** PUBLIC WORKS **

Functional Area Summary by Agency

	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change from 2008 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$18,910,520	$17,684,035	$18,920,377	$18,586,264	$902,229	5.1%
County Tax Levy (b) (c)	$9,326,993	$9,695,359	$9,695,359	$10,010,988	$315,629	3.3%
Expenditures (d)	$26,988,925	$27,379,368	$28,979,796	$28,593,634	$1,214,266	4.4%
Rev. Over (Under) Exp.	$849,592	-	($150,153)	-	-	NA
Oper Income/(Loss) (d)	$398,996	$26	($65,948)	$3,618	$3,592	NA
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues (a)	$18,030,849	$16,784,599	$18,016,473	$17,654,356	$869,757	5.2%
County Tax Levy (b)	$9,123,540	$9,492,796	$9,492,796	$9,818,425	$325,629	3.4%
Expenditures (d)	$25,928,551	$26,277,369	$27,895,010	$27,469,163	$1,191,794	4.5%
Rev. Over (Under) Exp.	$849,592	-	($150,153)	-	-	NA
Oper Income/(Loss) (d)	$376,246	$26	($87,629)	$3,618	$3,592	NA
AIRPORT DEVELOPMENT						
Revenues (a)	$879,671	$899,436	$903,904	$931,908	$32,472	3.6%
County Tax Levy (b) (c)	$203,453	$202,563	$202,563	$192,563	($10,000)	-4.9%
Expenditures (d)	$1,060,374	$1,101,999	$1,084,786	$1,124,471	$22,472	2.0%
Oper Income/(Loss)	$22,750	-	$21,681	-	-	N/A

(a) Includes Airport Development Fund Balance appropriation of $180,829 in 2007, 2008 and 2009; Central Fleet Fund Balance of $101,083 in 2007, 2008 and $113,083 in 2009; Vehicle Replacement Fund Balance of $60,835 in 2008; Transportation Fund Balance of $90,000 in 2008 and $135,000 in 2009 and General Fund fund balance of $300,000 in 2007 and 2008 and $260,000 in 2009.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.

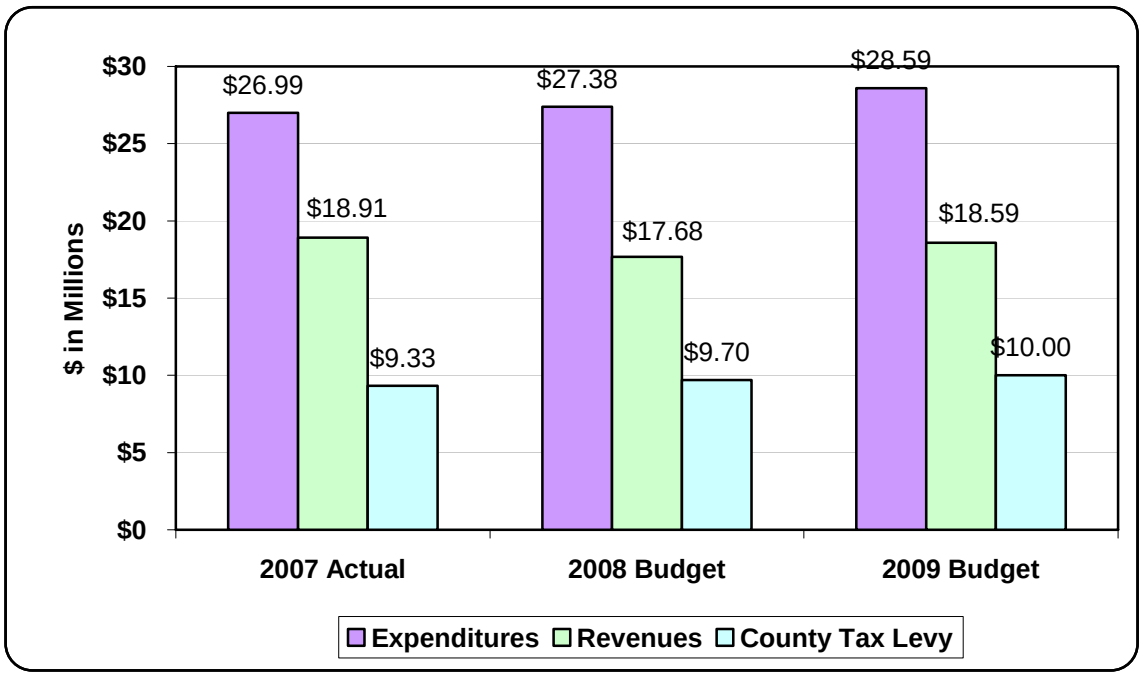
(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $2,873,764 for 2007, $2,161,600 for 2008 and $2,936,800 for 2009.

PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes the Public Works Department and the Airport Development fund. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy costs, and construction management and engineering for roadways and facilities, maintenance and housekeeping services, permit processing and traffic control. The **Transportation Fund** includes all maintenance and repair services on the County Trunk Highway System and also provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State. Also in the fund are transit service activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and program administration. A **Central Fleet Maintenance Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Fund** was established to finance necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Development Fund** maintains and operates, through a Fixed Based Operator contract, a reliever airport serving general aviation and business travel needs. Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major equipment replacements, (End-User Technology Fund, in General Administration Functional Area Section).

The 2009 expenditure budget for this functional area totals $28,593,634 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $1,214,266 or 4.4% from the 2008 Adopted Budget. Budgeted revenues, including $688,912 of fund balance appropriations, total $18,586,264 an increase of $902,229 or 5.1% from the previous year's budget. The tax levy necessary to fund this functional area totals $10,010,988, an increase of $315,629 or 3.3% from the 2008 Adopted Budget.



PUBLIC WORKS

Functional Area Budget Highlights

- Public Works General Fund operations include unfunding 1.00 FTE Building Service Worker with savings of $41,575 to be used to help partially offset the costs of future, more cost effective contracted housekeeping services. The Department will bid a new housekeeping contract in 2008 to commence in 2009.
- One part time Civil Engineer position is decreased by 0.30 FTE from 0.90 FTE to 0.60 FTE as planned after completing right of way acquisitions during the Janesville Road project.
- Salt expenditures increase $75,000 mainly as a result of an 11% increase in the cost per ton. Vehicle fuel costs are budgeted to increase $105,000, assuming an annual average rate of $3.15 per gallon (higher for diesel fuel) for use in highway maintenance operations.
- General Transportation Aids (GTA) are unchanged at $4,538,194. State reimbursement revenue for maintaining State roads increases $392,000 or 10%. This increase funds additional personnel costs, equipment, materials and vehicle fuel costs for road maintenance work requested by the State Department of Transportation. Two patrol workers are transferred from County operations to State operations.
- On-going energy costs are budgeted to increase $60,000 in Public Works for building operations overall, including an increase of $74,100 for electricity (at 6.0%) partially offset with a decrease for natural gas of $10,750 (1.3%) and decrease for sewer and water of $3,350 (1.4%). This also includes an estimated 5% reduction in consumption in buildings targeted for recent investments in energy conservation.
- The building improvement maintenance plan totals $950,000. This is a decrease for maintenance needs of $50,000 from the previous year's plan. The maintenance plan is funded by $700,000 of County tax levy and $250,000 General Fund Balance for one time projects. General Fund Balance use is planned to be phased down in future years.
- County tax levy support for transit services increases $12,000 to $815,681. Transportation fund balance of $60,000 is budgeted for expenses related to the fuel adjustment clause in the Wisconsin Coach Lines contract. An additional $75,000 of transportation fund balance will be used for the start up of van pools or other transit service alternatives in partnership with businesses, the municipality and employees to bring workers to jobs in New Berlin along Westridge Drive. Fare increases are proposed for commuter routes to take effect January 1, 2009. Direct service to University of Wisconsin Milwaukee (UWM) will be discontinued to reflect a decision made by the UWM student government to no longer fund the UPass program for this route.
- The Central Fleet Maintenance budget includes an average service rate increase of 2.4% for all customers. Fuel costs are assumed at an average cost of $3.00 per gallon as compared to $2.65, an increase of about 13%.
- The Airport revenue growth of almost $32,500 including additional land leases and lease rates adjustments for contract escalators in the newly completed Southeast Hangar Area and the new Flight for Life lease in the corporate hangar area funds a 2.0% increase in expenditures and reduces tax levy $10,000.

BUDGETED POSITIONS 2007-2009
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2007 Year End	2008 Adopted Budget	2008 Modified Budget	2009 Budget	08-09 Change
PUBLIC WORKS	General	73.65	73.05	73.05	71.75	(1.30)
PUBLIC WORKS	Transportation	64.85	64.85	64.85	64.85	-
PUBLIC WORKS	Central Fleet Maintenance	17.00	17.00	17.00	17.00	-
PUBLIC WORKS	Vehicle Replacement Fund	-	-	-	-	-
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	-
	TOTAL REGULAR POSITIONS	158.50	157.90	157.90	156.60	(1.30)
	TOTAL EXTRA HELP	3.07	4.28	4.28	4.28	-
	TOTAL OVERTIME	8.08	3.82	3.82	3.96	0.14
	TOTAL BUDGETED POSITIONS	169.65	166.00	166.00	164.84	(1.16)

2009 BUDGET ACTIONS:

General Fund

Unfund 1.00 FTE Building Service Worker I
Abolish 1.00 FTE Building Service Worker I (unfunded in 2008)
Abolish 1.00 FTE Maintenance Mechanic II and Create 1.00 FTE Maintenance Mechanic III
Decrease 0.30 FTE Senior Civil Engineer from 0.90 FTE to 0.60 FTE
Decrease Overtime 0.32 FTE across programs

Transportation Fund

Transfer 2.00 FTE Patrol Workers to State Highway Operations
Increase Overtime 0.46 FTE

2008 CURRENT YEAR ACTIONS:

None

2008 BUDGET ACTIONS:

General Fund

Unfund 1.00 FTE Building Service Worker I
Increase Senior Civil Engineer from 0.50 FTE to 0.90 FTE

Transportation Fund

Increase overtime 0.41 FTE
Increase extra help 1.21 to provide 2nd shift winter maintenance operation for State roads

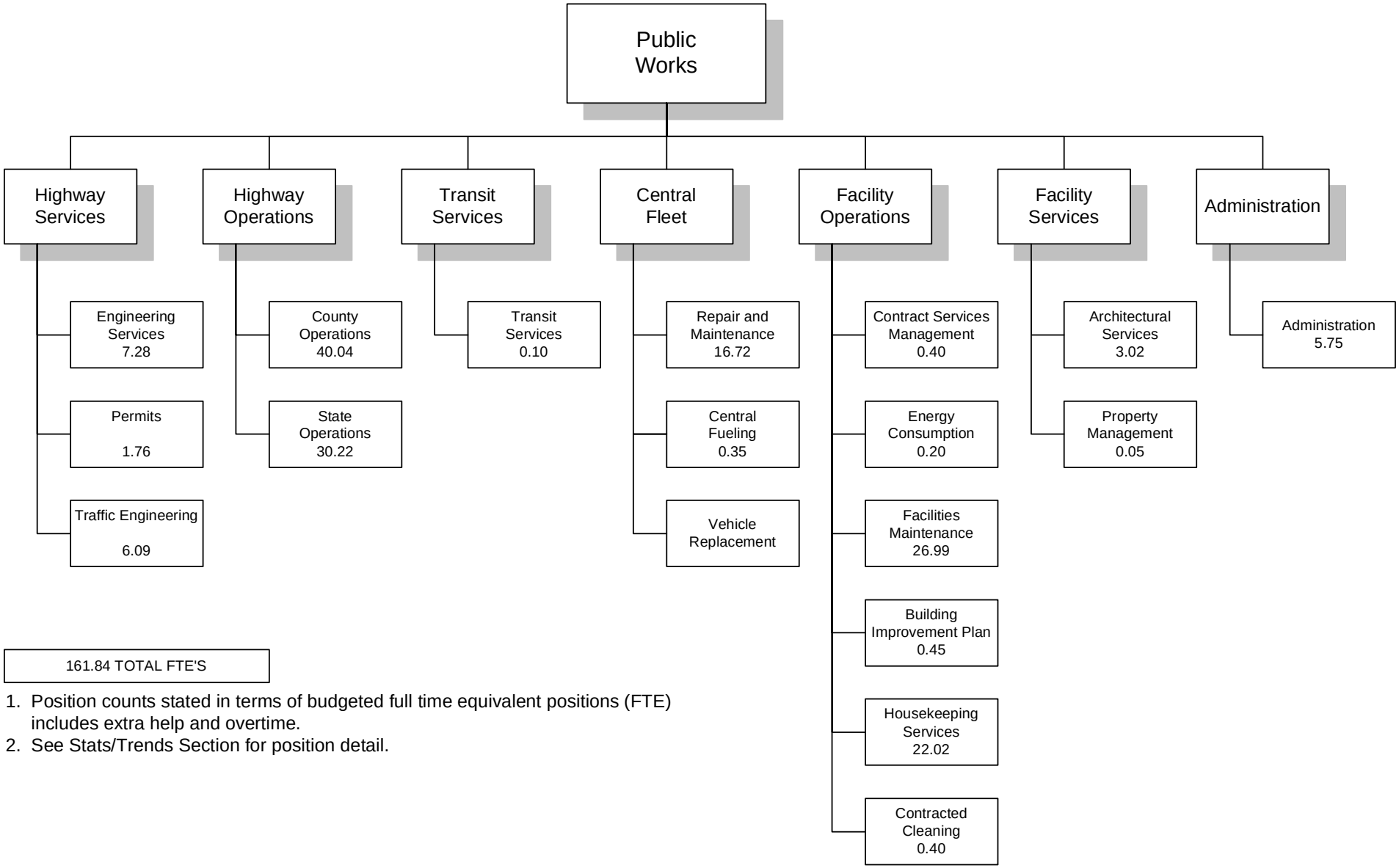
Central Fleet

Decrease overtime 0.07 FTE

For additional detail see the Budgeted Position Summary included within the Stats and Trends Section of the Budget Book.

PUBLIC WORKS

FUNCTION / PROGRAM CHART



161.84 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The Waukesha County Department of Public Works strives to provide quality infrastructure and services that meet or exceed our customers' expectations.

Financial Summary	2007 Actual	2008 Adopted Budget (a)	2008 Estimate (b)	2009 Budget (c)	Change From 2008 Adopted Budget $	%
Public Works-General Fund						
						-
Revenues (d)	$2,057,050	$2,088,519	$2,450,340	$2,054,406	($34,113)	1.6%
County Tax Levy (c)	$8,171,266	$8,419,897	$8,419,897	$8,677,379	$257,482	3.1%
Expenditures	$9,544,142	$10,508,416	$10,763,485	$10,731,785	$223,369	2.1%
Rev. Over (Under) Exp.	$684,174	-	$106,752	-	-	NA
Transportation Fund						
Revenues	$10,384,669	$9,125,302	$9,799,420	$9,629,501	$504,199	5.5%
County Tax Levy (c)	$952,274	$1,072,899	$1,072,899	$1,141,046	$68,147	6.4%
Expenditures	$11,171,525	$10,198,201	$11,370,493	$10,770,547	$572,346	5.6%
Rev. Over (Under) Exp.	$165,418	-	($498,174)	-	-	NA
Central Fleet						
Revenues (d)	$3,298,586	$3,282,636	$3,472,071	$3,530,350	$247,714	7.5%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,185,400	$3,282,610	$3,472,590	$3,526,732	$244,122	7.4%
Operating Inc./(Loss) (e)	$113,186	$26	($519)	$3,618	$3,592	NA
Vehicle Replacement						
Revenues (d)	$2,290,544	$2,288,142	$2,294,642	$2,440,099	$151,957	6.6%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,027,484	$2,288,142	$2,288,442	$2,440,099	$151,957	6.6%
Operating Inc./(Loss)	$263,060	-	$6,200	-	$0	NA
Total All Funds						
Revenues (d)	$18,030,849	$16,784,599	$18,016,473	$17,654,356	$869,757	5.2%
County Tax Levy	$9,123,540	$9,492,796	$9,492,796	$9,818,425	$325,629	3.4%
Expenditures	$25,928,551	$26,277,369	$27,895,010	$27,469,163	$1,191,794	4.5%
Rev. Over (Under) Exp.	$849,592	-	($391,422)	-	-	NA
Operating Inc./(Loss) (e)	$376,246	$26	$5,681	$3,618	$3,592	NA

Position Summary (FTE)					
Regular Positions	156.50	154.90	154.90	153.60	(1.30)
Extra Help	3.07	4.28	4.28	4.28	0.00
Overtime	8.01	3.82	6.00	3.96	0.14
Total	167.58	163.00	165.18	161.84	(1.16)

(a) Tax levy amount is not determined by expenditures less revenues.

(b) The 2008 Estimate includes 2007 carryovers and open encumbrances which modified the budget after it was adopted.

(c) Tax levy of $39,629 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.

(d) Includes Central Fleet Fund Balance appropriations of $101,083 in 2007 and 2008, $113,087 in 2009; Vehicle Replacement Fund Balance of $60,835 in 2008; Transportation Fund Balance of $90,000 in 2008 and $135,000 in 2009; General Fund Balance $260,000 in 2007 and 2008; $260,000 in 2009.

(e) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

Major Departmental Strategic Outcomes and Objectives for 2009

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Study and select appropriate sites for the creation of low or zero maintenance horticultural plantings in place of grassy areas. If appropriate, begin installing selected plantings in 2009.

Key Outcome Indicator: Reduce the cost to maintain medians by 10% each year.

Performance Measurement	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Change
Annual cost to maintain 1 acre of median	N/A	N/A	$2,200	$2,200	$0

Objective 2: Reduce pre-application salt usage by 20% while maintaining safe winter roadways by adopting pre-wetting strategies. Evaluate the performance of the State pre-wetting systems used in the 2007 – 2008 winter season.

Key Outcome Indicator: Reduce annual salt usage by 10% or greater, assuming full fleet is equipped.

Performance Measurement	06/07 Season Actual	07/08 Seasonal Actual	08/09 Seasonal Estimate	09/10 Seasonal Estimate
Tons of salt used seasonally on County roads	24,971	34,864	20,300	20,300

Objective 3: Select intersections to be studied for roundabouts versus signals. Where appropriate, include construction of specified roundabouts in the 2009 capital projects plan.

Key Outcome Indicator: Reduce energy costs and create a delay that is 10 seconds less than a signalized intersection.

Performance Measurement	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Change
Avg delay (seconds) at signalized intersection	N/A	18	18	18	0
Avg delay (seconds) at roundabout	N/A	12	12	12	0

Objective 4: Explore use of alternative fuels to reduce use of hydrocarbon fuels. Begin evaluating the purchase of clean diesel trucks in 2009 and investigate the cost and availability of heavy trucks with bio-fuel or hybrid capabilities.

Key Outcome Indicator: Reduce use of hydrocarbon fuels by 25%.

Performance Measurement	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Change
# of 'clean diesel' trucks/hybrid vehicles purchased	0	0	0	2	2
Gallons of hydrocarbon fuel purchased	0	0	0	0	0

Objective 5: Study the principles of 'sustainability' energy and 'green' building design concepts, with a goal of implementing these principals in the design of the new Health and Human Services Center in 2009. Partner with Parks and Land Use staff to achieve this objective.

Key Objective Indicator: Provide a measurable rate of return of 15% to 20% in operational energy savings in the new Health and Human Services Center when completed in 2016.

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 6: Provide satisfactory maintenance of buildings and all county-owned motorized equipment. (Facilities Maintenance & Services, Housekeeping Services, Central Fleet)

Key Outcome Indicator: Conduct on-going customer satisfaction surveys every other year and maintain a customer satisfaction benchmark level. Surveys will be conducted every other year, with the next survey occurring in 2009. It is anticipated the survey process will be automated for the 2009 survey.

Performance Measures:	2007 Actual	2008 Target
Building/Office Environment	3.70	3.50
Heating and Air Conditioning	2.70	3.50
Housekeeping Services	3.50	3.50
Maintenance Services	4.00	3.50
Building Security	3.80	3.50

4.50 to 5.00	= Excellent performance
4.00 to 4.49	= Very Good performance
3.50 to 3.99	= Good performance
3.00 to 3.49	= Satisfactory
< Than 3.00	= Needs to Improve

County-Wide Key Strategic Outcome: A safe county

Objective 7: Maintain a sufficiency index of 80.0 for county bridges and a pavement condition index of 70.0 for County highway pavement. Reduce number of bridges labeled as "structurally deficient" to a level of 0 by 2015.

Key Outcome Indicator: Bridge sufficiency index and pavement condition index.

Performance Measure	2007 Actual	2008 Target	2008 Estimate	2009 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	86.4	85.0	86.8	86.0
Structurally Deficient Bridges	7	6	6	6
Pavement Condition Index				
PCI—Benchmark	70.0	70.0	70.0	70.0
PCI—Actual				
Asphalt—primary	71.0	73.0	76.0	74.0
Asphalt—secondary	69.0	72.0	75.0	73.0
Asphalt—tertiary	72.0	77.0	74.0	72.0
PCI -- Concrete	45.0	47.0	55.0	48.0

Objective 8: Improve the efficiency of the current, highway-system asset databases by combining into a single database. This will allow for future growth of the system, better workflow replication and the ability to query data across divisions and groups. Full implementation of the system is planned for the end of 2010.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 9: Maintain or reduce the per square foot costs in county buildings by comparing current usage with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual square foot program costs across all major County buildings.

Performance Measure	2007 Actual	2008 Target	2008 Estimate	2009 Target
Utility Consumption per rentable square foot				
Therm usage per sq ft.	0.93	0.90	0.90	0.88
Kilowatt-hour per sq.ft.	21.90	21.00	21.00	20.00
Maintenance & Housekeeping costs per square foot				
Maintenance costs per sq ft.	$1.85	$1.92	$1.92	$1.98
Housekeeping costs per sq. ft.	$2.62	$2.70	$2.70	$2.78

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 10: Develop a pilot program that will provide transit options where traditional bus service is not cost effective.

By the end of first quarter 2009, meet with the city of New Berlin area employers to explore the feasibility of alternative transit services such as a dial-a-ride route deviation or van-pool type service.

By the end of second quarter 2009, implement a pilot alternative transit service using contracted service within the corridor.

By the end of third quarter 2009, evaluate service and make changes as needed.

Key Outcome Indicator: Total Westridge service area ridership.

Objective 11: Examine and evaluate the County's vehicle fueling infrastructure and recommend a future strategic direction for the program.

By the end of first quarter 2009, establish an interdepartmental committee representing the Department of Public Works, Parks and Land Use, the Sheriff's Department, the Risk Management division, and Hazardous Materials Coordinator.

By the end of fourth quarter 2009, prepare a report that identifies alternative fuel options and recommends a future strategic direction.

Objective 12: The Department of Parks and Land Use and the Department of Public Works will work together to explore opportunities for efficiencies and service enhancements that can be gained including cross training staff for improved service delivery.

Objective 13: Provide administrative support to the Department of Parks and Land Use and the Department of Administration to evaluate Parks and Land Use equipment replacement scheduling based on hours of operation in conjunction with years of ownership, along with analysis of the cost of equipment maintenance vs. the cost of equipment replacement.

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities and road infrastructure. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate (a)	2009 Budget (b)	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$1,031,160	$1,060,580	$1,028,138	$1,060,580	$0	0.0%
Fine/Licenses	$119,860	$140,000	$130,000	$140,000	$0	0.0%
Charges for Services	$76,493	$78,057	$78,057	$79,417	$1,360	1.7%
Interdepartmental	$503,041	$493,382	$493,382	$497,909	$4,527	0.9%
Other Revenue	$26,496	$16,500	$22,440	$16,500	$0	0.0%
Appr. Fund Balance (c)	$300,000	$300,000	$698,323	$260,000	($40,000)	-13.3%
County Tax Levy (a)	**$8,171,266**	**$8,419,897**	**$8,419,897**	**$8,677,379**	**$257,482**	3.1%
Total Revenue Sources	**$10,228,316**	**$10,508,416**	**$10,870,237**	**$10,731,785**	**$223,369**	2.1%
Expenditures						
Personnel Costs	$4,572,791	$4,970,956	$4,939,635	$5,081,621	$110,665	2.2%
Operating Expenses	$4,458,043	$4,928,628	$5,136,787	$5,069,363	$140,735	2.9%
Interdept. Charges	$263,161	$298,332	$298,876	$336,801	$38,469	12.9%
Fixed Assets	$250,147	$310,500	$388,187	$244,000	($66,500)	-21.4%
Total Expenditures	**$9,544,142**	**$10,508,416**	**$10,763,485**	**$10,731,785**	**$223,369**	2.1%
Rev. Over (Under) Exp.	$684,174	-	$106,752	-	-	N/A
Position Summary (FTE)						
Regular Positions	73.65	73.05	73.05	71.75	(1.30)	
Extra Help	2.15	2.15	2.15	2.15	0.00	
Overtime	0.83	0.83	0.69	0.51	(0.32)	
Total	76.63	76.03	75.89	74.41	(1.62)	

(a) The 2008 estimate includes 2007 carryovers and open encumbrances which modified the budget after it was adopted.

(b) Tax levy of $32,887 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.

(c) Includes General Fund Balance of $300,000 in 2007 and 2008 and $250,000 in 2008.

Architectural Services/ Property Management

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. Also, this division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the County owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**3.07**	**3.07**	**3.07**	**3.07**	**0.00**
Charges for Services	$31,694	$32,371	$32,371	$32,580	$209
Appr. Fund Balance	$0	$0	$0	$10,000	$10,000
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	$296,087	$300,370	$300,370	$293,983	**-$6,387**
Total Revenues:	**$327,781**	**$332,741**	**$332,741**	**$336,563**	**$3,822**
Personnel Costs	$290,071	$306,405	$304,443	$312,793	$6,388
Operating Expenses	$29,939	$25,050	$20,950	$22,700	-$2,350
Interdept. Charges	$1,087	$1,286	$1,286	$1,070	-$216
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures:	**$321,097**	**$332,741**	**$326,679**	**$336,563**	**$3,822**

Rev. Over (Under) Exp.	$6,684	-	$6,062	-	-

Program Highlights

This budget assumes the County will continue to maintain and collect rental revenue from five rental properties in 2009. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from 2008 rates. Fund balance is used for the first time to fund maintenance, repair and/or demolition of County properties that do not generate rental revenue.

Staffing levels in this program area remain consistent with 2008 levels. Operating expenses are used to provide administrative support to the capital projects and to provide building project services to the other County departments. Expenses include funds for small architectural design services, the cost of printing project plans, and the cost of professional staff development. Operating expenses also include the cost of property maintenance repairs.

Current and Proposed Facilities Management Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 08	Est. Operating Impact
200407	Hwy Ops Center Storage Building	2008	$452,000	100%	Minimal
200611	Courthouse Bldg/Grounds Security	2009	$140,000	0%	TBD
200326	Courts Project Secured Corridor	2010	$2,000,000	0%	TBD
200616	Medical Examiner Expansion	2010	$1,096,000	15%	TBD
200617	Radio Services Bldg Remodel	2011	$984,000	2%	TBD
200913	Highway Water line Loop	2011	$260,000	0%	TBD
200914	Courthouse Future Study	2012	$250,000	0%	TBD
200808	Communications Center Expansion	2013	$1,510,000	0%	TBD

Building Improvement Plan

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.45**	**0.00**
General Government	$0	$0	$0	$0	$0
Appr. Fund Balance	$300,000	$300,000	$698,323	$250,000	($50,000)
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$716,512**	**$756,744**	**$756,744**	**$757,094**	**$350**
Total Revenues	**$1,016,512**	**$1,056,744**	**$1,455,067**	**$1,007,094**	**($49,650)**
Personnel Costs	$37,469	$44,744	$42,099	$45,094	$350
Operating Expenses	$630,715	$701,500	$901,478	$718,000	$16,500
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$232,433	$310,500	$388,187	$244,000	($66,500)
Total Expenditures	**$900,617**	**$1,056,744**	**$1,331,764**	**$1,007,094**	**($49,650)**

Rev. Over (Under) Exp.	$115,895	-	$123,303	-	-

Program Highlights

Fund balance revenues of $250,000 are proposed in 2009 to offset the costs of on-going painting, roofing and carpeting projects. The use of fund balance is expected to continue through 2010 to address high cost repair needs of building interiors identified in annual condition analysis reports.

Staffing levels for this program continue at the same levels as 2008. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Reduction in plan assumes both the Health and Human Services Center and the Courthouse are in “breakdown maintenance” mode pending renovation/replacement of buildings in Capital Plan. This means that the mechanical systems will be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Type	2009 Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan
Roof	$110,000	$175,000	$90,000	$0	$90,000
Landscaping	$22,000	$0	$0	$0	$0
Tuckpoint/seal	$65,000	$50,000	$150,000	$50,000	$50,000
Roof/Ext	$0	$80,000	$80,000	$95,000	$80,000
Win/Door	$32,000	$25,000	$25,000	$25,000	$25,000
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Ceiling	$3,000	$3,000	$3,000	$3,000	$3,000
Electric	$12,000	$0	$0	$75,000	$0
HVAC	$337,000	$202,000	$163,000	$382,000	$382,000
Plumbing	$0	$72,000	$28,000	$0	
Security	$15,000	$30,000	$30,000	$30,000	$30,000
Carpet	$80,000	$0	$0	$0	$0
Paint	$125,000	$125,000	$158,000	$125,000	$125,000
Wall Cover	$34,000	$23,000	$25,000	$0	$0
Floortile	$30,000	$0	$0	$0	$0
Asbestos	$40,000	$0	$0	$0	$0
Carpet/Tile	$30,000	$150,000	$183,000	$150,000	$150,000
Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance*	$250,000	$150,000	$0	$0	$0

*Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Building	2009 Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan
Admin Center	$77,000	$235,000	$55,000	$15,000	$15,000
Courthouse	$17,000	$25,000	$25,000	$25,000	
Human Services	$67,000	$35,000	$0	$0	$0
Highway	$75,000	$2,000	$143,000	$7,000	
Juvenile Center	$17,000	$0	$0	$0	$90,000
Law Enforcement	$220,000	$50,000	$0	$0	$0
Mental Health	$15,000	$0	$7,000	$0	$0
Northview	$70,000	$0	$0	$0	$0
Other	$283,000	$555,000	$621,000	$855,000	$817,000
UW-Waukesha	$109,000	$48,000	$99,000	$48,000	$28,000
Grand Total	**$950,000**	**$950,000**	**$950,000**	**$950,000**	**$950,000**
Use of Fund Balance *	$250,000	$150,000	$0	$0	$0

Energy Consumption

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$44,799	$45,686	$45,686	$46,837	$1,151
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$2,173,632**	**$2,264,612**	**$2,264,612**	**$2,323,955**	**$59,343**
Total Revenues	**$2,218,431**	**$2,310,298**	**$2,310,298**	**$2,370,792**	**$60,494**
Personnel Costs	$20,419	$22,198	$21,532	$22,692	$494
Operating Expenses	$1,970,399	$2,288,100	$2,281,100	$2,348,100	$60,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,990,818**	**$2,310,298**	**$2,302,632**	**$2,370,792**	**$60,494**

Rev. Over (Under) Exp.	$227,613	-	$7,666	-	-

Program Highlights

Staffing levels for this program continue at the same levels as 2008. Utility rates are expected to increase from the 2008 rates as follows: an estimated 7.5% increase for electricity; an estimated 11% for water; and an estimated 9% for natural gas. Overall consumption for water is anticipated to decrease in 2009; natural gas consumption is anticipated to remain stable and electricity is anticipated to increase slightly. Due to the volatile nature of the utility market, costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets are adjusted accordingly.

Activity
Utility Source

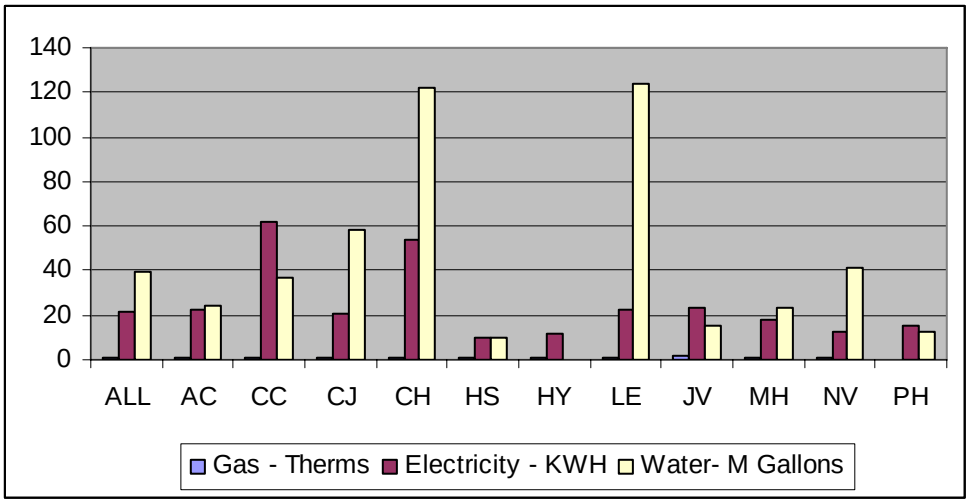
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Electricity (Kilowatt-Hrs)	18,540,710	15,892,000	15,892,215	16,094,407	202,407
Natural Gas (Therms)	716,580	690,000	690,565	681,639	(8,361)
Water/Sewer (Gallons)	35,731,600	40,536,000	40,535,532	37,143,243	(3,392,757)

Energy Consumption (cont.)

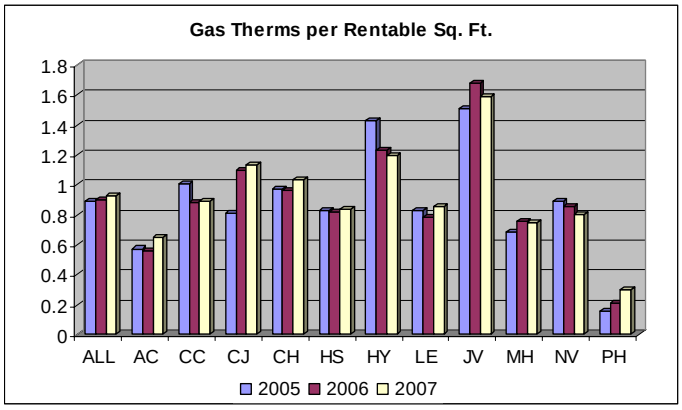
In order to evaluate utility performance the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

	2007 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	.93	21.90	39.77
AC	Administration Center	.65	22.63	24.58
CC	Communications Center	.89	62.17	36.68
CJ	County Jail	1.13	21.02	57.96
CH	Courthouse	1.03	53.74	122.06
HS	Health & Human Services Center	.84	9.57	10.04
HY	Highway Buildings	1.19	11.29	0
LE	Law Enforcement Center	.86	22.80	124.08
JV	Juvenile Center	1.59	23.62	15.20
MH	Mental Health Center	.75	17.95	23.38
NV	Northview	.80	12.12	41.70
PH	Public Health Center	.30	15.40	12.79

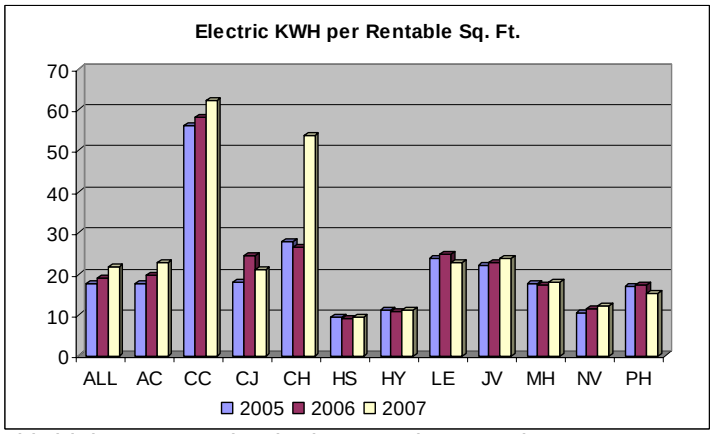
Note: The Highway facility data is still in the process of being compiled.



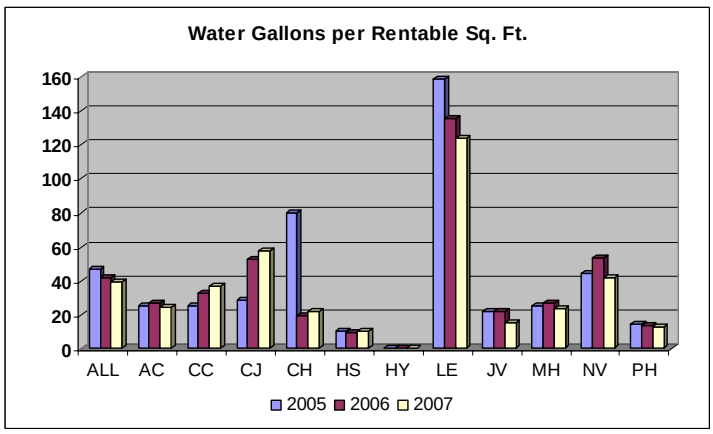
Energy Consumption (cont.)



This chart indicates the therms of gas used by building per rentable square foot. The county average is 0.93 Therms per rentable square foot per year. As was indicated last year, the Juvenile Center has the greatest usage per rentable square foot at 1.59. The boilers in the Juvenile Center are scheduled to be replaced in 2010. The project scope was expanded this year to include controls and distribution equipment to help reduce energy consumption. The Highway buildings are also higher than the County's average gas use per rentable square foot. The highway graph includes the main highway & fleet facility as well as the four substations. The higher gas usage per square foot is in these facilities is understandable taking into consideration the nature of the work at these facilities, moving large vehicles in and out of these buildings during the winter months.



The electrical usage chart indicates the Kilowatt hours of electricity usage per rentable square foot. In 2007 the average annual usage was 21.9 KWH. The facility with the highest usage is the Communications Center with 62.17. The Department is currently performing a recommissioning project at the facility and has identified a number of modifications that should reduce the electrical consumption. However due to the 24/7 operation and equipment utilization this facility will always consume more electricity than our other facilities. The other facility with high consumption is the Courthouse. There appears to be a large spike in usage in 2007. This is a result of a faulty meter in the Courthouse and how electrical consumption is calculated for the Government Center Facilities. Individual facility metering equipment will be installed this year.



The water usage chart indicates the gallons of water usage per rentable square foot. In 2007 the average annual usage was 39.77 gal. The facility with the highest usage is the Law Enforcement Center with 124.08. Overall water consumption is down. A capital project is underway to replace the domestic water cooled units with a glycol cooled system with drycooler and free cooling coils on each evaporator. The estimated payback for the installation of these upgrades is 4.3 years.

Contracted Services Management

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Schedule and monitor contracted services on elevators, fire alarm systems, sprinkler systems, security services, waste disposal services, and high technology equipment maintenance including security cameras and security doors at the Justice Center. Identify new areas where service contracts would be cost beneficial.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$492,357**	**$481,510**	**$481,510**	**$452,263**	**($29,247)**
Total Revenues	**$492,357**	**$481,510**	**$481,510**	**$452,263**	**($29,247)**
Personnel Costs	$40,838	$44,397	$43,069	$45,383	$986
Operating Expenses	$235,243	$315,500	$275,600	$290,500	($25,000)
Interdept. Charges	$109,322	$121,613	$121,608	$116,380	($5,233)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$385,403**	**$481,510**	**$440,277**	**$452,263**	**($29,247)**

Rev. Over (Under) Exp.	$106,954	-	$41,233	-	-

Program Highlights

Staffing levels for this program continue at the same levels as 2008. Staff is responsible for the administration of contracts required for the operations of the building systems. Staff continues to work closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings, resulting in some decreased costs for maintenance service contracts. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; generator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Interdepartmental charges include budgeted insurance charges of about $87,400; security services for the Human Services Center budgeted at $25,500; and telephone expenses for some of the building systems budgeted at almost $3,500.

Facilities Maintenance & Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Facility Maintenance & Services division provides a variety of services to our customers. The primary function is to extend the useful life of our facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. This also includes the management of maintenance related capital projects.

Our secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with our departmental customers for all building maintenance needs.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**26.27**	**27.31**	**27.31**	**26.99**	**(0.32)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$391,541	$377,982	$377,982	$376,609	($1,373)
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$353	$0	$0	$0	$0
County Tax Levy	**$1,999,116**	**$2,032,661**	**$2,032,661**	**$2,146,877**	**$114,216**
Total Revenues	**$2,391,010**	**$2,410,643**	**$2,410,643**	**$2,523,486**	**$112,843**
Personnel Costs	$1,480,819	$1,710,745	$1,699,343	$1,777,165	$66,420
Operating Expenses	$691,572	$658,168	$709,900	$699,936	$41,768
Interdept. Charges	$44,083	$41,730	$42,584	$46,385	$4,655
Fixed Assets	$17,714	$0	$0	$0	$0
Total Expenditures	**$2,234,188**	**$2,410,643**	**$2,451,827**	**$2,523,486**	**$112,843**
Rev. Over (Under) Exp.	$156,822	-	($41,184)	-	-

Program Highlights

Revenues in this program area are received from other county departments for maintenance services provided to their department. These departments are enterprise funds or other special revenue funds that receive outside revenue sources for their expenses.

Staffing levels for this program are decreasing from the 2008 base due to a decreased need for overtime. Extra Help, at a level of 0.23 FTE continues to be budgeted for student intern to assist with integrating building design files with the Facilities Management software. One Maintenance Mechanic II will be reclassified to a Maintenance Mechanic III. This level of position is necessary to deal with the complex building issues in the County Jail. Operating expenses reflect historical use of materials and supplies required to maintain the exterior and interior County buildings, including wall coverings, flooring, and roofing. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. Expenses are increasing due to increased costs of materials. Interdepartmental charges include the cost of vehicle usage; insurances; and telephone. The increased budget primarily reflects the increased costs for vehicle usage.

Facilities Maintenance & Services (cont.)

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 08	Est. Operating Impact
200416	Courthouse Boiler Replacement	2008	$678,000	5%	TBD
200610	Substation Salt Mitigation	2008	$607,000	60%	$4,000
200805	Energy Conservation	2009	$600,000	0%	Reduced
200806	Law Enforcement Center HVAC	2009	$310,000	0%	Reduced
200706	Juvenile Center Boilers	2011	$220,000	0%	Reduced
200708	Northview Upgrades	2011	$2,360,000	0%	TBD
200902	UWW Boiler, Chiller & Controls Rplmnt	2014	$2,500,000	0%	Reduced

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Work Orders Issued	13,391	12,000	14,000	14,000	2,000

Housekeeping Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Responsible for maintaining a clean working environment in portions or all areas of the Courthouse, Human Services Center, Northview, Justice Center, a portion of the Juvenile Center, and Public Health Center. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center, Mental Health Center, a portion of the Juvenile Center, Highway Operations and Communications Center.

In-House Services

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**24.02**	**23.02**	**23.02**	**22.02**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$1,226,608**	**$1,238,206**	**$1,238,206**	**$1,238,468**	**$262**
Total Revenues	**$1,226,608**	**$1,238,206**	**$1,238,206**	**$1,238,468**	**$262**
Personnel Costs	$1,094,006	$1,151,106	$1,133,141	$1,145,668	($5,438)
Operating Expenses	$91,692	$87,000	$83,500	$92,700	$5,700
Interdept. Charges	$0	$100	$75	$100	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,185,698**	**$1,238,206**	**$1,216,716**	**$1,238,468**	**$262**
Rev. Over (Under) Exp.	$40,910	-	$21,490	-	-

Housekeeping Services (Continued)
Contract Cleaning

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$111,500	$115,400	$115,400	$121,300	$5,900
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$303,356**	**$313,201**	**$313,201**	**$360,671**	**$47,470**
Total Revenues	**$414,856**	**$428,601**	**$428,601**	**$481,971**	**$53,370**
Personnel Costs	$24,313	$26,541	$26,053	$27,944	$1,403
Operating Expenses	$388,043	$402,060	$418,185	$454,027	$51,967
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$412,356**	**$428,601**	**$444,238**	**$481,971**	**$53,370**

Rev. Over (Under) Exp.	$2,500	-	($15,637)	-	-

Program Highlights

Revenues in this program reflect recovery of Mental Health Center costs through the Mental Health enter budget.

One Building Service Worker I position is being unfunded in 2009. The savings from this unfunding the position will be used to help offset the costs of additional, future contracted housekeeping service. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns. Contracted cleaning services, budgeted at $436,300, are used to clean the Mental Health Center, the Public Health Center, a portion of the Juvenile Center, the Administration Center and the Highway Operations building and substations. The Juvenile Center housekeeping contract is a new contract in 2008. The budget is based on an estimated 4% increase from the 2008 contract. A new contract will commence in 2009.

Buildings Cleaned within this budget

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	6	6	5.5	5	(1)
Contracted staff	9	9	9.5	10	1
Floor Area Cleaned Daily (sq. ft)					
In-house staff	353,969	353,969	340,969	340,969	(13,000)
Contracted staff	239,798	239,798	252,798	252,798	(13,000)
Cost per Sq. Ft.					
In-house staff	$3.17	$3.61	$3.50	$3.50	($0.11)
Contracted staff	$1.80	$2.08	$1.80	$1.90	($0.18)

Internal staff services Courthouse, H&HS Center, Justice Center, Northview, Public Health Center, a portion of the Juvenile Center, and the New Jail. Contracted staff services Administration Center, Mental Health Center, a portion of the Juvenile Center, Highway Operations Center and four highway substations.

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**7.18**	**7.58**	**7.58**	**7.28**	**(0.30)**
General Government	$506,759	$516,893	$496,625	$516,893	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$750	$0	$740	$0	$0
County Tax Levy	**$85,914**	**$139,834**	**$139,834**	**$133,545**	**($6,289)**
Total Revenues	**$593,423**	**$656,727**	**$637,199**	**$650,438**	**($6,289)**
Personnel Costs	$549,339	$617,425	$617,023	$612,968	($4,457)
Operating Expenses	$35,365	$33,000	$28,850	$30,400	($2,600)
Interdept. Charges	$5,867	$6,302	$6,302	$7,070	$768
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$590,571**	**$656,727**	**$652,175**	**$650,438**	**($6,289)**

Rev. Over (Under) Exp.	$2,852	-	($14,976)	-	-

Program Highlights

General Transportation Aids (GTA) are budgeted at the same levels as the 2008 budget. In addition to being budgeted in the Engineering budget; GTA revenues are also budgeted in the County Highway Maintenance budget and the Traffic Control budget.

Staffing levels are decreasing in 2008. A regular part time Senior Civil Engineer position was temporarily increased to 0.90 FTE in 2008, and is being reduced back to a 0.60 FTE position in the 2009 budget. This position is responsible for right of way acquisition and in 2008 the Janesville Road capital project required an increased amount of time to coordinate land and right of way acquisitions. This budget continues to include funding for 0.92 FTE summer student interns and 1.00 FTE co-op students throughout the year. The co-op student program is run through a partnership with Marquette University. Operating expenses are decreasing and include funds for engineering software maintenance, minor survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services.

Current and Proposed Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2008 Est. % Compl. Yr End	Est. Operating Impact
9131	Bridge Aid Program	$180,000	$180,000	$0	Ongoing	N/A	$0
9817	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427	Signal/Safety Improvements	$1,100,000	$1,100,000	$0	Ongoing	N/A	Reduced
200509	Repaving Program	$2,850,000	$2,850,000	$0	Ongoing	N/A	$0
200008	CTH E, Oconomowoc River Bridge	$951,000	$701,000	$250,000	2008	80%	Reduced
200420	CTH SR, Fox River Bridge & Approaches	$2,005,000	$613,000	$1,392,000	2008	50%	Reduced
200823	CTH P, CTH DR Improvements	$1,750,000	$1,750,000	$0	2008	0%	$0
9904	CTH X, STH 59-Harris Highlands	$15,320,000	$4,408,000	$10,912,000	2009	50%	$18,600
200104	CTH O, CTH I to Hackberry Lane	$6,560,000	$6,560,000	$0	2010	75%	$10,000
200606	CTH P, Bark River Bridge & Approach	$716,000	$330,400	$385,600	2009	30%	Reduced
9707	CTH VV, Marcy-Bette Rd	$8,400,000	$2,080,000	$6,320,000	2010	40%	$15,500
9903	CTH Y, I-43 to CTH I	$13,145,000	$12,645,000	$500,000	2010	50%	$25,000
200810	CTH CW, Ashippun River Bridge	$852,000	$318,400	$533,600	2011	0%	Reduced
200011	CTH L, CTH Y - Moorland	$27,550,000	$25,550,000	$2,000,000	2013	10%	$13,500
200511	CTH D, Calhoun Rd - 124th St.	$1,000,000	$1,000,000	$0	2011	0%	$0
200608	CTH VV, CTH Y - Marcy	$9,990,000	$3,430,000	$6,560,000	2015	0%	$36,750
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$4,035,800	$1,075,000	$2,960,800	2013	0%	$0
200907	CTH K, 132nd St to 124th St. (Rehabilitation)	$740,000	$500,000	$240,000	2012	0%	$0

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.09**	**6.09**	**6.09**	**0.00**
General Government	$524,401	$534,887	$513,913	$534,887	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$22,413	$15,000	$20,000	$15,000	$0
County Tax Levy	**$296,807**	**$261,454**	**$261,454**	**$274,739**	**$13,285**
Total Revenues	**$843,621**	**$811,341**	**$795,367**	**$824,626**	**$13,285**
Personnel Costs	$412,947	$420,631	$425,176	$438,450	$17,819
Operating Expenses	$348,350	$388,300	$381,282	$383,800	($4,500)
Interdept. Charges	$2,495	$2,410	$2,510	$2,376	($34)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$763,792**	**$811,341**	**$808,968**	**$824,626**	**$13,285**
Rev. Over (Under) Exp.	$79,829	-	($13,601)	-	-

Program Highlights

General Transportation Aids (GTA) are budgeted at the same levels as the 2008 budget. In addition to being budgeted in the Traffic Control budget; GTA revenues are also budgeted in the County Highway Maintenance budget and the Engineering budget.

Staffing levels are remaining stable from the 2008 base. The budget includes $96,000 for traffic signal electricity costs. This is a consistent with the 2008 budget. Signal maintenance costs are budgeted at $65,000, a slight increase from the 2008 base. These costs include cabinet maintenance and Digger's Hotline charges. Signage is budgeted at $40,000 and pavement-marking materials are budgeted at $130,000. Both of these budgets reflect decreases from the 2008 budget based on favorable pricing obtained by Purchasing.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Traffic Signals	90	95	92	99	4
Total Electricity Costs	$90,064	$96,000	$96,000	$96,000	$0
Avg annual electrical cost for one traffic signal	$1,001	$1,011	$1,043	$970	($41)

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.76**	**1.76**	**1.76**	**1.76**	**0.00**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$119,860	$140,000	$130,000	$140,000	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy (a)	$3,742	$11,285	$11,285	$11,529	$244
Total Revenues	**$123,602**	**$151,285**	**$141,285**	**$151,529**	**$244**
Personnel Costs	$144,134	$151,285	$143,947	$151,529	$244
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$144,134**	**$151,285**	**$143,947**	**$151,529**	**$244**
Rev. Over (Under) Exp.	($20,532)	-	($2,662)	-	-

(a) Negative tax levy from revenues over expenditures are used to partially offset tax levy in other general fund program areas.

Program Highlights

Permit fees are to be increased in 2008 to a rate that more accurately reflects the true cost of issuing a permit. Based on the cycle of increasing fees every two years, it is anticipated the fees will not be revised until 2010. Due to the unknown nature of the types of permits being requested and the number of permits that may be requested, an increase in the revenues is not being budgeted in 2009.

Staffing levels are consistent from 2008 to 2009.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	100	80	80	80	0
Utility Permits Processed	401	350	400	400	50

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

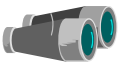
Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

(a)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**6.00**	**5.75**	**5.75**	**5.75**	**0.00**
General Government	$0	$8,800	$17,600	$8,800	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$2,980	$1,500	$1,700	$1,500	$0
County Tax Levy (a)	**$577,135**	**$620,020**	**$620,020**	**$684,255**	**$64,235**
Total Revenues	**$580,115**	**$630,320**	**$639,320**	**$694,555**	**$64,235**
Personnel Costs	$478,436	$475,479	$483,809	$501,935	$26,456
Operating Expenses	$36,725	$29,950	$35,942	$29,200	($750)
Interdept. Charges	$100,307	$124,891	$124,511	$163,420	$38,529
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$615,468**	**$630,320**	**$644,262**	**$694,555**	**$64,235**

(b) In 2009 budget, tax levy of $32,887 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.



Program Highlights

Revenues include administrative reimbursement for the Local Road Improvement Program (LRIP). This revenue is received every other year; however one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Personnel costs are remaining stable from 2008 to 2009. Operating expenses include funds for general office supply purchases; postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and funding for staff professional development. Interdepartmental charges are increasing primarily due to the increase in the End User Technology Fund charge for computer support and replacement that are funded with additional tax levy provided. Interdepartmental charges include expenses for computer replacement, telephone services, copier replacement charges, and radio replacement charges for most of the department.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate (a)	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$9,528,601	$8,499,217	$8,968,570	$8,891,747	$392,530	4.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$339,964	$170,000	$200,000	$180,000	$10,000	5.9%
Interdepartmental	$386,854	$289,410	$319,903	$314,220	$24,810	8.6%
Other Revenue	$129,250	$76,675	$220,947	$108,534	$31,859	41.6%
Appr. Fund Balance	$0	$90,000	$90,000	$135,000	$45,000	50.0%
County Tax Levy	**$952,274**	**$1,072,899**	**$1,072,899**	**$1,141,046**	**$68,147**	**6.4%**
Total Revenue Sources	**$11,336,943**	**$10,198,201**	**$10,872,319**	**$10,770,547**	**$572,346**	**5.6%**
Expenditures						
Personnel Costs	$4,808,635	$4,795,725	$4,983,131	$4,918,041	$122,316	2.6%
Operating Expenses	$3,067,288	$2,273,138	$2,744,999	$2,537,403	$264,265	11.6%
Interdept. Charges	$3,248,343	$3,112,938	$3,625,963	$3,315,103	$202,165	6.5%
Fixed Assets	$47,259	$16,400	$16,400	$0	($16,400)	-100.0%
Total Expenditures	**$11,171,525**	**$10,198,201**	**$11,370,493**	**$10,770,547**	**$572,346**	**5.6%**
Rev. Over (Under) Exp.	$165,418	-	($498,174)	-	-	N/A
Position Summary (FTE)						
Regular Positions	64.85	64.85	64.85	64.85	0.00	
Extra Help	0.92	2.13	2.13	2.13	0.00	
Overtime	7.15	2.92	5.24	3.38	0.46	
Total	72.92	69.90	72.22	70.36	0.46	

(a) The 2008 Estimate includes additional costs associated with record breaking snow falls. The 2008 budget has been modified to address increased costs.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**43.99**	**42.02**	**42.95**	**40.04**	**(1.98)**
General Government	$4,449,226	$4,538,194	$4,360,242	$4,538,194	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$339,964	$170,000	$200,000	$180,000	$10,000
Interdepartmental	$386,854	$289,410	$319,903	$314,220	$24,810
Other Revenue	$22,546	$13,000	$155,000	$18,000	$5,000
Appr. Fund Balance	$0	$50,000	$50,000	$0	($50,000)
County Tax Levy	**$188,593**	**$269,218**	**$269,218**	**$325,365**	**$56,147**
Total Revenues	**$5,387,183**	**$5,329,822**	**$5,354,363**	**$5,375,779**	**$45,957**
Personnel Costs	$2,595,375	$2,845,936	$2,894,048	$2,774,558	($71,378)
Operating Expenses	$1,771,530	$1,191,671	$1,536,748	$1,259,188	$67,517
Interdept. Charges	$902,426	$1,275,815	$1,407,581	$1,342,033	$66,218
Fixed Assets	$8,550	$16,400	$16,400	$0	($16,400)
Total Expenditures	**$5,277,881**	**$5,329,822**	**$5,854,777**	**$5,375,779**	**$45,957**

Rev. Over (Under) Exp.	$109,302	-	($500,414)	-	-

In 2009 budget, tax levy of $6,742 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.

Program Highlights

Revenue projections for 2009 are slightly higher than the 2008 budget base. This is due to increased revenues from municipalities for pavement marking services and for sales of de-icing materials. Fund balance in 2008 was for the one time purchase and installation of on-board, pre-wetting equipment on the patrol trucks for the application of brine. State reimbursements for administrative costs are expected to be higher in 2009 compared to 2008. General Transportation Aids (GTA) are budgeted at the same levels as the 2008 budget. In addition to being budgeted in the County Highway Operations budget; GTA revenues are also budgeted in the Engineering budget and the Traffic Control budget, which are both general fund budgets.

Two Patrol Worker positions have been shifted to the State Highway Operations budget. Levels of State work from 2006 through 2008 indicated higher levels of work on the State system. These expenses are reimbursed by the State. The 2009 budget reflects a slight increase in overtime. This budget continues include extra help funding to hire students in the summer.

County Operations (Continued)

Operating expenses reflect a status quo operation, however, the budget does reflect anticipated cost increases. Salt, the largest expenditure item in operating expenses, is budgeted at $739,300, with an increase of $75,000. The 2008/2009 salt price is anticipated to be $40.42 per ton. Other larger expenses in this appropriation unit include utilities at $214,600; crackfiller and patching materials at $48,000; culvert pipe and guardrail at $21,000; and plowblades at $45,000.

Interdepartmental charges are increasing $66,218. This includes significant increases for workers compensation of $13,838 and vehicle insurance of $31,077. The State has revised their formula for reimbursing the County for General Liability Insurance resulting in a shift of expenses to the County in 2009. Equipment costs, primarily fuel and replacement costs, are increasing from the 2008 budget base by $16,946. Fuel costs for the County are anticipated to increase over 13% from the 2008 budget. Computer replacement charges are increasing by almost $7,000 from the 2008 budget that are funded with additional tax levy provided.

No Fixed Assets are being requested in the 2009 budget.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Centerline miles of road maintained -- County	398	398	400	400	2
Centerline miles of road maintained – Non County/Non-State*	259	250	250	250	0
County Lane Miles Crackfilled	25	25	31.6	25	0
Crackfilling 2 lane highways*	$2,200	$2,200	$2,678	$2,815	$615
Center line striping*	$425	$425	$425	$470	$45
Mowing—1 linear mile*	$275	$275	$275	$310	$35
Avg Annual maint 1 lane mile	$6,250	$6,450	$6,450	$6,775	$325
Salt Annual Tons	33,781	18,250	23,250	18,290	40

* Cost per mile

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**28.83**	**27.78**	**29.17**	**30.22**	**2.44**
General Government	$5,079,375	$3,961,023	$4,608,328	$4,353,553	$392,530
Other Revenue	$286	$0	$2,272	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,079,661**	**$3,961,023**	**$4,610,600**	**$4,353,553**	**$392,530**
Personnel Costs	$2,201,413	$1,937,300	$2,076,561	$2,130,483	$193,183
Operating Expenses	$455,576	$186,600	$313,384	$250,000	$63,400
Interdept. Charges	$2,345,917	$1,837,123	$2,218,382	$1,973,070	$135,947
Fixed Assets	$38,709	$0	$0	$0	$0
Total Expenditures	**$5,041,615**	**$3,961,023**	**$4,608,327**	**$4,353,553**	**$392,530**

Rev. Over (Under) Exp.	$38,046		$2,273	-	-

Program Highlights

The State Highway Maintenance program of the budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State.

The 2009 budget is based on a combination of the State's 2007 and 2008 Authorization for Expenditure (AFE); the actual revenues received in 2007; and the projected 2008 State revenue reimbursement for work. The 2008 AFE is $996,500 higher than the 2008 budget. The 2009 budget, although significantly higher than the 2008 budget, is still $521,000 lower than the 2008 AFE.

This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes four patrol workers and one crew leader, will run approximately November 1 through March 31. This budget reflects the additional expenses and revenues anticipated for this operation.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Centerline miles of road maintained	260	260	260	260	0
Centerline miles of road striped	340	120	340	350	230
Lane miles maintained	1,050	1,050	1,062	1,062	12

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides fixed route and commuter bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System operates predominately rapid and express routes, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Para-transit services serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$106,418	$63,675	$63,675	$90,534	$26,859
Appr. Fund Balance	$0	$40,000	$40,000	$135,000	$95,000
County Tax Levy	**$763,681**	**$803,681**	**$803,681**	**$815,681**	**$12,000**
Total Revenues	**$870,099**	**$907,356**	**$907,356**	**$1,041,215**	**$133,859**
Personnel Costs	$11,847	$12,489	$12,522	$13,000	$511
Operating Expenses	$840,182	$894,867	$894,867	$1,028,215	$133,348
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$852,029**	**$907,356**	**$907,389**	**$1,041,215**	**$133,859**

Rev. Over (Under) Exp.	$18,070	-	($33)	-	-

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources are directly received and paid to vendors by Waukesha Metro. State and Federal revenues are anticipated to be reimbursed at a rate of 55% of gross expenses in 2009, which is consistent with the level budgeted in 2008. A new administrative contract will commence in April 2009. Other revenue, budgeted at $90,534, is reimbursed from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. Transportation fund balance of $60,000 is budgeted for expenses related to the fuel adjustment clause in the Wisconsin Coach Lines contract.

Transit Services (Continued)

The 2009 budget reflects the start up of an additional transit program by the third quarter servicing the area in New Berlin along Westridge Drive. This service is planned to be an alternative to a fixed route such as a van pool and will be provided in partnership with municipalities and employers in the area it serves. Transportation fund balance of $75,000 is budgeted as seed money to assist start up costs.

Fare increases are proposed for routes 901, 904, 905, and 906 and will take effect January 1, 2009. Fares are proposed to be increased $0.25 on local routes and $0.75 on the longer commuter routes. In addition, direct service to University of Wisconsin Milwaukee (UWM) will be discontinued to reflect a decision made by the UWM student government to no longer fund the UPass program for this route. The Paratransit service is being revised from a door-through-door service to a door to door service consistent with transportation service to seniors and disabled currently provided through the County's Aging and Disabilities Resource Center (ARDC). Federal policies for paratransit service require curb-to-curb service. Funds for a marketing program continue in the 2009 budget. This is a CMAQ funded program. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2009 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for this program is budgeted at $815,681 an increase of $12,000 from the 2008 budget.

Activity

Total Ridership		2007	2008	2008	2009
Route	Route Information	Actual	Budget	Estimate	Estimate
1	Waukesha Metro to Brookfield Square	116,620	114,000	115,123	116,000
9	Weekday service to Menomonee Falls and Butler	15,847	0	0	0
10	Brookfield Square Extension	242,147	235,000	219,014	220,000
79	Weekday Menomonee Falls to downtown Milwaukee	43,335	47,000	45,890	46,000
218	New Berlin Industrial Park Shuttle	22,044	19,000	21,478	22,000
901,904,905	Weekday service between City of Waukesha and downtown Milwaukee and UWM, includes Paratransit services, Weekday service between Oconomowoc and downtown Milwaukee	236,726	242,500	264,672	265,000
906	Weekday service between Mukwonago and Milwaukee via I-43	39,833	46,000	42,307	42,500
Paratransit		12,224	11,700	11,177	11,200
Total		728,776	726,200	719,661	722,700

Operating Cost per ride
Operating cost per ride determined by total cost of the route divided by the total ridership.

Operating Cost per ride	2007	2008	2008	2009
Route	Actual	Budget	Estimate	Budget
1	$0.57	$2.11	$0.61	$0.66
9	$13.50	$0.00	$0.00	$0.00
10	$2.83	$3.36	$3.47	$3.97
79	$8.20	$7.71	$8.23	$10.08
218	$9.43	$11.30	$10.00	$10.19
901,904,905	$8.53	$8.40	$8.32	$8.12
906	$9.50	$8.38	$10.13	$10.35
Paratransit	$18.32	$23.15	$30.66	$41.58
Average	$7.88	$8.87	$7.94	$9.44

Investment per ride
Investment per ride determined by total Cost of the Route less fare box revenues divided by the total ridership.

Investment per ride	2007	2008	2008	2009
Route	Actual	Budget	Estimate	Budget
1	$0.57	$1.78	$0.61	$0.66
9	$11.90	$0.00	$0.00	$0.00
10	$1.86	$2.09	$2.24	$2.71
79	$5.75	$5.40	$5.53	$7.13
218	$8.83	$10.51	$9.29	$9.57
901,904,905	$6.34	$6.05	$6.40	$5.88
906	$6.84	$5.95	$7.49	$7.26
Paratransit	$12.35	$16.21	$24.76	$33.13
Average	$6.05	$6.67	$6.26	$7.37

*Costs not available. Vendor billed net of fare box and State/Federal revenue.

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$53,040	$123,500	$99,794	$114,619	($8,881)	-7.2%
Interdepartmental (a)	$3,124,054	$3,042,753	$3,255,894	$3,283,648	$240,895	7.9%
Appr. Fund Balance (b)	$101,083	$101,083	$101,083	$113,083	$12,000	11.9%
Other Revenue	$20,409	$15,300	$15,300	$19,000	$3,700	24.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,298,586**	**$3,282,636**	**$3,472,071**	**$3,530,350**	**$247,714**	**7.5%**
Expenditures						
Personnel Costs	$1,122,766	$1,252,758	$1,243,138	$1,291,717	$38,959	3.1%
Operating Expenses	$2,002,325	$1,966,756	$2,166,556	$2,173,055	$206,299	10.5%
Interdept. Charges	$60,309	$63,096	$62,896	$61,960	($1,136)	-1.8%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,185,400**	**$3,282,610**	**$3,472,590**	**$3,526,732**	**$244,122**	**7.4%**
Operating Inc./(Loss)	$113,186	$26	($519)	$3,618	$3,592	13815%
Position Summary (FTE)						
Regular Positions	18.00	17.00	17.00	17.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.03	0.07	0.07	0.07	0.00	
Total	18.03	17.07	17.07	17.07	0.00	

a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.

b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2007, 2008 and 2009 for the facility depreciation; and $12,000 in 2009 for the purchase of InfoCenter software.

c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**17.68**	**16.79**	**16.79**	**16.72**	**(0.07)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$53,040	$123,500	$99,794	$114,619	($8,881)
Interdepartmental (b)	$1,928,387	$1,879,953	$1,893,094	$1,965,200	$85,247
Other Revenue	$20,409	$15,300	$15,300	$19,000	$3,700
Appr. Fund Balance	$101,083	$101,083	$101,083	$113,083	$12,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,102,919**	**$2,119,836**	**$2,109,271**	**$2,211,902**	**$92,066**
Personnel Costs	$1,106,221	$1,228,847	$1,219,296	$1,264,424	$35,577
Operating Expenses	$837,762	$850,563	$850,363	$899,627	$49,064
Interdept. Charges	$58,969	$61,711	$61,511	$60,540	($1,171)
Fixed Assets (Memo)(a)	$0	$0	$0	$0	$0
Total Expenditures	**$2,002,952**	**$2,141,121**	**$2,131,170**	**$2,224,591**	**$83,470**
Operating Income/(Loss)	**$99,967**	**($21,285)**	**($21,899)**	**($12,689)**	**$8,596**

(a) Total expenditures and net operating income exclude Fixed Asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

(b) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customer, while maintaining services to internal customers. Revenue projections are based on a three-year average of services provided to customers. No significant change is customer needs is anticipated in 2009. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs are remaining stable from the 2008 budget; however one employee will change from a single insurance coverage plan to a family plan, increasing the benefits by over $10,000.

Repair & Maintenance (Continued)

The increase in Operating expenses is partly due to an anticipated increase for parts purchased for repairs and maintenance. These cost projections, in addition to the projected cost of commercial repairs, are based on a three-year history of vehicle repairs and maintenance. Other increases include the an upgrade to the EFleet software program; the addition of InfoCenter, a web based management tool for EFleet; and consulting fees to help produce needed reports in the new system.

Interdepartmental Charges are consistent with 2008 budgeted levels. Expenses in this appropriation unit include workers compensation, general vehicle liability insurance, property insurance, telephone charges, radio charges, computer replacement charges and indirect cost charges.

2009 Central Fleet Rates are as follows:

Heavy labor rate:	$80.25, 2.4% increase from 2008
Light labor rate:	$67.75, 2.5% increase from 2008
Service rate:	$73.75, 2.4% increase from 2008
Outside Heavy labor rate:	$86.50, 2.4% increase from 2008
Outside Light labor rate:	$72.25, 2.5% increase from 2008
Outside Service rate:	$78.75, 2.3% increase from 2008
Parts markup:	16%, 0% increase from 2008
Commercial markup:	16%, 0% increase from 2008

Performance Measures	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	25.4	25%	25%	25%	0%
Marked Squad Basic A-PM Costs	$30.25	$33.00	$31.83	$33.42	$0.42

	Benchmark	06 Actual	07 Actual
Customer Satisfaction	85%	93%	98%
Vehicle Comebacks	2%	1%	<1%
Marked Squad A PM	0.30 hours	0.25 hours	0.25 hours
Outfront Mower PM	2.00 hours	1.86 hours	1.43 hours
Patrol Truck Availability	93%	94%	91%

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Total Work Orders	6,315	6,500	6,475	6,400	(100)
Internal Customer Work Orders	6,068	6,125	6,175	6,025	(100)
External Customer Work Orders	247	375	300	375	0
Total Internal. Cust. Rep./Maint. Revenues	$1,888,387	$1,839,953	$1,853,094	$1,925,201	$85,248
Total External Cust. Rep./Maint. Revenues	$79,210	$93,000	$99,094	$114,618	$21,618
Total External Customers	5	4	5	5	1

Central Fueling

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,195,667	$1,162,800	$1,362,800	$1,318,448	$155,648
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,195,667**	**$1,162,800**	**$1,362,800**	**$1,318,448**	**$155,648**
Personnel Costs	$16,545	$23,911	$23,842	$27,293	$3,382
Operating Expenses	$1,164,563	$1,116,193	$1,316,193	$1,273,428	$157,235
Interdept. Charges	$1,340	$1,385	$1,385	$1,420	$35
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,182,448**	**$1,141,489**	**$1,341,420**	**$1,302,141**	**$160,652**
Operating Income/(Loss)	**$13,219**	**$21,311**	**$21,380**	**$16,307**	**($5,004)**

(a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.

Program Highlights

It is anticipated that the average wholesale price of fuel will increase to $3.00 per gallon in 2009. Fuel usage is based on a three-year average of actual usage and is budgetd slightly above the 2008 budget. The only programatic change anticipated in the fuel program will be the integrety testing of all the underground tanks in 2009 for a cost of about $2,000.

2009 Central Fleet rates are as follows:

Fuel markup: $0.20 per gallon, $0.00 increase from 2008

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	452,395	408,000	510,760	412,015	4,015
CNG gallons sold	136	0	0	0	0
External CNG customers	2	3	0	0	(3)

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$1,891,956	$1,936,007	$1,936,007	$2,007,199	$71,192
Appr. Fund Balance	$0	$60,835	$60,835	$0	($60,835)
Other Revenue	$398,588	$291,300	$297,800	$432,900	$141,600
County Tax Levy (a)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,290,544**	**$2,288,142**	**$2,294,642**	**$2,440,099**	**$151,957**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$1,933,900	$2,197,953	$2,198,253	$2,352,834	$154,881
Interdept. Charges	$93,584	$90,189	$90,189	$87,265	($2,924)
Fixed Assets (Memo)(a)	$2,873,764	$2,161,600	$1,895,000	$2,936,800	$775,200
Total Expenditures	**$2,027,484**	**$2,288,142**	**$2,288,442**	**$2,440,099**	**$151,957**
Operating Inc./(Loss)	$263,060	-	$6,200	-	-

(a) Interdepartmental revenues are replacement charges to departmental users, which may be funded by a combination of sources including tax levy.

(b) Includes revenues from vehicle and equipment sales. Investment income is accounted for in the fund and is used for increasing future replacement costs, but is not budgeted.

(c) Total expenditures and net operating income exclude Fixed Assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

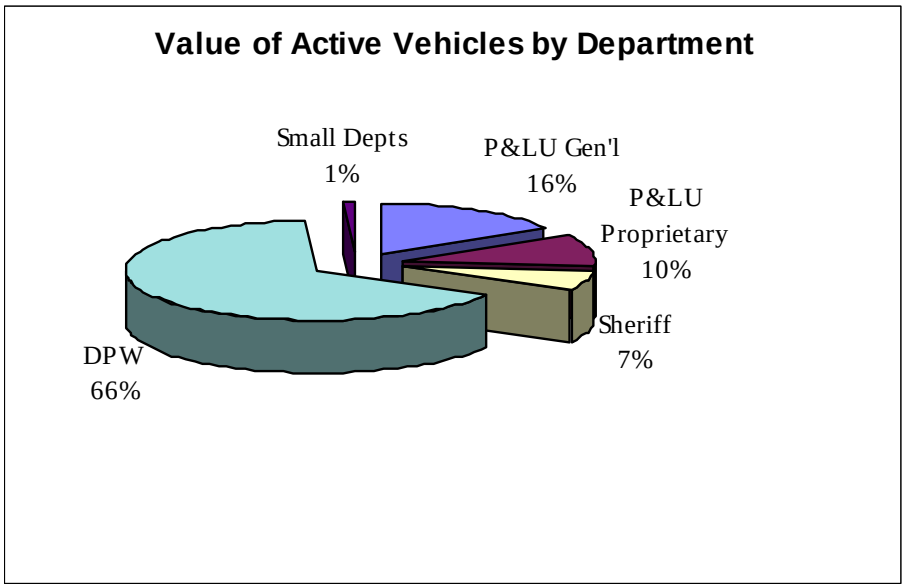
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2007 vehicles. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. Other revenues are the estimated value received from the sale of retired vehicles at auction. This budget can fluctuate based on the number of and value of vehicles going to auction each year. Insurance allocations are based on a three-year experience history and are decreasing slightly from the 2008 allocations. The 2009 plan includes funds to purchase two hybrid vehicles.



Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Active Vehicles in Plan	384	384	384	384	0
Vehicles Replaced	77	44	43	64	20

Waukesha County
2009 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
010	Sheriff's Department	Auto, Full Size, Marked	16	$23,300	$372,800	$83,200
010	Sheriff's Department	Auto, Full Size	1	$22,100	$22,100	$5,200
010	Sheriff's Department	Mini Van; surveillance	1	$23,900	$23,900	$5,000
010	Sheriff's Department	Van, Cargo, transport	1	$23,400	$23,400	$5,000
010	Sheriff's Department	Van, full size, 15 passenger, transport	1	$23,600	$23,600	$5,000
010	Sheriff's Department	Van, passenger, metro	1	$24,700	$24,700	$5,000
010	Sheriff's Department	Mini Van, metro	1	$20,000	$20,000	$4,500
	Subtotal Sheriff's Dept		22		$510,500	$112,900
400	Public Works Hwys	Automobile, Hybrid	2	$22,000	$44,000	$12,000
400	Public Works Hwys	Automobile	2	$16,300	$32,600	$9,000
400	Public Works Hwys	Excavator, tracked with trailer	1	$225,000	$225,000	$25,000
400	Public Works Hwys	Compressor truck with compressor	1	$63,000	$63,000	$8,000
400	Public Works Hwys	Tractor, right flail	2	$83,500	$167,000	$20,000
400	Public Works Hwys	Tractor, right flail 4 wheel drive	1	$93,000	$93,000	$10,000
400	Public Works Hwys	Tractor, zero turn	1	$17,600	$17,600	$3,000
400	Public Works Hwys	High lift (1/2 in P&LU)	0.5	$25,000	$12,500	$2,000
400	Public Works Hwys	Patrol Truck with Muni Body	3	$153,000	$459,000	$48,000
400	Public Works Hwys	Patrol Truck	4	$141,500	$566,000	$64,000
	Subtotal DPW Hwys		17.5		$1,679,700	$201,000
010	Public Works Bldgs	Pickup 1/2 ton	1	$19,500	$19,500	$5,000
010	Public Works Bldgs	Pickup 4x4	1	$30,200	$30,200	$6,000
	Subtotal DPW Bldgs		2		$49,700	$11,000
010	Parks & Land Use Genl	Pickup, 1/2 ton	1	$19,000	$19,000	$5,000
010	Parks & Land Use Genl	Brush Chipper	1	$21,000	$21,000	$4,000
010	Parks & Land Use Genl	Mower, triwing rotary	1	$37,000	$37,000	$5,000
010	Parks & Land Use Genl	Skidsteer, tracked with trailer	1	$72,000	$72,000	$10,000
010	Parks & Land Use Genl	Tractor loader with snow blower	1	$36,000	$36,000	$5,000
010	Parks & Land Use Genl	Truck 1 T dump, 4x4, plow, sander	3	$57,000	$171,000	$18,000
010	Parks & Land Use Genl	Mower, outfront	3	$24,000	$72,000	$12,000
010	Parks & Land Use Genl	Pickup, 3/4 T, 4x4, plow	1	$30,000	$30,000	$5,000
010	Parks & Land Use Genl	Tractor loader	1	$30,000	$30,000	$5,000
	Subtotal P&LU Gen'l Fund		13		$488,000	$69,000
505	Parks & Land Use Golf Courses	Mower, tow behind, 5 gang	1	$15,000	$15,000	$2,000
505	Parks & Land Use Golf Courses	Tractor, cab, 4x4	1	$30,000	$30,000	$5,000
505	Parks & Land Use Golf Courses	Brush chipper	1	$16,000	$16,000	$3,000
505	Parks & Land Use Golf Courses	Tractor, loader, 4x4, forks	1	$30,000	$30,000	$5,000
505	Parks & Land Use Golf Courses	Aerifier, towed	1	$10,000	$10,000	$2,000
505	Parks & Land Use Golf Courses	Pickup, 3/4 T, 4x4, plow	1	$30,000	$30,000	$5,000
	Subtotal P&LU Golf Courses		6		$131,000	$22,000
540	Parks & Land Use Ice Arenas	High lift (1/2 in DPW)	0.5	$25,000	$12,500	$2,000
	Subtotal P&LU Ice Arenas		0.5		$12,500	$2,000
470	Radio Services	1 Ton Van	1	$20,600	$20,600	$5,000
010	Medical Examiner	Van	2	$22,400	$44,800	$10,000
	Subtotal Small Departments		3		$65,400	$15,000
	Grand Total		64		$2,936,800	$432,900

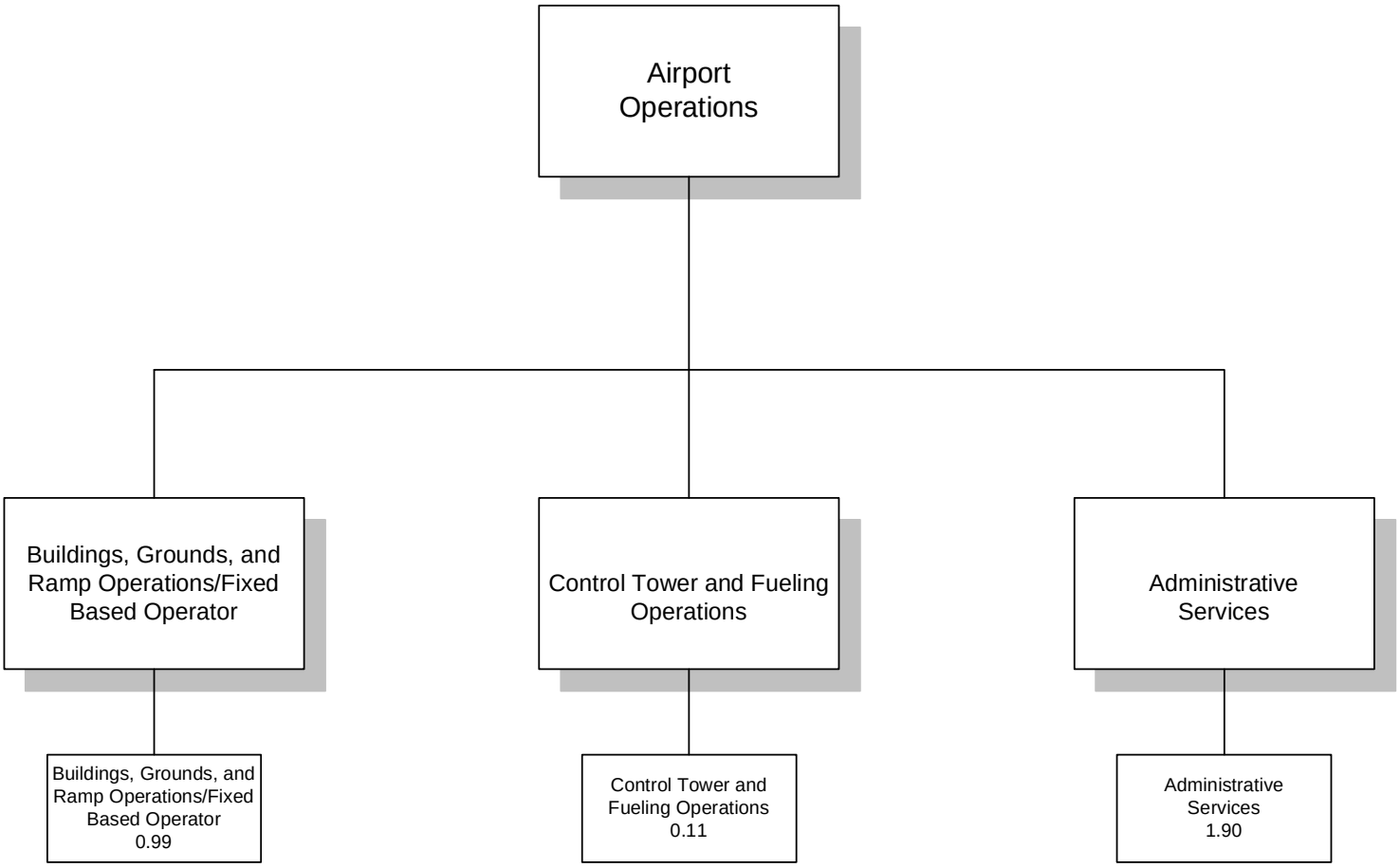
WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2008 Est		2009		2010		2011		2012		2013	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	13	$1,257,487	17.5	$1,679,700	19	$1,686,100	23	$2,069,300	11	$1,526,600	11	$1,260,300
010	Public Works Bldg Ops	1	$18,966	2	$49,700	1	$16,600	1	$19,100	1	$25,900	0	$0
010	Sheriff (a)	8	$179,655	22	$510,500	13	$309,500	9	$221,300	4	$97,300	0	$0
010	Parks & Land Use Gen'l	9	$277,362	13	$488,000	13	$305,300	9	$206,000	8	$223,177	15	$472,750
505	Golf Courses	9	$188,477	6	$131,000	14	$308,000	5	$118,500	8	$166,900	13	$365,300
545	Ice Arenas	1	$63,212	0.5	$12,500	0	$0	0	$0	1	$85,000	0	$0
550	Exposition Center	0	$0	0	$0	0	$0	0	$0	2	$46,800	0	$0
010	Medical Examiner	0	$0	2	$44,800	0	$0	2	$56,340	0	$0	0	$0
150	Human Services	0	$0	0	$0	4	$85,300	0	$0	0	$0	0	$0
450	Records Management	0	$0	0	$0	1	$19,100	0	$0	0	$0	0	$0
010	Information Systems	0	$0	0	$0	1	$19,300	0	$0	0	$0	0	$0
470	Radio Services	0	$0	1	$20,600	0	$0	0	$0	0	$0	0	$0
Total Replacements		41	$1,985,159	64	$2,936,800	66	$2,749,200	49	$2,690,540	35	$2,171,677	39	$2,098,350

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 or 3 years for most), future year replacement projections will not show on chart.

AIRPORT

FUNCTION / PROGRAM CHART



3.00 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The mission of Waukesha County Airport is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services are available to all users; to oversee and undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning; as well as to establish systems to maintain existing and future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County taxpayers.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$667,196	$696,507	$702,825	$728,879	$32,372	4.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$31,646	$22,100	$20,250	$22,200	$100	0.5%
Appr. Fund Balance (a)	$180,829	$180,829	$180,829	$180,829	$0	0.0%
County Tax Levy	**$203,453**	**$202,563**	**$202,563**	**$192,563**	**($10,000)**	**-4.9%**
Total Rev. Sources	**$1,083,124**	**$1,101,999**	**$1,106,467**	**$1,124,471**	**$22,472**	**2.0%**
Personnel Costs	$235,327	$257,070	$244,972	$256,663	($407)	-0.2%
Operating Expenses (b)	$770,542	$797,593	$790,333	$814,223	$16,630	2.1%
Interdept. Charges	$54,505	$47,336	$49,481	$53,585	$6,249	13.2%
Fixed Assets(memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,060,374**	**$1,101,999**	**$1,084,786**	**$1,124,471**	**$22,472**	**2.0%**
Operating Inc./loss	$22,750	-	$21,681	-	-	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.00	3.00	3.00	3.00	0.00	

(a) Airport Fund Balance offsets depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources (non-County tax levy).

(b) Budgeted depreciation expense is included in operating expense only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss differs from the Comprehensive Annual Financial Statements which include these funds as contributed capital.

Major Departmental Strategic Outcomes and Objectives for 2009
County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

1. Objective: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby ensuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

Key Outcome Indicator: To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biannually by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

2. Objective: To have Crites Field comply with the suggested enhancements of the Transportation Safety Administration's published General Aviation Security Guidelines point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

Key Outcome Indicator: To implement/maintain the security enhancements associated with a facility rating of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. Enhancements equivalent to a rating of greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

3. Objective: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

Key Outcome Indicator: To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56.
PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

4. Objective: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

Key Outcome Indicator: To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

5. Objective: Development and implementation of an Airport marketing plan in order to generate additional business activities and reduce reliance on County tax levy.

Key Outcome Indicator: The development and implementation of the marketing plan resulting in the construction of new corporate and business hangars, an increase in airport operations, and an increase in fuel flowage.

6. Objective: Begin to explore acquisition of lands as identified in the Airport Master Plan adopted by the County Board.

Key Outcome Indicator:

Objective	Performance Measure	2007 Actual	2008 Target	2008 Estimate	2009 Target
1	FAA benefit/cost ratio determined biennially	>1.0	>1.5	>1.5	>1.5
2	Percentage of relevant items compliant with	73%	80%	78%	80%
4	Runway 10/28 closures due to snow	0	0	1	0

Building, Grounds & Ramp Operations/Fixed Based Operator

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Program Description

Maintain and schedule the maintenance of the Airport grounds, infrastructure, and equipment as necessary to ensure a safe airfield operation. Schedule and monitor contract maintenance services to track the condition of Airport buildings and associated equipment. Monitor the contract for performing and providing aeronautical services and parking ramp operations.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.94**	**0.99**	**0.99**	**0.99**	**0.00**
Charges for Services	$638,615	$661,834	$668,698	$693,885	$32,051
Other Revenue	$39,948	$22,100	$20,250	$22,200	$100
Appr. Fund Balance	$180,829	$145,829	$145,829	$145,829	$0
County Tax Levy	**($43,665)**	**($57,072)**	**($57,072)**	**($70,317)**	**($13,245)**
Total Revenues	**$815,727**	**$772,691**	**$777,705**	**$791,597**	**$18,906**
Personnel Costs	$81,989	$87,704	$81,412	$85,750	($1,954)
Operating Expenses	$633,075	$654,564	$652,958	$670,237	$15,673
Interdept. Charges	$37,859	$30,423	$32,511	$35,610	$5,187
Fixed Assets (memo)(a)	$0	$0	$0	$0	$0
Total Expenditures	**$752,923**	**$772,691**	**$766,881**	**$791,597**	**$18,906**

Operating Inc./(Loss)	$62,804	-	$10,824	-	-

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed Aasset purchases will be made out of cash balances and are included in the Airport's fixed asset request.

Program Highlights

Charges for Services include revenues from existing and new land leases, hangar rental fees, fuel flowage fee and Fixed Based Operator (FBO) fees and leases. Existing land leases are adjusted annually by the change in the Consumer Price Index (CPI) over a given 12-month period. New and existing land leases are expected to increase by $32,348 due to new hangar developments in the South East Hangar area and by Milwaukee Regional Medical Center. Hangar rental revenues are expected to remain unchanged at $188,005. FBO related revenues increase by $3,524 to $166,874 due to CPI increase in FBO leased spaces. This offsets the decrease in fuel flowage fee revenues which are reduced by $4,000 to more accurately reflect the reduction in the amount of fuel being sold. The reduction can be attributed to the recent volatility in fuel prices. The airport fund balance remains unchanged and the tax levy decreased by $13,245.

Personnel costs across all program codes in this grouping decreased by $1,954 to reflect a personnel change within the department. The major drivers in the increase of operating expenses are due to the annual increase for the snow removal and grass cutting contracts. These contracts are adjusted annually by the Employer Cost Index (ECI) and are expected to increase $5,707. A new contract will be bid in the fall of 2009 which will affect the October 2009 to April 2010 snow removal expenses; this budget assumes a 5% increase. Interdepartmental charges increase due to rising vehicle maintenance and fuel costs.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Total Airport Buildings	14	14	14	14	0
Square Yards of Pavement	456,949	456,949	456,949	456,949	0
Acres of grass to be mowed	337	337	337	337	0

Control Tower & Fueling Operations

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Program Description

Air Traffic Control Tower facility and operations. Fuel farm operations. Costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.11**	**0.11**	**0.11**	**0.11**	**0.00**
Charges for Services	$28,581	$34,673	$34,127	$34,994	$321
Other Revenue	($8,346)	$0	$0	$0	$0
Appr. Fund Balance	$0	$35,000	$35,000	$35,000	$0
County Tax Levy	**$69,647**	**$74,050**	**$74,050**	**$72,692**	**($1,358)**
Total Revenues	**$89,882**	**$143,723**	**$143,177**	**$142,686**	**($1,037)**
Personnel Costs	$9,139	$9,784	$9,074	$9,560	($224)
Operating Expenses	$122,925	$126,216	$121,043	$125,461	($755)
Interdept. Charges	$7,068	$7,723	$7,648	$7,665	($58)
Fixed Assets (memo)(a)	$0	$0	$0	$0	$0
Total Expenditures	**$139,132**	**$143,723**	**$137,765**	**$142,686**	**($1,037)**
Operating Inc./(Loss)	($49,250)	-	$5,412	-	-

(a) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made out of cash balances and are included in the Airport's fixed asset request.

Program Highlights

Charges for Services increase by $321. Revenues for these programs come from the FBO lease for the airport fuel farm. The lease rate is adjusted annually by the Consumer Price Index (CPI). County Tax Levy and fund balance are used to offset the difference between expenses and revenues.

Personnel costs decreased minimally due to a personnel turnover. Operating expenses are decreased, reflecting experience.

Activity Data	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A	919,335	920,000	879,206	900,000	(20,000)
100LL	132,030	120,000	129,036	100,000	(20,000)
Total	1,051,365	1,040,000	1,008,242	1,000,000	(40,000)

Administrative Services

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Program Description

Administrative Services is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition the monitoring of all leases and contracts and enforcement of all provisions. Finally, Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
Other Revenue	$44	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$177,471**	**$185,585**	**$185,585**	**$190,188**	**$4,603**
Total Revenues	**$177,515**	**$185,585**	**$185,585**	**$190,188**	**$4,603**
Personnel Costs	$144,199	$159,582	$154,486	$161,353	$1,771
Operating Expenses	$14,537	$16,813	$16,332	$18,525	$1,712
Interdept. Charges	$9,578	$9,190	$9,322	$10,310	$1,120
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$168,314**	**$185,585**	**$180,140**	**$190,188**	**$4,603**

Operating Inc./(Loss)	$9,201	-	$5,445	-	-

Program Highlights

The County Tax Levy increased to fund increases in administrative expenditures described below.

Personnel costs rose by $1,771 to reflect merits and pay raises for existing staff. Increased membership dues and travel and training along with purchased services contribute to the rise in operating expenses. Some of this increase is associated with the development and implementation of a marketing plan. Interdepartmental charges are increasing by $1,120 due to End User Technology Fund (EUTF) and phone charges.

Department-wide Capital Projects

CURRENT AND PROPOSED CAPITAL PROJECTS:

				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenues)/Expend	Estimated Depreciation Expense	Total Rev/(Expend)
200826	Corporate Area Access Drive	2008	$32,000	$22,000	$1,600	
200310	Rwy 10/28 RSA Design and Construction	2009	$356,500	$10,721	$17,825	$28,546
200702	Twy "C" and "D" Reconstruction and Lighting	2009	$105,650	$1,200	$5,283	$6,483
200703	Airport Snow Removal Equipment Building	2011	$100,000	$TBD	$4,000	$TBD
200704	Rwy 10/28 Rehabilitation	2011	$37,500	$TBD	$1,875	$TBD
200803	Southeast Hangar Area Phase III	2009	$90,000	$TBD	$4,500	$TBD
200804	Master Plan Update	2013	$65,000	$TBD	$0	$TBD
200908	Airport Gate Redesign	2009	$25,000	$TBD	$1,250	$TBD
200909	Pavement Rehab South T-Hangar 7 N Ramp	2012	$65,000	$TBD	$2,250	$TBD

*See capital project forms for ongoing operating impacts.