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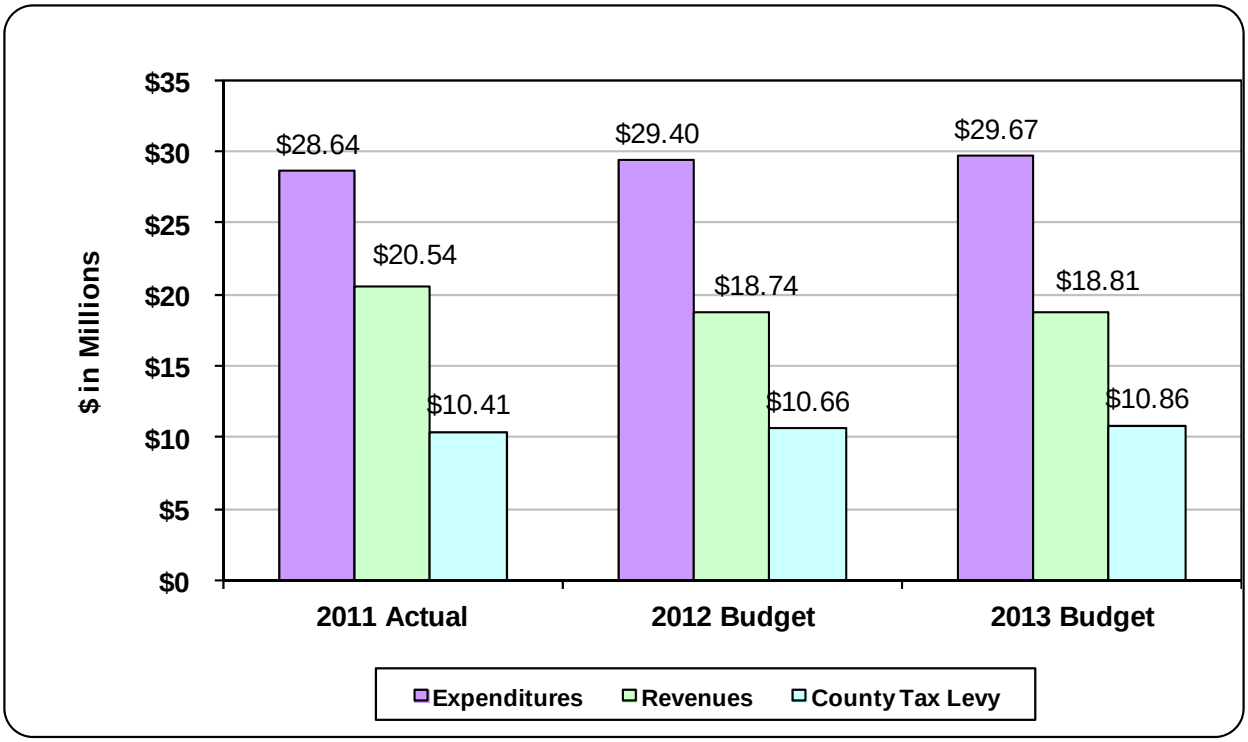
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and engineering, permit processing and traffic control for roadways and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT). Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Fund** the newest part of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2013 expenditure budget for this functional area totals $29,665,367 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $268,715 or 0.9% from the 2012 Adopted Budget. Budgeted revenues (including $1,027,146 of Fund Balance appropriations) total $18,810,303, an increase of $69,634 or 0.4% from the previous year's budget. The tax levy necessary to fund this functional area totals $10,855,983 an increase of $268,715 or 0.9% from the 2012 Adopted Budget.

** PUBLIC WORKS **

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$20,537,570	$18,740,669	$19,692,340	$18,810,303	$69,634	0.4%
County Tax Levy (b)(c)	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditure (d)	$28,636,700	$29,396,652	$29,415,620	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,690	$0	$805,078	$0	$0	N/A
Oper Income/(Loss) (d)	$511,540	$0	$127,625	$919	919	N/A
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues	$20,537,570	$18,740,669	$19,692,340	$18,810,303	$69,634	0.4%
County Tax Levy	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditure	$28,636,700	$29,396,652	$29,415,620	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,690	-	$805,078	$0	$0	N/A
Oper Income/(Loss)	$511,540	-	$127,625	$919		

(a) Includes Central Fleet Fund Balance appropriations of $141,088 in 2011, and $141,083 in 2012 and 2013; Transportation Fund Balance of $148,274 in 2011 and $445,000 in 2012 and $347,000 in 2013; General Fund Balance $858,123 was provided in 2011, $373,000 in 2012, and $298,000 in the 2013 budget; Airport Operations Fund Balance of $391,349 in 2011, $180,829 in 2012, and $180,829 in 2013; Vehicle Replacement Fund Balance of $60,234 in 2013.

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

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

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $2,784,264 in 2011, $2,322,660 in the 2012 Budget and $2,798,600 in the 2013 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by $226,700 to nearly $1.02 million. This includes an estimated $0.40 price decrease to $52.76 per ton on 15,580 tons expected to be purchased for County highway snow and ice removal usage. A reduction in revenues of $222,920 is budgeted in 2013 due to an anticipated reduction in the amount of salt estimated to be purchased by the County municipalities. The quantity of salt sold to municipalities is budgeted at 3,000 tons which represents a decrease of 4,000 tons from the 2012 budget. The handling fee mark up charge to municipalities is anticipated to remain at same $6.00 per ton as charged in 2012, which result in a reduction of handling fee municipal revenues by $24,000 due to the lower salt tonnage to be purchased.
- **County Highway vehicle fuel** budget increases by nearly $85,000 due to volatile fuel prices projected in the budget. This budget includes a price increase by $0.35 per gallon to $3.65 per gallon (equivalent to about $3.90 per gallon retail) in 2013.
- **County Highway operations** also provides pavement marking services to some local municipalities. The 2013 budget charges for services revenue includes $125,000 of revenues for this service an increase of $15,000.
- **State General Transportation Aids (GTA) funding** is unchanged in the 2013 budget at $4,678,000. In the 2012 adopted budget GTA formula funding was decreased by nearly $648,000 due to reductions in the State's 2012-2013 biennial budget. County Fund balance (prior years tax levy) of $405,000 was provided to partially offset the impacts that would have resulted from this drastic funding reduction of the GTA revenues with future plans to phase out the Fund balance over several future years. For 2013 budget a portion of the Fund balance is phased down by $190,000 to $260,000. The plan is to continue to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets. Tax levy is budgeted to increase both the County Highway operations and Engineering Services programs to partially offset the reductions of Fund balance.
- **State Highway Maintenance operations revenue reimbursements** work on State roads as directed by DOT are budgeted to increase by nearly $199,200 to over $4.5 million based on the current (2012) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same as 2012. Budgeted extra help for seasonal work for the winter second shift is being increased by $36,100 or 0.78 FTE which is about 1,622 hours and overtime is increased by $17,900 or 0.29 FTE (approx. 600 hours).
- **Public Works General Fund building operations** contracted cleaning costs decrease by $61,675 from the 2012 budget to closer reflect the prior year actuals. According to DPW management, the only buildings that continue to be served with in house staff are the Courthouse and the Northview facility.
- **Energy and Utility budget costs for County facilities** are anticipated to decrease about $200,000 overall from the 2012 budget. Electricity costs are projected to decrease due to lower electric consumption directly related to energy savings projects that have been completed in the County. Also, due to an unusually high inventory of natural gas, the price of this commodity is lower than it has been in recent years resulting lower natural gas costs.
- The 2013 budget includes **start up utility costs budgeted at $39,000 for the New Health and Human Services (HHS**) **building** which is planned to be open by September or early in the fourth quarter of 2013.
- The **building improvement maintenance plan** totals $950,000 the dollar amount is unchanged from the 2012 budget. The maintenance plan is funded by $725,000 of County Tax Levy and $225,000 of General Fund Balance for one-time projects. General Fund Balance is planned to continue to be phased down in future year's budgets.
- The **Vehicle Replacement Fund** includes a $204,000 increase for the purchase of replacement vehicles. Fund balance of $60,234 has been allocated to the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff).
- County Tax Levy support for **Transit Services** remains at $867,700. Transportation Fund balance increases by $62,000 to $152,000 for expenses related to fuel adjustment clauses in vendor contracts. The State and Federal revenues reimbursed rate is budgeted at 53% of gross expenses in the 2013 budget. This rate is reduced 3.2% from the 2012 budget rate of 56.2% and from the actual 2012 rate of 55.27%. There are no changes in the regular contracted bus route services planned for in the 2013 budget. In addition, no rider fare increases are planned in the 2013 budget.
- The **Airport Tax Levy is unchanged** at $192,563. This includes an increase in revenues of $18,300 mainly due to Land lease revenues that are budgeted to increase $10,000. Additional resources provided in the budget for marketing efforts and airport events. Expenditures also increase related to the inclusion in Public Works Pavement Management Plan expenditures for non-aviation pavements and reflects actual experience with the Highway Division providing services for grass cutting and non-aviation pavement repairs.

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BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2011 Year End	2012 Adopted Budget	2012 Modified Budget	2013 Budget	12-13 Change
PUBLIC WORKS	General	63.75	57.50	57.50	57.50	(0.00)
PUBLIC WORKS	Transportation	61.85	61.10	61.10	61.10	0.00
PUBLIC WORKS	Central Fleet Maintenance	15.50	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	144.10	135.60	135.60	135.60	0.00
	TOTAL EXTRA HELP	5.01	5.99	5.99	6.12	0.13
	TOTAL OVERTIME	3.75	3.51	3.51	3.36	(0.15)
	TOTAL BUDGETED POSITIONS	152.86	145.10	145.10	145.08	(0.02)

2013 BUDGET ACTIONS

General Fund

Decrease Extra Help by 0.38 FTE
Decrease Overtime by 0.15 FTE

Transportation Fund

Increase Extra Help by 0.51 FTE

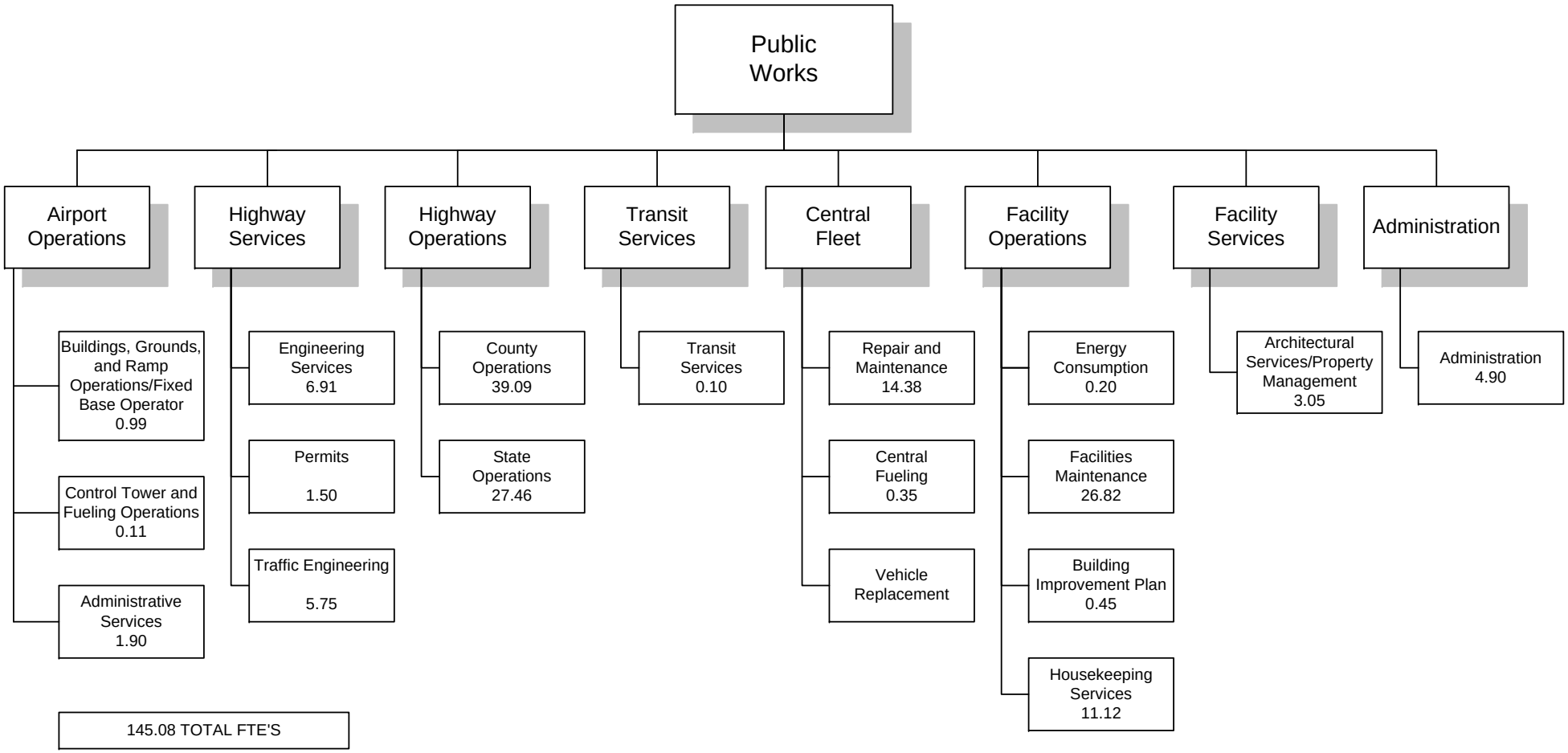
2012 CURRENT YEAR ACTIONS:

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



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.

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Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate (b)	2013 Budget	Change From 2012 Adopted Budget $	%
Public Works-General Fund						
Revenues (c)	$2,602,023	$1,963,430	$2,443,256	$1,708,061	($255,369)	-13.0%
County Tax Levy	$8,377,657	$8,461,540	$8,461,540	$8,459,748	($1,792)	0.0%
Expenditures	$9,823,297	$10,424,970	$10,624,284	$10,167,809	($257,161)	-2.5%
Rev. Over (Under) Exp.	$1,156,384	$0	$280,512	$0	$0	NA
Transportation Fund						
Revenues (c)	$10,370,777	$9,710,959	$10,010,132	$9,587,633	($123,326)	-1.3%
County Tax Levy	$1,835,142	$2,001,880	$2,001,880	$2,203,672	$201,792	10.1%
Expenditures	$11,567,612	$11,712,839	$11,487,446	$11,791,305	$78,466	0.7%
Rev. Over (Under) Exp.	$638,307	$0	$524,566	$0	$0	NA
Central Fleet						
Revenues (c)	$3,718,629	$3,581,024	$3,628,083	$3,807,208	$226,184	6.3%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,700,828	$3,581,024	$3,692,979	$3,806,289	$225,265	6.3%
Operating Inc./(Loss) (d)	$17,801	$0	($64,896)	$919	$919	NA
Vehicle Replacement						
Revenues (c)	$2,704,768	$2,569,597	$2,569,597	$2,773,466	$203,869	7.9%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,398,959	$2,569,597	$2,569,597	$2,773,466	$203,869	7.9%
Operating Inc./(Loss) (d)	$305,808	$0	$0	$0	$0	NA
Airport						
Revenues (c) (e)	$1,141,372	$915,659	$1,041,272	$933,935	$18,276	2.0%
County Tax Levy	$192,563	$192,563	$192,563	$192,563	$0	0.0%
Expenditures	$1,146,004	$1,108,222	$1,041,314	$1,126,498	$18,276	1.6%
Operating Inc./(Loss)	$187,932	$0	$192,521	$0	$0	NA
Total All Funds						
Revenues (c)	$20,537,570	$18,740,669	$19,692,340	$18,810,303	$69,634	0.4%
County Tax Levy (a)	$10,405,362	$10,655,983	$10,655,983	$10,855,983	$200,000	1.9%
Expenditures	$28,636,700	$29,396,652	$29,415,620	$29,665,367	$268,715	0.9%
Rev. Over (Under) Exp.	$1,794,691	$0	$805,078	$0	$0	NA
Operating Inc./(Loss) (d)	$511,541	$0	$127,625	$919	$919	NA

Position Summary (FTE)					
Regular Positions	80.35	78.10	78.10	78.10	0.00
Extra Help	2.88	2.75	2.75	3.26	0.51
Overtime	3.26	3.02	3.02	3.02	0.00
Total	86.49	83.87	83.87	84.38	0.51

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

b) The 2012 Estimate includes 2011 budget appropriation carryovers and open encumbrances, which modified the 2012 budget after it was adopted.

c) Includes Central Fleet Fund Balance appropriations of $141,088 in 2011, and $141,083 in 2012 and 2013; Transportation Fund Balance of $148,274 in 2011 and $445,000 in 2012 and $347,000 in 2013; General Fund Balance $858,123 was provided in 2011, $373,000 in 2012, and $298,000 in the 2013 budget; Airport Operations Fund Balance of $391,349 in 2011, $180,829 in 2012, and $180,829 in 2013; Vehicle Replacement Fund Balance of $60,234 in 2013.

d) 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.
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 2013

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2012/2013 winter target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	Within 2 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	Within 2½ hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH VV in Town and Village of Merton*	Within 3 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	Within 4 hours

Note: 1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and most highways with six lanes and greater which is managed and controlled by the State Highway system.

Performance Measure:

This is a new objective for 2013, department plans to develop performance measures for the 2014 budget year**.**

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.

Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2011 Actual	2012 Target	2012 Estimate	2013 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	**85.0**	**84.0**	**85.0**	**83.0**
Number of Bridges	64	65	64	65
Load Posted Bridges	0*	0	0	0
* 1 closed structure(non bridge), 0 load posted bridges				
Pavement Condition Index				
County Highway System				
Benchmark	70.0	70.0	70.0	70.0
PCI—Actual				
Asphalt—primary (arterial highways)	72.0	72.0	69.0	66.0
Asphalt—secondary (major collector highways)	68.0	64.0	65.0	63.0
Asphalt—tertiary (minor collector highways)	61.0	64.0	65.0	63.0
PCI -- Concrete	61.0	59.0	60.0	58.0
Waukesha County Airport (est. from 2009) report				
Benchmark	70.0	70.0	70.0	70.0
Runways *	76.0	74.0	74.0	73.0
Taxiways *	82.0	81.0	81.0	80.0
Aprons *	74.0	73.0	73.0	72.0
Landside Pavements	N/A	71.0	71.0	70.0

***** 2011 Actual and 2012 Estimates are estimated from the 2009 Bureau of Aeronautics (BOA) Report.

Objective 3: In a partnership with Department of Parks & Land Use **i**mplement an improved Asset management system. The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred, The system will improve our ability to field manage our assets, provide improved data entry, documented workflows, improved reporting and improved communications between functions such as general ledger, timecards and County Highway Expenditure Microcomputer System (CHEMS).

Key Outcome Indicator: Evidence of Success:

- 40% savings in highway operations data entry
- 100% improvement in cost reporting
- 20% improved customer satisfaction levels (before and after survey)
- Improved selection and budgeting of capital and non-capital improvements
- Ability to track and analyze asset life cycle costs to obtain maximum ROI

* While the objective is to implement an Asset Management system that works best for each division, the long term vision is to use one department wide enterprise system that fully meets each division's functional needs.

Performance Measures: TBD

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

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2011 Actual	2012 Target	2012 Estimate	2013 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.82	0.93	0.92	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.61	17.00	19.00*	17.00
Water Gallons usage per rentable sq. ft.**	26.85	28.5	26.5	28.50
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	$1.50	$1.90	$1.90	$1.90
Housekeeping costs per rentable sq. ft.**	$2.51	$2.41	$2.55	$2.61

***** Electric Kilowatt hours are higher in 2012 mostly due to the early spring and warm summer in 2012 which resulted in increased use of air conditioning.

** Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation.

Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	**2011 Actual**	**2012 Estimate**	**2013 Target**
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	>89%
-Communication Effectiveness	84%	84%	>84%
T-Hangar Occupancy Rate	95%	95%	98%
Total # of Hangars Constructed	54	54	55

Objective 6: Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

Objective 7: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	18.46	19.49	18.72	19.20
10	Brookfield Square Extension to 124th *	32.31	29.13	36.09	36.85
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	20.48	20.44	21.85
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	17.25	13.19	13.58
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Average Ride per Revenue Hour for all Routes		17.46	21.33	20.56	21.19

***Route 10 runs to downtown Milwaukee. Waukesha County pays from 124th to Brookfield Square.**

Objective 10: 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total Number of Jail Days Saved (a)	592	280	936	938
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$54,069	$24,102	$80,592	$80,700
Huber Workforce at Fleet (hours)	2,080	n/a*	2,080	2,080
Huber Workforce at Hwy Ops (hours)	4,304	n/a*	4,000	4,000

* This is a new measure in the 2013 budget. No measure was provided for the 2012 budget.

(a) In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

Objective 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)	$992,756	$879,780	$894,305	$879,780	$0	0.0%
Fine/Licenses	$68,490	$80,000	$64,000	$84,677	$4,677	5.8%
Charges for Services	$77,240	$79,521	$79,551	$79,236	($285)	-0.4%
Interdepartmental (d)	$498,579	$533,629	$515,234	$335,868	($197,761)	-37.1%
Other Revenue	$106,835	$17,500	$70,500	$30,500	$13,000	74.3%
Appr. Fund Balance (a)(b)	$858,123	$373,000	$819,666	$298,000	($75,000)	-20.1%
County Tax Levy	**$8,377,657**	**$8,461,540**	**$8,461,540**	**$8,459,748**	**($1,792)**	**0.0%**
Total Revenue Sources	**$10,979,680**	**$10,424,970**	**$10,904,796**	**$10,167,809**	**($257,161)**	**-2.5%**
Expenditures						
Personnel Costs	$4,582,370	$4,422,242	$4,371,178	$4,520,961	$98,719	2.2%
Operating Expenses (a)(b)(d)	$4,572,455	$5,422,000	$5,638,345	$4,877,017	($544,983)	-10.1%
Interdept. Charges (c)	$436,154	$465,728	$469,753	$502,831	$37,103	8.0%
Fixed Assets (b)(d)	$232,319	$115,000	$145,008	$267,000	$152,000	132.17%
Total Expenditures	**$9,823,297**	**$10,424,970**	**$10,624,284**	**$10,167,809**	**($257,161)**	**-2.5%**
Rev. Over (Under) Exp.	$1,156,384	$0	$280,512	$0	$0	-
Position Summary (FTE)						
Regular Positions	63.75	57.50	57.50	57.50	0.00	
Extra Help	2.13	3.24	3.24	2.86	(0.38)	
Overtime	0.49	0.49	0.49	0.34	(0.15)	
Total FTEs	66.37	61.23	61.23	60.70	(0.53)	

(a) The 2012 estimate includes 2011 carryovers of $658,915 mostly related to the building improvement plan projects which includes open encumbrances of $393,023 and carry over ordinance of $265,892, that modified the budget after it was adopted.

(b) General Fund Balance of $298,000 is budgeted in the 2013 budget including $225,000 for Building Maintenance Plan, $65,000 to offset General Transportation Aid (GTA) reduction and $8,000 for possible rental property demolitions and repairs. The 2012 budget includes $373,000 which includes $250,000 for the Building Maintenance Plan, $95,000 to offset General Transportation Aid (GTA) reduction and $28,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of $858,123 was provided in 2011 Actuals, which includes $434,500 approved in the 2011 Adopted budget for the Building Maintenance Plan, $20,000 for one-time traffic engineering contracted services; $8,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2010 to 2011 totaling $395,623.

(c) 2012 Interdepartmental charges are estimated to be higher than the 2012 adopted budget due to central fleet repair, maintenance and fuel charges.

(d) Equipment purchases and housekeeping services for the Mental Health Center are shifted out of the Public Works budget and will be direct charged to the Health and Human Services - Mental Health Center budget in 2013 to eliminate the double budgeting of the related expenditures and revenues.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**3.05**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$30,418	$29,970	$30,000	$30,246	$276
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$9,552	$28,000	$28,000	$8,000	($20,000)
County Tax Levy (a)	**$316,464**	**$306,558**	**$306,558**	**$313,901**	**$7,343**
Total Revenues	**$356,434**	**$364,528**	**$364,558**	**$352,147**	**($12,381)**
Personnel Costs	$306,509	$305,577	$304,486	$310,517	$4,940
Operating Expenses	$17,506	$46,400	$45,850	$28,600	($17,800)
Interdept. Charges (a)	$12,033	$12,551	$12,801	$13,030	$479
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$336,048**	**$364,528**	**$363,137**	**$352,147**	**($12,381)**
Rev. Over (Under) Exp.	$20,387	$0	$1,421	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

Charges for Services revenues includes rental revenues and assumes the County will maintain and collect rental revenue from four rental properties in 2013. 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 the actual 2012 rates. General Fund Balance is appropriated to fund one-time maintenance, repair and/or demolition of County properties that do not generate rental revenue. General Fund Balance is reduced in 2013 by $20,000 to $8,000 (closer to the 2011 level) since fund balance used in 2012 was to offset higher one-time expenditures for repairs to the Orchard Knoll property.

Overall, expenditures include appropriations to provide small architectural design services; the cost of printing project plans; and the cost of professional staff development; Net Personnel cost increase by $4,940 for costs to continue the existing 3.05 FTE staff level in this program. Staff support is used to provide administrative support to the capital projects and to provide building project services to the other County departments. The Operating expenses of $28,600 which is a reduction of $17,800 includes the cost of property maintenance repairs and funds for professional architectural services as needed.

Current and Proposed Architectural Services Capital Projects

Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 12	Est. Operating Impact
HHS Office Building	2013	$36,680,000	50%	Reduced
Courthouse Future Study	2013	$250,000	0%	TBD
Construct Holding Cells in Jail	2016	$300,000	0%	TBD
Communications Center Expansion	2017	$2,110,000	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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.45**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$12,081	$0	$0	$0	$0
Appr. Fund Balance	$633,190	$250,000	$694,005	$225,000	($25,000)
County Tax Levy	**$704,702**	**$750,180**	**$750,180**	**$725,163**	**($25,017)**
Total Revenues	**$1,349,973**	**$1,000,180**	**$1,444,185**	**$950,163**	**($50,017)**
Personnel Costs	$43,690	$45,180	$44,980	$47,163	$1,983
Operating Expenses (a)	$392,261	$840,000	$1,077,466	$636,000	($204,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets (a)	$232,319	$115,000	$145,008	$267,000	$152,000
Total Expenditures	**$668,270**	**$1,000,180**	**$1,267,454**	**$950,163**	**($50,017)**
Rev. Over (Under) Exp.	$681,703	$0	$176,731	$0	$0

a) The equipment purchases for the Mental Health Center are shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related expenditures.

Program Highlights

General Fund Balance appropriations are reduced by $25,000 to $225,000 and are planned to fund the costs of on-going painting, roofing and carpeting projects. The use of general fund balance is planned to be reduced annually and eventually phased out in future budgets.

Personnel cost increases reflects projected cost increases for the same 0.45 FTE allocated to this program.

The 5 year Building improvement plan projects are budgeted across both operating expense appropriations (for items costing under $5,000) or in the fixed asset appropriations (if items cost over $5,000). The operating expenses are budgeted to decrease in the 2013 budget by $204,000 while the fixed Asset appropriation is budgeted to increase by $152,000 as projects are re-allocated between the two appropriations. 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. Overall, the slight reduction in the plan assumes the current 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.

The 2013 budget year of the 5 year plan includes $40,000 for the purchase of a condition analysis software program module to work in conjunction with for the existing computer aided facility management (CAFM) system. The information gained from the use of this module is expected to allow management and staff to do better long range planning of building systems repairs and/or replacements needs. Also included in the 2013 budget is $10,000 to modify the Courts Family Division offices to create service efficiencies to customers.

Building Improvement Plan (Continued)

Type of Project	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned	Sum of 17 Planned
Roof	$70,000	$90,000	$75,000	$75,000	$75,000
HVAC	$237,000	$305,000	$380,000	$455,000	$455,000
Plumbing	$6,000	$10,000			
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$92,000	$75,000	$75,000	$75,000	$75,000
Electrical	$70,000	$85,000	$40,000		
Carpet / Tile / Seal	$68,000	$75,000	$75,000	$75,000	$75,000
Doors & Windows	$50,000	$50,000	$50,000	$15,000	$15,000
Seal/ Tuckpoint	$70,000	$75,000	$75,000	$75,000	$75,000
Breakdown (a)	$70,000	$100,000	$100,000	$100,000	$100,000
Equipment Replace	$22,000	$5,000			
Asbestos	$15,000	$15,000	$15,000	$15,000	$15,000
Cooling Tower	$50,000				
CAFM System Software	$40,000				
Safety/Security	$75,000	$50,000	$50,000	$50,000	$50,000
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (b)	$225,000	$175,000	$125,000	$75,000	$25,000

Building	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned	Sum of 17 Planned
County Jail	$20,000				
UWW	$60,000	$15,000			
Administration Center	$72,000				
Juvenile Center	$10,000		$40,000		
Mental Health Center	$47,000				
Other Buildings as needed (c)	$710,000	$920,000	$910,000	$950,000	$950,000
Highway Operations	$31,000	$15,000			
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (b)	$225,000	$175,000	$125,000	$75,000	$25,000

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.

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

c) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is not known which building will require the specific maintenance. Items included here are flooring replacements, paining, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building that the work was incurred.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 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	$46,822	$49,551	$49,551	$48,990	($561)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$2,112,418**	**$2,226,528**	**$2,226,528**	**$2,061,811**	**($164,717)**
Total Revenues	**$2,159,240**	**$2,276,079**	**$2,276,079**	**$2,110,801**	**($165,278)**
Personnel Costs	$22,188	$23,079	$22,981	$23,919	$840
Operating Expenses	$1,984,411	$2,253,000	$2,278,850	$2,086,882	($166,118)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,006,599**	**$2,276,079**	**$2,301,831**	**$2,110,801**	**($165,278)**
Rev. Over (Under) Exp.	$152,641	$0	($25,752)	$0	$0

Program Highlights

Charges for services revenues include $48,990 for County office space rental to outside agencies, which decreases by $561 to reflect an adjustment to the current year actual rents.

Personnel cost increase reflects costs to continue of the 0.20 FTE allocated to this program.

Operating expense of $2,086,882 decrease by $166,118 mostly related to utility cost savings which are anticipated to decrease approximately $200,000 from the 2012 budget base. This is primarily due to $187,000 lower budgeted costs from lower electric consumption directly related to energy savings projects that have been completed in the County. Also, due to an unusually high inventory of natural gas, the price of this commodity is lower than it has been in recent years resulting in an anticipated $15,000 decrease in natural gas costs. This budget includes the start up of utility expenses for the New Health and Human Services (HHS) building which is anticipated to be open by September 1, 2013. The additional utility expenses for the start up of the new building are anticipated to be about $39,000. Due to the volatile nature of the utility markets and changing weather conditions, energy 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 will be adjusted accordingly.

Activity

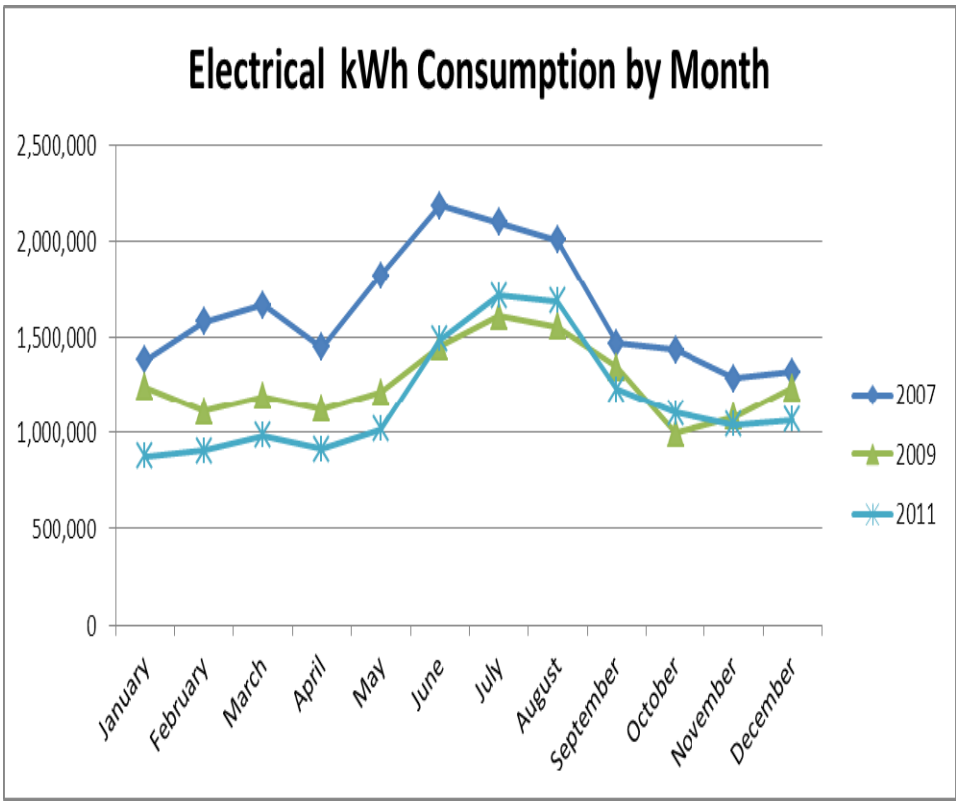
Utility Source	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Electricity (Kilowatt-Hrs)	14,026,833	14,502,946	14,942,000	14,250,000	(252,946)
Natural Gas (Therms)	737,345	750,000	725,000	750,000	0
Water/Sewer (Gallons)	24,121,900	26,500,000	24,100,000	24,200,000	(2,300,000)

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.

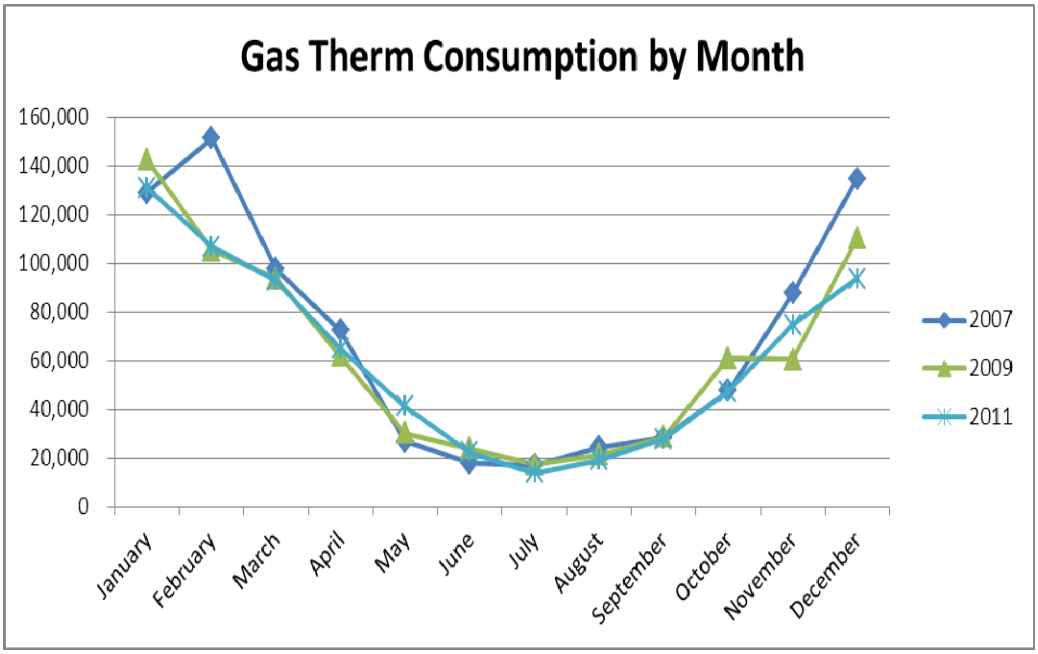
	2011 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.82	15.61	26.85
AC	Administration Center	0.82	18.28	19.63
CC	Communications Center	0.72	57.77	16.15
CJ	County Jail	0.87	17.42	45.45
CH	Courthouse	1.06	26.70	16.37
HS	Health & Human Services Center	0.85	9.39	8.58
LE	Law Enforcement Center	0.96	17.8	67.93
JV	Juvenile Center	1.80	24.66	18.83
MH	Mental Health Center	0.98	19.68	19.91
NV	Northview	0.89	10.24	28.42
PH	Public Health Center	0.22	17.67	5.91

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

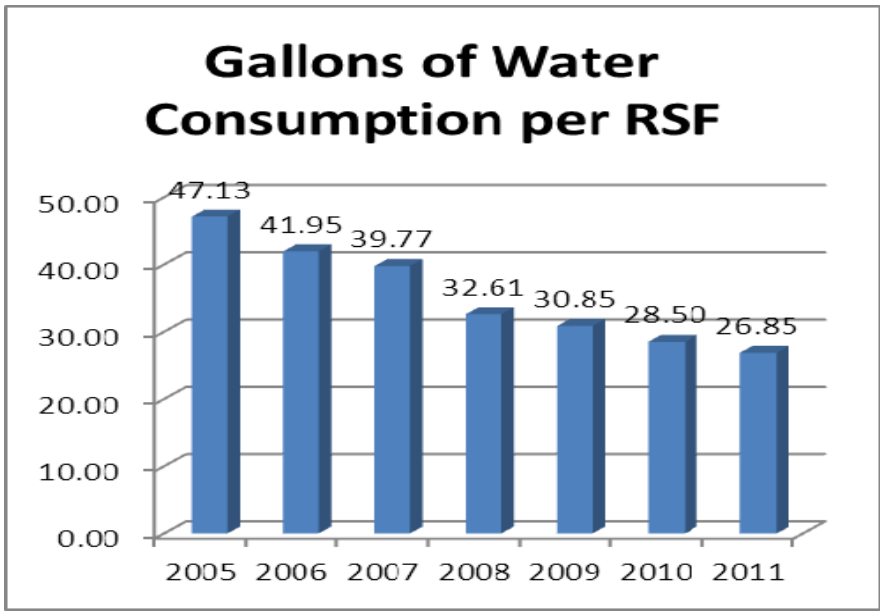


This chart illustratess the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical 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. In 2011 and 2012 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

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, the use of ozone generation for the laundry, and solar hot water equipment on the roofs of the Jail.



Water consumption for all buildings has been on the decline since 2005. There are a number of factors that contribute to this, including 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.

Facilities Maintenance

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

Program Description

The Facilities Maintenance 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. through internal work or through external contracts. 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**26.69**	**26.86**	**26.86**	**26.82**	**-0.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$383,579	$415,129	$396,734	$328,868	($86,261)
Other Revenue	$8,574	$0	$0	$0	$0
Appr. Fund Balance	$188,581	$0	$1,645	$0	$0
County Tax Levy (b)	**$2,677,460**	**$2,696,648**	**$2,696,648**	**$2,843,090**	**$146,442**
Total Revenues	**$3,258,194**	**$3,111,777**	**$3,095,027**	**$3,171,958**	**$60,181**
Personnel Costs	$1,802,944	$1,811,480	$1,794,565	$1,856,358	$44,878
Operating Expenses	$1,053,376	$966,550	$1,005,150	$948,750	($17,800)
Interdept. Charges (b)	$306,822	$333,747	$340,772	$366,850	$33,103
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,163,142**	**$3,111,777**	**$3,140,487**	**$3,171,958**	**$60,181**
Rev. Over (Under) Exp.	$95,051	$0	($45,460)	$0	$0

a) The interdepartmental revenue budgeted in this program for equipment purchases for the Mental Health Center is shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related revenues.

b) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue decreases of $86,261 is related to a decrease in revenues from the H&HS Mental Center primarily related to fewer labor resources budgeted in this area and a reduction in revenues from Community Development Block Grant and HOME Housing Partnerships programs as HUD revenues in those programs have declined significantly.

Net Personnel costs are estimated to increase by $46,311 mainly related to costs salary and employee benefit cost increases for 26.82 FTE allocated to this program. Overtime is reduced slightly by $3,161 (from 0.04 FTE to 0.26 FTE) for a student intern.

Facilities Maintenance Continued

Operating expenditures included in this program area are for 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. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Operating expenditures are $17,800 lower in the 2013 budget, partly due to $25,000 of lower costs associated with the close down of the existing Health and Human Services building somewhat offset by start up costs identified for the new HHS building budgeted of $11,000.

Interdepartmental charges include cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges. Interdepartmental charges increase includes an increase of $23,200 mainly for Risk Management insurance charges based on the prior year claims paid experience.

Current & Proposed Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 12	Est. Operating Impact
201108	Highway Substations Roofing Upgrades	2013	$583,000	0%	TBD
201208	Energy Efficiency Improvements	2014	$864,000	15%	Reduced
201109	Highway Substations HVAC Upgrades	2015	$591,000	0%	TBD
201113	Admin Center Roofing Upgrades	2015	$222,000	0%	TBD
201115	Mental Health Center Chiller Upgrades	2015	$631,000	0%	TBD
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	$3,340,000	0%	Reduced
201110	UWW Roofing Upgrades	2016	$4,141,000	0%	TBD
201206	Highway Ops Center HVAC Upgrades	2017	$763,000	0%	TBD

Housekeeping Services

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

Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. 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; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**16.14**	**11.14**	**11.14**	**11.12**	**-0.02**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$115,000	$118,500	$118,500	$7,000	($111,500)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$17	$0	$0
County Tax Levy (b)	**$1,444,048**	**$1,363,116**	**$1,363,116**	**$1,318,561**	**($44,555)**
Total Revenues	**$1,559,048**	**$1,481,616**	**$1,481,633**	**$1,325,561**	**($156,055)**
Personnel Costs	$838,718	$637,424	$632,947	$655,590	$18,166
Operating Expenses (a)	$614,959	$836,300	$731,079	$661,925	($174,375)
Interdept. Charges (b)	$7,227	$7,892	$7,892	$8,046	$154
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,460,905**	**$1,481,616**	**$1,371,918**	**$1,325,561**	**($156,055)**
Rev. Over (Under) Exp.	$98,143	$0	$109,715	$0	$0

a) The housekeeping services charges for the Mental Health Center will be shifted out of the Public Works budget and will be direct charged to the Mental Health Center budget in 2013 to eliminate the double budgeting of the related expenditure and revenue.

b) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget.

Program Highlights

Interdepartmental revenues in this program reflect recovery of Mental Health Center supply costs through the Mental Health Center budget. The housekeeping services previously budgeted in both Public Works and at the Mental Health Center are now being as a direct expense in the Mental Health Center budget and are eliminated from the Public Works budget in 2013 to eliminate the double budgeting of these Interdepartmental expenditures and revenues.

Personnel costs increases of $18,166 mostly reflect costs to continue for the 11.12 FTE staff and increases in health insurance costs reflecting employees' selection of health insurance plans. Overtime is decreased by 0.02 FTE.

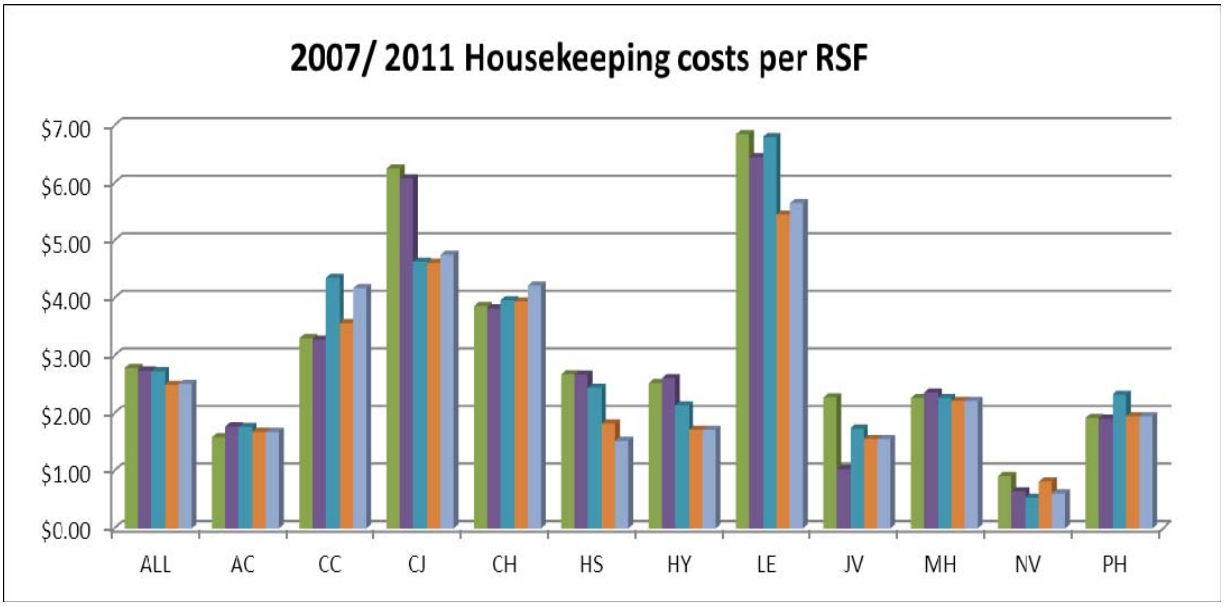
In the 2013 proposed budget most of the $174,375 operating expenses reduction results from shifting out $114,600 of budget cost to the H&HS Mental Health Center budget where it will be direct charged eliminating double budgeting and streamlining accounting transaction administration. Also, 2013 budget cost savings of $61,675 results from contracted cleaning costs that are less than the 2012 budget. The freed up budget resources have been shifted to fund other program areas in the Department of Public Works budget. Contracted cleaning services, budgeted at $586,725 (after shifting $114,600 directly to the Mental Health Center budgets) are used to clean all County buildings except the Courthouse and Northview in 2013. Other buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, Public Health Center, existing Health and Human Services Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations and the Communications Center. This budget includes $26,400 of expenditures to fund the start up of a new housekeeping contract at the new HHS Building anticipated to be open by September 1, 2013.

Interdepartmental charges include cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Housekeeping Services (cont.)

Buildings Cleaned within this budget

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	2.0	2.0	2.0	2.0	0.0
Contracted staff	14.0	14.0	14.0	14.0	0.0
Floor Area Cleaned Daily (sq. ft)					
In-house staff	156,425	156,425	156,425	156,425	0
Contracted staff	404,847	404,847	404,847	404,847	0
Total Square Foot	561,272	561,272	561,272	561,272	0
Cost per Sq. Ft.					
In-house staff	3.72	$3.72	$3.72	$3.72	$0.00
Contracted staff	2.01	$1.98	$2.01	$2.05	$0.07



Overall, through the past five years, housekeeping costs per rentable square foot (RSF) are decreasing. The primary reason for this has been the phasing out of in-house cleaning staff and increasing the amount of square footage cleaned with contracted housekeeping services.

ALL	All Buildings
AC	Administration Center
CC	Communications Center
CJ	County Jail
CH	Courthouse
HS	Health & Human Services Center
HY	Highway
LE	Law Enforcement Center
JV	Juvenile Center
MH	Mental Health Center
NV	Northview
PH	Public Health Center

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.10**	**7.14**	**7.14**	**6.91**	**(0.23)**
General Government	$483,421	$427,941	$435,079	$427,941	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$816	$0	$0	$0	$0
Appr. Fund Balance	$0	$48,308	$48,308	$33,308	($15,000)
County Tax Levy (a)	**$216,620**	**$197,779**	**$197,779**	**$254,474**	**$56,695**
Total Revenues	**$700,857**	**$674,028**	**$681,166**	**$715,723**	**$41,695**
Personnel Costs	$649,002	$598,840	$614,862	$635,691	$36,851
Operating Expenses	$21,736	$25,950	$25,650	$30,050	$4,100
Interdept. Charges (a)	$45,203	$49,238	$49,138	$49,982	$744
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$715,940**	**$674,028**	**$689,650**	**$715,723**	**$41,695**
Rev. Over (Under) Exp.	($15,083)	$0	($8,484)	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted into this program from the Administration program in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

General government revenues are budgeted at the same level as the 2012 budget base, which includes approximately 9.2% or $427,941 of General Transportation Aids (GTA) allocation in this program area. The Traffic Control program (in the General Fund) and County Highway Operations (in the Transportation Fund) include the remaining GTA revenues. The 2012 budget reflects a decrease of $55,481 in GTA revenues from the 2011 actual amount due to a funding reduction in the State's 2012/2013 biennial budget. Fund balance of $48,308 was used in 2012 to help partially offset the impact these drastic revenue reductions. The 2013 budget also includes $33,308 of fund balance to assist with offsetting the impacts. However, in an effort to reduce dependency on the fund balance; the fund balance has been reduced $15,000 from the 2012 base. The plan is to continue to reduce the fund balance in future budgets.

Personnel costs increases $36,851 mostly related to costs to continue the regular staff of 5.45 FTE's. Temporary extra help staffing decreases by 0.23 FTE to 1.46 FTE due to a decrease from three to two summer interns. In addition to two summer interns, funding continues for 1.00 FTE co-op student. The co-op student program is run through a partnership with Marquette University.

Operating expenses include funds for engineering software maintenance, survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services. Included in this year's budget is $4,000 for the partial cost of a GPS total station. This will be purchased in partnership with the Parks and Land Use Department. Total cost of this unit is estimated to be $12,000. The engineering staff includes a certified surveyor to use this equipment.

Engineering Services (cont.)

Current and Adopted Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2012 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	$0	$0	$0	Ongoing	N/A	$0
9817	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427	Signal/Safety Improvements	$300,000	$300,000	$0	Ongoing	N/A	Reduced
200509	Repaving Program	$1,200,000	$1,200,000	$0	Ongoing	N/A	$0
200511	CTH D, Calhoun Road - Intersection	$2,090,000	$2,090,000	$0	2013	40%	$0
200011	CTH L, CTH Y - Moorland	$26,764,000	$21,211,000	$5,553,000	2013	60%	$13,500
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$4,668,000	$1,250,000	$3,418,000	2014	20%	$0
200917	Waukesha West By Pass	$8,820,000	$3,570,000	$5,250,000	2013	20%	$36,000
200608	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2014	40%	$36,750
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2014	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	$4,006,000	$1,106,000	$2,320,000	2015	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	$4,700,000	$1,073,000	$3,627,000	2015	0%	Reduced
201116	CTH C, Mill Streat to Oakwood Rd.	$2,063,000	$1,600,000	$463,000	2016	0%	Reduced
201008	CTH M, CTH YY to East County Line	$17,144,000	$6,381,000	$10,763,000	2017	0%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,864,000	$2,138,000	$2,726,000	2018	0%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$632,000	$222,000	$410,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	$8,690,000	$3,458,000	$5,232,000	2019	0%	Reduced
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	$689,000	$202,000	$487,000	2018	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2019	0%	Reduced

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.09**	**5.84**	**5.84**	**5.75**	**-0.09**
General Government	$500,250	$442,839	$450,226	$442,839	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$85,195	$17,000	$70,000	$30,000	$13,000
Appr. Fund Balance	$24,200	$46,692	$46,692	$31,692	($15,000)
County Tax Levy	**$336,366**	**$323,816**	**$323,816**	**$337,465**	**$13,649**
Total Revenues	**$946,011**	**$830,347**	**$890,734**	**$841,996**	**$11,649**
Personnel Costs	$286,795	$405,291	$367,733	$386,340	($18,951)
Operating Expenses	$438,871	$423,500	$444,400	$454,100	$30,600
Interdept. Charges	$1,474	$1,556	$1,556	$1,556	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$727,141**	**$830,347**	**$813,689**	**$841,996**	**$11,649**
Rev. Over (Under) Exp.	$218,870	$0	$77,045	$0	$0

Program Highlights

General government revenues are budgeted at the same level as the 2012 budget base, which includes approximately 9.6% or $442,839 of General Transportation Aids (GTA) allocation in this program area. The 2012 budget reflectes a decrease of $57,412 in GTA revenues from the 2011 Actual amount due to a funding reduction in the State's 2012/2013 biennial budget. General Fund balance of $46,692 was used in 2012 to help partially offset the impact this drastic revenue reductions. The 2013 budget includes $31,692 of general fund balance to continue to offset the State budget impacts, however, in an effort to reduce dependency on the fund balance; it has been reduced $15,000 from the 2012 base. The plan is to reduce fund balance in future budgets. Other Revenues include recovered costs from traffic signal that have been knockdown which are increasing; therefore the budget has been increased by $13,000 to reflect that growing revenue.

Net personnel costs decrease $18,951 partially related to lower salary costs of $4,500 due to position turnover. The 0.09 FTE reduction in overtime results in budget savings of $6,551. The overtime decrease from the 2012 base is due to a planned reduction in overtime use, as a result of a change in work schedules implemented in mid 2012. 1.00 FTE of Extra Help continues to be budgeted for a Co-op student to assist with traffic studies and related work.

Operating expenses include $142,000 for traffic signal electricity costs, which represents a $12,000 increase from 2012, which represents a 10% increase from the 2011 expenses. Other operating expenses in this budget include: pavement marking expenses at $165,000, which represents an increase of $18,000 due to higher volume and higher cost of materials; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges, which are budgeted at $63,000; signage is budgeted at $42,000; and the replacement of two traffic counters are budgeted at $5,000 which is basically the same level as the 2012 budget for the last three items.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Traffic Signals	102	100	102	104	4
Total Electricity Costs	$125,454	$130,000	$132,000	$142,000	$12,000
Avg annual electrical cost for one intersection	$1,230	$1,300	$1,294	1,365	$65

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.60**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$68,490	$80,000	$64,000	$84,677	$4,677
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$40,013**	**$60,518**	**$60,518**	**$56,524**	**($3,994)**
Total Revenues	**$108,503**	**$140,518**	**$124,518**	**$141,201**	**$683**
Personnel Costs	$138,580	$140,518	$138,578	$141,201	$683
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$138,580**	**$140,518**	**$138,578**	**$141,201**	**$683**
Rev. Over (Under) Exp.	($30,077)	$0	($14,060)	$0	$0

Program Highlights

Permit fees are increasing from the 2012 rates as itemized on the following schedule. The next increase is planned for 2015, which follows the cycle of increasing fees 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 both utility and driveway access permits are budgeted only to increase by $4,677. Tax Levy subsidy to fund this program of $56,524 is reduced by $3,994 mostly due to the revenue increase indicated above.

Net Personnel costs at $141,201 an increase of $682 mainly reflects the costs to continue and some health insurance cost saving from health plan selection for the 1.5 FTE staff allocated to this program.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	53	60	55	55	(5)
Utility Permits Processed	313	300	300	300	0

Permit Processing (Continued)

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

		2011/2012 Rates		2013/2014 Rates	
Utility Permits					
Type	Unit	Application	Application	Application	Inspect
Excavate in Pavement	First 200'	$80	$210	$85	$220
	Add'l 1,000'		$210		$220
Excavate/Plow in ROW	First 200'	$80	$160	$85	$170
	Add'l mile		$160		$170
New Poles	Each	$80	$160	$85	$170
Re-application		$80		$85	
Driveway Permits					
Single Family, Farm		Application	Application	Application	Permit
1) with culvert	Each drive		$800		$850
2) without culvert	Each drive		$290		$305
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	$380	$525	$400	$550
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	$380	$805	$400	$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		$380	$2,870	$400	$3,000
Traffic Signal Installation	Per signal		$1,325		$1,390
Re-application		$85		$90	
Other driveway work (no culvert)		$80		$85	

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.05**	**5.05**	**5.05**	**4.90**	**-0.15**
General Government	$9,084	$9,000	$9,000	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$169	$500	$500	$500	$0
Appr. Fund Balance	$2,600	$0	$1,000	$0	$0
County Tax Levy (a)	**$529,566**	**$536,397**	**$536,397**	**$548,759**	**$12,362**
Total Revenues	**$541,420**	**$545,897**	**$546,897**	**$558,259**	**$12,362**
Personnel Costs	$493,943	$454,853	$450,046	$464,182	$9,329
Operating Expenses	$49,334	$30,300	$29,900	$30,710	$410
Interdept. Charges (a)	$63,395	$60,744	$57,594	$63,367	$2,623
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$606,672**	**$545,897**	**$537,540**	**$558,259**	**$12,362**
Rev. Over (Under) Exp.	($65,253)	$0	$9,357	$0	$0

a) End user technology fund (EUTF) charges and the related tax levy are shifted from this Administration program to other programs in the Public Works – General Fund beginning in the 2013 Budget. The 2011 Actual, 2012 Adopted budget and 2012 Estimates have been restated for comparison purposes.

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2012. . 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.

Net personnel costs increase $9,329 mostly related to costs to continue for 4.9 FTE staff remaining. The Staffing levels reflect a decrease of 312 hours or 0.15 FTE a reduction of $3,300 in the extra help budget funding.

Operating expenses of $30,710 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development.

Interdepartmental charges include expenses for Technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges.

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$9,171,134	$8,144,722	$8,475,262	$8,343,899	$199,177	2.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$363,430	$524,200	$445,000	$301,280	($222,920)	-42.5%
Interdepartmental	$532,939	$446,100	$516,000	$469,532	$23,432	5.3%
Other Revenue	$155,001	$150,937	$128,870	$125,922	($25,015)	-16.6%
Appr. Fund Balance (b)	$148,274	$445,000	$445,000	$347,000	($98,000)	-22.0%
County Tax Levy	**$1,835,142**	**$2,001,880**	**$2,001,880**	**$2,203,672**	**$201,792**	**10.1%**
Total Revenue Sources	**$12,205,919**	**$11,712,839**	**$12,012,012**	**$11,791,305**	**$78,466**	**0.7%**
Expenditures						N/A
Personnel Costs	$4,835,342	$4,797,600	$4,661,371	$4,839,840	$42,240	0.9%
Operating Expenses (a)	$2,968,542	$3,244,766	$2,911,606	$3,005,281	($239,485)	-7.4%
Interdept. Charges (c)	$3,740,454	$3,670,473	$3,896,446	$3,910,484	$240,011	6.5%
Fixed Assets (a)	$23,274	$0	$18,023	$35,700	$35,700	N/A
Total Expenditures	**$11,567,612**	**$11,712,839**	**$11,487,446**	**$11,791,305**	**$78,466**	**0.7%**
Rev. Over (Under) Exp.	$638,307	$0	$524,566	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	61.85	61.10	61.10	61.10	0.00	
Extra Help	2.13	2.10	2.10	2.61	0.51	
Overtime	3.18	2.94	2.94	2.94	0.00	
Total FTEs	67.16	66.14	66.14	66.65	0.51	

(a) The 2012 estimate includes 2011 open encumbrances, which modified the 2012 budget after it was adopted.

(b) Includes General Fund Balance of $148,274 in 2011 including $60,000 for Transit fuel adjustment, $18,000 for the van pool and a carry over of $70,274 from 2010 to the 2011 budget. General Fund balance of $445,000 in 2012 budget includes $355,000 to offset General Transportation Aid (GTA) revenue reductions, $90,000 for Transit fuel adjustment. General Fund balance of $360,000 in the 2013 budget includes $195,000 to phase down the impact of State General Transportation Aid (GTA) reductions and, $165,000 for Transit fuel adjustment.

(c) Interdepartmental charges are estimated to exceed the modified budget by $ 225,973 primarily due to vehicle related expenses such as fuel and vehicle repairs, which are partially funded by the State. A funds transfer or an ordinance will be requested if the higher expenditures materialize.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**39.18**	**39.65**	**39.65**	**39.09**	**(0.56)**
General Government	$4,244,330	$3,807,222	$3,819,896	$3,807,222	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$363,430	$524,200	$445,000	$301,280	($222,920)
Interdepartmental	$532,939	$446,100	$516,000	$469,532	$23,432
Other Revenue	$46,848	$15,000	$15,000	$17,000	$2,000
Appr. Fund Balance	$47,000	$355,000	$355,000	$195,000	($160,000)
County Tax Levy	**$992,442**	**$1,134,180**	**$1,134,180**	**$1,335,972**	**$201,792**
Total Revenues	**$6,226,988**	**$6,281,702**	**$6,285,076**	**$6,126,006**	**($155,696)**
Personnel Costs	$2,465,750	$2,879,376	$2,631,500	$2,853,439	($25,937)
Operating Expenses	$1,652,181	$1,862,750	$1,590,206	$1,569,383	($293,367)
Interdept. Charges (a)	$1,488,920	$1,539,576	$1,590,149	$1,667,484	$127,908
Fixed Assets	$0	$0	$0	$35,700	$35,700
Total Expenditures	**$5,606,851**	**$6,281,702**	**$5,811,855**	**$6,126,006**	**($155,696)**
Rev. Over (Under) Exp.	$620,137	$0	$473,221	$0	$0

(a) Interdepartmental charges are expected to exceed budget primarily due to vehicle related expenses such as fuel and vehicle repairs.

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2012 budget base of slightly over $3.8 million in this program. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering in the General Fund include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2013 budget includes a phased down level of $195,000 of General fund balance to continue to offset the revenue reduction impacts in this program. However, in an effort to reduce dependency on the fund balance; fund balance has been reduced $160,000 from the 2012 base. The plan is to continue to phase down General Fund balance in future budgets.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $222,920 reduction is mostly due to an anticipated reduction in the amount of salt requested to be purchased by the municipalities in 2013. The quantity of salt sold to municipalities is budgeted at 3,000 tons which represents a decrease of 4,000 tons from the 2012 budget. The markup/handling fee charged to municipalities is anticipated to remain at $6.00 per ton, which is unchanged from 2012. In addition, the 2013 charges for services revenue budget includes $125,000 of revenues from pavement marking services to local municipalities which is increased by $15,000 in the 2013 budget.

Interdepartmental revenues of $469,532 an increase of $23,432 includes services to the Airport, including mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on actual service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements.

County Operations (Continued)

Other revenues represent a conservative estimate due to the uncertainty of insurance reimbursements due to accidents; and sale of scrap metal or sale of small equipment items not in the vehicle replacement plan.

Net personnel costs are decreasing by $25,937 to $2,853,439, primarily due to a reduction of approximately 600 less hours (0.29 FTE reduction) of overtime by $23,098 as a result of a change in work schedules implemented in mid 2012. Also, a reduction in the number of winter seasonal employees from three to two results in a $13,600 or 0.28 FTE (approximately 580 hours) reduction in budgeted extra help ; and a reduction in Health Insurance due employees changing to less expensive insurance plans. The County Highway Maintenance budget continues to provide support funding for 30.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System. This is consistent with the 2012 budget.

Operating expenses decrease $293,367 to $1,569,383 primarily due to a reduction in salt usage. It is anticipated that municipalities will require 3,300 fewer tons of salt in 2013. In addition, the County has implemented measures to be more efficient with salt use. As a result, the County's anticipated salt use is being deceased 5%. The 2012 budget base assumed 16,400 tons of salt use on County roads. The 2013 budget assumes 15,580 tons expected to be used. Salt is the largest expenditure in the operating expenses area is budgeted to decrease by $226,700 to almost $1,017,200. The 2012/2013 salt contract price is $52.76 per ton, a $0.40 per ton decrease from the 2011/2012 contract amount of $53.16 per ton. Another area that is decreasing from the 2012 budget base is utilities, especially electricity and natural gas. Due to recently implemented lighting efficiencies, there has been a reduction in electrical usage. Due to a large supply of natural gas, prices have been decreasing which allow for this budget to be reduced slightly by $15,000. Other operating expenditures include: landfill and waste disposal costs of $65,000; plow blade replacement expenditures of $65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail, and culvert pipe budgeted at $116,656; and contracted roadway repair including rental of equipment budgeted at $32,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership (which was limited to a 2% increase to departments); insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest increase in this appropriation unit is for fuel, which increases by $84,700 to $399,900. The 2013 budget assumes both an increase in the amount of consumption and price of fuel. The 2013 budget assumes fuel to average $3.65 per gallon (up to a $0.35 per gallon) from the 2012 budget base. Costs to replace equipment are also increasing due to the increased cost of equipment, not due to additional equipment in the fleet. Workers Compensation costs are also increasing due to higher claims experience. The 2013 total charge for Worker's Compensation is just under $300,000, a $48,000 increase from the 2012 budget. The department was provided $15,000 of additional tax levy to help offset this cost increase. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost. The other portion is budgeted in the State Highway Maintenance Budget.

Fixed assets items include the purchase of a replacement pavement marking remover for $6,500; a replacement line striper for $7,200; and two new hot patch asphalt heaters for $11,000 each totaling $22,000. The replacement equipment is not in the vehicle replacement plan because of the relatively low value of this equipment; however, the two asphalt heaters are planned to go into the replacement plan after they are purchased.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Centerline miles of road maintained -- County	400	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	23	25	25	25	0
Crackfilling 2 lane highways cost per mile	$3,225	$3,409	$3,579	$3,579	$170
Center line striping cost per mile	$460	$575	$500	515	($60)
Mowing—1 linear mile cost per mile	$225	$287	$220	$254	($33)
Avg Annual maint 1 lane mile	$6,853	$6,860	$6,860	$6,680	$0
Salt Annual Tons Used on County Roads	14,485	16,400	13,888	15,675	725

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 (WiDOT). 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**27.88**	**26.39**	**26.39**	**27.46**	**1.07**
General Government (a)	$4,926,804	$4,337,500	$4,655,366	$4,536,677	$199,177
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
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	**$4,926,804**	**$4,337,500**	**$4,655,366**	**$4,536,677**	**$199,177**
Personnel Costs (a)	$2,356,186	$1,904,703	$2,016,346	$1,972,477	$67,774
Operating Expenses (a)	$311,053	$313,900	$314,700	$321,200	$7,300
Interdept. Charges (a)	$2,250,825	$2,118,897	$2,306,297	$2,243,000	$124,103
Fixed Assets	$0	$0	$18,023	$0	$0
Total Expenditures	**$4,918,065**	**$4,337,500**	**$4,655,366**	**$4,536,677**	**$199,177**
Rev. Over (Under) Exp.	$8,739	$0	$0	$0	$0

(a) 2012 estimate is estimated to exceed the 2012 budget by $317,866 due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the State DOT resulting in a revenue estimate that also exceeds the 2012 budget.

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2013 General Government revenue budget is mostly based on the State's approved 2012 Routine Maintenance Agreement (RMA) and level of service being requested. The 2013 revenue budget is about $199,000 higher than the actual 2012 budget; however, the 2013 budget is based on the actual 2012 RMA.

There is no known change in the State's level of service in 2013; therefore the staffing levels are similar to the 2012 budget base of 22.00 FTE Patrol Workers on State crews and 2.00 FTE Patrol Superintendents. Personnel costs are increased by $67,774 or 3.5% mostly for costs to continue the regular positions. Also, the overtime budget increases by $17,892 or by 0.29 FTE about 600 hours to 1.50 FTE which is mostly reflective of the change in work schedules and how overtime is now earned at the end of a forty hour work week. 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 six employees, is planned to operate approximately November 1 through March 31. The 2013 budget includes the addition of one seasonal employee with extra help budgeted to increase by $36,128 or 0.78 FTE or about 1,622 hours.

Interdepartmental charges increase by $124,103 related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. In addition, Administrative cost recovery is budgeted to increase $21,300 approximately 4.5% (The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5% for labor, material and equipment costs reported annually). Also, insurance costs increases $20,900 based on prior years claim history.

State Highway Operations (Continued)

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Centerline miles of road maintained	266	266	266	266	0
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,085	1,085	1,100	1,100	15

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).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$108,153	$135,937	$113,870	$108,922	($27,015)
Appr. Fund Balance	$101,274	$90,000	$90,000	$152,000	$62,000
County Tax Levy	**$842,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,052,127**	**$1,093,637**	**$1,071,570**	**$1,128,622**	**$34,985**
Personnel Costs	$13,406	$13,521	$13,525	$13,924	$403
Operating Expenses	$1,005,308	$1,068,116	$1,006,700	$1,114,698	$46,582
Interdept. Charges	$708	$12,000	$0	$0	($12,000)
Fixed Assets	$23,274	$0	$0	$0	$0
Total Expenditures	**$1,042,696**	**$1,093,637**	**$1,020,225**	**$1,128,622**	**$34,985**
Rev. Over (Under) Exp.	$9,431	$0	$51,345	$0	$0

Transit Services (Continued)

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. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal Revenues are anticipated to be reimbursed at a rate of 53.0% of gross expenses in 2013, which is the lower than both the 2012 budgeted level of 56.2% and the 2012 actual level of 55.27%. Fund Balance is increased to $152,000 in the 2013 budget for expenses related to the fuel adjustment clause in the applicable transit service contracts.

The 2013 operating expense budget reflects a consistent level of transit service as compared to the service in the 2012 budget. No fare increases are planned in the 2013 budget. The Paratransit contract expires at the end of April 2013. The increase in operating expenses relates to an increase on existing contracts plus an estimated 5% increase for the new Paratransit contract. The van pool service has been eliminated in the 2013 budget based on the decision to discontinue the program during the 2012 calendar year that results in a reduction of administrative service costs and a reduction for van replacement costs of $12,000. Funds for a marketing program continue in the 2013 budget. 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 $867,700, the same as the 2012 budget.

Activity

Total Ridership

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

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	110,488	115,000	112,366	115,175
10	Brookfield Square Extension	194,199	180,000	212,707	218,025
79	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	56,000	53,820	55,165
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	185,000	155,258	159,139
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	40,000	36,732	37,650
Subtotal		595,992	576,000	570,883	585,154
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	8,850	8,001	8,500
Total with Paratransit		604,317	584,850	578,884	593,654

Transit Services (Continued)

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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	$0.77	$0.74	$0.76	$0.77
10	Brookfield Square Extension	$2.85	$3.47	$2.36	$2.61
79	Weekday from Menomonee Falls to Downtown Milwaukee	$4.48	$6.53	$6.16	$6.19
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$9.33	$6.33	$8.41	$8.03
906	Weekday between Mukwonago and Milwaukee via I-43	$8.17	$7.73	$9.10	$8.97
Subtotal Average		$5.09	$4.44	$4.48	$4.47
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$31.77	$32.47	$32.40	$34.20
Avg with Paratransit		$8.92	$8.81	$9.09	$9.32

Rides per Revenue Hour
Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard benchmark for Rides per Revenue Hour is 10.0 or higher.

Route	Route Description	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
1	Waukesha Metro to Brookfield Square	18.46	19.49	18.72	19.20
10	Brookfield Square Extension	32.31	29.13	36.09	36.85
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	20.48	20.44	21.85
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	17.25	13.19	13.58
906	Weekday between Mukwonago and Milwaukee via I-43	26.76	27.42	25.18	25.90
Subtotal Average		17.46	21.33	20.56	21.19
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.57	2.53	2.65	2.74
Avg with Paratransit		16.16	19.18	18.81	19.33

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$143,178	$79,346	$80,945	$100,189	$20,843	26.3%
Interdepartmental (a)	$3,417,005	$3,337,095	$3,309,206	$3,544,936	$207,841	6.2%
Other Revenue	$17,363	$23,500	$55,037	$21,000	($2,500)	-10.6%
Appr. Fund Balance (b)	$141,083	$141,083	$141,083	$141,083	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,718,629**	**$3,581,024**	**$3,586,271**	**$3,807,208**	**$226,184**	**6.3%**
Expenditures						N/A
Personnel Costs	$1,194,534	$1,147,381	$970,524	$1,168,155	$20,774	1.8%
Operating Expenses (c)	$2,443,212	$2,370,067	$2,384,141	$2,570,897	$200,830	8.5%
Interdept. Charges	$63,083	$63,576	$59,587	$67,237	$3,661	5.8%
Fixed Assets (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,700,828**	**$3,581,024**	**$3,414,252**	**$3,806,289**	**$225,265**	6.3%
Operating Income/(Loss)	$17,801	$0	$172,019	$919	$919	N/A
Position Summary (FTE)						
Regular Positions	15.50	14.00	14.00	14.00	0.00	
Extra Help	0.75	0.65	0.65	0.65	0.00	
Overtime	0.08	0.08	0.08	0.08	0.00	
Total FTEs	16.33	14.73	14.73	14.73	0.00	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2011, 2012 and 2013 for the facility depreciation expense; and $40,000 in 2011, 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation.
(c) The 2012 operating expenses are estimated to exceed the 2012 Adopted budget due to higher fuel and vehicle repair and maintenance costs.
(d) 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**15.98**	**14.38**	**14.38**	**14.38**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$143,178	$79,346	$80,945	$100,189	$20,843
Interdepartmental (b)	$1,949,786	$1,898,521	$1,849,178	$1,919,876	$21,355
Other Revenue	$17,363	$23,500	$55,037	$21,000	($2,500)
Appr. Fund Balance (c)	$101,083	$101,083	$101,083	$101,083	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,211,410**	**$2,102,450**	**$2,086,243**	**$2,142,148**	**$39,698**
Personnel Costs	$1,165,984	$1,118,793	$942,354	$1,139,130	$20,337
Operating Expenses	$996,961	$919,423	$962,009	$936,608	$17,185
Interdept. Charges	$61,735	$58,246	$54,257	$61,867	$3,621
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,224,679**	**$2,096,462**	**$1,958,620**	**$2,137,605**	**$41,143**
Operating Income/(Loss)	($13,269)	$5,988	$127,623	$4,543	($1,445)

(a) Charges for services in 2011 included additional one-time set up charges for a new customer.
(b) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.
(c) Central Fleet Fund Balance appropriation of $101,083 in 2011, 2012 and 2013 is for the facility depreciation.

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 customers, while maintaining services to internal customers. Revenue projections are based on a five-year average of services provided to customers. The addition of Carroll University as a customer in 2012 has increased the charges for services revenues estimate for 2013. Interdepartmental charge revenues increase $21,355 mostly related to increased requests for repair and maintenance services. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs increase $20,337, about 1.8% from the 2012 budget. The 2013 budget continues to have funds of $17,700 to hire a student intern to assist with the analysis of fleet data and development of reports in the fleet maintenance software program and to hire extra help for parts running as necessary.

Repair & Maintenance (Cont.)

Operating expenses are increasing $17,185 about 1.9% from the 2012 budget. Major expenses include parts purchased for repairs and maintenance of $505,431 and the cost of commercial repair services budgeted at $149,853. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Additionally, appropriations have been included in the 2013 budget for the start of both a small tools replacement program and includes $6,480 for an employee incentive or pay for performance program. Other expenditures in this appropriation unit include $4,000 for building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel.

Interdepartmental charges are $3,661 higher than the 2012 budgeted levels at $67,237. The increase is primarily due to an increase of Worker's Compensation costs. Worker's Compensation is calculated on a five-year average using weighted risk exposure and claims experience. Other expenses in this appropriation unit include general vehicle liability insurance, property insurance, End user technology-total cost of ownership charges, telephone charges, radio charges, and indirect cost charges.

In an effort to keep the 2012 to 2013 rate increases at or below 2%, the 2013 Central Fleet Rates are as follows:

Heavy labor rate:	$86.75, 2.0% increase from 2012
Light labor rate:	$73.25, 2.0% increase from 2012
Service rate:	$79.50, 1.9% increase from 2012
Outside Heavy labor rate:	$93.50, 1.9% increase from 2012
Outside Light labor rate:	$78.25, 2.1% increase from 2012
Outside Service rate:	$85.15, 1.9% increase from 2012
Parts markup:	16%, 0% increase from 2012
Commercial markup:	16%, 0% increase from 2012

Performance Measures	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	32%	25%	28%	32%	7%
Marked Squad Basic A- Preventive Maintenance (PM Costs	$35.30	$36.01	$40.69	$40.69	$4.68

	Benchmark	10 Actual	11 Actual
Customer Satisfaction	95%	97%	98%
Vehicle Comebacks	2%	< 1%	<1%
Marked Squad A Preventive Maintenance	0.30 hours	0.25 hours	0.27 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.55 hours	1.36 hours

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Work Orders	5,622	5,800	5,800	5,800	0
Internal Customer Work Orders	5,384	5,500	5,500	5,500	0
External Customer Work Orders	238	300	300	300	0
Total Internal. Cust. Rep./Maint. Revenues	$1,949,786	$1,858,521	$1,865,000	$1,879,876	$21,355
Total External Cust. Rep./Maint. Revenues	$143,178	$79,400	$80,000	$100,189	$20,789
Total External Customers	7	8	8	8	0

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,467,219	$1,438,574	$1,460,028	$1,625,060	$186,486
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$40,000	$40,000	$40,000	$40,000	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,507,219**	**$1,478,574**	**$1,500,028**	**$1,665,060**	**$186,486**
Personnel Costs	$28,550	$28,588	$28,170	$29,025	$437
Operating Expenses	$1,446,251	$1,450,644	$1,422,132	$1,634,289	$183,645
Interdept. Charges	$1,348	$5,330	$5,330	$5,370	$40
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,476,149**	**$1,484,562**	**$1,455,632**	**$1,668,684**	**$184,122**
Operating Income/(Loss)	$31,070	($5,988)	$44,396	($3,624)	$2,364

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
(b) Central Fleet Fund Balance appropriation of $40,000 in 2011, 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation.

Program Highlights

The 2013 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.65 per gallon in 2013. Of this, approximately $0.32 is for State fuel taxes, which are consistent with the 2012 rate. This is $0.35 per gallon higher than the 2012 budget base. Fuel usage is based on a five-year average of actual usage and is budgeted higher than the 2011 budget. The markup for fuel is remaining stable at $0.21 per gallon in 2013. Use of fund balance continues in 2013. The $40,000 will continue to be used to offset the expenditures related to the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). Integrity testing of all the underground tanks will continue in 2013 and funds are budgeted for maintenance and repairs of the 18 sites.

In an effort to keep the 2012 to 2013 rate increase below 2.0% the 2013 Central Fleet Rates is as follows:

Fuel markup: $0.21 per gallon, no increase from 2012

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	423,626	409,850	418,450	421,000	11,150

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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)	$2,213,918	$2,235,940	$2,235,940	$2,337,232	$101,292	4.5%
Other Revenue (b)	$490,850	$333,657	$333,657	$376,000	$42,343	12.7%
Appr. Fund Balance (c)	$0	$0	$0	$60,234	$60,234	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,704,768**	**$2,569,597**	**$2,569,597**	**$2,773,466**	**$203,869**	7.9%
Expenditures						N/A
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,305,344	$2,476,885	$2,476,885	$2,671,249	$194,364	7.8%
Interdept. Charges	$93,615	$92,712	$92,712	$102,217	$9,505	10.3%
Fixed Assets (Memo) (d)	$2,784,264	$2,322,600	$2,255,263	$2,798,600	$2,798,600	20.5%
Total Expenditures (d)	**$2,398,959**	**$2,569,597**	**$2,569,597**	**$2,773,466**	**$203,869**	7.9%
Operating Inc./(Loss) (d)	$305,808	$0	$0	$0	$0	N/A

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

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Vehicle Replacement fund balance generated mainly from prior years vehicle sales proceeds are budgeted in the 2013 budget to partially offset large impacts to major departments (Public Works, Parks and Land Use and Sheriff).

(d) 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

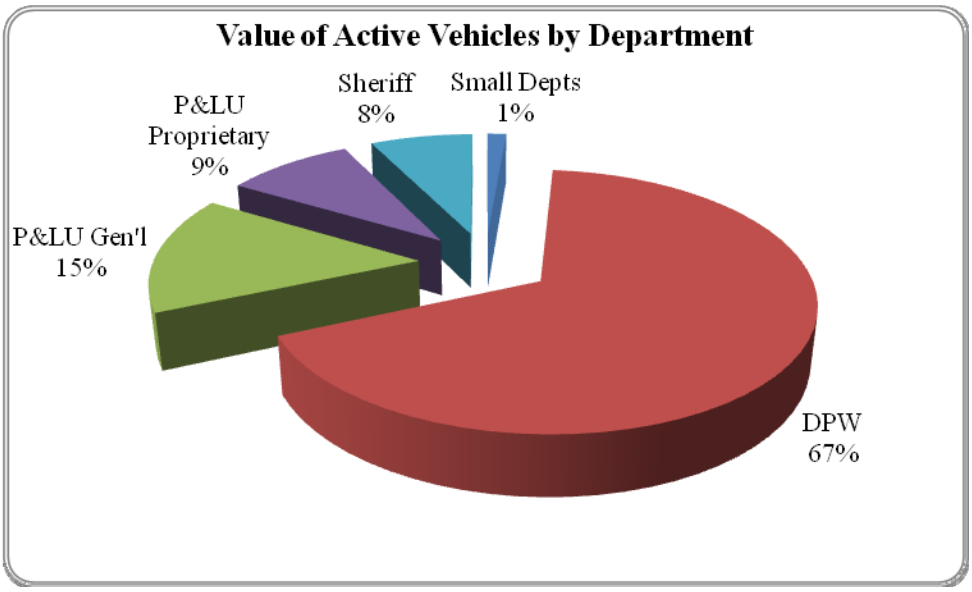
Program Description

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 2011 vehicle purchases. 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. Insurance cost allocations are based on a three-year experience history and are increasing about $9,500 from the 2012 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the increased risk exposure of the vehicles.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year. In an effort to minimize the effects of large increases in the replacement costs of vehicles and equipment, vehicle replacement fund balance of $60,234 has been allocated to the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff).



Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Active Vehicles in Plan	379	379	379	377	(2)
Vehicles Replaced	63	41	41	56	15

Waukesha County
2013 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
100	Sheriff's Department	Squad, full size patrol	16	$28,600	$457,600	$80,000
100	Sheriff's Department	Van, full size transport	2	$28,900	$57,800	$10,000
	Subtotal Sheriff's Dept		18		$515,400	$90,000
240	Public Works Hwys	Service Truck & Body	1	$88,700	$88,700	$15,000
240	Public Works Hwys	Truck, Attenuator (tow behind)	1	$75,500	$75,500	$10,000
240	Public Works Hwys	Truck, Tandem, muni body	3	$238,500	$715,500	$66,000
240	Public Works Hwys	Automobile	1	$21,700	$21,700	$5,000
240	Public Works Hwys	Truck, 1 Ton Sign, Aerial Chassis	1	$68,000	$68,000	$10,000
240	Public Works Hwys	Truck, 1 Ton Sign	1	$74,300	$74,300	$10,000
240	Public Works Hwys	Pickup 1/2 ton	1	$23,000	$23,000	$5,000
240	Public Works Hwys	Stump Cutter	1	$50,400	$50,400	$4,000
240	Public Works Hwys	SUV	1	$21,200	$21,200	$5,000
240	Public Works Hwys	Truck, Patrol muni body	2	$181,300	$362,600	$40,000
	Subtotal DPW Hwys		13		$1,500,900	$170,000
100	Public Works Bldgs	Van, Cargo	1	$21,900	$21,900	$5,000
	Subtotal DPW Bldgs		1		$21,900	$5,000
100	Parks & Land Use Genl	Pickup, 3/4 T, 4x4, plow, crew cab	2	$35,600	$71,200	$10,000
100	Parks & Land Use Genl	SUV	1	$25,900	$25,900	$5,000
100	Parks & Land Use Genl	Pickup, 1/4 T, ext cab w/ cap	1	$31,800	$31,800	$5,000
100	Parks & Land Use Genl	Tractor, 4x4, loader	1	$42,300	$42,300	$8,000
100	Parks & Land Use Genl	Pickup, 3/4 T, 4x4, plow w/ cap	1	$37,300	$37,300	$5,000
100	Parks & Land Use Genl	Utility Vehicle, 4 wheel, 4x4, dump box	1	$15,700	$15,700	$2,000
100	Parks & Land Use Genl	Sand Trap Rake	2	$21,400	$42,800	$4,000
100	Parks & Land Use Genl	Mower, outfront, broom, cab	1	$29,200	$29,200	$4,000
100	Parks & Land Use Genl	Utility Vehicle, 4 wheel, 4x4, dump box	1	$10,100	$10,100	$1,000
100	Parks & Land Use Genl	Tractor, 4x4	1	$23,000	$23,000	$6,000
	Subtotal P&LU Gen'l Fund		12		$329,300	$50,000
505	Parks & Land Use Golf Courses	Mower, Greens	2	$36,000	$72,000	$12,000
505	Parks & Land Use Golf Courses	Mower, Triplex Trim	2	$40,100	$80,200	$12,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box	1	$13,200	$13,200	$2,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box, cab	1	$41,100	$41,100	$5,000
505	Parks & Land Use Golf Courses	Mower, 5 gang, fairway	2	$57,400	$114,800	$12,000
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel	1	$14,900	$14,900	$2,000
505	Parks & Land Use Golf Courses	Mower, Greens, triplex	1	$41,300	$41,300	$6,000
	Subtotal P&LU Golf Courses		10		$377,500	$51,000
100	Medical Examiner	Van	2	$26,800	$53,600	$10,000
	Subtotal Small Depts		2		$53,600	$10,000
	Grand Total		**56**		**$2,798,600**	**$376,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2012		2013		2014		2015		2016		2017	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	15	$1,612,846	13	$1,500,900	20	$2,345,400	10	$1,226,100	20	$2,143,300	13	$2,060,100
010	Public Works Bldg Ops	1	$20,324	1	$21,900	0	$0	3	$73,950	0	$0	0	$0
010	Sheriff (a) (b)	6	$149,839	18	$515,400	13	$337,601	12	$313,500	10	$265,300	0	$0
010	Parks & Land Use Gen'l	11	$272,810	12	$329,300	19	$541,575	12	$429,800	9	$318,800	17	$683,705
505	Golf Courses	7	$179,570	10	$377,500	9	$249,400	8	$222,600	15	$421,200	9	$206,000
545	Ice Arenas	1	$85,000	0	$0	0	$0	0	$0	0	$0	0	$0
010	Medical Examiner	0	$0	2	$53,600	0	$0	2	$57,400	0	$0	0	$0
various	Human Services	0	$0	0	$0	0	$0	1	$23,500	2	$49,600	0	$0
450	Records Mgmt	0	$0	0	$0	0	$0	0	$0	0.5	$11,900	0	$0
010	Information Systems	0	$0	0	$0	0	$0	0	$0	0.5	$11,900	0	$0
010	Emergency Mgmt	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
470	Radio Services	0	$0	0	$0	0	$0	1	$22,800	0	$0	0	$0
Total Replacements		41	$2,320,389	56	$2,798,600	61	$3,473,976	49	$2,369,650	57	$3,222,000	39	$2,949,805

(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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$716,783	$712,960	$716,693	$733,256	$20,296	2.8%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$33,240	$21,870	$18,900	$19,850	($2,020)	-9.2%
Appr. Fund Balance (a) (c)	$391,349	$180,829	$305,679	$180,829	$0	0.0%
County Tax Levy	**$192,563**	**$192,563**	**$192,563**	**$192,563**	**$0**	**0.0%**
Total Revenue Sources	**$1,333,935**	**$1,108,222**	**$1,233,835**	**$1,126,498**	**$18,276**	**1.6%**
Expenditures						
Personnel Costs	$261,217	$270,247	$266,559	$278,167	$7,920	2.9%
Operating Expenses (b) (c)	$737,147	$735,767	$676,790	$726,642	($9,125)	-1.2%
Interdept. Charges	$147,639	$102,208	$97,965	$121,689	$19,481	19.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,146,004**	**$1,108,222**	**$1,041,314**	**$1,126,498**	**$18,276**	**1.6%**
Operating Income/(Loss)	$187,932	$0	$192,521	$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 FTEs	3.00	3.00	3.00	3.00	0.00	

(a) Airport Fund balance is used to partially offset depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which 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 shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

(c) The 2012 estimate includes approximately $18,000 (originally budgeted in 2011) carried over to the 2012 budget to fund the appraisal of the Century Fence property in the Building/Grounds Maintenance program area. Also, an open P.O. for snow removal and grass cutting was carried over from 2011 to the 2012 budget in the amount of $105,000.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.99**	**0.99**	**0.99**	**0.99**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$680,791	$676,660	$680,293	$695,796	$19,136
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$32,700	$21,700	$18,700	$19,700	($2,000)
Appr. Fund Balance	$342,883	$145,829	$253,263	$145,829	$0
County Tax Levy (a)	**($54,913)**	**($49,109)**	**($49,109)**	**($65,544)**	**($16,435)**
Total Revenues	**$1,001,462**	**$795,080**	**$903,147**	**$795,781**	**$701**
Personnel Costs	$87,714	$90,904	$89,858	$93,971	$3,067
Operating Expenses	$613,492	$626,732	$565,743	$612,062	($14,670)
Interdept. Charges	$126,262	$77,444	$73,332	$89,748	$12,304
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$827,469**	**$795,080**	**$728,933**	**$795,781**	**$701**
Operating Income/(Loss)	$173,993	$0	$174,214	$0	$0

(a) A tax levy credit is generated in this program from 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. Fuel volumes have begun to stabilize and through positive marketing efforts and airport events fuel volumes for 2011 were higher than budgeted. Jet fuel sales remain up and it is anticipated that this will result in a net increase in volume over the 2011 budgeted levels. Fuel flowage revenues received from the FBO remain at ten cents per gallon, and are expected to increase by $1,000 to $88,000 based on 880,000 total gallons of fuel.

The FBO leased facilities and land leases are adjusted annually by the change in the Consumer Price Index (CPI). The increase in CPI for 2011 and 2012 was 1% or lower. The projected CPI change for calculating 2013 rates is approximately 3% resulting in an increase in lease revenues. Land lease revenues are budgeted anticipating an increase of approximately $10,000. Revenues from the FBO leased spaces are budgeted to increased by $4,400. Even with the demolition of two T-hangars, vacancies are down and an increase of $3,000 is projected.

The Fund Balance appropriation remains at the 2012 budgeted level of $145,829.

Favorable weather conditions in 2012 help to reduce operating expense projections for 2012. For 2013, operating expenses are reduced by $14,670 to more accurately reflect actual experience and a little closer to the 2012 Estimate.

Interdepartmental charges are increased mainly for the inclusion in Public Works Pavement Management Plan expenditures for non-aviation pavements and to reflect actual experience with the Highway Division providing services for grass cutting and non aviation pavement repairs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement	456,949	456,949	456,949	447,949	(9,000)
Acres of grass to be mowed	337	337	337	335	2

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

Program Description

Air Traffic Control Tower facility and operations; also this program includes Fuel farm operations. The costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.11**	**0.11**	**0.11**	**0.11**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$35,992	$36,300	$36,400	$37,460	$1,160
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$35,000	$35,000	$35,000	$35,000	$0
County Tax Levy	**$41,766**	**$33,424**	**$33,424**	**$33,912**	**$488**
Total Revenues	**$112,758**	**$104,724**	**$104,824**	**$106,372**	**$1,648**
Personnel Costs	$9,781	$10,135	$10,020	$10,471	$336
Operating Expenses	$86,174	$86,426	$85,955	$88,820	$2,394
Interdept. Charges	$8,335	$8,163	$8,157	$7,081	($1,082)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$104,290**	**$104,724**	**$104,132**	**$106,372**	**$1,648**
Operating Income/(Loss)	$8,468	$0	$692	$0	$0

Program Highlights

Charges for Services revenue for these programs comes from the FBO lease for the airport fuel farm. The lease rate is adjusted annually by the change in CPI, which is projected at approximately 3%. Airport fund balance appropriation of $35,000 is used to offset depreciation expenses of non-revenue producing assets funded with state and federal funds. County tax levy of $33,912, an increase of $488, is to balance this program budget.

Personnel costs are budgeted to increase reflecting costs to continue of 0.11 FTE allotted to this program area.

Operating expenses of $88,820 increase $2,394 mainly anticipating an increase for utility costs and waste disposal costs.

Interdepartmental charges are decreased as a result of more favorable insurance rates.

Activity Data

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (a)	754,137	770,000	775,000	780,000	10,000
100LL	108,570	100,000	105,000,	110,000	10,000
Total	862,707	870,000	880,000	890,000	20,000

(a) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

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, this division is responsible for the monitoring of all leases and contracts and the enforcement of all provisions. Finally, Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$540	$170	$200	$150	($20)
Appr. Fund Balance (a)	$13,466	$0	$17,416	$0	$0
County Tax Levy	**$205,710**	**$208,248**	**$208,248**	**$224,195**	**$15,947**
Total Revenues	**$219,716**	**$208,418**	**$225,864**	**$224,345**	**$15,927**
Personnel Costs	$163,722	$169,208	$166,681	$173,725	$4,517
Operating Expenses	$37,480	$22,609	$25,092	$25,760	$3,151
Interdept. Charges	$13,042	$16,601	$16,476	$24,860	$8,259
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$214,245**	**$208,418**	**$208,249**	**$224,345**	**$15,927**
Operating Income/(Loss)	$5,471	$0	$17,615	$0	$0

(a) Fund balance in the 2011 Actuals includes $13,466 for the marketing contract. Also, the 2012 Estimate includes a carryover of funds for the Century Fence Appraisal project.

Program Highlights

Historically this Administration Services program budget has been funded solely by tax levy; other revenue budgeted at $150 is from estimated cost recoveries for airport identification/access control badges issued.

Personnel costs are budgeted to increase $4,517 reflecting projected salary and employee benefit costs for the 1.9 FTE staffing level allocated to this program.

Operating expenses appropriation are increased by $3,150 to continue portions of the Airport marketing plan and for cost increases being experienced for professional memberships.

Interdepartmental charges increase includes first time budgeting for administrative costs associated with support services provided to airport operations.

Department-wide Capital Projects

CURRENT AND ADOPTED CAPITAL PROJECTS:

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact* (Revenues)/ Expend	Estimated Depreciation Expense	Total (Rev)/Expend
200703	Airport Snow Removal Equipment Building	TBD	$290,000	$TBD	$14,500	$TBD
200702	Taxiways and North Ramp Reconstruction	2012	$120,000	$0	$6,000	$6,000
200804	Master Plan Update	2013	$65,000	$0	$0	$0
201308	Taxiway "C" Realignment & Lighting	2013	$210,000	$0	$0	$0
200310	Runway 10/28 Safety Areas	2014	$794,052	$10,721	$39,703	$50,424
200704	Rwy 10/28 Rehabilitation	2014	$49,000	$TBD	$2,450	$TBD
201118	Airport Facility Upgrade	2015	$581,000	$0	$29,050	$29,050
201213	Reconstruct T-Hangar 674 (study)	TBD	$10,000	$0	$0	$0