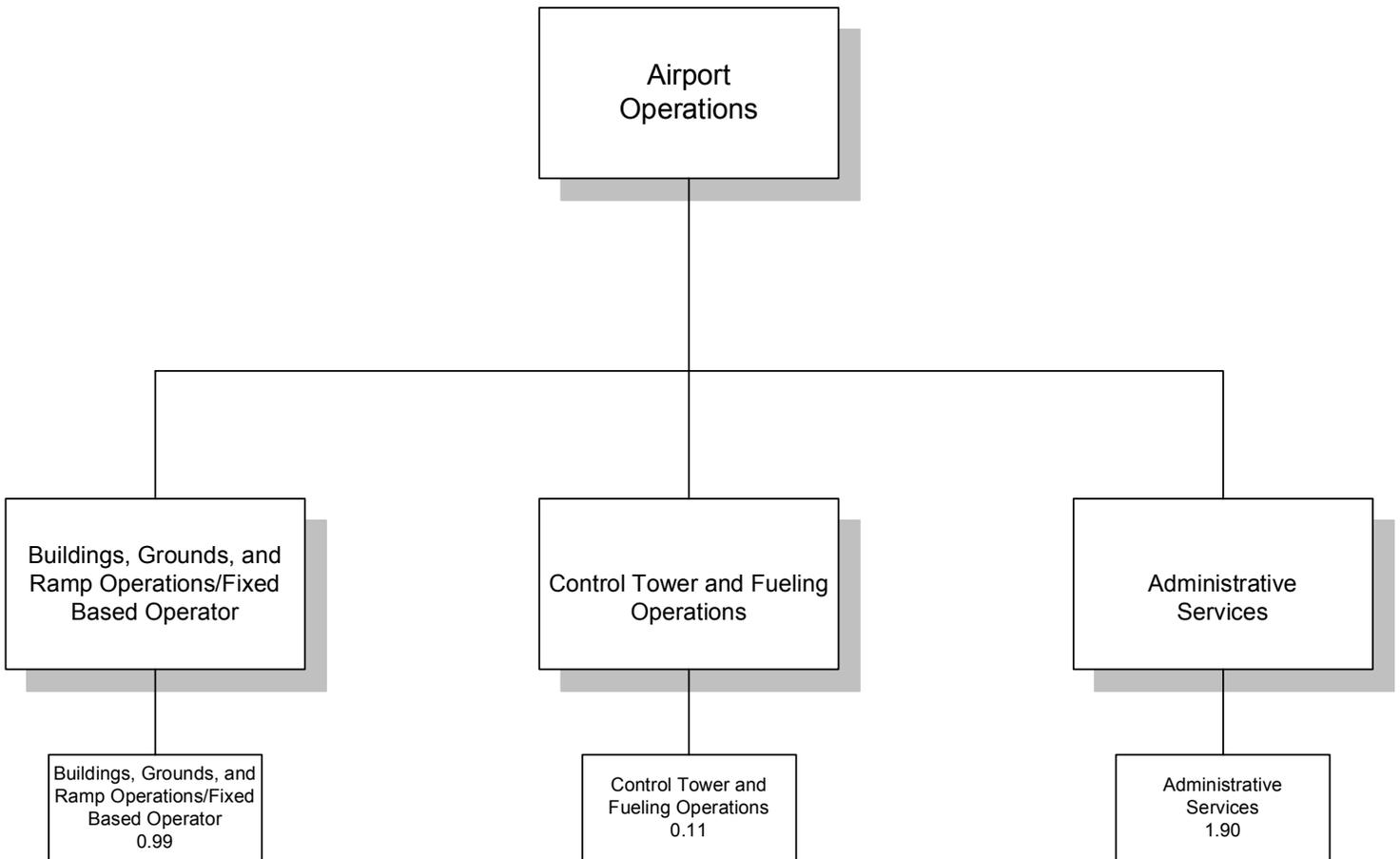


Airport

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 (an enterprise fund) 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 available to all customers and users. To oversee, undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning. To establish systems to maintain existing and make 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 tax levy.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate(c)	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$685,388	\$728,879	\$689,304	\$708,652	(\$20,227)	-2.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$31,824	\$22,200	\$25,400	\$24,200	\$2,000	9.0%
Appr. Fund Balance (a)(c)	\$180,929	\$180,829	\$248,729	\$260,829	\$80,000	44.2%
County Tax Levy	\$202,563	\$192,563	\$192,563	\$192,563	\$0	0.0%
Total Rev. Sources	\$1,100,704	\$1,124,471	\$1,155,996	\$1,186,244	\$61,773	5.5%
Personnel Costs	\$245,563	\$256,663	\$256,693	\$260,535	\$3,872	1.5%
Operating Expenses (b)(c)	\$773,677	\$814,223	\$847,709	\$870,113	\$55,890	6.9%
Interdept. Charges	\$66,394	\$53,585	\$51,594	\$55,596	\$2,011	3.8%
Fixed Assets(memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,085,634	\$1,124,471	\$1,155,996	\$1,186,244	\$61,773	5.5%
Operating Inc./loss	\$15,070	\$0	\$0	\$0	\$0	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 is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.
- (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.
- (c) Includes special assessment expenditures for sanitary services of \$67,900 funded with Airport fund balance by County Board approved ordinance.

Major Departmental Strategic Outcomes and Objectives for 2010

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

Objective 1: 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 biennially 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.

Objective 2: 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.

Objective 3: 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.

Objective 4: 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.

Objective 5: 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. Performance measure(s) will be developed upon development of marketing plan being set for implementation.

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

Objective 7: Through a Select Committee, with representatives from the County Board and administrative staff, re-evaluate and make recommendations regarding the current organizational structure of the Airport

Objectives	Performance Measure	2008 Actual	2009 Target	2009 Estimate	2010 Target
1	FAA benefit/cost ratio determined biennially	>1.5	>1.5	>1.5	>1.5
2	Percentage of relevant items compliant with	78%	80%	80%	83%
3	# of Pavement Sections Below Key Outcome Indicator (41+) *	5	4	4	4
4	Runway 10/28 closures due to snow	0	0	0	0

* Note: deficient pavement sections have been programmed for future repair.

Airport

Operations Fund

Airport

Program

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 and ramp operations.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	0.94	0.99	0.99	0.99	0.00
Charges for Services	\$651,262	\$693,885	\$654,255	\$672,707	(\$21,178)
Other Revenue	\$25,014	\$22,200	\$25,000	\$24,000	\$1,800
Appr. Fund Balance	\$145,829	\$145,829	\$145,829	\$180,829	\$35,000
County Tax Levy (credit)(a)(b)	(\$57,072)	(\$43,952)	(\$43,952)	(\$47,600)	(\$3,648)
Total Revenues	\$765,033	\$817,962	\$781,132	\$829,936	\$11,974
Personnel Costs	\$81,357	\$85,750	\$85,085	\$86,897	\$1,147
Operating Expenses	\$665,648	\$696,602	\$670,534	\$706,943	\$10,341
Interdept. Charges	\$49,854	\$35,610	\$33,549	\$36,096	\$486
Fixed Assets (memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$796,859	\$817,962	\$789,168	\$829,936	\$11,974
Operating Inc./(Loss)	(\$31,826)	-	(\$8,036)	-	-

(a) Adopted budget restated for depreciation changes for comparison purposes

(b) A tax levy credit is generated in this program due to externally generated revenues exceeding program expenditures. The levy credit is used to partially offset tax levy needs in the other airport program areas.

Program Highlights

Charges for Services include revenues from land leases of \$286,329, fuel sales of \$90,000, hangar rental revenues of \$180,000, office space/dwelling rental revenues of \$107,676, tie down fees of \$3,500, and airport lease revenues of \$5,202. Actual fuel sales in 2008 dropped \$11,393 below the budgeted level of \$104,000 and that trend has continued into 2009 (sales for 2009 are estimated at \$84,000, which is \$16,000 below the 2009 Budget level). Fuel sales for 2010 are budgeted lower at \$90,000 reflecting this downward trend, with some improvement from the 2009 estimate expected. Vacancies in the rental hangars have increased slightly because a few of the aircraft have been sold and the severity of the last two winters has impacted the pavement so some units are not currently usable. This results in an estimated reduction of about \$8,000 in hangar rental revenue from the 2009 Budget. Current economic conditions have resulted in stagnant interest in new lots while existing lease rates will increase by a projected inflationary rate of 3%. Hangar rentals are anticipated to level off at 80% occupancy. Other Revenue consists mainly of recoveries from the Fixed Based Operator for costs incurred for utilities, which are anticipated to increase \$2,000 from \$20,000 in the 2009 Budget to \$22,000 in the 2010 Budget. Airport fund balance appropriation of \$180,829 includes \$145,829 used to offset depreciation expenses reflecting non revenue producing assets funded with state and federal funds. Airport fund balance is also used to fund (1-2) hangar demolition(s) in 2010. County tax levy is reduced by \$3,648 in this program area which results in a tax levy credit of \$47,600 used to partially offset levy needs in other airport program areas.

Overall budgeted expenditures are increased \$11,974 or about 1.5%. This includes lower depreciation expenses of \$9,000 due to slower progression of capital projects due to a lack of federal funding. Reductions also include estimated savings of \$10,000 from anticipated operational changes for grass cutting services. These services will be re-bid in 2010 and will consider in-house proposals. Other reductions include budgeting closer to actual spending for maintenance and utilities costs based on past spending levels. Reductions are offset with one time expenditures of \$35,000 for hangar demolition. One to two structures are planned to be addressed.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Total Airport Buildings	14	14	14	12-13	(1-2)
Square Yards of Pavement	456,949	456,949	456,949	456,949	0
Acres of grass to be mowed	337	337	337	337	0

Airport

Operations Fund

Airport

Program

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.

	2008 Actual (a)	2009 Budget (b)	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	0.11	0.11	0.11	0.11	0.00
Charges for Services	\$34,126	\$34,994	\$35,049	\$35,945	\$951
Other Revenue	\$6,099	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$35,100	\$35,000	\$35,000	\$35,000	\$0
County Tax Levy	\$74,050	\$46,028	\$46,028	\$44,352	(\$1,676)
Total Revenues	\$149,375	\$116,022	\$116,077	\$115,297	(\$725)
Personnel Costs	\$9,069	\$9,560	\$9,487	\$9,688	\$128
Operating Expenses	\$95,885	\$98,797	\$93,125	\$97,547	(\$1,250)
Interdept. Charges	\$7,258	\$7,665	\$7,955	\$8,062	\$397
Fixed Assets (memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$112,212	\$116,022	\$110,567	\$115,297	(\$725)
Operating Inc./(Loss)	\$37,163	-	\$5,510	-	-

(a) 2008 one time grant revenue for radio equipment.

(b) Adopted budget is restated for depreciation changes for comparison purposes.



Program Highlights

Charges for Services revenue comes from the Fixed Based Operator contract for lease of the airport fuel farm and is estimated to increase \$951 or 2.7% to \$35,945. The lease rate is adjusted annually by the Consumer Price Index (CPI) factor as specified in the contract. County tax levy decreases \$1,676 from 2009 to \$44,352 in this program area. Airport fund balance (prior year tax levy) remains at the 2009 level of \$35,000 and is used to partially offset depreciation expenses for non-revenue producing assets funded with federal/state funds.

Personnel costs for 0.11 FTE's allocated to this program are flat. Operating expenses are reduced \$1,250 to \$97,547. Reductions are mostly the result of competitive bidding, which yielded reductions in contracted services for fire protection testing and inspecting expected to be \$1,059 lower than 2009 Budget levels.

	2008 Actual	2009 Budget (a)	2009 Estimate	2010 Budget	Budget Change
Activity Data					
Fuel Purchases (gallons)					
Jet A (a)	766,721	900,000	730,000	800,000	(100,000)
<u>100LL</u>	<u>121,283</u>	<u>100,000</u>	<u>110,000</u>	<u>100,000</u>	<u>0</u>
Total	888,004	1,000,000	840,000	900,000	(100,000)

(a) The 2009 Budget level of 900,000 gallons of Jet A fuel was over stated and is being reduced in the 2010 Budget.

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, 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.

	2008 Actual	2009 Budget	2009 Estimate(a)	2010 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
Other Revenue	\$711	\$0	\$400	\$200	\$200
Appr. Fund Balance (a)	\$0	\$0	\$67,900	\$45,000	\$45,000
County Tax Levy	\$185,585	\$190,188	\$190,188	\$195,512	\$5,324
Total Revenues	\$186,296	\$190,188	\$258,488	\$240,712	\$50,524
Personnel Costs	\$155,137	\$161,353	\$162,121	\$163,950	\$2,597
Operating Expenses	\$11,845	\$18,525	\$83,751	\$65,324	\$46,799
Interdept. Charges	\$9,282	\$10,310	\$10,090	\$11,438	\$1,128
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$176,264	\$190,188	\$255,962	\$240,712	\$50,524
Operating Inc./(Loss)	\$10,032	-	\$2,526	-	-

(a) An ordinance appropriated \$67,900 of Airport fund balance during 2009 to cover the cost of a sewer and water special assessment from the City of Waukesha is included in the 2009 estimate.



Program Highlights

One time Airport fund balance of \$45,000 is to fund consulting (\$40,000) to establish a marketing infrastructure (i.e. website, branding activities) in conjunction with 75th anniversary events. One time costs of \$5,000 are also identified. Tax levy for this program is expected to increase \$5,324 to \$195,712. Historically this program has been funded solely by tax levy, however other revenue reflects a small estimated recovery for ID badges of \$200.

Personnel costs are expected to rise \$2,597 to \$163,950, which reflects increases in salaries and benefits costs for existing staff allocated to this program area. Operating expenses increase \$46,799 to \$65,324 to reflect one time cost increases for marketing consulting and upcoming 75th anniversary events in 2010. Also, \$2,000 has been allocated to work with a Carroll University marketing class to work on the implementation of an airport marketing plan which is being developed in 2009. Interdepartmental charges increase \$1,128 to \$11,438. This is mostly due to an increase in End User Technology charges of \$1,050 based on the allocation formula as recommended by Internal Audit.

Department-wide Capital Projects

CURRENT AND PROPOSED CAPITAL PROJECTS:

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact*		
				(Revenues)/Expend	Estimated Depreciation Expense	Total Rev/(Expend)
200908	Airport Gate Redesign	2009	\$26,400	(\$300)	\$1,320	(\$1,620)
200703	Airport Snow Removal Equipment Building	2010	\$290,000	\$TBD	\$14,500	\$TBD
200310	Rwy 10/28 RSA Design and Construction	2011	\$356,500	\$10,721	\$17,825	(\$7,104)
200702	Twy "C" and "D" Reconstruction and Lighting	2011	\$120,000	\$0	\$6,000	(\$6,000)
200704	Rwy 10/28 Rehabilitation	2012	\$49,000	\$TBD	\$2,450	\$TBD
200804	Master Plan Update	2013	\$65,000	\$0	\$0	\$0
9608	Aviation Easement Acquisition	2013	\$45,000	\$0	\$2,250	(\$2,250)
200803	Southeast HangerArea Phase III	2013	\$90,000	\$0	\$4,500	(\$4,500)

*See capital project forms for ongoing operating impacts.