

Village of Shorewood, Wisconsin

Department of Public Works

Strategic Plan – 2013 -2018

October 2013

EXECUTIVE SUMMARY

The vision of the Shorewood Department of Public Works is to ensure and enhance the quality of life in the Village of Shorewood.

The mission of the Shorewood Department of Public Works is to provide the highest level of public service possible to Shorewood residents and to keep all Village property, pertinents, infrastructure and vehicles in proper maintenance and repair. This mission is accomplished through the judicious use of department personnel and equipment.

The mission of the department is not likely change in the next several years. It will, however, most certainly need to be carried out in a different manner. The challenges which face the Village of Shorewood as a whole - and the Department of Public Works in particular – require a proactive approach to the development of a new operational model to provide the continued quality services to the residents of the Village.

The primary focus of the plan is to identify the strategies and goals necessary to guide the department and its administrators and staff in the provision of core, primary and secondary services and programs which have been identified by the residents and property owners of the Village of Shorewood as important to the community's public health, public safety, identity and quality of life.

The purpose of the plan is to:

1. Integrate the Village 2015 Plan and the Village Administrator's Annual Goals with the DPW priorities.
2. Clearly define the purpose and focus of the department and establish realistic goals and objectives that are consistent with the vision and mission.
3. Communicate the goals and objectives to the residents and property owners of the Village.
4. Provide tools to ensure the most effective use of department resources. Action steps derived from the Plan will increase the Department's productivity as a result of increased efficiencies and effectiveness.
5. Establish a basis on which progress and accountability can be measured.

The framework of the plan will provide a foundation for our:

- **Decision-Making** — to assist us in making choices about our department
- **Leadership** — to assist us in identifying and establishing priorities and strategies
- **Management** — to operationalize our plans and accountabilities
- **Communication** — to inform others about our work, activities and projects

The strategic plan is a working document created to be reviewed and updated on a regular basis. Formally the plan will be updated on an annual basis as used a guide for on-going department operations. Similar to the Police Department Strategic Plan, this plan is designed to be an overview of the Department of Public Works in total, allowing everyone to work collectively to ensure and enhance the quality of life in Shorewood. "In the most basic sense, it is a roadmap for our future."

INTRODUCTION

Strategic planning is an on-going process that ensures progression and results. Strategic planning begins with a vision, a common focus that establishes the direction of our department; a mission statement defines our purpose and reason for existence; broad goals identify major activities which support our mission; objectives formulate specific targets and end results and form the basis for an action plan.

Vision

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Mission

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Village Statistics

The following information identifies main categories of statistical data of the department.

<i>Transportation</i>	
Streets	30.15 miles
Alleys	5.67 miles
Sidewalks	53.13 miles
<i>Water</i>	
Meters/services	3,528
Water main (6-16")	31.81 miles
Hydrants	310
<i>Sewer</i>	
Combined sewer (12-78")	18.9 miles
Sanitary sewer (8-18")	11.48 miles
Storm sewer (12-60")	15.31 miles
<i>Forestry</i>	
Street trees	6,189
<i>Traffic Control</i>	
Signalized intersections	12
<i>Open Space</i>	
Park land	19.78 acres

DEPARTMENT FOUNDATION

Operating Principles

The operating principles reflect our values; they define our department culture and the approach we take in delivering services to our residents and property owners.

Customer Service

The quality of what we accomplish is measured by the satisfaction of those we serve.

Improvement

We will continually improve the way we do business and be responsive to the need to change.

Teamwork

We build organizational strength through working together with trust and respect.

Excellence

The accomplishments of our team are derived from the success of its members.

Value-Add

Each member of the team is expected to add value to our work.

Accountability

Doing what is expected and being personally responsible and accountable for doing our part.

Care

We demonstrate commitment in every process, service or product we deliver.

Communication

We promote a sharing of ideas and information in a manner that is honest and respectful.

Celebrate

We mark events in our organization by recognizing our success and learning from our mistakes.

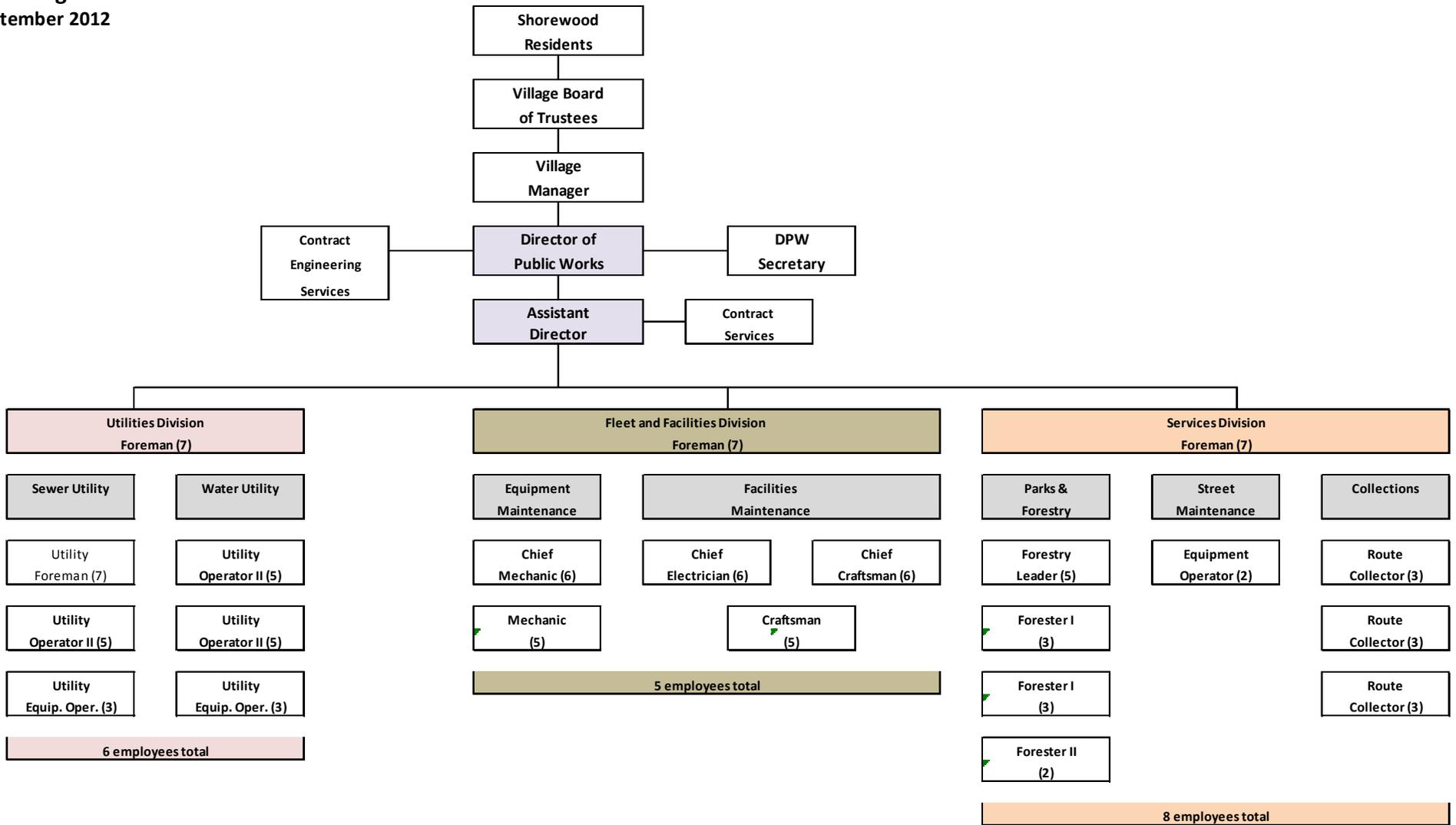
ORGANIZATIONAL STRUCTURE

The Shorewood Department of Public Works has a rich tradition of service to Village residents. The services we provide today have grown out of a continually adapting response to the needs and desires of the members of the Shorewood community. Over time, many of these services have changed. Many more, however, have simply evolved with the same basic premise but with enhancements to equipment, capital and technology.

A 2007 reorganization shaped the department into three divisions: Services (refuse, forestry, streets); Fleet & Facilities (vehicle maintenance, building maintenance, electrical maintenance); and Utilities (sanitary sewer, storm sewer, water). Each of the divisions is headed by a foreman; a title awarded on a competitive basis to one employee in each division.

The Department offers a diverse array of services to Village residents varying from core services such as refuse collection and municipal water to services such as Emerald Ash Borer treatment and streetscape maintenance. The organizational chart on the following page illustrates the Department's current organizational structure.

DPW Organizational Chart
September 2012



HISTORICAL COMPARISON

A review of a 1954 report of DPW functions lists core tasks and responsibilities markedly similar to those provided by the department today. Highlights from that era include:

- Basement and backyard refuse collection
- Winter maintenance of public streets and walks
- Streetlight maintenance, park lighting system maintenance, traffic signal maintenance (6 intersections)
- Maintain street signs
- Street painting/markings
- Maintain 43 miles of sewer, 933 inlets
- Maintain 30.4 miles of water main and 303 hydrants
- Maintain 3 Village skating rinks
- Maintain street trees: planting, pruning, removal
- Maintain 9 public buildings
- Maintain 34 pieces of self-propelled automotive equipment and 44 pieces of non self-propelled automotive equipment

By contrast, 60 years later the 2013 functions of the department include:

- Curb/alley collection of refuse
- Special refuse collections
- Street/park refuse cans
- Resident recycling center maintenance
- Winter maintenance of public streets, walks adjacent to public buildings/parks, Village parking lots and contracted lots, salting school lots
- Maintain street signs
- Streetlight maintenance (including parks); traffic signal maintenance (11 intersections – Edgewood maintained by City of Milwaukee)
- Maintain 30 miles (160,000 lf) of sanitary and combined sewer: cleaning, jetting, televising, repair
- Maintain 16 miles of storm sewer, 480 catch basins (with sumps) and 450 inlets
- Maintain 32 miles water main, 3,528 meters/services and 310 hydrants; quarterly meter reading, meter replacements per Public Service Center regulations
- Maintain urban forest: planting and actively managing species diversity; pruning, including storm response and hazard trees; removals; Emerald Ash Borer program administration
- Maintain 11 public buildings
- Provide support to other Village department functions including election set up/take down, Senior Resource Center set ups
- Maintain Village vehicle fleets: 60 DPW, 3 inspection vehicles, and 8 squads
- Maintain public spaces including parks and streetscape/business district areas
- Administer service contracts including refuse disposal, recycling, turf maintenance, traffic signal timing, and lane marking
- Administer all public works construction contracts including street reconstruction, street maintenance, sidewalk replacement, water main and valve replacements, sewer televising, lining and replacement

Staffing

Staffing of the Department has changed considerably over the last 60 years. In 1954, the Department employed 56 hourly employees – today’s crew numbers just a third of that.

Year	Hourly Employees	Salaried Employees
1954	56	11
1975	38	unknown
1991	22	2
2013	19	2

Comparisons of the 1954 and 2013 departments dramatically illustrate the effects of modernization of our fleet and processes – the Department provides nearly all of the services of the 1950’s plus several more added over the decades with just one third of the personnel. The numbers also reveal a significant personnel change that is somewhat less evident: the significantly increased functions of the department’s administrative personnel. The ratio of field staff to managers in 1954 was five to one; today that number is ten to one. In addition to supervising and managing a staff responsible for more functions than past departments, today’s management staff administers millions of dollars in contracts annually and deals with increasingly complex state and federal reporting requirements and a myriad of personnel policy and health regulations not known to previous managers.

Facility

The Department of Public Works is housed in a collection of buildings at 3801 N. Morris Boulevard. The main building, which includes the offices and work areas of all the divisions, was constructed as a Works Progress Administration project in 1936. In the years following a warehouse building and equipment garage were added in the same style as the main building. The garage was rebuilt following extensive damaged suffered in a 1991 fire. Today the “yard” also includes two compactors and a small storage building acquired in 1999 and originally constructed as a residence/garage.

A 1992 Shorewood Herald article notes the unusual architecture of the buildings whose “facades consist of endless variations of patterns and textures. Creative skilled hands laid a panorama of designs, brick by brick”. The buildings’ unique appearance can be found “nowhere else in the North Shore”.

Though the buildings were originally constructed for use as public works facilities, a design for early 20th century tasks and equipment poses big challenges in 2013. The main building’s interior has been “remodeled” several times and additions enclose much of the original building. The size and volume of equipment has changed significantly since the 1930’s; unfortunately the buildings’ obvious charm does not make up for the inefficiencies it adds to operations. A 2010 Service Prioritization Study by Springsted Incorporated called the facility “obsolete and inefficient” (p. 15) and noted its “negative impact on operating efficiency” (p.27). Lack of adequate vehicle and equipment storage contributes to several inefficiencies. The primary vehicle storage garage is not large enough to provide space for storing or hitching plows. Plows are stored outside and as weather conditions require transitioning from a salting operation into plowing, operators are required to hitch the plows outdoors in the elements.

Also as noted previously, vehicle garage space is at a premium and the newer and/or more expensive pieces of equipment are stored inside. The small space requires the vehicles to be parked several deep. At the start of the work day this necessitates additional time as vehicles are moved to access others. Similarly at the end of the work day, additional time is required to jockey the vehicles into position for the night. Each day a “barn

boss” is assigned this task which can take as much as 20 minutes. This requires each field crew to return to the yard early to allow time to park all equipment.

Equipment

The 1954 public works report includes mention of 78 pieces of equipment, 34 of which were “self-propelled”.

The Department’s fleet has changed, of course, over the last fifty plus years. Not only has equipment been modernized, but specialization of the fleet has been made with a conscious recognition of staffing. This reduction has been possible only because of the mechanized processes which are supported by the specialized equipment available.

Today the DPW fleet consists of nearly 90 pieces of equipment. Of these, 60 are motorized with the remainder trailered apparatus such as leaf vacuums, air compressor and storage units. More than any time in past history, the fleet is the backbone of the department and requires continual maintenance by our small team of highly trained and skilled mechanics.

STAFF SURVEY INFORMATION

As part of the strategic planning process, the DPW staff participated in an on-line confidential survey. 16 staff members responded which produced an excellent response rate of 84%. . A brief summary follows. Nine questions were included in the survey, they were:

1. How long have you worked for the Village?
2. What is your primary work area?
3. What are the top two or three items that should be considered for the long term success of the department?
4. The level of coordination and cooperation within our department is?
5. The level of communication within our department is?
6. Do you believe there are things that can be done to improve the efficiency of the department?
7. List the top two strengths of the department?
8. List the top two areas where you believe the department can improve?
9. How would you describe the overall culture within the department?

Overall the survey produced the following findings:

- Just fewer than 70% of the respondents believe the level of coordination and cooperation is either Very Good or Good.
- Over 56% of the respondents believe the level of communication in the department is either Fair or Poor.
- 87.5% of the respondents believe there are actions that can be taken to improve departmental efficiency.
- Just fewer than 70% of the respondents believe the overall culture within the department is either Very Good or Good.

The major themes from the written comments include the following:

- Focus on consistent and timely communication
- Invest in the staff through training and development
- Invest in facilities and equipment
- Maintain the high level of customer service
- Evaluate the operating structure (foreman position)
- Enhance the team concept within the department

This information will be used to help prioritize on-going activities and Action Steps within the Strategic Plan.

OPERATIONAL STRENGTHS

Experienced Work Force

The most important asset to any organization is its people. In the case of the Shorewood Department of Public Works, our people are an experienced, veteran work force. Years of service in the department range from just months to twenty eight, with a total combined service of 295 years.

Due in part to their longevity, many of our veteran employees have had an opportunity to work in multiple divisions, receiving training and gaining experience across many functions of the department. For example, our utility crew includes former foresters, route collectors and equipment operators. In other cases, employees come to the Village with past job experience which translates well to our operations.

Employees routinely receive training outside their specific job classifications, including pavement maintenance, excavation safety procedures and winter operations.

As noted in the *2010 Police and Public Works Service Prioritization Study*, the Department's current organizational structure provides significant operational benefits. The housing of the separately funded Shorewood Sewer Utility and the Shorewood Water Works within the Department of Public Works allows the frequent use of utility crew members to supplement crews for DPW tasks, primarily bulk leaf collection and winter operations. Conversely, DPW staff is available to assist utility crews in emergency situations such as water main breaks. Cross training our personnel has many benefits including enhancing staff morale and increasing our efficiency and effectiveness.

Wide Range of Service Provision

Our skilled and experienced employees bring many talents, allowing the department to provide services outside of traditional public works offerings. This is in part due to a long DPW tradition of employing skilled craftsman who take great pride in their work. The *Prioritization Study* notes that Shorewood's "public works services are distinguished from its counterparts by the Village's emphasis on providing specialized services that contribute to its small town atmosphere".

Comprehensive and Well-Maintained Fleet

Since the 1992 DPW Fire, the Village has followed through on its commitment to rebuild the fleet. Particularly in recent years, the Village Board has recognized the value and efficiencies of highly specialized equipment. Staff reductions, without a corresponding reduction in services, have been largely possible because of the Village's excellent fleet.

“Two Feet from Everything”

As the official slogan indicates, Shorewood’s compact nature has great conveniences. The community’s small size and the DPW yard’s proximity is a particular asset as it relates to little road time for our crews to reach job sites. This strength must be carefully managed to ensure that trips and jobs continue to be carefully organized and planned so that a quick trip(s) back to the yard for a forgotten tool do not negate the benefit of the small community.

OPERATIONAL CHALLENGES

Aging Workforce

The flip side of a seasoned, veteran staff tends to be an aging workforce. In 2013 the average age of the DPW field staff is just under 50. Our workforce is at the cusp of a dramatic change. Just two years ago our average age was 52 and of our nineteen employees, all but two were age 49 or older.

An additional challenge of a veteran workforce is the accumulation of paid time off. In 2013, the cumulative vacation leave for field employees equals 3,600 hours, approximately the equivalent of 1.75 staff people. As noted below, this figure represents a decrease in working hours across the department of nearly eight percent since 2000.

Shorewood Department of Public Works				
	2000	2010	2013	% change 00-13
union employees	20	19	19	-5.00%
average age	41.00	50.95	49.74	21.31%
years of service	129	297	295	128.68%
total paid time off (hours)*	2,920	3,840	3,600	23.29%
working hours	37,880	35,680	34,936	-7.77%

** includes vacation, break leave and floating holiday. Does not include sick or injury leave or comp time.*

In professions which are highly physical, an older workforce exposes the department and the city to a higher risk of injuries and workplace absences.

Aging Infrastructure

The Village of Shorewood was incorporated in 1900 and much of its infrastructure dates from the early part of that century. A large part of the Department’s annual resources – both in terms of funding and labor hours – are devoted to infrastructure maintenance. Perhaps the example most apparent to residents is the Village’s street system; while the department has in recent years made great strides in planning both maintenance and reconstruction of roads through the Pavement Management Plan, a good portion of the department’s operating resources are applied to street maintenance. In 2012, 775 labor hours were spent on the temporary patching of potholes. An additional \$5,156 was spent on patching material. Also important to note are the street sweeping costs – much of the temporary patch material dislodges during winter freeze/thaw cycles. This material is then collected during spring street sweeping. 2012 street sweeping totals: over 615 man hours and nearly 200 tons of material disposed.

Sanitary and storm sewer collections systems, the municipal water distribution system, the street lighting systems and the Village's municipal buildings are all aging systems and require continuing maintenance and rehabilitation. Maintaining the aging infrastructure takes away from our ability to be proactive and progressive in our capital planning and management.

Expanding Services Compete for Time and Dollars

As noted previously, most of the services provided by the Department in 1954 are still performed today. A few, notably maintaining the Village's ice skating rinks and the collection of coal ash from basements, have been eliminated. Others have been modified or modernized, including refuse collection from backyards and the operation of central stock rooms (the Department still purchases cleaning and other supplies for all departments). While most of the services from decades past remain, several others have been added to the Department's list of responsibilities: streetscape maintenance and business district beautification, and recycling program coordination. Neither the department's staffing level nor has its budget increased in response. Recent demands for "green" services and increased park use and amenities are current examples of additional service offerings expected from the Department without corresponding increases in staff or budget.

State and Federally Mandated Services

State and federal mandates, including increases in reporting requirements, are and will continue to be significant challenge for communities, especially small communities like the Village of Shorewood. State storm water regulations will pose increasing strains on the Department's budget as requirement for the reduction of total suspended solids come on line. The recent replacement of the DPW fleet's communication radios to comply with FCC narrow banding legislation deferred other necessary capital purchases. Expanding personnel rules and reporting requirements will draw management staff's time from supervisory duties, planning activities and everyday management activities.

Changing Nature of Department Administration

As noted above, sixty years ago the ratio of field staff to managers was five to one; today there is one manager for each ten regular employees, during the summer season this ratio jumps to 1:17. Current DPW management staff supervises and coordinates many more functions than past administrations. While outsourcing services frees time for field staff to focus on other duties, the contract administration of those services requires a significant investment of management staff time. Modern human resource issues, including state and federal employment laws and health regulations, require management staff time previously devoted to employee and organizational development.

OPERATIONAL OPPORTUNITIES

Both recent trends in decreased funding and recent state budget proposals will require a very different approach to funding service delivery in the Village of Shorewood. Changes in collective bargaining laws will mean that in the not-too-distant future the means in which we deliver those services may change significantly as well.

As a regular course of action, the department informally evaluates and examines operations in all divisions. The recent changes noted above mean that additional opportunities exist for defining service efficiencies and realigning operations with current fiscal conditions. Specific opportunities for further evaluation are listed on the following page:

Services Division

- Refuse Collection
- Forestry Programs
- Street Maintenance

Fleet & Facilities Division

- Street Light System Maintenance
- Traffic Control System Maintenance
- Village Center/Complex support services

Utilities Division

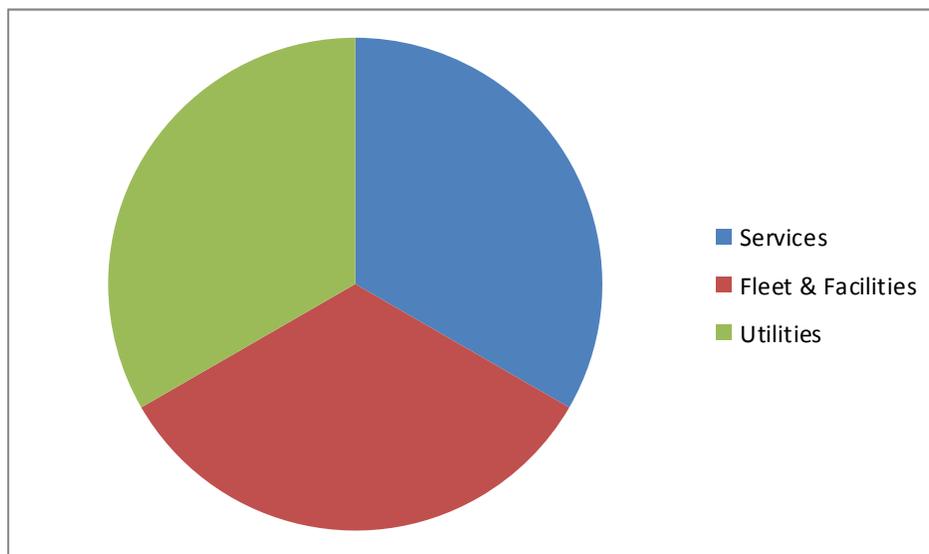
- Sewer Televising Program
- Water system supply

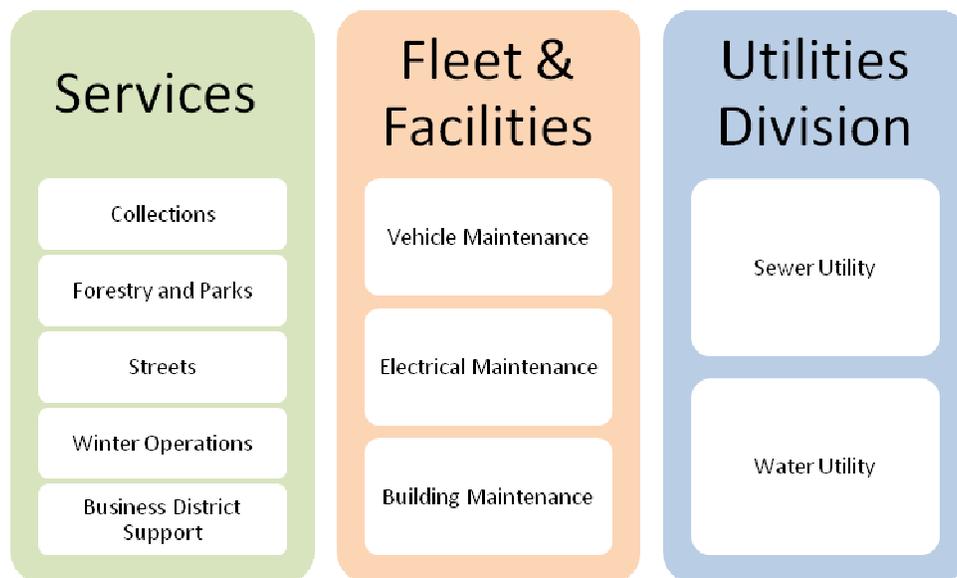
Shared Service Opportunities

- North Shore communities
- Shorewood School District

SERVICE CATEGORIES

The Shorewood DPW exists to provide services to the residents of the Village. Residents depend upon these services and have come to expect them to be provided in an efficient, professional manner. The services offered by the department can be divided into three service categories in ten basic functions. See diagram on next page. *The diagram below is a budget pie chart "placeholder"; details to come.*





Within these service categories, activities are classified as follows:

- Core Services are those services that are vital to the public health and the safety of the community.
- Primary Services are services which directly support the Core Services. While not directly affecting public health and safety, without these services the core services would be adversely affected.
- Secondary Services are those activities that contribute positively to the quality of life but have no effect on public health or safety and do not directly support the Core Services.

Core Services

Primary Services

Secondary Services

Each of the of service categories identified above is further described on the following pages. Services which are currently contracted services are indicated in italicized font. The service categories are color coded and consistent between each category.

COLLECTIONS – Services Division

The Collections department is responsible for collecting and disposing of all refuse, yard waste and brush material in the Village. While curbside recycling collection is currently provided under contract by Waste Management, the Collections staff is responsible for maintaining the Village’s recycling center and staffing the operation on the Saturdays which is open to the public.

The department is currently staffed by three Route Collectors. The Village is divided into three refuse collection routes run Monday through Wednesday of each non-holiday work week. Yard waste routes parallel refuse routes and this material is collected in the afternoons following the regular routes in season, April through November. Special collections are performed by two crew members on Thursday mornings. A third route collector is assigned to the task of chipping curbside brush in season. On Friday mornings one route collector attends to the refuse cans in the business district, parks and Village Center complex. If necessary, the chipper route is also finished on Friday.

The bulk (vacuum) leaf collection task is generally performed by staff outside the collections department. Regular refuse collection routes run year-round and collections staff are available to assist with this task on Thursdays and/or Fridays.

For the time periods not noted above, collections staff is available for reassignment to assist other departments or divisions.

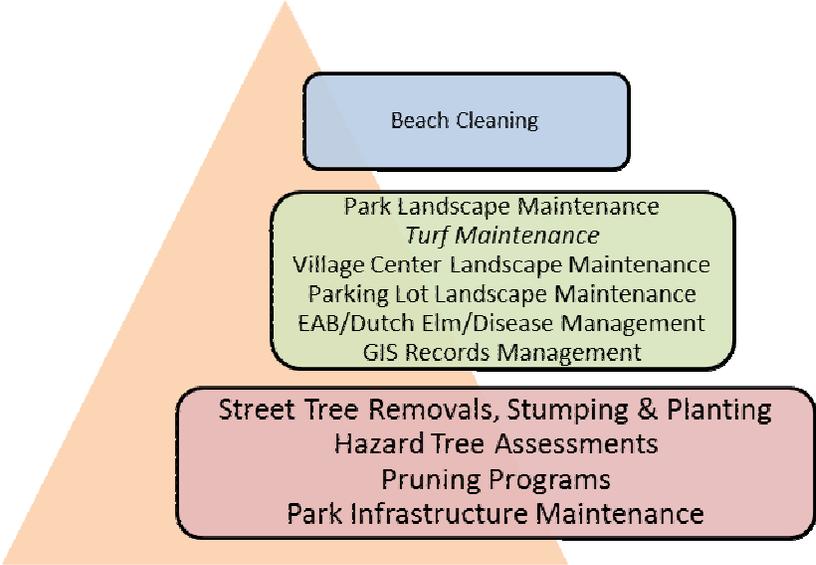


FORESTRY & PARKS – Services Division

The Forestry department is responsible for the maintenance and enhancement of the urban forest and the green spaces within the Village. Forestry management includes tree pruning, inspection, treatment, removal and replacement. The Forestry crew cares for over 6,200 street trees and hundreds more public park trees. Accepted urban forestry valuation methods estimate the value of Shorewood’s urban forest at over \$15 million. Parks department responsibilities include park, open space and streetscape landscape maintenance. Employees in this department area also responsible for irrigation system maintenance and providing services or assistance in the operation of the River Park athletic fields and buildings. More so than most of the other services provided by DPW staff, the primary and secondary services provided are extremely labor intensive.

The department is currently staffed by three full time employees: Forestry Leader, Forester II and Forester I/Horticulturalist. During the summer months, the Forester I directs a seasonal (student) crew to conduct all landscape maintenance activities. In 2010, an Urban Forestry Intern position was utilized to implement an Emerald Ash Borer treatment program.

Employees in this department are the backbone of the fall bulk leaf collection crews and often are the primary winter maintenance operation providers.

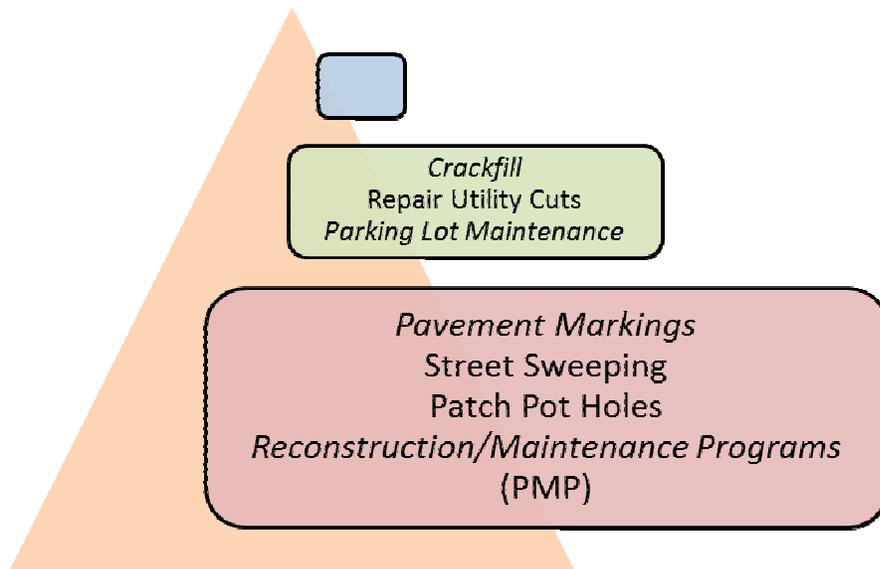


STREETS & ALLEYS – Services Division

The Streets department is tasked with maintaining Village streets.

The department services are currently provided by one Equipment Operator. The primary duties are patching pot holes, street sweeping and assisting with the coordination of utility cut repairs. The employee typically assigned to this department is often used to supplement Collections and other department tasks as needed.

A number of services currently performed by private contractors fall within this category: annual crackfill program, annual pavement marking and all capital construction performed under the Village's Pavement Management Program.

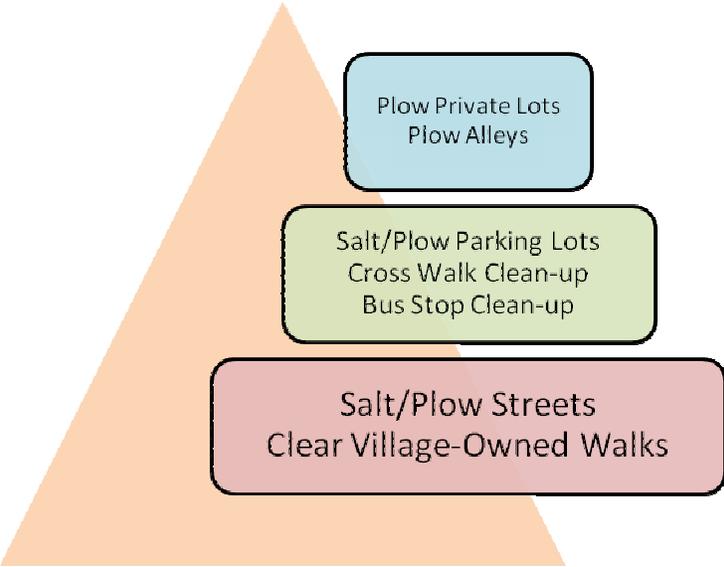


WINTER OPERATIONS – Services Division

Winter Operations core services are critical public safety services. The Winter Operations Manual adopted by the Department in 2006 specifically outlines these services and references streets, alleys and sidewalks.

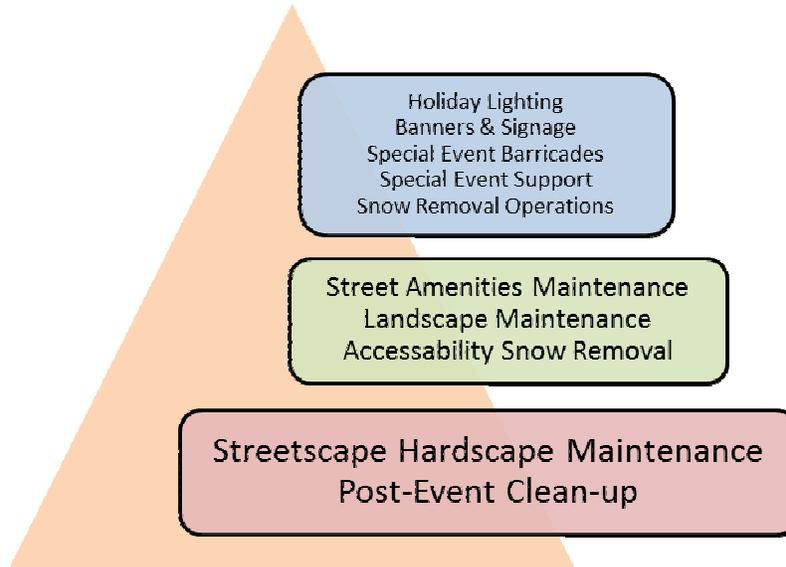
Winter services are provided by all or part of the DPW/Utility crews dependent upon the storm event. In severe storm scenarios staff “would have to fight the storm around the clock” on 12 hour shifts. Staffing to provide core services for this effort would require nine employees per shift, or a total of 18 staff. Any storm over four inches is generally staffed by at least seven employees overnight, with storm clean-up and refuse collection tasks performed the following day by a new crew.

Alleys are plowed only when a single storm event is greater than four inches or subsequent snow events have accumulated to a point requiring removal.



BUSINESS DISTRICT SUPPORT – Services Division

In recent years the services offered by the Department in support of the Business District and Village Special Events has increased dramatically. Tasks associated with this service category are generally performed by the Services Division though the Fleet & Facilities Division also performs several core services. The Utility Division frequently supports these efforts by supplementing labor crews.

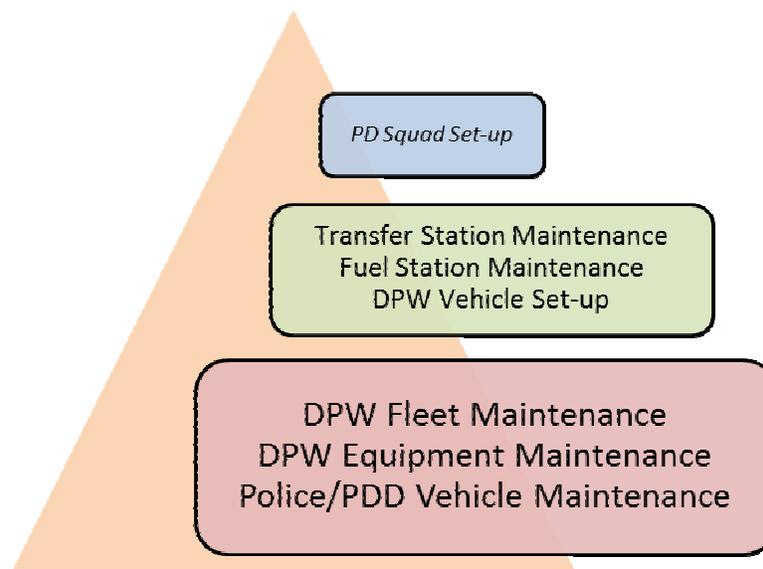


VEHICLE MAINTENANCE

The Vehicle Maintenance department keeps the DPW, Police and Planning and Development Department fleets in good operating condition and ready to function in any emergency.

Vehicle Maintenance services are provided by two full time mechanics. Over time, the specialization of the equipment supporting DPW functions has increased significantly, requiring a corresponding increase in both the time and skill level of the crew.

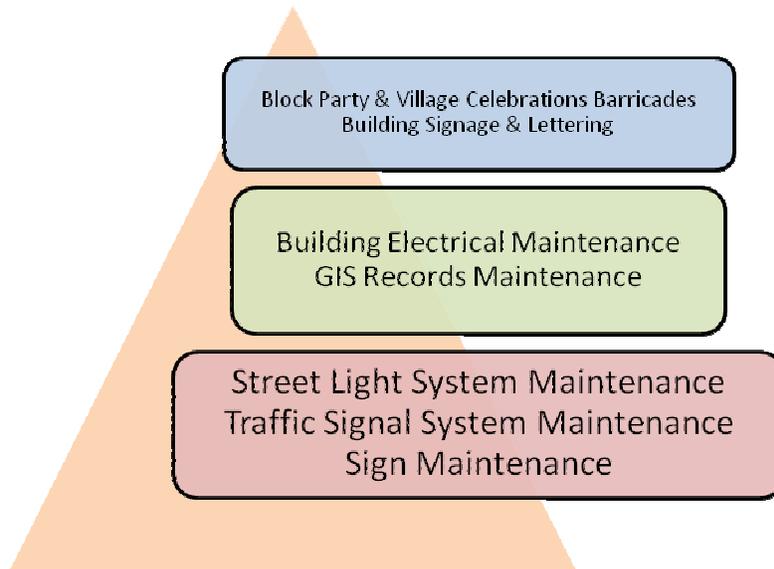
In recent years mechanics have been utilized more frequently to support core and primary services in other departments and divisions reducing their available time in the garage. This is the primary reason that maintenance of the Shorewood School District vehicles was discontinued in 2008. Major items, including engine and drive train replacements or overhauls, are not done in-house and are sent out for repair.



ELECTRICAL MAINTENANCE

The Electrical Maintenance department is responsible for the operation and maintenance of the Village's streetlight systems, traffic control operations and regulatory and informational signage. Additional duties include the maintenance of Village building electrical components and fixtures, performing building signage and lettering tasks (Village Center/Village Hall), maintaining, delivering and collecting barricades for block parties and Village celebrations and maintaining the electrical and traffic control system records in the Village's GIS system.

The department is currently staffed by a Chief Electrician position which is supplemented in emergency repair situations by the Craftsman from the Building Maintenance department.

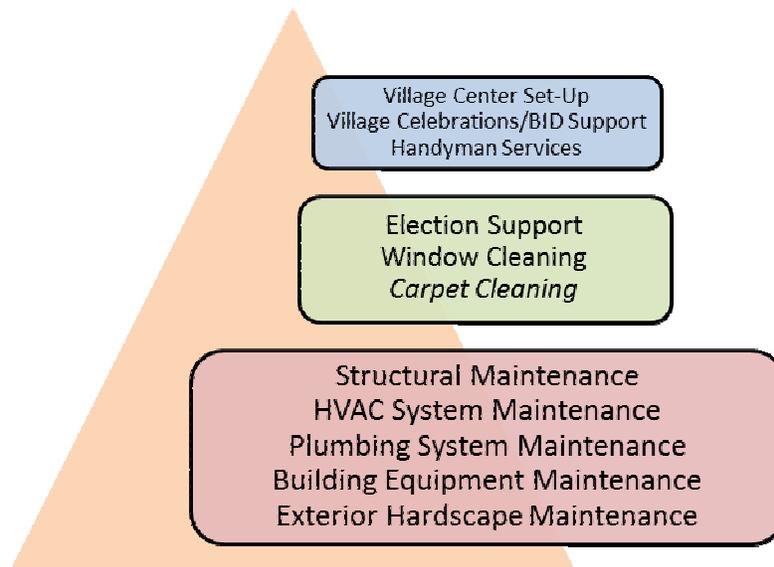


BUILDING MAINTENANCE

The Building Maintenance department keeps all of the Village's buildings and their mechanical components in working order. The Village currently maintains 13 buildings: Village Hall, Village Center, Public Safety Building, Public Works main building, DPW Upper Garage, DPW Warehouse, DPW North Annex building, Hubbard Lodge, River Club, Scout Cabin, Boat House, Atwater Beach House and the River Park Pavilion.

In addition to building maintenance tasks, this department also provides support for elections set-up and support for Village Center meeting room set-up/take downs.

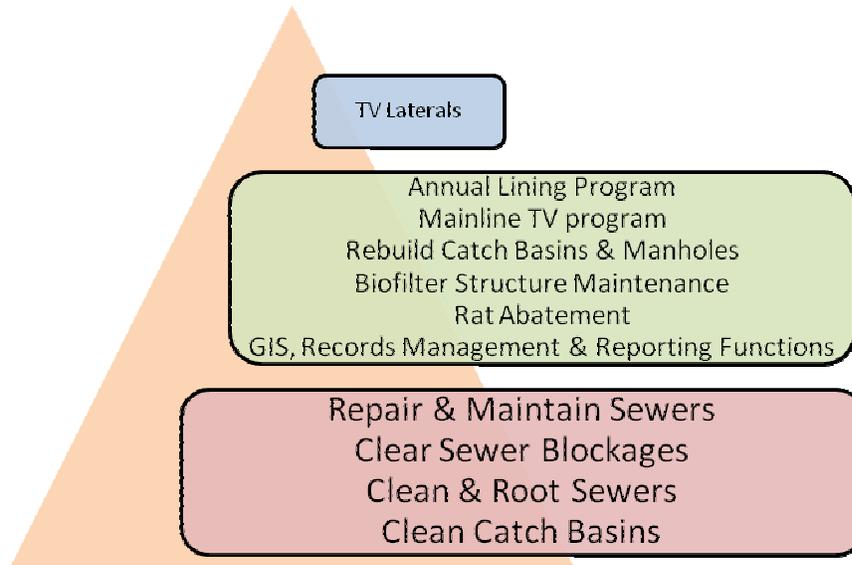
Building Maintenance services are provided by a full-time Chief Craftsman and a Craftsman positions split between the Building and Electrical maintenance departments.



SEWER UTILITY

The Sewer Utility protects the health, safety and environment of the Village of Shorewood through the cost-effective and efficient collection and conveyance of wastewater in accordance with applicable laws.

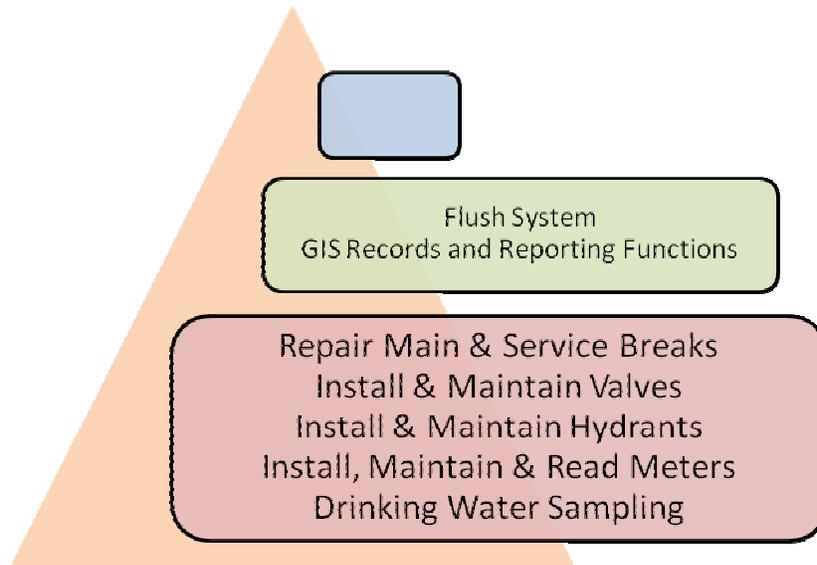
Maintenance of the sewer collection system is performed by the Utility personnel: three Utility Operators, two Utility Equipment Operators and a Utility Foreman. This group of employees is also responsible for the operation and maintenance of the Village's water distribution system and as such these six positions are funded half each by the Sewer Utility Fund and the Water Utility Fund.



WATER UTILITY

The Water Utility is charged with maintaining a safe supply of potable water to the community. The Village of Shorewood is currently a wholesale customer of the Milwaukee Water Works; as such the Utility's principal function is to maintain the infrastructure used to supply the water.

Distribution system maintenance and associated regulatory tasks are performed by the Utility personnel: three Utility Operators, two Utility Equipment Operators and a Utility Foreman. This group of employees also responsible for the operation and maintenance of the Village's sewer collection system and as such these six positions are funded half each by the Sewer Utility Fund and the Water Utility Fund.



STRATEGIC PRIORITY AREAS

The foundation of this Strategic Plan is five strategic priority areas. Each of these areas includes major goals for successful continued operation of the department. While these goals may not specifically address each of the routine activities of the department, the strategic priority areas provide direction to the department. The strategic priority areas are:

1. Financial Effectiveness
2. Infrastructure Management
3. Community Character
4. Customer Service and Communication
5. Employee Excellence

Each priority area includes an overall goal statement. There are 16 objectives within the Plan. Each objective includes action plans with specific ideas, tasks and steps to implement the objective and strategy.

FINANCIAL EFFECTIVENESS

Goal Statement: Provide mandated and desired services at the best value to Shorewood residents.

Objective 1. Enhance services by improving business processes.

Action Plan:

- Develop written policy and procedure manuals for each DPW service area.
- Review and implement updated best management practices as appropriate
- Evaluate and re-establish benchmarks for regular tasks.

Objective 2. Regularly review services to identify service efficiencies.

Action Plan:

- Identify, prioritize and implement new technologies that can be used to improve services and work processes.
- Regularly review core, primary and secondary service functions to evaluate possible opportunities for service insourcing or outsourcing.
- Periodically evaluate organization structure to identify opportunities for service efficiencies.
 - Department reorganization
 - Restructuring of job classifications
 - Review shared service or collaborative opportunities with other agencies

Objective 3. Ensure facilities and equipment contributes to service delivery objectives.

Action Plan:

- Continue annual update of Vehicle Acquisition and Replacement Program (VARP) and Equipment Acquisition and Replacement Program (EARP).
- Develop Facility Improvement and Maintenance Program (FIMP).
- Periodically evaluate DPW yard facilities to identify facility improvements which might result in increased efficiencies.

Objective 4. Survey decision makers and residents on a periodic basis to determine service priorities.

Action Plan:

- Regularly undertake service prioritization exercise with Village Board.
- Periodically repeat service prioritization exercise with residents and community leaders.
- Utilize available survey instruments to gauge desires of community:
 - Village-wide surveys
 - Web surveys
 - Customer satisfaction surveys

INFRASTRUCTURE MANAGEMENT

Goal Statement: Operate, maintain, and improve our infrastructure to optimize its intended function, serve residents' needs, and protect the property, health and safety of the residents and visitors of the Village.

Objective 1. Develop infrastructure management plans.

Action Plan:

- Update existing infrastructure management plans or develop new programs as appropriate.
 - Sewer Facility Plan
 - Pavement Management Plan
 - Water Facility Plan
 - Stormwater Management Plan
 - Streetlight Replacement Program
 - Traffic Control and Signage Program
 - Sidewalk Replacement Program
 - EAB, Pest and Hazard Tree Programs

Objective 2. Review existing standards and continue to strive to improve processes and details which will ensure efficient, effective and consistent development of infrastructure improvements.

Action Plan:

- Incorporate infrastructure management plans into Capital Improvement Program.
- Review annually as a part of budget process.

Objective 3. Utilize technologies to more comprehensively and accurately record infrastructure systems, system improvements and maintenance.

Action Plan:

- Support and enhance existing GIS programs with annual budget allocation.
- Develop in-truck system for use by sewer, water, electric, signal and forestry crews.
- Support GIS system with regular training.

COMMUNITY CHARACTER

Goal Statement: Support Shorewood's unique personality through the continuous enhancement of quality of life issues, including proactive compliance with environmental regulations, the greening of infrastructure and the maintenance of public green and gathering spaces.

Objective 1. Implement proactive programs to improve aesthetics and address community-identified priorities.

Action Plan:

- Develop plan and identify funding sources for increased and enhanced streetscape maintenance.
- Develop plan and identify funding sources for increased and enhanced park and open space maintenance.
- Review graffiti abatement program.

Objective 2. Enhance and improve community-wide educational program and opportunities.

Action Plan:

- Expand existing storm water education programs to all age groups.
- Improve recycling education and outreach programs.

Objective 3. Positively impact the community's sustainability movement.

Action Plan:

- Explore opportunities to reduce the impact of public works and other Village operations on energy and the environment.

CUSTOMER SERVICE AND COMMUNICAITON

Goal Statement: Enhance the ability to provide services and information that meets or exceeds the expectations of the residents and public.

Objective 1. Serve the public with well-trained, knowledgeable employees, providing consistent service in our programs and activities.

Action Plan:

- Provide regular, meaningful training in customer service standards.
- Define processes to insure prompt, accurate responses to all resident inquiries.

Objective 2. Support a well-informed and engaged public.

Action Plan:

- Develop a community outreach program.
 - Continue and enhance use of the Village website to provide information on public works projects, programs and services.
 - Prepare annual reports to the community and Village Board.
- Develop a proactive public awareness program.
 - Enhance the department's presence at major community activities including the July 4th parade, National Night Out and others.
 - Develop and implement a community-wide program to recognize National Public Works Week, including an open house or other community-targeted activity.
- Frequent communication of policies and practices.
 - Weekly Village Manager's Memo articles.
 - Shorewood Today articles.
 - Seasonal reminders to residents, staff and Village Board.

Objective 3. Provide residents with access to services utilizing up-to-date technology.

Action Plan:

- Develop and implement web tools for service delivery and payment.

Objective 4. Continually measure effectiveness of communication and services to residents.

Action Plan:

- Develop and implement survey mechanisms for resident contacts.
 - On-line survey option.
 - Mailed survey card.

EMPLOYEE EXCELLENCE

Goal Statement: Develop and maintain an exceptionally qualified and well-trained workforce to implement the Department's strategic plan, vision and mission.

Objective 1. Ensure all employees are healthy, safe and secure in the workplace.

Action Plan:

- Develop annual training plans for all employees and management staff.
 - Survey employees regarding training needs.
 - Make use of all training resources to ensure utilization of the best and most cost-effective training.
 - Encourage divisions and division leaders to arrange and offer trainings.
 - Encourage employees to seek training opportunities to improve their skills on their own time.
- Develop a succession plan.
- Continue to encourage team building and commitment.
 - Meet with Division employees at least monthly.
 - Develop periodic team activities.
 - Hold informal “brown bags” throughout the year.
- Encourage employee wellness.
 - Develop wellness program.

Objective 2. Utilize existing employee Safety Committee to continuously improve work practices that add to the safety of employees and the general public.

Action Plan:

- Maintain up-to-date and comprehensive safety plans in compliance with state and federal work safety regulations.
- Develop comprehensive and relevant employee safety training programs.
- Institute a program for post-accident review.
- Develop written manual related to public safety procedures.
- Maintain and enhance current safety awards program to continually increase safety awareness.

Objective 3. Create a positive culture of performance and accountability.

Action Plan:

- Update existing job descriptions.
- Conduct annual employee performance reviews.
- Identify 360° review opportunities.