



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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate (c)	Budget	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.

Airport

Operations Fund

Public Works

Program

Building, Grounds & Ramp Operations/Fixed Based Operator

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

Program Description

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

	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)
<u>100LL</u>	<u>106,658</u>	<u>100,000</u>	<u>106,000</u>	<u>111,000</u>	<u>11,000</u>
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	-	-
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(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.