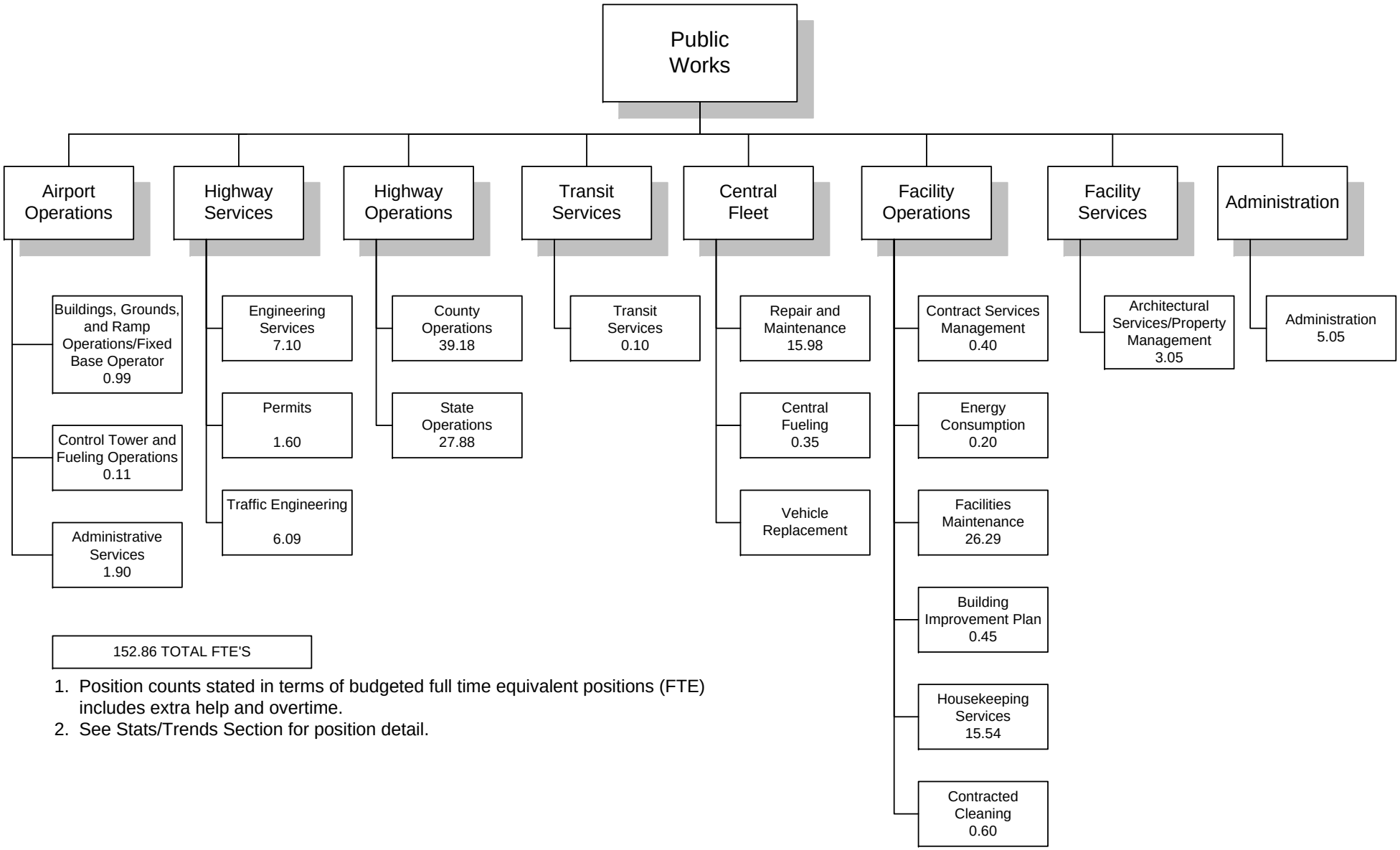
Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



152.86 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	2009 Actual	2010 Adopted Budget (a)	2010 Estimate (b)	2011 Budget (c)	Change From 2010 Adopted Budget $	%
Public Works-General Fund						
Revenues (d)	$2,302,442	$1,880,009	$2,269,887	$2,171,975	$291,966	15.5%
County Tax Levy (c)	$8,677,379	$8,597,799	$8,597,799	$8,377,657	($220,142)	-2.6%
Expenditures	$9,654,351	$10,477,808	$10,388,813	$10,549,632	$71,824	0.7%
Rev. Over (Under) Exp.	$1,325,470	$0	$478,873	$0	($1,701)	NA
Transportation Fund						
Revenues	$10,445,985	$10,301,465	$10,165,345	$9,889,408	($412,057)	-4.0%
County Tax Levy (c)	$1,141,046	$1,546,175	$1,546,175	$1,835,142	$288,967	18.7%
Expenditures	$11,154,054	$11,847,640	$11,674,201	$11,724,550	($123,090)	-1.0%
Rev. Over (Under) Exp.	$432,977	$0	$37,319	$0	$0	NA
Central Fleet						
Revenues (d)	$2,986,589	$3,585,011	$3,228,987	$3,562,551	($22,460)	-0.6%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,121,025	$3,554,999	$3,203,950	$3,561,369	$6,370	0.2%
Operating Inc./(Loss) (e)	($134,436)	$30,012	$25,037	$1,182	($28,830)	-96.1%
Vehicle Replacement						
Revenues	$2,510,240	$2,604,619	$2,604,619	$2,602,918	($1,701)	-0.1%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,218,796	$2,473,189	$2,473,189	$2,573,078	$99,889	4.0%
Operating Inc./(Loss)	$291,444	$131,430	$131,430	$29,840	($101,590)	-77.3%
Airport						
Revenues (f)	$983,359	$993,681	$1,021,839	$913,152	($80,529)	-8.1%
County Tax Levy	$192,563	$192,563	$192,563	$192,563	$0	0.0%
Expenditures	$1,117,619	$1,186,244	$1,079,424	$1,105,715	($80,529)	-6.8%
Operating Inc./(Loss)	$58,303	$0	$134,978	$0	$0	NA
Total All Funds						
Revenues (d)	$19,228,615	$19,364,785	$19,290,677	$19,140,004	($224,781)	-1.2%
County Tax Levy	$10,010,988	$10,336,537	$10,336,537	$10,405,362	$68,825	0.7%
Expenditures	$27,265,845	$29,539,880	$28,819,577	$29,514,344	($25,536)	-0.1%
Rev. Over (Under) Exp.	$1,758,447	$0	$516,192	$0	$0	NA
Operating Inc./(Loss) (e)	$215,311	$161,442	$291,445	$31,022	($130,420)	NA

Position Summary (FTE)					
Regular Positions	153.60	152.10	152.10	144.10	(8.00)
Extra Help	4.73	4.56	4.56	5.01	0.45
Overtime	4.11	4.18	4.18	3.75	(0.43)
Total	162.44	160.84	160.84	152.86	(7.98)

a) Tax Levy amount is not determined by expenditures less revenues.
b) The 2010 Estimate includes 2009 carryovers and open encumbrances which modified the budget after it was adopted.
c) Tax levy of $17,566 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 $113,083 in 2009, $101,083 in 2010, and $141,083 in 2011; Transportation Fund Balance of $135,000 in 2009, $131,000 in 2010 and $78,000 in 2011; General Fund Balance $260,000 in 2009, $158,000 in 2010, and 462,500 in 2011; Vehicle Replacement Fund Balance of $110,650 in 2010; Airport Operations Fund Balance of $180,829 in 2009, $260,829 in 2010, and $180,829 in 2011.
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.
f) 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.

Major Departmental Strategic Outcomes and Objectives for 2010

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. Began installing selected plantings in 2009.

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

Performance Measurement	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Change
Annual cost to maintain 1 acre of median	$2,195	$2,200	$2,200	$2,000	($200)

Converted 800 foot section of CTH O (Moorland Rd) just north of CTH I (Beloit Rd) to remove existing grass and plant wildflower mix. This conversion is in its second season and is starting to establish itself. Hand weeding will be required and over seeding will help it continue to thrive.
In 2010, three rural sections have been converted on Silver Spring Road. These sections, totaling 1,000 feet, have been harder to establish. It seems that poor soil is hampering the conversion.

Objective 2: Reduce per-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 2008/2009 and 2009/2010 winter seasons.

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

Performance Measurement	08/09 Season Actual	09/10 Seasonal Actual	10/11 Seasonal Estimate	11/12 Seasonal Estimate
Tons of salt used seasonally on County roads	18,469	13,801	15,605	15,476

85% of the equipment will be pre-wet equipped by the 2010 – 2011 season. Salt Brine use continues to increase with 19,300 gallons used in 2008 – 2009 season and 28,340 gallons in the 2009 – 2010 winter season.

Objective 3: Select intersections to be studied for roundabouts versus signals. Where appropriate, include construction of specified roundabouts in the 2011 capital projects plan.

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

Performance Measurement	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Change
Avg delay (seconds) at signalized intersection	18	18	18	19	1
Avg delay (seconds) at roundabout	12	12	11	11	(1)

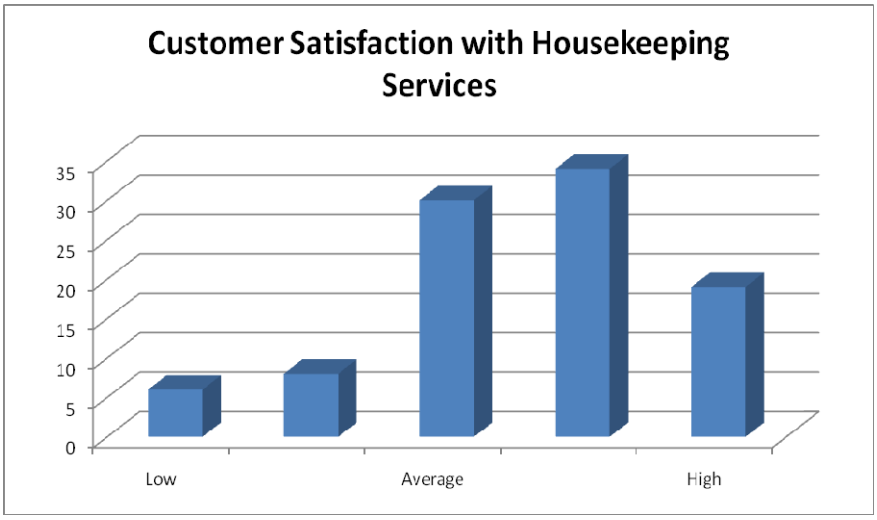
Objective 4: Study the principles of 'sustainability' energy and 'green' building design concepts, with a goal of implementing these principals in the design of the new Health and Human Services Center in 2010. Partner with Parks and Land Use staff to achieve this objective.

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 2014.

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

Objective 5: With the Information Technology Division, continue utilizing an on-line poll to efficiently and accurately measure the customer satisfaction ratings of maintenance of buildings. (Facilities Maintenance & Services, Housekeeping Services)

Key Outcome Indicator: Conduct customer satisfaction surveys and maintain a customer satisfaction benchmark level.



This chart depicts the results of an online customer satifaction survey conducted in May and June 2010. The survey asked a number of questions relating to housekeeping customer satisfaction in work/office areas, public areas, restrooms, and carpet care.

This chart depicts the results of an online customer satifaction survey conducted in May and June 2010. The survey asked a number of questions relating to maintenance customer satisfaction with building upkeep, project coordination, repairs and service calls, special requests and the timliness of response.

County-Wide Key Strategic Outcome: A safe county

Objective 6: 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	2009 Actual	2010 Target	2010 Estimate	2011 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	86.5	86.0	86.0	85.0
Number of Bridges	63	64	64	65
Structurally Deficient Bridges	7	5	5	4
Pavement Condition Index				
PCI—Benchmark	70.0	70.0	70.0	70.0
PCI—Actual				
Asphalt—primary	71.0	71.0	74.0	71.0
Asphalt—secondary	74.0	72.0	70.0	70.0
Asphalt—tertiary	70.0	72.0	70.0	70.0
PCI -- Concrete	54.0	53.0	53.0	54.0

Objective 7: 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 2011. The Request for Proposal (RFP) is scheduled to be completed by early September 2010.

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

Objective 8: 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	2009 Actual	2010 Target	2010 Estimate	2011 Target
Utility Consumption per rentable square foot				
Therm usage per sq ft.	0.97	0.95	0.96	0.95
Kilowatt-hour per sq.ft.	18.13	17.00	18.00	17.00
Maintenance & Housekeeping costs per square foot				
Maintenance costs per sq ft.	$1.80	$1.80	$1.80	$1.80
Housekeeping costs per sq. ft.	$2.73	$2.75	$2.72	$2.70

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: Develop a pilot program that will provide transit options where traditional bus service is not cost effective.

As of June 2010:

The department developed the van pool program including manuals and driver applications. Stimulus funds have been approved of for the procurement of eight mini vans.

Presentations have been made to the Westridge Business Leaders (New Berlin) to explain and market the program. Contacts have also been made to Johnson Controls.

By the end of 2010

The department will market the program to various areas including chamber of commerce organizations; areas identified as underserved yet not able to support traditional transit; and other businesses requesting information.

By the end of second quarter 2011, evaluate service and make changes as needed.

Based on outcome of evaluation, expand program to other businesses.

Key Outcome Indicators: Total number of vans filled and operating; cost per rider on traditional bus service versus van pool service; number of businesses impacted, number of vehicles trips reduced.

Objective 10: Work with Parks and Land Use to determine impact of Wisconsin's Administrative rule to regulate fuel storage tanks, known as COMM10. Fuel Regulation changes on Waukesha County fuel infrastructure to include budget strategy, station improvements and procedural changes. Long term impacts of COMM10 Regulations will be completed by end of 1st quarter 2011.

Objective 11: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total Number of Jail Days Saved (a)	N/A	N/A	160	240
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	N/A	N/A	$41,318	$61,978

(a) 24 hours of work = 1 day reduction.

Objective 12: The Parks and Land Use-Parks Division and Department of Public Works -Engineering Division will work with the SEWRPC and local municipalities to refine the proposed on and off-street bicycle plan for Waukesha County in order to create a shared plan for the development of bikeways in the County. Completion estimated to be end of third quarter 2011.

Objective 13: The Departments of Parks and Land Use and Public Works will coordinate the implementation of the priority projects identified in the Waukesha County Sustainability Plan to reduce energy use by at least 20%. Benchmark electrical and natural gas data represents the average five-year utility use data from years 2005-2009.

Performance Measure:	Benchmark	2010 Estimate	2011 Target
Electrical Demand Reduction (kWh reduction)	18,200,000	17,636,912	18,000,000
Natural Gas Demand Reduction (Therms reduction)	806,224	855,848	849,000

Objective 14: The Departments of Public Works, and Parks and Land Use will analyze the County fuel tank plan to develop a replacement plan and evaluate opportunities to consolidate tanks with other County or other municipal fuel centers in order to reduce the liabilities and cost associated with fuel centers. Staff recommendation will be completed by end of 3rd quarter 2011.

Objective 15: The Department of Administration – Accounting / Payroll Divisions will coordinate with the Departments of Public Works and Parks and Land Use to analyze the various time reporting systems in the Departments and evaluate automated systems used with current processes and integrate reporting associated with projects, grants and work order systems in order to significantly reduce staff time associated with reporting.

As of June 2010, DPW staff has worked with DOA Accounting/Payroll and IT staff to begin data collecting and analysis of the time and attendance process.

Objective 16: Implement the Airport Study Committee recommendations and successfully merge Airport Operations with the Department of Public Works.

Objective 17: Develop a long term building and a pavement maintenance program for the Airport Operations.

Objective 18: Develop a long term plan to provide other services at the airport grounds.

Objective 19: With the Department of Parks & Land Use, evaluate equipment replacement scheduling based on hours of operation in conjunction with years of ownership, along with analysis of the cost of equipment maintenance versus the cost of equipment replacement.

Objective 20: The Department of Public Works and the Department of Parks & Land Use will explore efficiency and service enhancements that can be gained by possibly cross training staff for improved service delivery.

Public Works

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	2009 Actual	2010 Adopted Budget	2010 Estimate (a)	2011 Budget (b)	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$1,019,425	$1,029,357	$999,091	$1,011,106	($18,251)	-1.8%
Fine/Licenses	$73,716	$130,000	$120,000	$110,000	($20,000)	-15.4%
Charges for Services	$89,477	$73,657	$74,314	$75,092	$1,435	1.9%
Interdepartmental	$500,557	$470,495	$466,783	$494,777	$24,282	5.2%
Other Revenue	$76,566	$18,500	$18,500	$18,500	$0	0.0%
Appr. Fund Balance (c)	$542,701	$158,000	$591,199	$462,500	$304,500	192.7%
County Tax Levy (a)	**$8,677,379**	**$8,597,799**	**$8,597,799**	**$8,377,657**	**($220,142)**	-2.6%
Total Revenue Sources	**$10,979,821**	**$10,477,808**	**$10,867,686**	**$10,549,632**	**$71,824**	0.7%
Expenditures						
Personnel Costs	$4,782,821	$4,934,376	$4,907,537	$4,810,799	($123,577)	-2.5%
Operating Expenses	$4,397,362	$4,826,744	$4,877,852	$5,164,771	$338,027	7.0%
Interdept. Charges	$345,378	$396,688	$403,398	$430,562	$33,874	8.5%
Fixed Assets	$128,790	$320,000	$200,026	$143,500	($176,500)	-55.2%
Total Expenditures	**$9,654,351**	**$10,477,808**	**$10,388,813**	**$10,549,632**	**$71,824**	0.7%
Rev. Over (Under) Exp.	$1,325,470	-	$478,873	-	-	N/A

Position Summary (FTE)

Regular Positions	68.75	68.25	68.25	63.75	(4.50)
Extra Help	2.15	1.98	1.98	2.13	0.15
Overtime	0.43	0.50	0.50	0.49	(0.01)
Total	71.33	70.73	70.73	66.37	(4.36)

(a) The 2010 estimate includes 2009 carryovers and open encumbrances which modified the budget after it was adopted.

(b) Tax levy of $17,024 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 $260,000 in 2009 including $250,000 for Building Maintenance Plan and $10,000 for possible rental property demolitions and repairs; $158,000 in 2010 including $150,000 for Building Maintenance Plan and $8,000 for possible rental property demolitions and repairs; and $462,500 in 2011 including $434,500 for Building Maintenance Plan, $20,000 for one-time traffic engineering contracted services, and $8,000 for possible rental property demolitions and repairs.

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 as well as preparation and execution of leased space within County office buildings.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**3.05**	**0.00**
Charges for Services	$31,621	$26,266	$26,266	$26,458	$192
Appr. Fund Balance	$23,500	$8,000	$11,675	$8,000	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$293,983**	**$300,055**	**$300,055**	**$305,954**	**$5,899**
Total Revenues	**$349,104**	**$334,321**	**$337,996**	**$340,412**	**$6,091**
Personnel Costs	$306,783	$313,525	$311,693	$319,500	$5,975
Operating Expenses	$28,204	$19,750	$20,350	$19,850	$100
Interdept. Charges	$983	$1,046	$1,044	$1,062	$16
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$335,970**	**$334,321**	**$333,087**	**$340,412**	**$6,091**
Rev. Over (Under) Exp.	$13,134	-	$4,909	-	-

Program Highlights

This budget assumes the County will maintain and collect rental revenue from four rental properties in 2011. 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 2010 rates. Fund Balance is used 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 2010 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 Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 10	Est. Operating Impact
200616	Medical Examiner Expansion	2010	$1,096,000	100%	TBD
200913	Highway Water line Loop	2010	$260,000	100%	TBD
200326	Courts Project Secured Corridor	2011	$2,000,000	30%	TBD
200617	Radio Services Bldg Remodel	2011	$984,000	80%	TBD
200914	Courthouse Future Study	2012	$250,000	0%	TBD
200808	Communications Center Expansion	2014	$1,710,000	0%	TBD
200615	HHS Office Building	2014	$36,680,000	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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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	$468,539	$150,000	$517,491	$434,500	$284,500
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$757,094**	**$752,789**	**$752,789**	**$704,702**	**($48,087)**
Total Revenues	**$1,225,633**	**$902,789**	**$1,270,280**	**$1,139,202**	**$236,413**
Personnel Costs	$41,022	$42,789	$42,683	$44,702	$1,913
Operating Expenses	$609,857	$540,000	$1,051,571	$951,000	$411,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$128,790	$320,000	$200,026	$143,500	($176,500)
Total Expenditures	**$779,669**	**$902,789**	**$1,294,280**	**$1,139,202**	**$236,413**
Rev. Over (Under) Exp.	$445,964	-	($24,000)	-	-

Program Highlights

General Fund Balance revenues of $434,500 in 2011 offset the costs of on-going painting, roofing and carpeting projects. Operating expenses and fixed assets are used in conjunction with each other to provide for the maintenance and building improvement projects to County facilities. Overall, operating expenses and fixed assets for major building improvements increase $234,500 over the 2010 Adopted Budget. The use of General Fund Balance is expected to be reduced annually by $50,000 and replaced with tax levy by the same amount through the 2017 budget. Staffing levels for this program continue at the same levels as 2010. 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. The overall reduction in plan assumes the Health and Human Services Center, the Courthouse and Northview are in “maintenance only” mode pending renovation/replacement of buildings in the 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	2011 Planned	2012 Planned	2013 Planned	2014 Planned	2015 Planned
ROOF	$90,000	$90,000	$90,000	$90,000	$75,000
HVAC	$140,000	$290,000	$242,000	$305,000	$380,000
PLUMBING	$52,000	$0	$22,000	$0	$0
SECURITY	$65,000	$50,000	$75,000	$50,000	$50,000
FURNITURE	$15,000	$15,000	$15,000	$15,000	$15,000
LIGHTING Upgrade	$60,000	$0	$0	$0	$0
PAINT / WALL COVER	$75,000	$75,000	$75,000	$75,000	$75,000
ELECTRICAL	$52,000	$45,000	$45,000	$85,000	$0
MECHANICAL	$106,000	$70,000	$71,000	$15,000	$40,000
CARPET / TILE / SEAL	$115,000	$75,000	$75,000	$75,000	$75,000
ARCHITECTURE INTERIOR	$89,500	$15,000	$15,000	$15,000	$15,000
DOORS & WINDOWS	$50,000	$50,000	$50,000	$50,000	$50,000
SEAL/ TUCKPOINT	$75,000	$75,000	$75,000	$75,000	$75,000
MAINTENANCE ONLY (a)	$100,000	$100,000	$100,000	$100,000	$100,000
Grand Total	$1,084,500	$950,000	$950,000	$950,000	$950,000

(a) Maintenance Only mode includes the Health and Human Services Center, the Courthouse, and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the 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	2011 Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan
Administration Center	$55,000		$72,000		
Courthouse	$50,000				
Highway Operations	$84,000		$25,000	$15,000	
Juvenile Center	$25,000				$40,000
Jail	$64,500				
Law Enforcement Center	$40,000	$30,000			
Mental Health Center	$57,000	$40,000	$21,000		
UWW	$29,000	$60,000	$60,000	$15,000	
Other/All Buildings	$680,000	$820,000	$772,000	$920,000	$910,000
Grand Total	**$1,084,500**	**$950,000**	**$950,000**	**$950,000**	**$950,000**
Use of Fund Balance (b)	$434,500	$250,000	$200,000	$150,000	$100,000

(b) 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.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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	$95,178	$47,391	$48,048	$48,634	$1,243
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$2,323,955**	**$2,267,954**	**$2,267,954**	**$2,112,418**	**($155,536)**
Total Revenues	**$2,419,133**	**$2,315,345**	**$2,316,002**	**$2,161,052**	**($154,293)**
Personnel Costs	$21,686	$22,245	$22,129	$23,052	$807
Operating Expenses	$1,813,797	$2,293,100	$1,900,902	$2,138,000	($155,100)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,835,483**	**$2,315,345**	**$1,923,031**	**$2,161,052**	**($154,293)**
Rev. Over (Under) Exp.	$583,650	-	$392,971	-	-

Program Highlights

Staffing levels for this program continue at the same levels as 2010. Utility expenses are anticipated to decrease $155,100 from the 2010 budget base as a result of energy investments made by the County. 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

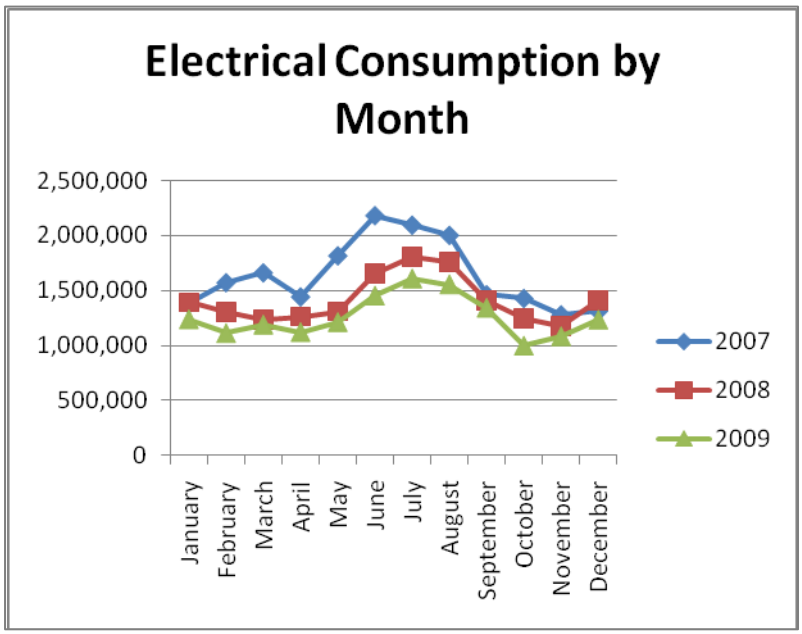
Utility Source	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Electricity (Kilowatt-Hrs)	15,141,061	15,700,000	15,136,912	15,500,000	(200,000)
Natural Gas (Therms)	758,123	681,639	731,848	725,000	43,361
Water/Sewer (Gallons)	2,7717,401	32,000,000	28,000,000	30,000,000	(2,000,000)

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.

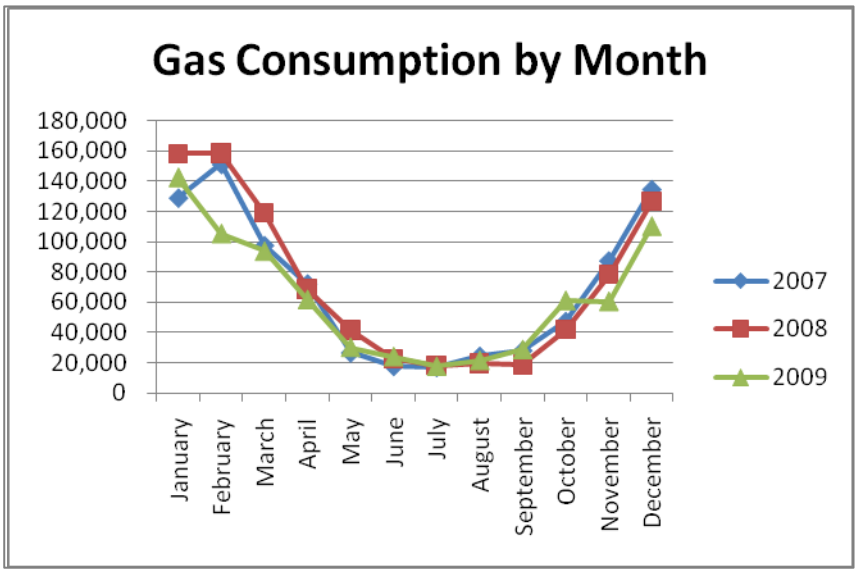
	2009 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.84	16.85	30.85
AC	Administration Center	0.84	21.79	19.90
CC	Communications Center	0.80	62.01	27.84
CJ	County Jail	1.08	19.67	52.78
CH	Courthouse	0.96	26.70	71.00
HS	Health & Human Services Center	0.89	8.44	9.14
LE	Law Enforcement Center	0.87	21.11	78.52
JV	Juvenile Center	1.83	24.80	17.33
MH	Mental Health Center	0.94	20.47	25.15
NV	Northview	0.92	11.19	35.65
PH	Public Health Center	0.26	17.25	10.72

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

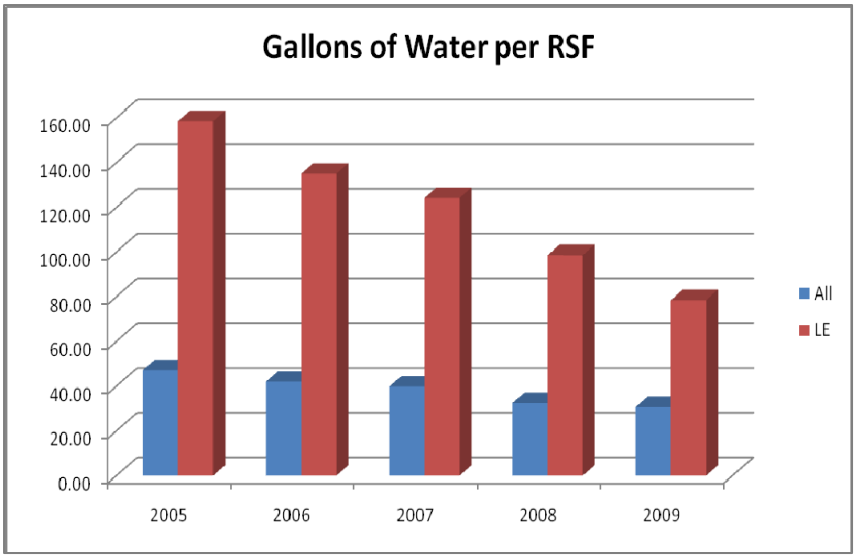


This chart depicts the total electrical consumption per month for the facility management facilities for the past three years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical comsumption. There has also been an employee education campain initiated by the WC sustainability committee to educate employees how they can affect energy consumption in Waukesha County.

Energy Consumption (cont.)



Gas consumption has remained relatively stable. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners in the fall of 2009. There are a number of oppourtunities to improve or reduce gas consumption. We have initiated projects to reduce hot water needs in the Jail and Huber facilities as well as installing solar hot water equipment on the roofs of the Jail and Law Enforcement buildings.



Water consumption for all buildings has been on the decline since 2005. There are a number of factors that contribute to this, low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center. Consumption of water per rentable square foot has dropped from 159 gallons in 2005 to 79 gallons in 2009.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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	$9,717	$0	$11,380	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$452,263**	**$398,255**	**$398,255**	**$342,778**	**($55,477)**
Total Revenues	**$461,980**	**$398,255**	**$409,635**	**$342,778**	**($55,477)**
Personnel Costs	$43,368	$44,488	$44,256	$46,104	$1,616
Operating Expenses	$109,006	$217,000	$150,500	$150,500	($66,500)
Interdept. Charges	$127,551	$136,767	$145,767	$146,174	$9,407
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$279,925**	**$398,255**	**$340,523**	**$342,778**	**($55,477)**
Rev. Over (Under) Exp.	$182,055	-	$69,112	-	-

Program Highlights

Staffing levels for this program continue at the same levels as 2010. 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. In addition, reductions in contracted services reflect a general trend towards some maintenance being conducted by internal staff. A decision was made in 2009 to contract with Central Fleet for the maintenance of the campus generators. This change has reduced the overall costs of generator maintenance and has provided a more efficient service level. This cost is budgeted in Interdepartmental Charges and explains part of the increase in this area. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Interdepartmental charges include budgeted insurance charges of about $106,700 and security services for public entrance budgeted at $27,000.

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 customers. The primary function is to extend the useful life of the 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.

The 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 departmental customers for all building maintenance needs.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**26.23**	**26.29**	**26.29**	**26.29**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	($37,322)	$0	$0	$0	$0
Interdepartmental	$379,257	$360,076	$356,364	$379,777	$19,701
Appr. Fund Balance	$26,002	$0	$49,742	$0	$0
Other Revenue	$31,184	$0	$0	$0	$0
County Tax Levy	**$2,146,877**	**$2,187,691**	**$2,187,691**	**$2,233,087**	**$45,396**
Total Revenues	**$2,545,998**	**$2,547,767**	**$2,593,797**	**$2,612,864**	**$65,097**
Personnel Costs	$1,736,747	$1,740,387	$1,753,308	$1,803,465	$63,078
Operating Expenses	$908,924	$749,515	$742,100	$750,100	$585
Interdept. Charges	$47,766	$57,865	$56,077	$59,299	$1,434
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,693,437**	**$2,547,767**	**$2,551,485**	**$2,612,864**	**$65,097**
Rev. Over (Under) Exp.	($147,439)	-	$42,312	-	-

Program Highlights

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

In order to better reflect current work duties, 3.0 FTE Maintenance Mechanic II are abolished and 3.0 FTE Maintenance Mechanic I are created, for a cost savings of approximately $15,000. Extra Help, at a level of 0.23 FTE, continues to be budgeted for a student intern to assist with integrating building design files with the Facilities Management software. Operating expenses are remaining consistent with the 2010 budget. Expenditures include 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 repair, usage and replacement; insurances; telephone and copier replacement charges.

Facilities Maintenance & Services (cont.)

Current & Proposed Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 10	Est. Operating Impact
201001	DA Office Renovation	2010	$580,000	100%	TBD
200918	Energy Block Grant	2011	$1,651,900	25%	Reduced
200706	Juvenile Center Boilers	2011	$220,000	50%	Reduced
200708	Northview Upgrades	2011	$2,360,000	5%	TBD
201107	Law Enforcement Center Roof Rplacement	2011	$380,000	0%	TBD
201108	Highway Substations Roofing Upgrades	2012	$583,000	0%	TBD
201109	Highway Substations HVAC Upgrades	2014	$565,000	0%	TBD
200902	UWW Boiler, Chiller & Controls Rplmnt	2014	$3,090,000	0%	Reduced
201113	Admin Center Roofing Upgrades	2015	$222,000	0%	TBD

Housekeeping Services

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

Program Description

Internal Housekeeping staff is responsible for maintaining a clean working environment in portions or all areas of the Courthouse, Communications Center, a portion of the Human Services Center, Northview, Law Enforcement Center, and the new County Jail. 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, Juvenile Center, a portion of the Human Services Center, Highway Operations Center and four substations and the Public Health Center.

In-House Services

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**19.74**	**19.54**	**19.54**	**15.54**	**(4.00)**
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	**$1,238,468**	**$1,120,712**	**$1,120,712**	**$904,998**	**($215,714)**
Total Revenues	**$1,238,468**	**$1,120,712**	**$1,120,712**	**$904,998**	**($215,714)**
Personnel Costs	$1,005,802	$1,043,212	$1,032,222	$836,278	($206,934)
Operating Expenses	$72,522	$77,500	$68,500	$68,500	($9,000)
Interdept. Charges	$0	$0	$0	$220	$220
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,078,324**	**$1,120,712**	**$1,100,722**	**$904,998**	**($215,714)**
Rev. Over (Under) Exp.	$160,144	-	$19,990	-	-

Housekeeping Services (cont.)

Contract Cleaning

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.60**	**0.60**	**0.60**	**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	$121,300	$110,419	$110,419	$115,000	$4,581
Appr. Fund Balance	$576	$0	$911	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$360,671**	**$392,528**	**$392,528**	**$532,043**	**$139,515**
Total Revenues	**$482,547**	**$502,947**	**$503,858**	**$647,043**	**$144,096**
Personnel Costs	$25,823	$43,318	$39,825	$41,772	($1,546)
Operating Expenses	$431,649	$459,629	$465,629	$605,271	$145,642
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$457,472**	**$502,947**	**$505,454**	**$647,043**	**$144,096**
Rev. Over (Under) Exp.	$25,075	-	($1,596)	-	-

Program Highlights

Revenues in this program reflect recovery of Mental Health Center costs through the Mental Health Center budget. One Building Service Worker I and three Building Service Worker II positions are being unfunded in 2011. The savings from these unfunded positions of $227,300 will be used to help offset the costs of additional contracted housekeeping service and cleaning supplies of $145,000, resulting in a net tax levy savings of $82,300 for 2011. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns. Contracted cleaning services, budgeted at just over $530,500, are used to clean the Mental Health Center, the Public Health Center, a portion of the Juvenile Center, a portion of the Human Services Center, the Administration Center and the Highway Operations building and substations. Additional contracted space will be added in 2011, however, exact locations have not yet been determined. 2011 is the last year of the three-year housekeeping contract.

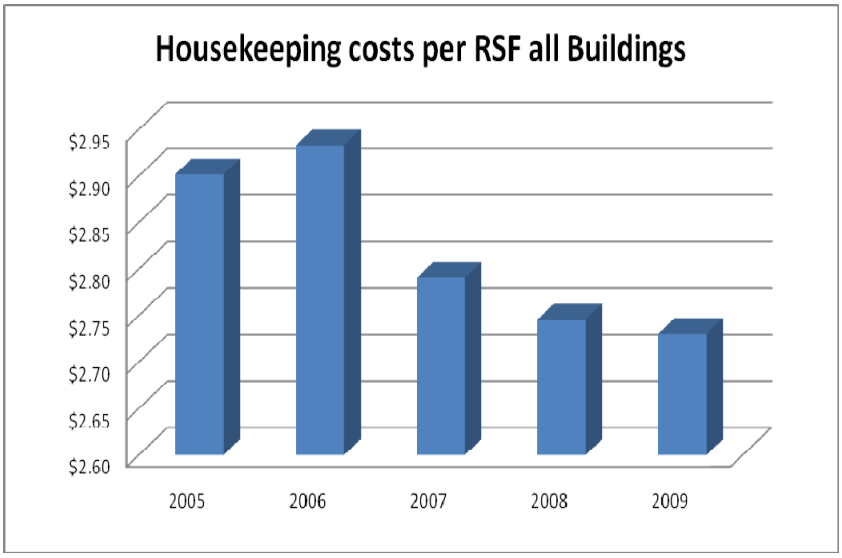
Buildings Cleaned within this budget

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change (a)
Buildings Cleaned Daily					
In-house staff	6	5.8	5.8	5.0	(0.8)
Contracted staff	10	9.2	9.2	11.0	1.8
Floor Area Cleaned Daily (sq. ft)					
In-house staff (a)	290,531	292,759	290,531	235,831	(56,928)
Contracted staff (a)	268,214	259,214	268,214	325,441	66,227
Total Square Foot (a)	558,745	551,973	558,745	561,272	9,299
Cost per Sq. Ft.					
In-house staff	$3.57	$3.40	$3.40	$3.44	$0.04
Contracted staff	$1.80	$2.06	$2.06	$1.90	($0.16)

(a) Increase/decrease in square footage is due primarily to updates to building CAD schematics and the actual square footage that is being cleaned.

Housekeeping Services (cont.)

Internal staff services Courthouse, a portion of the HHS Center, Law Enforcement Center, Northview, Communications Center and the New County Jail. Contracted staff services Administration Center, Mental Health Center, Juvenile Center, a portion of the HHS Center, the County Jail, the Communications Center, Public Health Center, Highway Operations Center and four highway substations.



Housekeeping costs per rentable square foot continue to decrease. The primary reason for this is the phasing out of in-house cleaning staff. In the fall of 2006, it was decided to phase out in-house cleaning staff through attrition by replacing them with contract cleaning staff when vacancies occurred. Costs vary by building but on an average it costs approximatly $3.50 per square foot for in-house staff and approximatly $2.00 per square foot for contract cleaning staff.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.27**	**7.10**	**7.10**	**7.10**	**0.00**
General Government	$496,624	$501,450	$486,576	$492,481	($8,969)
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$521	$0	$0	$0	$0
Other Revenue	$760	$0	$0	$0	$0
County Tax Levy	**$133,545**	**$152,850**	**$152,850**	**$178,084**	**$25,234**
Total Revenues	**$631,450**	**$654,300**	**$639,426**	**$670,565**	**$16,265**
Personnel Costs	$605,382	$618,836	$612,197	$633,976	$15,140
Operating Expenses	$24,598	$29,400	$30,150	$30,150	$750
Interdept. Charges	$5,657	$6,064	$6,014	$6,439	$375
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$635,637**	**$654,300**	**$648,361**	**$670,565**	**$16,265**

Rev. Over (Under) Exp.	($4,187)	-	($8,935)	-	-

Program Highlights

General Transportation Aids (GTA) are budgeted lower than the 2010 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 remaining consistent with the 2010 levels and include 0.92 FTE of summer student interns. Funding for 1.00 FTE co-op students continue to be budgeted in 2011. The co-op student program is run through a partnership with Marquette University. Operating Expenses 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	2010 Est. % Compl. Yr End	Net Annual 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	$1,165,000	$947,000	$218,000	2009	80%	Reduced
200420	CTH SR, Fox River Bridge & Approaches	$1,934,000	$643,000	$1,291,000	2010	100%	Reduced
200823	CTH P, CTH DR Improvements	$1,750,000	$1,750,000	$0	2010	0%	$0
9904	CTH X, STH 59-Harris Highlands	$15,320,000	$4,408,000	$10,912,000	2009	85%	$18,600
200104	CTH O, CTH I to Hackberry Lane	$6,560,000	$6,560,000	$0	2010	85%	$10,000
200606	CTH P, Bark River Bridge & Approach	$716,000	$330,400	$385,600	2009	35%	Reduced
9707	CTH VV, Marcy-Bette Rd	$8,400,000	$2,080,000	$6,320,000	2010	50%	$15,500
9903	CTH Y, I-43 to CTH I	$13,145,000	$12,645,000	$500,000	2010	100%	$25,000
200810	CTH CW, Ashippun River Bridge	$852,000	$318,400	$533,600	2011	20%	Reduced
200011	CTH L, CTH Y - Moorland	$27,550,000	$25,550,000	$2,000,000	2013	35%	$13,500
200511	CTH D, Calhoun Road - Intersection	$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	2010	85%	$0
200917	Waukesha West By Pass	$8,600,000	$5,720,000	$2,880,000	2013	5%	$36,000

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.09**	**6.09**	**6.09**	**0.00**
General Government	$513,913	$518,907	$503,515	$509,625	($9,282)
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$10,246	$0	$0	$20,000	$20,000
Other Revenue	$41,477	$17,000	$17,000	$17,000	$0
County Tax Levy	**$274,739**	**$324,630**	**$324,630**	**$336,366**	**$11,736**
Total Revenues	**$840,375**	**$860,537**	**$845,145**	**$882,991**	**$22,454**
Personnel Costs	$376,475	$445,761	$443,171	$454,535	$8,774
Operating Expenses	$359,658	$412,800	$418,500	$426,700	$13,900
Interdept. Charges	$1,787	$1,976	$1,876	$1,756	($220)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$737,920**	**$860,537**	**$863,547**	**$882,991**	**$22,454**
Rev. Over (Under) Exp.	$102,455	-	($18,402)	-	-

Program Highlights

General Transportation Aids (GTA) are budgeted lower than the 2010 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. General Fund Balance of $20,000 is budgeted for one-time expenses related to traffic engineer consulting.

Staffing levels are remaining stable from the 2010 base. The budget includes $120,000 for traffic signal electricity costs. This assumes a 7% increase from the 2009 rates. Due to a change in the purchasing contract for sign posts, the minimum order is now a two year inventory. This change was done in order to secure a guaranteed low price for two years and reflects one half year cost of sign posts ($16,000) compared to a full year expense. Signal maintenance costs are budgeted at $65,000, the same as the 2010 base. These costs include cabinet maintenance and Digger's Hotline charges. Signage is budgeted at $40,000 and pavement-marking materials are budgeted at $140,000. This budget includes funds for the replacement of two traffic counters. The 2011 budget includes $28,000 for traffic engineer consulting and contracted services fees. This will be used to perform capacity analysis of signalized intersection, assist with traffic signal timing, field implementation of signal timing, and other traffic signalization work related to highways.

Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Traffic Signals	99	98	99	100	2
Total Electricity Costs	$111,075	$110,000	$117,000	$120,000	$10,000
Avg annual electrical cost for one traffic signal	$1,122	$1,122	$1,182	$1,200	$78

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.75**	**1.69**	**1.69**	**1.61**	**(0.08)**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$73,716	$130,000	$120,000	$110,000	($20,000)
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	$11,529	$19,479	$19,479	$40,013	$20,534
Total Revenues	**$85,245**	**$149,479**	**$139,479**	**$150,013**	**$534**
Personnel Costs	$136,154	$149,479	$146,804	$150,013	$534
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$136,154**	**$149,479**	**$146,804**	**$150,013**	**$534**
Rev. Over (Under) Exp.	($50,909)	-	($7,325)	-	-

Program Highlights

Permit fee charges will increase in 2011 according to the schedule on the following page. This increase follows the cycle of increasing fee charges every two years. Due to the unknown nature of the types of permits being requested and the number of permits that may be requested, revenues for utility permits are budgeted at the same level as 2010, however access permit revenues are being decreased by $20,000.

Staffing levels are decreasing from 2010 to 2011 due to unfunding of one-half of the Clerk Typist II position that supports this program and overtime is reduced by 0.01 FTE. Since only 0.15 FTE of the Clerk Typist II position is budgeted in Permit Process, there is only 0.08 FTE reduction showing in this program area. The remaining reduction is in the Administration program area.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	77	90	50	60	(30)
Utility Permits Processed	267	370	280	300	(70)

The following is the Permit Fee structure for 2011 and 2012:

		2009/2010 Rates		2011/2012 Rates	
Utility Permits					
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$75	$200	$80	$210
	Add'l 1,000'		$200		$210
Excavate/Plow in ROW	First 200'	$75	$150	$80	$160
	Add'l mile		$150		$160
New Poles	Each	$75	$150	$80	$160
Re-application		$75		$80	
Driveway Permits					
Single Family, Farm		Application	Permit	Application	Permit
1) with culvert	Each drive		$760		$800
2) without culvert	Each drive		$275		$290
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	$360	$500	$380	$525
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	$360	$765	$380	$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		$360	$2,730	$380	$2,870
Traffic Signal Installation	Per signal		$1,260		$1,325
Re-application		$80		$85	
Other driveway work (no culvert)		$75		$80	

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**5.75**	**5.32**	**5.32**	**5.05**	**(0.27)**
General Government	$8,888	$9,000	$9,000	$9,000	$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	$3,600	$0	$0	$0	$0
Other Revenue	$3,145	$1,500	$1,500	$1,500	$0
County Tax Levy (a)	**$684,255**	**$680,856**	**$680,856**	**$687,214**	**$6,358**
Total Revenues	**$699,888**	**$691,356**	**$691,356**	**$697,714**	**$6,358**
Personnel Costs	$483,579	$470,336	$459,249	$457,402	($12,934)
Operating Expenses	$39,147	$28,050	$29,650	$24,700	($3,350)
Interdept. Charges	$161,634	$192,970	$192,620	$215,612	$22,642
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$684,360**	**$691,356**	**$681,519**	**$697,714**	**$6,358**
Rev. Over (Under) Exp.	$15,528	-	$9,837	-	-

(a) In the 2011 Budget, tax levy of $17,024 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 decreasing from 2010 to 2011. One-half of a Clerk Typist II position is being unfunded in 2011, however, since only 0.85 FTE of this position is budgeted in Administration, there is only 0.42 FTE reduction showing here. The remaining reduction is in the Permit Process program. Extra Help of 0.15 FTE is included in the 2011 budget to assist with special projects such as redesigning the website design and file system management. 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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$9,314,968	$9,139,793	$8,726,025	$8,773,612	($366,181)	-4.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$366,266	$510,700	$510,700	$509,360	($1,340)	-0.3%
Interdepartmental	$466,736	$396,560	$427,440	$398,247	$1,687	0.4%
Other Revenue	$147,832	$123,412	$130,180	$130,189	$6,777	5.5%
Appr. Fund Balance	$150,183	$131,000	$371,000	$78,000	($53,000)	-40.5%
County Tax Levy	**$1,141,046**	**$1,546,175**	**$1,546,175**	**$1,835,142**	**$288,967**	**18.7%**
Total Revenue Sources	**$11,587,031**	**$11,847,640**	**$11,711,520**	**$11,724,550**	**($123,090)**	**-1.0%**
Expenditures						
Personnel Costs	$5,031,252	$5,034,653	$4,800,898	$4,902,557	($132,096)	-2.6%
Operating Expenses	$2,861,915	$3,213,802	$3,220,004	$3,185,481	($28,321)	-0.9%
Interdept. Charges	$3,221,859	$3,593,185	$3,447,299	$3,636,512	$43,327	1.2%
Fixed Assets	$39,028	$6,000	$206,000	$0	($6,000)	-100.0%
Total Expenditures	**$11,154,054**	**$11,847,640**	**$11,674,201**	**$11,724,550**	**($123,090)**	**-1.0%**
Rev. Over (Under) Exp.	$432,977	-	$37,319	-	-	N/A

Position Summary (FTE)					
Regular Positions	64.85	64.85	64.85	61.85	(3.00)
Extra Help	2.13	2.13	2.13	2.13	0.00
Overtime	3.60	3.60	3.60	3.18	(0.42)
Total	70.58	70.58	70.58	67.16	(3.42)

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**39.13**	**39.13**	**39.13**	**39.18**	**0.05**
General Government	$4,360,448	$4,402,616	$4,272,072	$4,323,867	($78,749)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$366,266	$510,700	$510,700	$509,360	($1,340)
Interdepartmental (a)	$466,736	$396,560	$427,440	$398,247	$1,687
Other Revenue	$37,623	$19,500	$18,000	$18,000	($1,500)
Appr. Fund Balance	$15,183	$47,000	$47,000	$0	($47,000)
County Tax Levy	**$325,365**	**$718,475**	**$718,475**	**$992,442**	**$273,967**
Total Revenues	**$5,571,621**	**$6,094,851**	**$5,993,687**	**$6,241,916**	**$147,065**
Personnel Costs	$2,798,665	$2,756,011	$2,795,216	$2,886,084	$130,073
Operating Expenses	$1,546,367	$1,917,466	$1,855,159	$1,842,027	($75,439)
Interdept. Charges	$981,055	$1,415,374	$1,311,948	$1,513,805	$98,431
Fixed Assets	$14,028	$6,000	$6,000	$0	($6,000)
Total Expenditures	**$5,340,115**	**$6,094,851**	**$5,968,323**	**$6,241,916**	**$147,065**
Rev. Over (Under) Exp.	$231,506	-	$25,364	-	-

(a) In the 2011 Budget, tax levy of $542 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

General Transportation Aids (GTA) are decreasing by over $78,000. This represents a portion of the budgeted GTA revenues in the Public Works budget. Traffic Control and Engineering in the General Fund also include GTA revenues. Charges for Services represent revenues received from municipalities for the purchase of salt and pavement marking services. The quantity of salt sold to municipalities is planned to be 7,000 tons and the markup/handling fee charged to municipalities is anticipated to remain the same in 2011. Interdepartmental Revenues represent the reimbursement from the State for salt and equipment storage and radio reimbursement. Also included are revenues for work done for other county departments such as tree trimming, mowing or changing light bulbs in the parking lots. Other revenues represent insurance reimbursements due to accidents and sale of scrap metal or small equipment not in the replacement plan. The 2010 budget included Fund Balance to offset the one time payment to the Village of Butler for cost share of design services for the CTH K Rehabilitation project which is being completed in partnership with the Village of Butler. The construction costs of this project were funded with American Recovery and Reinvestment Act (ARRA) funds.

County Operations (cont.)

Personnel Costs are increasing by $130,073 to $2,886,084. The County workforce is remaining stable from 2010 with a slight increase in the amount of overtime budgeted in 2011. Extra Help continues to be budgeted for three summer interns. The State shares in these costs.

Operating Expenses are decreasing by $75,439 to $1,842,027. Salt is one of the largest expenditures in this area and totals about $1,288,000. The 2010/2011 salt contract price is $52.48 per ton which is lower than the 2009/2010 contract price of $56.26 per ton. The 2011 budget assumes approximately 16,400 tons of salt used on County roads and 7,000 tons of salt purchased by local municipalities. Other operating expenditures are remaining relatively stable from the 2010 budget base. These expenditures include: landfill and waste disposal costs of $75,000; sand expenditures of $25,000; plowblade expenditures of $70,000; utility costs of $202,500; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail, and culvert pipe $120,000; and contracted roadway repair including rental of equipment $37,500.

Interdepartmental Charges include charges for computer maintenance/replacement; insurance, including workers compensation; radio services; vehicle repairs, fuel and replacement; and telephone costs. The largest increases in this appropriation unit are for Workers Compensation and General Vehicle Liability. The 2011 charge to County Highway Maintenance is about $154,500 or a $47,000 increase from the 2010 budget. These costs represent a portion of the total Workers Compensation and General Vehicle Liability costs for Highway Operations. The other portion is budgeted in the State Highway Maintenance Budget. The total vehicle costs for the Highway Operations program are remaining stable from the 2010 base. The County share of vehicle costs is increasing about $50,000.[1] This is due to the State reducing their level of service in 2011 and the costs of maintaining the equipment being shifted to the County budget.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Centerline miles of road maintained -- County	398	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	266	250	316	316	66
County Lane Miles Crackfilled	31.6	25	20	25	$0
Crackfilling 2 lane highways*	$3,181	$3,181	$3,181	$3,181	$0
Center line striping*	$585	$557	$570	$575	$18
Mowing—1 linear mile*	$275	$287	$260	$287	$0
Avg Annual maint 1 lane mile	$4,883	$6,853	$6,853	$6,853	$0
Salt Annual Tons Used on County Roads	14,725	16,400	11,000	16,400	0

* Cost per mile

[1] *This does not represent the full departmental increase since some of the vehicle costs are budgeted in the State Highway Maintenance budget.*

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**31.35**	**31.35**	**31.35**	**27.88**	**(3.47)**
General Government	$4,951,129	$4,731,177	$4,447,953	$4,449,745	($281,432)
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	**$4,951,129**	**$4,731,177**	**$4,447,953**	**$4,449,745**	**($281,432)**
Personnel Costs	$2,219,887	$2,265,366	$1,992,574	$2,002,938	($262,428)
Operating Expenses	$400,628	$300,000	$332,100	$336,100	$36,100
Interdept. Charges	$2,240,804	$2,165,811	$2,123,351	$2,110,707	($55,104)
Fixed Assets	$25,000	$0	$0	$0	$0
Total Expenditures	**$4,886,319**	**$4,731,177**	**$4,448,025**	**$4,449,745**	**($281,432)**
Rev. Over (Under) Exp.	$64,810	-	($72)	-	-

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 2011 Budget is based on the State's 2010 Routine Maintenance Agreement (RMA). The 2010 RMA is approximately $500,000 lower than the previous 2009 RMA. Although the Department does not have an RMA for 2011, the budget reflects the same level of service in 2011 as the 2010 RMA. Because 2010 was not budgeted to the full level of the 2010 RMA, the reduction for 2011 is $281,000, not the full $500,000.

As a result of the State's change in level of service, 3.00 FTE Patrol Worker positions are being unfunded in the 2011 budget. This budget now reflects 23.00 FTE Patrol Workers on State crews. Consistent with the State's requested level of service, the overtime budget is decreasing by 0.47 FTE (or 978 hours) in 2011. 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 1st through March 31st.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Centerline miles of road maintained	260	260	260	260	0
Centerline miles of road striped	350	350	350	350	0
Lane miles maintained	1,070	1,070	1,070	1,070	0

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides 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 primarily operates commuter, 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 Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$3,391	$6,000	$6,000	$0	($6,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$109,813	$103,912	$112,180	$112,189	$8,277
Appr. Fund Balance	$135,000	$84,000	$324,000	$78,000	($6,000)
County Tax Levy	**$815,681**	**$827,700**	**$827,700**	**$842,700**	**$15,000**
Total Revenues	**$1,063,885**	**$1,021,612**	**$1,269,880**	**$1,032,889**	**$11,277**
Personnel Costs	$12,939	$13,276	$13,108	$13,535	$259
Operating Expenses	$913,757	$996,336	$1,032,745	$1,007,354	$11,018
Interdept. Charges	$0	$12,000	$12,000	$12,000	$0
Fixed Assets	$0	$0	$200,000	$0	$0
Total Expenditures	**$926,696**	**$1,021,612**	**$1,257,853**	**$1,032,889**	**$11,277**
Rev. Over (Under) Exp.	$137,189	-	$12,027	-	-

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 is received directly by and paid to vendors by Waukesha Metro. State and Federal Revenues are anticipated to be reimbursed at a rate of 57.5% of gross expenses in 2011, which is the same as the 2010 budgeted level, however lower than the 2010 actual level of 58.5%. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. Fund Balance of $60,000 is budgeted for expenses related to the fuel adjustment clause in the applicable transit service contracts and $18,000 to offset the van pool replacement costs and program administration.

Transit Services (cont.)

The 2011 budget reflects funding for a full year of a van pool service. This service is an alternative to a fixed bus route, and either the start or the end of the van pool route must be in Waukesha County. This budget includes approximately $18,000 for van pool program expenses including vehicle replacement costs.

One route has been eliminated in the 2011 budget due to low performance. This is Route 218 serving the New Berlin Industrial Park. There are no fare increases proposed in the 2011 budget. Funds for a marketing program continue in the 2011 budget. This is a CMAQ funded program. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2011 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 $842,700, an increase of $15,000 from the 2010 Budget.

Activity

Total Ridership

Route	Route Description	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
1	Waukesha Metro to Brookfield Square	106,660	110,000	112,200	112,500
10	Brookfield Square Extension	177,274	200,000	173,600	180,000
79	Weekday from Menomonee Falls to Downtown Milwaukee	42,638	45,000	42,000	44,000
218	New Berlin Industrial Park Shuttle	16,406	21,000	15,300	0
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	198,188	235,000	196,800	210,000
906	Weekday between Mukwonago and Milwaukee via I-43	36,044	40,000	36,500	37,000
Subtotal		577,210	651,000	576,400	583,500
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	9,517	10,500	8,400	9,500
Total with Paratransit		586,727	661,500	584,800	593,000

Operating Cost per ride

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

Route	Route Description	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
1	Waukesha Metro to Brookfield Square	$0.72	$0.74	$0.72	$0.76
10	Brookfield Square Extension	$4.45	$4.36	$4.49	$4.39
79	Weekday from Menomonee Falls to Downtown Milwaukee	$8.76	$9.51	$10.12	$10.75
218	New Berlin Industrial Park Shuttle	$12.90	$10.45	$11.07	$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$10.51	$8.58	$11.17	$10.72
906	Weekday between Mukwonago and Milwaukee via I-43	$10.85	$10.33	$11.32	$11.44
Subtotal Average		$6.80	$6.19	$7.05	$6.89
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$35.58	$39.84	$38.69	$36.11
Average with Paratransit		$11.32	$11.25	$11.83	$10.13

Transit Services (cont.)

Investment per ride

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

Route	Route Description	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
1	Waukesha Metro to Brookfield Square	$0.72	$0.74	$0.72	$0.76
10	Brookfield Square Extension	$3.35	$3.21	$3.37	$3.29
79	Weekday from Menomonee Falls to Downtown Milwaukee	$6.16	$6.43	$7.41	$7.88
218	New Berlin Industrial Park Shuttle	$12.36	$9.96	$10.47	$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$7.57	$5.94	$8.20	$7.64
906	Weekday between Mukwonago and Milwaukee via I-43	$7.60	$6.83	$8.05	$8.05
Subtotal Average		$5.04	$4.44	$5.28	$5.01
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$28.73	$32.19	$31.70	$29.32
Average with Paratransit		$8.94	$8.72	$9.40	$7.74

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour.

Route	Route Description	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
1	Waukesha Metro to Brookfield Square	17.76	18.44	18.81	18.75
10	Brookfield Square Extension	28.80	32.65	28.34	29.27
79	Weekday from Menomonee Falls to Downtown Milwaukee	16.44	16.96	15.83	16.92
218	New Berlin Industrial Park Shuttle	7.52	9.84	7.17	0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.75	12.85	10.76	11.48
906	Weekday between Mukwonago and Milwaukee via I-43	24.70	27.63	25.21	25.52
Subtotal Average		15.68	17.78	15.74	16.91
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.46	3.26	2.61	2.71
Average with Paratransit		14.42	16.60	14.68	15.61

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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$83,912	$110,273	$89,000	$97,569	($12,704)	-11.5%
Interdepartmental (a)	$2,763,914	$3,354,655	$3,006,799	$3,304,899	($49,756)	-1.5%
Appr. Fund Balance (b)	$115,939	$101,083	$114,088	$141,083	$40,000	39.6%
Other Revenue	$22,824	$19,000	$19,100	$19,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,986,589**	**$3,585,011**	**$3,228,987**	**$3,562,551**	**($22,460)**	**-0.6%**
Expenditures						
Personnel Costs	$1,204,756	$1,267,226	$1,202,125	$1,274,183	$6,957	0.5%
Operating Expenses	$1,858,885	$2,226,296	$1,939,748	$2,221,511	($4,785)	-0.2%
Interdept. Charges	$57,384	$61,477	$62,077	$65,675	$4,198	6.8%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,121,025**	**$3,554,999**	**$3,203,950**	**$3,561,369**	**$6,370**	**0.2%**
Operating Inc./(Loss)	**($134,436)**	**$30,012**	**$25,037**	**$1,182**	**($28,830)**	**-96%**

Position Summary (FTE)					
Regular Positions	17.00	16.00	16.00	15.50	(0.50)
Extra Help	0.45	0.45	0.45	0.75	0.30
Overtime	0.08	0.08	0.08	0.08	0.00
Total	17.53	16.53	16.53	16.33	(0.20)

(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 2009, 2010 and 2011 for the facility depreciation; and $40,000 in 2011 for the repairs to fuel islands associated with the COMM10 legislation.
(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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**16.18**	**16.18**	**16.18**	**15.98**	**(0.20)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$83,912	$110,273	$89,000	$97,569	($12,704)
Interdepartmental (a)	$1,851,563	$2,027,519	$1,894,000	$2,002,393	($25,126)
Other Revenue	$22,824	$19,000	$19,100	$19,000	$0
Appr. Fund Balance	$115,939	$101,083	$102,088	$101,083	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,074,238**	**$2,257,875**	**$2,104,188**	**$2,220,045**	**($37,830)**
Personnel Costs	$1,178,743	$1,241,947	$1,174,459	$1,245,613	$3,666
Operating Expenses	$904,700	$939,613	$857,589	$903,877	($35,736)
Interdept. Charges	$55,995	$60,026	$60,626	$64,164	$4,138
Fixed Assets (Memo)(b)	$0	$0	$0	$0	$0
Total Expenditures	**$2,139,438**	**$2,241,586**	**$2,092,674**	**$2,213,654**	**($27,932)**
Operating Income/(Loss)	**($65,200)**	**$16,289**	**$11,514**	**$6,391**	**($9,898)**

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

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 five year average of services provided to customers. Due to reductions in State maintenance practices, particularly mowing, it is anticipated that less repairs to equipment will be necessary, therefore interdepartmental revenues are decreasing in 2011. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs are increasing from the 2010 budget due to the plan to hire a student intern in 2011 to assist with the development of reports in the new version of the fleet maintenance software program. This increase is offset by the unfunding of 0.50 FTE of a mechanic position (for a salary and benefits decrease of $40,300) due to a decrease in work volume. Operating expenses are decreasing from the 2010 budget due to the anticipated reduction in need for parts and commercial repairs. Major expenses include parts purchased for repairs and maintenance and the cost of commercial repair services. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Other expenditures in this appropriation unit include building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel. Interdepartmental charges are higher than the

2010 budgeted levels. The increase is primarily due to computer replacement and maintenance charges resulting from the phasing in of the full cost of technology ownership based on the charging method recommended by Internal Audit.

Other expenses in this appropriation unit include workers compensation, general vehicle liability insurance, property insurance, telephone charges, radio charges, and indirect cost charges.

In an effort to keep the 2010 to 2011 rate increase below 2.5%, the 2011 Central Fleet Rates are as follows:

Heavy labor rate:	$83.75, 2.1% increase from 2010
Light labor rate:	$70.75, a 2.2% increase from 2010
Service rate:	$76.75, 2.0% increase from 2010
Outside Heavy labor rate:	$90.50, 2.3% increase from 2010
Outside Light labor rate:	$75.50, 2.4% increase from 2010
Outside Service rate:	$82.25, 2.2% increase from 2010
Parts markup:	16%, 0% increase from 2010
Commercial markup:	16%, 0% increase from 2010

Program Highlights

Performance Measures	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	24%	25%	N/A	24%	(1%)
Marked Squad Basic A-PM Costs	$34.61	$32.20	N/A	$35.30	$3.10

	Benchmark	08 Actual	09 Actual
Customer Satisfaction	85%	94%	96%
Vehicle Comebacks	2%	1%	1.7%
Marked Squad A PM	0.30 hours	0.25 hours	0.28 hours
Outfront Mower PM	2.00 hours	1.39 hours	1.64 hours

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Work Orders	5,848	6,500	6,350	6,000	(500)
Internal Customer Work Orders	5,594	6,200	6,000	5,600	(600)
External Customer Work Orders	254	300	350	400	100
Total Internal. Cust. Rep./Maint. Revenues	$2,024,896	$1,987,519	$1,854,000	$2,040,393	$52,874
Total External Cust. Rep./Maint. Revenues	$83,912	$110,273	$89,000	$97,569	($12,704)
Total External Customers	7	6	8	8	2

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 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)	$912,351	$1,327,136	$1,112,799	$1,302,506	($24,630)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$12,000	$40,000	$40,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$912,351**	**$1,327,136**	**$1,124,799**	**$1,342,506**	**$15,370**
Personnel Costs	$26,013	$25,279	$27,666	$28,570	$3,291
Operating Expenses	$954,185	$1,286,683	$1,082,159	$1,317,634	$30,951
Interdept. Charges	$1,389	$1,451	$1,451	$1,511	$60
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$981,587**	**$1,313,413**	**$1,111,276**	**$1,347,715**	**$34,302**
Operating Income/(Loss)	**($69,236)**	**$13,723**	**$13,523**	**($5,209)**	**($18,932)**

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

Program Highlights

The 2011 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.00 per gallon in 2011. This is consistent with the 2010 budget base. Fuel usage is based on a five-year average of actual usage. However, it is anticipated less fuel will be purchased by Highway Operations in 2011 due to the reduction in State maintenance, therefore interdepartmental revenues are budgeted below the 2010 budget. The markup for fuel is increasing $0.01 per gallon in 2011. This is the first increase since 2005 and represents an additional $4,058 in revenues. This increase is being used to partially offset the expenses associated with the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). $40,000 of Fund Balance is budgeted in 2011 to fund two fuel island re-builds associated with the COMM10 regulations. Staff continues to work with Parks and Land Use staff to determine the long term budgetary and procedural impacts of COMM10 regulations. Integrity testing of all the underground tanks will continue in 2011 and funds are budgeted for maintenance and repairs of the 18 sites.

In an effort to keep the 2010 to 2011 rate increase below 2.5%,the 2011 Central Fleet Rates are as follows:
Fuel markup: $0.21 per gallon, $0.01 increase from 2010

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	398,850	414,730	417,606	405,765	(8,965)

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.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$2,016,609	$2,112,469	$2,112,469	$2,208,918	$96,449	4.6%
Appr. Fund Balance	$0	$110,650	$110,650	$0	($110,650)	-100.0%
Other Revenue (b)	$493,631	$381,500	$381,500	$394,000	$12,500	3.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	N/A
Total Revenues Sources	**$2,510,240**	**$2,604,619**	**$2,604,619**	**$2,602,918**	**($1,701)**	-0.1%
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,131,531	$2,381,374	$2,381,374	$2,479,463	$98,089	4.1%
Interdept. Charges	$87,265	$91,815	$91,815	$93,615	$1,800	2.0%
Fixed Assets (Memo) (c)	$2,731,378	$3,193,450	$2,950,678	$2,949,295	($244,155)	-7.6%
Total Expenditures (c)	**$2,218,796**	**$2,473,189**	**$2,473,189**	**$2,573,078**	**$99,889**	**4.0%**
Operating Inc./(Loss) (c)	$291,444	$131,430	$131,430	29,840	($101,590)	-77.3%

(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

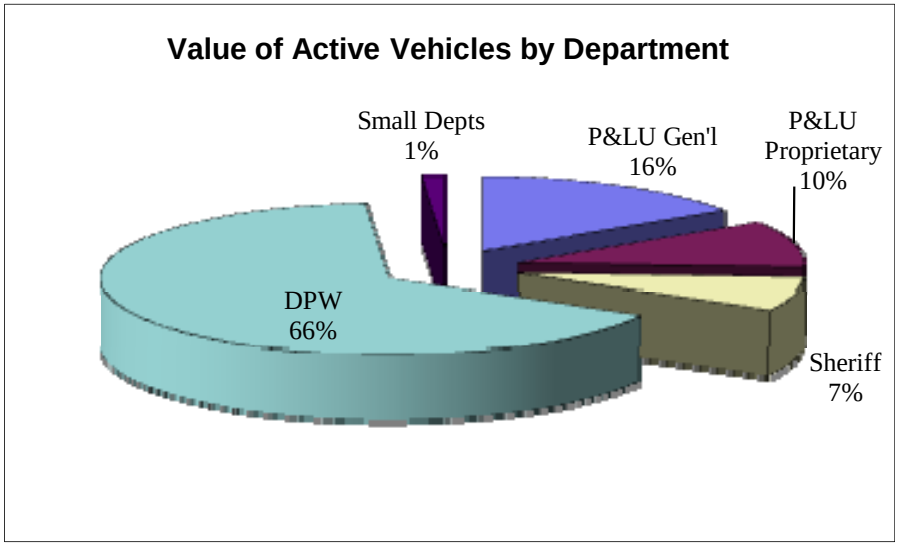
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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 2009 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. 2011 will be the final year of production for the Ford Crown Victoria squad cars. A new body model of squads will require additional costs for the set up of all the equipment in the squads. To determine which new squad model will best fit the needs of the Sheriff's Department, the Fleet staff and the Sheriff's staff will study the new models in 2011 and 2012, prior to making a purchase. Therefore, the 2011 Vehicle Replacement budget includes the purchase of both the 2011 replacement squads and the 2012 replacement squads which will all be the final production of the Ford Crown Victoria squads. The 2012 replacement vehicles will be purchased at the end of 2011 and not be put into service until 2012, therefore their useful lives will not be changed or their future replacement dates modified. 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 increasing about $1,800 from the 2010 allocations.



Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Active Vehicles in Plan	382	382	379	379	(3)
Vehicles Replaced	63	66	65	64	(2)

Waukesha County

2011 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost
010	Sheriff's Department	Auto, Full Size	1	$25,200	$25,200
010	Sheriff's Department	Auto, Full Size Marked	1	$23,400	$23,400
010	Sheriff's Department	Auto, Full Size Marked	14	$23,500	$329,000
010	Sheriff's Department	Auto, Full Size Marked	2	$23,900	$47,800
010	Sheriff's Department	Auto, Full Size Marked	1	$24,200	$24,200
010	Sheriff's Department	Auto, Full Size Marked	1	$25,200	$25,200
010	Sheriff's Department	SUV, Full Sized	1	$34,600	$34,600
010	Sheriff's Department	Auto, Full Size Police Package	1	$22,500	$22,500
010	Sheriff's Department	Auto, Full Size, Unmarked	1	$22,500	$22,500
010	Sheriff's Department	Auto, Full Size, Unmarked	3	$26,000	$78,000
010	Sheriff's Department	Van, ID	1	$21,250	$21,250
010	Sheriff's Department	Auto, Mid Size, Unmarked	1	$24,200	$24,200
010	Sheriff's Department	Auto, Mid Size, Unmarked Police Package\	1	$23,600	$23,600
010	Sheriff's Department	Van, Cargo, transport	1	$30,500	$30,500
010	Sheriff's Department	Van, full size, 15 passenger	1	$27,500	$27,500
010	Sheriff's Department	Van	1	$27,500	$27,500
	Subtotal Sheriff's Dept		32		$786,950
400	Public Works Hwys	Patrol Truck	3	$175,000	$525,000
400	Public Works Hwys	Tandem Truck muni body	3	$220,000	$660,000
400	Public Works Hwys	Truck, crew cab diesel	1	$27,600	$27,600
400	Public Works Hwys	Pickup, 3/4 ton 4x4	3	$25,600	$76,800
400	Public Works Hwys	Pickup, Ranger, 4x2	1	$17,100	$17,100
400	Public Works Hwys	Truck, 1 Ton dump	1	$51,900	$51,900
400	Public Works Hwys	Aerial Bucket Truck, chasis only	1	$55,000	$55,000
400	Public Works Hwys	Truck, 1 Ton w/ Tool body	1	$44,300	$44,300
400	Public Works Hwys	Grader, Patrol	1	$134,000	$134,000
400	Public Works Hwys	Loader, Rubber Tired	1	$135,000	$135,000
400	Public Works Hwys	Rotary Broom, truck mounted	1	$11,000	$11,000
	Subtotal DPW Hwys		17		$1,737,700
010	Public Works Bldgs	SUV	1	$19,700	$19,700
	Subtotal DPW Bldgs		1		$19,700
010	Parks & Land Use Genl	Tractor with cab	1	$46,000	$46,000
010	Parks & Land Use Genl	Pickup, 1/2 Ton	1	$18,500	$18,500
010	Parks & Land Use Genl	Truck, 1 Ton Dump	1	$62,630	$62,630
010	Parks & Land Use Genl	Utility Vehicle, 4 wheel	2	$10,000	$20,000
010	Parks & Land Use Genl	Skidsteer, rubber tired	1	$50,000	$50,000
010	Parks & Land Use Genl	Utility Vehicle, 4 wheel, dump box	2	$14,300	$28,600
	Subtotal P&LU Gen'l Fund		8		$225,730
505	Parks & Land Use Golf Courses	Mower, greens	1	$31,100	$31,100
505	Parks & Land Use Golf Courses	Mower, greens, Triplex	1	$40,700	$40,700
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box	1	$29,515	$29,515
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel	1	$22,100	$22,100
	Subtotal P&LU Golf Courses		4		$123,415
010	Medical Examiner	Van	2	$27,900	$55,800
	Subtotal Small Departments		2		$55,800
	Grand Total		64		$2,949,295

WAUKESHA COUNTY

FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2010 Est		2011		2012		2013		2014		2015	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	18	$1,717,107	17	$1,737,700	20	$2,161,100	10	$1,043,900	15	$1,734,100	10	$1,226,100
010	Public Works Bldg Ops	1	$17,830	1	$19,700	1	$19,100	1	$23,100	0	$0	2	$52,250
010	Sheriff (a) (b)	20	$436,629	32	$786,950	4	$97,300	1	$24,500	8	$213,400	0	$0
010	Parks & Land Use Gen'l	12	$345,872	8	$225,730	11	$258,177	14	$429,950	16	$434,975	11	$403,400
505	Golf Courses	14	$266,344	4	$123,415	8	$58,500	14	$394,100	7	$211,700	7	$190,100
545	Ice Arenas	0	$0	0	$0	1	$85,000	0	$0	0	$0	0	$0
550	Exposition Center	0	$0	0	$0	2	$46,800	0	$0	0	$0	0	$0
010	Medical Examiner	0	$0	2	$55,800	0	$0	2	$57,800	0	$0	0	$0
010	Human Services	1	$19,942	0	$0	0	$0	0	$0	0	$0	0	$0
150	Human Services	1	$19,203	0	$0	0	$0	0	$0	0	$0	0	$0
350	Human Services	2	$38,476	0	$0	0	$0	0	$0	0	$0	0	$0
450	Records Management	0.5	$9,388	0	$0	0	$0	0	$0	0	$0	0	$0
010	Information Systems	0.5	$9,388	0	$0	0	$0	0	$0	0	$0	0	$0
470	Radio Services	0	$0	0	$0	0	$0	0	$0	0	$0	1	$22,800
Total Replacements		70	$2,880,179	64	$2,949,295	47	$2,725,977	42	$1,973,350	46	$2,594,175	31	$1,894,650

(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.

(b) The 2012 Sheriff squads will be purchased at the end of 2011 to take advantage of the final year production of Crown Victoria squad models.

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	2009 Actual	2010 Adopted Budget	2010 Estimate (c)	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$688,328	$708,652	$702,223	$708,623	($29)	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$46,302	$24,200	$33,100	$23,700	($500)	-2.1%
Appr. Fund Balance (a) (c)	$248,729	$260,829	$286,516	$180,829	($80,000)	-30.7%
County Tax Levy	**$192,563**	**$192,563**	**$192,563**	**$192,563**	**$0**	**0.0%**
Total Rev. Sources	**$1,175,922**	**$1,186,244**	**$1,214,402**	**$1,105,715**	**($80,529)**	**-6.8%**
Personnel Costs	$253,688	$260,535	$258,690	$268,592	$8,057	3.1%
Operating Expenses (b) (c)	$791,328	$870,113	$765,414	$775,576	($94,537)	-10.9%
Interdept. Charges	$72,603	$55,596	$55,320	$61,547	$5,951	10.7%
Fixed Assets(memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,117,619**	**$1,186,244**	**$1,079,424**	**$1,105,715**	**($80,529)**	**-6.8%**
Operating Inc./loss	$58,303	$0	$134,978	$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 2011
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.

Objectives	Performance Measure	2009 Actual	2010 Target	2010 Estimate	2011 Target
1	FAA benefit/cost ratio determined biennially	1.7	>1.5	1.6	1.7
2	Percentage of relevant items compliant with	78%	83%	83%	85%
3	# of Pavement Sections Below Key Outcome Indicator (41+) *	5	4	4	3
4	Runway 10/28 closures due to snow	0	0	0	0

* note deficient pavement sections have been programmed for future repair.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.99**	**0.99**	**0.99**	**0.99**	**0.00**
Charges for Services	$653,278	$672,707	$666,278	$672,678	($29)
Other Revenue	$45,702	$24,000	$32,900	$23,500	($500)
Appr. Fund Balance	$145,829	$180,829	$206,373	$145,829	($35,000)
County Tax Levy (credit) (a) (b)	**($43,952)**	**($47,600)**	**($47,600)**	**($54,913)**	**($7,313)**
Total Revenues	**$800,857**	**$829,936**	**$857,951**	**$787,094**	**($42,842)**
Personnel Costs	$84,279	$86,897	$86,229	$89,804	$2,907
Operating Expenses	$619,106	$706,943	$614,810	$656,917	($50,026)
Interdept. Charges	$54,566	$36,096	$35,941	$40,373	$4,277
Fixed Assets (memo)	$0	$0	$0	$0	$0
Total Expenditures	**$757,951**	**$829,936**	**$736,980**	**$787,094**	**($42,842)**
Operating Inc./(Loss)	$42,906	-	$120,971	-	-

(a) 2009 Actual 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, fuel sales, land leases hangar rental revenues, office space/dwelling revenues paid by the Fixed Base Operator (FBO) for exclusively leased county facilities, airport lease revenues paid by the FBO for exclusively leased ramp area and tie down fees. Fuel volume projections are based on historic data. Volume began to drop in 2008 and continued through 2009. Recent experience has leveled off as the economy has begun to stabilize and demand is anticipated to rebound gradually. The FBO leased facilities and private hangar land leases are adjusted annually by the change in CPI which has been stagnant and will keep revenues at 2010 levels. Corporate hangar and terminal area land leases are also adjusted by the change in CPI but include a minimum increase. The increases in these leases assist in offsetting the reduction in fuel revenues. Other revenues include recoveries from the FBO for costs incurred for utilities, recoveries from the snow removal contractor for repairs to the snow removal equipment performed by fleet maintenance as well as recoveries for damages to lights and grounds. Estimated recoveries for 2010 are higher than budgeted due to recoveries from the previous contractor not being received in 2009. The experience of this past winter with a new snow removal contractor resulted in fewer damages and anticipated recoveries for 2011 have been adjusted to reflect that experience. Airport fund balance appropriation of $145,829 is used to offset depreciation expenses of non revenue producing assets funded with state and federal funds. Fund balance is reduced $35,000 for the one time use for T-hangar demolition. County tax levy is reduced by $7,313 in this program area which results in a tax levy credit of $54,913 used to partially offset levy needs in other airport program areas.

Overall budget expenditures for 2011 are reduced $42,824 or about 5.2%. This includes estimated savings of $17,000 in snow removal and grass cutting expenditures from favorable contract bidding. Additionally, a onetime expenditure of $35,000 for T-hangar demolition was budgeted in 2010. Other reductions include budgeting closer to actual spending for utility costs based on past spending levels. Interdepartmental charges will increase $4,277.
The 2010 estimate has benefitted from the mild winter and new snow removal contract. Year-to date snow removal expenses are $69,250. Under the old contract with fixed monthly pricing the 2009 YTD expense was $137,590.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Total Airport Buildings	14	13	13	13	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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.11**	**0.11**	**0.11**	**0.11**	**0.00**
Charges for Services	$35,050	$35,945	$35,945	$35,945	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$35,000	$35,000	$35,143	$35,000	$0
County Tax Levy	**$46,028**	**$44,352**	**$44,352**	**$41,766**	**($2,586)**
Total Revenues	**$116,078**	**$115,297**	**$115,440**	**$112,711**	**($2,586)**
Personnel Costs	$9,394	$9,688	$9,614	$10,016	$328
Operating Expenses	$84,250	$97,846	$87,893	$94,536	($3,310)
Interdept. Charges	$7,500	$8,062	$8,016	$8,159	$97
Fixed Assets (memo)	$0	$0	$0	$0	$0
Total Expenditures	**$101,144**	**$115,596**	**$105,523**	**$112,711**	**($2,885)**
Operating Inc./(Loss)	$14,934	($299)	$9,917	$0	$299

Program Highlights

The revenue source for these program codes comes from the FBO lease for the airport fuel farm. The lease rate is adjusted annually by the Consumer Price Index (CPI), which is stagnant. County tax levy is used to balance this program budget and offset the difference between expenditures above revenues. Airport fund balance appropriation of $35,000 is used to offset depreciation expenses of non revenue producing assets funded with state and federal funds.

The reduction in operating expenses of $3,310 is a result of the control tower voice switch being fully depreciated in 2011.

Activity Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (a)	701,617	800,000	716,000	722,000	(78,000)
100LL	106,658	100,000	106,000	111,000	11,000
Total	808,275	900,000	822,000	833,000	(67,000)

(a) The 2010 Budget level of 900,000 gallons of Jet A fuel was over stated and is being reduced in the 2011 Budget.

Administrative Services

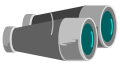
County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

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.

	2009 Actual (a)	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
Other Revenue	$600	$200	$200	$200	$0
Appr. Fund Balance (a)	$67,900	$45,000	$45,000	$0	($45,000)
County Tax Levy	**$190,188**	**$195,512**	**$195,512**	**$205,710**	**$10,198**
Total Revenues	**$258,688**	**$240,712**	**$240,712**	**$205,910**	**($34,802)**
Personnel Costs	$160,015	$163,950	$162,847	$168,772	$4,822
Operating Expenses (a)	$87,972	$65,324	$62,711	$24,123	($41,201)
Interdept. Charges	$10,537	$11,438	$11,363	$13,015	$1,577
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$258,524**	**$240,712**	**$236,921**	**$205,910**	**($34,802)**
Operating Inc./(Loss)	$164	-	$3,791	-	-

(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 actual.



Program Highlights

Historically this program has been funded solely by tax levy; other revenue is from estimated recoveries for ID badges.

Overall expenditures are decreased by $34,802 mainly due to one-time expenditures in 2010 to establish a marketing infrastructure and for an airport 75th anniversary event.

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 Hanger Area Phase III	2013	$90,000	$0	$4,500	($4,500)
201118	Airport Facility Upgrade	2013	$581,000	$0	$29,050	($29,050)

*See capital project forms for ongoing operating impacts.