WAUKESHA COUNTY

DEPARTMENT OF PUBLIC WORKS

STRATEGIC PLAN 2013-2016

The Department of Public Work's Strategic Plan was established to guide the work of the organization toward achieving its overall Departmental goals.

"The Waukesha County Department 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

ACKNOWLEDGMENTS

A special thanks to the following DPW staff that participated in the Strategic Planning Committee:

Allison Bussler—Director of Public Works
Elizabeth Beres—Account Clerk I
Steve Brasch—Senior Civil Engineering Technician
Marcie Cater—Departmental Secretary
Dennis Cerreta—Architectural Services Manager
Pete Chladil—Highway Operations Manager
Gary Evans—Engineering Services Manager
Jim Elsbury—Facilities Supervisor
Betsy Forrest—Business Manager
Neil Fjerstad—Patrol Superintendent
Kris Gresser—Maintenance Mechanic III
Dave Heil—Patrol Superintendent
Jack Nissen—Patrol Worker
Michael Payne—Maintenance Mechanic III
Javier Ramos—Facilities Supervisor
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Kurt Stanich—Airport Manager
Shane Waeghe—Facilities Manager
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TRANSMITTAL LETTER

July 5th, 2013

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

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

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

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

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

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

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

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

Allison Bussler

Allison Bussler, Director

Waukesha County Department of Public Works

EXECUTIVE SUMMARY

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

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

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

- A safe County
- An economically vibrant County
- An environmentally responsible County
- A well-planned County
- A County that assists at-risk citizens
- A County that provides customers with quality programs and services
- Cost-effective services delivered with competence and skill

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

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

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

FOCUS GROUPS

DPW hosted four focus groups including:

1) A vendor group (made up of businesses that DPW regularly does business with)
2) A business group (made up of businesses greatly affected by our services)
3) County government group (made up of county employees and elected officials
4) A government and utility group

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

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

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

EMPLOYEE SURVEY

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

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

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

WAUKESHA COUNTY

MISSION STATEMENT

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

DEPARTMENT OF PUBLIC WORKS

STATEMENT OF PURPOSE

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

DEPARTMENT OF PUBLIC WORKS

SITUATION ANALYSIS

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

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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

DEPARTMENTAL OBJECTIVES

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

STRATEGIC OBJECTIVE #1: Provide a Safe and Well-Maintained Transportation Network.						
OWNER: Engineering Services Manager		STRATEGIC OUTCOME: A Safe County				
ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop Highway Capital Plan based on need.	Capital Plan developed	Engineering Staff & Highway Operations Management	Ongoing	Annually (May)	Plan developed each year	
Develop a system to measure snowplow performance.	Timing & effectiveness of snow plow routes.	Highway Operations & Supervisors	August 2012	NA	Decrease amount of time spent on snow plow routes	
Respond to roadway disrepair issues.		Engineering & Highway Operations	Ongoing	Annually (December)		
Develop a Pavement Management Plan.	Annual Inspection	Engineering	Ongoing	Annually (December)	PCI>70	√
Develop a Bridge Maintenance Plan.	Bridge Inspection [Bridge Sufficiency (BS) Rating]	Facilities, Engineering & Highway Operations Managers	June 2013	Biannual Inspection	BS Rating >80	

ADDITIONAL OBJECTIVE MEASURES

- Average Segmental Crash rate less than 160 crashes (rural) and 286 crashes (urban) per 100 million vehicle miles travelled.
- Average intersection crash Rate less than 1.5 crashes per million vehicles entering

STRATEGIC OBJECTIVE #2: Develop fiscal procedures that promote revenue generation, operational cost efficiency, and financial stability.

OWNER: Business Manager

STRATEGIC OUTCOME: A financially responsible County

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review changes in State law governing workforce rules to promote flexibility and efficiency.	Develop policies for earning Overtime & Comp Time	All Division Managers & Staff eligible to receive overtime	June 2012		Create new policies as a result of WI Budget Repair Bill (Act 10)	√
Reduce Overtime & Comp Time hours earned utilizing changes that resulted from the 2011 Wisconsin Budget Repair Bill (Act 10).	Payroll System data	All Division Manager & Staff eligible to receive overtime	Ongoing	Annually	Reduction in Overtime & Comp Time hours	
Earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues.	% of eligible funding earned (monthly reporting to the State)	Highway Operations Manager	Ongoing	Monthly & Annually	100% of Eligible funding earned	
Annually review & develop fees charged for services to ensure rate is covering full cost of provided service.	% revenue recovery of service expense (data provided by Division Managers)	Division Managers of any Division charging services & Business Manager	Ongoing	Annually	100% revenue recovery of service expense	
Review alternative revenue sources that utilize excess County resources.	Annual revenue budget & data provided by Division Managers	Division Managers of any Division charging services & Business Manager	Ongoing	Annually	Increased annual revenues & recover 100% excess fixed expenses	
Research State & Federal Programs to obtain grants or other funding that offset losses in State revenue streams/aid.	Data from annual revenue budget	Director, Business Manager & All Division Managers	Ongoing	Annually	Obtain alternative funding to offset losses in State revenue streams/aid	
Monitor legislation & provide notice of any reductions in revenue sources.	Time spent lobbying against potential threats.	Director	Ongoing	Annually	Anticipate reductions in revenue sources to plan ahead	
Evaluation traditional equipment purchases against either leasing; join use with private sector or other departments; or seasonal lease.	Cost/benefit or ROI of lease versus purchase	Central Fleet, Facilities & Highway Operations Managers	Ongoing	Annually	Positive ROI	

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Evaluate the cost effectiveness of Department provided services without reducing the level of service provided.	% of cost reduction	All Division Managers	Ongoing	Annually	10% reduction of cost	√

STRATEGIC OBJECTIVE #3: To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.

OWNER: Facilities Manager

STRATEGIC OUTCOME: An environmentally responsible County

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop policies and procedures that utilize the LEED design system to incorporate environmentally sustainable principles into the design, construction, and renovation of County facilities.	LEED design scores	Architectural Services Manager	July 2013	Single Report	LEED design scores that exceed the State of WI minimum energy requirements	
Continue to research opportunities for new sustainability measures including possible funding sources. Develop ROI's and implement projects through the budget process.	Research & Benchmarking	Hwy Operations & Facilities Managers	Ongoing	Annually	Use research to obtain new funding sources for sustainability projects	
Develop sustainable policies and procedures to support and enforce sustainable occupancy practices in County facilities such as the restriction of personal heaters and appliances.	Visual Facilities building inspections	Facilities Manager	January 2013	Annually	Complete building inspections each year	√
Monitor and report on the Key Outcome Indicators of selected sustainability initiatives.	Utility Trac Plus data	Hwy Operations & Facilities Managers	Ongoing	Annually	Track progress of selected sustainability initiatives	
Continue to monitor and benchmark water and utility consumption at County facilities. Evaluate data and initiate projects to increase operational efficiencies.	Utility Trac plus data	Facilities Manager	Ongoing	Annually (March)	Use water & utility consumption data to determine project priorities	

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop fiscally responsible policies and procedures to guide the purchase of green, sustainable products to be used in all operations, maintenance and housekeeping activities.	Amount of green, sustainable products used	Business Manager & Fleet Manager	July 2013	Single Report	Increase in quantity of green, sustainable products used in all operations,	
Initiate multi-year project to re-commission the HVAC systems in major County facilities.	Amount of HVAC systems in major County facilities re-commissioned	Facilities Manager	Ongoing	Annually	Re-commission 1 major facility each year	√
Continue to increase the use of recycled material used in road building.	Amount of recycled material used in road building projects	Engineering Services Manager	Ongoing	Annually	Increased use of recycled materials used in road building projects	√
Encourage County employees to actively contribute to supporting copy paper reduction.	Amount of paper used	PLU Recycling Coordinator	January 2013	Annually	Reduction in quantity of copy paper used	
Encourage County employees to actively contribute to support recycling.	Amount of dumpster pickups	PLU Recycling Coordinator	January 2013	Annually	Reduction in quantity of dumpster pickups	
Encourage County employees to actively support cafeteria disposable serving ware waste reduction.	Amount of disposable serving ware used	PLU Recycling Coordinator	January 2013	Annually	Reduction in quantity of disposable serving ware used	
Encourage County employees to actively contribute to support utility consumption reduction.	Amount of utilities consumed by County	PLU Recycling Coordinator	January 2013	Annually	Reduction in utility consumption per square foot for Gas, Electric & Water	
Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Amount of salt & water used for deicing	Hwy Operations Manager	Ongoing	Annually (July)	Reduction in quantity of salt & water used for deicing	√
Continue to improve storm water management.	Amount of compliance of MS-4 standards	Engineering Services Manager	Ongoing	Annually	Increase in the compliance of MS-4 standards on all construction projects	√

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	ICE Reporting	Engineering Services Manager	Ongoing	Annually	Increase traffic flow	√
Turn trucks and vehicles off when not being used.	Amount of fleet fuel consumption & CO emissions	All Staff	Ongoing	Annually	Reduction in fleet fuel consumption & CO emissions	

ADDITIONAL OBJECTIVE MEASURES

- An increased awareness of the importance of sustainability by county employees.
- An increase of the materials recycled on county projects.

STRATEGIC OBJECTIVE #4: Deliver clear, timely, and coordinated information within as well as across divisions and departments to improve productivity and employee engagement.

OWNER: Highway Operations Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Develop a policy regarding what information belongs on webpage and physical bulletin boards.	Policy exists in writing & has been communicated to staff	*Communication Task Force	October 2012	Single Report	Create a written policy	√
Develop a policy for unofficial non-County events or information postings.	Policy exists in writing & has been communicated to staff	*Communication Task Force	October 2012	Single Report	Create a written policy	√
Develop and provide every onsite and offsite employee with access to a computer and intra-County systems.	% of employees with access to a computer & intra-County systems	Hwy Operations & Facilities Managers	December 2013	Single Report	100% employee access	
Initiate specific ongoing employee forums. During departmental meetings, have guest supervisor, manager or director to pass on any additional information.	Topics provided at each meeting	*Communication Task Force	October 2012	Annually	Present topics at All Departmental Staff Meetings	√
Initiate anonymous electronic suggestion box.	% of employees with access to Suggestion Box	*Communication Task Force Member (Janice Reeves)	December 2013	Single Report	100% employee access	√
Develop and maintain a quarterly department employee newsletter.	# of employee newsletters sent each year	Departmental Secretary	April 2014	Quarterly	Minimum of 4 employee newsletters sent annually	
Develop a plan to publicize Department programs and achievements and facilitate communication between the County departments and outside agencies. Utilize social media and County Executive's office.	# of publications regarding Department's programs, achievements & happenings each quarter	*Communication Task Force	April 2013	Quarterly	Minimum of 10 publications each quarter	√

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Enhance existing point of contact listing by subject for the public on significant Public Works issues.	Public has access to enhanced list	Departmental Secretary	October 2012	Annually	Continual updating of list to reflect changes	√
Investigate new communication technologies, such as Skype, Go To Meeting, and video conferencing.	# of new technologies researched	*Communication Task Force	December 2012	Annually	At least 1 new technology researched annually	
Promote and understand County directives related to countywide financial sustainability: •AAA Bond Rating •Lowest interest rates available •Debt service threshold at 10% or less •Lowest per capita spending of any county statewide •Financial reserve policy		Department Director & Business Manager				

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

ADDITIONAL OBJECTIVE MEASURES

- Survey of employees annually on departmental communications to gauge effectiveness of new objectives.

STRATEGIC OBJECTIVE #5: Enhance departmental customer service by providing all employees with appropriate tool, training, and accountability.

OWNER: Architectural Services Manager

STRATEGIC OUTCOME: A County that provides customers with quality programs and services.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Input from customers—send electronic survey with every work order that is completed.	Asset Works System Survey results	Fleet, Facilities & Hwy Operations Managers	October 2012	Annually (May)	100% positive customer feedback	
Train all personnel on proper phone etiquette when addressing the customer (identify Department with professional greeting).	% of employees trained on proper phone etiquette & greeting	Business Manager	November 2013	Annually	100% employees trained	
Create a DPW-wide Employee Directory with names by division ,function, title, phone numbers & location.	% of employees represented on employee directory accurately	*Communication Task Force	March 2014	Quarterly	100% of employees listed on directory	
Encourage the County to expand the existing electronic phone directory to be a searchable Directory of County Services with contacts and locations that lists the Point of Contact for various issues.	Electronic directory is searchable by service	*Communication Task Force	March 2014	Single Report		

ADDITIONAL OBJECTIVE MEASURES

- Annual customer satisfaction surveys will be conducted to provide feedback, track responses, and record results.

STRATEGIC OBJECTIVE #6: Enhance the Department's capability to deliver quality service by providing timely and appropriate training for its employees.

OWNER: Airport Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review Job Descriptions for accuracy. Provide Job Descriptions and categories to objective owner for initial training records..	% of revised job descriptions provided	All DPW Managers, Supervisors, SME's & Employees	June 2013	Single Report	100% job descriptions revised	
Identify deficiencies in skills & technological knowledge. Employees shall identify and discuss required training, professional accreditations, certifications, and licenses with their supervisor.	% of employees who have discussed with their managers their technological knowledge & skill deficiencies	All DPW Managers & Employees Risk Management (Mark Jatczak)	July 2013	Annually	100% of employees will have initial training record completed	
Employees shall create a "pass down binder" to assist Managers and Director in completion of training records, annual reviews, and succession planning.	Binders established for every existing position in DPW; annual audits of training records will be implemented	All DPW Managers, Supervisors & Employees	November 2013	Annually	100% of employees will have a binder & all licenses/ accreditations will be renewed prior to expiration	
Use existing employee knowledge base to establish a mentoring program by identifying Subject Matter Experts (SMEs). Identify any training or resources needed by SMEs. Implement cross-training opportunities within divisions with SMEs as instructors.	Necessary training identified & cross-training opportunities provided using division SMEs	All DPW Managers, Supervisors & Employees	July 2014	Annually	Cross-training program implemented in each division	
Divisions shall ensure employees understand and are properly trained in their duties. Provide opportunities for acquiring skill sets & sufficient financial means for training. Provide opportunities to obtain sufficient training to improve the deficiencies.	% of employees who say they understand their job duties	All DPW Supervisors & Employees	Ongoing	Annually	100% of employees say they understand their job duties	

STRATEGIC OBJECTIVE #7: Develop and implement a succession plan to ensure continuity of service as vacant positions within the Department occur.						
OWNER: Architectural Services Manager		STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.				
ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Form a Department-wide succession planning perspective from the Director on down through all employees. Provide Director with a list of potential employee retirement dates. Coordinate with HR if necessary.	Diagram of short term & long term succession plan; list of employee retirement dates created & kept up to date	All DPW Managers, Supervisors, Employees & Director	October 2013	Annually	Improve business continuity by preparing Department for short & long term vacancies	
Prepare for long and short-term employee absences and position vacancies by encouraging cross training & participation in the mentoring & training programs.	% of positions cross-trained for short & long term absences	All DPW Managers, Supervisors & Employees	March 2014	Annually	100% of positions/job duties have a back up employee trained	
Create a list of employees with the potential and desire to assume greater responsibilities within the Department.	List of employees created & updated during annual employee review process	All DPW Managers, Supervisors & Employees	Ongoing	Annually	Identify individuals with potential & desire to assume greater responsibility	

STRATEGIC OBJECTIVE #8: Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.						
OWNER: Business Manager		STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.				
ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Increase participation in County "3 Steps to Success" Program.	# of participants reported from data provided by Human Resources Division	All DPW Managers & Wellness Committee Representatives	December 2016	Annually	10% increase in annual participation	
Increase participation in Summer Fitness Challenges.	# of participants reported from data provided by Human Resources Division	All DPW Managers & Wellness Committee Representatives	December 2016	Annually	10% increase in annual participation	
Reduce total hours off for sick, medical or work comp issues from 2010 to 2014.	Total amount of sick, medical and/or workmen's comp hours provided by data from Payroll System	All DPW Managers	December 2016	Annually	Decrease by 20% by 2016	
Increase awareness of Lunch & Learn Programs and Online Wellness.	% of programs promoted by Wellness Representatives & DPW Managers	Wellness Committee Representatives & All DPW Managers	December 2015	Annually	Promotion of 75% of Wellness events & programs	

STRATEGIC OBJECTIVE #9: Reduce workers compensation claims through improved safety awareness, training, and accountability in order to decrease costs, as well as increase revenue generation & employee productivity.

OWNER: Highway Operations Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Review claims, analyze causation, and identify high hazard work activities with Risk Management semi-annually. Adopt safer methods and implement techniques to lower risk of injury.	# of Workmen's Compensation Claims; amount of protective equipment used by employees	All Managers, Director & Risk Management	June 2012	Annually (December)	Keep Workmen's Compensation Mod below 1 & increase use of protective equipment	√
All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	# of training sessions provided by Department; annual training record kept up to date	All DPW Supervisors & Staff	December 2012	Annually (December)	Minimum of 1 training session provided per year for each division & recorded in individual employee training records	√
Develop a plan to reinforce the importance of safe workplace practices to reduce workers compensation costs and lost time.	Amount of Workmen's compensation costs & lost time	*Highway Operations Safety Committee	January 2013	Annually (December)	Reduction of Workmen's Compensation costs each year	√

STRATEGIC OBJECTIVE #10A: Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a pay for performance system.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Identify a DPW Division which will conduct a pilot program for PFP.	Division identified—Central Fleet	All DPW Managers & Involved Employees	April 2012	Single Report	To identify a division for pilot program	√
Develop a comprehensive program which includes a detailed timeline of requirements, criteria, processes & training documents.	Written documents created	Central Fleet Manager & Employee Pay for Performance Committee	December 2012	Single Report	To create the appropriate program-related documents for training	√
Complete an extensive series of Leadership & Human Resource reviews of the pilot program including pre– and post-evaluation audit/ analysis.	Audits completed by Leadership & Human Resource representatives	Central Fleet manager & Employee Pay for Performance Committee	December 2013	Single Report	To receive program approval from Leadership & Human Resources	√
Re-construct the Employee Evaluation in order to support the Pay for Performance requirements through the use of an Employee Pay for Performance Committee.	Changes made to Employee Evaluation	Central Fleet Manager & Employee Pay for Performance Committee	February 2013	Single Report	To recreate the Employee Evaluation to support the PFP program	√
Communicate & train Fleet staff on implementation of the program.	% of Fleet Staff trained on program	All Fleet Staff	February 2013	Single Report	100% of Fleet Staff trained	√
Establish a strategy & process to provide employee feedback up to & including the employee evaluation & presentation of incentive pay upon approval the Waukesha County Executive.	Process established in writing	Director & Central Fleet Manager	December 2013	Single Report	To establish a process for employee feedback	√

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Transition Central Fleet from a Pay for Performance Pilot Program to a fully implemented system of performance pay.	% of Fleet employees on fully implemented system	Director & Central Fleet Manager	January 2014	Annually (December)	100% of Fleet employees on new system	√
Complete periodic review of Pay for Performance evaluation program & employee evaluations.	Inefficiencies identified & modifications made	Central Fleet Manager, Human Resources & Fleet Staff	Ongoing	Annually	To identify any inefficiencies in new system	√
Identify next Public Works Division to transition to a Pay for Performance pay system.	Next division identified	Director & All Division Managers	August 2014	Single Report	To identify next division to implement new system	√

STRATEGIC OBJECTIVE #10B: Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a rewards and recognition system.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Establish a Recognition Committee to research current Public Works practices & develop a Rewards & Recognition Program.	Committee Members identified	Central Fleet Manager & Recognition Committee Members	December 2012	Single Report	To identify Committee Members for Rewards & Recognition program development	
Create a Public Works task force to develop a comprehensive program, which includes a detailed timeline of requirements, criteria, processes & tracking documents.	Program created & all details documented in writing	Recognition Committee Members	December 2012	Single Report	To complete a comprehensive program in a detailed written document	√
Define recognition program & guidelines.	Program & guidelines defined in writing	Recognition Committee Members	December 2012	Single Report	To define program & guidelines in writing	√
Define budgeting & resource requirements to implement program.	Program budget & resource requirements defined	Recognition Committee Members	December 2012	Single Report	To define budget & resources needed for program implementation	√
Communicate & train staff on implementation of the program.	% of staff trained on defined Rewards & Recognition Program	Recognition Committee Members	December 2012	Single Report	100% of staff trained on new Rewards & Recognition Program	√
Develop a Rewards & Recognition Committee to have program oversight for consistency in execution with periodic review.	Members of Rewards & Recognition Oversight Committee identified	Rewards & Recognition Oversight Committee	December 2012	Annually	To identify an Oversight Committee to provide ongoing review of Rewards & Recognition Program	√

STRATEGIC OBJECTIVE #11: Develop Subject Matter Experts (SMEs) to provide "first response" in-house support for specialized technology.

OWNER: Engineering Services Manager

STRATEGIC OUTCOME: Cost effective services delivered with competence and skill.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Identify various technologies that should have a designated SME.	Technologies identified	All DPW Managers	April 2012	Annually	Identify all technologies requiring a SME	√
Appoint SMEs.	SMEs identified	All DPW Managers	June 2014	Annually	Identify SME for each identified technology	
Develop responsibilities and performance standards for SMEs.	Responsibilities & standards established in writing	All DPW Managers	September 2014	Annually	To provide SMEs with their duties & the standards at which they are held	
Identify any resources or training needed for SMEs.	Needed resources/ training identified; set training schedule established	All DPW Managers	July 2012	Annually	To determine additional trainings needed & establish training schedule	
Complete initial training on all identified technologies.	% of SME trainings completed	All DPW Managers	December 2012	100% of SME trainings completed	Train all SMEs on identified technologies	

EVIDENCE OF SUCCESS

- Identified backups to SMEs .
- Employee survey/feedback .

STRATEGIC OBJECTIVE #12: Implement Asset Management System.

OWNER: Engineering Services Manager

STRATEGIC OUTCOME: A well-planned County.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Finalize system selection.	System selected	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	April 2012	Single Report	To select a system for implementation	√
Staff interviews, develop workflows, customize software & develop mobile device needs.	Changes in work flows, software & mobile device utilization implemented	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	August 2012	Single Report	To establish efficient work flows & provide staff with the appropriate tools to do their jobs effectively & efficiently	√
Prepare prototype and test.	Prototype tested	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	November 2012	Single Report	To create a prototype & test its capabilities	√
Train staff & deploy systems.	% of staff trained & systems deployed	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	April 2013	Single Report	100% of staff is trained & systems have been deployed	√
Data Collection, reporting, ongoing training & software revisions.	Accuracy of Reporting; surveys	Housekeeping Supervisor and Engineering Services, Hwy Operations & Fleet Managers	Ongoing	Annually	Time saved & increase in reporting accuracy	

STRATEGIC OBJECTIVE #13: Effectively integrate strategic goals & objectives into the annual County budget process, staff goals & performance evaluations.

OWNER: Central Fleet Manager

STRATEGIC OUTCOME: A well-planned County.

ACTION STEP	HOW WE MEASURE IT	TEAM MEMBERS	TARGET COMPLETION DATE	REPORT PERIOD	GOAL	GOAL MET
Effectively incorporate Department of Public Works Strategic Plan objectives into the annual budget process	Publish critical objectives in annual budget	All Division Managers	Ongoing	Annually	Annual budget book includes critical objectives	
Integrate Waukesha County and Public Works Strategic Plan goals and objectives into annual goal setting for each DPW employee.	Audit signed annual employee goals	All Division Managers & Supervisors	Ongoing	Annually	80% of employees have SP related goals	
Integrate and measure individual employee's annual strategic goals through the annual performance evaluation process.	Audit annual employee performance evaluations	All Division Managers & Supervisors	Ongoing	Annually	80% of employees have effectively completed goals	
Ensure Public Works staff understands their job is critical to the successful outcome of both the Public Works and the Countywide Strategic Plans	Annual survey	All Division Managers & Supervisors	Ongoing	Annually	80% or more DPW staff understands	

APPENDIX F: DEPARTMENT OF PUBLIC WORKS OBJECTIVE PROGRESS REPORTS

PROGRESS REPORT CARD LEGEND

TRENDS: demonstrates direction in which action step is trending.

√ Goal has been met

Performance is trending in an unfavorable direction

Trend is holding

Performance is trending in a favorable direction

The following report cards indicate the current status of each objective, the different measures being utilized to monitor each action step's progress, as well as which overall County Objectives our Department Objective is achieving. The trend column supplies a quick update in which direction the action step is trending. This report card provides a quick snapshot of the overall progress of each Departmental Objective. More detailed information regarding various action steps can be found by clicking on the appropriate link provided for certain action steps.

PROGRESS REPORT CARD

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #1—Provide a Safe and Well-Maintained Transportation Network.											
Develop Highway Capital Plan based on need.	Capital Plan developed	Plan developed each year		↔	√			√			
. Develop a Pavement Management Plan. . Respond to roadway disrepair issues.	Pavement Condition Index (PCI)	PCI > 70	√	↓	√			√			
Develop a Bridge Maintenance Plan.	Bridge Sufficiency Rating (BS Rating)	BS rating > 80		↔	√			√			
Develop a system to measure snowplow performance.	Timing & Effectiveness of Snow Plow Routes	Decrease in time spent on snow plow routes			√						
Additional Objective Measures	Segmental Crash Rate	<160 rural <286 urban *per 100 million vehicles*		↓	√			√			
Additional Objective Measures	Average Intersection Crash Rate	<1.5 *per 1 million vehicles*		↓	√			√			

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #2—Develop fiscal procedures that promote revenue generation, operational cost efficiency & financial stability.											
Review changes in State law governing workforce rules to promote flexibility and efficiency.	Total Overtime & Comp Time Used	Reduction in Overtime & Comp Time hours	√	↑							√
Reduce Overtime & Comp Time hours earned utilizing changes that resulted from the 2011 Wisconsin Budget Repair Bill (Act 10).	Payroll System data	Reduction in Overtime & Comp Time hours		↓							√
Earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues.	% of eligible funding earned (monthly reporting to the State)	100% of eligible funding earned		↓							√
Annually review & develop fees charged for services to ensure rate is covering full cost of provided service.	% revenue recovery of service expense (data provided by Division Managers)	100% revenue recovery of service expense		↔							√
Review alternative revenue sources that utilize excess County resources.	Annual revenue budget & data from Division Managers	Increased annual revenues & recover 100% excess fixed expenses		↔		√					
Research State & Federal Programs to obtain grants or other funding that offset losses in State revenue streams/aid.		Increase State/ Federal Revenues		↔		√					
Monitor legislation & provide notice of any reductions in revenue sources.				↔		√					

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Evaluate traditional equipment purchases against either leasing; joint use with private sector or other departments; or seasonal lease.	Cost of services provided vs contracted services	10% reduction of cost		⬌							√
Evaluate the cost effectiveness of Department provided vs contracted services without reducing the level of service provided.	% of cost reduction	10% reduction of cost		⬌							√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #3—To implement environmentally sustainable policies and procedures that are fiscally responsible and improve the quality of life.											
Develop policies and procedures that utilize the LEED design system to incorporate environmentally sustainable principles into the design, construction, and renovation of County facilities.	LEED design scores	LEED design scores that exceed the State of WI minimum energy requirements		↔			√				√
Continue to research opportunities for new sustainability measures including possible funding sources. Develop ROI's and implement projects through the budget process.	Research & Benchmarking	Use research to obtain new funding sources for sustainability projects		↔			√				
Develop sustainable policies and procedures to support and enforce sustainable occupancy practices in County facilities, such as the restriction of personal heaters and appliances.	Visual Facilities building inspections	Complete building inspections each year	√	↑			√				
Monitor and report on the Key Outcome Indicators of selected sustainability initiatives.	Utility Trac Plus data	Track progress of selected sustainability initiatives		↔			√				√
Continue to monitor and benchmark water and utility consumption at County facilities. Evaluate data and initiate projects to increase operational efficiencies.	Utility Trac plus data	Use water & utility consumption data to determine project priorities	√	↑			√				√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Develop fiscally responsible policies and procedures to guide the purchase of green, sustainable products to be used in all operations, maintenance and housekeeping activities.	Amount of green, sustainable products used	Increase in quantity of green, sustainable products used in all operations,		↑			√				√
Initiate multi-year project to re-commission the HVAC systems in major County facilities.	Amount of HVAC systems in major County facilities re-commissioned	Re-commission 1 major facility each year		↔			√				
Continue to increase the use of recycled material used in road building.	Amount of recycled material used in road building projects	Increased use of recycled materials used in road building projects	√	↔			√				√
Encourage County employees to actively contribute to supporting copy paper reduction.	Amount of paper used	Reduction in quantity of copy paper used		↔			√				
Encourage County employees to actively contribute to support recycling.	Amount of dumpster pickups	Reduction in quantity of dumpster pickups		↔			√				
Encourage County employees to actively support cafeteria disposable serving ware waste reduction.	Amount of disposable serving ware used	Reduction in quantity of disposable serving ware used		↓			√				
Encourage County employees to actively contribute to support utility consumption reduction.	Amount of utilities consumed by County	Reduction in utility consumption per square foot for Gas, Electric & Water		↔			√				√
Utilize technologies to enhance anti-icing procedures and equipment, which reduces salt usage.	Amount of salt & water used for deicing	Reduction in quantity of salt & water used for deicing	√	↑	√		√				√
Continue to improve storm water management.	Amount of compliance of MS-4 standards	Increase in the compliance of MS-4 standards on all construction projects	√	↔			√				

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Continue to improve traffic control by utilizing roundabouts and coordinating traffic signals.	ICE Reporting	Increase traffic flow	√	↔	√						
Turn trucks and vehicles off when not being used.	Amount of fleet fuel consumption & CO emissions	Reduction in fleet fuel consumption & CO emissions		↔			√				√
Additional Objective Measures	Employee Survey; decrease in employee waste	An increased awareness of the importance of sustainability by county employees		↔			√				
Additional Objective Measures	Amount of materials recycled on County projects	An increase of the materials recycled on County projects		↔			√				√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #4—Deliver clear, timely, and coordinated information within as well as across divisions and departments to improve productivity and employee engagement.											
Develop a policy regarding what information belongs on webpage and physical bulletin boards.	Policy exists in writing & has been communicated to staff	Create a written policy	√	↔				√		√	√
Develop a policy for unofficial non-County events or information postings.	Policy exists in writing & has been communicated to staff	Create a written policy	√	↔							
Develop and provide every onsite and offsite employee with access to a computer and intra-County systems.	% of employees with access to a computer & intra-County systems	100% employee access		↔	√		√			√	√
Initiate specific ongoing employee forums. During departmental meetings, have guest supervisor, manager or director to pass on any additional information.	Topics provided at each meeting	Present topics at All Departmental Staff Meetings	√	↔						√	√
Initiate anonymous electronic suggestion box.	% of employees with access to Suggestion Box	100% employee access	√	↔	√						√
Develop and maintain a quarterly department employee newsletter.	# of employee newsletters sent each year	Minimum of 4 employee newsletters sent annually		↔	√			√			√
Develop a plan to publicize Department programs and achievements and facilitate communication between the County departments and outside agencies. Utilize social media and County Executive's office.	# of publications regarding Department's programs, achievements & happenings each quarter	Minimum of 10 publications each quarter	√	↔	√	√	√			√	√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Enhance existing point of contact listing by subject for the public on significant Public Works issues.	Public has access to enhanced list	Continual updating of list to reflect changes	√	↔	√					√	√
Investigate new communication technologies, such as Skype, Go To Meeting, and video conferencing.	# of new technologies researched	At least 1 new technology researched annually		↔	√	√		√		√	√
Promote and understand County directives related to countywide financial sustainability: . AAA Bond Rating . Lowest interest rates available . Debt service threshold at 10% or less . Lowest per capita spending of any county statewide . Financial reserve policy				↓		√				√	√
Survey of employees annually on departmental communications to gauge effectiveness of new objectives.	Employee survey geared towards gauging effectiveness of new objectives	Majority of employees believe the new objectives are effective		↔				√		√	√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #5—Enhance departmental customer service by providing all employees with appropriate tool, training, and accountability.											
Input from customers—send electronic survey with every work order that is completed.	Asset works System Survey results	100% positive customer feedback	√	↔						√	
Train all personnel on proper phone etiquette when addressing the customer (identify Department with professional greeting).	% of employees trained in customer service & phone etiquette	100% employees trained		↑						√	√
Create a DPW-wide Employee Directory with names by division ,function, title, phone numbers & location.	% of employees listed on directory	100% of employees listed on directory	√	↔						√	
Encourage the County to expand the existing electronic phone directory to be a searchable Directory of County Services with contacts and locations that lists the Point of Contact for various issues.	Electronic directory is searchable by service	Provide customers tool to easily find Point of Contact Person for every service		↑						√	√
Additional Objective Measure	Annual customer satisfaction survey	To obtain positive customer satisfaction & feedback		↑						√	√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #6—Enhance the Department's capability to deliver quality service by providing timely and appropriate training for its employees.											
Review Job Descriptions for accuracy. Provide Job descriptions & categories to objective owner for initial training records..	% of revised job descriptions provided	100% job descriptions revised		↔				√		√	
Identify deficiencies in skills & technological knowledge. Employees shall identify & discuss required training, professional accreditations, certifications & licenses with their supervisor.	% of employees who have discussed with their managers their technological knowledge & skill deficiencies	100% of employees will have initial training record completed		↔	√			√		√	√
Employees shall create a "pass down binder" to assist Managers & Director in completion of training records, annual reviews & succession planning.	Binders established for every existing position in DPW; annual audits of training records will be implemented	100% of employees will have a binder & all licenses/ accreditations will be renewed prior to expiration		↔				√			
Use existing employee knowledge base to establish a mentoring program by identifying Subject Matter Experts (SMEs). Identify any training or resources needed by SMEs. Implement cross-training opportunities within divisions with SMEs as instructors.	Necessary training identified & cross-training opportunities provided using division SMEs	Cross-training program implemented in each division		↔	√			√		√	
Divisions shall ensure employees understand & are properly trained in their duties. Provide opportunities for acquiring skill sets & sufficient financial means for training.	% of employees who say they understand their job duties	100% of employees say they understand their job duties		↔	√					√	√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #7—Develop and implement a succession plan to ensure continuity of service as vacant positions within the Department occur.											
Form a Department-wide succession planning perspective from the Director on down through all employees. Provide Director with a list of potential employee retirement dates. Coordinate with HR if necessary.	Diagram of short term & long term succession plan; list of employee retirement dates created & kept up to date	Improve business continuity by preparing Department for short & long term vacancies	√	↑				√		√	
Prepare for long and short -term employee absences and position vacancies by encouraging cross training & participation in the mentoring & training programs.	% of positions cross-trained for short & long term absences	100% of positions/ job duties have a back up employee trained		↑				√		√	
Create a list of employees with the potential and desire to assume greater responsibilities within the Department.	List of employees created & updated during annual employee review process	Identify individuals with potential & desire to assume greater responsibility		↑				√		√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #8—Improve employee wellness as a means of reducing sick time, while also improving productivity and quality of life for employees.											
Increase participation in County "3 Steps to Success" Program.	# of participants reported by Human Resources Division	10% increase in annual participation	√	↑						√	
Increase participation in Summer Fitness Challenges.	# of participants reported by Human Resources Division	10% increase in annual participation	√	↑						√	
Reduce total hours off for sick, medical or workman's compensation issues from 2010 to 2014.	Total amount of sick, medical and/or workmen's comp hours	Decrease by 20% by 2016		↓						√	
Increase awareness of Lunch & Learn Programs and Online Wellness.	% of programs promoted by Wellness Representatives & DPW Managers	Promotion of 75% of Wellness events & programs		↔						√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #9—Reduce workers compensation claims through improved safety awareness, training, and accountability in order to decrease costs, as well as increase revenue generation & employee productivity.											
Review claims, analyze causation, and identify high hazard work activities with Risk Management semi-annually. Adopt safer methods and implement techniques to lower risk of injury.	# of Workmen's Compensation Claims; amount of protective equipment used by employees	Keep Workmen's Compensation Mod below 1 & increase use of protective equipment	√	↑	√					√	√
All divisions will be required to complete one safety training session per year covering areas specific to division activities. DPW must provide adequate funds to hire experts to insure certification when required.	# of training sessions provided by Department; annual training record kept up to date	Minimum of 1 training session provided per year for each division & recorded in individual employee training records	√	↑	√					√	√
Develop a plan to reinforce the importance of safe workplace practices to reduce workers compensation costs and lost time.	Amount of Workmen's compensation costs & lost time	Reduction of Workmen's Compensation costs each year	√	↑	√					√	√

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #10A—Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a Pay for Performance (PFP) system.											
Identify a DPW Division which will conduct a pilot program for PFP.	Division identified—Central Fleet	To identify a division for pilot program	√	↔						√	
Develop a comprehensive program which includes a detailed timeline of requirements, criteria, processes & training documents.	Written documents created	To create the appropriate program-related documents for training	√	↔						√	
Complete an extensive series of Leadership & Human Resource reviews of the pilot program including pre– and post-evaluation audit/analysis.	Audits completed by Leadership & Human Resource representatives	To receive program approval from Leadership & Human Resources	√	↔						√	
Re-construct the Employee Evaluation in order to support the Pay for Performance requirements through the use of an Employee Pay for Performance Committee.	Changes made to Employee Evaluation	To recreate the Employee Evaluation to support the PFP program	√	↔						√	
Communicate & train Fleet staff on implementation of the program.	% of Fleet Staff trained on program	100% of Fleet Staff trained	√	↔						√	
Establish a strategy & process to provide employee feedback up to & including the employee evaluation & presentation of incentive pay upon approval the Waukesha County Executive.	Process established in writing	To establish a process for employee feedback	√	↔						√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
Transition Central Fleet from a Pay for Performance Pilot Program to a fully implemented system of performance pay.	% of Fleet employees on fully implemented system	100% of Fleet employees on new system	√	↔						√	
Complete periodic review of Pay for Performance evaluation program & employee evaluations.	Inefficiencies identified & modifications made	To identify any inefficiencies in new system	√	↔						√	
Identify next Public Works Division to transition to a Pay for Performance pay system.	Next division identified	To identify next division to implement new system	√	↔						√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #10B—Develop a system that promotes productivity and provides incentives to the most motivated Department employees. This includes a rewards and recognition system.											
Establish a Recognition Committee to research current Public Works practices & develop a Rewards & Recognition Program.	Committee Members identified	To identify Committee Members for Rewards & Recognition program development		↔						√	
Create a Public Works task force to develop a comprehensive program, which includes a detailed timeline of requirements, criteria, processes & tracking documents.	Program created & all details documented in writing	To complete a comprehensive program in a detailed written document	√	↔						√	
Define recognition program & guidelines.	Program & guidelines defined in writing	To define program & guidelines in writing	√	↔						√	
Define budgeting & resource requirements to implement program.	Program budget & resource requirements defined	To define budget & resources needed for program implementation	√	↔						√	
Communicate & train staff on implementation of the program.	% of staff trained on defined Rewards & Recognition Program	100% of staff trained on new Rewards & Recognition Program	√	↔						√	
Develop a Rewards & Recognition Committee to have program oversight for consistency in execution with periodic review.	Members of Rewards & Recognition Oversight Committee identified	To identify an Oversight Committee to provide ongoing review of Rewards & Recognition Program	√	↔						√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #11—Develop Subject Matter Experts (SMEs) to provide "first response", in-house support for specialized technology.											
Identify various technologies that should have a designated SME.	Technologies identified	Identify all technologies requiring a SME	√	↔						√	
Appoint SMEs.	SMEs identified	Identify SME for each identified technology		↔						√	
Develop responsibilities and performance standards for SMEs.	Responsibilities & standards established in writing	To provide SMEs with their duties & the standards at which they are held		↔						√	
Identify any resources or training needed for SMEs.	Needed resources/ training identified; set training schedule established	To determine additional trainings needed & establish training schedule		↔						√	
Complete initial training on all identified technologies.	% of SME trainings completed	Train all SMEs on identified technologies		↔						√	
Identify backups to SMEs.	SME backups identified	To have backup SMEs in case the initial SME is unavailable		↔						√	

ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #12—Implement Asset Management System.											
Finalize system selection.	System selected	To select a system for implementation	√	↑				√			
Staff interviews, develop workflows, customize software & develop mobile device needs.	Changes in work flows, software & mobile device utilization implemented	To establish efficient work flows & provide staff with the appropriate tools to do their jobs effectively & efficiently	√	↑				√			
Prepare prototype and test.	Prototype tested	To create a prototype & test its capabilities	√	↑				√			
Train staff & deploy systems.	% of staff trained & systems deployed	100% of staff is trained & systems have been deployed	√	↑				√			
Data Collection, reporting, ongoing training & software revisions.	Accuracy of Reporting; surveys	Time saved & increase in reporting accuracy		↑				√			

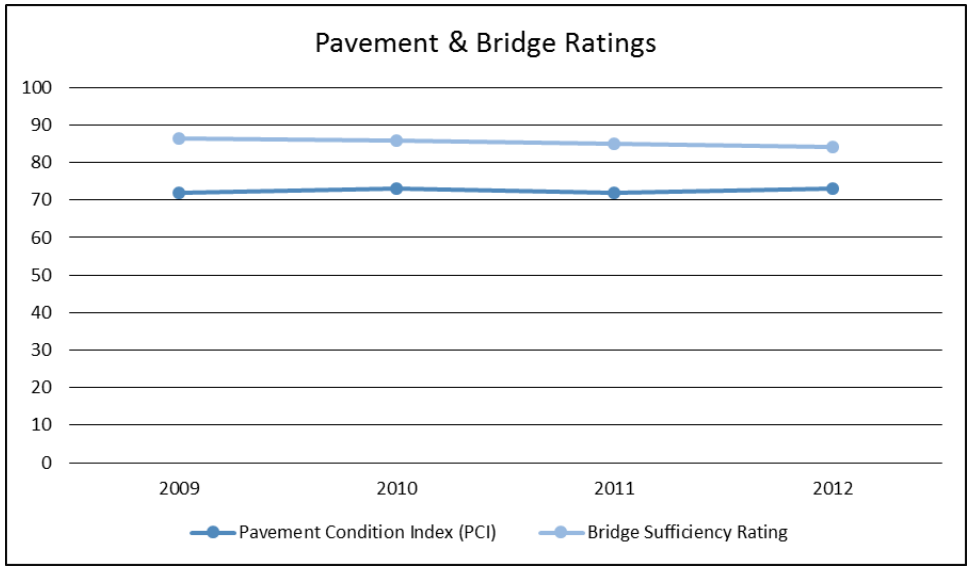
ACTION STEP	HOW WE MEASURE	GOAL	GOAL MET	TREND	COUNTY OUTCOMES						
					SAFE	VIBRANT ECONOMY	ENVIRONMENTALLY RESPONSIBLE	WELL-PLANNED	ASSISTS AT-RISK CITIZENS	QUALITY PROGRAMS & SERVICES	COST-EFFECTIVE SERVICES
OBJECTIVE #13—Effectively integrate strategic goals & objectives into the annual County budget process, staff goals & performance evaluations.											
Effectively incorporate Department of Public Works Strategic Plan objectives into the annual budget process	Publish critical objectives in annual budget	Annual budget book includes critical objectives		↔						√	
Integrate Waukesha County and Public Works Strategic Plan goals and objectives into annual goal setting for each DPW employee.	Audit signed annual employee goals	80% of employees have SP related goals		↔						√	
Integrate and measure individual employee's annual strategic goals through the annual performance evaluation process.	Audit annual employee performance evaluations	80% of employees have effectively completed goals		↔						√	
Ensure Public Works staff understands their job is critical to the successful outcome of both the Public Works and the Countywide Strategic Plans	Annual survey	80% or more DPW staff understands		↔						√	

A SAFE COUNTY

Keeping our community members safe is our first priority here at the County. Ensuring the safety of both the individual and our businesses alike provides our County with a more appealing image to outside businesses and individuals. This leads to the potential of attracting more individuals and businesses to our County, which encourages more diversity while providing more opportunities for the residents of Waukesha County.

In the Department of Public Works, our biggest responsibility, in regards to providing a safe County for our residents, deals with the quality of our transportation infrastructure. It is our responsibility to provide our residents with good quality road conditions to improve overall safety on the roadways. From pavement resurfacing to proper street signs and signals to snow removal services, the Department of Public Works must continually work to plan according to the needs of the community.

In our current plan, our Department has worked to increase safety on the roadways by working to improve the condition of the roads as well as bridges. Our current goal is to continuously keep the Pavement Condition Index (PCI) above 70, which indicates the road is, at minimum, in good condition. The chart to the right indicates the direction in which our Pavement Management Plan is trending. As you can see from the chart, our PCI is has a holding trend slightly above the goal of 70, which indicates we are maintaining our goal; however, we are not making any progress to increase the average PCI from one year to the next. By maintaining a PCI of above 70, we are still able to keep our roads safe for our commuters to travel without risk to individual's safety and their vehicles.



Another goal of our Department is to decrease both the Segmental Crash Rates in the County, along with the average Intersection Crash Rate as well. Through improving the use of signals, turn lanes, and roundabouts, to name a few, we are able to provide safer intersections that allow for easy flow of traffic in all directions. The Engineering Services Division is in the process of obtaining the statistical data necessary to track the progress of these action steps and their effectiveness within the County.

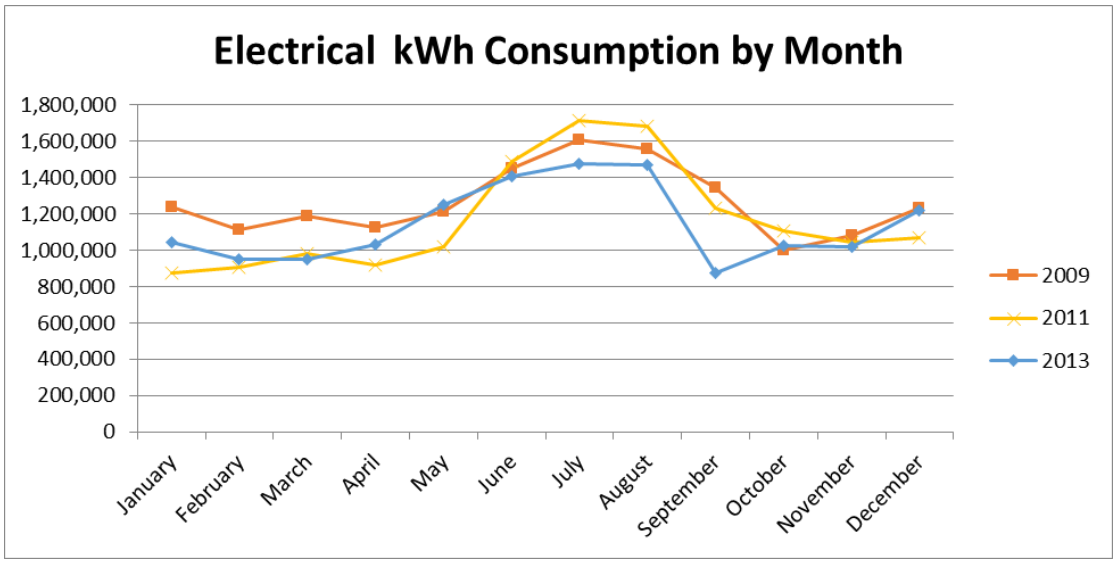
Although roadways make up the majority of our transportation network, another important focus of our Department was to develop a Bridge Maintenance Plan to better maintain our bridges throughout the County. Our goal was to maintain a Bridge Sufficiency Rating of 80 or higher. The data included in the above table, again, shows that we have maintained our goal of 80 or above; however, we have also not improved our ratings greatly, rather we have remained at similar levels annually since 2009.

A COUNTY WHICH OFFERS A VIBRANT ECONOMY

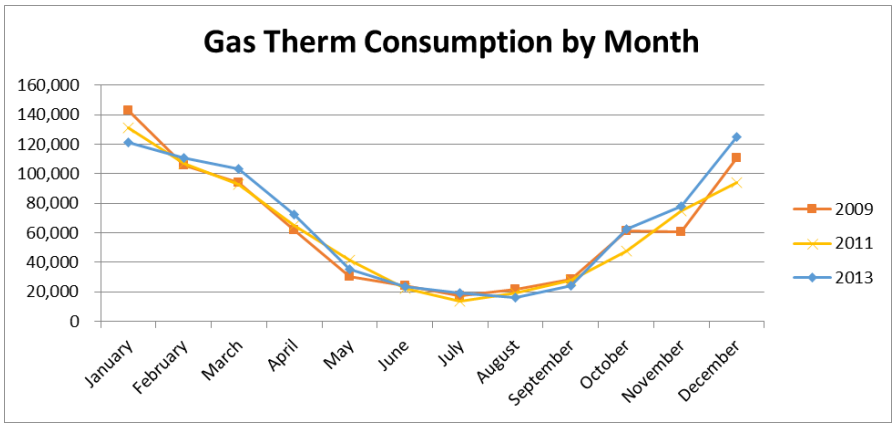
Another initiative of the County is to strive to offer a vibrant economy for both citizens and business alike. Within our Strategic Objectives, we aim to achieve this goal as a Department as well. Within our budgeting efforts, our goal is to review alternative revenue sources to utilize excess County resources. Through this review process, we will also research State and Federal Programs to obtain grants or other types of funding that may help offset the losses we may have experienced in State funding. We will also aim to monitor legislation to anticipate any reductions in revenue sources in the future to allow for better planning for the future. By searching for other avenues in which to obtain additional funding, we are able to maintain our funding and continue the work we do in our Department.

AN ENVIRONMENTALLY RESPONSIBLE COUNTY

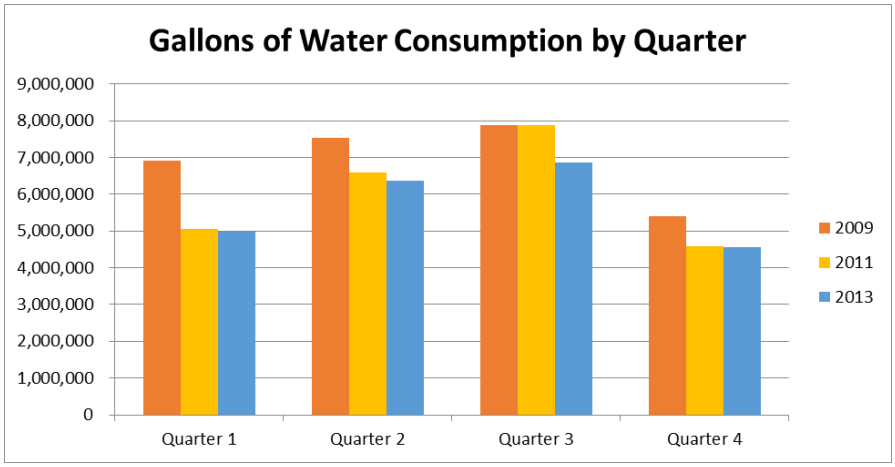
Within our Department's Strategic Plan, we have included various goals that work towards the idea of an environmentally responsible County. To ensure the sustainability of our County for future generations, it is important to start the long term planning process now. Beyond researching new, sustainable products in which we can utilize, the implementation of using such products and the monitoring of their affects on the County's utility usage take us that much further into our sustainability efforts. With utilities being a large focus of our efforts, it was important for our Department to be able to meter each utility and our major facilities throughout the County. Therefore, individual meters, which would allow for such monitoring, are being installed in the major County facilities. Our goal is to reduce the amount of utilities our facilities consume annually.



This chart illustrates the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical consumption. In 2011, 2012, and 2013 a number of lighting upgrade projects have been completed that should reduce consumption in the future.



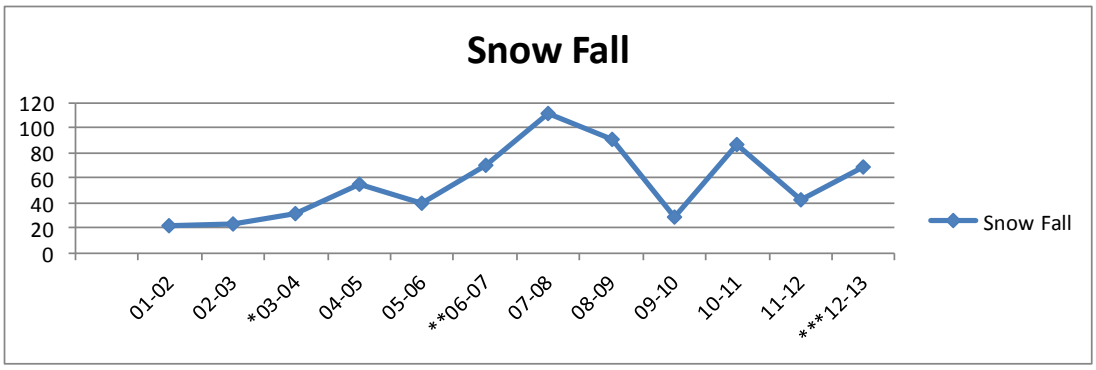
Gas consumption has remained relatively stable. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners. The use of ozone generation for the laundry and solar hot water equipment on the roofs of the Jail has aided in the reduction gas consumption.



Water consumption for all buildings has been on the decline since 2005. The chart references the past five years. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

We also wish to encourage County employees to actively contribute to support our recycling and waste reduction efforts. We hope to measure this in the amount of dumpster pick ups that occur along with the amount of copy paper used throughout all County departments. We are working in conjunction with the Department of Parks & Land Use to better our efforts in employee recycling contributions.

Finally, we hope to utilize technologies that will decrease the amount of salt usage for deicing roadways. However, because simply comparing salt usage from year to year would not be accurate depiction of whether or not we are efficiently using salt and decreasing its usage, we have separated annual data into charts where we can compare the use of salt in winters with similar amounts of snowfall and lane miles. To the left you will see a chart indicating snowfall amounts from 2001—2013. Through use of this data, we are able to decide which winters

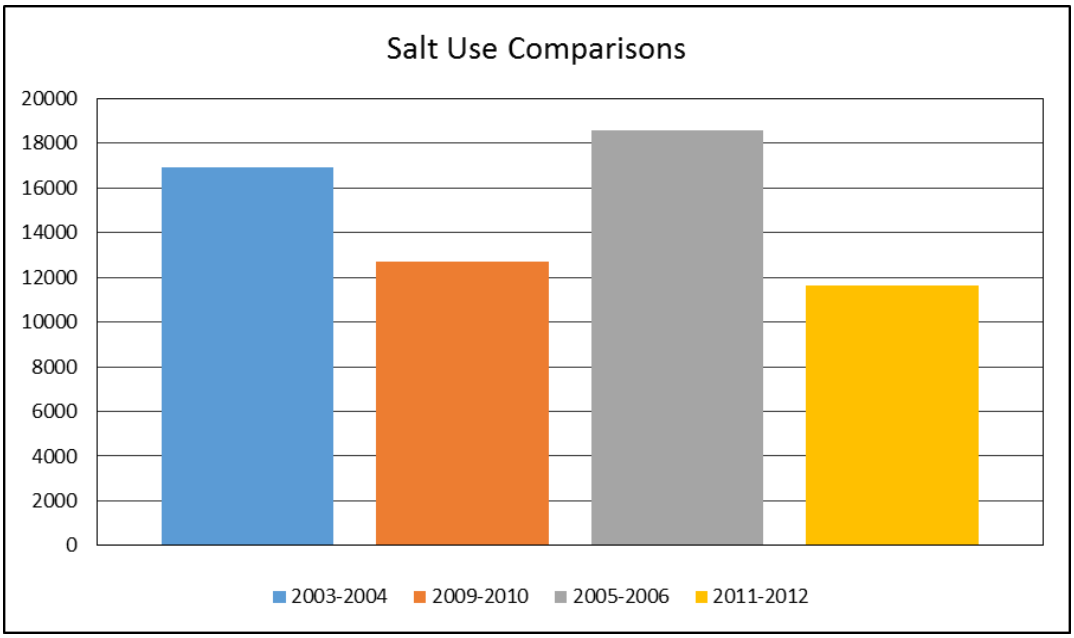


would be comparable to one another as well as winters where we were not using the Prewet Technology and winters where the Prewet Technology was being utilized. That way, we will have a better idea of whether or not the Prewet Technology is truly allowing us to save on salt usage.

Below you will find the chart that compares the winter of 2005—2006 to the winter of 2011—2012 as well as the winter of 2003-2004 to the winter of 2009—2010 in regards to snowfall and lane miles, both County and State totals. You can determine that the numbers for each comparison are similar to one another, which will allow us to make a fair assessment regarding the effectiveness of the Prewet Technology. It is also important to note that Prewet technology was only installed on 12 trucks starting in the 2006—2007 winter season, while the remaining Fleet of trucks did not receive the Prewet Technology installation until the 2012—2013 winter season.

WINTER SEASON	SNOWFALL	COUNTY SALT USE	COUNTY LANE MILES
2003-2004	32	16913	835
2009-2010	29	12709	863
2005-2006	40	18561	853
2011-2012	42	11624	868

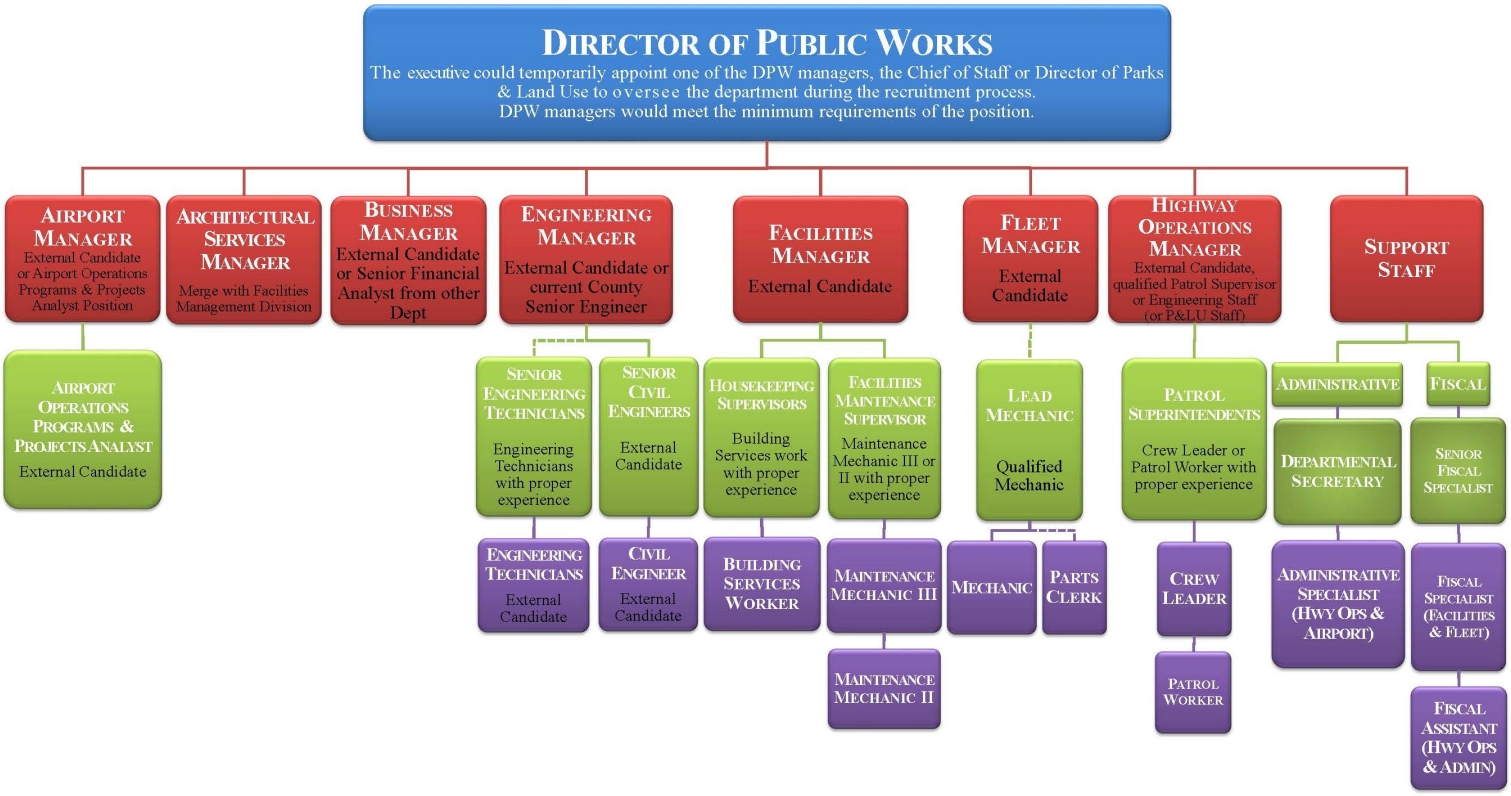
The following graph shows the overall salt usage in each of these designated years. Ultimately, it shows that the Prewet Technology use on the 12 trucks was effective in reducing the amount of salt we used in each of the seasons. In the first comparison, it shows we used 4204 tons less of salt in seasons where snowfall and lane miles were similar in the County alone. The second comparison shows an even greater 6937 tons less of salt used in the County. Therefore, we have been able to utilize technology to achieve our goal of less salt usage, even though different weather factors may contribute to the usage from year to year.



A WELL-PLANNED COUNTY

Another major County Outcome is for all Departments to become a well-planned County. One way in which we guided our efforts towards this outcome was to shift our focus to the concept of succession planning within our own Department. Each division in Public Works possesses a variety of positions, which require a variety of skill levels, certifications, degrees, etc. To plan for short and long term absences of employees or for times when vacancies occur within divisions, we asked each division to provide the Director with a list of each employee and their potential retirement date. We also requested an updated job description of each position which would allow us to better understand the skills required to successfully fill each job position. This would also allow us to easily

recognize individuals currently in our Department that would qualify to fulfill the job duties of a position higher up if a vacancy or absence did occur. To easily transition such individuals and prepare current employees for advancement opportunities, we encouraged each division to cross-train employees and to participate in the mentoring and training programs implemented by the County. Below is a diagram that encompasses our efforts to plan for such vacancies and/or absences:



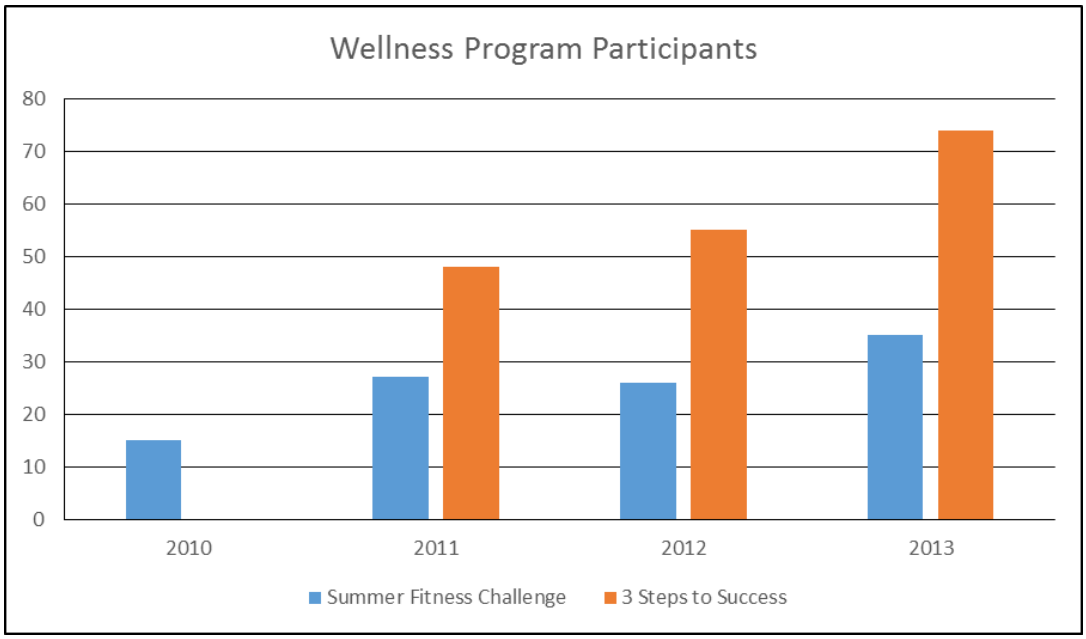
Finally, we also requested that each Division Manager accumulate a list of all employees with the potential and desire to assume greater responsibilities. With these employees identified, additional mentoring and training would prepare them to assume these responsibilities with ease and confidence and our Department would continue to function smoothly with minimal issues. With these steps in place, we hope to be able to have a plan in place for when these absences and vacancies occur.

A COUNTY THAT ASSISTS AT-RISK CITIZENS

Within our Departmental Strategic Plan, we do not have a specific focus on at-risk citizens; however we do currently provide para-transit opportunities for individuals who require such assistance. This service provides individuals with special transportation needs a way of commuting throughout the County for any reason they may need to utilize this service. From doctors appointments to grocery shopping, our para-transit services are there for those individuals in need of extra assistance.

A COUNTY THAT OFFERS QUALITY SERVICES & PROGRAMS

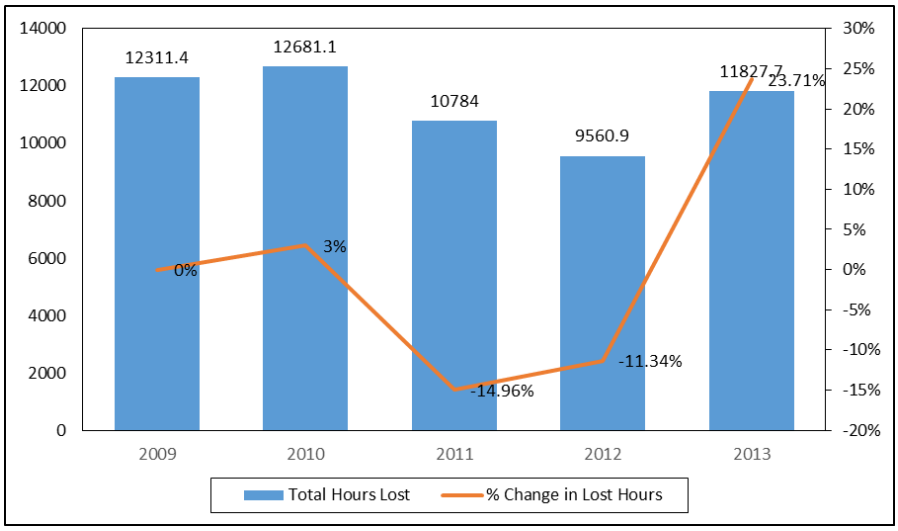
At the County, we also strive to offer quality services and programs not only to the public and businesses as a whole, but also to our employees. We believe that focusing on our employees' wellness will ultimately allow our employees to provide better quality services and programs to the public. Without a quality workforce, our services and programs would not thrive in our community today.



One way we have worked to improve our employee wellness is not increase employee participation in various wellness programs such as "3 Steps to Success", our Summer & Winter Fitness Challenges, as well as our Lunch & Learn and Online Wellness Programs. Although we have not been able to measure participation in each and every one of these programs, we do have data from the majority of the programs listed and have worked to increase our employee awareness of such offerings by promoting them internally via email, word of mouth, and hardcopy handouts. Below you will find charts indicating our progress with this initiative since 2010.

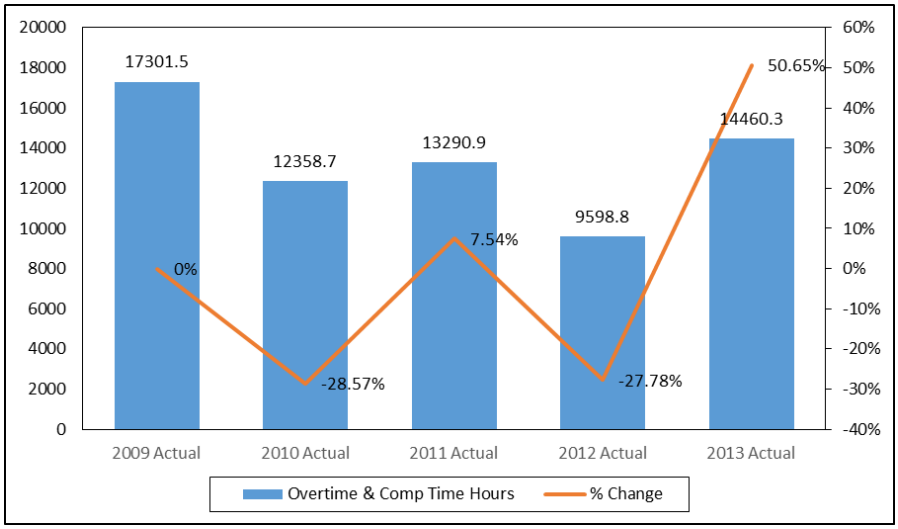
Throughout the past four years, we've seen an increase in the number of participants in both the Summer Fitness Challenge as well as the "3 Steps to Success" programs. From 2011—2013, there has been a 29.63% increase in the amount of participants in the Summer Fitness Challenge and a 54.17% increase in the completion of "3 Steps to Success" program in our Department. These numbers show that more and more individuals are participating in our wellness programs; however, the total number of those participating are still only about 25% of our total employees overall.

With increased participation in Wellness Programs, we had hoped this would influence a reduction in the amount of totals hours off for employees (sick, medical and/or workman's comp). However, the chart to the right indicates that we have fluctuated since 2009 and in the past year, seen an increase in these total number of hours. There are a number of factors that could contribute to this trend, such as average age of employees, number of employees with dependents, diagnosed medical conditions, and so on. So although we did initially see a decrease in the amount of lost hours due to sick, medical and/or worker's comp, we cannot justly say that there is a correlation between the total number of hours lost and the total amount of wellness participation that our Department sees from its employees simply because there are so many outside determining factors. However, we can suggest that an increase in employee participation can increase the individual employee's wellness overall, which leads to our overall goal of providing quality services and programs to our community.

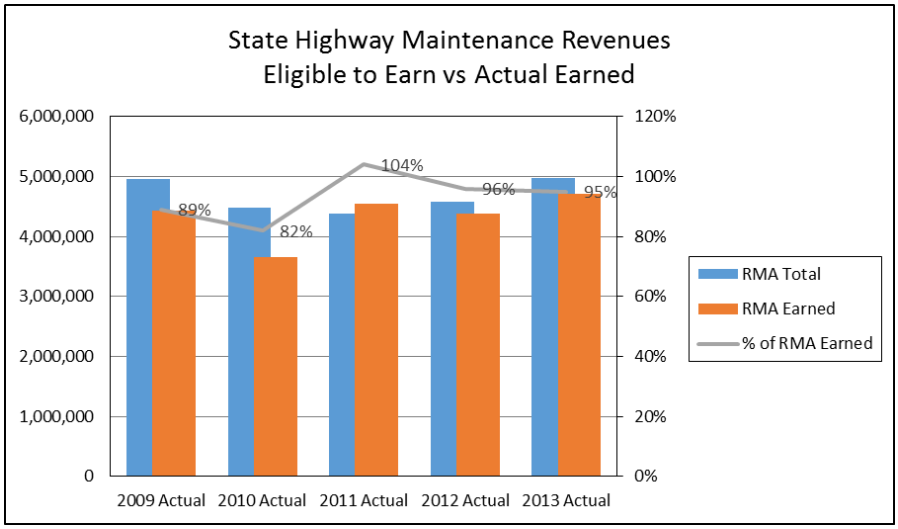


A COUNTY THAT OFFERS COST-EFFECTIVE SERVICES

Our final County outcome that has become a priority for our Department is to figure out various ways to offer cost-effective services without sacrificing the quality of the services we provide. To even begin deciding on what changes to make within our Department, we felt it necessary to review any changes in State law governing workforce rules that would allow for more flexibility and efficiency within our workforce. We continuously review these laws to assure that we are utilizing our workforce in the most efficient and effective ways. One way to track our efficiency is to use our payroll system to track the total amount of overtime and comp time hours used by employees annually, as seen in the chart to the right. It depicts the fluctuations in Overtime and Comp Time Hours used by our staff since 2009. Although we have experienced varying degrees of reduced time used, overall, we have actually increased the time used by our employees, therefore, not obtaining our goal to reduce it.



In addition to reducing the total employee Overtime and Comp Time paid out, Public Works also strives to earn 100% or more of eligible State Routine Maintenance (RMA) & Traffic Maintenance (TMA) revenues. This way we maximize the amount of revenue we are utilizing in our County. This chart indicates we have not maximized the total revenues we are eligible to earn on a consistent basis. Only in 2011 have we achieved our goal of 100% earned or better.



We also hope to become a more fiscally responsible Department by reviewing and developing fees that we charge for services to ensure that the rate is covering the full cost of the provided service. We also would like to delve further into the area of services provided by evaluating the cost effectiveness of such services versus the option of contracting out specific services, all without reducing the level of service provided by us or to us.

Beyond finding ways to save money on services, we are also looking to evaluate traditional equipment purchases we make against either leasing equipment or the option of joint use with a private sector entity or even other Departments. Leasing options would appear to be more cost-saving for seasonal equipment because of the flexibility with lease time frames; however, more research needs to be done before determining if this or the other listed options are viable options for the Department.

With all of these potential cost-saving ideas, we hope to reduce both our equipment and services cost's by 10%. Implementation of these steps has yet to occur because we are awaiting further analysis of such research to be completed by our Central Fleet Division.

DEPARTMENT OF PUBLIC WORKS ENVIRONMENTAL SCANS—2015 UPDATES

CENSUS CHANGE

This updated census information compares data received from the United States Census Bureau, Wisconsin Department of Transportation, and Waukesha County Department of Public Works. Analysis is provided in each section with conclusions at the end of the section.

POPULATION

Waukesha County holds 1% of Wisconsin's land, but is home to almost 7% of the State's population. The County's population has remained relatively stable for the past several years, showing only a 1% increase from 2010 to 2013 according to the United States Census Bureau.

DEMOGRAPHICS

When compare to major demographic division in the Badger State, Waukesha County produced percentages varying less than 1% for Veterans, most ethnic groups including mixed race households, housing units, and age groups. However, the percentage of whites living in the County was 5% higher, while the percentage of blacks was 5% lower than the rest of Wisconsin. Another interesting dichotomy exists in the age ranges of our residents. Waukesha County's under 5 population is 0.9% less than the State and the over 65 population is 0.9% more.

TRANSPORTATION

- Vehicle Miles Traveled has increase by 1% recently according to the Wisconsin Department of Transportation. Locally, traffic studies show traffic volumes have held steady over the last three years.
- Waukesha County residents commute on average 2.1 miles longer for work than compared to the average Wisconsinite.
- 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. Even though total traffic counts in 2013 declined by 14%, corporate jet traffic rose 10% over 2012's numbers and military traffic rebounded by 15%.

INCOME

- Waukesha's economy is outpacing Wisconsin's by significant margins over the past several years. Per capita income is $9,800 higher and the median household income is $23,000 above the State average. Only 5% of the County is below the poverty level compare to the 12.5% state-wide.
- Scholastically, Waukesha boasts 5.4% advantage in high school graduations and nearly 40% of our residents hold bachelor's degrees, which is 14% more than the state average.
- A 2012 City Data study showed 87% of County workers receive a paycheck from the private industry.

CONCLUSIONS

In regards to demographics, the higher than average elderly population has the potential to put stress on the Paratransit system. The pilot population is also aging and there is a void of younger pilots to fill their places due in part to the expense of learning to fly and owning an aircraft along with the increasing regulation from the Federal Government unintentionally making aviation less available and accessible to the majority of the American population. This will have a long-term negative effect on our revenue stream unless the efforts of national aviation groups are successful in turning the trend around.

With our general transportation, the steadily increasing population in Waukesha County could lead to increased traffic and additional required maintenance for roadways. Current County owned road quality is slightly decreasing due to reduced funding for roadway improvement projects. However, maintenance performed on those roads is trending neutral.

The increase in the cost of crude oil from around $50 per barrel in 2009 to around $110 per barrel in 2014 has also had a negative impact on resident's cost of living and necessitated changes in their choices regarding travel.

Our world is increasingly mobile and fast paced, and business is worldwide. The need for people to travel faster and more conveniently is very positive for the future of General Aviation (GA) and our airport. Participation in the national push to market GA as a common sense and cost effective means of regular transportation will aid growth at Crites Field.

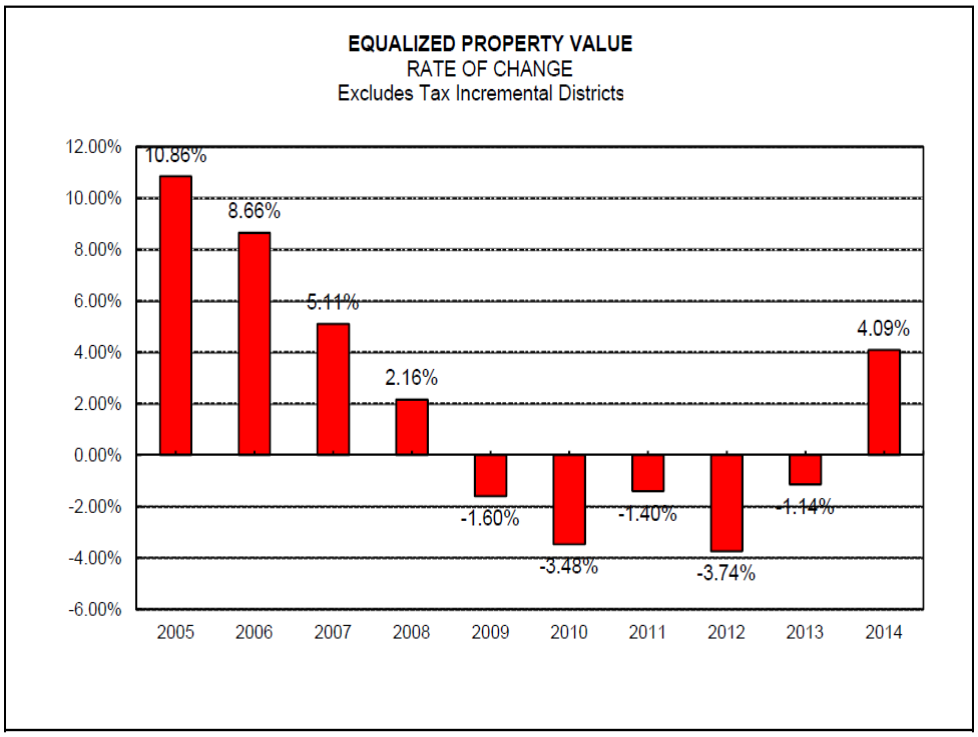
ECONOMIC IMPACT

The economic conditions in Waukesha County have not regained the strength held prior to 2008. However, since the original environmental scan written in January 2012, they have remained somewhat stable, and in some areas, gained some strength since 2012. According to the Bureau of Labor Statistics, the unemployment rate when the environmental scan was written in 2012 was at 7.4%; lowered to 6.2% at the March 2014 update; and current data (as of November 2014) indicates unemployment to be 5.2%. This is slightly higher than the statewide average of 4.7%. According to the U.S. Census Bureau, Waukesha County's poverty level is at 5.9%, which is below the statewide average of 13.5%. Neighboring counties have the following poverty levels for the same timeframe:

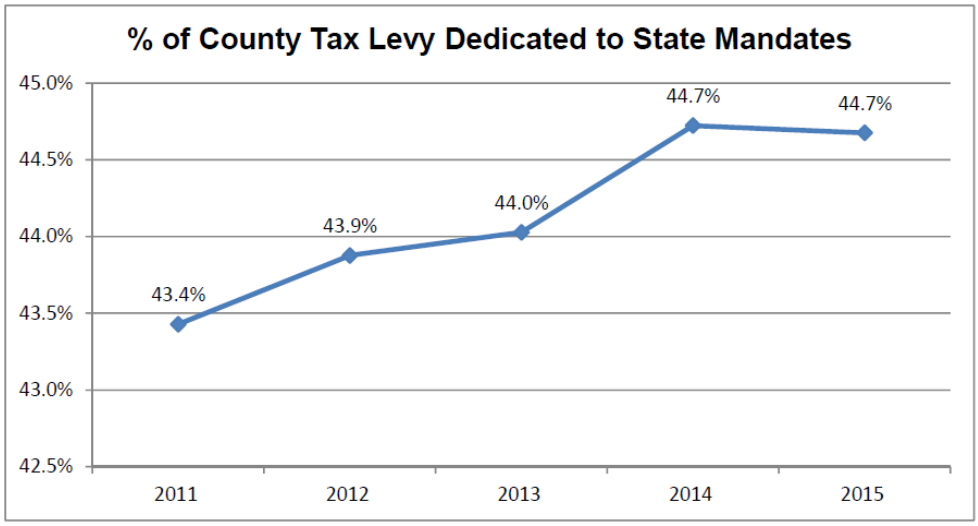
COUNTY	POVERTY	COUNTY	POVERTY
MILWAUKEE	22.5%	RACINE	13.4%
WALWORTH	13.5%	JEFFERSON	10.2%
DODGE	9.7%	WASHINGTON	6.4%
OZAUKEE	5.6%		

All neighboring counties have seen an increase in the poverty level since the last environmental scan update in March 2014.

Equalized poverty 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 years. Housing sales experienced in 2013 suggests that residential property values have recovered in 2014. When the 2012 environmental scan was initially written, the equalized value was –1.4% compared to prior year. Current statistics indicate it is at 4.09% increase from 2013.



The share of County tax levy that is required to fund State mandates reduces discretionary spending that is 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. When the 2012 environmental scan was written, the percent of levy required to fund State mandates was at 43.9% Current statistics indicate it has increased to 44.7%.



One potentially large change to the Economic Environment is the announcement that the current County Executive, Daniel Vrakas, will not be seeking re-election in April 2015. Cabinet sources indicate that next County Executive will most likely be more financially conservative than the current executive, suggesting zero increases in budget levy for the 2016-2019 budgets.

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 that 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 & Human

Services; Law Enforcement; and the judicial system. Some of these factors do have a direct correlation to Public Works. Some Public Works programs are reliant on outside financial sources, such as Airport and Central Fleet Maintenance; therefore, in an economic downturn, there may be a lower demand for service. Increasing unemployment has a direct impact on transit ridership, resulting in fewer riders and loss of service due to routes not reaching benchmark standards. Some State and Federal funding is tied to this level of service, causing a potential loss of revenues. 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 there was an increase of 4.09% in 2014, equalized property values are still below what they were in 2006, 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. When this environmental scan was written 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. This favorable bidding climate has not continued into 2014.

LEGISLATION & REGULATORY IMPACT

Wisconsin's segregated transportation fund, which funds all transportation programs, is made up of federal funds, state funds, and bond proceeds.

FEDERAL FUNDING

Federal transportation programs provide approximately one quarter of Wisconsin's transportation revenue. These funds are raised primarily through the federal gas tax and are returned to each state based on formulas in six-year authorizations and in annual appropriations. The federal gas tax has not been adjusted since 1993 when it was increased to 18.4 cents per gallon. At that time, the price of gasoline was just over $1 per gallon and the top-selling Ford Taurus averaged 23 miles to the gallon. Today, gas prices are around $3 per gallon, the Ford Fusion Hybrid averages 38 miles per gallon, and federal gas tax is still 18.4 cents per gallon. Congress has been unable to pass a multi-year transportation bill in numerous years, which leads to great uncertainty for state and local governments. On a positive note, in 2015, the Waukesha Airport will see a significant infusion of federal dollars that will fund the majority of several safety projects and the reconstruction of runway 10/28.

STATE FUNDING

The motor fuel tax and vehicle registration fee are the primary state revenue sources for transportation. The gas tax

is Wisconsin's largest source of transportation funding, making up 52% of state transportation revenues and approximately 30% of total transportation revenues. As a result, Wisconsin's transportation funding base is one of the narrowest in the nation. Wisconsin provides very little general purpose revenue to its all-modes transportation fund to support those forms of transportation that do not contribute user fee revenues to the fund. Other states use additional revenue sources, such as significant general fund revenue, sales tax revenues, local tax options, and tolling to pay for their transportation needs. In late 2014, the Wisconsin Department of Transportation (WisDOT) submitted its recommended budget to Governor Walker. That budget included several new revenue sources that will be debated over the next year for possible inclusion in the State Budget. For the first time in many years, a proposal for new transportation revenue has not been dismissed immediately by members of the legislature. There is a feeling of optimism amongst transportation stakeholders that the next state budget will include some new transportation revenues.

The last state biennial budget included a $52 million increase in State Highway Maintenance funds that are contracted out for work by County Highway Departments. This significant increase has resulted in approximately $1 million in new state revenue being spent to maintain state roads in Waukesha County. An additional positive outcome of their investment is that the State taking on a bigger share of the County equipment costs, which has resulted in the Department of Public Works needing a smaller increase in levy to maintain county road service.

HUMAN RESOURCES

The Human Resources Environmental Scan remains consistent for 2015. Minor changes have occurred in the total Waukesha County Workforce Profile, as you can see listed below:

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

WAUKESHA COUNTY MANAGEMENT PROFILE		
Gender	22 Female	42 Male
Age	55 years (average)	
Years of Service	19 years (average)	

In reviewing Environmental Scans from all divisions, it is clear that there is a real concern for succession planning in our Department. Our Department needs to set in its strategic plan a methodology to develop, implement, and manage a succession plan. The most important reason for developing a plan is that we rely on staff to carry out our statement of purpose, provide services, and meet our organization's goals. We must consider what would happen to services if key staff members were to leave. In Waukesha County, we have an aging workforce in key management positions, averaging 57 years of age, and with the pending retirement of the baby boomers, will have an impact on our workforce. In the Department of Public Works, the average age is 50 years. Also, there may be direct correlation between an aging workforce, injuries on the job, and rapidly increasing workman's compensation

expenses. In either case, the situation remains constant and our workforce succession plan needs to be addressed.

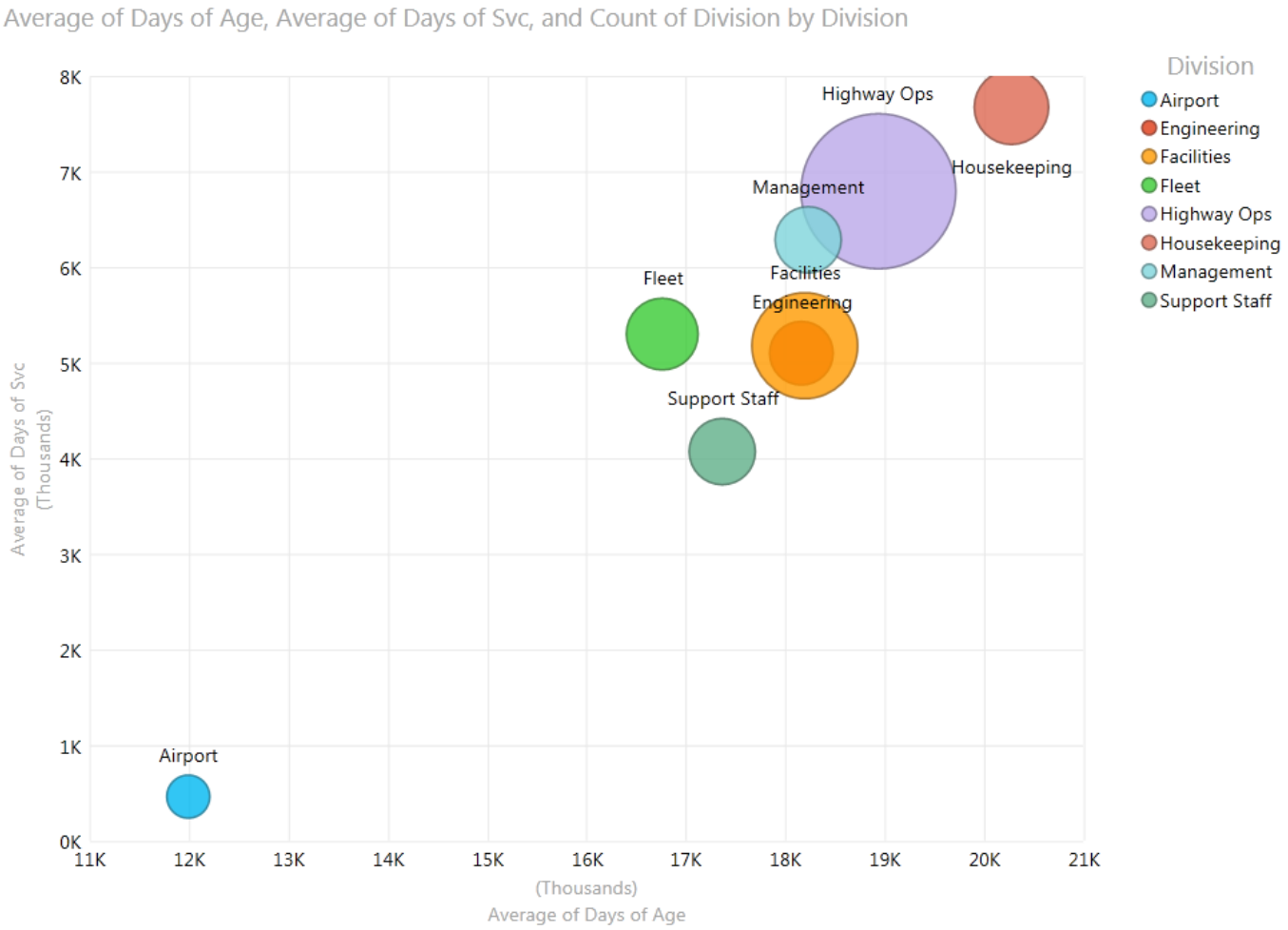
HUMAN RESOURCES ISSUES:

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

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

DEPARTMENT OF PUBLIC WORKS AVERAGE AGE & YEARS OF SERVICE BY DIVISION		
DIVISION	AVERAGE AGE	AVERAGE YEARS OF SERVICE
AIRPORT	32 YEARS, 10 MONTHS	1 YEAR, 3 MONTHS
ENGINEERING	49 YEARS, 9 MONTHS	13 YEARS, 11 MONTHS
FACILITIES	49 YEARS, 10 MONTHS	14 YEARS, 2 MONTHS
FLEET	45 YEARS, 11 MONTHS	14 YEARS, 6 MONTHS
HIGHWAY OPERATIONS	51 YEARS, 10 MONTHS	18 YEARS, 7 MONTHS
HOUSEKEEPING	55 YEARS, 6 MONTHS	21 YEARS, 0 MONTHS
MANAGEMENT	49 YEARS, 11 MONTHS	17 YEARS, 2 MONTHS
SUPPORT STAFF	47 YEARS, 7 MONTHS	11 YEARS, 1 MONTH
TOTAL AVERAGE:	**50 YEARS, 8 MONTHS**	**16 YEARS, 8 MONTHS**
NOTES: ALL MANAGERS & DIRECTOR ARE IN THE MANAGEMENT DIVISION. ALL DPW SUPPORT STAFF ARE IN THE SUPPORT STAFF DIVISION		

The chart below graphically displays current age and years of service for all of the Department of Public Works Division staff.



PERFORMANCE MEASURES & COMPETITIVE BENCHMARKS

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

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

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

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

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

REVENUES & EXPENSES

REVENUES

Traditional revenue streams have been flat and/or declining over the past 2 to 3 years. Lower or flat levels of General Transportation Aides, Routine Maintenance Agreements, Federal Funding (FTA and FHWA), and tax levees/revenue have resulted from the economic downturn and are reflective of taxpayer expectations. State expenditures on Highway maintenance (revenue to the county) have risen recently and are expected to stay at current levels or possibly increase in the foreseeable future, although the long term trend in RMA's is unknown. Act 10 has brought about a reduction in GTA revenue from the State of Wisconsin. As Waukesha County is one of the largest receivers of GTA revenue, it has had a major impact to our operating budgets. As such, the Department should ensure that existing revenue sources are utilized to the maximum extent possible. Secondly, we should research and take advantage of programs that support operational expenses, such as Focus on Energy grant funding and Federal highway monies to reimburse labor costs for highway design services. Finally, the Department should explore and capitalize on new emerging or alternative revenue streams, many of which have resulted from the needs of other agencies to find more efficient methods of delivering services. So far the Department has benefited from revenues generated from WisDOT's recent Performance Maintenance Program and design work performed for other municipalities. Other examples might include road signing, paint striping, vehicle repair maintenance, hanger rentals, and paving programs. The key to effectively capturing alternative revenue streams is a full understanding of staff capability and excess capacity.

EXPENSES

Pay and benefit costs continue to be our major expense drivers. Health insurance cost increase at a significantly greater rate than other labor costs. Recent legislative changes regarding collective bargaining are emerging as a savings to operational costs. Our aging workforce has revealed a rapidly increasing rate of workmen's compensation claims due to past injuries that are now manifesting themselves as claims today. The future cost of these claims is still unpredictable. Operational budgets are challenged by fluctuating energy costs, diesel fuel, electricity, gas and material costs such as parts, salt, asphalt, and construction materials. Even as new buildings come on line, our older buildings are placing a greater burden on operating expenses. Recent sever winters have led to significant increase in the price of salt and asphalt prices have increased at an average rate of 11% in recent years. Even as new buildings come on line, our older buildings are placing a greater burden on operating expenses. Act 10 has reduced employee benefit costs by placing the employee portion of WRS onto the employee rather than as a benefit. The other effect of Act 10 has been to reduce the impact of collective bargaining, which allows us to be more flexible with employee work rules, such as overtime and 4 day weeks.