

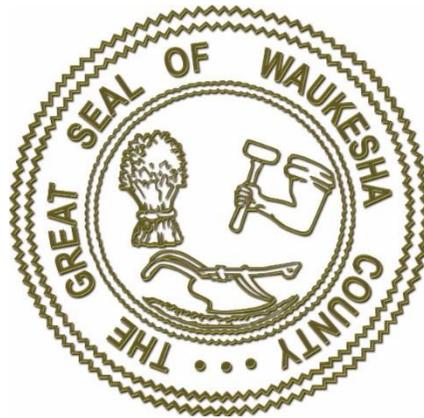


Waukesha County
Department of Public Works

Strategic Plan

2017 - 2019

Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.



“Waukesha County of Public Works strives to provide quality infrastructure and services that meet or exceed the needs of our customers.”

– Allison Bussler, Director of Public Works

Acknowledgements

For their contributions to this project, we recognize and thank the following:

DPW-Engineering Services division

Jason Mayer – Senior Engineering Tech
Karen Braun – Senior Civil Engineer
Ed Hinrichs – Senior Civil Engineer
Gary Evans – Manager

DPW-Fleet Maintenance division

Kelly Weber – Fiscal Specialist
Bill Flood – Lead Mechanic
Bob Rauchle – Manager

DPW-Highway Operations division

Dawn Pickart – Fiscal Assistant
Dan Moudry – Crew Leader
Hans Guderyon – Crew Leader
Jack Nissen – Patrol Superintendent
Pete Chladil – Manager

DPW-Facilities Management division

Jesselen Hadfield – Fiscal Specialist
Scott Ferris – Maintenance Mechanic III
Mike Wells – Architectural Services Tech
Jeff Lisiecki – Construction Project Supervisor
Javier Ramos – Facilities Supervisor
Shane Waeghe – Manager

DPW-Waukesha County Airport

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Matt Grenoble – Programs & Projects Analyst
Kurt Stanich – Manager

DPW-Administration

Tony Di Frances – Administrative Associate
Rhiannon Cupkie – Senior Fiscal Specialist
Betsy Forrest – Business Manager
Allison Bussler – Director, Department of Public Works

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Reader's Guide: How to read the Strategic Plan

Thanks for reading Waukesha County **Department of Public Works Strategic Plan**.

This document provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department aims to meet those goals.

Note: Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). We welcome your questions and feedback any time!

What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **specific, measurable, attainable, realistic, and time-bound** (aka **SMART**).

Each objective appears in two places: In a list that shows all of our goals in one place, and on its own page (example below, right).

Owner: The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

Strategy: What must be accomplished in order to achieve our objective.

A company that sells fruit snacks may set an objective to “increase sales.” One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

Performance measures:

A graphic or image show the progress and status of each Objective's success.

Strategic Objectives
Pillar: Quality

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Objective 1: Within 24 hours after a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance manual.

Owner: Highway Operations Manager

Performance Measure: Category 2 Highways 2 hours, Category 3 2 hours, Category 4 3 hours, Category 5 4 hours.

Insert Image | Learn More: Insert hyperlink, Insert hyperlink, Insert hyperlink

STRATEGY	STRATEGY OWNER	TIMEFRAME
Train and communicate performance level measures to all Highway Operations Employees.	Patrol Superintendents	Annually in October
Collect Storm data from Employees	Patrol Superintendents	Ongoing during winter season
Enter storm data collected from employees and enter into spreadsheet.	Highway Operations Manager	Annually in April or when winter is over.
Supply information for Budget book	Highway Operations Manager	Annually in May
Inform employees of Performance measure results	Patrol Superintendents Highway Operations Manager	Annually in May

Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on WaukeshaCounty.gov, or elsewhere!

How to read the Strategic Plan continued

County Mission Statement

"The mission of the 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."

County Core Values

- Collaboration
- Ethics and Integrity
- Innovation
- Teamwork
- Efficiency
- Communication
- Diversity
- Seeking Cost Savings
- High-Quality Customer Service

County Pillars

Department Statement of Purpose

"Provide the foundations of success for residents and businesses of Waukesha County by constructing and maintaining quality transportation and infrastructure."

The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's **Mission Statement**. The big picture.
- Waukesha County **Standards of Excellence**, the principles we observe on our path to completing our mission.
- Waukesha County's **Five Pillars of Success**, our framework for identifying core priorities and establishing program goals.
- Department's **Statement of Purpose**. Each department completes a Strategic Plan. Each declares its own "mission" here.

How is the objective shaped by the "environmental scan"?

Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

Find environmental scan data summarized in this document's Executive Summary and Appendix sections.



Transmittal Letter

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October 23, 2017

Waukesha County Executive Paul Farrow
Waukesha County Board
Waukesha County residents and visitors

We are pleased to be able to present to you the Waukesha County Department of Public Works (DPW) 2017-19 Strategic Plan. The plan incorporates the new Waukesha County planning format shaped around the creation of five countywide Pillars and the creation of Standards of Service Excellence. We have increased the use of surveys to hone in on the needs of our internal and external customers and staff members. We have refined our performance metrics and data dash boarding with the focus of communicating goal driven results to our stakeholders.

Governments face many challenges today due to decreasing resources and increasing demand for services. We are committed to making continued resource and infrastructure investments today that the citizens will reap the benefits of for years to come. This strategic plan takes into consideration the ever-changing environment and build upon our strengths.

The strategic plan is the cornerstone of the organization. It will drive our planning efforts, shape our annual budget, and set employee performance goals. This plan will provide the roadmap for DPW's future success while working within the framework of the County's vision, Standards of Service Excellence, and countywide Pillars.

I sincerely thank our staff, our fellow Waukesha County departments, and our business and community leaders that helped us create this plan. If you have any questions regarding our strategic plan, please feel free to contact me anytime at 262-548-7740.

Allison Bussler, Director
Waukesha County Department of Public Works

Executive Summary

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In 2017, Waukesha County Department of Public Works conducted a complete review of the existing DPW Strategic Plan. The review capitalized on the extensive groundwork completed in 2011 and on updates to the strategic plan in each subsequent year. This year's efforts revolved around a new County-wide effort to update the Strategic Plan format, which built upon the existing "[Standards of Excellence](#)" and established new "[Pillars](#)" that are used to categorize objectives and strategies within the plan.

Representatives of DPW participated in county-level planning committees as a method to standardize the process, ensure consistency between departments, and hone the strategic plan's format into a functional communication tool that all levels of the organization could use for resource planning, mission execution, and goal achievement.

Next, DPW convened a strategic planning committee to be tasked with creating a department strategic plan in the new format. The 24-member committee was comprised of the Department Director, managers of all six divisions, and a cross-section of supervisors and frontline staff. The committee started the review effort focused on the existing plan as the cornerstone, while bringing into the planning sessions guidance, suggestions, and direction from fellow DPW planning members who participated in the County level sessions.

We started with our existing DPW's 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.

It was necessary to undertake extensive research on trends in government and the economy that impact our services now and in the future, as well as harvest feedback from DPW employees, customers, and partners. The resulting conclusions are filed by field in a report, called an **Environmental Scan**, via which we determined our strengths and weaknesses, and the opportunities and threats (aka "**SWOT**") that confront us in this planning period. Those issues are then addressed by **objectives** and their supporting **strategies** defined in this plan, so that we continue to perform at a very high level despite challenges that we may face in the next few years.

In the next phase, we expended considerable effort gathering information for each environmental scan via a series of focus group discussions with DPW's **stakeholders**. Attendees, like our partner vendors and internal customers, completed a questionnaire and then discussed in detail its results and other topics at an in-person meeting. In these gatherings, we aimed to gain a better understanding of expectations from those individuals or organizations we support on a daily basis. The three meetings were grouped thusly:

- 1) Vendors (ie. partners with whom DPW regularly does business)
- 2) Businesses, Government, and Utilities (ie. organizations affected by our services)
- 3) Waukesha County internal (ie. other Waukesha County departments,)

Executive Summary continued

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A new element of Strategic Planning efforts is **Employee Feedback Groups**. DPW's Director conducted eight small group Employee Listening/Feedback sessions, whose focus was the annual Waukesha County Employee Survey; DPW results were below the County average. To improve those scores, DPW aimed to actively engaging "internal customers" in the pursuit of solutions. This effort informed several DPW Objectives in this plan.

Into the DPW strategic plan, we incorporated the new County Pillars, the new Waukesha County Strategic Plan format, and information gathered from the research documents like Environmental Scans, SWOT, Employee Feedback Groups, and Stakeholder Focus Groups. We conducted numerous planning and committee meetings in addition to two off-site planning sessions with the goal of developing [DPW's objectives](#).

Finally, [DPW Strategic Objectives](#) are the culmination of the efforts of 24 motivated members of the DPW Strategic Plan creation group. The planning effort and investment of time will help guide us through the coming years of constrained resources and competing priorities while we plan, build, and maintain the infrastructure of Waukesha County.

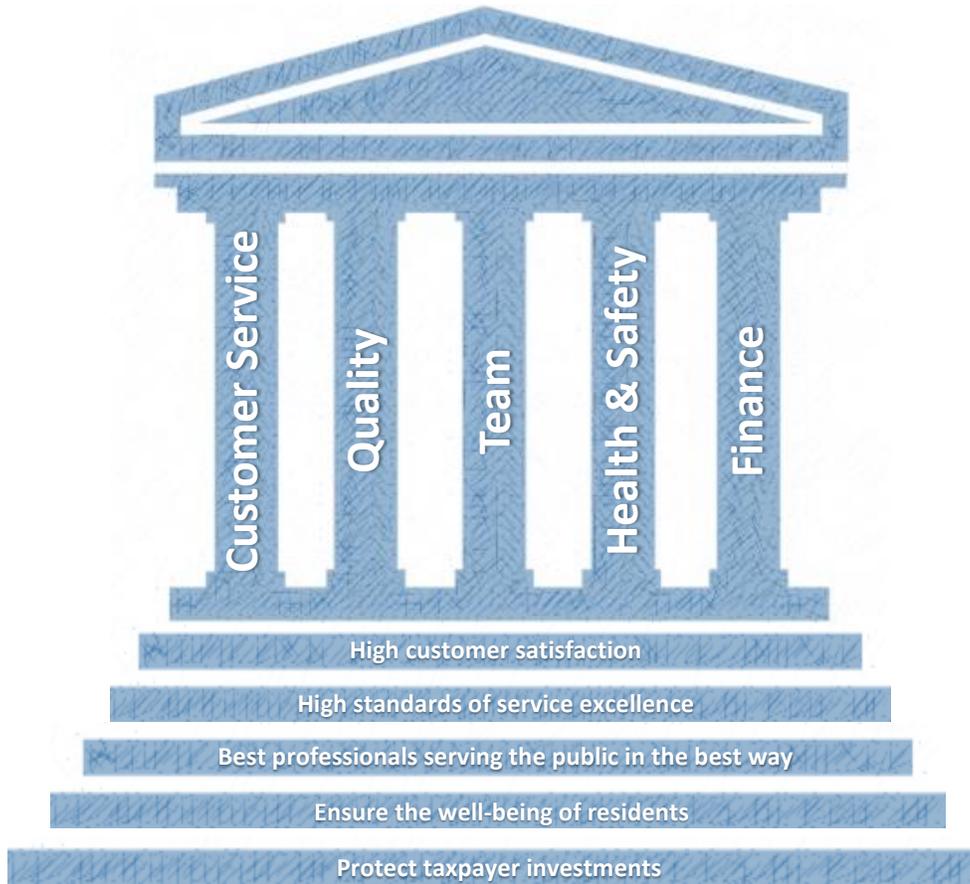
County Mission Statement

“The mission of the 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.”

Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Wellbeing

County Pillars



Department Statement of Purpose

“Provide the foundations of success for the residents, visitors, and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.”

Strategic Objectives at a glance

 *Tip: Click title to jump to objective detail*

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- 1) Within 24 hours after a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance manual.
- 2) Achieve an 80% or greater rating on DPW staff responses to Waukesha County Annual Employee Survey question #7b: “I agree that information and knowledge are shared openly within my department.”
- 3) Achieve a 4.5 mean rating for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness and communication.
- 4) Collaborate with other Waukesha County government agencies to improve customer service by sharing and publishing project information by spring 2019
- 5) Collaborate with other government agencies to share resources to reduce operating costs by 2020
- 6) Improve efficiencies and customer service in traffic operations through improved processes; staffing structure, training, equipment levels and internal communications between Engineering, Highway Operations and the public by December 2019.
- 7) Improve awareness and availability of employee training and professional development opportunities to 80% on Waukesha County Annual Employee Survey question #7c: “During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development.”
- 8) Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. By 2020 achieve a rating of 80% or higher on the Waukesha County Annual Employee Survey question #7d: “I understand that I can be recognized for extra effort while demonstrating Waukesha County Pillars.”

Strategic Objectives

Pillar: Quality

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Objective 1: Within 24 hours after a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance manual.

Owner: DPW-Highway Operations manager

Performance Measure: DPW-Highway Operations driver observation reports

Road Category	2017-18 Target
Category 2: <ul style="list-style-type: none"> High volume four lane highways (ADT >= 25,000) and Some four lane highways (ADT <= 25,000) Some six lane highways. eg. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield	2.00 hours

Image: Example road category, target

Learn More:

- View road categories
- View snow removal time measures/targets
- View Wisconsin Department of Transportation’s Road Maintenance manual: “Winter Maintenance”

STRATEGY	STRATEGY OWNER	TIMEFRAME
Train and communicate performance level measures to all Highway Operations Employees.	DPW-Highway Operations manager	October 2017
Collect Storm data from Employees	DPW-Highway Operations manager	Ongoing during winter season
Enter storm data collected from employees and enter into spreadsheet.	DPW-Highway Operations manager	Annual updates – each May
Supply information for Budget book	DPW-Highway Operations manager	Annual updates – each May
Inform employees of Performance measure results	DPW-Highway Operations manager	Annual updates – each May

Pillar: Customer Service

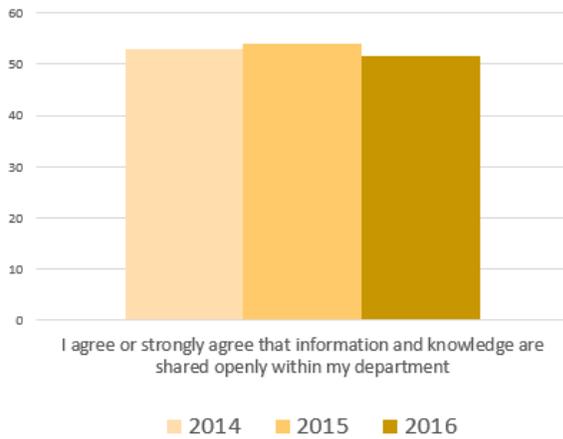
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Objective 2: Achieve an 80% or greater rating on DPW staff responses to Waukesha County Annual Employee Survey question #7b: “I agree that information and knowledge are shared openly within my department.”

Owner: DPW-Highway Operations manager

Performance Measure: Waukesha County Annual Employee Survey - DPW results



source: Waukesha County Annual Employee survey

Learn More:

- View DPW results of Waukesha County Annual Employee survey
- View Waukesha County Annual Employee survey

STRATEGY	STRATEGY OWNER	TIMEFRAME
Develop and implement communication strategies between first and second shift employees in Facilities and Highway Operations	DPW-Facilities Maintenance supervisors, DPW-Highway Operations patrol superintendents	September 2017
Meet with all staff in small groups, annually	Director of Public Works	Annual updates – each May
Develop Project Charter to research what information employees want and delivery method	DPW-Highway Operations manager	November 2017
Implement strategies of project charter.	DPW Communication Task Force	April 2018
Develop “Rounding” training for Supervisors, Crew Chiefs and Lead Workers	Director of Public Works	December 2018

Pillar: Customer Service

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Objective 3: Achieve a 4.5 mean rating for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness and communication.	
Owner: DPW Business Manager	
Performance Measure: Survey of external and internal customers, service satisfaction will be measured through six metrics: accessibility, accuracy, attitude, operations, timeliness, and communication. The survey gathers feedback on a scale of 1 – 5.	
<i>Coming 2018</i> Link to dashboard of Customer Service survey results	Learn More: • <i>coming 2018</i>

STRATEGY	STRATEGY OWNER	TIMEFRAME
Finalize internal performance data dashboard for staff use and external performance scorecard for public use.	Department of Administration manager	September 2017
Roll out of new customer service survey and goals to Departments.	County Executive	September 2017
Results roll out training.	Department heads	October 2017
Customer service data analysis and results roll out to Department.	Department heads	45-day recurrence
Continuous improvement technique training on how to analyze performance data and make service adjustments.	Department heads	February 2018
Identify DPW customers that will not be reached by county-wide survey and develop electronic survey that can be connected to e-mail, electronic communications (work orders, etc), and/or kiosks in buildings	DPW Administrative Associate	May 2018
Identify customers that cannot be reached electronically and develop alternative methods for surveys.	DPW Administrative Associate	May 2018



Department of Public Works Strategic Plan

Create Customer Service training for all DPW staff	DPW Administrative Associate	May 2018
Create baseline data and dashboard results for customer service feedback	DPW-Administration senior fiscal specialist	May 2018
Discuss data at meetings of division managers and division staff to solicit improvement opportunities	All DPW Managers, Supervisors, and Leadership positions	December 2018 and on-going

Pillar: Customer Service

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Objective 4: Collaborate with other Waukesha County government agencies to improve customer service by sharing and publishing project information by spring 2019
Owner: DPW-Engineering Services manager
Performance Measure: <i>coming Spring 2018</i>

STRATEGY	STRATEGY OWNER	TIMEFRAME
Meet with County Directors of Public Works and staff with the goal of forming a working team to manage project	DPW-Engineering Services manager	January 2018
Research and Determine hosting platform, work flows and responsibilities for participants	DPW-Engineering Services manager	September 2018
Test website using data from work team	DPW-Engineering Services manager	November 2018
Demonstrate Website to County Directors of Public Works and staff	DPW-Engineering Services manager	December 2018
Receive 2019 project information from Municipalities	DPW-Engineering Services manager	February 2019
Roll out website to the public	DPW-Engineering Services manager	April 2019
Annual updates	DPW-Engineering Services manager	Annual updates – each April

Pillar: Finance

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Objective 5: Collaborate with outside government agencies to share resources to reduce operating costs by 2020.	
Owner: DPW director	
Performance Measure: <i>coming August 2018</i>	
	<p>Learn More:</p> <ul style="list-style-type: none"> • View list of DPW collaborations with other governmental agencies

STRATEGY	STRATEGY OWNER	TIMEFRAME
Develop a DPW List of Collaborative Efforts (spreadsheet, staff time, efficiencies, cost savings, and a method to quantify benefits)	DPW Business manager	December 2017
Convene Municipal Public Works Departments within Waukesha County to identify and implement collaboration efforts	DPW director, DPW-Engineering Services manager, DPW-Fleet Maintenance manager, DPW-Highway Operations manager	February 2018
Collaborate with neighboring counties to identify and implement cost-savings measures	DPW director, DPW-Engineering Services manager, DPW-Fleet Maintenance manager, DPW-Highway Operations manager	December 2019
Increase by 10% the number of privatized county operations, partnerships, and collaborations with municipalities and counties that either save tax dollars or improve service and quality	DPW director, DPW-Engineering Services manager, DPW-Fleet Maintenance manager, DPW-Highway Operations manager	December 2019

Pillar: Customer Service

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Objective 6: Improve efficiencies and customer service in traffic operations through improved processes; staffing structure, training, equipment levels and internal communications between DPW-Engineering Services, DPW-Highway Operations, and the public by December 2019.

Owner: DPW-Engineering Services manager

Performance Measure: Reduce Time for Traffic Studies and Traffic Work Order Implementation by 10% Each Year

STRATEGY	STRATEGY OWNER	TIMEFRAME
Determine appropriate customer services and operational benchmarks and performance measures, for Supervisors, Crews and Engineers.	DPW-Engineering Services manager, DPW-Highway Operations manager	December 2017
Develop communication plans and workflows to maximize efficiencies.	DPW-Engineering Services manager, DPW-Highway Operations manager	February 2018
Determine organizational structure, create and modify position descriptions, identify new positions, and complete succession plans required to meet performance levels.	DPW-Engineering Services manager, DPW-Highway Operations manager	March 2018
Determine requirements for staff qualifications and training acquire and maintain certifications, and required competency.	DPW-Engineering Services manager, DPW-Highway Operations manager	May 2018
Roll out new staffing structure, work flows and training and equipment plan	DPW-Engineering Services manager, DPW-Highway Operations manager	December 2019

Pillar: Team

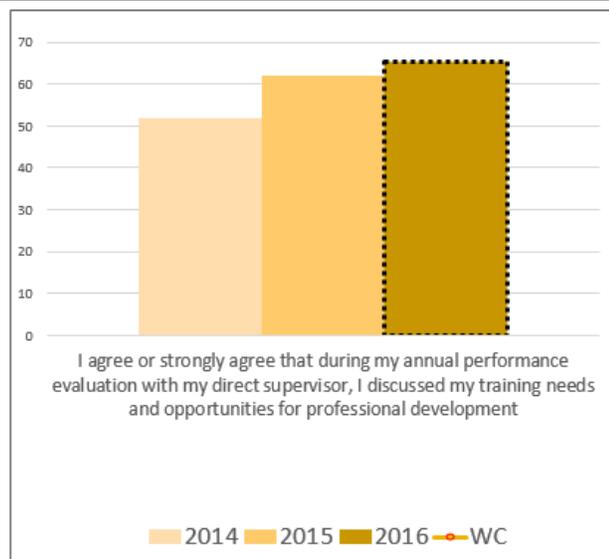
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Objective 7: Improve awareness and availability of employee training and professional development opportunities. By 2020, achieve 80% or greater rating on DPW responses to Waukesha County Annual Employee Survey question #7c: “During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development.”

Owner: DPW-Airport manager

Performance Measure: DPW results of Waukesha County Annual Employee Satisfaction Survey



Learn More:

- View DPW results of Waukesha County Annual Employee survey
- View Waukesha County Annual Employee survey

source: Waukesha County Annual Employee survey

STRATEGY	STRATEGY OWNER	TIMEFRAME
Include training and professional opportunities discussion in annual performance evaluations	DPW-Facilities Maintenance manager	December 2017
Onboarding/Orientation Improvement	DPW-Highway Operations manager	December 2018
Develop “Rounding strategies”	DPW-Fleet Maintenance manager	January 2018
Create a divisional training development plan for staff	DPW-Airport manager	February 2018

Pillar: Team

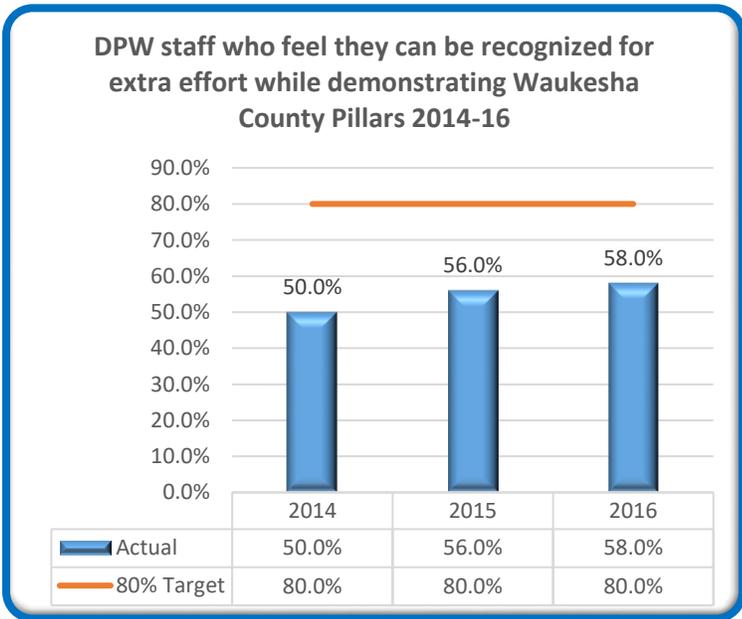
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Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. By 2020, achieve 80% or greater rating on DPW responses to Waukesha County Annual Employee Survey question #7d: “I understand that I can be recognized for extra effort while demonstrating Waukesha County Pillars.”

Owner: DPW-Fleet Maintenance manager

Performance Measure: DPW results of Waukesha County Annual Employee survey



Learn More:

- View DPW results of Waukesha County Annual Employee survey
- View Waukesha County Annual Employee survey

source: Waukesha County Annual Employee survey

STRATEGY	STRATEGY OWNER	TIMEFRAME
Develop “Rounding strategies”	Fleet Maintenance division manager	January 2018
Communicate to all new DPW employees the system to achieve rewards and recognition	Business Manager	March 2018
Design resource for tracking, sharing stats of Rewards & Recognition program	Senior Fiscal Specialist	April 2018

Appendix A – Waukesha County DPW Environmental Scans

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- A.1 Census Change
- A.2 Economic Impact
- A.3 Legislation & Regulatory Impact
- A.4 Human Resources
- A.5 Performance Measures/Competitive Benchmarks
- A.6 Revenues & Expenditures



Environmental Scan (n): A survey and interpretation of relevant data to identify external opportunities and threats. An organization gathers information about the external world, its competitors, and itself. The organization then responds to the information gathered by changing its strategies and plans when the need arises.

Appendix A.1

2017 Environmental Scan: **Census Change**

The latest 2016 Census Data is shown below. Because the Department of Public Works service areas affect the daily travel and business of Waukesha's constituents and visitors, changes in demographics impact our future planning.

a. **Population**

- i. Waukesha County holds 1% of Wisconsin's land but is home to almost 7% of the state's population. The County's population has increased by 2.2% from 2010 to 2016 according to the United States Census Bureau. This is ahead of the State growth of 1.6% but behind the national 4.7% increase.

b. **Demographics**

- i. When compared to major demographic divisions in the Badger State, Waukesha County produced percentages varying less than 1% for Veterans, most ethnic groups including mixed race households, and housing units. However, the ages of our constituents vary wildly and are shifting rapidly. The under 5 population decreased 0.4% and the under 18 population decreased 8.3%. Waukesha County's over 65 population has skyrocketed an alarming 18.9%. Except for the under 5 population, the disparities in other age groups outpace the state and national trends by several percentage points.

c. **Transportation**

- i. Vehicle Miles Traveled has increased by 1% Statewide according to the Wisconsin Department of Transportation. County travel, however has decreased by almost 15%
- ii. Waukesha County residents commute an average of 2.1 miles longer for work compared to the average Wisconsinite.
- iii. Waukesha County Airport remains the busiest non-airline airport in Wisconsin in spite of declining traffic counts since 2009 among the general aviation (GA) community. Traffic counts increased by 10% from 2015 to 2016 across the board and 2017 year to date takeoffs and landings are being led by an almost 50% increase in corporate jet travel.



Appendix A.1 2017 Environmental Scan: **Census Change** continued

d. **Income**

- i. Waukesha's economy continues to outpace Wisconsin and US standards by significant margins over the past several years. The median household income is \$23,000 above both averages. Only 4.7% of the County is below the poverty level compared to 12.1% percent state-wide and 13.5% across the nation.

e. **Conclusions**

- i. **STRENGTHS:** Median Household incomes are increasing while poverty levels continue to decrease
- ii. **WEAKNESSES:** Declining Vehicle Miles Traveled could mean reduced revenues for road projects.
- iii. **OPPORTUNITIES:** There is an opportunity to provide additional services to municipalities and other counties if shifting demographics reveal less road work being required in our own county. Additionally, the aging population may require additional or increased services DPW could assist in providing.
- iv. **THREATS:** Declining vehicle miles traveled and rapidly aging population

Appendix A.2

2017 Environmental Scan: **Economic Impact**

The economic conditions in Waukesha County have not regained the strength held prior to 2008. However, have remained somewhat stable, and in some areas, gained some strength since 2012, when the last strategic plan was written. Waukesha County’s unemployment rate in 2012 was at 7.4%; however, according to the Department of Workforce Development, was 3.1% in March of 2017. The chart below represents the unemployment rate for each of the counties bordering Waukesha County.

County	Unemployment Rate as of March 2017
Waukesha County	3.1%
Dodge County	3.5%
Jefferson County	3.8%
Milwaukee County	4.2%
Racine County	4.5%
Walworth County	3.8%
Washington County	3.0%
Statewide	3.4%

Source: State of Wisconsin Department of Workforce Development, download 5.9.2017 (http://worknet.wisconsin.gov/worknet_info/Publications/PressRelease/local.pdf)

According to the United States Census Bureau, Waukesha County’s poverty level is 4.7%, lower than the January 2015 Environmental Scan at 5.9%. In addition, Waukesha County is below the statewide average of 12.1%. The chart below represents the percent of persons living in poverty for each of the counties bordering Waukesha County.

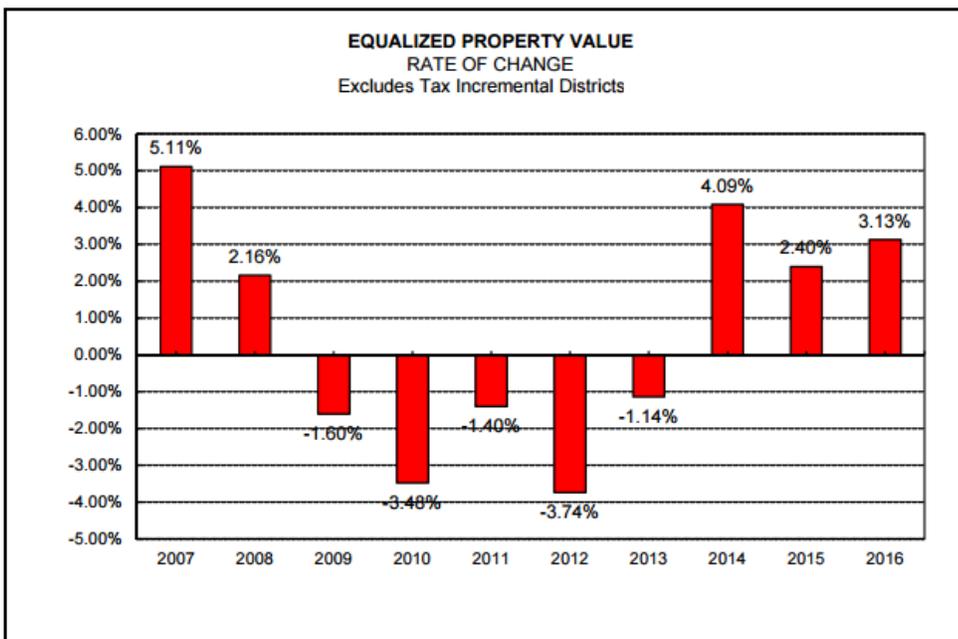
County	Persons in Poverty, percent
Waukesha County	4.7%
Dodge County	8.7%
Jefferson County	9.2%
Milwaukee County	20.3%
Racine County	12.4%
Walworth County	12.4%
Washington County	5.3%
Statewide	12.1%

Source: United States Census Bureau, download 5.9.2017 (<https://www.census.gov/quickfacts/table/>)

Appendix A.2 2017 Environmental Scan: **Economic Impact** continued

The percent of people under the age of 65 living without health insurance in Waukesha County is 3.7%, below the statewide average of 10.5%.

Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30



Valuation Year	Total Value	Change In Valuation	Rate of Change
2007	\$50,954,981,250	\$2,478,381,700	5.11%
2008	\$52,055,313,050	\$1,100,331,800	2.16%
2009	\$51,220,442,050	(\$834,871,000)	-1.60%
2010	\$49,439,797,100	(\$1,780,644,950)	-3.48%
2011	\$48,747,058,300	(\$692,738,800)	-1.40%
2012	\$46,923,448,900	(\$1,823,609,400)	-3.74%
2013	\$46,387,463,200	(\$535,985,700)	-1.14%
2014	\$48,283,418,200	\$1,895,955,000	4.09%
2015	\$49,440,690,500	\$1,157,272,300	2.40%
2016	\$50,989,620,500	\$1,548,930,000	3.13%

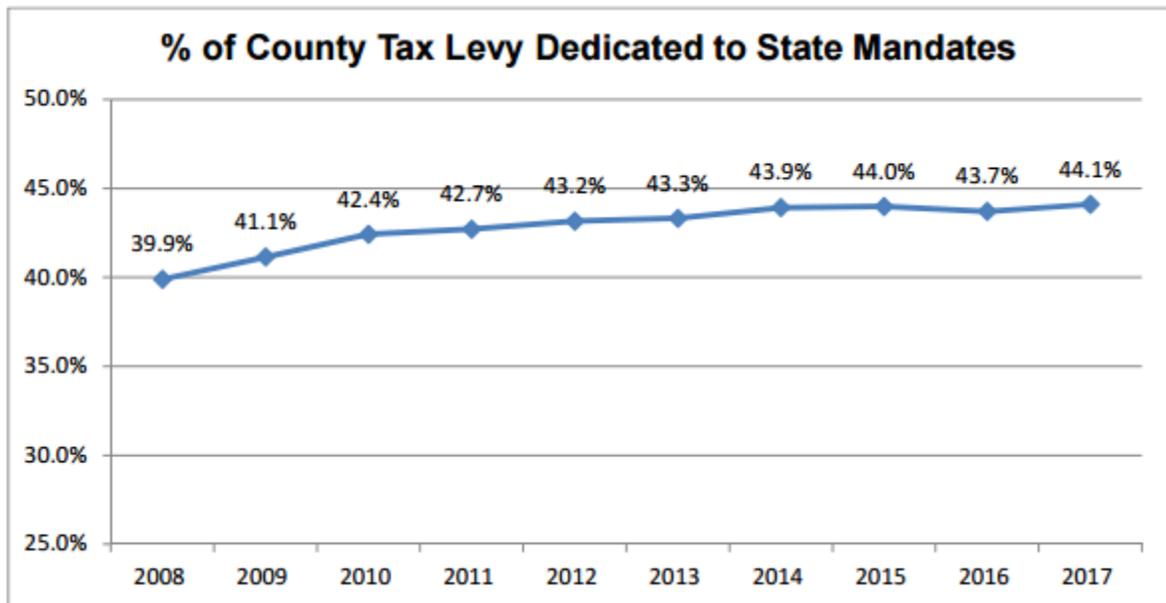
years. Housing sales experienced in 2013 suggests that residential property values are recovering. When the 2012 Strategic Plan was written, the County was experiencing decreases in equalized property value. Since 2014, the County is again experiencing growth in equalized property tax values.

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is

Source: Waukesha County 2017 Adopted Budget book

Appendix A.2 2017 Environmental Scan: **Economic Impact** continued

available for non-mandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants and bailiff services. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County. Although the percent of levy dedicated to state mandates has remained relatively stable over the past few years, over 44% of the levy is dedicated to funding these mandates.



Source: Waukesha County 2017 Adopted Budget book

The current County Executive was elected in April 2015, with the next election to be held April 2019, indicating a stable political environment of the administrative branch of the government during the majority of the next strategic plan. The 2017 budget was the first full budget developed by the County Executive. The Department of Public Works prepared a 2017 operating budget with a zero tax levy increase based on the Executive’s request. Assuming this is an indication of future budgets, the

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Appendix A.2 2017 Environmental Scan: **Economic Impact** continued

department should plan for expenditure reductions through efficiencies, savings or service reductions; or revenue increases.

Although some of the factors discussed above 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, which could result 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 may result in a lower demand for service. Unemployment has a direct impact on transit ridership. Increased unemployment can result 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. However, higher unemployment in neighboring counties may cause an increase in demand for transit services to bring employees from neighboring counties to jobs in Waukesha County. Although equalized property value increased 3.13% from 2015 to 2016, equalized property values are still below what they were in 2008 and 2009, resulting in a lower tax base for the county. This coupled with the political desire to keep the tax levy stable or possibly even decreasing can result in levy increases that may be below an inflationary cost-to-continue rate for services. During the development of the last strategic plan in 2012, the Department of Public Works had seen benefits from the weak economy by receiving very favorable bids for projects due to a more competitive bidding climate, however this favorable bidding climate has not continued into 2017.

Appendix A.3

2017 Environmental Scan: **Legislative & Regulatory Impact**

There is a growing awareness of infrastructure needs among the public and elected officials both locally and nationwide. However, it is unlikely that that sentiment will result in a willingness to increase transportation revenue in the next couple of years. Waukesha County DPW is dependent on both federal and state financial support.

Federal

On a positive note, the federal government passed the FAST Act, a six-year transportation Bill (2016-2022). Local governments have long requested legislation that would allow us the ability to plan multiple years in advance of a project start. The FAST Act allocates increased funding, however Congress has not identified new funds to appropriate.

While campaigning, President Trump often advocated for a significant increase investment in our Nation's infrastructure. However, he also expressed his aversion to increasing taxes which would mean more borrowing. The Republican Congress has expressed their strong distaste to more borrowing which has resulted in a stalemate to date.

Waukesha Airport has been the beneficiary of a significant amount of federal funds in recent years. Those funds, coupled with new tenant developments, have allowed the County to reconstruct a runway, add significant ramp space and remodel our both our tower and terminal.

State

On a positive note, Wisconsin State Assembly leadership has advocated for increased infrastructure investment in the State of Wisconsin. However, Governor Walker has ardently argued that Wisconsin does not have a transportation revenue problem, we have a spending problem. He has vowed to veto any increase in taxes or fees. The Republican-led Wisconsin Legislature has also expressed concern over our current level of borrowing. Many experts agree that Wisconsin needs to seriously address its increasing transportation needs and the problem of decreasing buying power, but it is unlikely that issue will be resolved in the next biennium.

There is growing support in the legislature to pass "federal swap" legislation. If the legislature passes legislation that would allow the swap of local federal transportation funds with state transportation funds, thereby reducing the excessive administrative burden tied to using federal funds, it would

Appendix A.3 2017 Environmental Scan: **Legislative & Regulatory Impact** continued

significantly increase the buying power of funds currently used by Waukesha County to finance all the significant road projects in our Capital Plan.

Below: **General Transportation Aids totals, increases**

Waukesha County impact



Appendix A.4 2017 Environmental Scan: **Human Resources impact**

The Human Resource Environmental Scan is intended to review and interpret human resource data to help identify opportunities and threats that may affect the Public Works organization. This information should help the department develop strategies and plans in the area of human resources and staffing. The data presented can provide insights into planning for the possibility of changes in our human resources and staff over the coming years. This information allows the department to proactively plan for, rather than react to the effects staff changes may have on the operations. Effects of staff changes may include: need for succession planning and staff development; increased cross training; transfer of knowledge; consideration for restructuring; designing onboarding/off boarding procedures; budget impact planning.

The chart below indicates Average Age and Average Years of Service by division for the Department of Public Works.

**Department of Public Works
Average Age and Years of Service by Division
As of 05.05.2017**

Division	Average Age	Average Yrs Svc
Airport	35 years, 10 months	5 years, 1 months
Engineering	53 years, 1 months	17 years, 8 months
Facilities	49 years, 1 months	12 years, 4 months
Fleet	41 years, 6 months	10 years, 0 months
Highway Ops	51 years, 6 months	16 years, 0 months
Housekeeping	55 years, 10 months	23 years, 4 months
Admin/Business	46 years, 8 months	14 years, 8 months
Grand Total	49 years, 10 months	14 years, 10 months

This chart indicates Average Age and Average Years of Service by type of staff for the Department of Public Works.

**Department of Public Works
Average Age and Years of Service by Staff Type
As of 05.05.2017**

Staff Type	Average Age	Average Yrs Svc
Line Staff	50 years, 4 months	15 years, 0 months
Professional	50 years, 10 months	16 years, 4 months
Support Staff	41 years, 8 months	5 years, 10 months
Management/Supervisor	51 years, 0 months	19 years, 0 months
Grand Total	49 years, 10 months	14 years, 10 months

Appendix A.4 2017 Environmental Scan: **Human Resources impact** continued

In Waukesha County, eligibility for retirement is considered to begin at age 55 with 20 years of service. The information above indicates that on average, all employees in the Housekeeping division are eligible for retirement, with the Engineering division closely behind. When the same data is reviewed based on Staff Type, the DPW Management and Supervisory positions (a total of 14 positions) are coming close to retirement eligibility. The detail of the Management/Supervisory data shows there are six out of the fourteen total positions that are at full retirement eligibility and could retire any day with full benefits. What this data shows is that the department should be prepared for high turnover in the following areas: Housekeeping, Management/Supervisory, and Engineering.

Public Works should consider this information in the strategic plan with a methodology to develop, implement and manage a succession plan; provide cross training or knowledge transfer to prevent a break or lapse of service; consider the opportunities for identifying necessary skills and gaps in the skill set; reviewing organizational restructuring; and plan for the costs of paying out retirement benefits and the cost of training new staff.

Another trend that is surfacing anecdotally is the turnover of staff more often than what we have experienced in the past. For example, staff turnover at five to ten years rather than staying for 35 years and retiring. There is not have enough data to support this trend, however, Public Works should work with Human Resources to begin tracking this data. More rapid turnover may not affect the budget in terms of large payouts; however, it will affect the operations in areas of continual training and less institutional knowledge.



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Appendix A.5 2017 Environmental Scan: Performance Measures and Competitive Benchmarks



Performance Measure (n): a process of collecting, analyzing, and/or reporting information regarding the performance of organization to see whether output are in line with what was intended or should have been achieved.

Benchmark (n): a standard or point of reference against which things may be compared or assessed.

Highway Operations division performance measures

Pillar	Performance Measure	Outcome
Customer Service	Percentage of County pothole requests responded to within three work days	90%
Quality	Centerline miles of County road resurfaced annually	5%
Customer Service	Percentage of drainage/flooding request responded to within 48 hours	95%
Health and Safety	Percentage of County signs measured within the last two years for reflectivity standards (High Intensity Prismatic reflectivity grade)	100%
Quality	Percentage of County centerline miles re-stripped: Within the last three years and within the last five years	3 yr @ 90% 4yr @ 100%
Team	Percentage of Projects Completed on Schedule	90%
Team	Percentage of Projects Completed on Schedule (by phase – planning, construction, etc.)	90%
Finance	Percentage of Project Completed within Budget	95%

Appendix A.5 2017 Environmental Scan:
Performance Measures and Competitive Benchmarks continued

Finance	Percentage of Projected Revenue Realized	95%
Team	Percent of staff hours available for project work allocated to projects during prior year	90%
Finance	Change Orders as percent of Project Cost	<10% (for change orders that are not due to scope)

Facilities Management division: employee benchmark

Standard	Organization	County Sqft	#employee/SqFt	Outcome
National	IFMA	2,000,000	1/49,000 sqft	Recommends 40
County	County	2,000,000	1/80,000 sqft	Staff 25

Facilities Management division: Electrical Energy Consumption/Square-foot Efficiency benchmark

Standard	Organization	County Sqft	kBTU/Sqft	Outcome
National	IFMA	2,000,000	72	Standard Efficiency
County	County	2,000,000	47	Exceeds Standard

Waukesha County Airport benchmarks

- **Total annual aircraft operations:** Tracking growth or decline from year-to-year and to identify other airports of similar size for further study
- **Bird Strikes:** Internal and external benchmarking with other airports having similar habitat and wildlife populations
- **Customer satisfaction:** Surveys

Appendix A.6

2017 Environmental Scan: Revenues & Expenditures**Revenues**

Traditional revenue streams have been flat and/or declining over recent years. Lower or flat levels of General Transportation Aides, Routine Maintenance Agreements, Federal Funding (FTA and FHWA), and tax levies/revenue which began in the economic downturn have not recovered and remain reflective of taxpayer expectations. As such, the Department should ensure that existing revenue sources such as Routine Maintenance Agreements are utilized to the maximum extent possible.

The Department continues to take advantage of programs such as those that support operational expenses, such as Focus on Energy grant funding in the construction of new buildings and building equipment. The Department has utilized various federal highway funding programs to offset engineering division operating costs. 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, hangar rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity. However it should be noted that staffing and resources are close to being maximized, therefore the future potential of earning additional revenue is very limited.

Expenses

Pay and benefit costs will continue to be our major expense drivers. Health insurance cost are increasing at a significantly greater rate than other labor costs. Legislative changes regarding collective bargaining have been a savings to operational costs in the past, the future is less clear. Changes to prevailing wage rates may save costs on capital projects. As our workforce ages, workmen's compensation claims continue to be an expense driver. The future cost of these claims is still unpredictable. Operational costs will decrease as the airport gradually stops levy support, but may increase as the new courthouse secure courts building is built and as emission control requirements for our truck fleet add to the purchase cost of the vehicles. Energy costs, such as diesel fuel, electricity, and gas are relatively stable but remain volatile in the future. Material costs such as parts, salt, asphalt, and construction materials remain hard to predict. Even as new buildings come on line such as the new HHS building, our continued maintenance of the old HHS building continues to place a burden on operating expenses.

Appendix B – SWOT Analysis

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- B.1 Customer Service
- B.2 Quality
- B.3 Team
- B.4 Health & Safety
- B.5 Finance



SWOT analysis (n): measurement used in strategic planning that outlines strengths, weaknesses, opportunities, and threats for an organization.

Strengths and weaknesses are internal: communication methods, locale, sales, marketing, and business processes, among others. Any of these – and sub-topics within them – may be a strength or weakness. If they're a strength, they are positive; they enforce the success of the business. But if the above represent a weakness, they must be addressed before they do irreparable damage to the firm.

Opportunities and threats are external: legislative laws, social norms, and legislative bills affect an organization. But these things can't be changed by those within the organization. Opportunities can be searched out, acknowledged, and used to a company's advantage. Threats seek to hurt the business but can be dealt with once known.



Appendix B.1

SWOT Analysis: **Customer Service**

Strengths

- (i)(e) Departmental focus to provide exceptional customer service through daily interaction & services provided
- (i) Individually, Employees want to do well in their roles
- (i) Technologically Savvy Staff I-CS: Good Internal stakeholder relationships
- (e) Great external stakeholder relationships
- (e) Higher Level of visibility by directly servicing citizens (*O)
- (i) Strong teamwork among immediate team members

Weaknesses

- (e) Inefficient RFP/BID process compared to private sector
- (i)(e) DPW department is understaffed
- (e) Website not updated frequently enough
- (e) Limited technology or software, to service customers
- (i) Repeated requests for services or information/ delayed internal responses to requests

Opportunities

- (e) Social Media- Amount/ Quality- increase usage
- (e) Collaboration - with local municipalities / other departments
- (e) New buildings – more efficiency
- (e) Contracted services
- (e) High level of visibility as DPW directly serves citizens/residents (*S)

Threats

- (e) Rising demand for service
- (e) Demand for services beyond what we can afford
- (e) Lack of communicational marketing of the services we provide

Key:

(i) = Internal – intra-departmental focus
(e) = External – inter-department or public focus

(*S) = Also found on list of Strengths

(*W) = Also found on list of Weaknesses

(*O) = Also found on list of Opportunities

(*T) = Also found on list of Threats

Appendix B.2 SWOT Analysis: **Quality**

Strengths

- (i) Technically Qualified staff on-board
- (i) Run DPW efficiently
- (i) Leader in innovation for government (ex: leader in utilization of salt brine, & share our efficiencies & knowledge w/other governmental agencies)
- (i) Efficient staff
- (i) High sense of accountability
- (e) Proficiency of winter maintenance
- (e) Proficiency in job related duties
- (i) Superior Equipment & Facilities
- (i) Well equipped with tools & resources needed to perform high quality work

Weaknesses

- (i) Half of our workforce believes that internal communication is poor or lacking (*O)
- (e) Lack of IT Support for specialized software/ projects (leads to underutilization of new tech. or slowed use)
- (i) Other departments think we don't plan/turn things in, in a timely fashion
- (e) Technology upgrades lacking
- (e) Website/Intranet not updated frequently enough
- Lack of proper job planning leads to inefficiencies (*O)

Opportunities

- (i) Use new technology for efficiency
- (i) Integrate software for increased efficiency
- (i) Route optimization
- (i) Increase of LEAN program
- (e) Collaboration - with local municipalities / other departments
- (e) Contracted services
- Continuously work to increased transit availability/use for elderly & disabled

Threats

- (e) Rising demand for service
- (e) Demand for services beyond what we can afford
- (e) Lack of communicational marketing of the services we provide

Appendix B.3 SWOT Analysis: Team

Strengths

- (i)(e) Training opportunities
- (i) Great staff
- (i) 'Outside of the Box Thinking' mindset/focus on continuous improvements
- (i) Very diverse skill sets in our dept.
- (i) Stability of our workforce (longevity) (*O)
- (i) Mix of employment age & length of service – Historical Perspective (*W)
- (e) Superior Equipment & Facilities
- (i) Workforce getting younger (*W)
- (i) Provide good, quality training (of current offerings)
- (i) Good inter-departmental cooperation

Weaknesses

- (i) Aging Workforce (*S)
- (i) Understaffed departments/ low staffing levels
- (i) Intranet not updated frequently enough
- (i) Communication – Updating staff successfully (w/o login) that don't have email access
- (i) Interdepartmental communication/ coordination
- (i) Dated Succession Plan/ Lack of SP communication
- (i) Dept. spread out/ Multi. Locations
- (i) Rising healthcare costs/ Declining benefit quality (*T)
- (i)(e) Hiring process & onboarding procedures
- (e) Lack of IT Support for specialized software/ projects (leads to underutilization of new tech. or slowed use)
- (e) Performance pay not equal to step system/ Salaries not keeping up w/cost of living increases (*W)
- (e) Wages not comparable to some nearby municipalities
- (i) Lack of specialized training

Opportunities

- (i) Use new technology for efficiency
- (i) Integrate software for increased efficiency
- (i) Route optimization



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Appendix B.3 SWOT analysis: **TEAM** continued

- (i) Increase of LEAN program
- (e) Collaboration - with local municipalities / other departments
- (e) Contracted services
- Continuously work to increased transit availability/use for elderly & disabled

Threats

- (i) Retirement eligible workforce is increasing – could potentially lose knowledge if we don't document properly
- (e) Shrinking workforce that is skilled in the trades; increasing difficult to find skilled workforce
- (i)(e) Rising cost of insurance / Lower Quality of benefits – Not keeping up w/the cost of living increases (*W)
- (i) Better economy means private sector is becoming larger competition for staff recruitment/retention

Appendix B.4 SWOT Analysis: **Health & Safety**

Strengths

- (i) Safety conscious
- (i) Benefits – Pension (*T)
- (e) Safe Community/ Facilities
- (i) Safety training provided & available

Weakness

- (i) Injury/illness leads to low workforce/staffing levels
- (e) Employees asked to do perform unsafe work practices/ tasks
- (i) Lack of personal safety accountability/or safety concern reporting
- (i) Lack of personnel/ personal responsibility/ accountability to wear provided Personal Protective Equipment
- (i)(e) Rising healthcare costs/ deductibles limits/ causes some employees to delay/avoid seeking timely medical care later resulting in lower productivity & longer recoveries or further injuries or issues

Opportunities

- (e) New buildings – more efficiency
- (e) Increase transit for elderly & disabled citizens

Threats

- (e) Aging population
- (i) Increased night work required on freeways creates more potential risk for workers
- Benefits/Pension



Appendix B.5

SWOT Analysis: **Finance**

Strengths

- (i) Areas of DPW are run like a business (Airport, Fleet, Performance Based Maintenance.)
- However, by the nature of being a government, the same rules don't apply as private sector. {Ex: 1) We do not have competition for a customer's 2) Private Sector Businesses can't tax residents for income stream 3) we receive gov't funding for projects 4) we are tax exempt 5) we don't have to pay directly for all services to run a business (legal, accounting, audit, HR, IT support)}
- (e) Good VRP plan management
- (i) Utilize & seek out good tools to help manage budgets (***W**)
- (i) County receives rebates for Pro-Card purchases to assist in lowering levy
- (i) Good support from DOA for analysis & problem solving

Weakness

- (e) Funding- Unpredictable State/Federal revenue (PbM,GTA,Transit, Airport/FAA)
- (e) Inefficient RFP/BID process (***O**)
- (e) Limited by regulatory compliance requirements
- (e) Pro-card limits /flexibility issues (low limits)
- (e) Not receiving cost-to-continue in the budget process to keep up with expense increases
- (i) Learning & using the tools to manage the budgets (FMIS/ROI's/ Business Analytics)

Opportunities

- (i) Route optimization
- (i) Create/implement new processes/ procedures
- (i) Continuous process improvement & analysis
- (i) Increase the tax levy
- (i) Savings from CI
- (i)(e) Group/bulk purchases (ex: State contracts, other local contracts) for better pricing/savings
- (i)(e) Privatization or contract out services where applicable for better financial sustainability
- (i) More training & better knowledge of systems for efficiency and analysis (Categraph/AIM/eFleet/ Business Analytics, etc)
- (e) Work with DOA/ Purchasing departments to create more efficient RFP/BID process (***W**)

Appendix B.5 SWOT analysis: **Finance** continued

Threats

- (i) Private sector project work is sometimes done cheaper than our services can offer (low wage workers/pavement marking/crack filling) = lost revenue
- (e) Flat Revenue & Increasing Costs
- (e) Higher municipality & private sector salary & benefit costs for some positions
- (e) Increased Federal & State regulations & mandates/no funding
- (i)(e) Tight Budgets (tax levy)
- (e) Rising cost of equipment
- (e) High IT/Hardware costs
- (e) Demand for services beyond what we can afford
- (e) Unstable revenue resources
- (i) Rising cost of insurance/benefits/retirement payouts
- (i) Not receiving cost of living increases in tax levy

Appendix C – Employee Feedback Groups

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- C.1 Waukesha County Annual Employee Survey
- C.2 Waukesha County Annual Employee Survey results

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Appendix C.1

Employee Feedback Groups: **Waukesha County Annual Employee Survey – Survey**

Total staff/participants: 1605/846

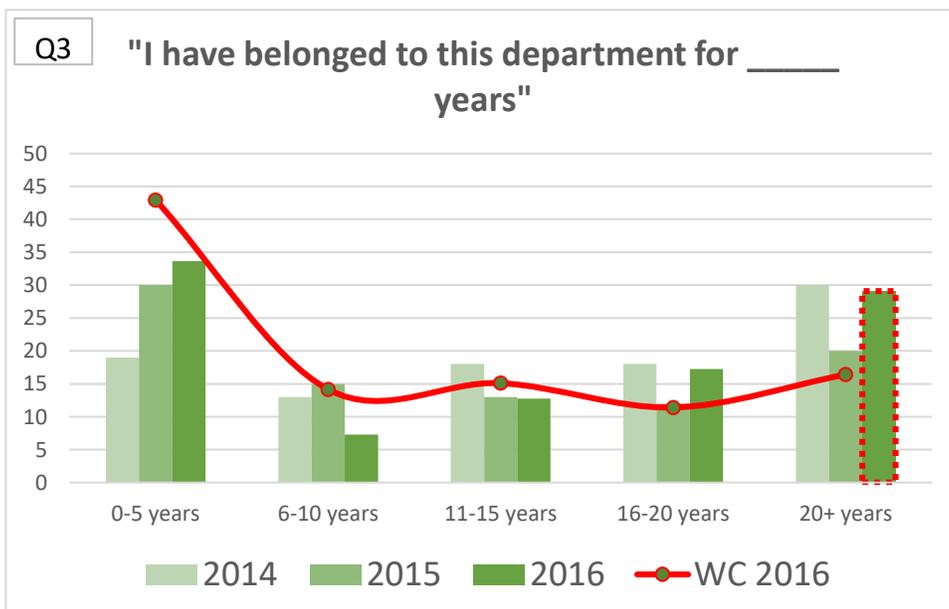
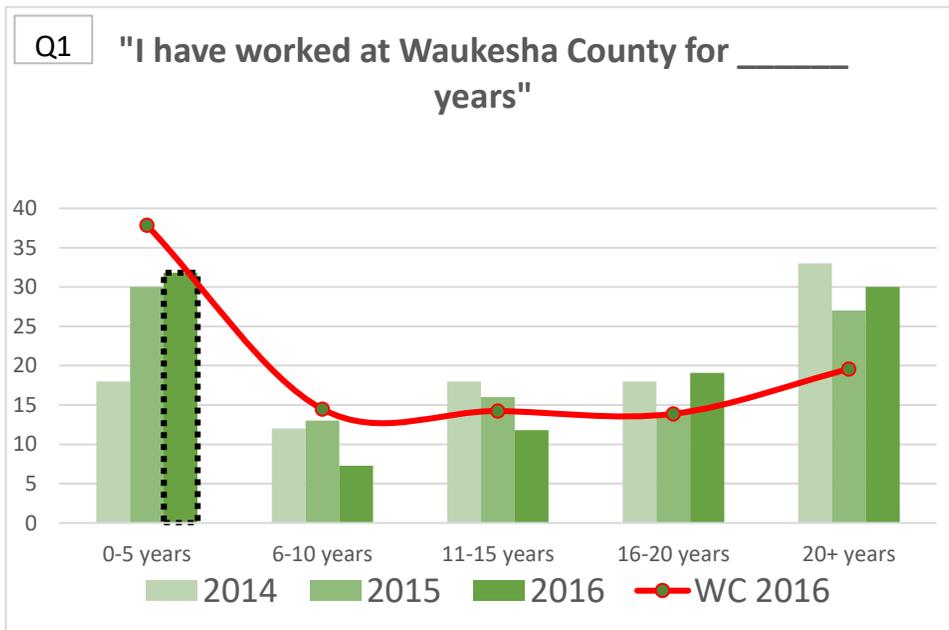
DPW staff/participants: 133/110

Click to view survey

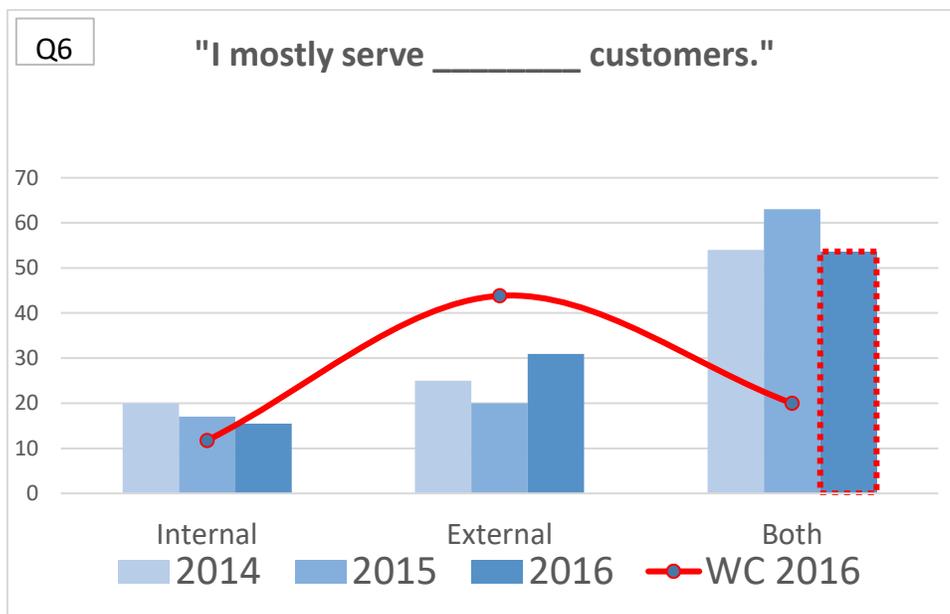
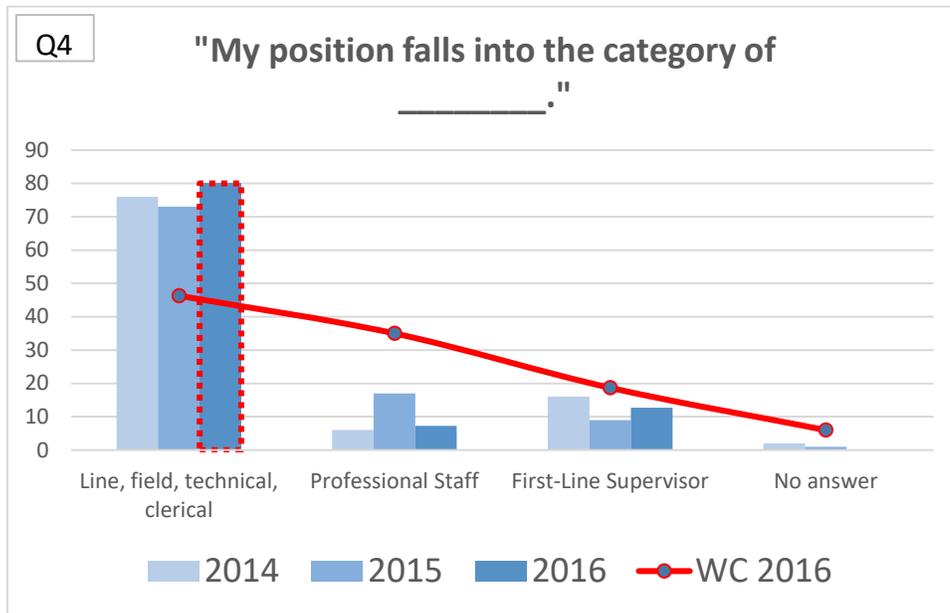
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Appendix C.2

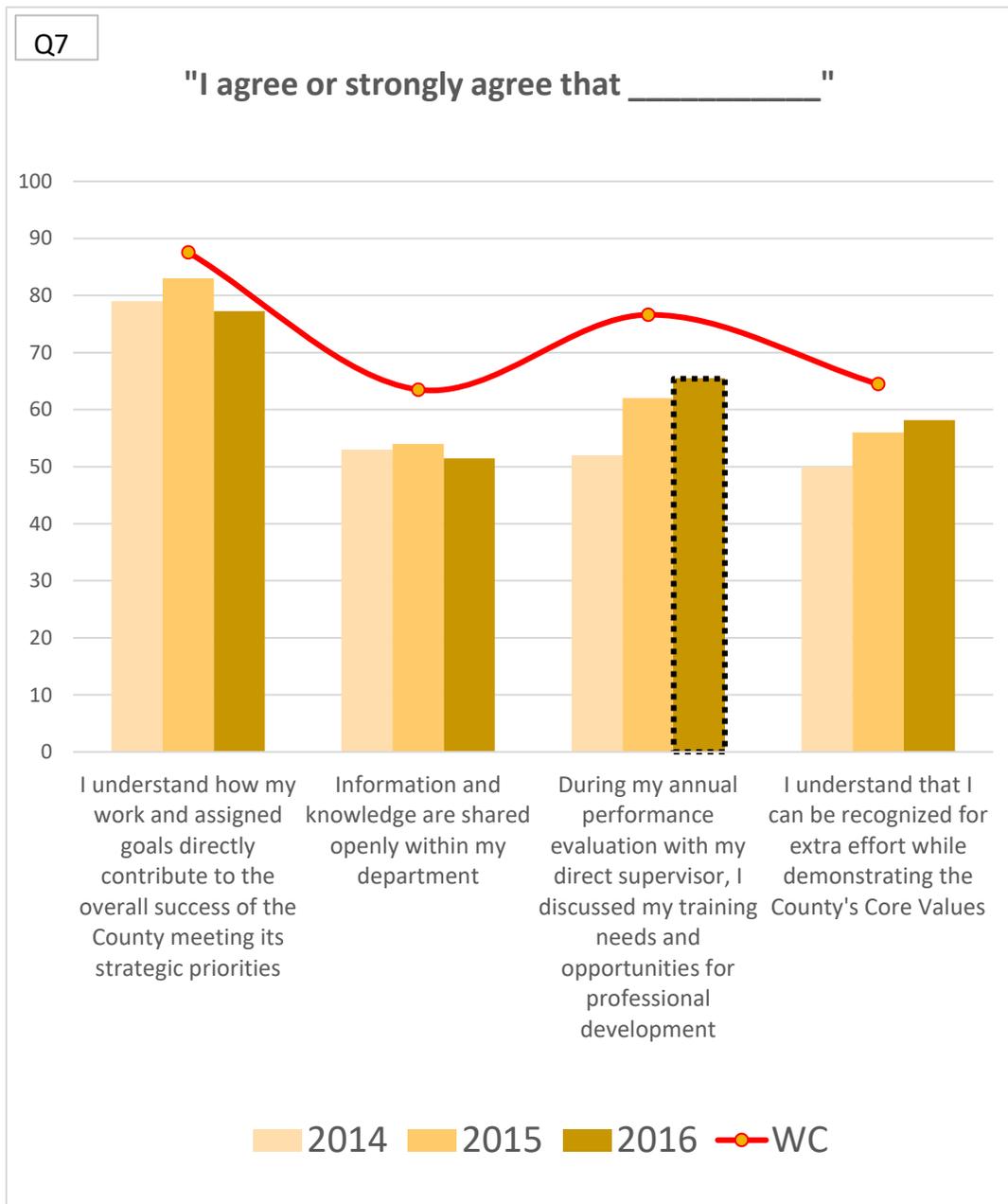
Employee Feedback Groups: **Waukesha County Annual Employee Survey – DPW results**



Appendix C.2 2017 Employee Feedback Groups:
Waukesha County Employee Survey – DPW results continued



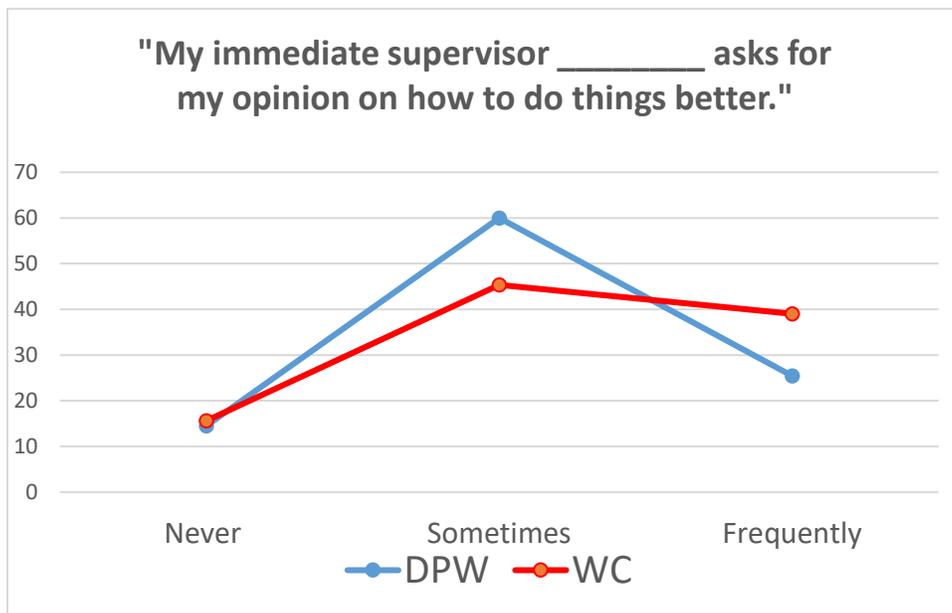
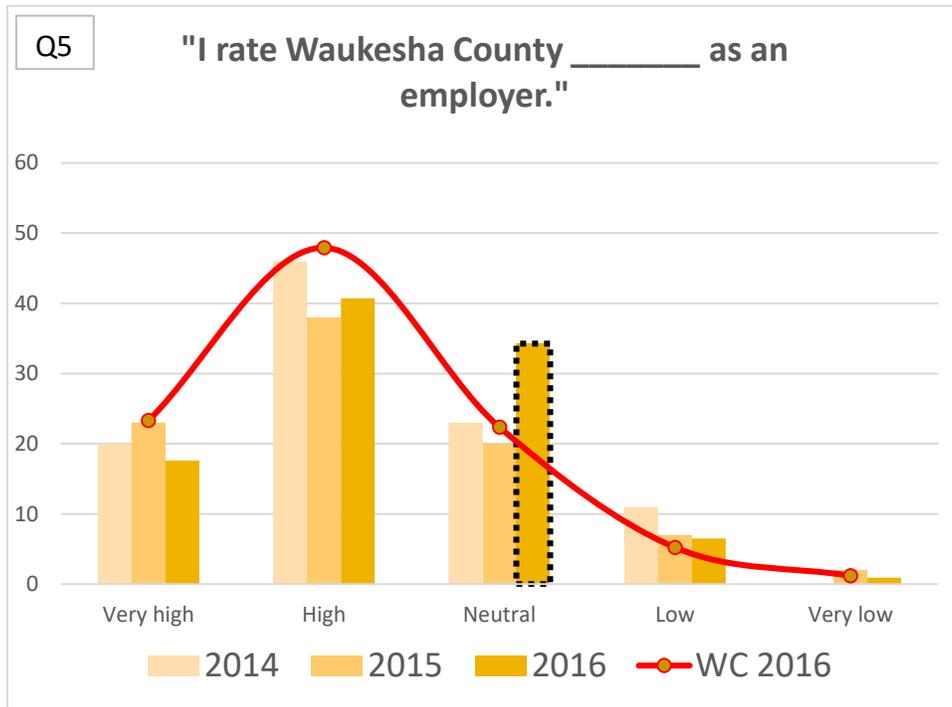
Appendix C.2 2017 Employee Feedback Groups:
Waukesha County Employee Survey – DPW results continued



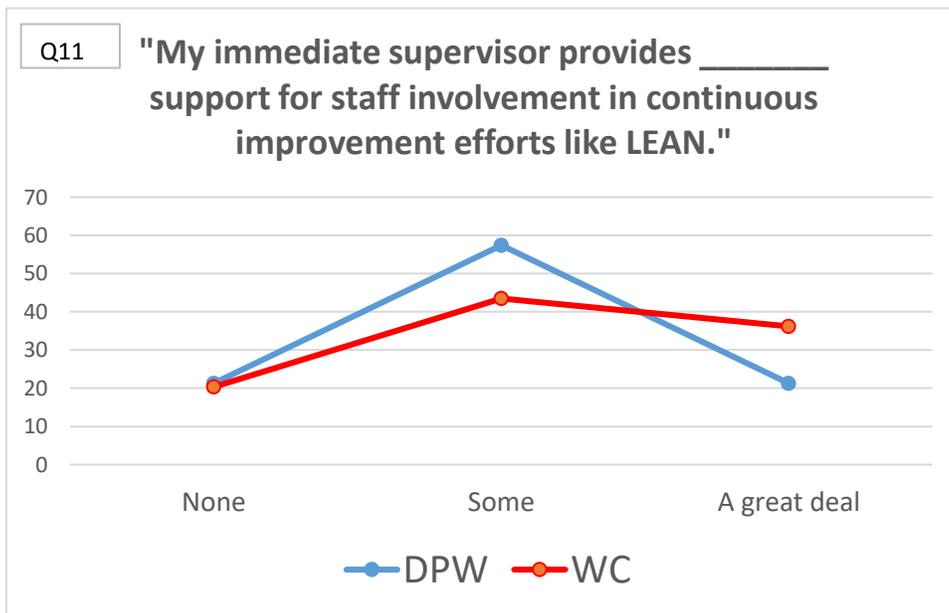
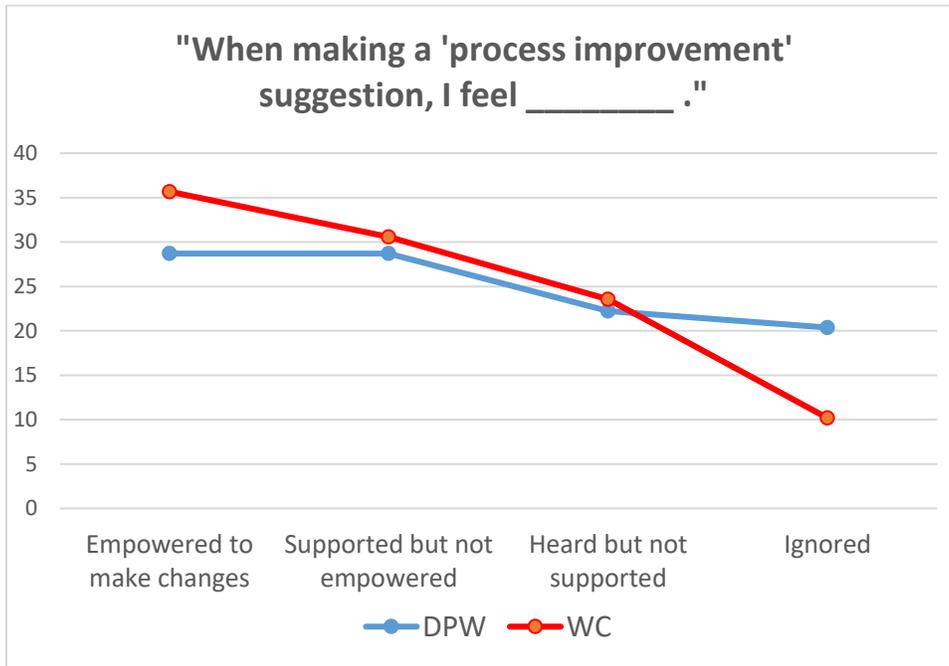
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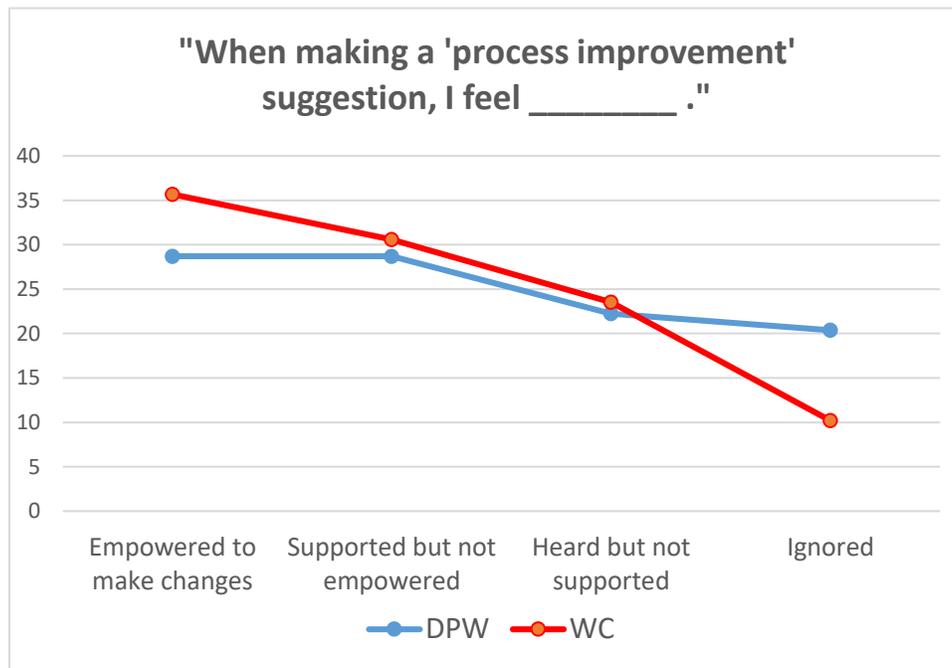
Appendix C.2 2017 Employee Feedback Groups:
 Waukesha County Employee Survey – DPW results continued



Appendix C.2 2017 Employee Feedback Groups:
 Waukesha County Employee Survey – DPW results continued



Appendix C.2 2017 Employee Feedback Groups:
Waukesha County Employee Survey – DPW results continued



Appendix D – Waukesha County Stakeholder Focus Groups summaries and materials

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- D.1 Vendor group
- D.2 Business, Utilities, & Government group
- D.3 Waukesha County Internal Stakeholders group
- D.4 Waukesha County DPW Stakeholders Survey
- D.5 Waukesha County DPW Stakeholders Survey results



Stakeholder (n): A person or group with an interest or concern in an organization's actions, objectives, and policies

Focus group (n): A guided discussion with internal and/or external customers for the purpose of harvesting feedback. An organization uses focus groups in planning, marketing, or evaluation, either to improve some specific product or service or, more globally, during the development of strategic plans or mission statements.

Appendix D.1 Stakeholder Focus Groups: **Vendor group**

MINUTES

May 9, 2017 • 4:30 pm

PRESENT: Bob Braovac of Force America, Jim Garvens of Fuel Systems Inc., Dawn Pickart of DPW-Highway Operations, Hans Guderyon of DPW Highway Operations, Dan Moudry of DPW Highway Operations, Pete Chladil of DPW-Highway Operations, Allison Bussler of DPW-Administration

- Pete Chladil, manager of DPW-Highway Operations, introduced the DPW- Highway staff in attendance
- Allison Bussler briefed those in attendance on our Strategic Planning process. Allison thanked everyone for attending and assisting with the focus group.

1. What of our services do you rate highest?

- Building Safety
- Ability to travel freely within the County on the roadways
- Signal Maintenance
- Winter Road Maintenance/Safety
- Pothole and Pavement Repair
- General Road Maintenance (Road Maintenance both summer and winter is the highest)
- Good Equipment is Important (Needs for Jobs)
- Road Conditions for traveling in winter (No comparison to Waukesha County or Milwaukee County)

We then transitioned to SWOT as seen by the vendors:

2. Strengths

- Road Maintenance and Equipment Maintenance
- Planning
- Budgeting
- Purchasing Plan (VRP) and purchase of new equipment
- Good communication with open information
- Interact with our vendors and communicate our goals
- We know what kind of equipment we want

Appendix D.1 2017 Stakeholder Focus Groups: **Vendors group** continued

3. Weaknesses

- The only equipment maintenance facility is at main shop. None done at substations other than minor repairs.
- Question the needs for other county facilities. (this is related to additional county buildings and courthouse expansion). Higher costs and taxes.

4. Threats

- Paying more for services (that County must procure)
- Automation of winter maintenance vehicles – loss of salt control, may be dictated by a source other than our plow driver
- Consistent Funding for work from State DOT or municipalities
- Control of Environmental Hazards (Salt and other de-icing chemicals)

5. Opportunities

- Equipment Life Expectancy
- More automation in preventative maintenance
- Reach out to communities for maintenance and purchasing of equipment
- Towns come in for a Co-op regarding maintenance, equipment and purchasing (shared services)
- Route bypasses (in case of disaster or accident) be prepared for Homeland Security Issues
- Disaster Preparedness, FEMA
- More automation of fuel and lube systems

6. If DPW got a huge financial windfall, what should we spend it on first:

- Road repair and expansion
- Roundabouts

7. If DPW had to cut money from the budget, what should we stop doing?

- Do not cut Employees
- Do not cut Equipment
- Do not cut, budgets are thin anyway

8. Other items

- Survey was clear and concise
- Thanked us for opportunity to provide input into our Strategic planning effort.

Appendix D.2

Stakeholder Focus Groups: **Business, Utilities, Government group**

MINUTES

May 9, 2017 • 4:30 pm

PRESENT: Joe Pieper of Westbury Bank, Mary Baer of Waukesha Chamber of Commerce (John Cramp), Susanne Kelly of Waukesha County Business Alliance, Jennifer Bognar Zierer of WE Energies, Ken Herro of Oconomowoc Realty, Tom Grisa of City of Brookfield Public Works, Mike Hahn of SEWRPC

Gary Evans of DPW-Engineering Services, Karen Braun of DPW-Engineering Services, Aimee Scrima of DPW-Airport, Allison Bussler of DPW-Administration

- Gary Evans, manager of DPW-Engineering Services, introduced the DPW- Highway staff in attendance
- Allison Bussler, director of Waukesha County Public Works, briefed those in attendance on our Strategic Planning process. Allison thanked everyone for attending and assisting with the focus group.

1. Gary Evans: Rate the satisfaction w/programs DPW provides including feedback on look & feel of buildings, safety in buildings, traffic signals and highways.

- DPW excels in many areas
- Improvements: better coordination with city on project schedule (summer 2016: difficult to get thru the city and unclear directions)
- Pre-spring briefing on construction with County staff present at city, discuss items that will affect citizens, and city staff to attend DPW meeting. Allows for all elected officials and staff to be on the same page.
 - Allison Bussler: could Waukesha County host a meeting? County to coordinate with the 34 municipalities, in lieu of County staff attending each one individually.
- Great layout projects to map out main schedule for better coordination: "here's the link to what we are doing this year, 5 year project."
- Map difficult to find on website, interactive with links would be great.
- SEWRPC working on coordinating a map, to be live middle of summer 2017
- Could include coordination with state and tracking funds, this is multifaceted within the whole region.

2. Gary Evans: Based on your experience, what is your perception of Waukesha County services?

Appendix D.2 2017 Stakeholder Focus Groups:

Business, Utilities, Government group continued

- Very high quality service overall
- Businesses: DPW, services are good. Roads are open and plowed.
- Feedback: “More money to fix roads”
- When comparing Milwaukee to Waukesha citizen feedback, Milwaukee is always the concern.
- Quality of life is huge in Waukesha County, so safety is a huge piece of the service DPW provides.
- Road maintenance is huge and communication is key during construction “if you’re going to close it, let us know when open/closed, keep businesses engaged.” The City of Waukesha does it well.
- As for municipalities, some do not even know what the airport does and is therefore rated lower.
- Others have a limited view of County buildings for external projects.
- SEWRPC collaboration is key with regional planning; they are looking for creative approaches to transportation connecting people to jobs.
- Compared to other Counties, Waukesha County staff are happy to get on the phone and think out of the box to solve a problem, “How can we fix this to make it work?”
- Realtors, didn’t canvas the membership, but by in large compared to MKE, Waukesha by far least complaint
- Safety in public buildings, people that live here feel good about living here
- Will Sunset ever be finished?
 - Gary Evans: the intersection remains unpaved due to the pending bypass project. In 2018, the project will begin.
- County is above the grade with other counties. Problem solvers

3. Gary Evans: Of all DPW services, what are the highest priorities?

- Survey responses primarily: roadway maintenance and safety
 - Representing business perspective, not many interactions directly but work with businesses that are impacted. Waukesha County needs to be competitive; transport is a priority from Waukesha County Business Alliance perspective.
 - From an airport perspective, with the long-term goal self-sustaining, the promotion of aviation is a great model for growth. All the public should stop out and see the construction with the upgraded terminal building. It is a great way to display Waukesha County well. Corporate development within airport highlighted.

4. Gary Evans: To you, what are DPW’s strengths?

- Maintenance of roadways and buildings
- Staff is competent
- Call backs are timely, unlike other Counties - keep up the great customer service



Appendix D.2 2017 Stakeholder Focus Groups:

Business, Utilities, Government group continued

- Waukesha County maintenance repairs are quickly completed as well with accurate invoicing and timely response.
- County's interest in working on issues: urban mowing policy, funding transportation needs. All municipalities rise and fall in the same boat.
- Active and good contributors in planning process for the region
- Waukesha County DPW works well with municipalities, and can continue to do so to strengthen those partnerships i.e. Co-locate facilities, working with local municipalities to co-locate with partnerships (Fleet garage/city garage)
- Allison Bussler: Current project includes a shared salt shed, should include more partners
- Level of professionalism in road planning
- Policies in place to make sure professionalism carry on succession

5. Gary Evans: What are DPW's weaknesses?

- Based on the survey, responsiveness - not always as quick as could be (i.e. speed limit evaluation)
- Communication, could improve on highway when developing, sometimes the scope of what is required kills development. Partner for private business can do some at their own cost rather than theirs.
- Recommendation to have the County Board empower the DPW committee to address speed limit concerns. Moving through the whole board is very cumbersome.
- Recognize opportunity for more cooperation with local municipalities for coordination and communication of projects, either in person or electronically.
- Look for opportunities to consolidate with other government to reduce expenses, consolidation = how can we coordinate the reduce expenses
- Communication, i.e. What is the standard of plowing? Can that be communicated to manage expectations in rural/non-rural environments while addressing a variety of needs?
- Do Public Works experts get together?
 - Allison Bussler: Not enough on a regular basis. We follow state standards for plow. State is the biggest customer. The standard is 90% bare pavement after it stops snowing. Routes have different allotted timeframes, between 2-4 hours. Optimize routes with state; Waukesha County is always open to new ideas.
 - City went to Zonar with GPS in trucks in Waukesha. City is working on adding to website for citizens to have live tracking. They are happy to offer feedback on this service.
 - Allison Bussler: Waukesha County has about ½ trucks with GPS, which is great buy it is not free. It has mitigated some issues with Risk Management.



Appendix D.2 2017 Stakeholder Focus Groups: **Business, Utilities, Government group** continued

- Equipment sharing – city tub grinder, sewer line televiser. Why no intergovernmental sharing? Inventory of equipment, tracking of hours could be hurdles. Waukesha County participates with sharing with other counties as the standard under state rules are the same (rent at hourly, insurance coverage, etc.).
- Don't be afraid to get political to get things through
- Love to see more efficiencies, rent/borrow in the private sector, should involve business process as well (they have to do it). We should have shared procurement strategies.
- Allison Bussler: Waukesha County does not have a lot of extra time on some equipment, heavily tracked and wear and tear. Although, training and programs good opportunities to work together.

6. Gary Evans: How can programs improve?

- From a business perspective, better integrations with public/private partnerships
- Share salt? These types of partnerships are critical to think outside the box and encourage cooperation. There are opportunities found if municipalities could collaborate and meet together to see what can be done. This would be a tremendous sell with municipalities, look for opportunities for future
- I94 congestion – with the week of the U.S. Open approaching there are upgrades with Hwy 67 to accommodate the additional traffic and safety concerns. South of I94 it still in progress. I-94 upgrades rely on state funding and there are several major projects before this project. Until the funding is secure, there is no plan in sight.
- Be cautious when building new County facilities, recommended to even build fewer because we are stuck with them forever! Perhaps instead of asking what programs should be cut, rather ask what we should be doing less of. Essentially do less with less.

7. Gary Evans: What aren't we doing that we should do?

- Approach issues to transit: get qualified workers out there, and more creative approaches (smaller vans, more specific routes vs. big empty buses is a problem). Governor and legislator do not like transit; there is an attitude to ignore the issues. Transit, apparently, is anti-republican
 - Allison Bussler: Milwaukee trying, maybe if it works it there it could be replicated here. Waukesha County has already tried van/pool options but the driver is the most expensive cost.
 - A public works issue dove tails to planning, economic development, human services too. Seems everything County constrained, makes 124th impenetrable. Must be a public-private, collaboration effort.



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Appendix D.2 2017 Stakeholder Focus Groups:
Business, Utilities, Government group continued

8. Gary Evans: If budget increased, what changes/services should be upgraded or improved. Survey results suggested transit, pavement in better condition and upgrade of the quality of equipment and maintenance.

- Investing in road maintenance (both in paving and widening)
- Allison Bussler: Growth area is traffic signals (30 years ago, we just had three in the County roadways, now we have 115)
- Signage requirements now require more time for studies and evaluations, frequently DPW struggles to keep up
- Spend on projects to increase efficiencies
- If there was a pot-o-gold, invest in one-time capital projects that gain long-term efficiencies and reduces cost. Consolidate into one building (i.e. w/lunch program, food pantry, etc. so all essential services were under one roof).
- Put other facilities back on the tax roll
- Maintenance will require creative thinking to pull a return on investment.

9. Gary Evans: If budget were decreased, where to save in dollars?

- Look to local partnerships with private/public sectors to address needs
- More contracted services and prioritized needs
- Collaboration (i.e. north shore collaboration with shared fire departments), Sheriff's department, dispatch center
- Forced budget cuts require politics to get out of the way
- Don't do a percentage across the board, don't defer maintenance – it's a better approach long term

10. Gary Evans: from a customer service standpoint, is DPW staff doing well?

- Resounding yes

Other feedback:

- *I wanted to thank you for your time yesterday. I really respect and appreciate the willingness of Waukesha County to hear feedback and take action. To use a golf analogy, it is always more difficult to see improvement if you are already playing at a high level. I believe you are. We are certainly blessed to have responsible an efficient Government.*

Appendix D.3

Stakeholder Focus Groups: **Waukesha County Internal group**

MINUTES

May 11, 2017

PRESENT: Debbie Price of Waukesha County DOA-Corporation Counsel, Paul Decker of DOA-County Board, Mark Mader of DOA-County Board, Nicole Armendariz of DOA-County Executive Office, Shawn Lundie of DOA-County Executive Office, Norm Cummings of Department of Administration, Larry Dahl of DOA-Accounting, Bill Duckwitz of DOA-Budget, Andy Thelke of DOA-Business, Renee Gage of DOA-Human Resources, Andrea Mohr of DOA-Human Resources, Mike Biagioli of DOA-Information Technology, Donn Hoffman of DOA-Information Technology, Al Mundt of DOA-Information Technology, Kate Hartmann of DOA-Payroll, Cindy Greco of DOA-Purchasing, Laura Stauffer of DOA-Purchasing/Risk Management, Katie Scanlan of DOA-Records Management, Kris Klenz of the Office of the Medical Examiner, Jason Wilke of PLU-Parks, Jim Behrend of Register of Deeds, Pam Reeves of the office of the Treasurer.

Betsy Forrest of DPW-Administration, Jeff Lisiecki of DPW-Facilities Maintenance, Mike Wells of DPW-Facilities Maintenance, Jesselen Hadfield of DPW-Facilities Maintenance

Summary

The Internal Stakeholders group consists of stakeholders within the County Government that do business with, are customers of, or interact with the Department of Public Works. This is basically every County employee; a State employee; or a contract employee who has an office in a County facility.

Gathering feedback from each individual would be a daunting and unproductive task, therefore, in order to narrow down the stakeholder list, each DPW manager identified several key internal stakeholders who could best provide feedback on their division services. These stakeholders each received an electronic survey and were also invited to attend a Focus Group meeting to provide further comment.

Seventy (70) internal stakeholders were identified. Of those, twenty-eight (28) surveys were returned, which is a 40% response rate. In addition, twenty-two (22) attended the Focus Group meeting. It is not known whether those who completed the survey are the same people who attended the Focus Group meeting because the surveys were anonymous.

Below is a summary of the Survey results, combined with notes from the Focus Group meeting feedback.

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Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 2:

How do you rate the importance of programs and services provided by Waukesha County government?

Answer Options	Not important (1)	Important (2)	Very important (3)	I don't know	Rating Average	Response Count
County Buildings - look and feel	1	10	17	0	2.57	28
County Buildings - constructing	1	7	20	0	2.68	28
County Buildings - maintenance	0	2	26	0	2.93	28
County Buildings - cleaning	1	6	21	0	2.71	28
County Buildings - safety	0	5	23	0	2.82	28
Airport services	3	14	6	5	2.13	28
Providing space for corporate aviation	1	18	5	4	2.17	28
County Traffic Signals - maintenance	0	6	22	0	2.79	28
County Roadways - look and feel	2	10	16	0	2.50	28
County Roadways - expansion of County Highways	5	13	10	0	2.18	28
County Roadways - improving County Highways	0	14	14	0	2.50	28
County Roadways - safety	0	5	23	0	2.82	28
County Roadways - winter maintenance	0	4	24	0	2.86	28
County Roadways - highway signage maintenance	0	19	9	0	2.32	28
County Roadways - filling potholes	0	9	19	0	2.68	28
County Roadways - maintenance	0	10	18	0	2.64	28
County Roadways - widening roadways	6	15	7	0	2.04	28
Mowing county medians and roadsides	10	13	5	0	1.82	28
Improving County intersections	2	13	13	0	2.39	28
County vehicles - maintenance	1	17	10	0	2.32	28
Transit service	4	13	9	2	2.19	28
Transit service for the disabled	2	12	13	1	2.41	28

Question 3:

Next, please rate your satisfaction with programs and services provided by Waukesha County government:

Answer Options	Very dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Very satisfied (4)	I don't know	Rating Average	Response Count
County Buildings - look and feel	0	1	15	12	0	3.39	28
County Buildings - constructing	0	0	19	8	1	3.30	28
County Buildings - maintenance	0	0	15	13	0	3.46	28
County Buildings - cleaning	1	7	13	7	0	2.93	28
County Buildings - safety	0	1	13	14	0	3.46	28
Airport services	0	0	11	1	16	3.08	28
Providing space for corporate aviation	0	0	10	2	16	3.17	28
County Traffic Signals - maintenance	0	0	20	8	0	3.29	28
County Roadways - look and feel	0	1	21	6	0	3.18	28
County Roadways - expansion of County Highways	0	1	21	5	1	3.15	28
County Roadways - improving County Highways	0	1	21	6	0	3.18	28
County Roadways - safety	0	0	18	10	0	3.36	28
County Roadways - winter maintenance	0	0	11	17	0	3.61	28
County Roadways - highway signage maintenance	0	2	19	7	0	3.18	28
County Roadways - filling potholes	0	6	17	5	0	2.96	28
County Roadways - maintenance	0	3	18	7	0	3.14	28
County Roadways - widening roadways	0	0	20	5	3	3.20	28
Mowing county medians and roadsides	0	2	21	5	0	3.11	28
Improving County intersections	0	0	22	5	1	3.19	28
County vehicles - maintenance	0	1	21	4	2	3.12	28
Transit service	1	2	9	1	15	2.77	28
Transit service for the disabled	0	2	10	1	15	2.92	28

Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 4:

Now, let's talk about safety at county buildings and on county roadways:

Answer Options	Not safe at all	Somewhat safe	Reasonably safe	Very safe	I don't know	Rating Average	Response Count
How safe do you feel in county buildings?	1	2	10	15	0	3.39	28
How safe do you feel on county highways?	0	0	21	7	0	3.25	28

Question 5:

Based on your experience with Waukesha County Public Works, what is your perception of our service?

Answer Options	Response Percent	Response Count
Very poor quality	0.0%	0
Poor quality	0.0%	0
Neutral	14.3%	4
High quality	67.9%	19
Very high quality	17.9%	5

Question 6:

Of all Waukesha County Public Works services, which is the highest priority to you and why?

Themes that came out of this question were that roads were important. In particular, several respondents identified that roads are important for: economic development; quality of life; vital for transportation through county and between communities. Road maintenance and safety was also identified. Facilities, specifically building infrastructure, the County Complex, and the maintenance of the buildings the County has invested in is ranked as priority.

Question 7:

To you, what are Waukesha County Public Works' strengths?

By far, our internal stakeholders have identified the DPW staff as its greatest strength: hardworking, knowledgeable, personable, and dedicated. In addition, the quality of work was identified as a major strength. Internal housekeeping staff is good; Facilities staff are polite and great; DPW staff was thanked for participating on RFP's across department lines.

Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 8:

And what do you see as Waukesha County Public Works' weaknesses?

A theme that came out of the survey as one of DPW's weakness was teamwork and communication with other departments. When asked at the Focus group what this meant, it was stated by several that there could be much better coordination, cooperation, communication and partnering with departments prior to the start of a process/project. They would appreciate a 'heads up' on complicated issues; do not ignore deadlines or wait for the last minute to submit something; bring in the experts before creating a program or service (for example: discuss legal/risk issues about YourGov prior to implementing); "Ask for forgiveness rather than permission" has become the norm, not the exception.

Communication was also identified as a weakness: non-responsive division; in adequate answers; better communication with other departments (similar to statements in paragraph above); in adequate knowledge of some DPW processes or policies (how to submit a work order, office space guidelines)

Other comments heard were there could be better coordination of accessories across buildings to save money (same toilet paper, paper towel and soap dispensers; same garbage cans/liners in all buildings. Bulk purchases could result is less cost.

It is a challenge for our stakeholders that not all employees have an e-mail address because they have to remember to print/send hard copies to several locations.

One stakeholder brought up a concern with the coordination of deer carcass collection amongst the county and other municipalities. This person understood that the process had changed recently, but that often carcasses remain on the roadside for several days which was not seen under the former process.

Overall themes:

- Better communication to other departments on projects
- Get other departments involved at the beginning of a process/project to understand if there may be others impacted
- Ask for help on complicated projects/processes ahead of time (not forgiveness later)
- Do not use deadlines as a rule for submittal dates because this puts undue pressure on others (example: if an ordinance can be submitted prior to the deadline, submit when ready, so other staff can be prepared for the emergencies)

Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 9:

How could current programs and services be improved?

Areas identified for improvement were:

- Contracted housekeeping, particularly the restrooms, and better compliance of contract
- Better communication to other departments, including coming to an agreement on how to proceed with a process/project prior to the start rather than fixing problems after the fact
- Better pre-planning of projects and involvement of other departments such as Risk, Legal, etc.
- More continuous process improvement
- More use of Business Analytics and other tools to provide better answers to departments, track use of materials, etc.
- Interior signage, particularly in the Admin Center, is confusing, probably because it was designed for the public to enter in the Ground floor of the Admin Center, not through the Courthouse.

Question 10:

What new, emerging, or unmet needs could be addressed by additional programs or services?

Areas most commonly identified were:

- Increasing Transit, particularly in the areas of transit for the disabled and for the labor force. Increasing or improving the ease of using transportation options. Suggestion was to consider having an ‘app’ that could show a user all the transportation options available to them at one place.
- Use of technology for long term planning and better management of infrastructure.

Question 11:

Please rate customer service at the following "divisions" of Waukesha County Public Works:

Answer Options	Poor (1)	Fair (2)	Good (3)	Exceptional (4)	I don't know	Rating Average	Response Count
Administrative / Business	0	0	12	16	0	3.57	28
Waukesa County Airport	0	1	7	3	17	3.18	28
Engineering Services	0	1	12	10	5	3.39	28
Facilities Management	0	1	14	13	0	3.43	28
Fleet Maintenance	0	1	13	11	3	3.40	28
Highway Operations	0	1	17	8	2	3.27	28
Housekeeping	3	6	13	6	0	2.79	28
Transit Services	0	3	9	3	13	3.00	28
Overall - Department of Public Works	0	0	18	10	0	3.36	28

Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 12:

If the Waukesha County Public Works budget were significantly increased, what changes to DPW would you establish?

There were several responses to adding more staff, particularly in the areas of clerical, field staff, and a position to analyze (fleet) data and provide quality assurance and improvement feedback. The Focus Group could not elaborate any further on the specifics of these survey responses.

Other areas identified were:

- Improve transit to those with disabilities and have regional transportation
- Improve roads: potholes; pavement/resurfacing; more engineering services to handle overlap of project duration; better maintenance of roads and bridges
- Improve housekeeping and maintenance in buildings
- Stabilize budget by shifting GTA to capital projects
- Increase communication between Engineering and other jurisdictions for coordination of road projects and road closures.
- Increase technology for better analytics and data (fleet specific)

Question 13:

If the Waukesha County Public Works budget were significantly decreased, what changes to DPW would you establish?

Most comments came from the survey and are summarized as follows:

- Privatize or sell the airport
- Outsource what makes sense
- Reduce road expansions
- Reduce levels of service on roads such as maintenance of medians; cutting grass in right of way
- Look for areas to standardize road work or contract out road work
- Reduce housekeeping

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Appendix D.3 2017 Stakeholder Focus Groups:
Waukesha County Internal group continued

Question 14:

Have you contacted Waukesha County Public Works with a request or comment? • If yes, how satisfied were you with the customer service that you received (below)?• If no, please skip to question 16 below.

Answer Options	Strongly dissatisfied (1)	Dissatisfied (2)	Satisfied (3)	Very satisfied (4)	I don't know	Rating Average	Response Count
Administrative / Business	0	0	5	8	1	3.62	14
Waukesa County Airport	0	0	5	2	6	3.29	13
Engineering Services	0	1	7	3	3	3.18	14
Facilities Management	0	1	6	7	0	3.43	14
Fleet Maintenance	0	0	6	6	1	3.50	13
Highway Operations	0	1	7	5	1	3.31	14
Housekeeping	1	4	5	3	1	2.77	14
Transit Services	0	0	4	2	7	3.33	13
Overall - Department of Public Works	0	0	6	6	0	3.50	12

Question 15:

When you contacted Waukesha County Public Works, do you feel that your ideas were "heard"?

Answer Options	No, not heard at all. (1)	Somewhat heard. (2)	Yes, but I'm not satisfied with response. (3)	Yes, and I'm satisfied with response. (4)	I've never contacted this division of Waukesha County Public Works.	Rating Average	Response Count
Administrative / Business	0	3	3	8	1	3.36	15
Waukesa County Airport	0	1	1	5	7	3.57	14
Engineering Services	0	1	2	7	5	3.60	15
Facilities Management	0	3	2	9	0	3.43	14
Fleet Maintenance	0	2	0	8	4	3.60	14
Highway Operations	0	1	1	8	5	3.70	15
Housekeeping	1	2	2	4	4	3.00	13
Transit Services	0	2	0	3	9	3.20	14
Overall - Department of Public Works	0	2	0	12	0	3.71	14

Question 16:

We greatly appreciate your time and efforts! Below, please add any additional comments about Waukesha County Public Works:

I believe the department as a whole is very professional and strives to do the best with the resources available

YOU ARE DOING A FINE JOB

Did you survey outside customers using the building? (The person who asked this question was connected with Shawn Lundie and will be working with him and his team on this in the future)

Appendix D.3 2017 Stakeholder Focus Groups:

Waukesha County Internal group continued

EXECUTIVE SUMMARY

Major themes:

Strengths: Great staff—knowledgeable, hardworking, dedicated, personable

Weakness: Concerns about quality level of contracted housekeeping
Lack of working together and better coordination with other departments as a team to prevent problems
“Ask for forgiveness” should not be the normal operating procedure
Better planning so projects are not always an emergency

Opportunity: Privatizing airport
Outsourcing of services
Transit opportunities to the disabled
Technology for better planning and analysis
Technology for better transit use

Threat: Funding



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Appendix D.4

Stakeholder Focus Groups: **Stakeholder survey**

Total recipients/participants: **343/54**

Click to view survey

<https://epi.waukeshacounty.gov/globalassets/public-works/waukesha-county-dpw-strategic-plan-2017-19-stakeholders-survey-august-31-2017.pdf>

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Appendix D.5

Stakeholder Focus Groups: **Stakeholder survey results**

Total recipients/participants: **343/54**

Click to view survey results

<https://www.surveymonkey.com/results/SM-FGNNQCMK8>

Appendix E – Strategic Objectives supporting data

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E.1 Strategic Objective 1 supporting data

Appendix E.1

Strategic Objective supporting data: **Objective 1 data**

Road Category	2013-14 winter actual	2014-15 winter actual	2015-16 winter actual	2016-17 winter actual	2017-18 Target
Category 2: <ul style="list-style-type: none"> High volume four lane highways (ADT >= 25,000) and Some four lane highways (ADT <= 25,000) Some six lane highways. <i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i>	2.73 hours	1.73 hours	1.79 hours	1.80 hours	2.00 hours
Category 3: <ul style="list-style-type: none"> All other four lane highways (ADT < 25,000). <i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i>	2.94 hours	2.46 hours	1.76 hours	2.66 hours	2.00 hours
Category 4: <ul style="list-style-type: none"> Most high volume two lane highways (ADT >= 5,000) Some two lanes (ADT < 5,000). <i>i.e. CTH C in Genesee and Delafield. CTH V V in Town and Village of Merton</i>	3.63 hours	2.32 hours	2.19 hours	2.70 hours	3.00 hours
Category 5: <ul style="list-style-type: none"> All other two lane Highways <i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i>	3.00 hours	2.00 hours	3.17 hours	3.25 hours	4.00 hours

NOTE:

- ADT = Average Daily Traffic
- Category 1 is not shown above as it refers to major urban freeways and all highways with six or more lanes are managed and controlled by the State Highway system.

Appendix F: Annual Updates

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F.1	2018 Updates	<i>coming August 2018</i>
F.2	2019 Updates	<i>coming August 2019</i>



