



WAUKESHA COUNTY

Department of Emergency Preparedness

Strategic Plan

2014 – 2016

CONTENTS

WAUKESHA COUNTY MISSION STATEMENT	3
DEPARTMENT OF EMERGENCY PREPAREDNESS MISSION STATEMENT	3
DEPARTMENT OF EMERGENCY PREPAREDNESS STATEMENT OF PURPOSE	3
DEPARTMENT OF EMERGENCY PREPAREDNESS ORGANIZATION	4
DEPARTMENT OF EMERGENCY PREPAREDNESS CRITICAL ISSUES	5
WAUKESHA COUNTY STRATEGIC OUTCOMES	6
DEPARTMENT OF EMERGENCY PREPAREDNESS STRATEGIC OUTCOMES	7

WAUKESHA COUNTY
MISSION STATEMENT

The mission of Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.

DEPARTMENT OF EMERGENCY PREPAREDNESS
MISSION STATEMENT

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

DEPARTMENT OF EMERGENCY PREPAREDNESS
STATEMENT OF PURPOSE

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, emergency management, and public works agencies throughout the county. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center provides services in 29 of the cities, villages, and towns in the County as well as Countywide for the Sheriff's Department and other County agencies. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards which impact the welfare, safety and health of all Waukesha County citizens, businesses, and visitors; including implementation and administration of the planning and reporting requirements for hazardous substances used by business, industry and government established in the Emergency Planning and Community Right-to-Know Act (EPCRA). Provide centralized coordination of Business Continuity planning, training, and related exercises for county departments.

Department of Emergency Preparedness **has four major focus areas**

Communication Center Operations

Program Description

Responsible for dispatching police, fire and EMS resources operated by partner municipalities and the County Sheriff in emergency situations throughout the county. Act as Public Safety Answering Point (PSAP) for the E-9-1-1 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

Disaster Management

Program Description

The Disaster Management program coordinates mitigation, prevention, preparedness, response and recovery efforts related to major emergencies and disasters. This involves coordination of various Department of Homeland Security grants, programs, and initiatives; emergency preparedness and disaster response; recovery and mitigation operations; and training for County personnel, local officials, citizens, including business continuity planning for Waukesha County. The Emergency Management Coordinator is the contact point for federal and state agencies holding disaster management responsibilities and serves as the "Single Point of Contact" for County compliance with the National Incident Management System requirements.

Hazardous Materials Management

Program Description

The Hazardous Materials Management program is responsible for development, maintenance, and implementation of the requirements of the federal Emergency Planning and Community Right-to-Know Act (EPCRA), which is Title III of the Superfund Amendments and Reauthorization Act of 1986, as amended, which includes managing the statutory functions of the Local Emergency Planning Committee (LEPC). EPCRA regulations require facilities that store, manufacture, or use hazardous materials above certain thresholds report their hazardous material inventories to the LEPC and in some cases must participate in off-site plan development in the event a release occurs from the facility. Another major requirement of the EPCRA regulations includes development, maintenance, and implementation of a countywide comprehensive emergency response plan. The program is also responsible for the management of the Countywide Hazardous Materials Response contract with the City of Waukesha Fire Department.

Radio Services

Program Description

An Enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: Radio Services provides conventional radio services (including mobile data systems) and equipment repair & maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for county agencies radio replacement. Program descriptions and activities are outlined on the following program pages.

DEPARTMENT CRITICAL ISSUES

Provide Comprehensive Customer Service

- Work closely with the Dispatch Operations Commission, Local Emergency Planning Committee, Police and Fire Chiefs Associations and officials at all levels of government to continuously improve dispatch communication center operations.
- Develop and maintain comprehensive response, recovery and mitigation plans for disasters (natural and man-made), terrorism, bio-terrorism, and business continuity.
- Promote interoperability technologies within the county and surrounding counties.
- Work regionally with the Milwaukee urban area to develop and maintain regional capabilities to respond to critical incidents.
- Develop sound and meaningful performance measures for all aspects of the emergency response system.
- Obtain and administer Homeland Security grant funds to better equip and train public safety agencies in order to mitigate emergencies impacting Waukesha County residents, including citizen preparedness initiatives.

Innovate and Seek Continuous Quality Improvement

- Implement federal and state Homeland Security planning and training initiatives as appropriate for Waukesha County.
- Monitor contract with the City of Waukesha Fire Department for a Countywide Hazardous Materials Response Team to enforce payment by spillers for incident costs and assist team in training and exercise preparation.
- Increase preparedness levels by participating in local and regional response planning and exercising efforts in a multi-disciplinary, all hazards approach.
- Work with Communication Center participating agencies to review Emergency Medical Dispatch protocols to monitor and increase quality dispatch policies and procedures.

Retain and Develop a High Quality Workforce

- Promote, encourage and obtain funding for emergency management training for local officials and public safety employees, including NIMS (National Incident Management System) training.
- Cross-train the Communication Center, Emergency Management, and Radio Services administration support staff to provide for a more effective and continuous operation.

Manage Resources with Fiscal Prudence

- Aggressively seek Homeland Security funds and other grants.
- Continue fiscal management and control of Hazardous Material Response Team contract with the City of Waukesha.
- Coordinate business continuity activities to ensure Waukesha County has an effective continuity of operations capability.
- Continue to monitor Emergency Communications State legislation for policy changes and funding availability for operations as the wireless 9-1-1 Public Safety Answering Point for Waukesha County.

WAUKESHA COUNTY STRATEGIC OUTCOMES

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

DEPARTMENT OF EMERGENCY PREPAREDNESS STRATEGIC OUTCOMES

Key Strategic Outcomes: A SAFE COUNTY. (Communication Center Operation)

Objective 1: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered with in 15 seconds and 99% within 40 seconds.

Evidence of Success:

Key Outcome Indicators:

Performance Measures	2013 Target	2013 Actual	2014 Target	2014 Actual	2015 Target
Time it takes to answer 911 calls.	95.0% within 15 seconds 99.0% within 40 seconds	95.80% within 15 seconds 98.29% within 40 seconds	95.0% within 15 seconds 99.0% within 40 seconds	94.90% within 15 seconds 99.74 within 40 seconds	95.0% within 15 seconds 99.0% within 40 seconds

Rationale/Actions:

- These measurement standards ensure we are protecting public safety by answering our incoming 9-1-1 lines expeditiously in the NFPA standard, and identify of our staffing levels are adequate for the center.
- Continue to train in order to effectively and consistently meet the requirements.
- Monitor and evaluate the effectiveness of the training on response times.
- Measure the monthly compliance with this standard.

Key Strategic Outcomes: A SAFE COUNTY. (Communication Center Operation)

Objective 2: Meet or exceed NFPA standards for call processing for fire and medical calls for service and meet or exceed a 60 second call processing time for Police Priority 1 Calls.

Rationale/Actions:

- These requirements are also important measures; again, for ensuring public safety by processing our incoming emergency calls just as quickly as we can, and within the NFPA standards.
- Collaborate with a sub-committee to the fire protocols group to develop solutions to reduce the processing time by expediting notification of the responsible departments.
- Continue to train in order to effectively and consistently meet the requirements.
- Monitor and evaluate the effectiveness of the training on response times.
- Measure the monthly compliance with this standard.

FIRE: NFPA Standards for Fire Calls: 80% processed in 60 seconds and 95% of calls processed in 106 seconds

EMD: NFPA Standards for EMS calls requiring EMD Protocol questioning and instruction: 90% of calls should be completed within 90 seconds, and 99% of calls should be completed within 120 seconds.

POLICE: No standard requirement / 60 second internal goal.

Evidence of Success:

Call Processing Data	Phone pick up to tone/dispatch											
90%/ 100% Random Call Sample												
By Month	January	February	March	April	May	June	July	August	September	October	November	December
Police Calls Priority 1	36 / 40	31 / 36	35 / 41	30 / 37	41 / 46	30 / 38	44 / 52	39 / 45	35 / 40	39 / 46	37 / 44	27 / 33
Fire Calls	85 / 95	83 / 96	85 / 96	82 / 82	88 / 98	93 / 94	93 / 105	91 / 100	86 / 91	87 / 95	89 / 99	82 / 91
EMD (Delta/Echo)	90 / 95	89 / 92	83 / 86	89 / 92	84 / 87	90 / 94	92 / 97	87 / 94	85 / 90	88 / 94	84 / 88	83 / 87
Annual Averages	90%	100%										
Police	35.3	41.5	Goal under 60 seconds for Priority 1 Police Calls									
Fire	87	95.2	NFPA: 80% completed within 60 seconds and 95% within 106 seconds									
EMS (Delta/Echo)	87	91.3	NFPA: Within 90 seconds 90% of time and within 120 seconds 99% of the time									

FIRE: NFPA Standards for Fire Calls: 80% processed in 60 seconds and 95% of calls processed in 106 seconds

EMD: NFPA Standards for EMS calls requiring EMD Protocol questioning and instruction: 90% of calls should be completed within 90 seconds, and 99% of calls should be completed within 120 seconds.

POLICE: No standard requirement / 60 second internal goal.

Key Strategic Outcomes: QUALITY PROGRAMS AND SERVICES DELIVERED WITH COMPETENCE/SKILL. (Communication Center Operation)

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

Rationale/Action:

- Accreditation will provide the evident-based acknowledgment that the medical protocol is being consistently followed, reviewed and scored, which will help both protect the center from litigation concerns as well as confirm the center is in compliance with the protocols and therefore providing a quality, professional service to our citizens who call for help in a medical crisis/situation.
- Evaluate 100 Random EMD calls monthly and measure the seven categories against the standard percentages.
- Review evaluations with WCC Fire Protocols Committee members. (Quality Improvement Unit)
- Evaluations will be conducted monthly to ensure dispatcher’s compliance, and supervisors will conduct special “rounding” meetings to discuss performance goals.
- Begin to accumulate data to support the 20 points of accreditation in order to achieve accreditation in Emergency Medical Dispatching in 2015.

Evidence of Success:

Key Outcome Indicator:

Performance Measure	Standard	2013 Target	2013 Actual	2014 Target	2014 Actual	2015 Target
Case Entry	95%	98.0	98.03%	95.00%	97.80%	95.00%
Chief Complaint	95%	98.0	98.52%	95.00%	98.35%	95.00%
Key Questions	90%	97.0	98.95%	90.00%	99.19%	90.00%
Pre Arrival Instruct	95%	90.0	86.20%	95.00%	94.61%	95.00%
Post Dispatch Inst	90%	98.5	98.49%	90.00%	99.58%	90.00%
Final Coding	90%	98.5	98.35%	90.00%	98.79%	90.00%
Total Score	90%	96.0	98.13%	90.00%	98.66%	90.00%

Key Strategic Outcomes: A COUNTY THAT PROVIDES CUSTOMERS WITH QUALITY PROGRAMS AND SERVICES. This is a SHARED OBJECTIVE with the County Informational Technology in order to help develop a working, informational website.

Objective 4: To plan, develop, implement and maintain an effective and informative website highlighting the operations of the Communication Center and staff.

Rationale/Action:

- It is our intention to use the new website as a tool for the public as well as our partners to be able to view information such as contact information, services provided, community information on how and when to call 9-1-1, community event schedules, information on our hiring process, and statistical information about the center each year (Annual Reports).
- The new website was launched in December, 2014.
- Key staff members at WCC have been assigned to maintain the site, and additional ideas are being shared/tested.
- The goal will be to link an external customer survey to the site so that we can begin collecting that data for quality improvement purposes.

Evidence of Success:

Key outcome indicator: Website developed and will be continually reviewed and modified.

As we launch surveys, we will look for favorable responses and also for suggestions on improving our service delivery. We will also be looking for evidence regarding how many 'hits' the site is getting in order to identify how many people are using/viewing the site.



Waukesha County Communications
wcc@waukeshacounty.gov
Non-Emergency Phone Number
262-446-5070
In the event of an Emergency
ALWAYS DIAL 911
Hours of Operation: 24/7



- [WCC Home](#)
- [About Us](#)
- [When to call 911](#)
- [911 FAQs](#)
- [WCC Values](#)
- [Who we dispatch for: Police](#)
- [Who we dispatch for: Fire/EMS](#) [WCC Specialty Teams](#) [Other Important Numbers](#)

Coming soon!



Waukesha County Communications Mission Statement

“We are lifelong learners; accepting our responsibilities, challenges and necessary changes with a willing and open attitude. Through protocol application, technical expertise& exceptional customer service; We are dedicated to serving those who live, work, and visit our Waukesha County communities. We are committed to our critical role as the “First” First Responders. Sending the **right help** to the **right place** at the **right time**.”

Key Strategic Outcomes: MANGAGE RESOURCES WITH FISCAL PRUDENCE

Objective 5: Train and initiate LEAN project initiatives in order to save money in several different identified areas within the Communication Center.

Initiative/Action:

- LEAN Team 4: Spring, 2014, Will concentrate on the phase of training, call taking, which takes the longest to complete. Team will be looking to re-write benchmarks in order to identify deficiencies early on in the process.
- LEAN Team 5: Fall, 2014, Will concentrate on developing a scheduling model that will review our staffing needs in order to identify how to best utilize our human resources to maximize the manpower when and where it needs to be.
- Utilize the training and tools based on the LEAN principles to work on other projects.
- **Evidence of Success:**

Trainee	Number of DOR'S Phase II Trainee's 2013					
Trainee 1	41					
Trainee 2	47					
Trainee 3	50					
Trainee 4	52					
Trainee 5	52 Terminated in RADIO positions					
Trainee 6	59					
Trainee 7	62					
Average	51.9					
Trainee	Number of DOR's Phase II Trainee's 2014					
Trainee 1	42					
Trainee 2	42					
Trainee 3	44					
Trainee 4	48					
Trainee 5	50 Terminated in Phase III Radio					
Trainee 6	51					
Trainee 7	56 Terminated in Phase II					
Average	47.6					

There was an 8.3% reduction in the days spent in training between 2013 and 2014.



Project Title: Training Improvement Process(T.I.P)	Date: 12/10/14
Project Manager: Gary Bell, Director of Emergency Preparedness	
Progress made in past quarter: <ul style="list-style-type: none"> Phase 2 Phone Benchmarks were created and customized Phone Benchmarks implemented (second training group) CTO scenario on scoring trainee DOR's using the updated Standard Evaluation Guidelines 	
Next steps: <ul style="list-style-type: none"> Training Team and CTO's to continue to review the Phone Benchmarks and update them as needed Continue CTO scenario training on scoring using the Standard Evaluations Guidelines Continue to monitor the results of the Phone Benchmarks with the new training groups 	
Successes: The second training group of the year was the first group to go through using the Phone Benchmarks with 3 out of the 4 advancing into the next phase of training.	
Roadblocks: <ul style="list-style-type: none"> CTO's learning the new process of the Phone Benchmarks and following them Trainee's taking ownership of their training with the Phone Benchmarks implemented 	
Help needed from PIRS team: None	

Key Strategic Outcomes: A COUNTY THAT PROVIDES CUSTOMERS WITH QUALITY PROGRAMS AND SERVICES

Objective 6: Effectively integrate strategic goals and objectives into the annual County budget process, staff goals and performance evaluations.

- Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff understands how their work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities.

Evidence of Success: WCC Survey Monkey Results

Have the WCC's strategic objectives been shared with you?

Answer Choices –	Responses –
– Yes, the strategic objectives have been shared with me.	95.65% 44
– No, the strategic objectives have not been shared with me.	4.35% 2
Total Respondents: 46	

Do you have a clear understanding of the part that you play and how your job ties in to the WCC's strategic objectives?

Answer Choices –	Responses –
– Yes, I have a clear understanding of my role at WCC and how it ties into our strategic objectives.	69.57% 32
– No, I do not have a good understanding of what my role is as it relates to our strategic objectives.	30.43% 14
Total Respondents: 46	

Key Strategic Outcomes: MANAGE RESOURCES WITH FISCAL PRUDENCE

Objective 7: Develop internal strategies to improve communications and cooperation within and between County Departments

- ❑ **Performance Measure:** *Each Department shall have at least one shared objective with another County Department. : Shared Objective with County IT department to create a new WCC website. Measure completed in December, 2014.*
- ❑ **Performance Measure:** *Each Department shall have a communication plan on paper and strategy to communicate important information to employees.*
- ❑ **Performance Measure:** *Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: "I agree that information and knowledge are shared openly within my department." See survey monkey results in blue:*

–	
Yes, I am familiar with the shared objectives and understand how our departments will work together towards those goals.	60.87% 28
–	
No, I am not familiar with the shared goals.	39.13% 18
Total Respondents: 46	

***Communication Plan being developed for implementation in 2015.**

Key Strategic Outcomes: A COUNTY THAT PROVIDES COST-EFFECTIVE SERVICES DELIVERED WITH COMPETENCE AND SKILL.

Objective 8: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

- ❑ **Performance Measure:** *Through the annual employee survey, ensure that a minimum of 80% of Department staff understand the County Core Values.*
- ❑ **Performance Measure:** *Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: "I agree that I can be recognized for extra effort while demonstrating the County Core Values."*

It is important that WCC recognizes and rewards employees for a job well done! Do you feel comfortable in knowing that you can be recognized for extra effort?

Answer Choices –	Responses –
–	
Yes, I know that I can be recognized for extra efforts.	51.11% 23
–	
No, I do not feel as though I will be recognized for extra efforts.	48.89% 22
Total Respondents: 45	

Objective 9: Ensure that Department employees have a training plan established to provide professional development and to deliver services with competence and skill.

- ❑ **Performance Measure:** *Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development."*

Key Strategic Outcomes: A SAFE COUNTY (Disaster Management)

Objective #10: Accomplish initiatives in all five phases of Emergency Management, (Mitigation – Prevention – Preparedness – Response – Recovery) through a matrix of activities involving Planning, Training, Exercises, Public Education, Incident Response, Grant Management, and Administrative functions while engaging partner agencies at the federal, state, county, municipal and non-governmental /private sectors.

Evidence of Success:

Key Outcome Indicators: Implementation of effective programs and initiatives throughout the County covering aspects of all five phases of Emergency Management. Emergency Management participates in exercises involving simulations of major emergencies and disasters caused by the hazards that could impact Waukesha County such as: water contamination; improvised explosive devices; release of hazardous chemicals; airport or aircraft emergencies; and public health emergencies.

Emergency Management coordinates training for county personnel compliant with the National Incident Management System, (NIMS) in order to improve responses to major incidents. Emergency Management coordinates training recruitment and registrations for first responder training courses conducted in Waukesha County sponsored by Wisconsin Emergency Management. Emergency Management participates in public education events such as National Night Out, Safety Days Events, speaking to civic groups and assisting schools in tornado and all hazard emergency preparedness. Emergency Management annually reviews and updates a variety of emergency planning documents, including: Waukesha County Comprehensive Emergency Management Plan (an all hazards plan guiding county responses to major emergencies and disasters); Comprehensive Emergency Response Plan (dealing specifically with hazardous material emergency releases); County-wide Hazard Mitigation Plan (designed to identify potential or actual hazards along with strategies to reduce or eliminate the impact from those hazards); County Business Continuity Plans (provides guidance for continuing or re-establishing governmental operations following impact of a major emergency or disaster situation).

Additionally, Emergency Management maintains an on-going capability to respond to a variety of disaster and emergency situations, coordinates mutual aid as needed, and assists local municipalities with their preparedness, response, recovery, and mitigation/prevention activities.



Performance Measures - Activities	2013 Actual	2014 Actual	2015 Target	2016 Target
Administrative Functions	944	692	700	700
Exercise Activities	216	336	335	335
Grant Management	525	178	150	125
Incident Response and Support	286	448	500	500
Planning Activities	1,827	2,730	2,800	2,800
Public and Community Education Activities	72	107	150	200
Training Programs and Activities	310	286	300	300
TOTALS	4,180	4,777	4,935	4,960

Performance Measures – Interaction Levels	2013 Actual	2014 Actual	2015 Target	2016 Target
Federal	122	155	150	150
State	521	436	450	450
County	2,830	3,407	3,500	3,530
Municipal	245	428	450	455
Non-Governmental/Private Sector	462	351	350	375
TOTALS	4,180	4,777	4,900	4,960

Initiative/Action:

- Implement programs to lessen or eliminate the impact of potential disasters and emergencies.
- Participate with and coordinate programs for terrorism awareness and prevention.
- Conduct preparedness activities throughout the County, working with public and private partners, municipalities, schools and non-governmental organizations including planning, training, exercising, and ensuring continuing compliance with the National Incident Management System.
- Respond to and aid in management of disasters and major emergencies that occur in the County, including updating the County's Comprehensive Emergency Management Plan.
- Support efforts throughout the County to recover from disasters and emergencies as rapidly as possible, including coordinating application for Federal/State disaster aid.

Key Strategic Outcomes: AN ENVIRONMENTALLY RESPONSIBLE COUNTY (Hazardous Materials Management)

Objective: Maintain a database and develop a plan for known hazardous materials as part of the planning and reporting requirements of the Emergency Planning and Community Right to Know Act (EPCRA). Acting under the statutory authority and direction of the Local Emergency Planning Committee, carry out the functions and duties of the federal EPCRA and Wisconsin Statute 323 pertaining to hazardous material preparedness, response, and recovery.

Initiative/Action:

- Receive and review annual Tier 2 Chemical Inventory Reports to ensure an accurate database of facilities using, manufacturing, or storing hazardous materials in Waukesha County in excess of established federal thresholds.
- Develop and update off-site emergency response plans for those facilities possessing extremely hazardous materials in excess of established federal thresholds.
- Create off-site emergency response plans for new facilities possessing extremely hazardous materials in excess of established federal thresholds.
- Annually update and maintain the County's Countywide Comprehensive Emergency Response Plan for hazardous materials emergencies.
- Respond to and/or document reported incidents involving uncontrolled releases of hazardous materials to the atmosphere, ground, or water.

Evidence of Success:

Key Outcome Indicator: Chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities. The final row of the chart

indicates the number of hazardous materials incidents reported to County Emergency Management. The Target columns represent projected number of events per year.

Performance Measure	2013 Actual	2014 Actual	2015 Target	2016 Target
Number of Tier 2 Reports Received	336	336	340	340
Number of Planning Facilities	142	150	145	145
Number of Plans Updated	34	33	37	37
Number of New Plans Created	14	17	8	10
Number of HazMat Incident Reports	41	135	150	150

Key Strategic Outcomes: A SAFE COUNTY (RADIO FUND).

Objective: Maximize uptime, performance, and reliability of countywide trunked radio communications.

Initiative/Action:

- Measure overall reliability (time system is up) and performance (coverage) of the trunked system.
- Designed and implemented multiple redundancy-level backup power system to feed both trunked radio and mobile data systems

Evidence of Success:

Key Outcome Indicator: Uptime percentage. Develop a performance measure and a reliability measure.

Performance Measure	2011 Target	2011 Actual	2012 Target	2013 Target	2014 Target	2015 Target
Percent of time the system is available overall (reliability)	99.9999%		99.9999%	99.9999%	99.9999%	99.9999%
Percent of time the system has unimpaired coverage (performance)	98.000		98.000%	98.250%	98.990%	99.995%

Key Strategic Outcomes: A SAFE COUNTY (RADIO SERVICES).

Objective: Provide rapid, accurate programming of custom user radio talkgroup/channel templates.

Initiative/Action:

- Radio Services is responsible for programming of all radios on the Waukesha County trunked system
- Users work with Radio Services to develop a custom programming template reflecting each agency’s needs.
- Since 2009, radios have been converted to “Advanced System Key” to enhance security and prevent tampering.

Evidence of Success: Key Outcome Indicator: Trunked subscriber reprogramming. Agencies using the trunked radio system enjoy tremendous flexibility in their ability to select, deploy and use talkgroups (channels) countywide for daily operations and emergency interoperability.

	2010	2011	2012 YTD (4/20)	2012 Est.	2013 target
County	7	485	216	250	200
In-County municipal	283	196	192	200	200
Out-of-county	1,712	124	64	75	75
	2,002	805	472	490	475
	Note 1				Note 2
Note 1: Includes rebanding-related radio template changes					
Note 2: May be reduced in anticipation of 2014 trunked system replacement					

Key Strategic Outcomes: COST EFFECTIVE SERVICES DELIVERED WITH COMPETENCE AND SKILL (RADIO SERVICES).

Objective: Provide rapid repairs of public-safety communications and mobile data equipment.

Initiative/Action:

- Continued monitoring of in-house repair cycles, ensuring that the large majority of repairs are completed within three working days.
- Make changes in the process to shorten the turnaround time.
- Document the changes to make them permanent

Evidence of Success:

Key Outcome Indicator: Repair turnaround cycle exceeds 95% target, meaning at least 95% of users receive their repaired equipment back within 3 working days.

Performance Measure	2011 Target	2011 Actual	2012 Target	2013 Target	2014 Target	2015 Target
Repairs within 3 day turnaround	96%	96.2%	96.5%	96.7%	97.0%	97.3%
Rework within 30-days	2.6%	2.4%	2.6%	2.5%	2.2%	2.2%

Key Strategic Outcomes: MANAGED SHARED PRIVATE USE OF COUNTY TOWER SPACE

Objective: Negotiate, manage and optimize collocated tower site leases with private wireless carriers.

Initiative/Action:

- Negotiate wireless leases on County-owned towers and sites
- Manage and inspect sites and enforce lease terms
- Administer and negotiate contract changes and additions

Evidence of Success:

Key outcome indicator: Maintain leases and optimize revenue to County.

Performance Measure	2010 Actual	2011 Target	2011 Est.	2012 Target
Number of leases	10	10	10	10
Lease revenue	\$192,010	\$199,535	\$203,095	\$210,303

Key Strategic Outcomes: TO DEVELOP AND IMPLEMENT NCF

Objective: Negotiate, manage and optimize collocated tower site leases with private wireless carriers.

Initiative/Action:

- Negotiate wireless leases on County-owned towers and sites
- Manage and inspect sites and enforce lease terms
- Administer and negotiate contract changes and additions

Evidence of Success:

Key outcome indicator: Maintain leases and optimize revenue to County.

Performance Measure	2010 Actual	2011 Target	2011 Est.	2012 Target
Number of leases	10	10	10	10
Lease revenue	\$192,010	\$199,535	\$203,095	\$210,303