

**Executive Committee Meeting Minutes**  
**May 15, 2017**

Chair Decker called the meeting to order at 8:30 a.m. and led the committee in the Pledge of Allegiance.

**Committee Members Present:** Chair Paul Decker, Supervisors Dave Swan, Dave Zimmermann, Jim Heinrich, Larry Nelson, Christine Howard, and Peter Wolff.

**Others Present:** Chief of Staff Mark Mader, Legislative Policy Advisor Sarah Spaeth, Internal Audit Manager Lori Schubert, Director of Public Works Allison Bussler, Business Manager Betsy Forrest, Highway Operations Manager Pete Chladil, (Matrix Consulting Group Alan Pennington), County Clerk Kathy Novack, and Supervisor Darlene Johnson.

**Approve Minutes of March 20, 2017**

MOTION: Howard moved, second by Zimmermann to approve the minutes of April 17, 2017. Motion carried 7-0.

**Future Meeting Date:** June 19, 2017

**Future Agenda Item**

- Audit update on the progress of the Public Works Department's Highway Operations Division priority #1 recommendation

**Discussed and Consider Audit of the Public Works Department: Highway Operations Division**

Pennington explained that there were three phases to this audit: on site interviews with Division staff and collection of data such as work load volume and internal procedures; practices of the Division were compared to other high performing organizations including project reporting and technology utilization; and analysis of issues identified in the first two phases and a comparative study of seven peer counties in the region. There were six areas of inquiry including cost tracking and allocation system, project cost reporting system, project cost estimation process, cost estimation and revenue variance policy compliance, benchmarking and job descriptions.

Pennington explained the priority ratings, #1 being the highest potential loss of assets and most critical impact on the department, and #3 being the most limited impact on the department. In the area of cost tracking and allocation, one priority #1 recommendation was for the Department to expand Cartegraph use by acquiring the OMS module to enhance project management financial capabilities. Priority #2 recommendations include implementing an electronic time card system, and including a mechanism to ensure all invoices eligible for reimbursement from WisDOT are actually sent to the State.

The Routine Maintenance Agreement (RMA) is typically the largest contract. The County estimates annual costs for routine maintenance of the network of State roads and highways within the County, based on a Level of Service model developed by the State. When work is completed, the State reimburses the County for actual costs incurred (labor, equipment, materials, and admin support) by the work. Performance-based Management (PbM) contracts set a fixed price for specific maintenance and repair projects on State roads and highways. The Division estimates the cost of performing the specified work, and the State agrees to pay the estimated amount for completion of the work rather than reimbursing actual costs. If the actual cost exceeds the estimate, then the County is responsible for covering the overrun. If the actual cost is less than the estimate, however, the State still pays the estimated amount and the County gains the positive variance.

Project cost estimation process received a #2 recommendation to develop a written set of standard operating procedures for estimating PbM project costs. Zimmermann asked for clarification on the routine maintenance agreement. Bussler said the agreement with the state has been in effect for 70 years. Work done for the state is reimbursed at a given rate (RMA). Sometimes these rates are negotiated. Several years ago the contracts were switched to performance based (PbM). There were several priority #3 recommendations further relating to PbM work including developing a formal means of assessing PbM work to past projects. Zimmermann said including this assessment should have a higher recommendation priority. Chladil said an informal debrief already takes place, and this finding will make the process more formal and include feedback about the project from workers to improve future projects.

In policy compliance, one priority #2 recommendation was the Department should track PbM positive revenue variance when it is realized and monitor its future use to ensure it is only used for future investments related to County infrastructure. Swan shared concerns with the monitoring of this revenue. Forest provided an overview of the process of appropriating this money in the budget and the approval of a use of variance including its tracking and the contingency for any loss of project.

Benchmarking had two priority #3 recommendations to add to what is already being done. This includes implementing additional performance metrics to evaluate performance of schedule estimates against actual performance achieved, and incorporating additional measures to enhance evaluating operational performance. Job descriptions also had several #3 recommendations such as cross training administration staff, modifying the Operations Manager and Patrol Superintendent job descriptions to include the use of technology for financial performance and developing a comprehensive project management manual and training all the project managers.

Heinrich asked for a status update to the committee in the future about the sole priority #1 rating. Bussler said this will be implemented through a capital project and Chladil said they have begun educating themselves about the Cartegraph technology. Bussler said the perfect reporting system has not yet been attained. Howard compared this situation to one that private businesses often find themselves in.

MOTION: Heinrich moved, second by Wolff to approve the audit of the Public Works Department Highway Operations Division. Motion carried 7-0.

### **Discuss and Consider Proposed Scope for Health & Human Services Public Health Audit**

Schubert explained that the Public Health Division is a Level II health department certified under the State's Administrative Code sections 139 through 145. Operations are organized into Administration, Family and Community Health Section, Women, Infants, and Children (WIC), and Communicable Disease Control and Public Health Preparedness Section. Schubert also discussed financial activity and staffing levels 2015-2017. Historically, the Division has billed Medicaid and private clients for services rendered. Beginning in February 2016, the Division implemented the Insight software program, incorporating health records and billing functions.

The proposed scope of the audit is efficiency and effectiveness of the billing/revenue/collection cycle for the Division. This includes billings to Medicaid, private insurance companies and clients. Specific objectives include but are not limited to the following:

- To what extent is the County maximizing the revenue sources via the coding of claims to private insurance companies, Medicare and Medicaid?
- To what extent does the information tracked and recorded in the client medical records substantiate the billing code and rates billed?

- What is the return on billings to private insurance companies for the services billed? In essence, are there selected services for which it would be most cost effective for the Division to collect direct client payment (allowing the client to submit claims to the insurance company) versus billing insurance companies?
- Is the Division collecting appropriate and complete private insurance information on the first client contact?

The operational audit will also include the compliance with statutory and grant regulations for applicable programs. This includes evaluation of the adequacy of the current control system, evaluation of the efficiency of current operating procedures and the effectiveness of these procedures in achieving the stated goals of the Division, and comparison to public health best practices to identify potential areas for future improvements in operations.

MOTION: Howard moved, second by Zimmermann to approve the proposed scope for Health & Human Services Public Health audit. Motion carried 7-0.

#### **Extension of Waukesha Freeman Legal Advertising Contract**

Novack said *The Freeman* has a contract for legal advertising in effect for one year through May 21, 2018, unless extended for additional periods subject to approval. Other newspapers are not interested or would not be a good fit due to distribution requirements. The total amount of the contract is a maximum annual compensation not to exceed \$25,000.

MOTION: Howard moved, second by Swan to approve the contract. Motion carried 7-0.

MOTION: Wolff moved, second by Howard to waive the bond. Motion carried 7-0.

#### **Discussed and Considered the Following Appointments:**

MOTION: Nelson moved, second by Howard to approve the following appointments to the Community Development Block Grant Board en masse.

- a) Appointment 172-A-001: Doug Bartmann
- b) Appointment 172-A-002: Terry Janssen
- c) Appointment 172-A-003: Lillie Wilson
- d) Appointment 172-A-004: Chuck Wood

Motion carried 7-0.

#### **Heard an Update on Regional Transit Leadership Council Executive Committee and Wisconsin Workforce Development Association Board**

Decker reported the Regional Transit Leadership Council Executive Committee reviewed the Last Mile Challenge. Funding is workforce directed and not through public transit. The report of this challenge looked at five solutions: flexible transit, ride hailing, micro transit, bike share, and employer shuttles. Flexible transit and ride hailing were deemed as potential solutions for Menomonee Valley and New Berlin. The ride share taxi and bicycle services and amenities, along with developing an official mobile application were considered essential for cultivating the success of this project. Other discussion during the committee included agreeing on the goal of elevating the conversation about transit in people's minds and to engage them in how transit funding helps businesses, workers and the economy.

Decker reported on the Wisconsin Workforce Development Association Board and being a part of the Milwaukee 7 (M7) Economic Advisory Council in order to provide strategic direction for international

economic development for our region. The M7 is comprised of seven counties, who benefit from collaborations as economic development partners. In early June, M7 will combine forces with SEWRPC to address meeting the immediate needs of the workforce. Young Professionals week took place at the end of April, a state-wide platform meant to engage young professionals in the issues. The events included the Workforce Development Center's presentation on the "maker" culture of creatives developing new products and grassroots businesses, The Waukesha County Business Alliance's one-on-ones with public officials, a Habitat for Humanity project, and Downtown Waukesha event with activities in local restaurants, bars and businesses.

**County Board Committee Reports by Committee Chairs for the Following Meetings:**

Public Works of May 11– Swan reported the committee considered a bid for the Minooka restroom shelter building project, discussed two ordinances for improvement of County Trunk Highways, and heard an update on the West Waukesha Bypass.

Health & Human Services of May 11- Howard reported the committee heard presentations on the launch of the Waukesha County Prevention of Drug Overdoses (PDO) Project, the Community Health Improvement Plan and Process (CHIP), and the Transportation Collaborative. Howard also updated the committee on her role in the Prevention of Drug Overdoses Project's You Tube video.

Judiciary and Law Enforcement of May 12- Wolff reported the committee considered an ordinance to accept and appropriate grant funds for an equipment purchase, and heard an overview from the Sheriff's department about overtime and impacts on the budget.

Finance of April 19, 25 and May 3 – Heinrich reported the committee discussed the contract procurement process for Architectural and engineering services for pavement management, and the contract procurement process for the Lake Country Trail STH67 Underpass capital project. The committee heard the proprietary funds year-end report, the annual report of the Treasurer's Office, and the year-end special revenue and general funds report. The committee approved several ordinances. Lastly, the committee reviewed Medical Examiner contracts and toured the Medical Examiner's Office.

Land Use, Parks & Environment of April 18- Zimmermann reported the committee considered three ordinances to approve an amendment to the Comprehensive Development Plan in the towns of Genesee, Mukwonago, and Ottawa. He said they also heard an overview of the Parks Division programs and met at Fox Brook Park in Brookfield.

MOTION: Wolff moved, second by Swan to adjourn the meeting at 11:06 a.m. Motion carried 7-0.

Respectfully submitted,

Peter Wolff  
Secretary