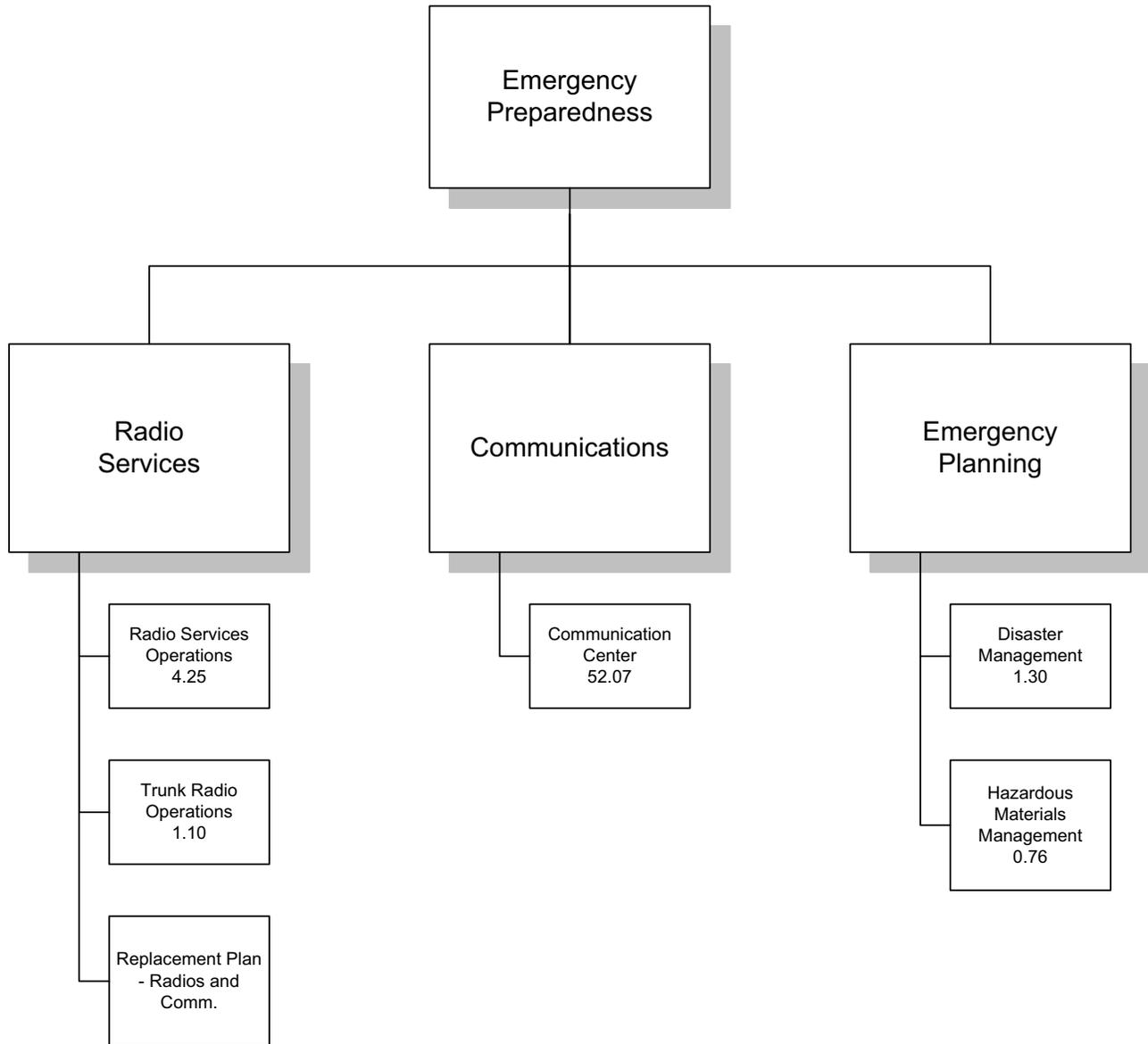


Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



59.48 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

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget	
					\$	%
General Fund						
Revenues (a)(c)	\$1,567,992	\$571,858	\$1,585,626	\$477,784	(\$94,074)	-16.5%
County Tax Levy	\$4,396,217	\$4,599,960	\$4,599,960	\$4,734,960	\$135,000	2.9%
Expenditures	\$5,620,572	\$5,171,818	\$5,829,571	\$5,212,744	\$40,926	0.8%
Rev. Over (Under) Exp.	\$343,637	-	\$356,015	-	-	0.0%
Radio Services Fund						
Revenues (b)(c)	\$1,540,532	\$1,340,167	\$1,346,020	\$1,211,387	(\$128,780)	-9.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditures	\$1,188,821	\$1,115,768	\$1,098,103	\$977,563	(\$138,205)	-12.4%
Operating Income	\$351,711	\$224,399	\$247,917	\$233,824	\$9,425	4.2%
Total All Funds						
Revenues (c)	\$3,108,524	\$1,912,025	\$2,931,646	\$1,689,171	(\$222,854)	-11.7%
County Tax Levy	\$4,396,217	\$4,599,960	\$4,599,960	\$4,734,960	\$135,000	2.9%
Expenditures	\$6,809,393	\$6,287,586	\$6,927,674	\$6,190,307	(\$97,279)	-1.5%
Rev. Over (Under) Exp.	\$343,637	-	\$356,015	-	-	0.0%
Operating Income	\$351,711	\$224,399	\$247,917	\$233,824	\$9,425	4.2%
Position Summary (FTE)						
Regular Positions	57.00	57.00	57.00	57.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.67	3.09	3.09	2.48	(0.61)	
Total	59.67	60.09	60.09	59.48	(0.61)	

(a) General Fund Balance is budgeted as follows: 2011: \$186,350; 2010: \$296,750; 2009: \$269,750.

(b) Radio Services Fund Balance is appropriated as follows: 2011: \$102,297; 2010: \$210,532; and 2009: \$333,909.

(c) Revenues exclude County Tax Levy Funds.

General Fund Emergency Preparedness



Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 29 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). Responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate (b)	2011 Budget (a)	Change From 2010 Adopted Budget	
					\$	%
Revenues						
General Government (b)	\$1,173,108	\$240,433	\$1,204,394	\$251,733	\$11,300	4.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$25,880	\$34,675	\$34,679	\$36,409	\$1,734	5.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$726	\$0	\$5,449	\$3,292	\$3,292	N/A
Appr. Fund Balance (a) (b)	\$368,278	\$296,750	\$341,104	\$186,350	(\$110,400)	-37.2%
County Tax Levy	\$4,396,217	\$4,599,960	\$4,599,960	\$4,734,960	\$135,000	2.9%
Total Revenue Sources	\$5,964,209	\$5,171,818	\$6,185,586	\$5,212,744	\$40,926	0.8%
Expenditures						
Personnel Costs	\$3,925,466	\$4,068,440	\$4,096,719	\$4,129,322	\$60,882	1.5%
Operating Expenses (a) (b)	\$685,200	\$540,631	\$1,040,597	\$517,737	(\$22,894)	-4.2%
Interdept. Charges (b)	\$469,257	\$471,747	\$476,139	\$485,085	\$13,338	2.8%
Fixed Assets (b)	\$540,649	\$91,000	\$216,116	\$80,600	(\$10,400)	-11.4%
Total Expenditures	\$5,620,572	\$5,171,818	\$5,829,571	\$5,212,744	\$40,926	0.8%
Rev. Over (Under) Exp.	\$343,637	-	\$356,015	-	-	N/A

Position Summary (FTE)

Regular Positions	51.75	51.75	51.75	51.75	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.38	2.99	2.99	2.38	(0.61)
Total	54.13	54.74	54.74	54.13	(0.61)

- (a) Of the 2011 Appropriated Fund Balance, \$105,750 is budgeted to address significant cost impacts of the Association of Public Safety Communications Officials International (APCO) study recommendations; \$32,500 of reserved fund balance is budgeted to purchase replacement batteries for the UPS, \$11,000 for additional Zetron Paging equipment, \$2,600 for dispatcher chairs.
- (b) The 2009 Estimate for operating expenses, interdepartmental charges and fixed asset appropriation units are over the adopted budget. This is largely due to the Department's estimate that \$742,454 will be expended of the \$1,026,955 that has been subsequently appropriated by approved ordinances during 2010 or carried over into 2010 to modify the 2010 Adopted Budget for the Urban Area Security Initiative grant awards for 2006, 2007, 2008, and 2009 as well as other grant awards.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A safe county

Objective 1: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner. (Communication Center Operation)

Key Outcome Indicator: The percentage of emergency calls that will be answered within 15 seconds and 40 seconds to meet the NFPA standards.

Performance Measures:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Answer call within 15 seconds	95.91%	95.05%	96.05%	96.55%
Answer call within 40 seconds	100.00%	100.00%	100.00%	100.00%

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

Objective 2: Meet and exceed the National Academies of Emergency Dispatch (NEAD) standard that states all emergency medical dispatch (EMD) calls need to be processed (asking the key and entry questions) within 60 seconds after the center's computer aided dispatch (CAD) system has accepted the location data. (Communication Center Operation)

Key Outcome Indicator: Asking key and entry questions for all EMD calls are to be completed within 60 seconds.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Key and entry question time equals input time minus 38 seconds	90% of calls within 34.50 seconds	90% of calls within 36.0 seconds	90% of calls within 36.67 seconds	90% of calls within 34.0 seconds

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation. (Communication Center Operation)

Key Outcome Indicator: Measuring the County's dispatch center against established standards is an objective way for the Department to determine progress and overall effectiveness of the program. The standards that have been established by the National Academy state that a certain portion of calls must be monitored for quality assurance and meet the standards listed below.

Performance Measures:	Standards	2009 Actual	2010 Target	2010 Estimate	2011 Target
Case Entry	95%	97.05%	97%	97.25%	97%
Chief Complaint	95%	97.39%	97%	97.40%	97%
Key Question	90%	95.51%	96%	95.51%	96%
Pre-Arrival Instructions	95%	65.95%	97%	85.95%	95%
Post Dispatch Instructions	90%	97.54%	96%	97.00%	96%
Dispatch Code	90%	97.34%	96%	97.44%	96%
Total Rating for Incident	90%	96.47%	96%	96.57%	97%

**General Fund Emergency Preparedness Outcomes/
Objectives**

County-Wide Key Strategic Outcome: A safe county

Objective 4: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

Key Outcome Indicators: The chart indicates participation in activities related to disaster response exercises, emergency response training, public education, and review of County-wide emergency operations plans.

Performance Measures:	2009 Actual	2010 Target	2010 Estimate	2011 Target*
Number of exercises participated in	8	7	6	4
Individuals attending WI Emergency Management recommended courses	175	35	150	50
Public education events	10	10	10	10
Percentage of Emergency Operation Plan reviewed	100%	100%	100%	100%

* Exercises will be fewer, but larger in scope.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 5: Carry out the functions and duties of the Federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 323.60 through 323.72 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

Key Outcome Indicator: The chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of Tier 2 Reports Received*	343	350	342	340
Number of Planning Facilities	145	148	146	140
Number of Plans Updated	36	36	33	32
Number of New Plans Created	3	3	3	2

* Tier 2 Reports are hazardous chemical inventory reports filed annually by any facility, private or public, that has 10,000 pounds or more of any Federal Environmental Protection Agency (EPA) identified hazardous substance or an amount greater than 500 pounds or the designated threshold planning quantity (whichever is lower) of an EPA identified extremely hazardous substance. Reports are sent to Waukesha County Emergency Management, Wisconsin Emergency Management, and to the local fire department.

Objective 6: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2011 technology review process. (Emergency Management, Information Technology, and Risk Management)

Objective 7: In 2011 the Emergency Preparedness and Register of Deeds (ROD) departments will engage in a cooperative pilot program to share the ROD Programs and Projects Analyst position between ROD and the Department of Emergency Preparedness. The position is expected to provide the Department of Emergency Preparedness with professional fiscal support and avoid the creation of an additional position. The Programs and Projects Analyst position will be reclassified as a Senior Financial Analyst beginning in the 2011 budget year, reflecting the duties and responsibilities associated with the shared role. A determination to maintain the shared arrangement and the reclassification will be done following an evaluation of the pilot program and with the 2012 budget. Reallocation of this positions' funding will not take place until the 2012 budget, in order to allow both departments to evaluate the required division of work for this position.

General Fund Emergency Preparedness Capital Projects/ Program

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '10	Estimated Net Operating Impact
200808	Communications Center Expansion	2016	\$1,510,000	0%	TBD
200901	Computer Aided Dispatch Replacement	Mid 2012	\$2,650,000	15%	Support will average \$225K/year; \$100k for major upgrades expected (3 times) in next 8 years
201101	9-1-1-Phone System	2013	\$1,100,000	0%	\$40,000 annually
201102	WCC Console Radio Equipment	2014	\$1,000,000	0%	\$6,600 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Responsible for dispatching police, fire and emergency medical services (EMS) resources operated by partner municipalities and the County Sheriff in emergency situations throughout the County. This includes a partnership initiated in 2010 with Flight for Life to migrate them to the County's 800 trunked radio system and act as their dispatch center for rescue operations. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	52.07	52.68	52.68	52.07	(0.61)
General Government	\$139,994	\$0	\$0	\$0	\$0
Charges for Services	\$25,875	\$34,675	\$34,679	\$36,409	\$1,734
Other Revenue	\$726	\$0	\$5,449	\$3,292	\$3,292
Appr. Fund Balance	\$364,678	\$296,750	\$336,834	\$186,350	(\$110,400)
County Tax Levy	\$4,189,264	\$4,392,015	\$4,392,015	\$4,538,983	\$146,968
Total Revenues	\$4,720,537	\$4,723,440	\$4,768,977	\$4,765,034	\$41,594
Personnel Costs	\$3,702,856	\$3,885,687	\$3,840,991	\$3,951,439	\$65,752
Operating Expenses	\$353,825	\$331,298	\$330,652	\$308,922	(\$22,376)
Interdept. Charges	\$381,565	\$415,455	\$415,875	\$424,073	\$8,618
Fixed Assets	\$0	\$91,000	\$56,000	\$80,600	(\$10,400)
Total Expenditures	\$4,438,246	\$4,723,440	\$4,643,518	\$4,765,034	\$41,594
Rev. Over (Under) Exp.	\$282,291	-	\$125,459	-	-

Waukesha County Department of Administration will reserve an additional \$250,000 of General Fund Balance at the end of 2011 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan). General Fund Balance of \$2,500,000 has been reserved through the 2004-2010 Budgets for this purpose based on prior County Board action. Approximately \$150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system. Another \$500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project. In 2010, \$50,000 was budgeted to pay for overtime associated with training on the new CAD system and \$56,000 was budgeted to replace a digital recording device. In 2011, \$81,100 is being budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance will also be used in 2011 to begin design of a 9-1-1 phone system replacement. This will result in \$1,887,900 of Reserved General Fund Balance being available for future equipment replacement needs.

Communication Center Operations (cont.)



Program Highlights

Charges for Service revenues of \$36,409 increase 5% from the 2010 Budget and represent reimbursements from participating municipal agencies for the annual maintenance costs of the record management system modules utilized by these agencies. Other revenue increases for copy fees and grant reimbursement for special police enforcement activities.

General Fund Balance decreases \$110,400 from the 2010 Adopted Budget to \$186,350. Of the General Fund Balance that is appropriated for 2011, \$105,750 is planned to address implementation of significant cost impacts of the Association of Public Safety Communications Officials International (APCO) study recommendations. Additional fund balance of \$81,100 is allocated to address equipment replacement needs.

Personnel costs are estimated to increase by \$65,752 due to continuing costs for 52.07 FTE employees. Overtime is budgeted at \$161,999, which is a decrease of \$40,163 from the 2010 Budget. The decrease in overtime is largely due to the elimination of a 2010 one-time additional appropriation of \$50,000 in overtime salary and related benefits to pay overtime associated with training activities for the new CAD system. The Department is budgeting for two telecommunicator overfill positions and one communications center supervisor position for 2011 which is the same as the 2010 Adopted Budget. These overfill positions will continue until turnover can be consistently reduced below 19% according to the APCO study. Staff will be working with Human Resources to update the Project RETAINS data to verify annual turnover rates and staffing requirements.

Operating expenses decrease by \$22,376 to \$308,922. The operating budget includes \$90,328 for computer aided dispatch maintenance. In 2010, the appropriation unit included \$33,056 for centerline file maintenance. In 2011, this service is to be provided in-house by Land Information Systems for \$23,156 and is transferred to Interdepartmental Charges. Operating expenditures also include a \$7,200 increase in computer software costs from the 2010 Adopted Budget for access to the TIME system.

Interdepartmental charges increase by \$8,618 to \$424,073. This includes a decrease of \$19,827 from the 2010 Budget to \$226,403 for computer hardware and software application maintenance, offset with increases for the new Land Information Systems in-house services (mentioned above) and vehicle costs of \$2,000. The Fixed Asset appropriation of \$80,600 includes \$32,000 for batteries, \$11,000 for paging equipment, \$2,600 for chairs, and the remainder for emergency or unanticipated equipment replacement or maintenance needs.

Participating Members

Cities: Brookfield, Delafield, and Pewaukee

Towns*: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Oconomowoc, Ottawa, Vernon, and Waukesha.

Villages:** Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Lannon***, Merton, Nashotah, North Prairie, Oconomowoc Lake, Pewaukee, Summit, Sussex, and Wales.

County: Sheriff's Department

* The Town of Mukwonago paid to join the Waukesha County Communications Center in 2002. The transition date is yet to be determined.

** The Village of Mukwonago paid to join the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

*** The Village of Lannon joined Waukesha County Communications Center in February 2008 and transitioned its dispatch service in April 2008.

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and County business continuity planning. The Emergency Management Coordinator is the point of contact for federal and state agencies, which also have responsibility in mitigating the effects of disasters.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	1.30	0.00
General Government	\$954,946	\$161,156	\$1,125,117	\$171,993	\$10,837
Charges for Services	\$5	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$3,600	\$0	\$4,270	\$0	\$0
County Tax Levy	\$58,447	\$58,173	\$58,173	\$48,334	(\$9,839)
Total Revenues	\$1,016,998	\$219,329	\$1,187,560	\$220,327	\$998
Personnel Costs (a)	\$149,278	\$108,090	\$183,871	\$103,549	(\$4,541)
Operating Expenses (a)	\$185,680	\$60,853	\$558,312	\$62,085	\$1,232
Interdept. Charges (a)	\$81,592	\$50,386	\$54,310	\$54,693	\$4,307
Fixed Assets (a)	\$540,649	\$0	\$160,116	\$0	\$0
Total Expenditures	\$957,199	\$219,329	\$956,609	\$220,327	\$998
Rev. Over (Under) Exp.	\$59,799	-	\$230,951	-	-

(a) Personnel, operating, interdepartmental and fixed asset expense estimates are over the adopted budget largely due to the Department's estimate that about \$742,454 will be expended of the \$1,026,955 that has been subsequently appropriated by ordinance to modify the 2010 Adopted Budget for the Urban Area Security Initiative 2006, 2007, and 2008, 2009 grant awards as well as the Pre-Mitigation Disaster Planning grant expected to be spent during 2010.



Program Highlights

The office continues to pursue Federal Homeland Security funding to better equip and train County-wide first responders; increase critical infrastructure security; and enhance citizen preparedness. The Office serves as the single point of contact for NIMS (National Incident Management System) compliance. The Office continues to coordinate and participate in disaster exercises throughout the County. Federal Homeland Security grant funding awards are at different intervals during the year and at varying amounts, which makes it impossible to budget a plan for them during the regular budget development cycle. Recent awards have been appropriated during the year (off the budget cycle) through adopted ordinances due to the unknown timing and dollar amounts of these grant awards.

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at \$171,993, an increase of \$10,837 or 6.7% from the 2010 Budget.

Personnel costs decrease \$4,541 mostly due to a \$6,852 reduction in health insurance costs related to a transition by one individual from family to individual coverage. These savings are partially offset by cost to continue 1.30 FTE existing staff. Operating expenses increase by \$1,232 largely due to an increase of \$1,680 for telecom equipment. Interdepartmental charges increase by \$4,307 to \$54,693 largely due to new vehicle costs including a replacement charge of \$5,000, offset with a reduction in phone and radio charges.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	0.76	0.76	0.76	0.76	0.00
General Government	\$78,168	\$79,277	\$79,277	\$79,740	\$463
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$148,506	\$149,772	\$149,772	\$147,643	(\$2,129)
Total Revenues	\$226,674	\$229,049	\$229,049	\$227,383	(\$1,666)
Personnel Costs	\$73,332	\$74,663	\$71,857	\$74,334	(\$329)
Operating Expenses	\$145,695	\$148,480	\$151,633	\$146,730	(\$1,750)
Interdepartmental	\$6,100	\$5,906	\$5,954	\$6,319	\$413
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$225,127	\$229,049	\$229,444	\$227,383	(\$1,666)
Rev. Over (Under) Exp.	\$1,547	-	(\$395)	-	-



Program Highlights

Facilities that use, store, or manufacture hazardous materials are required to comply with State regulations concerning hazardous materials. This compliance includes submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee to Wisconsin Emergency Management. It is from these fees that the County is allocated General Government revenues of \$79,740 from State Emergency Planning and Community Right-to-Know Act (EPCRA) reimbursement grant funds to support these activities. The \$79,740 includes \$10,000 (State grant funded) that is budgeted for Hazardous Materials Response Team equipment to fund purchases to enhance response capability.

Personnel costs are estimated to decrease from 2010 Budget levels by \$329 to \$74,334 due to a \$2,154 reduction in health insurance costs and partially offset by the cost to continue 0.76 FTE existing staff allocated to this program. Operating expenses include \$145,000 for County-wide hazardous materials incident response services provided by contracting with the City of Waukesha Fire Department (Hazardous Materials Response Team) to more cost effectively provide service and save taxpayers money from funding multiple duplicative local Hazardous Materials Response Teams.



Fund Purpose

An enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: Radio Services which provides conventional radio services (including mobile data systems) and equipment repair and maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for County agencies' radio equipment replacements. Program descriptions and activities are outlined on the following program pages.

Financial Summary	2009	2010	2010	2011	Change From 2010	
	Actual (a) (d)	Adopted Budget (d)	Estimate (d)	Budget (d)	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$590,079	\$530,788	\$540,611	\$522,198	(\$8,590)	-1.6%
Interdepartmental (b)	\$582,278	\$598,847	\$594,635	\$586,892	(\$11,955)	-2.0%
Other Revenue (c)	\$17,174	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (d)	\$351,001	\$210,532	\$210,774	\$102,297	(\$108,235)	-51.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,540,532	\$1,340,167	\$1,346,020	\$1,211,387	(\$128,780)	-9.6%
Expenditures						
Personnel Costs	\$525,923	\$523,677	\$515,020	\$532,334	\$8,657	1.7%
Operating Expenses	\$514,452	\$458,775	\$453,367	\$329,482	(\$129,293)	-28.2%
Interdept. Charges	\$111,537	\$114,482	\$110,882	\$115,747	\$1,265	1.1%
Interdept. Charges-Int Exp	\$36,909	\$18,834	\$18,834	\$0	(\$18,834)	-100.0%
Debt GF Loan Repay (Memo) (e)	\$624,597	\$448,434	\$448,434	\$0	(\$448,434)	-100.0%
Fixed Assets (Memo) (f)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (b) (d)	\$1,188,821	\$1,115,768	\$1,098,103	\$977,563	(\$138,205)	-12.4%
Operating Income (Loss) (d) (e) (f) (g)	\$351,711	\$224,399	\$247,917	\$233,824	\$9,425	4.2%

Position Summary (FTE)

Regular Positions	5.25	5.25	5.25	5.25	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.29	0.10	0.10	0.10	0.00
Total	5.54	5.35	5.35	5.35	0.00

- (a) The 2009 actual operating income amount shown above differs from the 2009 Comprehensive Annual Financial Report (CAFR) amount due to the CAFR including depreciation expense related to county assets that were funded from non-County sources and appropriated Radio Services Fund Balance for budget purposes is not reflected as a financial transaction (revenue) by Accounting Services Division.
- (b) Interdepartmental revenues for the 2009 actual and 2010 Budget are restated in order to reflect radio services revenues generated from the corresponding program area.
- (c) Other revenue in 2009 is comprised of \$17,174 of interest income to repay the General Fund loan for the 800 MHz Trunked Radio system.
- (d) Radio Service Fund Balance is appropriated for repayment to the General Fund for loan interest payments received from participating municipalities to acquire Trunk Radio equipment \$36,909 in 2009 and \$18,834 in 2010. In 2010, the General Fund has been completely repaid. Radio Services Fund Balance of \$212,000 in 2009, \$105,798 in 2010, and is budgeted to fund the County's portion of Trunk Radio Infrastructure depreciation expense. Radio Services Fund Balance of \$65,000 in 2009 and \$69,500 is budgeted in 2010 for depreciation expense associated with the mobile data computer infrastructure. Radio Services 2010 Fund Balance of \$16,400 is budgeted to cover the first year capital project building improvement depreciation which is half of the total depreciation amount charged in future years. 2011 Radio Services Fund Balance of \$102,297 includes \$69,497 to offset depreciation expenses for the mobile data program and \$32,800 to offset depreciation expenses for the capital project building improvements.
- (e) For 2009 and 2010, this includes debt repayment of General Fund loans for the radio tower, building, Trunked Radio infrastructure, and radio equipment. Repayment is funded with cash balance generated by operating revenues or repayments from municipalities. The repayment amount is excluded from the expenditure total to conform to financial accounting standards. The final repayment from Radio Services to the General Fund occurred in 2010.
- (f) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. None are planned for the 2011 Budget.
- (g) Operating income is attributable to revenues providing funding for the County radio replacement program (2009: \$211,656; 2010: \$224,399; and 2011: \$233,824). Also included in operating income is interest income from municipal repayment of loans 2009: \$17,274 which was the final year of the payments to the County). These amounts are repaid to the General Fund in the year following receipt, with the last replacement to the General Fund in 2010.

Radio Services Fund	Emergency Preparedness	Outcomes/ Objectives/Capital Projects
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Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: A safe county

Objective 1: Maintain uptime, performance, and reliability of the current County-wide trunked radio communications.

Key Outcome Indicator: Uptime percentage as a performance and reliability measurement.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Trunked System uptime. Percent of time the system is available overall (reliability).	100.00%	99.9999%	99.9999%	99.9999%
Percent of time the system has unimpaired coverage (performance).	98.4%	98.00%	98.5%	98.1%

Objective 2: Maintain a reliable and scalable County-wide public-safety mobile data service for police departments. (Trunked Radio and Radio Services Operations)

Key Outcome Indicator: The mobile data system has been successfully implemented with approximately 175 units online serving 19 agencies. Coverage, throughput, and reliability are noticeably improved versus the previous system. Need to maintain speed, reliability and coverage of the system. (Radio Services Operation)

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Geographic Coverage	>99.5%	>99.5%	>99.5%	>99.5%
Aggregate Data throughput (all sites)	192 kbps	192 kbps	192 kbps	192 kbps

* Throughput is the amount of data that can flow through the system including all tower sites.

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '10	Estimated Net Oper. Impact	Est. Depreciation Expense
200617	Radio Services Building Exp/Renovation	2010	\$984,000	100%	TBD	\$32,800
200815	Trunk Radio Digital Radio System (a)	2014	\$9,515,000	0%	TBD	\$475,750(a)

(a) Amount is based on County/municipal partners 50/50 county share for 10 year useful life.

Radio Services Emergency Preparedness Program

Fund

Trunked Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for 37 of the County's 37 municipalities, and 7 separate fire districts to maintain approximately 5,300 mobile and portable radios utilizing county-wide 800 MHz trunked radio system. This includes 7 antenna sites, 13 radio channels, 93 transmitters, and 113 control base stations.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	1.13	1.05	1.05	1.10	0.05
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$155,003	\$208,997	\$172,985	\$150,867	(\$58,130)
Interdepartmental Rev. (d)	\$53,204	\$41,725	\$68,276	\$70,546	\$28,821
Other Revenue	\$17,174	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$70,012	\$18,834	\$18,834	\$0	(\$18,834)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues: (b)	\$295,393	\$269,556	\$260,095	\$221,413	(\$48,143)
Personnel Costs	\$120,406	\$116,417	\$113,633	\$123,085	\$6,668
Operating Expenses	\$84,530	\$98,020	\$94,902	\$62,811	(\$35,209)
Interdept. Charges	\$40,631	\$42,599	\$40,774	\$42,081	(\$518)
Interdept. Charges - Int Exp	\$36,909	\$18,834	\$18,834	\$0	(\$18,834)
Debt-Gen.Fd Loan Repay (Memo) (b)	\$624,597	\$448,434	\$448,434	\$0	(\$448,434)
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0
Total Expenditures: (b) (c)	\$282,476	\$275,870	\$268,143	\$227,977	(\$47,893)
Rev. Over (Under) Exp.	\$12,917	(\$6,314)	(\$8,048)	(\$6,564)	(\$250)

- (a) Radio Service Fund Balance is mainly appropriated to repay the General Fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received interest revenue of \$54,256 in 2009 and \$18,834 in 2010 and repays these amounts to the General Fund in the year after receipt. 2010 is the last year of the debt repayment to the General Fund.
- (b) Debt repayment of a General Fund loan for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet liability account titled "advances from other funds."
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Any Fixed Asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. None are budgeted in 2010 and 2011.
- (d) Interdepartmental revenues for the 2009 actual and 2010 Budget are restated in order to reflect radio services revenues generated from the corresponding program area.



Program Highlights

Charges for Service revenue decrease \$58,130 to \$150,867. This decrease is mainly due to the loss of service contract revenue from municipal customers of \$42,402 as more of these customers are transitioning to T/M (time and materials) services to repair their equipment on an as-needed basis. Interdepartmental revenue increases \$28,821 due to increased service contracts. Additionally, cost savings are anticipated to be realized through the replacement of T-1 lines with microwaves, which is anticipated to result in less charges being passed on the radio users.

Personnel costs increase by \$6,668 for cost to continue of 1.10 FTE staff and reallocating .05 FTE Radio Communications Administrator position from the Conventional Radio Services Operation program to the Trunked Radio Operations program. The department is budgeting \$6,043 in overtime coverage and related benefits for 104 overtime hours. Operating expenses decrease by \$35,209 mainly due to the replacement of T-1 lines with more cost efficient microwaves. As the General Fund Radio Services loan for the Trunked Radio System has been paid off in 2010, Interdepartmental charges (for interest-expense) are decreasing by \$18,834 to \$0.

Equipment Replacement – Trunk Radios

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included for this funding accumulation is Trunked Radio replacements for County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Not included is any Trunk Radio infrastructure replacement (planned to be replaced by a future capital project in the Capital Plan) or municipal agencies radio equipment.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Interdepartmental Revenue (a)	\$211,656	\$224,399	\$224,399	\$233,824	\$9,425
Appr. Fund Balance (b)	\$212,000	\$105,798	\$105,798	\$0	(\$105,798)
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0
Total Revenues: (c)	\$423,656	\$330,197	\$330,197	\$233,824	(\$96,373)
Operating Expenses (c)	\$211,079	\$105,798	\$105,798	\$0	(\$105,798)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures: (c)	\$211,079	\$105,798	\$105,798	\$0	(\$105,798)

Rev. Over (Under) Exp. (c)	\$212,577	\$224,399	\$224,399	\$233,824	\$9,425
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- (a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a nine-year/ten-year replacement period. This allows for funds to be available for necessary and timely replacements. Funding from departments include various revenue sources including Tax Levy.
- (b) Appropriated Fund Balance includes Radio Service Fund Balance appropriation of \$212,000 for 2009 and \$105,798 for 2010. As the General fund is paid in 2010, there is no Fund Balance appropriated for 2011. Fund Balance is designated to offset depreciation expense related to the County's portion of the Trunked Radio infrastructure. Therefore, no sinking fund is building up for future infrastructure replacement cost. This would need to be funded from a future capital project.
- (c) Expenditures to be incurred result from the depreciation expense of the County's share (\$1.9 million) of the Trunk Radio infrastructure costs to be totally offset by the appropriation of Radio Services Fund Balance. Original radio purchases were made from the capital project and expensed in the year of purchase based on a \$5,000 minimum capitalization level subsequent radio replacements and upgrades have been made from grant funding and the Nextel rebanding project. The anticipated plan is that replacement charges continue between now and the next system upgrade in order that funds be available for replacement radio when and if necessary.



Program Highlights

The 2011 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. The 2011 expenditure budget decreases by \$105,798 as the trunked radio infrastructure reached its last year of depreciation in 2010 (based on a 10-year useful life). The equipment fund replacement charge increases by \$9,425 largely due to an inflationary cost adjustment for the radio replacements funding in the plan, which are increased from 654 to 656 radios.



Activity – Radio Replacement Charges

Trunked Radio System Department	2010 # of Radios	2011 # of Radios	2010 Budget	2011 Budget	2010 \$ Change
Public Works	182	182	\$43,916	\$45,759	\$1,843
Parks & Land Use	109	107	\$37,620	\$39,200	\$1,580
Sheriff	306	310	\$125,732	\$131,014	\$5,282
Public Works - Central Fleet	7	7	\$1,667	\$1,737	\$70
Medical Examiner	5	5	\$1,589	\$1,656	\$67
Emerg Prep - Emerg Mgmt	16	16	\$1,149	\$1,197	\$48
Emerg Prep - Radio Services	18	18	\$7,725	\$8,050	\$325
Health & Human Services	10	10	\$4,580	\$4,772	\$192
Airport	1	1	\$421	\$439	\$18
Total	654	656	\$224,399	\$233,824	\$9,425

Conventional Radio Services Operation

County-Wide Key Strategic Outcome: A safe county

Program Description

Provides radio design and engineering consultation services, purchasing, installation, operation, and servicing of traditional radios and base stations including new Communication Center radio consoles and related equipment (Dispatch Operations). Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and RF), user equipment repair and maintenance, and dispatch consoles. This program area services transmitters, microwave, and public safety mobile data communication systems within the County and municipalities in surrounding counties at reasonable fee charges. In addition, this program area, works with the private sector and Corporation Counsel to negotiate tower site leases with wireless cellular phone service providers.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	4.41	4.30	4.30	4.25	(0.05)
Charges for Services	\$435,076	\$321,791	\$367,626	\$371,331	\$49,540
Interdepartmental Rev. (b)	\$317,418	\$332,723	\$301,960	\$282,522	(\$50,201)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$68,989	\$85,900	\$86,142	\$102,297	\$16,397
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$821,483	\$740,414	\$755,728	\$756,151	\$15,737
Personnel Costs	\$405,517	\$407,260	\$401,387	\$409,249	\$1,989
Operating Expenses	\$218,843	\$254,957	\$252,667	\$266,671	\$11,714
Interdept. Charges	\$70,906	\$71,883	\$70,108	\$73,666	\$1,783
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$695,266	\$734,100	\$724,162	\$749,586	\$15,486
Rev. Over (Under) Exp. (a)	\$126,217	\$6,314	\$31,566	\$6,564	\$250

- (a) 2009 Radio Services Fund Balance of \$58,194 is budgeted to offset depreciation expenses for the capitalized cost of mobile data system, which was funded by Homeland Security grant funds. 2010 Radio Services Fund Balance of \$85,900 includes \$69,500 to offset depreciation expenses for the mobile data program and \$16,400 to offset depreciation expenses for the capital project building improvements anticipated to be complete in 2010. 2011 Radio Services Fund Balance of \$102,297 includes \$69,497 to offset depreciation expenses for the mobile data program and \$32,800 to offset depreciation expenses for the capital project building improvements.
- (b) Interdepartmental revenues for the 2009 actual and 2010 Budget are restated in order to reflect radio services revenues generated from the corresponding program area.



Program Highlights

Revenues increase by \$15,737 to \$756,151. Charges for Service revenues increase by \$49,540 largely due to an increase of \$28,937 in T/M (time and materials) services revenue as municipal customers reduce their service contracts in favor of T/M services. Additionally, revenue for municipal customer radio programming and installation is increasing by \$28,728 as more municipal customers upgrade their radio with an interoperable programming capacity which allows different agencies to “talk” with one another. This increase is partially offset by a decrease in municipal service contracts revenue of \$4,118. Interdepartmental revenues decrease by \$50,201 mainly due to a \$46,946 decrease in service contract revenue. This decrease is partially offset by an increase of \$6,064 for radio usage fees billed to user County departments. Radio Services Fund Balance is appropriated to offset depreciation expenses for the mobile data infrastructure upgrade which was acquired with Homeland Security grant funds in 2005 and 2006 and the capital project building improvement depreciation.

Personnel costs increase by \$1,989 to \$409,249 for cost to continue 4.25 FTE staff which is a reduction of .05 FTE staff due to reallocating .05 FTE Radio Communications Administrator position to the Trunked Radio Operations program. The department is budgeting for approximately 104 hours of overtime with a total cost (including employee benefits) of \$6,043. Operating costs increase by \$11,714 to \$266,671 due mainly to a \$16,149 increase in depreciation expenses for the Radio Services capital building improvement project anticipated to be completed in 2010. This increase is partially offset by a \$1,700 decrease in building repair and maintenance costs based past experience. Interdepartmental charges increase \$1,783 to \$73,666 mainly due mainly to an increase in End-User Technology charges of \$2,062, which is partially offset by smaller decreases in various other accounts. The department does not anticipate needing fixed asset expenditure authority.