenue and Expenses

### **Expenses:**

Pay and benefit costs continue to be our major expense drivers. Health insurance cost increase at a significantly greater rate than other labor costs. Recent legislative changes regarding collective bargaining are emerging as a savings to operational costs. Our aging workforce has revealed a rapidly increasing rate of workmen's compensation claims due to past injuries that are now manifesting themselves as claims today. The future cost of these claims is still unpredictable. Operational budgets are unable to keep pace with fluctuating energy costs, diesel fuel, electricity, gas and material costs such as parts, salt, asphalt, and construction materials. Even as new buildings come on line, our older buildings are placing a greater burden on operating expenses.

### **Revenues:**

Traditional revenue streams have been flat and/or declining over the past 2 to 3 years. Lower or flat levels of General Transportation Aides, Routine Maintenance Agreements, Federal Funding (FTA and FHWA), and tax levees/revenue have resulted from the economic downturn and are reflective of taxpayer expectations. As such, the Department should ensure that existing revenue sources are utilized to the maximum extent possible. Secondly, we should research and take advantage of programs that support operational expenses, such as Focus on Energy grant funding. Finally, the Department should explore and capitalize on new emerging or alternative revenue streams, many of which have resulted from the needs of other agencies to find more efficient methods of delivering services. For example, road signing, paint striping, vehicle repair maintenance, hanger rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity.



## **Appendix “C”**

**Focus Group Meetings**  
Focus Group Membership  
Stake Holder Executive Summary  
Stake Holder Tabulations  
Vendor Group  
County Government Group Survey  
External Government & Utility Group

## **FOCUS GROUP MEMBERSHIP**

- **Vender Group (made up of businesses that DPW regularly does business with):**

Brenda Heim, Clean Power; Bob Braovac, Force America; Jim Weedman, Bruce Municipal Equipment; Brad Heimlich, CH2M Hill; Roland Gutknecht, ESI; Tom Fallon, Gilbane and Doug Buth, and Payne & Dolan. Staff facilitator: Peter Chladil

- **Business Group (made up of businesses greatly affected by our services):**

Keith Hammitt, Firestone; Mike Pjevach, USA Coachlines; Suzanne Kelley, Waukesha County Business Alliance; and Aldo Madrigrano, WOW Industries. Staff facilitator: Dennis Cerreta

- **County Government Group (made up of county employees and elected officials):**

Larry Dahl, DOA; Laura Stauffer, Purchasing and Risk Management; Dale Shaver, Director of Parks and Land Use; David Swan, Chairman of the County Board Public Works Committee; and Julianne Davan, County Executive's Office. Staff facilitator: Gary Evans

- **Government and Utility Group:**

Mike Burns, WISDOT; Maintenance; Jennifer Bogner, WE Energies; Gary Goodchild, Town of Ottawa; and Tom Grisa, Brookfield. Staff facilitator: Kurt Stanich

The questionnaire was formatted to ask questions using a Likert scale (1 = low importance, 5 = high importance) then space was provided to provide further comment or explanation. The overall feedback received from the focus groups was overwhelmingly positive. In fact, 73% of the Respondents rated their overall perception of DPW as a "5" or the highest possible score. The remaining 27% rated the department a "4" or "good".

When asked to rate the most important services DPW provides, over 50% of the Respondents said winter maintenance of roads, filling potholes, maintaining

county roads and safety of county roads. The Respondents identified transit and mowing of medians or roadsides, as some of the least important services the department provides.

When asked to rate their satisfaction of the services DPW provides, over 80% of the Respondents rated cleaning, maintaining of county buildings and winter maintenance of roads a “5”. The lowest satisfaction of service was mowing of the right of ways. The majority of the Respondents replied they did not know how to rate services related to the airport or transit.

When asked about quality of customer service the Respondents rated the administration and highway operations highest. The airport and architectural services scored lowest; however, the majority of the Respondents answered that they did not have any experience with these two divisions, and this greatly skewed the results.

Lastly, when asked to what degree the Respondents thought their ideas were being heard, over 80% scored DPW a “5” (10% had no opinion).

**Listed below are a few comments reflective of many of the answers listed in the comment sections of the questionnaire:**

### **MOST IMPORTANT SERVICES:**

- “Safe highways in winter saves lives”
- “Highways operations affects entire population of county residences every day”
- “Streets clear, safe, pothole free. My business depends on it.”

### **DPW’S STRENGTHS**

- “Customer service and timely response”
- “Their personnel and common sense approach to spending tax dollars wisely”
- “Effective leadership of organization and high quality services”
- “Innovative & focused on reducing energy consumption”

### **DPW’S WEAKNESSES**

- “Funding Issues. Multiple overlapping jurisdictions. Vulnerability to energy prices”
- “Succession planning”
- “Public knowledge of depth of department responsibilities. Page 1 & 2 (PowerPoint Introduction to department)”

## **HOW CAN CURRENT SERVICES AND PROGRAMS BE IMPROVED?**

- “Consider more privatization and make necessary changes where/when feasible”
- “Partner with towns for road repairing, sign purchases, salt, and grass cutting”
- “Cut grass more frequently.” “Move more quickly on highway capacity improvements”
- “We find staff to be very proactive and helpful. I would encourage leadership to reward staff for their superior dedication to their work.”

## **WHAT NEW PROGRAMS OR SERVICES SHOULD BE ADDED?**

- “A more developed transit system”
- “Economic development needs to be the County’s main focus and should drive the County’s direction while maintaining safety of the County population.”
- “I think the vanpool idea is great and I hope it gets utilized, because there continues to be a need to get qualified workers to employers with open positions”
- The DPW staff that worked most directly with the focus groups thought the best way to capture the participants’ comments and discussion would be to create a focus group SWOT (list of Strengths, Weaknesses, Opportunities and Threats). Listed below is that SWOT analysis:

### **STRENGTHS:**

- External image is good
- Impressed with staff competence and professionalism
- Technology innovators
- Safe roads and buildings
- County run more like a business than other governmental entities
- Excellent appearance of facilities and equipment
- Good staff accessibility to customers
- Good awareness of economic development and how it relates to transportation

## **WEAKNESSES:**

- Lack of succession planning
- “Silos”
- Funding vulnerability
- Mowing highway medians/sides
- Communication
  - Marketing
  - Community awareness

## **OPPORTUNITIES**

- Outside revenue sources / partnering with other governments
- Informing public of available services
- Succession planning / mentoring
- Better cross training
- Investigate contracted vs. in-house services
- Improve services through peer best management practices / benchmarking
- More developed and complete transit system
- Opportunity to review departmental structure
- Alternate structure / better use of county van pool program

## **THREATS:**

- High workman’s comp
- Reduced budgets
- Maintaining the same level of service, while increasing the amount of lane mileage without adding people and equipment

## STAKE HOLDER SUMMARY

As part of the Waukesha County Department of Public Works strategic planning effort, the department gathered four different focus groups that represented our primary stakeholders. These are the Vender Group, the Business Group, the County Government Group and the Government and Utility Group.

The participants were asked to complete a questionnaire, (similar to the one offered to our employees), prior to meeting as a group and then discussed the questionnaire and other topics more in depth at a meeting.

The feedback received from the focus groups indicated the DPW has a very positive image with our stakeholders, in that: DPW staff and employees are very good – top to bottom. We do a great job with road maintenance and safety, we have a business attitude towards our services, our buildings are properly designed and maintained, we have generally good to excellent customer service and we use technology well. On the negative side, we could improve our communications and public perception, and do better with intradepartmental, interdepartmental and intergovernmental services.

The groups also clearly indicated by far, that our most important function is Highway maintenance and safety.

The groups also identified a need for better cross training, and the development of a succession plan.

## STAKE HOLDER QUESTIONNAIRE

The Waukesha County Department of Public Works is beginning a strategic planning process that will chart the direction of the department for the next 3 – 5 years. We are attempting to identify and forecast future changes and trends that may affect our service.

We have identified you as a stakeholder of our Department. Your responses to this survey will provide us with valuable information and insights as we continue with our planning process. Please circle the appropriate rating and/or provide us with your comments. Your participation is extremely important to us.

The Department of Public Works is multi-disciplined with seven Divisions. They include: Administration, Airport, Architectural Services, Engineering, Facilities Maintenance, Fleet Maintenance and Highway Operations. A brief description of each follows:

**Administration:** This division serves as the first and primary point of contact for the public and other government agencies. This division provides the overall direction for the department; provides central supervision for all organizational units; provides financial analysis and management for the department; and maintains administrative records for the department. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department. In addition to administrative support staff, this division also includes the Director of Public Works and Business Manager.

**Transit Services:** Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the system primarily operates parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM). Para transit services are provided to serve the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA). A pilot Van Pool program has begun to provide transit options where traditional bus service is not cost effective. The Business Manager oversees the management of this program.

**Airport:** The Airport division's focus is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services available to all customers and

users. To oversee, undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning. To establish systems to maintain existing and make future improvements.

Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government.

The Airport division is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts and the enforcement of all provisions. Finally, it is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

**Architectural Services:** It is the division's responsibility to study and coordinate all building related capital projects as approved in the Waukesha County five year plan. This coordination consists of following County procedures to present, implement, design, construct and administer construction/design services contracts on all new, and renovated or remodeled County capital projects. The division also, provides "programmatic" design services for customers to identify future space and building needs prior to contracted architectural design services. The division also manages all County owned rental property.

**Engineering:** Provides professional services for all County highway construction projects, corridor studies, traffic studies, safety studies and drainage issues. Manages all highway design, construction management and construction contracts. Provides engineering guidance to Highway Operations Division. Manages the county bridge and culvert inspection program. Manages the countywide annual paving program including paving at substations and U.W. Waukesha. Manage the Local road improvement program for WisDoT. Manages land acquisition for County highway construction and building projects. Manages Access Control and Utility Permitting along county highways

**Facilities Maintenance:** The purpose of the Waukesha County Facility Management Department is to coordinate the physical workplace with the people and work of the organization, to utilize the most efficient and cost-effective facility management practices, to preserve and extend the useful life of the facilities, and to provide the highest quality and value to the County's stakeholders.

**Fleet Maintenance:** Provides for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability. This division also provides repair and maintenance services to external customers.

**Highway Operations:** The Highway Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, and salting in the winter; patching highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the Highway Operations Center and at four substations located throughout the County.

The Operations Division also provides services to other County departments and municipalities (such as pavement marking) on a cost reimbursement basis.

The Highway Operations Division also provides the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects are performed by agreement with the State.

Please bring your completed survey with you to the stakeholder meeting as it will form the basis of our discussion. Your survey will be collected (anonymously) at the end of that session. As we finalize the strategic planning process, we will provide you with the results of our findings. Thank you in advance for your participation in this important effort.

# FOCUS GROUPS

## STAKE HOLDERS TABULATIONS

<b>1. Please indicate the importance of the following programs and services.</b>							
1= No importance, 5 = High Importance, DK = Don't Know							
Airport	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	2	3	1	1
Vendor Group	6	0	0	1	3	2	0
Business Group & Govt Utilities' Group	9	1	1	0	4	2	1
<b>Total</b>	22	1	1	3	10	5	2
<b>Percentage</b>		4.5%	4.5%	13.6%	45.5%	22.7%	9.1%
Providing a Space for Corporate Aviation	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	3	1	1	2
Vendor Group	6	0	1	0	3	2	0
Business Group & Govt Utilities' Group	9	1	1	1	3	2	1
<b>Total</b>	22	1	2	4	7	5	3
<b>Percentage</b>		4.5%	9.1%	18.2%	31.8%	22.7%	13.6%
Appearance/Maintaining County Vehicles	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	2	4	1	0
Vendor Group	6	0	0	4	0	2	0
Business Group & Govt Utilities' Group	9	0	1	6	2	0	0
<b>Total</b>	22	0	1	12	6	3	0
<b>Percentage</b>		0.0%	4.5%	54.5%	27.3%	13.6%	0.0%
Winter Maintenance of Roads	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	0	7	0	0
Vendor Group	6	0	0	0	1	5	0
Business Group & Govt Utilities' Group	9	0	0	0	1	8	0
<b>Total</b>	22	0	0	0	9	13	0
<b>Percentage</b>		0.0%	0.0%	0.0%	40.9%	59.1%	0.0%
Filling Potholes	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	0	1	6	0
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	2	5	2	0
<b>Total</b>	22	0	0	2	8	12	0
<b>Percentage</b>		0.0%	0.0%	9.1%	36.4%	54.5%	0.0%

<b>1. Please indicate the importance of the following programs and services.</b>					... continued		
1= No importance, 5 = High Importance, DK = Don't Know							
	Respondents	1	2	3	4	5	DK
<b>Highway Signage Maintenance</b>							
County Group	7	0	1	2	1	3	0
Vendor Group	6	0	0	3	2	1	0
Business Group & Govt Utilities' Group	9	0	0	7	1	1	0
<b>Total</b>	22	0	1	12	4	5	0
<b>Percentage</b>		0.0%	4.5%	54.5%	18.2%	22.7%	0.0%
<b>Aesthetically Pleasing County Roadways</b>							
County Group	7	0	3	4	0	0	0
Vendor Group	6	0	1	4	1	0	0
Business Group & Govt Utilities' Group	9	0	3	5	1	0	0
<b>Total</b>	22	0	7	13	2	0	0
<b>Percentage</b>		0.0%	31.8%	59.1%	9.1%	0.0%	0.0%
<b>Mowing Medians and Roadsides</b>							
County Group	7	1	1	4	1	0	0
Vendor Group	6	0	2	2	2	0	0
Business Group & Govt Utilities' Group	9	0	0	5	4	0	0
<b>Total</b>	22	1	3	11	7	0	0
<b>Percentage</b>		4.5%	13.6%	50.0%	31.8%	0.0%	0.0%
<b>Cleanliness of County Buildings</b>							
County Group	7	0	0	2	5	0	0
Vendor Group	6	0	0	2	4	0	0
Business Group & Govt Utilities' Group	9	0	1	4	3	1	0
<b>Total</b>	22	0	1	8	12	1	0
<b>Percentage</b>		0.0%	4.5%	36.4%	54.5%	4.5%	0.0%
<b>Maintaining County Buildings</b>							
County Group	7	0	0	0	4	3	0
Vendor Group	6	0	0	1	3	2	0
Business Group & Govt Utilities' Group	9						
<b>Total</b>	22	0	0	1	7	5	0
<b>Percentage</b>		0.0%	0.0%	4.5%	31.8%	22.7%	0.0%

<b>1. Please indicate the importance of the following programs and services.</b>		... continued					
1= No importance, 5 = High Importance, DK = Don't Know							
<b>Aesthetically Pleasing Buildings</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	6	0	1	0
Vendor Group	6	0	1	1	4	0	0
Business Group & Govt Utilities' Group	9		1	4	4		
<b>Total</b>	22	0	2	11	8	1	0
<b>Percentage</b>		0.0%	9.1%	50.0%	36.4%	4.5%	0.0%
<b>Providing Bus Service</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	2	1	1	3	0
Vendor Group	6	0	2	2	2	0	0
Business Group & Govt Utilities' Group	9	0	1	3	5	0	0
<b>Total</b>	22	0	5	6	8	3	0
<b>Percentage</b>		0.0%	22.7%	27.3%	36.4%	13.6%	0.0%
<b>Providing Transit Service to the Disabled</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	0	3	3	1
Vendor Group	6	0	0	0	3	3	0
Business Group & Govt Utilities' Group	9	0	0	6	3	0	0
<b>Total</b>	22	0	0	6	9	6	1
<b>Percentage</b>		0.0%	0.0%	27.3%	40.9%	27.3%	4.5%
<b>Intersection Improvements (i.e., traffic signals, roundabouts, etc.)</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	3	1	2	1
Vendor Group	6	0	0	1	4	1	0
Business Group & Govt Utilities' Group	8	0	0	2	6	0	0
<b>Total</b>	21	0	0	6	11	3	1
<b>Percentage</b>		0.0%	0.0%	28.6%	52.4%	14.3%	4.8%

<b>2. Please rate your satisfaction with the following programs and services.</b>							
1= dissatisfied, 5 = very satisfied, DK = Don't Know							
<b>Airport</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	1	2	0	4
Vendor Group	6	0	0	0	1	0	5
Business Group & Govt Utilities' Group	9	0	0	1	4	0	4
<b>Total</b>	22	0	0	2	7	0	13
<b>Percentage</b>		0.0%	0.0%	9.1%	31.8%	0.0%	59.1%
<b>Maintaining Vehicles</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	0	2	2	3
Vendor Group	6	0	0	1	2	2	1
Business Group & Govt Utilities' Group	9			2	4	1	2
<b>Total</b>	22	0	0	3	8	5	6
<b>Percentage</b>		0.0%	0.0%	13.6%	36.4%	22.7%	27.3%
<b>Winter maintenance of Roads</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	0	3	3	0
Vendor Group	6	0	0	1	2	2	1
Business Group & Govt Utilities' Group	9	0	0	1	5	3	0
<b>Total</b>	22	0	1	2	10	8	1
<b>Percentage</b>		0.0%	4.5%	9.1%	45.5%	36.4%	4.5%
<b>Filling Potholes</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	1	3	1	1
Vendor Group	6			1	3	1	1
Business Group & Govt Utilities' Group	9			4	4	1	
<b>Total</b>	22	0	1	6	10	3	2
<b>Percentage</b>		0.0%	4.5%	27.3%	45.5%	13.6%	9.1%
<b>Expanding County Highway System</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	1	3	1	1
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9	0	1	3	5	0	0
<b>Total</b>	22	0	2	6	11	1	2
<b>Percentage</b>		0.0%	9.1%	27.3%	50.0%	4.5%	9.1%

<b>2. Please rate your satisfaction with the following programs and services.</b>		... continued					
1= dissatisfied, 5 = very satisfied, DK = Don't Know							
<b>Maintaining County Highways</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	1	2	3	0
Vendor Group	6	0		2	3	0	1
Business Group & Govt Utilities' Group	9			1	7	1	
<b>Total</b>	22	0	1	4	12	4	1
<b>Percentage</b>		0.0%	4.5%	18.2%	54.5%	18.2%	4.5%
<b>Widening County Highways</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	1	0	2	3	1	0
Vendor Group	6			2	3		1
Business Group & Govt Utilities' Group	9			4	5		
<b>Total</b>	22	1	0	8	11	1	1
<b>Percentage</b>		4.5%	0.0%	36.4%	50.0%	4.5%	4.5%
<b>Traffic Signals</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	1	3	2	0
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9			2	5		2
<b>Total</b>	22	0	1	5	11	2	3
<b>Percentage</b>		0.0%	4.5%	22.7%	50.0%	9.1%	13.6%
<b>Highway Signage Update</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	1	0	2	2	2
Vendor Group	6	0	0	3	2	0	1
Business Group & Govt Utilities' Group	9			2	7		
<b>Total</b>	22	0	1	5	11	2	3
<b>Percentage</b>		0.0%	4.5%	22.7%	50.0%	9.1%	13.6%
<b>Aesthetically Pleasing Roadways</b>	<b>Respondents</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>
County Group	7	0	0	2	4	1	0
Vendor Group	6	0	0	2	3	0	1
Business Group & Govt Utilities' Group	9	0	2	1	6	0	0
<b>Total</b>	22	0	2	5	13	1	1
<b>Percentage</b>		0.0%	9.1%	22.7%	59.1%	4.5%	4.5%

<b>2. Please rate your satisfaction with the following programs and services.</b>							... continued	
1= dissatisfied, 5 = very satisfied, DK = Don't Know								
	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	
Providing Transit Service to the Disabled								
County Group	7	0	0	1	0	2	4	
Vendor Group	6	0	0	0	0	0	6	
Business Group & Govt Utilities' Group	9	0	0	3	2	0	4	
<b>Total</b>	22	0	0	4	2	2	14	
<b>Percentage</b>		0.0%	0.0%	18.2%	9.1%	9.1%	63.6%	
Building New County Buildings	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	
County Group	7	0	0	3	3	1	0	
Vendor Group	6	0	0	0	3	1	2	
Business Group & Govt Utilities' Group	9	0	0	1	2	0	6	
<b>Total</b>	22	0	0	4	8	2	8	
<b>Percentage</b>		0.0%	0.0%	18.2%	36.4%	9.1%	36.4%	
Providing a Space for Corporate Aviation	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	
County Group	7	0	0	1	0	1	5	
Vendor Group	6	0	0	0	0	0	6	
Business Group & Govt Utilities' Group	9	0	0	3	1	0	5	
<b>Total</b>	22	0	0	4	1	1	16	
<b>Percentage</b>		0.0%	0.0%	18.2%	4.5%	4.5%	72.7%	
<b>3. Do you feel safe on county roads and in county buildings?</b>								
1= not safe at all, 5 = extremely safe, DK = Don't Know								
	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	
County Group	4	0	0	0	1	3	0	
Vendor Group	6	0	0	0	2	4	0	
Business Group & Govt Utilities' Group	5	0	0	0	1	4		
<b>Total</b>	15	0	0	0	4	11	0	
<b>Percentage</b>		0.0%	0.0%	0.0%	26.7%	73.3%	0.0%	
<b>4. How safe do you feel in county buildings?</b>								
1= not safe at all, 5 = extremely safe, DK = Don't Know								
	Respondents	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	
County Group	7	0	0	1	2	4	0	
Vendor Group	6	0	0	0	0	6	0	
Business Group & Govt Utilities' Group	6	0	0	0	1	5	0	
<b>Total</b>	19	0	0	1	3	15	0	
<b>Percentage</b>		0.0%	0.0%	5.3%	15.8%	78.9%	0.0%	

<b>5. How safe do you feel on county roads?</b>							
1= not safe at all, 5 = extremely safe, DK = Don't Know							
	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	4	3	0
Vendor Group	6	0	0	1	2	3	0
Business Group & Govt Utilities' Group	8	0	0	0	3	5	0
<b>Total</b>	21	0	0	1	9	11	0
<b>Percentage</b>		0.0%	0.0%	4.8%	42.9%	52.4%	0.0%

<b>6. Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?</b>							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
	Respondents	1	2	3	4	5	DK
County Group	7	0	0	0	2	5	0
Vendor Group	6	0	0	0	0	6	0
Business Group & Govt Utilities' Group	9	0	0	0	4	5	0
<b>Total</b>	22	0	0	0	6	16	0
<b>Percentage</b>		0.0%	0.0%	0.0%	27.3%	72.7%	0.0%

<b>6. Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?</b>							
... continued							
<b>County Group Comments</b>							
My perception is good. I don't believe the citizens are the same. 2 men in a truck							
<b>Vendor Group Comments</b>							
Have never had negative issue w/ DPW							
Well organized & well run DPW. An example for other counties.							
<b>Business Group &amp; Govt Utilities' Group</b>							
Seems to do the job - streets are in fair shape. Buses biggest issue.							
While my interaction has been limited, each time I have staff has been pleasant and very helpful.							

<b>7. What is the highest priority service provided by DPW and Why?</b>									
<u>County Group Comments</u>									
<p>Transportation – Para transit routes for the elderly and disabled population and snow removal (e.g., walkways and parking lots)</p> <p>Highway Operations is most important because highways (and their maintenance) are one of the most used and most visible services that the County provides.</p> <p>Provision of safe and direct roadway.</p> <p>Safe highways in winter saves lives.</p> <p>Winter maintenance for safety reasons.</p> <p>Maintaining road safety. This has the greatest impact on the greatest number of taxpayers – residents and businesses.</p>									
<b>7. What is the highest priority service provided by DPW and Why?</b> ... continued									
<u>Vendor Group Comments</u>									
<p>Plowing – Safety of traveling public.</p> <p>Strategy and delivery of maintenance expansion and overall oversight of county system. Needs are appropriately identified in a timely manner and moved through the process well.</p> <p>Maintaining Public Roads Year round. Needed for Public Transportation.</p> <p>Highway Operations – has the major responsibility to maintain/ keep roadways open for business, emergencies and schools etc. critical to our daily lives.</p> <p>Transportation, safe &amp; well maintained infrastructure.</p> <p>Highway operations keeps everyone safe which has to be first &amp; foremost</p>									
<u>Business Group &amp; Govt Utilities' Group</u>									
<p>Winter maintenance, safety to traveling public</p> <p>Maintaining the road infrastructure, because it is what a majority of the DPW's "customers" use on a daily basis.</p> <p>The road &amp; maintenance have a direct impact on our business.</p> <p>Maintain safe county roads year round.</p> <p>Highway Operations and Engineering. These go hand in hand since they both affect 100's of thousands of motorists every day &amp; if done well keep people safe.</p> <p>Highway operations affects entire population of county residences every day.</p> <p>Road safety &amp; maintenance impact greatest # of people, quality of life in WC, &amp; important to flow of goods, services &amp; people.</p> <p>Streets clear, safe, pothole free. My business depends on it.</p> <p>Road safety and maintenance</p>									

<b>8. What do you see as DPW's strengths?</b>									
<u>County Group Comments</u>									
<p>Using available technology. Technical expertise. Adequate, well maintained equipment.</p> <p>It's people – pleasant, positive.</p> <p>Customer service and timely response.</p> <p>Strong upper management and push for innovation.</p> <p>Excellent and professional staff who work efficiently with limited resources.</p> <p>The union/ management struggles continue overtime?</p> <p>A high functioning cohesive department. It is clear who should be contacted from each division to meet each need. Given the job diversity of the department this is no small task.</p>									
<u>Vendor Group Comments</u>									
<p>Their personnel &amp; common sense approach to spending tax \$ wisely.</p> <p>Staff knowledge, expertise and experience. Knowing the state process and working the strengths of both County processes and state requirements/ opportunities.</p> <p>Maintaining those roads.</p> <p>Knowledgeable people at key positions: administration, engineering, fleet maint., highway operations.</p> <p>Transportation, strong leadership</p> <p>Innovative &amp; focused on reducing energy consumption.</p>									
<b>8. What do you see as DPW's strengths?</b>									
									... continued
<u>Business Group &amp; Govt Utilities' Group</u>									
<p>Quality, professional management.</p> <p>Roads Clearing</p> <p>Effective leadership of organization &amp; high quality services.</p> <p>Knowledgeable, experience, dedication usually equals efficient operations.</p> <p>Addressing capacity needs on County Highways and improving intersections for safety and congestion issues.</p> <p>People/ Great leaders which flows to average employee out in the field.</p> <p>My experience as been that they are very upfront and communicate well.</p> <p>Good customer service and responsive to customer's needs.</p> <p>Winter Maintenance</p>									

<b>9. What do you see as DPW's weaknesses?</b>									
<u>County Group Comments</u>									
<p>Nothing to note at this time</p> <p>There are some issues in mid-level management that are not conducive to overall effectiveness.</p> <p>There is a non-existent, county-wide transit system for this County. I believe that there should be a united system of transportation allowing a workforce to travel across the County to jobs throughout the County.</p> <p>Response to citizens in a timely nature w/ follow-ups. Need to maintain what we have.</p> <p>Funding Issues. Multiple overlapping jurisdictions. Vulnerability to energy prices.</p> <p>There is an impression that staff and senior level management don't always communicate well. Also those who work in substations or "in the field" don't communicate as well with administration.</p>									
<b>9. What do you see as DPW's weaknesses?</b>	... continued								
<u>Vendor Group Comments</u>									
<p>Partnership with D.O.T seems strained &amp; has room for improvement.</p> <p>Through no fault of its own, lack of autonomy with respect to decision-making and schedule/ budget/ delivery parameters for projects under its jurisdiction and oversight.</p> <p>Succession plan.</p> <p>Master planning. Facilities Management. Silo Structure.</p> <p>Succession planning.</p>									
<u>Business Group &amp; Govt Utilities' Group</u>									
<p>Signing repairs, security issues at salt domes.</p> <p>None that I have observed.</p> <p>I have not had a negative experience to date.</p> <p>Can't say I have seen any problems.</p> <p>Maintaining aesthetically appealing roadways - particularly turf maintenance - recognizing that the State DOT only asks for it 1/ year - but in urban areas it should be at least monthly during growing season.</p> <p>Look outside the box. Look for partner opportunities to share cost &amp; services with other municipal operations.</p> <p>I am unaware of any glaring weaknesses. I'm sure tight finances can make maintenance of roads &amp; facilities challenging.</p> <p>Snow pot holes. Bus Service from MKE. Seeing what a gem airport is.</p> <p>Public Knowledge of depth of department responsibilities. Page 1 &amp;2 [Introduction]</p>									

<b>10. How can CURRENT programs and services be improved?</b>									
<u>County Group Comments</u>									
<p>Imagine that the programs and services are YOURS and/ or your FAMILIES. Be goal driven.</p> <p>Reports from HHS reflect a strong satisfaction with the current response and implementation process.</p> <p>Consider more privatization and make necessary changes where/ when feasible.</p> <p>Somehow – all of the effort moving buses within the City of Waukesha needs to be transferred to a county wide system</p> <p>Share services with other units of government. Maintain what we have. Extend years for replacement of vehicles. New vehicles are lasting much longer, most expenses come in 1st, 2nd, and 3rd year of depreciation.</p> <p>Continued investment in technology and training.</p> <p>A more direct public touch is needed. Not sure if this means additional means of communication or increased marketing of services.</p>									
<u>Vendor Group Comments</u>									
<p>Need to get more tax payer input &amp; involvement.</p> <p>Some level of “summit” with WCA. WisDOT, legislature and others to identify ways to streamline processes, oversight, program development and delivery, etc.</p> <p>Informing the public that services are available. Letting business know details on the airport plans and services it supplies.</p> <p>Invest resources in master planning. Procure strong leadership in Facilities Management. Evaluate structure of divisions, promote collaboration, innovation, lean practices.</p> <p>Make sure all facilities are properly maintained &amp; operating to their highest possible performance. Maintain focus on high performing buildings.</p>									
<b>10. How can CURRENT programs and services be improved?</b>									
<u>Business Group &amp; Govt Utilities' Group</u>									
<p>Roads can always be improved.</p> <p>Partner with towns for road repairing, sign purchases, salt, grass cutting,</p> <p>Cut grass more frequently. Move more quickly on highway capacity improvements.</p> <p>Possibly start with early Spring road repairs.</p> <p>We find staff to be very proactive and helpful. I would encourage leadership to reward staff for their superior dedication to their work.</p> <p>Possibly more PR/ community education events.</p> <p>Technology advances on patrol trucks</p>									

11. What NEW or existing programs or services (if any) should be added; to address new emerging or unmet needs?									
<b>County Group Comments</b>									
<p>Work w/ other gov't. Contract more. Add a focus on communications in all programs and services. Make sure ALL Co. roads are on a maintenance/ repair schedule so each road's need is addresses b/4 cycling through them again. Example no one road fixed a second time b/4 all have been fixed once.</p> <p>Nothing to note at this time.</p> <p>A more developed and complete transit system.</p> <p>Shared services or purchasing opportunities. Drainage related plans and programs. Sustainability related.</p> <p>Unsure. If anything it would be increasing usage of existing services. For instance, increased usage of transportation – buses, airport, vanpool.</p>									
11. What NEW or existing programs or services (if any) should be added; to address new emerging or unmet needs?									
<b>Vendor Group Comments</b>									
<p>Economic development needs to be the County's main focus &amp; should drive the County's direction while maintaining safety of the County population.</p> <p>Additional staff resources to oversee the required highway improvement and maintenance program, and clarity on Local Program Management expectations, limitations, and factors driving program delivery.</p> <p>Economic Development.</p> <p>Fleet expansion of plow &amp; anti-ice units to address additional lane miles that are being serviced with widened highways &amp; new roadways being built.</p>									
<b>Business Group &amp; Govt Utilities' Group</b>									
<p>From our perspective, I don't see unmet needs in our relationship with the county.</p> <p>Electronic permitting. E-rooms - Utility Coordination</p> <p>I think the vanpool idea is great &amp; I hope it gets utilized, because there continues to e a need to get qualifies workers to employers with open positions.</p>									

<b>12. To what degree do the following DPW divisions provide good customer service?</b>							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
	Respondents	1	2	3	4	5	N/A
<b>Administration</b>							
County Group	7	0	0	4	3	0	0
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	0	4	4	1
<b>Total</b>	22	0	0	4	9	8	1
<b>Percentage</b>		0.0%	0.0%	18.2%	40.9%	36.4%	4.5%
<b>Airport</b>							
County Group	7	0	0	1	1	2	3
Vendor Group	6	0	0	0	0	1	5
Business Group & Govt Utilities' Group	9	0	0	0	2	2	5
<b>Total</b>	22	0	0	1	3	5	13
<b>Percentage</b>		0.0%	0.0%	4.5%	13.6%	22.7%	59.1%
<b>Architectural Services</b>							
County Group	7	0	1	1	2	3	0
Vendor Group	6	0	0	1	0	1	4
Business Group & Govt Utilities' Group	9	0	0	0	3	0	6
<b>Total</b>	22	0	1	2	5	4	10
<b>Percentage</b>		0.0%	4.5%	9.1%	22.7%	18.2%	45.5%
<b>Engineering</b>							
County Group	7	0	0	1	2	2	2
Vendor Group	6	0	0	1	1	3	1
Business Group & Govt Utilities' Group	9	0	0	0	7	1	1
<b>Total</b>	22	0	0	2	10	6	4
<b>Percentage</b>		0.0%	0.0%	9.1%	45.5%	27.3%	18.2%
<b>Facilities Management</b>							
County Group	7	0	0	1	0	6	0
Vendor Group	6	0	0	2	0	2	2
Business Group & Govt Utilities' Group	9				3	1	5
<b>Total</b>	22	0	0	3	3	9	7
<b>Percentage</b>		0.0%	0.0%	13.6%	13.6%	40.9%	31.8%
<b>Fleet</b>							
County Group	7	0	0	1	3	3	0
Vendor Group	6	0	0	0	0	3	3
Business Group & Govt Utilities' Group	9	0	0	0	4	0	5
<b>Total</b>	22	0	0	1	7	6	8
<b>Percentage</b>		0.0%	0.0%	4.5%	31.8%	27.3%	36.4%
<b>Highway Operations</b>							
County Group	7	0	0	1	2	2	2
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	9	0	0	1	6	1	1
<b>Total</b>	22	0	0	2	10	7	3
<b>Percentage</b>		0.0%	0.0%	9.1%	45.5%	31.8%	13.6%

13. If the DPW budget was significantly increased, what changes would you establish within DPW?								
<u>County Group Comments</u>								
Transit Services								
Look for and consider technology upgrades that could improve/ streamline operations .								
A highly developed public transportation system.								
More round-abouts = less traffic deaths. All culverts/ bridges highest repair. Maintain All County roads/ drainage ditches culverts .								
Improved technology. Enhanced maintenance schedules .								
Increase Capital Plans. Update/ upgrade vehicles . Sustainability improvements that could save money long-term. Remove the courthouse. More roadway construction.								
<u>Vendor Group Comments</u>								
Utilize \$'s to increase infrastructure & make Waukesha County an attractive place to locate a business & line.								
A balance between more internal oversight and administrative resources (programmers, project managers, etc.) and money to increase the highway maintenance and improvements capital program.								
Update all Equipment.								
Allow for expansion of Highway Operations & Fleet Maintenance to continue upgrade the tools necessary to maintain an expanded fleet.								
Invest in people & technology (Systems/ Controls)								
Add sustainability programs to educate DPW employees.								
<u>Business Group &amp; Govt Utilities' Group</u>								
Pavement repairs, preventative Maintenance								
Greater Focus on roadway Safety								
Improve roadways more swiftly in accordance with 2035 Transportation Plan.								
Road intersection Improvements. RoundABOUTS. Building Maintenance.								
Not sure - possibly invest more in road repair.								
Use \$ to shore up pent up backlog in repairs. Make up ↓ in state transit aid reductions.								

14. If the DPW budget was significantly decreased, what changes would you establish within DPW?									
<b>County Group Comments</b>									
I do not feel qualified to respond to this question, DPW would be in a better position to assess its structural process, budget assumptions and workload implications.									
Consider outsourcing Architectural Services. Consider merging some Highway Operations responsibilities with municipalities.									
Eliminate County responsibility for an airport.									
Merge w/ other Co. dept. No grass cutting. More contracting. Cut in employees. Extend vehicle's years of service . Work with other gov't.									
Outsourced services. Decrement maintenance. Deferred new construction.									
Reduce Capital Plans. Road Maintenance in place of construction. Stop building construction or remodeling.									
<b>Vendor Group Comments</b>									
Better analyze what services private industry cs. County gives the best value. Can more services be out sourced to private industry vs. performing the "in-house"?									
I have no ideas here, though perhaps privatization of some maintenance and technical services areas might need to be investigated.									
Limit public transit.									
Strategic partnerships & outsourcing on an as-needed basis									
<b>Business Group &amp; Govt Utilities' Group</b>									
Would need to better understand budget details. My gut is to say not much. Possibly additional outsourcing, like transit service delivery is currently.									
Look to more outsourcing to private sector.									
Limit new new construction of bldgns									
Reduce airport operations - ever consider privatizing it.									
Reduce transit									
Slow down building construction									
Cutting back some of the non-essential services such as mowing frequency, etc.									
Any non-safety maintenance operations.									

<b>15. To what degree do you feel as though your ideas are heard?</b>							
Rate 1= Low 5 = high N/A = (no experience with this department)							
	Respondents	1	2	3	4	5	N/A
County Group	7	0	0	1	2	3	1
Vendor Group	6	0	0	0	2	4	0
Business Group & Govt Utilities' Group	8	0	1	0	3	3	1
<b>Total</b>	21	0	1	1	7	10	2
<b>Percentage</b>		0.0%	4.8%	4.8%	33.3%	47.6%	9.5%
<b>County Group Comments</b>							
They are heard? Wonder about reasons for implementing YES or NOT.							
<b>16. Have you ever contacted DPW with a request or concern? How satisfied was the response you received?</b>							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
	Respondents	1	2	3	4	5	N/A
County Group	7	0	1	1	5	0	0
Vendor Group	6	0	0	0	1	3	2
Business Group & Govt Utilities' Group	8	0	0	0	3	2	3
<b>Total</b>	21	0	1	1	9	5	5
<b>Percentage</b>		0.0%	4.8%	4.8%	42.9%	23.8%	23.8%
<b>County Group Comments</b>							
Most responses were timely for me. Must be improved for citizens : communicate more.							
My contacts have been limited to Administration.							
Most of my requests are facilities related. My experience is extremely positive. Staff at all levels, in this division are great!							
Willingness to work with private sector to help develop solutions for fleet.							
<b>Business Group &amp; Govt Utilities' Group</b>							
Keys professionalism and openness to listen to concerns. Have had both when I had issues.							

<b>17. Do you have any other comments about DPW or this survey you would like to share?</b>									
<u>County Group Comments</u>									
Circuit Court Services has an excellent working relationship with DPW.									
Questions 1 and 2 were hard for me. I had trouble w/ #2 satisfaction vs. importance. I would like to see the DPW more goal driven and objective based.									
I would suspect that WC DPW compares very favorably to similar WI organizations. Wisconsin divides maintenance responsibilities among too many jurisdictions.									
The fact that you are updating/ redoing strategic planning at all speaks volumes about your focus on customer service and performance! Excellent job!									
<u>Vendor Group Comments</u>									
How does park and rec relate to the DPW? Is there duplication of effort between these two groups and/ or other arms of the County?									
Not really open discussion.									
<u>Business Group &amp; Govt Utilities' Group</u>									
Thank you for seeking our input!									
I think it is excellent that Waukesha County staff are reaching out to get comments and suggestions from their customers and partners.									
I have a very positive general impression of the Dew, but am not knowledgeable in all aspects of the dept.									
Overall County Government in Waukesha is about average compared to peer group. Solid financial management and business									

<b>18. How do you rate us as project/business partners?</b>							
1= Very Poor, 5 = Very Good, N/A (no experience with this department)							
	Respondents	1	2	3	4	5	N/A
County Group	7	0	1	2	4	0	0
Vendor Group	6	0	0	0	0	6	0
Business Group & Govt Utilities' Group	8	0	0	0	4	4	0
<b>Total</b>	21	0	1	2	8	10	0
<b>Percentage</b>		0.0%	4.8%	9.5%	38.1%	47.6%	0.0%
<b>County Group Comments</b>							
Communications could improve i.e.; written, verbal, pictures, graphs/ charts, use of Facebook etc, new technology. Excellent. Very helpful during GASB 34 Prep.							
<b>What is your impression of County Land Acquisition?</b>							
<b>County Group Comments</b>							
Don't know much about County Land Acquisition. Actually thought that was a function of Parks Dept. Professional and Ethical County doesn't take land by eminent domain. County should buy land above, there are willing sellers. Co. land is being developed very fast & Co. should buy land if it fits in present parks and open space plans. Very efficient from an administration standpoint.							
<b>Vendor Group Comments</b>							
Excellent experience and ability to deliver, particularly in the context of what typically is provided/ delivered on the WisDOT side. Less protocol and process/ approval steps and complications... more day to day "get the job done" know-how capabilities. ?							
<b>Business Group &amp; Govt Utilities' Group</b>							
Not too familiar with the details. My experience with acquisition has been good from start to finish. Impressive with time on settlements.							
<b>What is your impression of Highway Operations overall appearance (vehicles, employees, attitudes, work zones)?</b>							
<b>County Group Comments</b>							
Very Good Overall HHS experience has been positive. DPW staff are professional and responsive to request and identified issues/ concerns. Excellent from what I can see. Roads are well maintained and (for the most) free of snow and ice. Trucks and employees are presented professionally. Professional vehicles – very good, employees – need improvement, attitudes – need improvement, work zones – too many employees involved. Very professional.							
<b>Vendor Group Comments</b>							
Good though I don't have a lot of context to bring to this topic. Never encountered a problem with equipment or with staff, good people to work with. Excellent							
<b>Business Group &amp; Govt Utilities' Group</b>							
From what I have seen my experiences have been good. Do great job on mowing, plowings. Attitudes been good.							
<b>Now that we have had a discussion with you, would you change any answers on your questionnaire?</b>							
<b>County Group Comments</b>							
I & 2 questions							
<b>Vendor Group Comments</b>							
No No, but very informative. I learned a lot.							



# **Appendix “D”**

Department of Public Works: Employee Questionnaire  
Executive Summary  
Employee Survey  
Questionnaire Results

## Summary - Employee Survey

Waukesha County  
Department of Public Works Strategic Planning  
January 31, 2012

As part of the Waukesha County Department of Public Works (DPW) Strategic Planning process, a survey of all DPW employees was conducted. Each division within DPW conducted the survey process: Administration; Airport; Architectural Services; Central Fleet Maintenance; Engineering; Facilities Maintenance, and Highway Operations. The purpose of this survey was twofold:

1. To determine whether the department wide SWOT (strengths, weaknesses, opportunities and threats) identified by the core strategic planning team were validated by the employees; and
2. To determine if there was new SWOT's, ideas, or thoughts the core team had not identified.

An employee survey, consisting of 20 questions, was completed in mid-January 2012. One hundred twenty eight (128) surveys were handed out with 126 surveys completed and returned for a 98.4% response rate. Individual results were combined, tabulated and audited to assure accuracy for analysis.

The departmental wide results of this questionnaire validated many of our unidentified SWOT's. Those strongly supported are summarized below.

### **Strengths:**

Our employees believe we have a strong customer service focus.

Many comments throughout the survey indicated a strong pride for the focus on customer service in the department, particularly to those customers outside of Public Works. On a scale of 1 to 5, each division scored around a four or higher when rated by all the employees.

Our employees believe we have high employee competence and knowledge.

Responses to the survey include: strong job knowledge of staff at all levels; qualified, dedicated staff; hard working employees; experienced, knowledgeable well trained staff; its people; etc.

## **Weaknesses:**

Our employees believe we have poor communication skills within our department and between divisions.

Comments received from the question, "What do you see as DPW's weaknesses" include many responses such as: silos that prohibit strong work relations between divisions; silos; poor communication between divisions; lack of communication and leadership; communication; etc.

Our employees also identified a need to improve our employee recognition.

Comments received throughout the survey include: there needs to be some performance based pay system implemented; low morale; pay for performance; compliments go a long way in creating positive attitude and environment; etc.

## **Opportunities:**

Our employees validated a desire to evaluate the current departmental staffing structure, which could result in more efficient and higher quality services.

When asked about how current programs and services could be improved or what new programs should be added, the answers often included reference to staffing and the structure of the department: combining divisions; more staff; study other organizations to better balance workload; the addition of staff for better departmental wide analysis of business systems; administrative support staff; add more specialty staff such as information technology coordinator, electricians, traffic engineers, risk manager; etc.

Our employees validated a desire for additional and continuing education and training to maintain and achieve an appropriate level of service.

There were many comments throughout the survey about the need for additional cross training and more training in general to promote better productivity.

## **Threats:**

Our employees validated the importance of keeping up with equipment and technology to ensure a proper level of service to our customers.

Comments written on the survey include: More improved technology to get our jobs done better; acquire quality survey GPS unit; need to update equipment; invest in new technology; higher quality tools; more efficient equipment; more tools to do our jobs; etc.

The survey results had many comments, which are recorded on the full survey report. Every employee comment is important to both the strategic planning process and to the success of an efficiently and effectively run department. However, for the purpose of this report, the results have been summarized. The full report with all comments is available for review.

## **Introduction**

Waukesha County DPW is beginning a strategic planning process that will chart the direction of the department for the next 3 – 5 years. We are attempting to identify and forecast future changes and trends that may affect our service.

Your responses to this survey will provide us with valuable information and insights as we continue with our planning process. Please circle the appropriate rating and/or provide us with your comments. Your participation is extremely important to us.

Please respond to the survey on or before January 11, 2012. As we progress through the strategic planning process, we will provide you with periodic updates on our findings. Thank you in advance for your assistance in this important effort.

### **1. What division do you work for in DPW:**

Administration  
Engineering  
Highway Operations

Airport  
Fleet

Architectural Services  
Facilities Management

### **2. How long have you been employed with DPW for:**

0 - 5 years    6 -10 years    11 - 15 years    16 – 20 years    More than 20 years

### **3. Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?**

Low    1    2    3    4    5    High

Comments:

### **4. What is the highest priority service provided by your division and WHY?**

Comments:

**5. What do you see as DPW's strengths?**

Comments:

**6. What do you see as DPW's weaknesses?**

Comments:

**7. How can CURRENT programs and services be improved?**

Comments:

**8. What programs or services (if any) should be discontinued?**

Comments:

**9. What NEW programs or services (if any) should be added to address new, emerging or unmet needs?**

Comments:

**10. To what degree do the following DPW divisions provide good customer service?**

Administration	Low	1	2	3	4	5	High
Airport	Low	1	2	3	4	5	High
Architectural Services	Low	1	2	3	4	5	High
Engineering	Low	1	2	3	4	5	High
Facilities Management	Low	1	2	3	4	5	High
Fleet	Low	1	2	3	4	5	High
Highway Operations	Low	1	2	3	4	5	High

Comments:

**10. If the DPW budget were doubled, what changes would you establish within DPW?**

Comments:

**12. How do you rate the effectiveness of DPW leadership?**

Communication	Low	1	2	3	4	5	High
Leadership	Low	1	2	3	4	5	High
Attitude	Low	1	2	3	4	5	High
Effectiveness	Low	1	2	3	4	5	High
Fairness	Low	1	2	3	4	5	High

Comments:

**13. To what degree are you satisfied with your work environment?**

Safety	Low	1	2	3	4	5	High
Cleanliness	Low	1	2	3	4	5	High
Security	Low	1	2	3	4	5	High
Comfort	Low	1	2	3	4	5	High

Comments:

**14. To what degree do you feel you have received enough training to complete your job successfully?**

Low 1 2 3 4 5 High

**Comments:**

**15. To what degree do you feel as though your ideas are heard?**

Low 1 2 3 4 5 High

**Comments:**

**14. To what degree do you believe there is a succession plan in place in the event of retirements or vacancies?**

Low 1 2 3 4 5 High

**Comments:**

**17. To what extent do you believe the staff is sufficiently cross-trained?**

Low 1 2 3 4 5 High

**Comments:**

**18. How would you rate communication?**

Low 1 2 3 4 5 High

**Comments:**

**19. To what extent do you feel that you have the tools you need to do your job effectively?**

Technology Low 1 2 3 4 5 High

Access to communication devices Low 1 2 3 4 5 High

**Comments:**

**20. Do you have any other comments about DPW or this survey you would like to share?**

**Comments:**

# EMPLOYEE STRATEGIC PLANNING

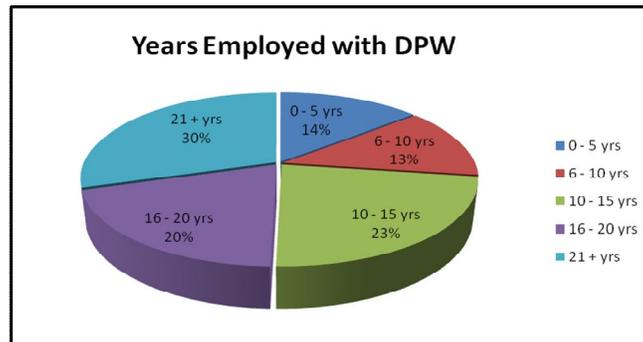
## QUESTIONNAIRE/RESULTS

### What Division do you work for in DPW?

	A d m i n	A i r p o r t	A r c h S v c	Engineering	Facilities	F l e e t	Hwy Ops	T o t a l
<b>Total Employees Surveyed</b>	5	3	2	7	36	13	60	126
<b>Total Possible Employees Surveyed</b>	5	3	2	7	38	13	60	128
<b>% Response</b>	100.0%	100.0%	100.0%	100.0%	94.7%	100.0%	100.0%	98.4%

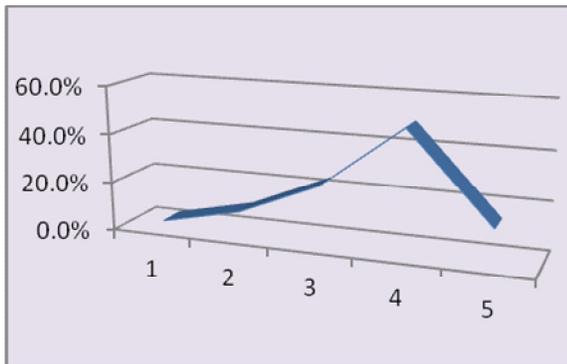
### I have been employed with DPW for:

0 - 5 yrs.	6 - 10 yrs.	10 - 15 yrs.	16 - 20 yrs.	21 + yrs.	Total
17	16	28	24	36	121
14.0%	13.2%	23.1%	19.8%	29.8%	134
<b>% Response</b>					



**Based on YOUR knowledge of Waukesha County Department of Public Works, what is your perception or image of DPW?**

Low				High	Total Responses
1	2	3	4	5	
3	12	29	60	17	121
2.5%	9.9%	24.0%	49.6%	14.0%	



**To what degree do the following DPW divisions provide good customer service?**

**Administration**

Low				High	Total Responses
1	2	3	4	5	
3	4	30	40	18	95
3.2%	4.2%	31.6%	42.1%	18.9%	



## Airport

Low				High	Total
1	2	3	4	5	Responses
1	1	20	32	21	76
1.3%	1.3%	26.7%	42.7%	28.0%	



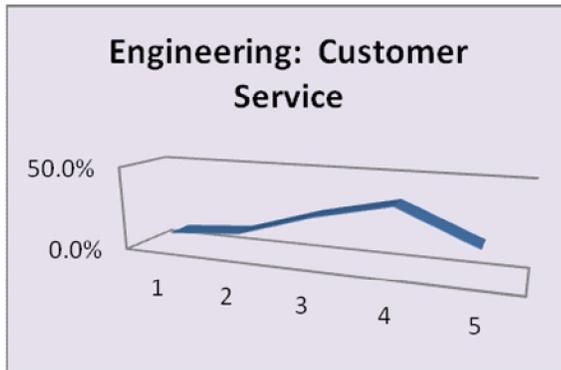
## Architectural Services

Low				High	Total
1	2	3	4	5	Responses
8	4	24	27	13	76
10.5%	5.3%	31.6%	35.5%	17.1%	



## Engineering

Low				High	Total
1	2	3	4	5	Responses
7	10	21	29	14	81
8.6%	12.3%	25.9%	35.8%	17.3%	



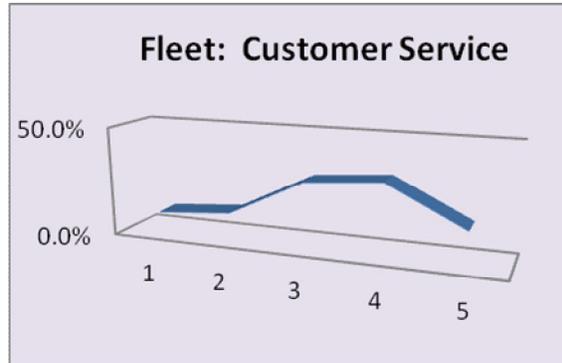
## Facilities

Low				High	Total
1	2	3	4	5	Responses
2	7	25	45	22	101
2.0%	6.9%	24.8%	44.6%	21.8%	



## Fleet

Low				High	Total
1	2	3	4	5	Responses
10	13	31	34	16	104
9.6%	12.5%	29.8%	32.7%	15.4%	



## Highway Operations

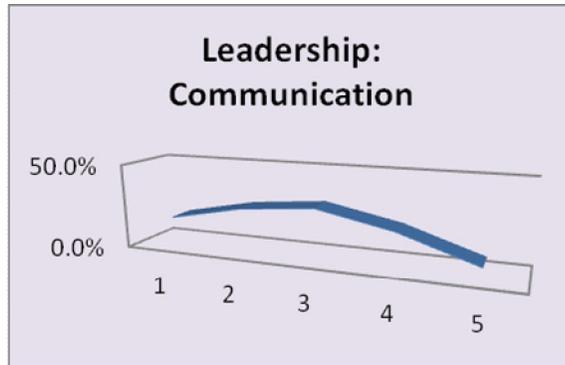
Low				High	Total
1	2	3	4	5	Responses
4	0	23	48	33	108
3.7%	0.0%	21.3%	44.4%	30.6%	



## How do you rate effectiveness of DPW leadership?

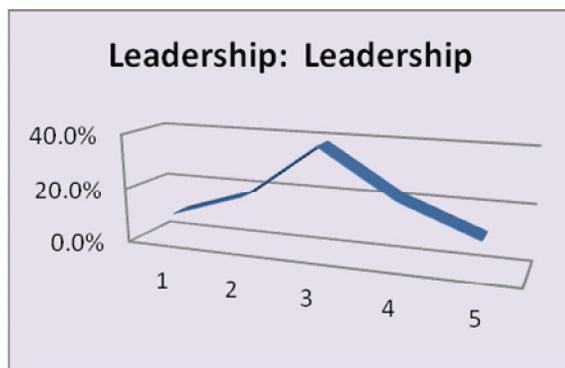
### Communication

Low				High	Total
1	2	3	4	5	Responses
21	32	37	26	8	124
16.9%	25.8%	29.8%	21.0%	6.5%	



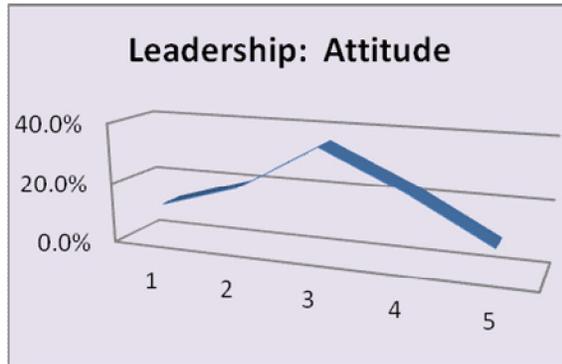
### Leadership

Low				High	Total
1	2	3	4	5	Responses
12	23	48	27	14	124
9.7%	18.5%	38.7%	21.8%	11.3%	



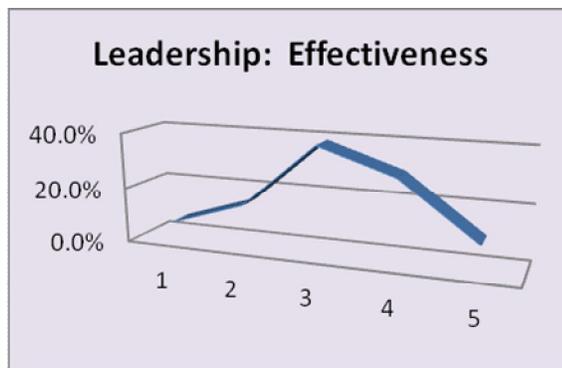
## Attitude

Low				High	Total
1	2	3	4	5	Responses
15	25	44	29	11	124
12.1%	20.2%	35.5%	23.4%	8.9%	



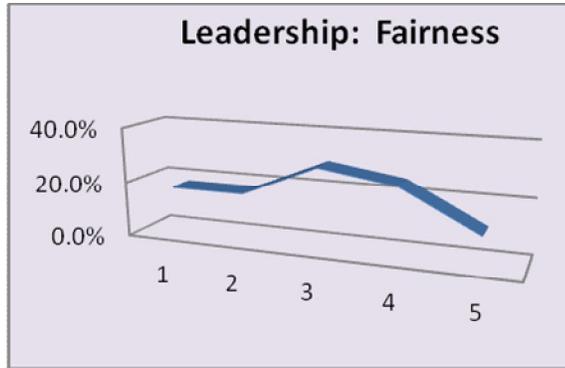
## Effectiveness

Low				High	Total
1	2	3	4	5	Responses
8	19	48	37	12	124
6.5%	15.3%	38.7%	29.8%	9.7%	



## Fairness

Low				High	Total
1	2	3	4	5	Responses
21	21	35	30	13	120
17.5%	17.5%	29.2%	25.0%	10.8%	



**To what degree are you satisfied with your work Environment?**

**Safety**

Low				High	Total
1	2	3	4	5	Responses
2	6	26	55	33	122
1.6%	4.9%	21.3%	45.1%	27.0%	



**Cleanliness**

Low				High	Total
1	2	3	4	5	Responses
1	5	27	51	38	122
0.8%	4.1%	22.1%	41.8%	31.1%	



**Security**

Low				High	Total
1	2	3	4	5	Responses
3	9	26	44	40	122
2.5%	7.4%	21.3%	36.1%	32.8%	



## Comfort

Low				High	Total
1	2	3	4	5	Responses
2	4	35	50	30	121
1.7%	3.3%	28.9%	41.3%	24.8%	



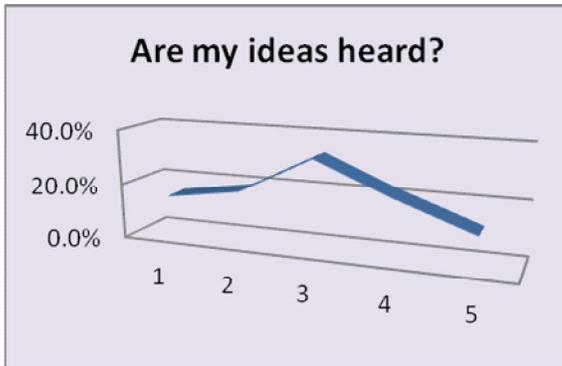
**To what degree do you feel you have received enough training to complete your job successfully?**

Low				High	Total
1	2	3	4	5	Responses
5	4	30	46	34	119
4.2%	3.4%	25.2%	38.7%	28.6%	



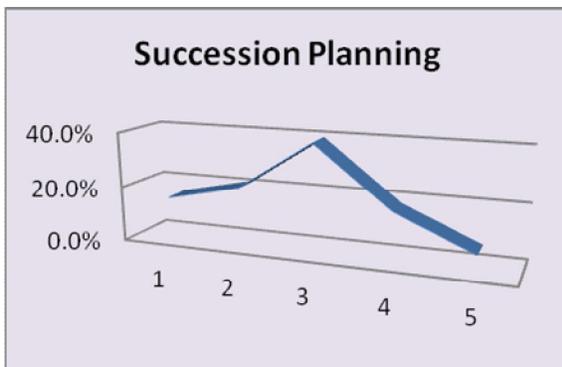
## To what degree do you feel your ideas are heard?

Low				High	Total
1	2	3	4	5	Responses
18	23	40	26	14	121
14.9%	19.0%	33.1%	21.5%	11.6%	



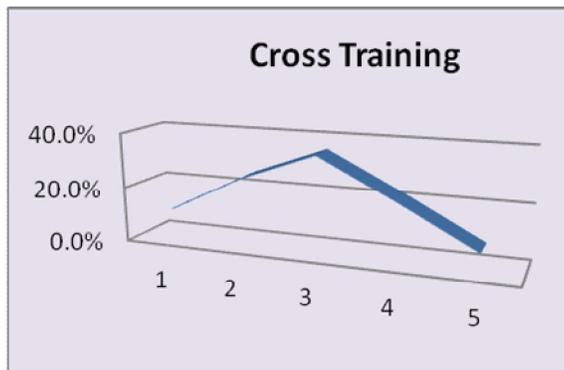
## To what degree do you believe there is a succession plan in place in the event of retirements or vacancies?

Low				High	Total
1	2	3	4	5	Responses
18	25	46	21	7	117
15.4%	21.4%	39.3%	17.9%	6.0%	



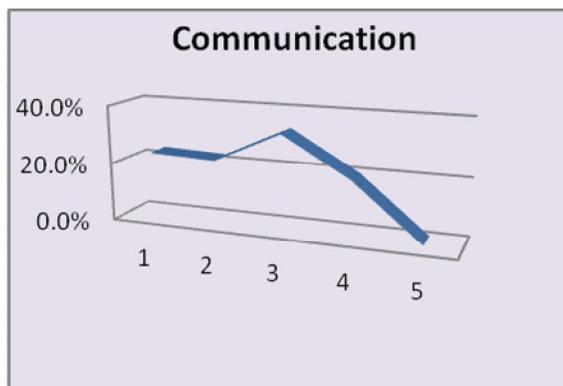
**To what extent do you believe the staff is sufficiently cross-trained?**

Low				High	Total
1	2	3	4	5	Responses
13	29	41	25	8	116
11.2%	25.0%	35.3%	21.6%	6.9%	



**How would you rate communication?**

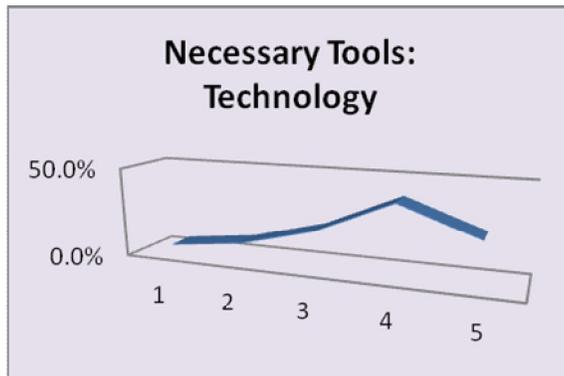
Low				High	Total
1	2	3	4	5	Responses
28	27	40	24	1	120
23.3%	22.5%	33.3%	20.0%	0.8%	



**To what extent do you feel that you have the tools you need to do your job effectively?**

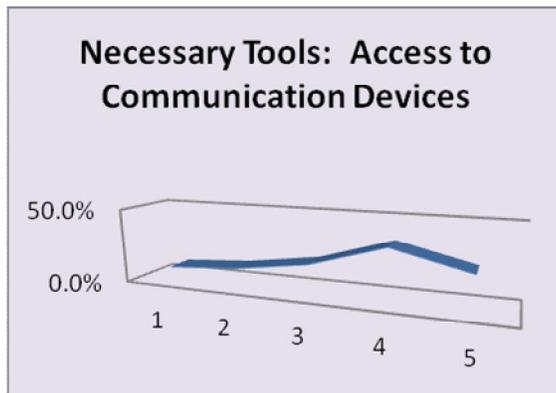
**Technology**

Low				High	Total
1	2	3	4	5	Responses
6	12	25	47	29	119
5.0%	10.1%	21.0%	39.5%	24.4%	



**Access to Communication Devices**

Low				High	Total
1	2	3	4	5	Responses
10	14	22	39	26	111
9.0%	12.6%	19.8%	35.1%	23.4%	





## **Appendix “E”**

### **Division Strategic Plan & Environmental Scans**

Administration

Airport

Architecture

Central Fleet

Engineering

Facilities

Highway Operations

# ADMINISTRATION/BUSINESS STRATEGIC PLAN

## Division Statement of Purpose

Provide the tools that promote the success of Public Works services

## Division Situation Analysis:

The Administration Division staff has the broadest range of departmental and countywide knowledge, as this division includes the Director and the Business Manager. This is one of its greatest strengths as this knowledge is often used by other departmental staff to facilitate communication and change between other divisions and other departments. The Administration division staff has been reduced as the department has grown resulting in limited services that can be provided to departmental staff.

## Strengths:

1. Broad knowledge base of both department and County
2. Often facilitates communication between divisions and between other departments
3. Close link to DOA, understands the countywide systems, and knows how to get things done
4. Geographically and topically, spread out which means there is an administrative link to all divisions
5. First connection to audit findings (internal and external) which keep us on track

## Weaknesses:

1. Limited control over the effects of county-wide systems that are implemented
2. Geographically spread out
3. Lean staff making it difficult to provide back up to each other. In addition, other staff is highly dependent on receiving information or analysis from this division, yet the staff size/resources have not kept pace with the growing needs of the department.
4. Proprietary types of systems (BAS, CHEMS, and Payroll) do not allow others to help themselves by getting information directly
5. Perception that Administration is not important

### **Opportunities:**

1. Administrative support staff is the first contact customers have with our department
2. Broad knowledge base
3. Limited resources force efficiencies
4. Limited resources push us to innovate

### **Threats:**

1. Declining revenues for department and County
2. Public perception and expectations
3. Perception that Administration is not important
4. Increasing expectations on the staff as the department has grown and the administration staff has been reduced
5. Changing internal (i.e.: DOA) procedures adds unplanned work to staff (purchasing, accounting, budget, human resources, etc.)

**Objective:** Develop a department wide human resources time and attendance policy

**Strategic Outcome:** An economically vibrant county.

**Objective Owner:** Betsy Forrest, Business Manager

<b>Date Updated Or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Work with Human Resources staff to understand the County's perspective of the State's Act 10 changes and how they relate to overtime	Betsy Forrest Pete Chladil Bob Rauchle	July 2012
	Identify differences in policies between the divisions and why the differences exist		
	Develop a written procedure which includes, but is not limited to the following: -- how overtime is earned and how time off during the pay period effects earned overtime -- how to complete a timesheet including completion and signing of timesheets -- use of timecards including signing of timecards -- how flexible time is allowed	Betsy Forrest Ellen Sizer Betty Beres Allison Bussler	February 2013
	Train managers on procedures so they can train their staff	Betsy Forrest	March 2013
	Develop a written procedure that coincides with the data entry into the new Intellitime payroll system when implemented	Betsy Forrest Ellen Sizer Betty Beres	TBD: dependent upon implementation of new Payroll system

**Evidence of Success:**

Consistent following of procedures for overtime earnings, sick time usage, vacation usage and flex time throughout the department, within the divisions and within classifications of employees. Reduction in corrections to timesheets and timecards.

**Objective:** Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

**Strategic Outcome:** An economically vibrant county.

**Objective Owner:** Betsy Forrest, Business Manager in partnership with Waukesha Metro Transit

Date Updated Or Completed	Action Steps to Complete this Objective:	Individuals Involved	Target Date to Complete
	Review on a regular basis the data required for rides per revenue hours to determine if trends are increasing or decreasing for each route	Betsy Forrest; Waukesha Metro Transit	On going year end statistics and six month statistics
	If rides per revenue hour are decreasing for a route, identify reasons	Betsy Forrest; Waukesha Metro Transit	On going
	Review changes necessary to keep rides per revenue hour higher than 10 per hour, such as service changes, marketing, etc.	Betsy Forrest; Waukesha Metro Transit	On going
	Work with area businesses and communities to identify areas of transit growth in our service area	Betsy Forrest; Waukesha Metro Transit	On going

**Evidence of Success:** Rides per revenue hour should consistently exceed 10.00 rides per revenue hour.

**(Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)**

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	18.46	19.49	18.72	19.20
10	Brookfield Square Extension to 124th *	32.31	29.13	36.09	36.85
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	20.48	20.44	21.85
901,904,905	Weekday between Cities of Waukesha, Oconomowoc, and downtown Milwaukee.	10.64	17.25	13.19	13.58
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Average Ride per Revenue Hour for all Routes		17.46	21.33	20.56	21.19

## **Administration/Business Division Environmental Scan**

**Economic impact: The economy remains weak and is clearly impacting Waukesha County, its businesses, its citizens and tax receipts.**

- How might the economy impact demand for your division's services?
- How might the economy impact the financial resources available to the division in 2012 (be sure to include both taxes and fees, if applicable)?
- How might the economy impact the cost of products and services required in the operations of your division?
- Poverty rate increases may effect services in other areas (HHS, Courts, Law Enforcement) therefore increasing the need for financial resources to be shifted to those departments and away from DPW.
- Unemployment rate increases may effect services in other areas (HHS, Courts, Law Enforcement) therefore increasing the need for financial resources to be shifted to those departments and away from DPW.
- Development is decreasing therefore resulting in lower permit fees
- Housing sales are decreasing (or not rebounding to where they were) resulting in lower real estate transfer fee revenue coming to the county, resulting in fewer financial resources to the County budget.
- Increasing Unemployment has a direct impact on transit ridership resulting in fewer riders and loss of service due to routes not reaching benchmark standards.
- Depressed economy does lead to a more competitive bidding climate resulting in projects coming in under budget. The challenge is to know how to budget for the long-term capital projects so we can take advantage of a lower budget.
- Equalized property values have decreased in recent years resulting in a lower tax base for the county. This coupled with the political desire to keep the tax levy stable or at a very minimal increase can result in levy increases that are below an inflationary cost-to-continue rate for services.
- Future funding, particularly for capital projects, is dependent on our current bond rating remaining at Aaa level.

**Legislative/Regulatory impact:** There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs,

- budgets, staffing or other aspects of our operations. Other changes have been proposed at various levels of government.
- What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.? Please be specific about the regulation requirements, whether it is proposed or implemented and which governmental entity is responsible for the regulation.
- What new or revised laws may impact any aspect of your division's operations? Again, please be specific about the law, whether it is proposed or implemented, and which government entity is responsible for the regulation.

**Although not a 'law'**, our internal County systems change, presenting the Administrative support staff with the challenge of making current systems work with new systems.

**Examples are:**

Change in the overtime policy potentially creates additional work for entry into the State CHEMS system; change in the purchasing process, such as procards, can create additional work on support staff even though it provides additional revenue stream to the county as a whole; new financial procedures and systems; new payroll systems and procedures.

**Accounting changes (Governmental Accounting Standards Board – GASB) and Audit findings** can affect workload or processes of the administrative support staff.

**Federal Transit Authority (FTA) and Wisconsin Dept. of Transportation** Federal.....transportation regulations on Transit Services

**Competitive benchmarks and trends:** What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the strategic planning process? These benchmarks and trends may present either potential challenges or opportunities for your division.

- National Transit benchmarks
- Vehicle Replacement lifecycle benchmarks
- Reviewing budgets and strategic plans of comparable Counties (particularly those in Wisconsin that are facing similar financial and political changes) can provide thoughts and ideas on efficiencies, services, etc.

- What are the trends in the County's Employers (ProHealth, Kohl's, GE, Roundy's, etc.). Are jobs increasing/decreasing and what are the types of jobs: professional, skilled, unskilled, full time, part time?

**Revenue and expense drivers and opportunities:**

- What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services.
- State and Federal Revenues are either decreasing or somewhat unpredictable: General Transportation Aids (GTA); State Routine Maintenance Agreements (RMA); State and Federal Transit Revenues
- Increased Employee Benefits costs, particularly health insurance, shifts budget resources away from direct services.
- Increased Workers' Compensation costs shifts budget resources away from direct services.
- Unpredictable energy costs (natural gas, electricity, diesel, unleaded fuel) make budgeting and budget management difficult.
- Revenue/expenditure drivers with our internal and external customers have a direct impact on our Internal Service providers (Fleet and Facilities). Often we do not know what these trends are which makes budgeting difficult.

**Human resources:** Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc.

Aging workforce has positives and negatives. Positive are: turnover can save budget dollars for a while by paying a lower salary; provide opportunity to evaluate the current structure of the staff; provide an opportunity to hire staff with:

- New, fresh ideas and talents. Negatives are the loss of historical and 'institutional' knowledge.
- Internally the administrative staff is torn between working within the confines of geographically separate divisions and working as a DPW team. Division managers

- Want the support staff located near them to only support their divisions but want other support staff to aid them when there is a staff shortage.
- There are concerns with some support staff reporting to two supervisors.
- Is there an appropriate person to manage all the Administrative support staff effectively and efficiently?
- As DPW has grown in breadth of services and loss of some personnel (computer coordinator and transit coordinator), has the administrative support staff kept up with the mix of skills needed for an efficiently and effectively run office/budget of this size.
- Succession planning needs to be considered.
- Determining a plan for effective coverage of administrative support staff when long-term absences occur.
- Is our educational system producing skilled graduates and is our community attractive enough to have our graduates stay and become a part of our future employment pool.

**Census changes:** The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

- County's population has remained relatively stable for the past several years.
- There is a need to know the demographic make-up of the census and the trends in this area. For instance, increasing elderly population can put stresses on the Transit system.

**Other:** Are you aware of any other changes to the environment in which we work that may impact your division or the department as a whole?

- Changes in technology and the effects on workload and work processes. For instance, will the following new systems increase or decrease administrative staff workload: Payroll system; Financial system; Asset management system; Work order system; Enterprise Content Management; AVL; others we are not aware of.
- Changes in social media have a positive and negative impact. Instant communication is great in getting information out to the masses (blogs, twitter, on-line news articles, etc.) However, if the information that is being distributed is incorrect, it can create a lot of unnecessary 'disaster control' issues (uncontrolled blogs and twittering, Facebook comments, comments on newspaper articles on-line). These types of communications can feed off of each other and almost create a life of their own.

# AIRPORT DIVISION STRATEGIC PLAN

## Waukesha County Airport Critical Issues

### Environmental

One ongoing issue facing Waukesha County Airport is that of environmental protection. Airports, like many industries are currently curing the “ills” of the past when it comes to the environment. Airports currently face the possibility of new and/or changing fueling regulations from the Department of Natural Resources (DNR) and the Environmental Protection Agency (EPA), storm water discharge permits, air quality issues, runway/taxiway/pavement de- and anti-icing agents, contaminated soils, noise issues, wetland mitigation, and increased protection for plants and animals. With the addition of the new environmental requirements come increased monitoring, program creation/administration, and new/increased fees.

### Fiscal

Since September of 2007, the FAA and its programs have been operating and funded under a series of continuing resolutions. A bill that would authorize multi-year funding of the FAA and programs such as Airport Improvement Program (AIP) and the contract tower program, failed being passed by Congress for the 2008 and 2009 federal fiscal year, and 2009 is following the same path.

Short-term funding extensions and continuing resolutions have led to delays and shortfalls in AIP funding levels. The end result being that federally funded capital projects have been delayed.

Each time the end of a continuing resolution approaches it takes a monumental effort by leading aviation managers and leaders to pressure congressional representatives to the point of putting enough money in to keep airports well maintained and growing where necessary.

Further complicating the fiscal outlook is the state of the economy and a growing opinion of the administration in Washington that corporate aviation is an excessive

perk. If the recession deepens and this view of general aviation continues, this could cause the number of operations and fuel sales to be negatively impacted.

Another issue that is currently being talked about in the aviation industry is the possibility of establishing user fees to be passed on to users for services received. User fees, if and how implemented could halt and/or lead to decreases in general aviation activity (operations, aircraft sales, new pilot starts). Even with the security enhancements that have taken place at the airport, the possibility of safety and security related requirements will still have some impact on the Waukesha County Airport. Mechanisms for funding possible security mandates are unknown at this time.

## **Operational/Maintenance**

An issue that has become a concern at the airport, as well as all airports around the country, is increased security and safety practices. The Transportation Security Administration (TSA) has focused on commercial service airports in recent years to tighten security after the tragic events of September 11, 2001. The TSA's focus is slowly shifting to the general aviation side, which has led to recommendations on security measures for different types of airports ranging from single runway small airstrips to large general aviation reliever airports. Regulations requiring certain large general aviation airports to have specified security measures in place are imminent. There is a Notice of Proposed Rulemaking that would require aircraft operators of aircraft with a weight of 12,500 pounds or greater and the airports that serve them to implement a Large Aircraft Security Program, (LASP). If passed, Crites Field, designated as a General Aviation Reliever Airport to Mitchell Airport in Milwaukee, will have regulations imposed when that time comes.

With the grants that were made available in 2005, security enhancements were made that placed Crites Field in a position to better comply with possible future security regulations that will most likely be implemented.

## **Land Use**

Compatible land use is a problem that is increasing at most, if not all airports. Airports generally facilitate/stimulate business and industrial development that then facilitates/stimulates residential development in turn stimulating more business/industry, etc. This development severely hampers growth and development of the Airport. Additionally, objects affecting navigable airspace such as T.V., radio, and cellular phone towers have consistently increased in number around airports. Land use includes a Height Limitation Zoning Ordinance (HLZO), in which a 3-mile radius surrounding the airport has building and crane height restrictions that limit how high a structure can be erected within specific areas of that radius. This ordinance is strictly enforced by the Airport Commission.

Another land use tool that is gaining popularity is Smart Growth, which is a set of tools that communities can use to ensure that the growth they get is the growth they want. It is a broad movement embraced by environmentalists and public officials who seek

ways not to prevent progress, but to ensure that growth is planned, in order to produce a high quality of life. In regards to airports, Smart Growth ensures that development surrounding an airport is done with the best interests of the airport at hand. Approach paths and future airport development can be well protected with a well-implemented Smart Growth program.

## **Waukesha County Strategic Outcomes**

1. A safe county
2. An economically vibrant county
3. An environmentally responsible county
4. A well-planned county
5. A county that assists at-risk citizens
6. A county that provides customers with quality programs and services
7. A county that provides cost-effective services delivered with competence and skill.

## **Waukesha County Airport Environmental Scan/Analysis**

The following is a list of stakeholders and/or customers who have a “stake” in the Airport, including what each stakeholder/customer needs/expects from the Airport.

**End Users (Local):** Local end users are individuals and businesses that utilize the Airport facilities and have based aircraft here. They include, but are not limited to hangar renters, land lessees, and aviation clubs/organizations.

The county strategic outcome of providing cost-effective services delivered with competence and skill relates well to this group of users. These users need/expect a safe and efficient facility that provides the services they require at a reasonable cost. They require this because they have aircraft based here and most likely live in the vicinity. They pay fees for basing their aircraft and utilizing the Airport and its services and want these services at a fair price. They do not want to have to worry about Airport safety when they fly in or out.

**End Users (Itinerant):** Itinerant end users are individuals and organizations who utilize the Airport facilities, but do not base their aircraft here. This group includes all aircraft that utilize the Airport not specified above.

The county strategic outcome of providing cost-effective services delivered with competence and skill, also relates well to this group of users. These users need/expect a safe and efficient facility that provides services they require at a reasonable cost. They require certain services/facilities to be available since their desire to fly into the area may be based on other factors outside of the Airport, and therefore having needed services/facilities available is crucial. Since they are not based at the Airport, they are most likely less familiar with the Airport and therefore are more likely to rely on the safety of the Airport and its landing aids.

**Businesses (Based):** Based businesses are those businesses that are located on the Airport and include, but are not limited to Atlantic Aviation, Skycom Avionics, and Spring City Aviation.

The county's strategic outcome of providing cost-effective services delivered with competence and skill goes along with the businesses wishes to do the same for their customers. These businesses need/expect to be able to provide services/facilities that are desired by the users of the Airport, having minimal restrictions, which also allow them to make a return on their investment. They ask that competition be required to compete on a "level" playing field since they are more likely to expend capital in constructing, renovating, or developing structures.

**Businesses (Local):** Local businesses are those companies who utilize the Airport in the furtherance of their business who may or may not be both a local and itinerant end user.

An example would be an engineering company located in Brookfield who has an aircraft based at the Airport, or who has a corporate aircraft at another location that flies into or out of the Airport.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Local)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

**Businesses (Itinerant):** Itinerant businesses are those companies who utilize the Airport in the furtherance of their business where the business is not based locally. Examples would be Lands End and Menards who utilize or have utilized the Airport but are not based in the Waukesha County area.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Itinerant)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

**County Departments:** Departments in the County who provide administrative (Finance, Purchasing, Central Services, Corporation Counsel, County Executive,

County Clerk, Human Resources, Information Systems, and Treasurer) and technical support (Facility Management, Sheriff Department, Highway, Park & Planning, and Fleet) to the Airport.

The county's strategic outcome of being a well-planned county relates to the needs for this stakeholder. For the support departments, they need from the Airport information required to support the Airport or the County in an accurate format, submitted in a timely manner, consistent with County or departmental guidelines. They also need the Airport to make requests for services/information in accordance with the correct procedures providing sufficient lead-time. For the technical support departments, they require requests for services/information in accordance with correct procedures with sufficient lead-time, and with accurate information to make scheduling decisions. County Executive and The County Executive and County Board provide overall County Board guidance and direction to the Airport and the Airport support departments that include funding for the Airport and its operations.

The Executive and the Board expect the Airport to provide facilities and services in accordance with County guidelines in a fiscally responsible manner, which relates to the county's strategic objective of providing cost-effective services delivered with competence and skill. The Executive and the Board expect the Airport to provide information it may request in a timely manner, and to be responsive to County residents.

**Local Communities:** These would be the local communities surrounding the Airport and in the general Airport vicinity.

The main focus for this stakeholder is safety, which relates to the county's strategic outcome of being a safe county overall. These communities/citizens need/expect the Airport to operate a safe facility that reduces the chance for accidents off Airport property. They also need/expect the Airport to be responsive to complaints (such as noise) and to implement any needed procedures. They expect to be able to develop lands around the Airport but need compatible land uses (often a source of conflict). Finally, they expect the Airport to support economic development in the area.

**Local Municipality:** This would currently be the City of Waukesha, who has jurisdictional control over the Airport grounds including providing fire protection,

**Building standards, zoning, etc.**

The city should have a good plan for procedures to use at the airport, which correlates with the county's strategic outcome of being a well-planned county. The City needs to be familiar with the Airport property, services, and facilities for fire/police protection. It also needs to be aware of Airport growth and development and further needs/expects to maintain a working relationship with the Airport in this regard.

**State Agencies:** The State agencies that have a direct impact on the Airport's operations include, but are not limited to the Department of Industry Labor and Human Relations (DILHR), Department of Natural Resources (DNR), and the Bureau of

Aeronautics (BOA). The State agencies expect the Airport to follow State rules/regulations/statutes and implement required programs, which goes along with the county's strategic outcome of having a safe county. They expect the Airport to provide accurate, timely information when required.

**Law Enforcement:** These would be the law enforcement agencies that have, or would have jurisdictional control over parts or the entire Airport in certain circumstances, or would have Airport contact on a routine/periodic basis. These agencies would include the Federal Aviation Administration (FAA) Air Marshals, Federal Bureau of Investigation (FBI), U.S. Customs, Bureau of Alcohol, Tobacco and Firearms (ATF), U.S. Secret Service, Waukesha County Sheriff, City of Waukesha Police, Wisconsin State Patrol, and the Drug Enforcement Agency (DEA).

The county's strategic objective of having a safe county relates to this stakeholder. These agencies expect the Airport to comply with all rules/regulations/laws, and to cooperate in any incident when acting in an official capacity. They also need to be familiar with the Airport facilities and to be kept aware of any formal procedures/plans established on the Airport for emergencies, security, crowd control, natural disasters, bomb threats, hijacking, theft, drug trafficking, etc.

### **Federal Agencies:**

Federal agencies that have responsibilities over the Airport or Airport operations include the Federal Aviation Administration: Air Traffic Control, Airway Facilities, Flight Service Station, Flight Standards, Airport Certification, Airport District Office, Flight Standards District Office, and the Civil Aviation Security Office; OSHA; and the EPA.

The Federal agencies expect the Airport to follow Federal rules/regulations/statutes and implement required programs, which correlates with the county's strategic outcome of being a safe county. They expect the Airport to provide accurate, timely information when required.

### **Suppliers/Contractors:**

These would include suppliers of goods and services to the Airport and the businesses/users of the Airport, to include aircraft parts, aviation fuel, airfield lighting equipment, etc., as well as contractors who provide service to the Airport, to include capital projects, maintenance (snow removal, grass cutting), and air traffic control.

These suppliers/contractors (in dealing with the County) expect to have an opportunity to provide goods/services to the Airport, and to be considered equally in any service/product evaluation. This correlates with the county's strategic outcome for providing cost-effective services delivered with competence and skill.

**Objective:** To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby insuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

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

**Objective Owner:** Kurt Stanich

<b><u>Action Steps to Complete This Objective:</u></b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Daily inspections of the airfield to ensure aircraft user safety	Kurt Stanich	Continuous
2. Maintenance of tower equipment to ensure traffic control reliability	Kurt Stanich	Continuous
3. Acquire funding for Capital Projects to improve airport facilities	Kurt Stanich	Continuous
4. Plan and implement capital projects including runway 10/28 safety areas and rehabilitation	Kurt Stanich	Continuous

**Evidence of Success (KOI, Target Indicator and Thresholds):** To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biannually by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

**Objective:** Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

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

**Objective Owner:** Kurt Stanich

<b><u>Action Steps to Complete This Objective</u></b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Review and comply with updated maintenance plans	Kurt Stanich	Continuous
2. Continue with biannual non- destructive state pavement testing	Kurt Stanich	Continuous
3. Daily pavement inspections to physically monitor deterioration	Kurt Stanich	Continuous

**Evidence of Success:** (KOI, Target Indicator and Thresholds): To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56. PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed

**Objective:** To have Crites Field comply with the suggested enhancements of the Transportation Security Administration's published General Aviation Security Guidelines point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

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

**Objective Owner:** Kurt Stanich

**Action Steps to Complete This Objective:**

	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Monitor security information via email by regulatory agencies.	Kurt Stanich	Continuous
2. Attend state and national Conferences to go to sessions that will have security updates.	Kurt Stanich	Yearly

**Evidence of Success:** (KOI, Target Indicator and Thresholds): To maintain a number of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. A number greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

**Objective:** Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

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

**Objective Owner:** Kurt Stanich

<b><u>Action Steps to Complete This Objective:</u></b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Develop, monitor, and update snow removal plan as needed	Kurt Stanich	Continuously
2. Ensure contractor plans months ahead for any upcoming snow events.	Kurt Stanich	Winter

**Evidence of Success:** (KOl, Target Indicator and Thresholds): To clear runway 10/28 within a 2-hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

# ARCHITECTURAL DIVISION SERVICES STRATEGIC PLAN

## **Division Statement of Purpose**

Provide the foundations of success for the citizens and employees of Waukesha County through the construction of new and renovated facilities

## **Division Situation Analysis**

### **Strengths:**

1. Customer relations – internal & external
2. Organizational skills
3. Records management
4. Experienced design and project management staff
5. Economy – bidding climate – professional services fees
6. Work well with all county divisions – we are trusted
7. Work well with our co-workers

### **Weaknesses:** Construction management skills

1. Accounting dependency
2. Lack of succession planning
3. Communication could always improve

### **Opportunities:**

1. Study bringing design and construction under one division
2. Implement succession planning
3. Increase technological skills with outside training
4. Meet with all staff to maximize their strengths and weaknesses in the work force

## **Threats:**

1. Keeping up with current technology
2. “Rogue” design professionals – best price is not always the best service
3. Economy – cost of goods – deliveries – schedules can be affected
4. \$25k Public bidding threshold
5. Retirements are around the corner

**Objective:**

1. Develop and implement a Divisional Seccession Plan
2. Study combining the Architectural Services Division with the Facilities division
3. Implement a training program within the Division
4. Continue to refine the RFP and Bidding process for Capital Projects

**Strategic Outcome:** Complete all Architectural Services projects to a positive and successful conclusion.

**Objective Owner:** Dennis Cerreta

<b>Date Updated Or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Develop and implement a succession plan in concert with the DPW succession planning committee and firm specific retirement goals and timing with current divisional staff.	Director/DPW//AS Staff	Year end - 2013
	Establish a committee to implement the study of combining the Architectural Services and Facilities divisions.	Director/Selected AS and Facilities Staff	Year end - 2013-2014
	Attend a minimum of 2 seminars in the architectural/construction management area.	AS Staff	Yearly

**Evidence of Success:**

- Insure qualified people are brought on board
- Selection of competent manager to lead the Architectural Services/Facilities merger.
- Insure a well trained staff
- Manage the approved budget to a successful on time and on-budget conclusion.

## ARCHITECTURAL DIVISION SCAN ENVIRONMENTAL

1. **Economic impact:** The economy remains weak and is clearly impacting Waukesha County, its businesses, its citizens and tax receipts.
  - a. **How might the economy impact demand for your division's services?**
    - Funding dollars reduced for capital projects/reduced county revenue
    - Bidding climate could change dramatically
  - b. **How might the economy impact the financial resources available to the division in 2012 (be sure to include both taxes and fees, if applicable)?**
    - Similar to the above
  - c. **How might the economy impact the cost of products and services required in the operations of your division?**
    - Architectural/Engineering and Construction Management services could be acquired below industry standards
    - Cost of all building materials (manufacturing/labor/delivery) could be impacted +/- depending on selection and availability
2. **Legislative/Regulatory impact:** There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs, budgets, staffing or other aspects of our operations. Other changes have been proposed at various levels of government.

**a. What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.?**

- Prevailing Wage Rate Law changes effective 7-1-11
- Local zoning code changes

**b. What new or revised laws may impact any aspect of your division's operations?**

Again, please be specific about the law, whether it is proposed or implemented, and which government entity is responsible for the regulation.

- Possible adoption of "Design-Build" contracting
- QBS (Quality Based Selection) process (Federally funded) for design services could have an impact

**3. Competitive benchmarks and trends:**

What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the strategic planning process? These benchmarks and trends may present either potential challenges or opportunities for your division.

- Construction scheduling milestones from project inception to completion
- Cost per square foot for the design and construction of local, regional and national projects per building type
- RS Means Construction Estimating resource

**4. Revenue and expense drivers and opportunities:** What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services.

- Anticipate no salary changes in 2012 – division salaries @ top step
- Employee benefits
- Rental property revenue/expense

**5. Human resources:** Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc.

- Yes - In 3-6 years, the two division members may enter retirement
- Succession planning could be an issue
- Review combining Facilities and Architectural Services divisions – study/include PLU construction projects as well

**6. Census changes:** The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments.

Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

- Requires further study for our division

## **7. Other:**

Are you aware of any other changes to the environment in which we work that may impact your division or the department as a whole?

- Continue the pursuit of the “green” initiative
- Capital projects may be reaching their saturation point
- Limitations due to Federal and State revenues may limit expenditures on significant building projects in the future

# CENTRAL FLEET DIVISION STRATEGIC PLAN

## **Division Statement of Purpose:**

Providing a full-spectrum of fleet life cycle management solutions and operations while exceeding customer's expectations at competitive rates.

## **Division Situation Analysis:**

A comprehensive investigation into daily operations by the Division's Strategic Planning team developed the list below. The team incorporated feedback from all staff members via a two-part employee survey. The planning team also reviewed the 2011 Fleet Audit Report that contained a detailed analysis of efficiencies and opportunities that challenged the Division to improve customer service.

## **Strengths:**

1. High customer satisfaction rate; greater than 97% over past 5-6 years
2. Cradle to grave vehicle/equipment management
3. Strong long-term diverse mechanics with low turnover
4. Vehicle replacement plan magnifies quality of equipment
5. Excellent state of the art maintenance facility, tools and equipment

## **Weaknesses:**

Limited electrical, diagnostic, and pc skills

## **Dependent on customers' needs for revenue; Do they know what they want?**

1. Communication on shop floor between mechanics, leads, and management
2. Automation with regard to shop office and parts room
3. New technology training needs vs. desire and capacity to learn

## **Opportunities:**

1. Act 10 opened the door to operational changes
2. New mechanics bring fresh ideas and skills
3. Increase outside customers and revenue
4. Mechanic empowerment with flat supervisory structure
5. Technology efficiencies (reduce diagnostic time)

## **Threats:**

1. Tough economy; increase competition on labor rates
2. Balance between internal and external customers and potential expansion (oversell shop vs. out-source)
3. Emerging WC policies with regard to overtime could impact service support
4. Restricted customer budgets; reduces revenue to Fleet
5. Rapid technology increase need for increased training and hardware funding
6. Central Fleet Strategic Plan Objectives:

**Objective:** Develop a Pay for Performance Plan and Recognition Program that encompasses all Central Fleet employees focused on improving efficiency and customer satisfaction. Establish a pilot program in 2012 for incorporation into the 2013 operating budget.

**Waukesha County Strategic Outcome:**

1. a safe county
2. an economically vibrant county,
3. an environmentally-responsible county,
4. a well-planned county,
5. a county that assists at-risk citizens,
6. a county that provides customers with quality programs and services or cost effective services delivered with competence and skill

**Objective Owner:** Initial Performance Team during Pilot Program

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Establish a performance team	Fleet Manager	4 <sup>th</sup> Qtr. 2012
	Develop pilot program	Fleet Manager and Pilot Team	4 <sup>th</sup> Qtr. 2012
	Present pilot program to senior WC leadership for initial funding	Fleet Manager	Pilot Program Funding Included in 2013 Operating Budget
	Execute plan	Pilot Program Team	1 <sup>st</sup> Qtr. 2013
	Review plan quarterly	Pilot Program Team	Quarterly
	Launch performance plan program	Fleet Manager	1 <sup>st</sup> Qtr. 2013

**Evidence of Success:**

- Maintain a 95% customer survey satisfaction rate
- Increase shop workflow output by 5%
- Maintain comeback rating under 2%
- Increase External Customer Base and Revenue by 3 customers and 3% overall revenue

**Objective:** Improve overall technology skills through a robust employee specific training program developed to target key aspects of shop operations. The skills will be tied to the employee evaluation and pay for performance system.

**Waukesha County Strategic Outcome:**

- 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 or cost effective services delivered with competence and skill

**Objective Owner: Individual Employee**

<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
Establish individual training program	Lead Mechanics	2nd Qtr. 2013
Tie training to pc skills and electronic diagnostics	Lead Mechanics	2nd Qtr. 2013
All training will be “electrical” based	Lead Mechanics	2nd Qtr. 2013
Review training program by end of 3 <sup>rd</sup> quarter with each employee	Lead Mechanics and each Mechanic	3 <sup>rd</sup> Qtr. 2013
Determine \$\$ required to support more comprehensive training	Fleet Manager and Lead Mechanics	2nd Qtr. 2013

**Evidence of Success:**

Reduce troubleshooting downtime by 5%

Increase mechanic inter-discipline ability to work on a variety of equipment via total count of each type of work order

**Objective :** Improve the communication process within Central Fleet by further refining daily processes and developing division-wide practices, which have not kept pace with changing staffing levels and job duty expectations.

**Waukesha County Strategic Outcome:**

- 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 or cost effective services delivered with competence and skill

**Objective Owner:** Division Leadership Team

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Re-institute daily shop office meetings	Fleet Shop Leadership	4th Qtr. 2012
	Establish daily staff update meeting immediately after wellness stretching	All Staff	1st Qtr. 2013
	Redefine Lead Mechanic, Shop Clerk, and Stock Clerk duties with departure of the Shop Supervisor	Fleet Shop Leadership	2nd Qtr. 2013
	Survey employees on progress of communication plan by 4th quarter of 2012	All	4th Qtr. 2012

**Evidence of Success:**

Review 2012 survey results and compare to current survey with expected improved rating of 10%

**Objective:** Execute a detailed review of parts-room operations with the intent of increasing parts availability and turn-around time to the mechanic. Determine if stockage levels and automation are sufficient to sustain increased workflow.

**Waukesha County Strategic Outcome:**

- 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 or cost effective services delivered with competence and skill

**Objective Owner:** Fleet Management and Parts Room Clerk

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Determine if automation is needed to off-set inventory time	Fleet Manager and Parts Clerk	4th Qtr. 2013
	Determine if part-time staff assistance is needed to maintain current operations.	Fleet Manager and Parts Clerk	4th Qtr. 2013
	Utilize eFleet’s robust parts system for re-ordering of parts	Fleet Manager and Parts Clerk	4th Qtr. 2013

**Evidence of Success:**

- Reduce mechanic parts “waiting time” by 10%

**Objective:** Conduct a comprehensive tool inspection program with the intent of reducing the number of old worn out tools with high-quality lifetime warranty tools.

**Waukesha County Strategic Outcome:**

- 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 or cost effective services delivered with competence and skill

**Objective Owner:** Lead Mechanics and Mechanics

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Inspect all shop tools for quality and condition	Lead Mechanics	1 <sup>st</sup> Qtr. 2013
	Develop a tool listing of future purchases	Lead Mechanics	3 <sup>rd</sup> Qtr. 2013
	Dispose of worn out tools	Fleet Manager	As needed
	Effectively utilize the annual tool budget of \$5K	Fleet Manager and Lead Mechanics	Annually

**Evidence of Success:**

- Reduce the number of worn out tools via an inspection program
- a county that assists at-risk citizens,
- a county that provides customers with quality programs and services or cost effective services delivered with competence and skill

**Objective:** Conduct a long-term position analysis to determine the correct skills mix for shop office, shop floor and parts room operations.

**Waukesha County Strategic Outcome:**

- a safe county,
- an economically vibrant county,
- an environmentally-responsible county,
- a well-planned county,

**Objective Owner:** Fleet Management

Date Updated or Completed	Action Steps to Complete this Objective	Individuals Involved	Target Date to Complete
	Re-evaluate daily duties for key personnel	All Staff (incl. HR Assistance)	3 <sup>rd</sup> Qtr. 2012
	Develop a fleet report writing and analyst position to address customer information needs	Fleet Manager and Account Clerk	4 <sup>th</sup> Qtr. 2013
	Determine right mix of parts room staff	Fleet Manager	4 <sup>th</sup> Qtr. 2013
	Determine effective mix of mechanic skill sets with current staff	Lead Mechanics	3 <sup>rd</sup> Qtr. 2012

**Evidence of Success:**

- Completion of the project
- Improvement of operations via customer feedback

## **Appendix A: Environmental Scan:**

Employ the 6 key scan points (Economic, Legislative, Trends, Revenue, Human Resources, Census Changes)

### **Economic:**

- Flat Line Revenue with current internal customer. Potential external customer base expansion limited by excess capacity
- Significant changes in customers projects and vehicle usage as a result of the soft economy
- Anticipate limited economic growth through 2013 budget year per Direct of DOA analysis
- Oil prices continue with roller-coaster volatility – trending down in of 2011

### **Legislative/Regulatory:**

- Comm 10 Fuel regulations have specified unfunded mandates with regard to fuel infrastructure resulting in a \$250K 2012-13 fuel project and increased annual repair/operating costs of \$40
- Comm 10 regulations required the establishment of new fuel island inspection procedures initiating Class A, B, & C fuel inspector training.
- U.S. EPA fuel emission standards resulting in significant reductions in engine emissions resulting in use of UREA. The use of UREA will incur higher operating cost per gallon of fuel burned and unknown engine repair costs. Technology changes as a result of emission changes incurred a \$10K per engine cost increase for R&D. KNR 151 rules, garder snake and a self-governed county storm water permitting process has added more cost to design and construction management.

## **Competition, Trends & Benchmarks:**

- PM/Repair time standards exist within the operation, however, require constant updating based upon industry and technological trends
- Industry wide flat rate repair manuals exist for key vehicle classes
- Central Fleet experienced an external audit in early 2011 that resulted in 2 professional Fleet Managers reviewing operational procedures for each of the 9 key facets of Central Fleet. The audit included a detailed analysis of competitive organizations and benchmarks for labor rates, staffing, fuel, etc.

## **Revenue & Expense Drivers:**

- Labor costs are significantly changing as a result of ACT 10 thereby reducing benefit costs
- Shop overhead is extremely thin and flat lined over the past few years requiring only CPI adjustments in expenses.
- New revenues will be possible as a result of new hires, ACT 10, and a thorough analysis of “excess capacity” as staff changes due to retirements.
- Pay for Performance incentives will increase cost but revenue gains will outpace cost.
- Recycle (metal) revenues has increased by capturing the Fleet recycle stream and not co-mingling with Highway Operations. Projections are still underway.
- 2011 resulted in expansion of external revenue with the addition of the City of Waukesha Police Department new squad set-up

## **Human Resources:**

- Three mechanic retirements experience in 2011
- Unfunding of Shop Supervisor position due to cost reductions
- ACT 10 full impact unknown at this time
- WC Policies for non-represented employees is not being tied to “represented” employees
- Potential that financial wages and incentives tied to CPI as developed by the State of Wisconsin
- Training resources are constrained by both availability and cost. Reliance on vendors to provide vehicle and equipment specific training is paramount to integration into the fleet

### **Census Changes:**

- Fleet is an internal service fund which directly supports WC Departments

### **Others: (Customers)**

- Customers are a driving force for Central Fleet
- Department changes to business practices that reduce cost (i.e., less mowing, less use of equipment) directly impacts equipment hours. Changes result in a reduction or increase in billable hours, which drives expenses and revenue. Communication with the customers with regard to operational changes or needs is critical to successful budgeting.

### **Others: (System Limitations)**

- Vehicle Replacement Plan budget charge back limitation resulting in increased outsourcing of potential revenue for Fleet
- eFleet report writing skill sets for staff require substantial investment of time and funding to expand capabilities

# ENGINEERING DIVISION STRATEGIC PLAN

## **Division Statement of Purpose:**

Engineering a safe and mobile Waukesha County

## **Division Situation Analysis:**

## **Engineering Services Division SWOT:**

### **Strengths:**

1. Experienced/competent/Innovative staff
2. Well-funded Programs
3. Asset Management/inspection program
4. Training/continuing education
5. Co-op/Intern Program

### **Weaknesses:**

1. CADD Technology
2. Clerical help
3. Under staffed
4. Communications/follow up with highway Operations
5. Customer Service

### **Opportunities:**

1. New Staff – fresh ideas/experience
2. Departmental/interdepartmental/community resource
3. Improvement to Rural highway system
4. Shovel ready projects
5. Low cost safety projects

## **Threats:**

1. Slow Economy- Growth – lower revenues
2. State and Federal Funding
3. Legislation/ordinances: DPLU storm water, Corps of Engineers, Trans 75, EPA, DOT
4. Retirements/Aging workforce
5. Condition of rural highway system

**Objective:**

Cross train staff

**Strategic Outcome: A well planned county**

(This should be one of the 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 or cost effective services delivered with competence and skill.

**Objective Owner: Engineering Services**

<b>Date Updated Or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Identify divisional work responsibilities	All Staff	March 2012
	Assign primary responsibility for those tasks	All Staff	April 2012
	Determine which staff should have secondary and tertiary responsibility	All Staff	April 2012
	Assign primary staff the responsibility to train and mentor secondary and tertiary staff	All Staff	May 2012
	Ongoing cross training and mentoring	All Staff	Ongoing

**Evidence of Success:**

- Improved customer service
- Reduced project delays
- Improved communication
- Alternate Revenue Sources
- Communications
- Traffic Control management
- Low Cost Safety improvements

# ENGINEERING DIVISION ENVIRONMENTAL SCAN

## History Analysis 2008-2010 Strategic Plan

### Critical Issues

- Revenue stream issues – not keeping pace with growth needs .... still an issue in 2011 and going forward
- Rising Cost of crude ..... not much of an issue in 2011
- Aging Infrastructure needs improvement or replacement ..... still an issue in 2011 and going forward
- Increasing traffic, congestion and crashes ..... traffic ADT going down and lower in 2011. Need to review traffic on all projects in Capital Program.

### Initiatives for Exploration from last Strategic Plan

- All signals to LED ... all signal faces are LED and studying conversion of Luminares to LED. Waiting for more data and review of the J & JJ installation
- Roundabouts ... part of WisDOT FDM policy and studied at all intersections with signal control
- Green Initiative ... continually monitoring sustainability in the transportation industry
- Signal Coordination ... doing well at this. More corridors are now connected. Need to retime all county signals.
- Strategic Outcome from last strategic plan (engineering) = Implementing a Roundabout Installation program. .... Doing well at meeting this requirement. Need to get some more “after” data on crashes. Maybe consider doing at County Wide roundabout vs. signal planning document. Decide before hand what intersections are best served to be converted to roundabout.

## Strategic Planning Input from Engineering Division Environmental Scan

### Employ the 6 key scan points (Economic, Legislative, Trends, Revenue, Human Resources, Census Changes)

- **Economic** (what, how will it impact us, what are others doing about it)
- **Legislative / Regulatory Impacts** (what, how will it impact us, what are others doing about it)
- **Trends & Benchmarks** (what, how will it impact us, what are others doing about it)
- **Revenue & Expense Drivers** (what, how will it impact us, what are others doing about it)
- **Human Resources** (what, how will it impact us, what are others doing about it)
- **Census Changes** (what, how will it impact us, what are others doing about it)

#### **Economic:**

- Reduced GTA for projects
- Reduced County monies for trans project (or used by large building projects)
- Reduced Federal money which filters down to local level by reduced GTA
- Oil prices have come down to better conditions but will trend up again when economy recovers
- Other building materials remain higher and because of new regulations, we will need to spend more per mile to build roads
- Current poor economic conditions can translate into cheaper unit prices.

## **Legislative / Regulatory:**

- NR 151 rules, garden snake and a self-governed county storm water permitting process have added more cost to design and construction management.
- DNR rules on water quality have forced county to spend more on construction to create ponds and infiltration. Filling in flood plain, mitigation and zoning changes related to storm water management adding cost to even simple projects like culvert replacements.
- Complete Streets and Trans 75 - New rules on bike accommodations will force county to widen roads by 10 more feet and raise project cost per mile
- Other green and sustainable initiatives will increase design and construction cost
- Bridges have gotten stricter on requiring scour analysis, general reporting paperwork has put design behind on many projects, and the inspection process is slowed.
- New MUTCD rules have brought about new retro reflectivity standards, which will require us to keep records that are more accurate on sign replacement, and coming down the line will be pavement marking record keeping.
- WisDOT “Zero in Wisconsin” crash reduction initiative will put more pressure on counties to keep detailed accident records and require more aggressive correction of high accident areas. County has kept pace and is good position and ahead of DOT.
- WisDOT FDM is followed by the county for design standards. FDM is constantly updated and hard to keep up with.
- County storm water management & zoning rules and ordinances. Not clear and inconsistent.

## **Trends & Benchmarks:**

- Reduced funding for projects
- County may need to fund more of its own projects
- Have shovel or shelf ready projects in case of stimulus monies
- Having to reduce government spending or have it be balanced
- Public not interested in raising taxes
- Work from home to reduce vehicle travel

## **Revenue & Expense Drivers:**

- GTA is down
- Cost more to deliver a project
- Cost more to manage a project
- Cost more to construct a project
- Need to consider revenue items specifically for transportation (week tax or increased license fees)
- Permit fees. Last increase was 2009.
- Very few permits for access in the past 2 years because of economy.
- Other monies / levee needed to continue level of highway improvement projects and to replace the lower GTA from state.

## **Human Resources:**

- Three engineering division retirements coming up in next 5 to 8 years
- How to deal with succession planning for upcoming retirements?
- More lower cost engineering help needed (techs)
- New engineering continuing education rules for PE's
- Consider more work at home initiatives to reduce commute time

## **Census Changes:**

- Population in Waukesha County is steady
- Income per house is dropping due to economy
- Vehicle Miles Traveled is down in past 3 years which affects the type of projects we can get funded.
- Wisconsin has 8% unemployment but has job increase initiatives. Not sure how many jobs will be created and if tax revenues go up (can't rely on it)

## **Three Possible Issues (categories) to deal with in highway design & safety**

### **1. Efficiency of our highway systems**

- More efficient traffic signal timing. Need more signal retiming and coordination where applicable.
- Need to look into more ways to reduce electrical cost
- Need to look at roundabout designs to keep them simple (one lane entry, one lane circulating) – more complicated roundabouts require more signing and more lighting and breeds confusion with drivers

- Need to review TIA and access more stringently to better place access points and to “look ahead” to future conditions so we don’t have haphazard or too many access points crammed in a short distance.
- Develop a standard to know where to apply a Bypass Lane vs. having the access use a “Left Turn” lane
- Conversion of signalized intersections luminaires to LED light by pursuing grant funding (first review results on J & JJ lighting) – energy efficiency
- Have a centralized traffic control center with wireless dial up to each signalized intersection (coordinated system) and make continual changes based on changing traffic patterns
- Get a better understanding of our highways (asset management)
- Need better communication between engineering and highway operations (get more computerized and possibly web based). Would like to communicate more by email.
- Implement a project work order system
- Work more with DOT to have coordinated systems (our signals with their signals at interchange ramps)

## **2. Safety of our highways and intersections**

- Intersections are getting safer but our links are still increasing in crashes (curve issues, SSD, non-standard geometrics)
- Look at having more left turn lanes installed at intersections that have intersecting ADT - develop a better standard
- Continue to construct roundabouts (maybe consider a county wide planning document showing where intersections should be roundabouts vs. having a signal)

## **3. Project delivery & regulation issues**

- Increasing regulations (incorporating bikes, ped accommodations, Roundabouts vs. Signal evaluation, new signing requirements, retro reflectivity, green sustainable design)
- pressures, R/W acquisition issues and litigation, increased air quality, storm water regulations and compliance, increasing issues with utilities
- Seek out more lower cost safety improvements so we don’t need to spend \$500K on an intersection
- Project design is becoming more complicated with more design requirements, more pay items, more specifications, more innovative designs that result in more complicated designs

#### **4. Issues and needs analysis (things to consider)**

- Lower GTA from State and Less Vehicle Miles Traveled means less dollars for highway improvements
- Need to consider other highway improvements other than capacity expansion which is ADT driven
- Need to look at projects that are 3R rehab projects to keep the county safe while having reduced capacity projects. We have so many roads that have insufficient design standards and this could be a good time to get more rehab in place projects.
- Need to have “shovel ready” shelf projects that can easily be sent to DOT to get state funding (HSIP, CMAQ, STP rural ...)
- Need to have highway engineering department establish its standards to be closely like WisDOT standards in order to have projects that are “shelf ready” when DOT funding is available
- County should create a simple design document that all PM's and hired consultants can understand where we are similar or different than WisDOT or AASHTO.
- Need to have Right of Way purchasing closely follow same rules as WisDOT in order to be in a position to more easily convert to a WisDOT built project without much delay
- Need to aggressively pursue WisDOT funding when available to keep our county funding lower or release county funds to pay for more R3 projects
- Need to have iron clad Municipal agreements for projects so we can keep our County share down and place more \$\$ burden on locals for Sidewalks and bike lanes.
- Need to have 1 more senior level project manager (or junior level engineer) and one more Engineering Technician for traffic
- Need to reduce number of roadways we take over in Jurisdictional transfer
- Increase in regulation levels (Feds, State, DNR, Army Corps, County Storm Water) that are significantly increasing our design cost, construction cost and negatively impacting engineering department staff.

# FACILITY MANAGEMENT STRATEGIC PLAN

## **Division Statement of Purpose:**

The purpose of the Waukesha County Facility Management Department is to coordinate the physical workplace with the people and work of the organization, to utilize the most efficient and cost-effective facility management practices, to preserve and extend the useful life of the facilities, and to provide the highest quality and value to the County's stakeholders.

## **Division Situation Analysis:**

To provide a full range of facilities services including preventive maintenance, repair, housekeeping, project management and unique program requests.

## **Strengths:**

1. Well organized and competent.
2. High level of accountability.
3. Leverage technology to increase efficiencies.
4. Focused on the customer and quality services.
5. Well equipped with tools and resources.

## **Weaknesses:**

1. Failure to keep up with technology.
2. An aging infrastructure.
3. Budget bureaucracy.
4. Lack of a Strategic Facilities Master Plan.
5. Program courtesies and favors detract from core responsibilities.

## **Opportunities:**

1. Take advantage of new and sustainable technologies.
2. Expand energy management systems.
3. FM should have a dedicated purchasing agent.
4. Department Reorganization.
5. Improve long term planning.

## **Threats:**

1. Shrinking resources.
2. Resistance to change.
3. Hidden cost of regulations
4. Uncertainty of UWW infrastructure.
5. Rising costs of business.

## **Division Objectives:**

- Maintain and renovate facilities to meet and exceed intended uses.
- Develop and maintain an exceptionally qualified and well-trained workforce.
- Implement sustainable practices in county facilities.
- Effective Communication.

## **Division Initiatives:**

### **Maintain and renovate facilities to meet and exceed intended uses**

- Perform preventative maintenance activities on all building systems and components.
- Implement “Best Practice” policies & procedures wherever possible.
- Perform repair and renovation projects in a fiscally responsible, timely and professional manner.
- Perform housekeeping activities to maintain attractive, clean, and safe facilities.
- Perform a programming exercise to determine customer program needs prior to any renovation.

## **Develop and maintain an exceptionally qualified and well-trained workforce**

- Hire only the most qualified individuals for any open position.
- Continually invest in training opportunities to increase the knowledge and performance of our staff.
- Test the existing staff on knowledge required to excel at the duties of their position.

## **Implement sustainable practices in county facilities**

- Track utility consumption by building and type. Compare to previous year's consumption and regional / national benchmarks.
- Research and implement actions to improve building performance.
- Utilize environmentally friendly or green products in maintenance or

## **Effective Communication**

- Deliver clear, coordinated and timely information within and across divisions and departments.
- Provide the county stakeholders and public with accurate, consistent and timely information.
- Obtain, assess, and implement feedback from key stakeholders, including the public and staff.

## **Performance Measures:**

- [Include only the metrics that are relevant to the plan content, and link them back to the specific objectives and initiatives that are expected to impact performance on these measures. These performance measures should include competitive benchmarks wherever possible. Again, these performance measures must be written in a manner that will be clear to external stakeholders.]

## **Maintain and renovate facilities to meet and exceed intended uses**

- Perform preventative maintenance activities on all building systems and components.
  - Lower incidence of equipment breakdowns.
- Implement "Best Practice" policies & procedures wherever possible.

- Perform repair and renovation projects in a fiscally responsible, timely and professional manner.
  - Projects completed on time and on budget.
- Perform housekeeping activities to maintain attractive, clean, and safe facilities.
  - Acceptable ratings on the customer satisfaction survey.
- Perform a programming exercise to determine customer program needs prior to any renovation.
  - Elimination of unjustified or unnecessary projects or components of projects.

### **Develop and maintain an exceptionally qualified and well-trained workforce**

- Hire only the most qualified individuals for any open position.
  - Higher individual performance and lower turnover.
- Continually invest in training opportunities to increase the knowledge and performance of our staff.
  - Establish a training function to help oversee employee training and development.
  - Identify required training for employees, safety, quality, technical, including orientation for new hires.
- Test the existing staff on knowledge required to excel at the duties of their position.
  - Identify specific job skills and training for each position.

### **Implement sustainable practices in county facilities:**

- Track utility consumption by building and type.
  - Compare to previous year's consumption and regional / national benchmarks.
- Research and implement actions to improve building performance.
  - Lower utility consumption per sq. ft.
- Utilize environmentally friendly or green products in maintenance or housekeeping programs.

## **Effective Communication:**

- Deliver clear, coordinated and timely information within and across divisions and departments.
  - Develop better communication and training for customers, new hires, policies, procedures and guidelines.
  - Improve employee accessibility to PC's and WC Intranet.
- Provide the county stakeholders and public with accurate, consistent and timely information.
  - Implement a periodic written communication from the Facility Manager to county employees and other appropriate constituents.
- Obtain, assess, and implement feedback from key stakeholders, including the public and staff.
  - Distribute a Work Order "Customer Service Response Card" to the requestor when each work order is completed.
  - Conduct an annual "Facility Management Customer Satisfaction Survey".

# Facility Management Environmental Scan

Participants: Betty Beres, Mike Payne, Kris Gresser, Javier Ramos, Jim Elsbury, and Shane Waeghe

**Economic impact:** The economy remains weak and is clearly impacting Waukesha County, its businesses, its citizens and tax receipts.

How might the economy impact demand for your division's services?

Budgets that do not keep up with inflation affect the levels of services provided to our internal customers and taxpayers. We continually reevaluate our service delivery and maintenance policies and procedures to increase efficiencies and attempt to eliminate any reduction in service levels.

How might the economy impact the financial resources available to the division in 2012 (be sure to include both taxes and fees, if applicable)?

With a Zero Tax increase and a normal 2% - 3% cost escalations for labor, supplies and materials our budget has been reduced.

- a. How might the economy impact the cost of products and services required in the operations of your division?
- b. Product and services costs have increased while our budget has gone down.

**Legislative/Regulatory impact:** There have been many changes to laws and regulations that could potentially require changes in our service delivery or in costs, budgets, staffing or other aspects of our operations. Other changes have been proposed at various levels of government.

What new or revised regulations may impact your division's operations, services to the public, budget, staffing, etc.? Please be specific about the regulation requirements, whether it is proposed or implemented and which governmental entity is responsible for the regulation.

- a. The elimination of union bargaining rights while negatively impacting our service providers will help the county and department meet service expectations with reduced financial resources by allowing management to implement changes in work hours and overtime.
- b. What new or revised laws may impact any aspect of your division's operations? Again, please be specific about the law, whether it is proposed or implemented, and which government entity is responsible for the regulation.

**Competitive benchmarks and trends:** What benchmarks and trends from similar entities in Wisconsin and/or around the country should be considered during the strategic planning process? These benchmarks and trends may present either potential challenges or opportunities for your division. Benchmark resources, IFMA, BOMA, and EPA Portfolio Manager. We are constantly looking for the latest FM trends and ways to leverage technology to improve services and increase operating effectiveness and efficiencies.

**Revenue and expense drivers and opportunities:** What are the key drivers of your division's revenues and expenses and how do you expect they will be impacted in 2012? For example, if your division is completely dependent upon internal budgets, there are no other external drivers, but if you provide any services for a fee, there would be external variables that drive the amount of fees you may expect to receive in a given year. Expense drivers may include fluctuations in fuel prices and the cost of other goods and services. Internal services are provided without a fee except for the enterprise funds. External drivers are the 3% increase we need to absorb for goods and services.

**Human resources:** Are there any pending changes to your team that may impact the ability of your division to perform certain responsibilities or to complete initiatives? These changes may include retirements of key employees and the need to facilitate knowledge transfer to other staff, reorganization of responsibilities among staff, opportunities for career development of certain staff to improve the division's ability to perform certain duties, etc.

We are eliminating 5 full time Building Service Workers in the 2012 budget and replacing them with a contractor to provide housekeeping services in the Human Services Center, County Jail and Law Enforcement Center.

**Census changes:** The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.

N/A

**Other:** Are you aware of any other changes to the environment in which we work that may impact your division or the department as a whole?

# HIGHWAY OPERATIONS DIVISION STRATEGIC PLAN

## Waukesha County Mission

### Division Statement of Purpose:

- Maintain the County and State Highway Infrastructure for citizens, businesses and recreational visitors to safely and efficiently travel throughout Waukesha County.

### Division Situation Analysis:

- The Divisions strength's in Winter Maintenance response and Emergency Response continue to be our core business. However, there are areas in which we need to improve. Communication, our aging and injured workforce and our employee wellness were all areas that were identified for improvement. There are opportunities that we can take advantage of to improve the division. Flexible scheduling of the workforce, possibilities to increase revenue by doing more work for municipalities and experimenting with new technology to produce cost savings and efficiencies are some of them. Threats are partly out of our control. Legislative reduction in funding and weather affecting our operations among them.

### Strengths:

- Winter Maintenance
- Emergency Management and Response to Natural Disasters.
- Response Maintenance to Highway Damage
- Pavement Marking/Traffic Signal Maintenance
- Employee Pride in Work

## **Weaknesses:**

- Aging Workforce
- Injured Workforce/Work Comp
- Employee Wellness – employees out of shape
- Communication
- Long-range planning of projects or maintenance activities

## **Opportunities:**

1. Increased Revenue from Municipalities
2. New Labor Rules allow flexibility in employee scheduling.
3. Lead the way with technology
  - Trucks
  - Equipment
  - Techniques
  - Green Initiatives
4. Work more like the private sector.
5. Work for Parks to increase revenue

## **Threats:**

1. Privatization forced by Legislation
2. Severe weather disrupts Normal operations
3. Reduced Transportation Aids
4. Reduced Tax Levy
5. Legislation to restrict the type or quantity of work that we can do

**Objective:**

Maintain existing high level of service in Winter Maintenance. Lead the way with innovative and sustainable solutions to drive winter maintenance costs down yet maintain Level of Service.

**Strategic Outcome:**

Maintain a safe county with cost effective services delivered with competence and skill.

**Objective Owner:**

DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Expand AVL/GPS to County Snow Fleet to more accurately track where salt is applied.	Field Operations Manager, Patrol Superintendents	Spring 2014
	Determine ROI of AVL Expansion	Field Operations Manager	May 2013
	Continue to reduce salt use, monitor and report.	Field Operations Manager, Patrol Superintendents	March 2013
	Use Flexible Scheduling to manage winter overtime use.	Patrol Superintendents, Field Operations Manager	November 2012
	Increase Snow Plow Fleet	Field Operations Manager	November 2013
	Explore Public Private Partnerships	Field Operations Manager	November 2013
	Reduce use of freshwater for salt brine making.	Field Operations Manager	November 2013

**Evidence of Success:**

Use of Salt continues to decline and stabilize with current levels.

Less overtime use

Increase snowplow fleet from 60 to 66 to provide 6 spare trucks. One for each substation and two for main shop.

Contract in place to provide equipment or manpower for disaster type events.

Increase the use of runoff water and rainwater from zero to 20%.

**Objective:**

Deliver clear, timely and coordinated information within the Highway Operations division other divisions within the Department, within other County Departments and to external customers and stakeholders.

**Strategic Outcome:**

Cost effective services delivered with competence and skill.

**Objective Owner:**

DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Expand computer access to all employees at all locations. Make intranet available.	Field Operations Manager, Patrol Superintendents and Information Technology Staff	Summer 2013
	Expand use of Twitter to all Division activities. Continue use of Twitter for Road Closures and emergencies.	Field Operations Manager	March 2012
	Use broadcast media and County Public Information Officer to tout the Division's innovative and successful programs.	Field Operations Manager, Patrol Superintendents	March 2013
	Expand ongoing use of One Call Now multimedia notification system.	Patrol Superintendents, Field Operations Manager	March 2012
	Expand use of Division website.	Field Operations Manager	November 2012
	Continue to communicate County activities and memos to employees via printed media. Eliminate this once the electronic communications are available to all employees.	Patrol Superintendents, Field Operations Manager	November 2012 and ongoing.

## **Evidence of Success:**

### **Survey employees to gauge level of communication. Current ranking 3**

Provide all employees intranet access.

Increase followers on Twitter by 15% per year. As of 4/411/12, 68 followers.

Add links for report a problem, weather and special event information to the division page.

**Objective:**

Maintain existing high level of service in Emergency Response and Management. Lead the way with innovative solutions to emergency management situations to help maintain high Level of Service.

**Strategic Outcome:**

Maintain a safe county with cost effective services delivered with competence and skill.

**Objective Owner:**

DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Continue to respond to emergency situations with the current high level of service.	Field Operations Manager, Patrol Superintendents	Ongoing
	Create Division Emergency Disaster Plan	Field Operations Manager, Patrol Superintendents	July 2013
	Create Public Private partnerships for equipment use during Emergency Disaster Declarations	Field Operations Manager, Purchasing Division	November 2013
	Track employees deployed into Emergency Management events.	Field Operations Manager, Patrol Superintendents Field Operations	July 2013

**Evidence of Success:**

Disaster Plan written by July 2013

Plan presented to Highway Operations Staff by October 2013

Semi-annual training on different aspects of the plan completed

**Objective:**

Institute a work order management system to better track daily costs and equipment usages

**Strategic Outcome:**

Cost effective services delivered with competency and skill.

**Objective Owner:**

DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Finalize system selection and institute Cartography Call Director and Work Director to better track requests for maintenance.	Field Operations Manager, Patrol Superintendents	Fall 2012/Spring 2013
	Train staff and deploy systems	Field Operations Manager, Patrol Superintendents	April 2013
	Replacement for CHEMS to increase job cost information, invoicing and better tracking and budgeting.	Field Operations Manager	March 2013
	Long Range planning for projects and resources	Field Operations Manager, Patrol Superintendents	March 2013
	Use maintenance data as one determinant in capitol project selection.	Engineering Services, Field Operations Manager	November 2013
	Expand and use Cartography further as we learn the system	Field Operations Manager, Patrol Superintendents	November 2014

**Evidence of Success:**

- 40% Savings in highway operations data entry
- 100% Improvement in cost reporting
- 20% Improved customer satisfaction levels (before and after survey)
- Improved selection and budgeting of capital and non-capital improvements
- Ability to track and analyze asset life cycle costs to obtain maximum ROI
- Use of data for capitol project selection

**Objective:** Increase snowplow fleet to maintain existing high level of service in Winter Maintenance. Increase fleet to adequately maintain full snowplow operations (60) vehicles despite maintenance breakdowns and accidents.

**Strategic Outcome:**

Maintain a safe county with cost effective services delivered with competence and skill.

**Objective Owner:**

DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	Study lane miles per patrol truck/section to determine efficiency and effectiveness of snow plow fleet.	Field Operations Manager, Patrol Superintendents	Spring/Summer 2012
	Study methods to increase fleet	Field Operations Manager	March 2013
	Investigate Public/Private Partnerships	Field Operations Manager, Patrol Superintendents	March 2014
	Increase shared snow services with Parks Department. Utilize Parks and Highway Equipment to its best use.	Patrol Superintendents, Parks Supervisors, Parks Manager, Field Operations Manager	Winter 2012 – 13
	Increase shared services with Municipalities. Increase revenues by providing services to municipalities that don't have specialized equipment.	Field Operations Manager, Patrol Superintendents	March 2013

**Evidence of Success:**

Increase sharing of snowplow equipment, currently 3% less overtime use

**Objective:**

Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

**Strategic Outcome:**

Cost effective services delivered with competence and skill

**Objective Owner:** DPW Highway Operations

<b>Date Updated or Completed</b>	<b>Action Steps to Complete this Objective:</b>	<b>Individuals Involved</b>	<b>Target Date to Complete</b>
	On a division wide basis, DPW should strive to track claims, analyze causation of claims, identify high hazard work activities, adopt safer methods and implement techniques to lower risk of injury.	DPW Director Division Managers Risk Management	2013
	All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	Supervisors Staff	2013
	Improve employee attitudes towards safety, their use of personal protective equipment, and safe work practices.	DPW Director Division Managers Supervisors	2013
	Restructure accident/incident procedures to reduce workers compensation costs and lost time.	Division Managers Supervisors Safety Committees Risk Management	2013

## **Evidence of Success:**

- Obtain and review detailed claim information from Risk Management
  - Annually educate employees on common injuries and safe work practices
  - Completion of annual training documented in training record
  - Increased use of personal protective equipment. Crew leaders or supervisors to document and record. Information to be used for annual performance evaluation
  - With Risk Management restructure procedures to document and follow up more effectively
  - Reduction of workers' comp claims
- Need to add staff to maintain added lane miles both on County and on State.
- **Census changes:** The 2010 census has resulted in changes to federal funding, legislative districts and other adjustments. Are there any census-related changes that may impact your division, its required service delivery or funding? If so, please be specific about the change and its potential impact.
  - Increased population in county causes traffic increases and additional maintenance to the roads.
  - **Other:** Are you aware of any other changes to the environment in which we work that may impact your division or the department as a whole?
- Weather - Extreme events impact our operations greatly, snow storms, floods, tornadoes, wind storms, all impact our budget and stretch our resources. This causes us at times to cease some of our normal operations to work on the emergency response.



## **Appendix “F”**

Annual Objective Update  
2013 Updates