

Winnebago COUNTY PROGRAM EVALUATION QUESTIONNAIRE

June 19, 2007

INSTRUCTIONS: For each program, list the Scheduled Review Date, the Department, the Department Mission Statement and the Program Title at the top of the page, and answer the following questions for each program. The overall response for each program should be no greater than two (2) pages in length.

SCHEDULED REVIEW DATE: July 24, 2007 _____

DEPARTMENT: Highway _____

DEPARTMENT MISSION STATEMENT:

To provide a safe, modern, efficient mode of transportation to the motoring public of Winnebago County, through cost effective maintenance, repair and construction of the current and future County Trunk Highway system.

PROGRAM: County Road Maintenance _____

1. Describe the program, its purpose and goals.

The county trunk highway system was created in 1925 to encompass routes that provide and facilitate local service in interconnecting highways with the state trunk highway system. Winnebago County maintains 221 miles of county trunk highways. Per s. 83.025 (2), the county trunk system shall be marked and maintained by the county. The county's 221 miles of county trunk highway represent a major capital investment in public infrastructure. This system must be maintained through an effective investment management strategy that provides adequate maintenance repairs in a timely fashion. Increased mobility in our society has resulted in a 60% increase in vehicle miles traveled over the last 20 years. Heavy truck traffic has increased 62% in the same 20-year period. County road maintenance generally includes upkeep of the road surfaces, shoulders, drainage structures, and ditches. In addition proper roadside mowing and brush control must be maintained. Roadway marking and signing is mandated. Snow removal and drift control measures are paramount to a safe and efficient mode of travel.

2. Who is the program intended to serve? How many are served?

This program is intended to serve all motorists who utilize the county trunk highway system.

3. Are the program benefits long-lasting and essential to the service populations?

The benefits of adequately and consistently maintaining the county highway system with trained, safety conscious employees are long lasting and essential. Proper and timely maintenance preserves the integrity of the roadway and other structures and helps lengthen their useful life. In addition proper and timely maintenance allows road users to travel safely and quickly at less personal cost than occurs when driving on poorly maintained roadways. Maintenance of the roadways is essential in providing "just in time" shipping for our industries within the county.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program is directly related to the roadway and bridge construction programs of the department. The roadway maintenance program is responsible for the upkeep of the capital investments of the county highway road and bridge infrastructure.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

The Winnebago County Highway Department is responsible for maintaining 77% of the local municipal roadways within the county. The approximately 1000 miles of roadway that the department maintains, 221 are county and 693 are town road. The remainder consists of city or village streets and highways. Efficiency and cost effectiveness are created by increased utilization of manpower, equipment, and materials. These services are provided to the local municipalities on a time and material basis. This arrangement has been in place since the founding of the county

highway department. This allows local units of government to outsource their roadway maintenance needs to the county without the capital investment. This also allows county resources to be used more effectively and efficiently. It is a win-win scenario for taxpayers of the county.

6. How do you determine/measure if this program has been effectively provided and implemented?

Feedback from our customers, (the municipalities) has been positive year after year. Private sector employers have generally not been interested in routine maintenance efforts due to large investments of manpower and equipment needed to maintain efficient program delivery.

7. Could the county cost-effectively subcontract this program?

In many areas of the program the department is required to provide 24-hour service to the traveling public. The department works closely with the sheriffs department, local fire departments, and other emergency response entities to provide timely response to roadway emergencies. Outside providers generally are not interested or organized in such a manner as to provide this relationship.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as its number 1 priority in relation to the total of 7 department programs. By statute the county is responsible for the maintenance and upkeep of the county trunk highway system.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

There are currently no readily available alternatives to this broad program existing within the county. Other providers may be available, but few if any could or would be available to enlarge their enterprise to take on this complete program.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program were eliminated, day to day roadway maintenance would cease. This would violate the intent of the statutes and subject the county to significant liability issues I.E. recent pothole liability ruling from Juneau County. It would eventually cause major operational and safety issues for drivers who would find roadways impassable due to snow and ice, frost, potholes, washouts, downed trees and a host of other road related damage.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

Program costs are directly affected by the increased costs of purchased materials. These costs have been increasing at a faster rate than program has been increasing. The program's effectiveness has been hindered by these increased costs as shown by the pavement resurfacing program, which has experienced significant increases in material cost in the past 10 years. Traditionally, roadways should be receiving a surface treatment approximately every 15 to 20 years. The current program now has pushed this timeline out to 20 to 25 years.

12. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other county department.

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DEPARTMENT: Highway _____

DEPARTMENT MISSION STATEMENT:

To provide a safe, modern, efficient mode of transportation to the motoring public of Winnebago County, through cost effective maintenance, repair and construction of the current and future County Trunk Highway System.

PROGRAM: County Road and Bridge Construction

3. Describe the program, its purpose and goals.

Chapter 83 of the Wisconsin Statutes entitled "County Highways" provides the primary basis for the construction of the county trunk highway system. Section 84.01(9) mandates and describes how the State Department of Transportation shall establish uniform minimum design standards for the construction of county trunk highways. County road construction includes grading, placing materials and surfacing the county highways. Directly related activities include pavement milling, pulverizing, rubblization, and culvert and drainage structure replacement. The main focus of the highway department road construction efforts has been to upgrade the "major collector" roadways on the county highway system. The collector roadways provide intra-area travel mobility and land access within localized areas. They form the "feeder" routes to the arterial or state system of roadways. The county trunk highway system was started in 1925. Winnebago County's system has developed since that time. The State Department of transportation approves all changes or modifications to the system. Currently there are 221 miles of county trunk highways on the county system.

The bridge program includes the reconstruction or rehabilitation of seriously deteriorated bridges. State Statutes 83.065 and 84.18 state that the county shall annually levy a tax for the purpose of construction and maintaining highways and bridges. Bridges are classified as a structure with a span of 20 feet or more. Winnebago County is responsible for the construction and maintenance of 28 bridges on the county highway system. The Highway Department has been active and effective in procuring outside funding for deficient bridge replacement.

2. Who is the program intended to serve? How many are served?

This program is intended to serve all motorists who utilize the county trunk highway system. The county highway system serves all of these users along with all the motorists who travel through the county, as well as those individuals who service the counties business, industry, and tourism sectors.

3. Are the program benefits long-lasting and essential to the service populations?

The benefits are essential and long lasting. There are many variables, which must be taken into consideration in the design of new roadways. They include, but are not limited to soil types, choice of sub-base aggregates, amount and type of traffic volumes, and pavement selection. Initial service life of an asphalt pavement on new construction is approximately 15 years versus about 25 to 30 years for concrete. It is more cost beneficial to maintain a facility, which has been constructed with the proper base, drainage and pavement features.

Bridges have a life expectancy of approximately 50 years. Almost all of the bridges in Winnebago County were initially constructed in the 1920's and 1930's. Many of these structures have been replaced, as the bridge became structurally or functionally obsolete. The safety of the public would be seriously jeopardized if a program were not in place to ensure that the structures are maintained and replaced in a timely fashion. It is essential to the safety of the motoring public that the integrity of the bridge structure is in proper repair and condition at all times in order to avoid failure or complete collapse of any bridge located on a local road or highway.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program is directly related to the bridge construction and county road maintenance programs.

5. How do you determine/measure if this program has been effectively provided and implemented?

On a construction project where any federal or state funds are being utilized, the county highway department must accept the lowest competitive bid from an approved contractor. These contracts and subsequent projects are administered by the State of Wisconsin.

Winnebago County has only one bridge at this time that is in need of reconstruction out of a total of 28 structures. Therefore, the county is able to be not only assured of having safe reliable bridges on its highways, but that the structures are available for emergency, agricultural, commercial and all other forms of vehicular traffic needed to form and sustain the local economy.

6. Could the county cost-effectively subcontract this program?

The department currently subcontracts the road construction and bridge reconstruction projects through WisDoT administered programs.

7. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program number 2 out of the 7 department programs. By statute the county is responsible for the construction and maintenance of the county trunk highway system.

8. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

No. The responsibility of the Bridge Program rests solely with the Highway Committee by State Statutes. There are no alternatives to the road construction program itself. Private sector contractors perform the various construction services, which the county funds through local, state and federal programs.

9. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

As the roadway conditions deteriorate the number of driver tort liability incidents would likely increase significantly. The level of service provided to the roadways is proportional to liability issues. Government agencies can be liable by law for injuries or damages related to negligence from improper or lack of maintaining roads and structures. For instance, bridges must be posted with weight limit restrictions, if needed, in order to alert motor carriers and motorists about the structure deficiencies.

10. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

The level of service to the road construction program is determined by the amount of federal and state aid available, as well as county levy dollars available. The department has a long-range plan for this program. Projects take three to five years to survey, design and construct. Roadway construction reduces the amount of overall maintenance required by lengthening the life cycle of the capital improvement.

The bridge replacement program allows the rehabilitation and reconstruction of structures to be funded with 80% Federal funds and 20% local funds including design and construction costs.

11. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other county department.

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DEPARTMENT: Highway _____

DEPARTMENT MISSION STATEMENT:

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PROGRAM: Department Buildings – Grounds - Operations _____

4. Describe the program, its purpose and goals.

Chapter 83 of the Wisconsin Statutes entitled "County Highways" outlines the duties of the highway committee and the highway commissioner as they relate to highway department operations. This program includes, but is not limited to the upkeep of all county highway department buildings; road machinery and tools along with their proper maintenance, repair and storage; maintain inventories and accounting of all assets associated with department operations.

Who is the program intended to serve? How many are served?

This program is intended to preserve and maintain the capital investments of the county taxpayers as they relate to county highway department operations. These investments include the buildings and grounds; machinery and equipment; parts and material inventories; and the employees. All taxpayers in the county have a vested interest in the operation and success of highway department operations.

5. Are the program benefits long-lasting and essential to the service populations?

The program benefits are long lasting. The department's assets are well maintained and managed through constant monitoring and long range planning. This facet of department operations is key to the effective and efficient field operations. Like any other business, job costs are minimized with effective manpower, equipment, and material organization. Downtime encountered in machinery or labor intensive operations results in higher costs of taxpayer dollars. This program serves all motorists traveling on county highways, in that it is critical in determining the service level available to the general public.

6. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program serves as the catalyst for all of the other work programs. Having well maintained equipment and well-trained employees is paramount to an efficient operation.

7. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

The areas of operation under this program form the basis for department field operations and programs. Effective and efficient road maintenance and construction for the county, municipalities, state agencies, and other county departments begin with well maintained equipment, trained employees who have the ability and resources to provide a quality low priced delivery of services.

8. How do you determine/measure if this program has been effectively provided and implemented?

The best indicator of this programs success is that the maintenance and construction programs, which feed off of this program continue to remain competitive and the department continues to

procure work based on contract public interest findings which are scrutinized by various state agencies and the private sector.

9. Could the county cost-effectively subcontract this program?

This program is very broad and encompasses shop operations, employee wages, benefits, retention and training, accounts receivable, supervision, surveying and engineering, building upkeep and maintenance, mining operations and reclamation. The department coordinates with many different local, state, and federal agencies in carrying out the various programs. In addition the department works with a large number and variation of vendors whom supply parts and materials for the broad spectrum of machinery and equipment required to perform the work within the programs. As such certain elements are out sourced if found to be of a cost benefit to the county.

10. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as a 3 out of 7 programs. County road maintenance and county road construction ranked higher because of the fact that those programs are the “work” that the taxpayers more readily see. This program forms the basis of primary support for those programs.

11. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

There are currently no readily available alternatives to this broad program existing within the county. Certain sub-parts in this program are already being outsourced if shown to be of cost benefit.

12. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program entitled department buildings – grounds – and operations were eliminated, basically all risk, liability, and legal issues would be eliminated. Who would provide the professional level of service to the public if this program were eliminated? The ramifications to the public would be extremely detrimental to the transportation system.

13. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

Costs associated with the delivery of this program such as interdepartmental charges have risen faster than available levy or revenues. As a result, the county road maintenance and construction programs have been reduced proportionately.

14. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other entity.

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DEPARTMENT: Highway

DEPARTMENT MISSION STATEMENT:

To provide a safe modern, efficient mode of transportation to the motoring public of Winnebago County, through cost effective maintenance, repair and construction of the current and future County Trunk Highway System.

PROGRAM: Town Bridges or Culverts; Construction and Repair; County Aid

1. Describe the program, its purpose and goals.

Per s.82.08 stats to coordinate and administer a cost share program for the replacement or repair of bridges and culverts on town, village, or city roadways. Upon receipt of a petition for a bridge or culvert with a 36-inch or greater span, or a structure of equivalent capacity to carry water, the county board shall levy a tax for the repair or replacement. The affected municipality shall pay one half of the cost. The remaining municipalities, which have participated under the program, pay the remaining one-half of the costs. The funding for this program should be through a totally separate levy, independent of the regular county levy. The highway committee and the town board shall have full charge of design, sizing, letting, inspecting, and accepting the construction or repair, but the town board may leave the matter entirely in the hands of the county highway committee.

2. Who is the program intended to serve? How many are served?

This program generally serves the motoring public who drive on the affected roadway where the structure repair or replacement took place. All townships in Winnebago County have participated in this program.

Are the program benefits long-lasting and essential to the service populations?

The physical outputs, namely the bridges and drainage structures, have useful lives of 30 to 50 years minimum. These drainage structures are critical to the continuance of the various roadways. Without the structure upgrades and replacements, the various roadways would be closed to travel resulting in detours and motorist inconvenience. In some cases, access to property and businesses would be impossible.

3. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program has no direct relationship to any other county department or program. By statute this program should have its own levy totally independent of the normal county property tax levy.

4. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

The local municipalities are the prime beneficiaries of this program through the cost sharing mechanism. The county highway committee coordinates and administers the program per statute. Historically the Winnebago County highway department has benefited by being able to provide survey, design and construction services to the affected municipality.

5. How do you determine/measure if this program has been effectively provided and implemented?

This program provides for emergency work in that whenever the construction or repair of any bridge or culvert must be made without delay, the town board may file its petition to the highway committee for immediate construction or repairs. The county highway department has provided the services necessary to make immediate repairs or replacements necessary to get the affected roadways open in an expeditious manner. In addition, with the county highway department coordinating the program, are generally able to develop the program to avoid spikes in the levy to the municipalities.

6. Could the county cost-effectively subcontract this program?

Under the current statute 82.08, this program can not be privatized or subcontracted.

7. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as number 4 of the 7 department programs. This program does not directly benefit the county trunk roadways. It does provide municipal revenue to the department on a cost basis.

8. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

Per state statute there are no alternatives to this program itself and there are no alternative provisions, which are allowed.

9. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program were to be discontinued, any related risk, liability, or legal issues would become the responsibility of the affected municipalities.

10. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

Participating municipalities consider this program effective because it allows them to share one time costs and upgrade structures in a timely manner.

11. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other entity.

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DEPARTMENT MISSION STATEMENT:

To provide a safe, modern, efficient mode of transportation to the motoring public of Winnebago County, through cost effective maintenance, repair and construction of the current and future County Trunk Highway system.

PROGRAM: State and Interstate Roadway Maintenance

1. Describe the program, its purpose and goals.

Per state statute 84.06(3) and 84.07 the State Department of Transportation may, by arrangement with the County highway Committee enter into a contract satisfactory to the Department to have work done by county forces and equipment. In such contract the department may authorize the county to purchase, deliver and store materials and may fix the rental rates of small tools and equipment. The State of Wisconsin has this maintenance of the state and interstate roadways with each of the counties in the State of Wisconsin. The State of Wisconsin is unique in the nation with this type of arrangement.

2. Who is the program intended to serve? How many are served?

This program is intended to serve the traveling public who use the state and interstate system of roadways in Winnebago County.

3. Are the program benefits long-lasting and essential to the service populations?

The benefits of adequately and consistently maintaining the state and interstate system of roadways with well trained, professional, safety conscious county employees are long lasting and essential. Per Department of Transportation budget guidelines the application of proper and timely preventative maintenance procedures, preserves the integrity of the roadways and other roadway structures and helps lengthen their useful life.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

The program is indirectly related to all of the other maintenance and construction programs offered by the highway department. The ability to provide similar services to multiple users increases the cost effectiveness of the program offered. Highway department resources are fully utilized, which helps in reducing overall unit costs. This lower unit cost benefits the county taxpayers not only for work on the state and interstate roadways, but also on the county and all other local roads.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

Proven cost savings in program delivery continue to allow the county highway department to have an effective and efficient working relationship with the Department of Transportation. The county highway department is the "contractor" for the Department of Transportation in the delivery of state and interstate road maintenance activities. As the deliverer of these services, our work is scrutinized and reviewed by the Department of Transportation, the traveling public, and the private sector contractors. If the county were not delivering a quality product, the Department of Transportation would certainly find another service provider.

6. How do you determine/measure if this program has been effectively provided and implemented?

The Department of Transportation closely monitors and directs the program delivery costs that the counties provide. Machinery rental rates are established by the Department of Transportation. Winnebago County acts as the "contractor" for delivery of the maintenance program and would provide immediate feedback if program costs and quality delivery were not cost effective. In addition, any negative feedback from the traveling public would certainly bring immediate reaction to any problem.

7. Could the county cost-effectively subcontract this program?

The counties of the state could choose to opt out of the provisions of this program. The decision to subcontract or privatize any of the work rests solely with the Department of Transportation.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as 5 out of 7 department programs. This is not a mandated program to the county highway department, but nonetheless is critical to the cost effectiveness of other program delivery. The counties of the state have provided this service to the State of Wisconsin since the formation of the state highway system. The Department of Transportation has studied this relationship many times over the past few decades and has always determined that this is the most cost-effective way to provide routine maintenance to the state and interstate roadways.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

Currently all counties in the State of Wisconsin provide routine maintenance services to the State Department of Transportation. None or very few of these services or specialized maintenance activities are contracted to outside sources by the Department. Major reconstruction and rehabilitation projects are contracted to and completed by private sector contractors through the bidding process.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program were eliminated there would be no risk, liability, or legal issues for the county. However, costs related to equipment, salt storage and radio expenses would increase overall.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

There is no cost to the Winnebago County Highway Department in providing this program to the State of Wisconsin. All services are reimbursed on a time and material basis. All costs relating to the program delivery are borne by the Department of Transportation. If the Department of Transportation, after close review would deem this program delivery to be ineffective, the department has the ability to contract services with any other private provider.

12. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other county department. The Department of Transportation currently uses private section contractors for major construction and rehabilitation projects on the state and interstate system of roadways.

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DEPARTMENT: Highway _____

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PROGRAM: Municipal Street and Highway Maintenance and Construction

1. Describe the program, its purpose and goals.

This program includes maintenance and construction services to all of the county's 20 municipalities in varying degrees. These services are the same as those performed on the county trunk highways. In addition to the local municipalities, the highway department is active in providing these services to the various state agencies such as the Department of Natural Resources, and the Department of Corrections. The highway department also works closely with surrounding counties in order to provide cost-effective seal coat services.

2. Who is the program intended to serve? How many are served?

The program is intended to serve the constituents in each of the entities by providing a cost-effective resource of maintenance and construction services.

3. Are the program benefits long-lasting and essential to the service populations?

The maintenance and construction activities, which the highway department performs for the various governmental entities are long lasting and essential to the overall local transportation system. Proper and timely maintenance preserves the integrity of the capital infrastructure and helps lengthen their useful life.

4. Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

The ability to provide maintenance and construction services to the various municipal entities is critical to the cost effectiveness of the highway department resources. The more services that are provided and purchased by these municipal entities lower the unit cost of equipment, labor and over all costs to the county. All taxpayers benefit. The highway department labor force and affiliated machinery resources are utilized to their maximum capacities. Providing services under this program also benefits the other county departments, which the highway department provides service to. The unit cost of goods produced and delivered lower expenditures on county capital investments.

5. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

This program is our marketing of service to our local and surrounding municipal entities. We have excellent intergovernmental working relationships. In some way, shape, or form we provide goods and services to all of the county's municipalities, various state agencies, and other counties. Cost savings and cost effectiveness in program delivery continues to enhance the department's marketable services.

6. How do you determine/measure if this program has been effectively provided and implemented?

Although not mandated by statute, the various governmental entities ask for project estimates when working with the county. In many cases our estimates are compared to competitive bids and found

to be lower than the private sector providers. This primarily occurs on maintenance and construction related projects. Routine maintenance of the roadway for the municipalities is not frequently outsourced to the private sector. The highway department has sustained or increased its annual revenue from the municipal entities in spite of local cost constraints.

7. Could the county cost-effectively subcontract this program?

Under this program, the municipal entities utilize highway department resources to provide roadway-related maintenance and construction. They have the option to outsource other service providers to perform these activities. At this time the county highway department provides very cost competitive services for the various municipal entities to utilize.

8. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as a 6 in relation to the total of 7 department programs. This is not a mandated program, but is nonetheless critical to the cost effectiveness of other program delivery.

9. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

The cities and villages within Winnebago County and two of the 16 townships maintain street or highway related maintenance staff to some degree. There are private sector firms, which could provide construction materials and services.

10. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program were eliminated, there would be no risk, liability, or legal issues involving the county.

11. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

There is no cost to the Winnebago County Highway Department in providing this program to local municipal agencies. All services are provided on a time and material basis.

12. Is this program currently duplicated by another county department or provider in the community?

This program is not duplicated by any other county department. A number of local municipalities have a varying degree of public works staff. Private sector providers offer selected services but none offer the comprehensive services of the Winnebago County Highway Department.

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PROGRAM: Interdepartmental Services

1. Describe the program, its purpose and goals.

This programs purpose and goal is to provide maintenance and construction related services to other Winnebago County departments for routine and "capital" projects.

2. Who is the program intended to serve? How many are served?

The program is intended to serve other Winnebago County departments and their affected constituents. Highway department resources served over 10 departments and or facilities in 2006, which does not include fuel-related services.

3. Are the program benefits long-lasting and essential to the service populations?

There was a broad range of essential services provided by the highway department to other departments. All were long lasting and beneficial to the recipient department.

Is this program directly or indirectly related to or does it support any other program in this department or another department? If so, how?

This program supplements and complements all other maintenance and construction programs for the county and other public entities. This work is performed on a time and material basis. Work for our departments is scheduled along with work performed on our county trunk roads, and the other local municipalities and state agencies.

4. How does this program make the department or county government more effective or efficient, including any intergovernmental relationship?

It is the constant goal of the highway department to implement efficiencies into our program and service delivery costs. Work performed for other county department's helps in marketing our services to other public entities. In addition, work performed through this program allows the department the opportunity to maximize maintenance and construction manpower, equipment, and materials.

5. How do you determine/measure if this program has been effectively provided and implemented?

Customer feedback and response to implementation of or assessment of work performed by the Highway Department indicates that the department is providing a service in a cost effective and efficient manner. Departments have the ability to determine if the service is beneficial and cost effective by contacting outside sources for estimates and or bids. The highway department has remained successful in procuring this work. This is the best gauge for cost benefit analysis. In addition public response to highway department efforts has been excellent.

6. Could the county cost-effectively subcontract this program?

This is a broad-based program in which the highway department is able to provide a wide array of services, from review of right of way plats, certified survey maps, shop fabrication, excavation and

asphalt placement. Departments could locate other vendors for selected services if they so desired, but it is unlikely that the cost would be any lower than the department's.

7. State the numerical ranking of this program compared to all programs in your department and briefly explain.

The department has ranked this program as a 7 out of the total of 7 department programs. This is not a mandated program to the county highway department, but is critical to the cost effectiveness of other program delivery.

8. Are there current alternatives to this program available in the community? Can this program be provided through alternative arrangements with other providers?

The broad array of services offered to other county departments is not available from any other one vendor. Other service providers are available to provide individual selected services as needed.

9. If this program were eliminated, what would be the ramifications for the County (i.e., added risk, liability or legal issues)?

If this program was eliminated it may reduce the exposure level to the highway department related to any legal or liability issues because of the reduced service level.

10. What is the program impact and effectiveness related to the program cost? (Provide data if available.)

There is no cost to the highway department in providing this program to other county departments. All services are provided on a time and material basis. Historically, other county departments (customers) have been very pleased with the services, which have been provided.

11. Is this program currently duplicated by another county department or provider in the community?

This type of broad maintenance and construction program is not offered by any other county department. Private sector providers offer selected services but none offer the full comprehensive services of the Winnebago County Highway Department.