

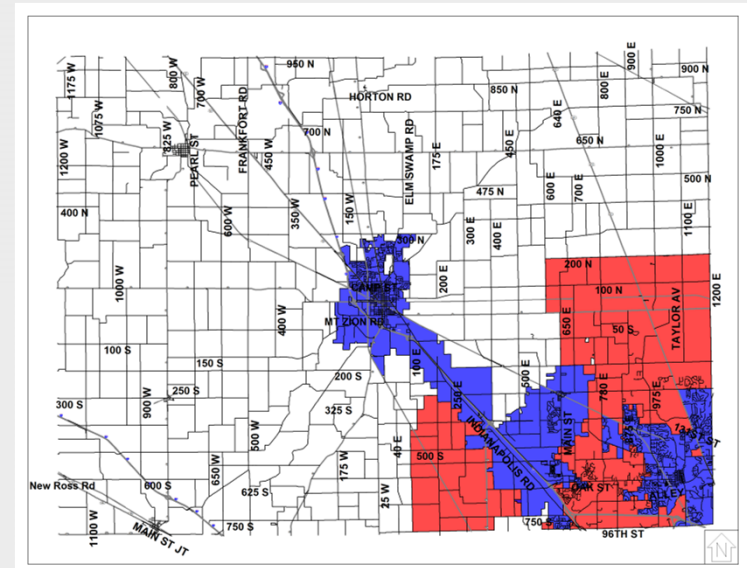


Integrating Private Company Principles into a Government Department

Craig Parks, PE - Boone County Engineer
Nick Parr - Operations Manager
Jeff Wolfe – Boone County Commissioner

About Boone County

- 764 total centerline miles of roadway
 - 426.4 Miles of hard surface
 - 337.6 Miles of gravel
- 300 small structures
- 191 bridges
- County population 58,000



About Boone County

- 30 Staff Positions
 - 1 Engineer/Director
 - 1 Operations Manager
 - 1 Office Manager
 - 1 Inspector
 - 3 Team Leaders
 - 1 Pipe Foreman
 - 1 Traffic Services Foreman
 - 2 Mechanics
 - 14 Truck Drivers
 - 5 Operators

**25 MILES PER
EMPLOYEE**

**Note: In 1990, the Boone County Highway Department had 35 employees*

Overcoming Public Perception

- To the public, perception **is** reality
 - Bad news travel fast
 - Actions by one tarnish the entire department
 - Everyone has a camera and social media
 - First impressions are critical



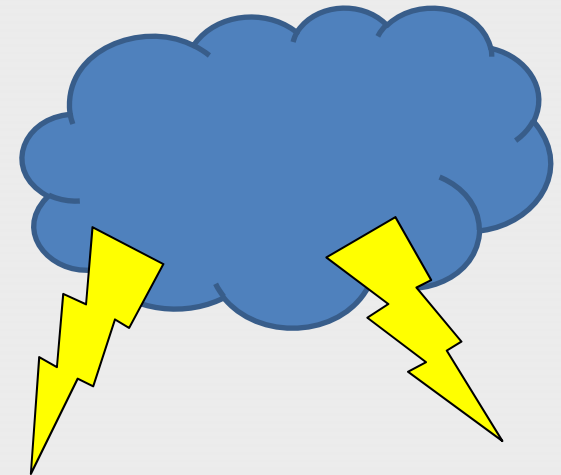
Initial Goals

- Improve image
 - From public
 - From within Boone County Government
 - By other City/County Governments
- Improve morale within Department
- Improve efficiencies
- Increase funding

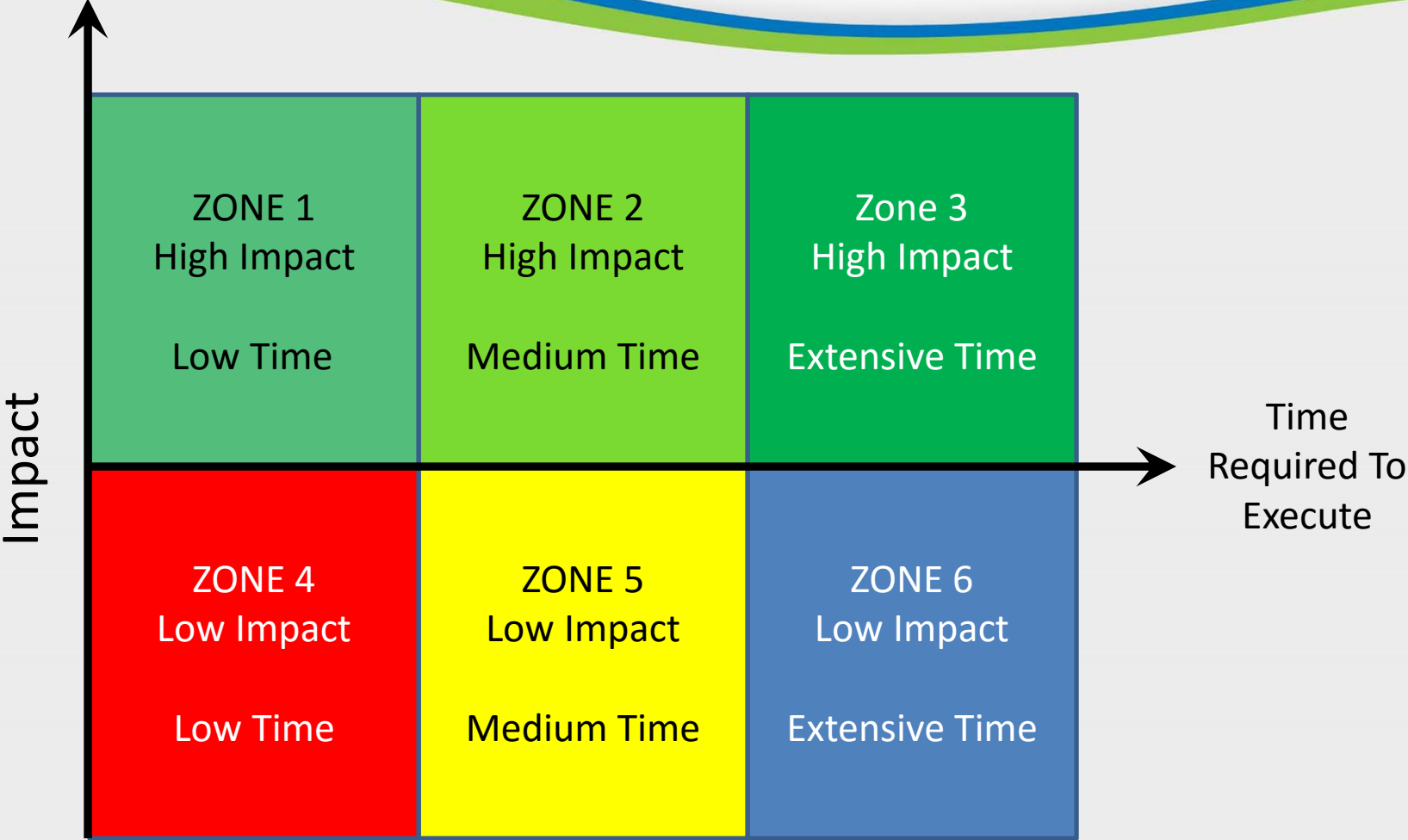


Craig's Disclaimer

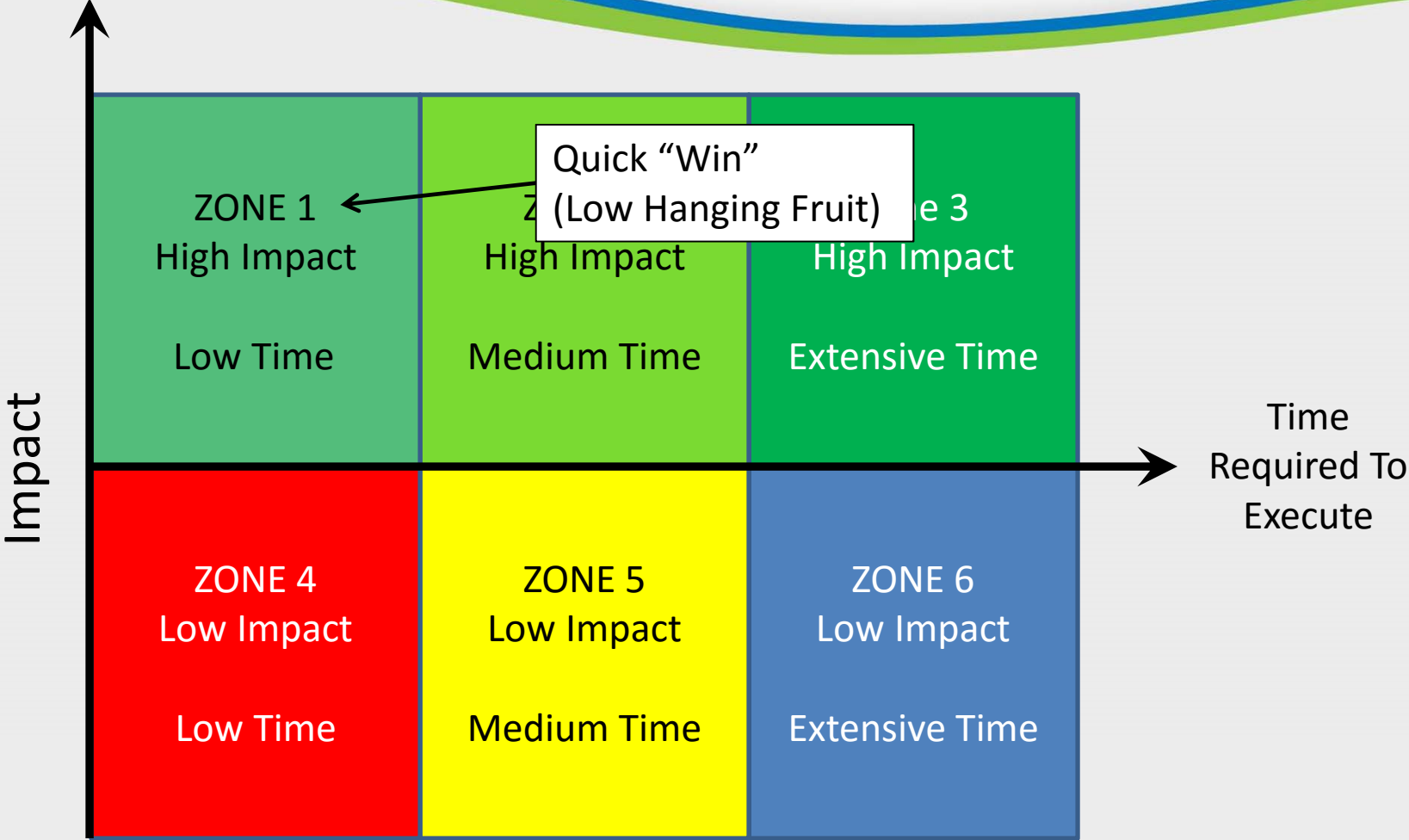
- “The Perfect Boone County Storm”
 - Good Governance
 - Large cash balances
 - MVH
 - LRS
 - Cumulative Bridge
 - High level of support
 - Relationship with Commissioners (Trust)
 - Tenured staff (Diamonds in the rough)
 - Coinciding energy at State House for Transportation Funding
 - No way to go but Up!



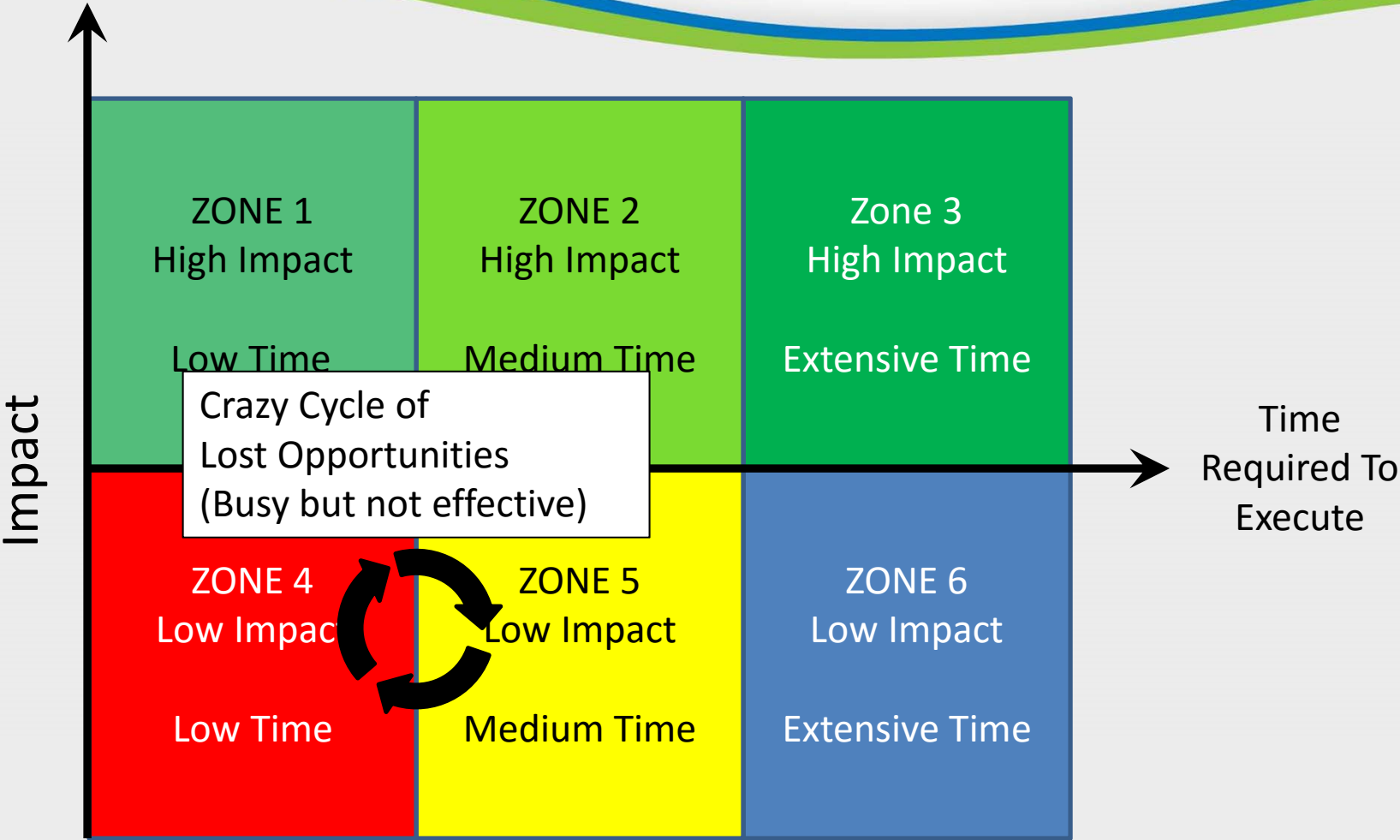
Principle of Time Zones



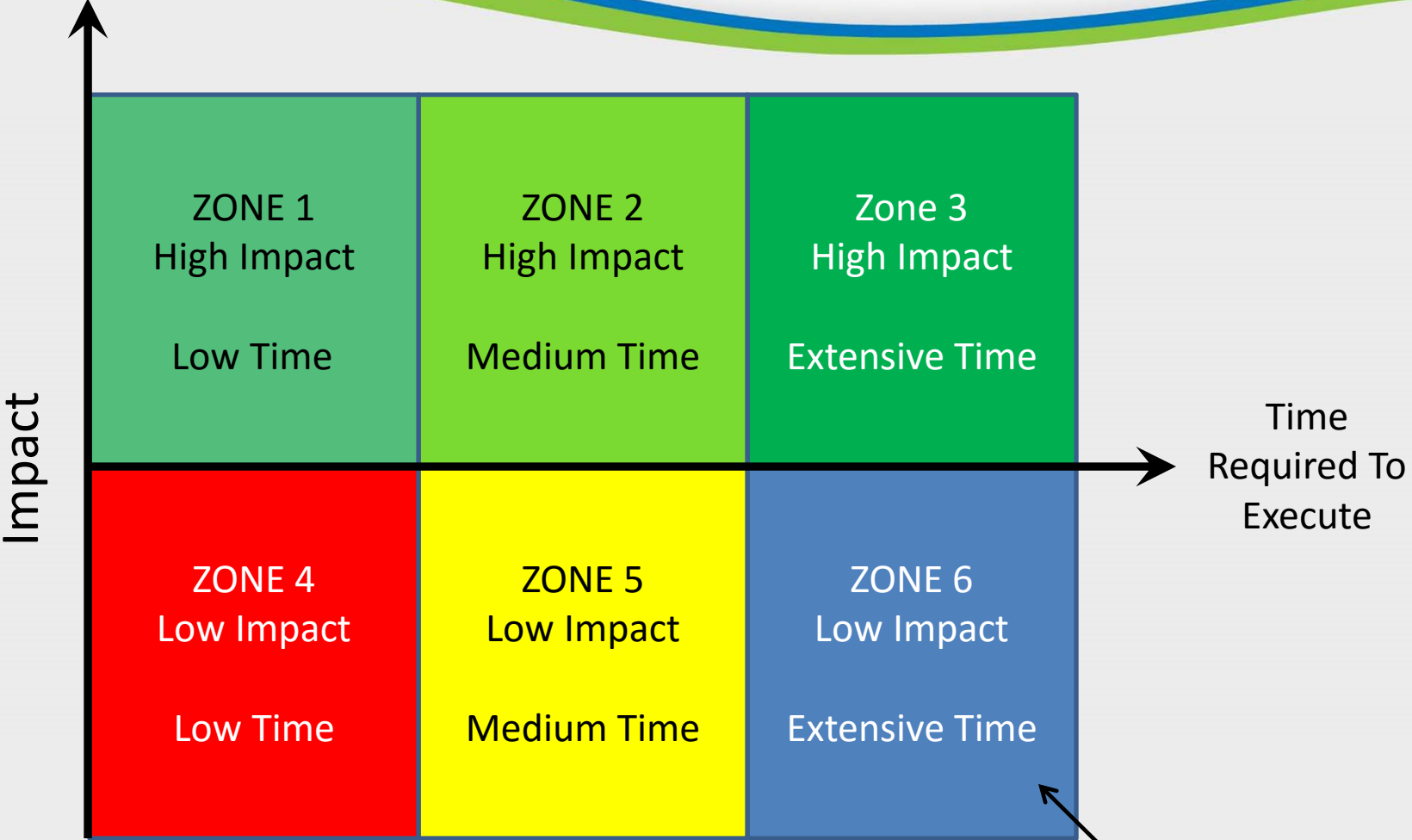
Principle of Time Zones



Principle of Time Zones

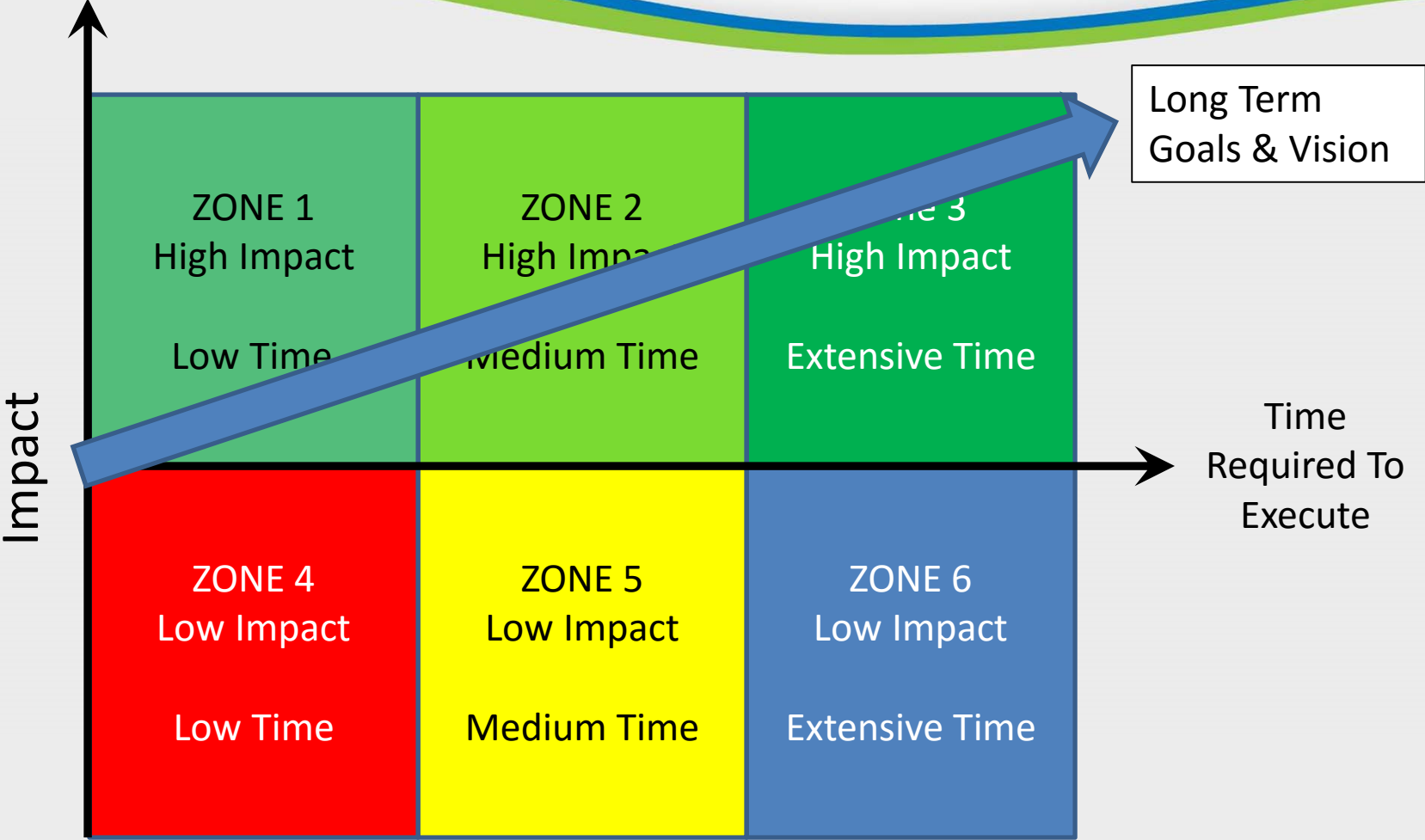


Principle of Time Zones



Poor Governance
(i.e. Bad Politics)

Principle of Time Zones



Principle of Time Zones

- The effectiveness of an organization will be directly proportional to its allocation of time
- Some time in Zones 4 and 5 is inevitable
- Be intentional to spend time in Zones 1-3
- Accept when Zone 6 exists
- “Throttle Up” when Zones 1-3 are encouraged by leadership

ZONE 1 High Impact Low Time	ZONE 2 High Impact Medium Time	Zone 3 High Impact Extensive Time
ZONE 4 Low Impact Low Time	ZONE 5 Low Impact Medium Time	ZONE 6 Low Impact Extensive Time

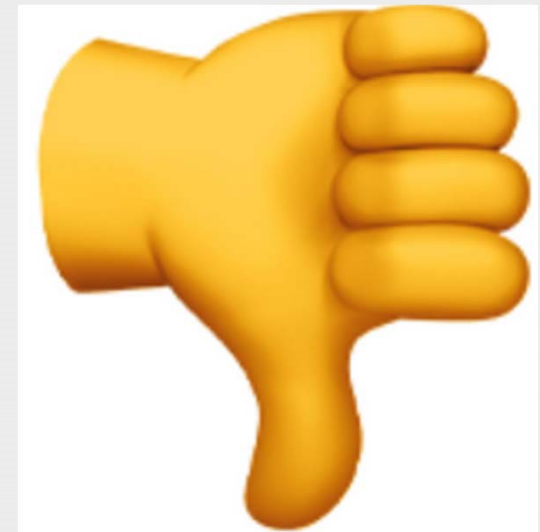
Culture Transformation

- Human Capital (i.e. Staff)
- Capital
 - Facilities
 - Assets (Roads / Bridges)
 - Equipment
- Systems (i.e. processes and execution)



2015 Staff

- Low morale
- “That’s the way we have always done it”
- Never ask “why”
- High performers were “rewarded” with more work and same annual pay increase as low performers
- “Good Ol’ Boy” System
- Well tenured workforce
 - Institutional knowledge
 - Experienced
 - Many coasting to retirement



Human Capital - Performance Evaluations

EVALUATION NARRATIVE

Noteworthy strong areas of present performance:

EMPLOYEE PERFORMANCE REVIEW

PART 2

TO BE COMPLETED BY EMPLOYEE PRIOR TO REVIEW

Discuss your greatest achievement from the past year at the County Highway:

Of the tasks/duties completed in the past year, which accomplishments make the you most proud?

Discuss some of the things that motivate you on the job:

Discuss any ideas you have that would improve your job skills:

Discuss any ideas you have that would improve your performance:

Discuss any ideas you have that would improve the overall efficiency and productivity of the department:

Are you provided with all the resources and tools needed to do your job?

- Changes made to the evaluation form and process
 - Performance scored on 10 categories
 - Summary narrative includes development plan
 - Employee completes a section
- First year emphasized importance of attitude

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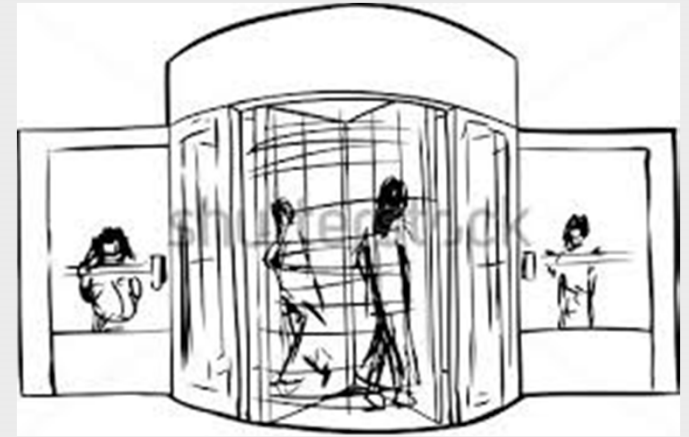
Human Capital - Performance Evaluations

- Using the percentage increase of salary line to reward high performers
 - Gives value to Performance Evaluations
 - Substantial attitude improvement department wide
 - Addition by subtraction
- Performance Improvement plans
 - Written follow-up if score on any category is below 3
 - Lay out detailed plans

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Human Capital – Staff Changes

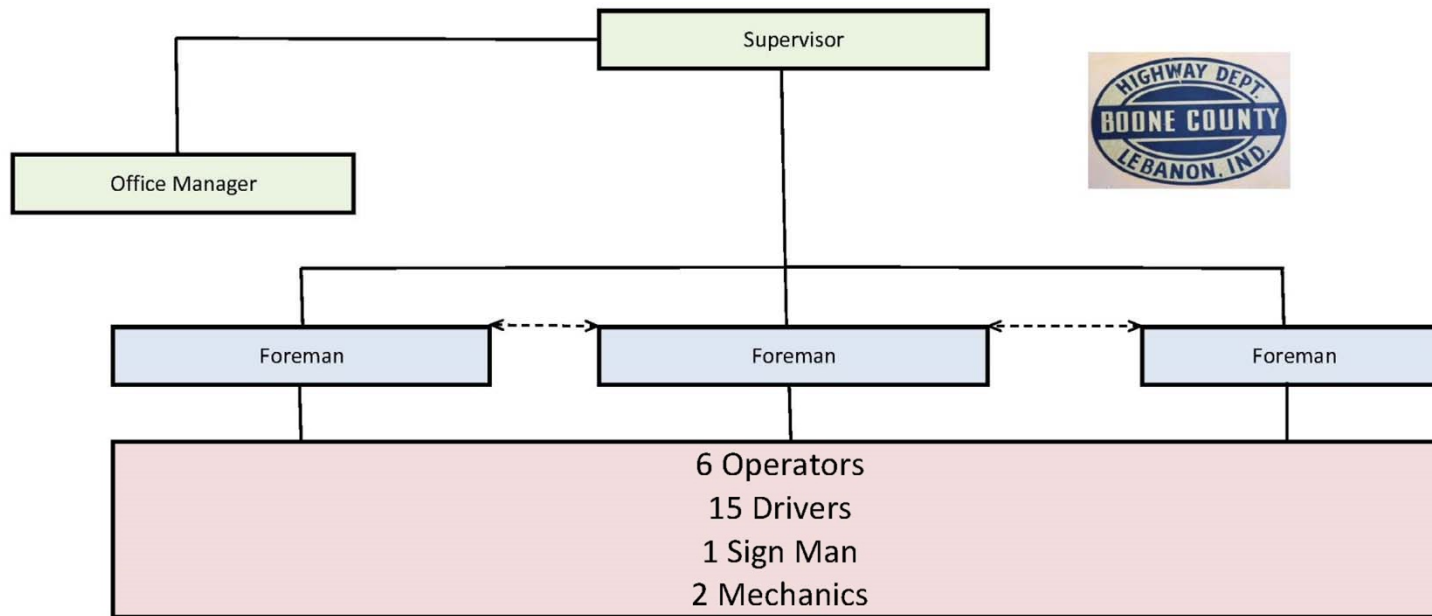
- 10 resign or retire since 2014
- Modified hiring processes
 - Re-worked application
 - Advertisement changes
 - 2-step interview process
 - Created a Hiring Committee (Buy-in)
 - Modified requirements
- Hired 25 people to retain 13 employees since 2014 with a staff of 30 total
- Motto – “Get the right people on the bus...arrange the seats later.”



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Human Capital – Staff Changes

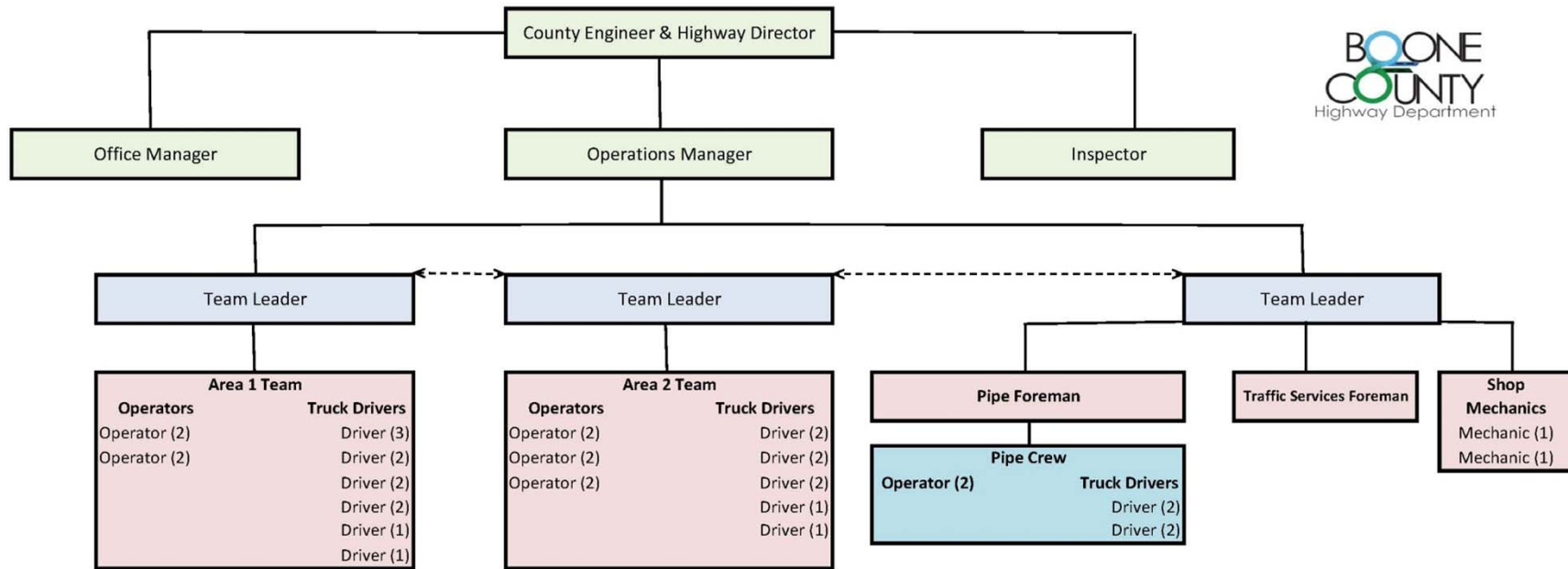
Before 2015



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Human Capital – Staff Changes

January 18, 2017



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Human Capital – Staff Development

- Commitment to Learn
 - We are developing leaders of leaders
 - We are eager to teach others and share our knowledge
- Leadership Staff
 - Leadership Retreat
 - Networking is a must
 - Established Goal - Minimum 3 trainings
- Staff performance-based awards
 - Mental attitude
 - Perfect attendance
 - Safety

Our Vision

We remain committed to learning, growing, teaching and improving ourselves, our staff, our management team, our department and our industry.

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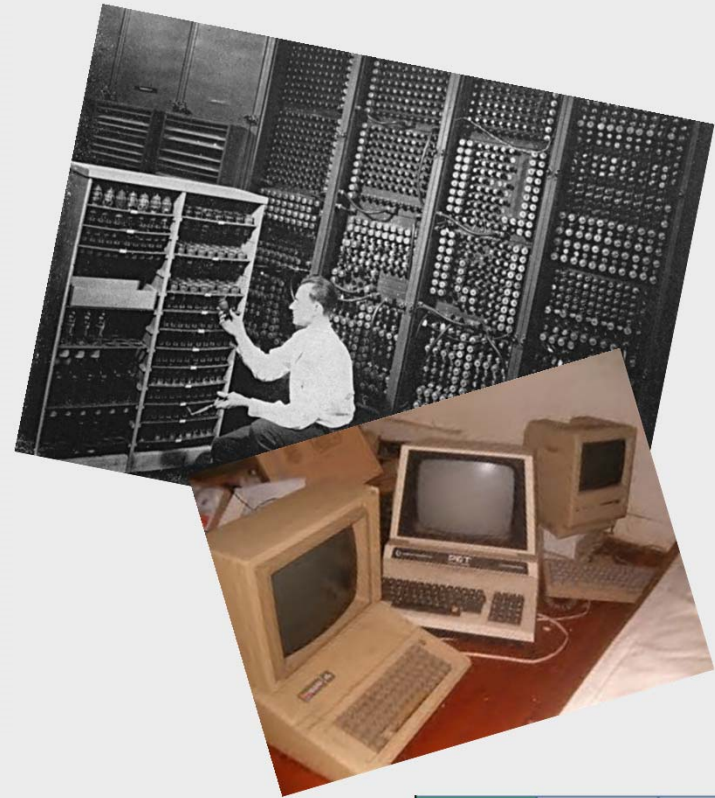
Systems - Computers

Before...

- Paper, Paper, Paper
- “Little Black Box” imposed fear
- Email Communication skills limited at best

After....

- Excel and GIS trained office staff
- Outlook used extensively
- All data saved on County’s Server
- Streamlined payroll process
- Installed CHARTS database system



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Systems - GIS

- Work-order system
 - Improved responsiveness
 - Track all citizen and in-house complaints
 - Improved follow-through
- Asset Inventories
 - PASER Rating
 - Bridges
 - Culverts
 - Signs
- Summer Road Program
- Snow Routes



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Systems – Department Communication

- Regular Staff Meetings
 - Engineer weekly meetings with team members
 - Operations weekly meetings with team leaders
 - Team Leader daily huddles with staff
- All-Staff Meetings
 - Annual Report
 - Season/operations changes
- Annual “Year in Review” given to Council & Commissioners



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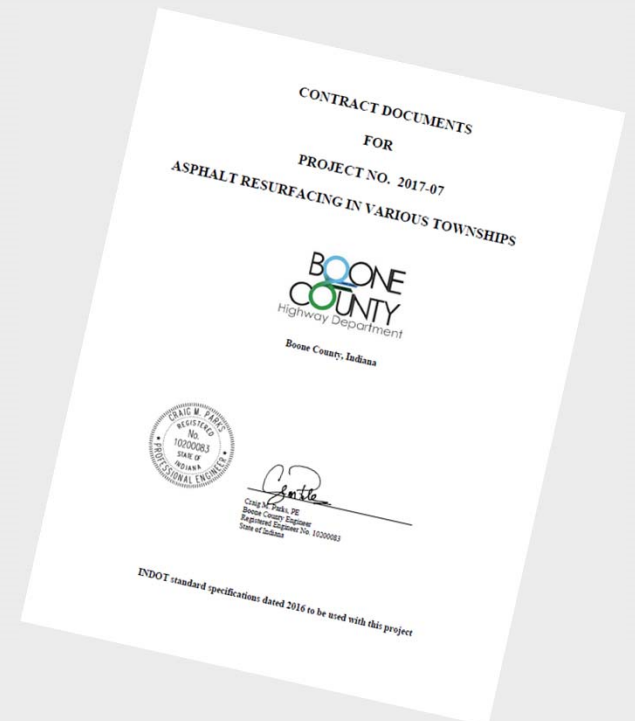
Systems – Project Development

Before...

- Annual Resurfacing Projects
 - Used material bids exclusively
 - Lawsuit history with process
- Bridge Projects
 - Used contract formats provided by designer
- No Consistency

After....

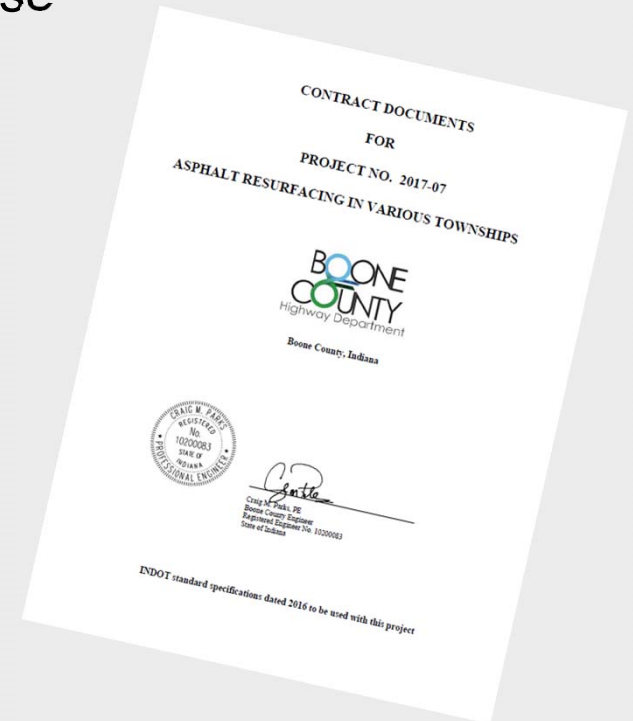
- Developed standardized front-end documents
- Expedited legal review
- No more shared responsibility for construction



Systems – Project Development

Results....

- Resurfacing projects can be developed in-house
 - GIS plans
 - Project specifications
 - Culvert information
 - Item Quantities & Cost Estimates
- Increased contractor response & competition
 - Reduced risk- reduce project cost
 - Reduces hidden costs
 - Establishes project timeline



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Capital – Image Overhaul

Before...

- Previous “Brand” was tired and worn out
- Difficult to see on red trucks



After....

- New, “fresher” look
- Green and Blue colors chosen to subtly illustrate commitment to environment
- Recognizable / High retention of image



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Capital – Image Overhaul

- Developed staff appearance standards
 - Proud of who we are and what we do
 - Uniform appearance is important
- Initiated facility improvements
 - Cleaned front office spaces
 - Removed walls
 - Painted
 - New floor finishes (carpet & tile)
 - Developed a professional conference room
 - Worn out exterior fencing relocated and replaced



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Capital – Long Range Planning

Before...

- Utilized MVH for operations and “leftover” funding for road program
 - Submitted highway budget did not include road program
 - Additional appropriations in April/May
 - “You get what you get”
- Expenditures often held off until last quarter
- Appropriations often went unspent
- Maintained extremely large MVH, Cumulative Bridge & LRS fund balances
 - Funds are intended for use on infrastructure
 - Does no good for taxpayer to hold onto their money
- Apparent lack of trust between Council and Highway Department

Capital – Long Range Planning

After....

- Developed 5 Year Plans
 - Road Maintenance
 - Bridge
 - Fleet / Equipment
- Spent down cash balances in 2016-2017
- Goal - Maintain 20%-25% at end of year
- Created Sources & Uses Sheets
 - Balance funding with substantiated needs
 - Helps guide Council decisions
- Built trust with County Council – Annual reports

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Capital – Infrastructure Projects

- 372.6 miles in four years
- Represents 86% of our paved roads
- Council's approved budget increasing annually
- Developed merit-based conversion program

Treatment	Miles (2015-2018)
HMA Resurfacing	42.5
Chip & Seal (single)	61.0
Chip & Seal (double)	95.5
Crack Fill	124.0
Microsurfacing	20.3
CMA Resurfacing	22.5
Conversion	6.75
Bridges (each)	6

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Capital – Infrastructure Projects

- Leveraging Dollars
 - Federal Funds since 2015
 - MPO – \$1.2M
 - Group IV – \$3M
 - Community Crossings
 - 2016 - \$1M
 - 2017 - \$436,000
 - Town of Zionsville Partnership
 - 2016 - \$410,000
 - 2017 - \$366,000
 - US Aggregates – 1.75 miles of conversion



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Capital – New Equipment

- Over \$2 Million of new equipment purchases 2015-2018
 - 2 SUV
 - 4 Light duty trucks
 - 4 Tandems
 - 1 Gradall
 - 1 Distributor truck
 - 1 Bucket truck
 - 1 Mulcher attachment
 - 1 Paver
 - 4 Slide-in salt beds
 - 1 Skidsteer
 - 1 Power broom
 - 4 Plows
 - 1 Chip spreader
 - 1 Tractor
- Priority based on ability to improve department efficiency
- Utilize online auction services to maximize sale of existing equipment
- Many used lease-to-own option

What is next?

Human Capital

- Refine team structure, create hierarchy of teams
- Evaluate abilities of all staff, identify future leaders
- Additional leadership training
- Additional technical training to all staff
- Sharing knowledge
 - Become teachers of teachers
 - Cross trained staff
- Additional staff



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What is next?

Systems

- Refine the road conversion program
- Streamline permitting process
- Update construction standards
- Complete GIS Based asset management
- Improved time/material tracking processes



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What is next?

Capital

- Sustain funding for road conversions
- Investigate additional funding sources for bridge maintenance and construction needs
- Plan and fund added capacity projects
- Sustain equipment funding



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Questions?