

Public Works

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**** PUBLIC WORKS ****
Functional Area Summary by Agency

	2013	2014	2014	2015	Change from 2014	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$20,334,730	\$19,304,372	\$20,655,853	\$20,663,733	\$1,359,361	7.0%
County Tax Levy (b)(c)	\$10,855,983	\$11,022,983	\$11,022,983	\$11,156,428	\$133,445	1.2%
Expenditure (d)	\$30,003,312	\$30,294,985	\$31,474,382	\$31,804,744	\$1,509,759	5.0%
Rev. Over (Under) Exp.	\$689,181	\$0	\$84,178	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$498,220	\$32,370	\$120,276	\$15,417	(\$16,953)	-52.4%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Revenues	\$20,334,730	\$19,304,372	\$20,655,853	\$20,663,733	\$1,359,361	7.0%
County Tax Levy	\$10,855,983	\$11,022,983	\$11,022,983	\$11,156,428	\$133,445	1.2%
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Rev. Over (Under) Exp.	\$689,181	\$0	\$84,178	\$0	\$0	N/A
Oper Income/(Loss)	\$498,220	\$32,370	\$120,276	\$15,417	(\$16,953)	-52.4%

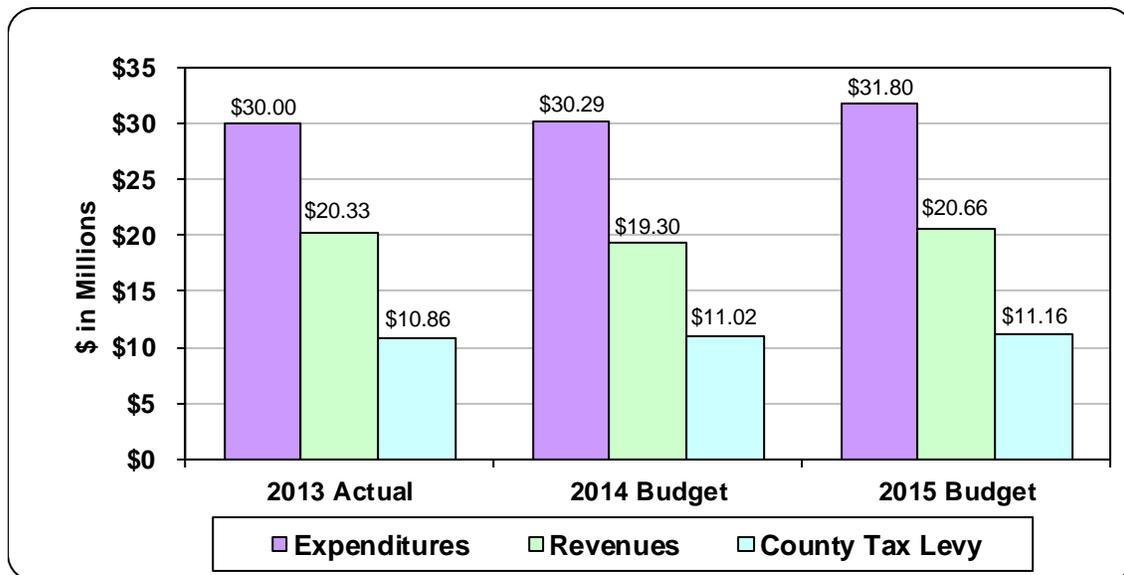
- (a) General Fund includes use of General fund balance of \$449,198 in 2013, \$270,000 in the 2014 budget, \$636,629 in the 2014 estimate and \$177,000 in the 2015 General fund budget; Transportation Fund includes use of General Fund Balance of \$525,111 in 2013, \$222,900 in the 2014 budget, \$234,900 in the 2014 estimate and \$225,000 in the 2015 budget; Central Fleet Fund Balance of \$141,083 in 2013, \$133,083 in the 2014 budget, \$183,774 in the 2014 estimate, and \$101,083 in the 2015 budget; Airport Operations Fund Balance of \$248,129 is used in 2013, \$192,563 is used in the 2014 budget and estimate, and \$162,563 in the 2015 budget; and Vehicle Replacement Fund Balance of \$60,234 is used 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 \$2,798,600 in 2013, \$3,901,100 in the 2014 Budget and \$3,179,750 in the 2015 Budget. Central Fleet Fund expenditures exclude capitalized fixed asset purchases of \$32,000 in the 2014 Budget.

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 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) and engineering, permit processing and traffic control for roadways. 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 Enterprise Fund** 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 2015 expenditure budget for this functional area totals \$31,804,744 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$1,509,759 or 5.0% from the 2014 Adopted Budget. Budgeted revenues (including \$713,912 of Fund Balance appropriations) total \$20,663,733, an increase of \$1,359,361 or 7.0% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,156,428, an increase of \$133,445 or 1.2% from the 2014 Adopted Budget.

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

- **State General Transportation Aids (GTA) funding** is budgeted to decrease by about \$200,000 to \$4.48 million in 2015 based on the actual revenue amount received in 2014. For the 2015 budget, \$175,000 of General Fund Balance is budgeted to continue offsetting prior year state GTA reductions. The plan is to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets.

PUBLIC WORKS

Functional Area Budget Highlights

- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by DOT are budgeted to increase by nearly \$925,000 to over \$5.6 million. This includes \$325,000 of additional work based on an anticipated higher State's Routine Maintenance Agreement (RMA). An additional \$600,000 is budgeted for continuation of a pilot Performance-Based Maintenance (PBM) project authorized in 2014. The PBM pilot will examine a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize efficient maintenance work. This additional state funding is budgeted to cover \$372,000 in additional vehicle related costs; \$321,000 of additional labor costs, including 4.0 FTE patrol workers and 0.22 FTE (about 460 hours) for more overtime expenses; \$115,000 in materials, such as gravel and crack filler; and other related expenses.
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to increase about \$311,000 to \$1,510,300 in the 2015 budget. Salt rates are increasing by \$8.14 or 15%, from \$54.27 per ton to \$62.41 per ton based on the current 16,400 tons of salt for use on County roads resulting in an increase of \$134,000. An additional \$165,000 of salt expenditures are anticipated to be purchased by municipalities with offsetting sales revenue of \$180,000 (including a handling fee of \$7.00). The remaining \$12,000 increase is anticipated to be used by Parks.
- The **Central fleet Vehicle Fuel** budget includes an increase in fuel costs of \$0.05 to \$3.80 in 2015 compared to \$3.75 in 2014, resulting in a county wide increase of about \$26,000.
- The **Central Fleet Repair and Maintenance** budget includes the abolishment of a mechanic position, partially offset by the creation of an administrative assistant position, estimated to reduce costs from the 2014 budget by about \$27,000. It is anticipated that the new administrative assistant position will free up the three lead mechanics from administrative duties to perform more billable hours on an actual basis (mechanic position currently vacant).
- County Tax Levy support for **Transit Services** remains at \$867,700. Expenditures and revenues (including General Fund Balance) decrease by about \$47,000, mainly due to the removal of a one-time project in 2014 for repairs at the Goerke's Corners Park and Ride. General Fund Balance of \$50,000 is budgeted for fuel adjustment clauses in vendor contracts. The State and Federal revenue reimbursement rate (of gross transit expenses) is budgeted at 55.3%, which is more conservative than the 55.58% currently received, but higher than the 2014 budgeted rate of 54.2%. There are no changes in the regular contracted bus route services planned for in the 2015 budget. In addition, no rider fare increases are planned in the 2015 budget.
- **Department of Public Works – General Fund position budget** includes the abolishment of a 1.0 FTE Facilities Supervisor Position, partially offset by the creation of a 1.0 FTE Maintenance Mechanic III position, with a net cost reduction of about \$27,000. The new position will perform regular maintenance mechanic III duties, with a focus on construction and maintenance project oversight.
- **Department of Public Works – General Fund position budget** also includes the mid-2015 abolishment of the Architectural Services of Manager to be replaced with a Construction Project Supervisor position (budgeted at 0.70 FTE in 2014), estimated to result in a partial-year savings of about \$25,000 (full-year savings estimated at \$35,000). The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects.
- **Energy and Utility budget costs for County facilities** are budgeted to increase by \$30,100 or 1.5%, mostly related to anticipated increases in natural gas costs in 2013. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- **The building improvement maintenance plan** totals \$950,000, which includes a decrease of \$68,000 for a one-time project in 2013 to improve staff efficiency at the Jail (funded with prior-year jail assessment fee revenue appropriated as General Fund Balance). The base plan for 2015 is funded with \$800,000 of County Tax Levy and \$150,000 of General Fund Balance, which is a decrease of \$25,000 from the 2014 budget. The goal is to gradually phase out General Fund Balance use in the plan.
- **Airport Fund Balance** is increased \$30,000 is budgeted to reduce reliance on County Tax Levy from \$192,563 to \$162,563.

**BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
PUBLIC WORKS	General	45.90	45.90	45.90	45.90	0.00
PUBLIC WORKS	Transportation	72.70	72.70	72.70	76.70	4.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	135.60	135.60	135.60	139.60	4.00
	TOTAL EXTRA HELP	6.12	5.37	5.37	5.11	(0.26)
	TOTAL OVERTIME	3.36	3.49	3.49	3.79	0.30
	TOTAL BUDGETED POSITIONS	145.08	144.46	144.46	148.50	4.04

2015 BUDGET ACTIONS

Central Fleet

Fund Previously Unfunded: 1.00 FTE Administrative Assistant
 Abolish: 1.00 FTE Mechanic
 Decrease: 0.24 FTE Temporary Extra Help
 Increase: 0.02 FTE Overtime

Public Works - General

Create: 0.70 FTE Construction Project Supervisor
 Create: 1.00 FTE Maintenance Mechanic III
 Abolish: 0.70 FTE Architectural Services Manager
 Abolish: 1.00 FTE Facilities Supervisor
 Increase: 0.01 FTE Overtime

Public Works - Transportation

Fund Previously Unfunded: 4.00 FTE Patrol Worker
 Increase: 0.27 FTE Overtime
 Decrease: 0.02 FTE Temporary Extra Help

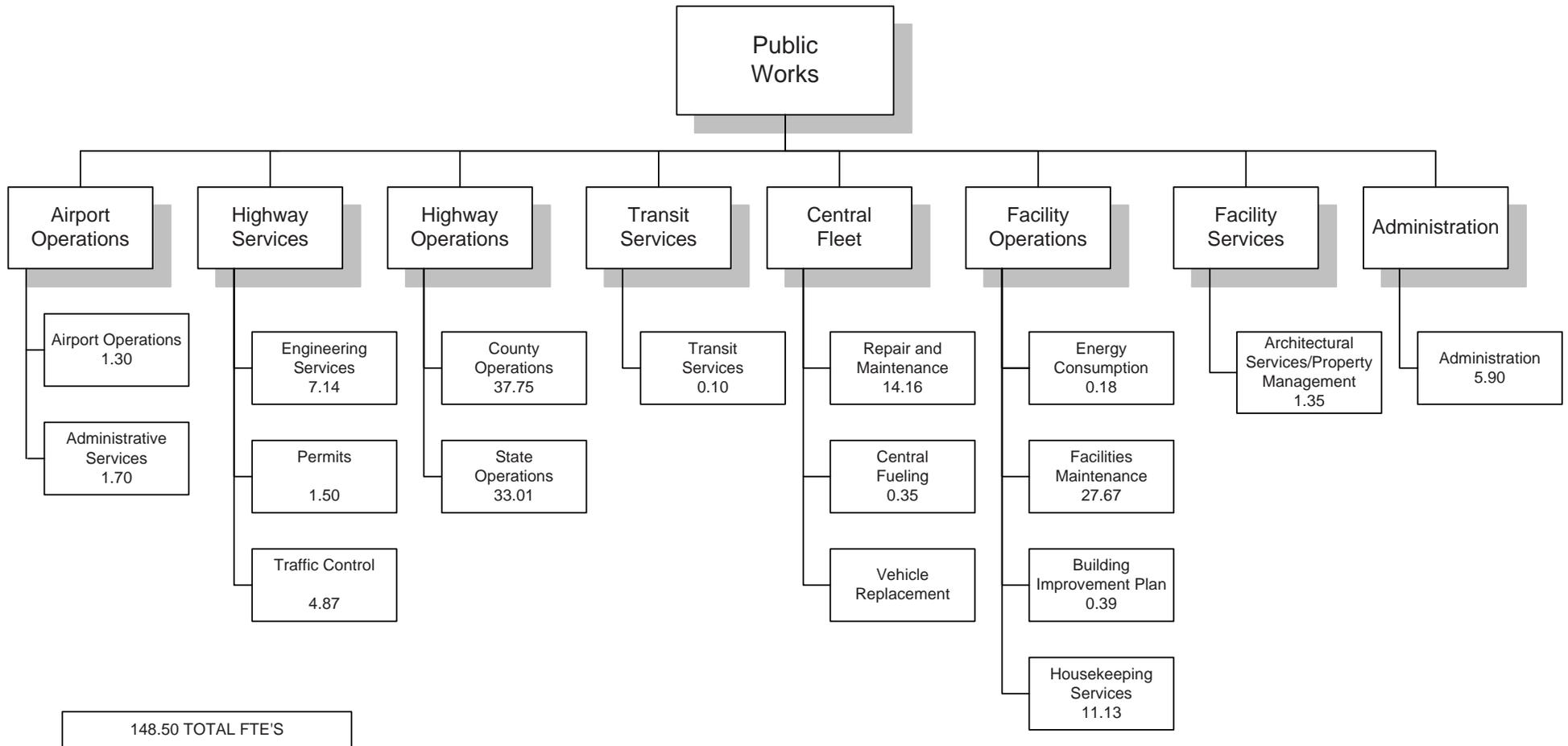
2014 CURRENT YEAR ACTIONS

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.

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	2014				Change From 2014	
	2013 Actual	Adopted Budget	2014 Estimate (b)	2015 Budget	Adopted Budget \$	%
Public Works-General Fund						
Revenues (c)	\$882,439	\$769,849	\$1,134,275	\$757,315	(\$12,534)	-1.6%
County Tax Levy	\$7,811,285	\$7,871,445	\$7,871,445	\$7,968,437	\$96,992	1.2%
Expenditures	\$7,997,796	\$8,641,294	\$8,937,067	\$8,725,752	\$84,458	1.0%
Rev. Over (Under) Exp.	\$695,928	\$0	\$68,653	\$0	\$0	N/A
Transportation Fund						
Revenues (c)	\$11,572,858	\$10,831,984	\$11,488,135	\$11,920,132	\$1,088,148	10.0%
County Tax Levy	\$2,852,135	\$2,958,975	\$2,958,975	\$3,025,428	\$66,453	2.2%
Expenditures	\$14,431,740	\$13,790,959	\$14,431,589	\$14,945,560	\$1,154,601	8.4%
Rev. Over (Under) Exp.	(\$6,747)	\$0	\$15,521	\$0	\$0	N/A
Central Fleet						
Revenues (c)	\$4,035,280	\$3,874,084	\$4,184,774	\$3,893,769	\$19,685	0.5%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,867,973	\$3,873,489	\$4,133,110	\$3,893,197	\$19,708	0.5%
Operating Inc./ (Loss) (d)	\$167,307	\$595	\$51,664	\$572	(\$23)	-3.9%
Vehicle Replacement						
Revenues (c)	\$2,816,078	\$2,870,376	\$2,870,376	\$3,091,506	\$221,130	7.7%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,542,183	\$2,838,601	\$2,838,601	\$3,076,661	\$238,060	8.4%
Operating Inc./ (Loss) (d)	\$273,895	\$31,775	\$31,775	\$14,845	(\$16,930)	-53.3%
Airport						
Revenues (c)(e)	\$1,028,075	\$958,079	\$978,293	\$1,001,011	\$42,932	4.5%
County Tax Levy	\$192,563	\$192,563	\$192,563	\$162,563	(\$30,000)	-15.6%
Expenditures	\$1,163,620	\$1,150,642	\$1,134,019	\$1,163,574	\$12,932	1.1%
Operating Inc./ (Loss) (d)	\$57,018	\$0	\$36,837	\$0	\$0	N/A
Total All Funds						
Revenues (c)	\$20,334,730	\$19,304,372	\$20,655,853	\$20,663,733	\$1,359,361	7.0%
County Tax Levy (a)	\$10,855,983	\$11,022,983	\$11,022,983	\$11,156,428	\$133,445	1.2%
Expenditures	\$30,003,312	\$30,294,985	\$31,474,386	\$31,804,744	\$1,509,759	5.0%
Rev. Over (Under) Exp.	\$689,181	\$0	\$84,174	\$0	\$0	N/A
Operating Inc./ (Loss) (d)	\$498,220	\$32,370	\$120,276	\$15,417	(\$16,953)	-52.4%
Position Summary (FTE)						
Regular Positions	135.60	135.60	135.60	139.60	4.00	
Extra Help	6.12	5.37	5.37	5.11	(0.26)	
Overtime	3.36	3.49	3.49	3.79	0.30	
Total	145.08	144.46	144.46	148.50	4.04	

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

(b) The 2014 Estimate includes 2013 budget appropriation carryovers and open encumbrances, which modified the 2014 budget after it was adopted.

(c) Includes General Fund Balance in the General Fund of \$449,198 in 2013, \$270,000 in the 2014 adopted budget (including \$68,000 of prior-year jail assessment fee revenue), \$636,629 in the 2014 estimate, and \$177,000 in the 2015 budget; Transportation Fund includes General Fund Balance of \$525,111 in 2013, \$222,900 in the 2014 adopted budget, \$234,900 in the 2014 estimate, and \$225,000 in the 2015 budget; Central Fleet Fund Balance appropriations of \$141,083 in 2013, \$133,083 in the 2014 adopted budget, \$183,774 in the 2014 estimate, and \$101,083 in the 2015 budget; Vehicle Replacement Fund Balance of \$60,234 in 2013; and Airport Operations Fund Balance of \$248,129 in 2013, \$180,829 in 2014, and \$210,829 in the 2015 budget.

(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.

(e) 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 2015

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	2013/2014 winter actual	2014/2015 Target
Category 2: <ul style="list-style-type: none"> High volume four lane highways (ADT\geq 25,000) and Some four lane highways (ADT\leq25,000) Some six lane highways. <i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i>	2.73 hours	2.00 hours
Category 3: <ul style="list-style-type: none"> All other four lane highways (ADT$<$25,000). <i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i>	2.94 hours	2.50 hours
Category 4: <ul style="list-style-type: none"> Most high volume two lane highways (ADT\geq5,000) Some two lanes (ADT $<$ 5,000). <i>i.e. CTH C in Genesee and Delafield. CTH VV in Town and Village of Merton</i>	3.63 hours	3.00 hours
Category 5: <ul style="list-style-type: none"> All other two lane Highways <i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i>	3.00 hours	4.00 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.

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	2013 Actual	2014 Target	2014 Estimate	2015 Target
Bridge Conditions				
Sufficiency Index Benchmark:		80.0		80.0
Sufficiency Index: Actuals	85.0	84.0	83.2	83.5
Number of Bridges	65	68	65	67
Load Posted Bridges	1	0	0	0
Pavement Condition Index				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	69.0	65.0	67.0	67.0
Asphalt—secondary (major collector highways)	66.0	65.0	60.0	58.0
Asphalt—tertiary (minor collector highways)	66.0	61.0	60.0	58.0
PCI -- Concrete	60.0	61.0	63.0	61.0
Waukesha County Airport				
Benchmark		70.0		70.0
Runways	70.0	73.0	70.0	95.0
Taxiways	80.0	87.0	87.0	87.0
Aprons	73.0	73.0	74.0	75.0
Landside Pavements	71.0	71.0	72.0	73.0

Objective 3: In a partnership with Department of Parks & Land Use implement an improved Asset management system (Cartegraph). 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 the ability to field manage assets, provide improved data entry, documented workflows, improved reporting.

Key Outcome Indicator: Evidence of Success:

- 40% savings in highway operations data entry
 - All users can view existing requests. No double reporting or entry of work requests. Multiple employees entered into one work order on same screen. Multiple pieces of equipment entered on same screen. Complete 2/1/14. Additional efficiencies may be gained as we work with the system.
- 100% improvement in cost reporting
 - Each individual asset (i.e., sign, signal, bridge or section of County Highway) can be reported on for maintenance cost information. This was unavailable with the previous system, CHEMS. Different activities within a project can be reported out. (i.e, Traffic Control. Reports are easily run from a forms screen. Reports can be printed double sided. Reports can be electronically stored. – Reports with State and County Invoicing started 2/1/14.
- 20% improved customer satisfaction levels (before and after survey)
 - Surveys to be sent out with YourGov when work requests are completed. YourGov go live anticipated fourth quarter 2014..
- Improved selection and budgeting of capital and non-capital improvements
 - Ongoing with additional maintenance data posted in Cartegraph. Live data input started 1/1/14.
- Ability to track and analyze asset life cycle costs to obtain maximum ROI
 - Ongoing

* 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.

During 2014:

- Highway Operations Cartegraph implementation - Highway Operations started dual entry of labor, equipment and material information into Cartegraph and CHEMS to verify that reporting of data and invoicing was working correctly on September 1, 2013. Cartegraph data entry only started on January 1, 2014. Complete reporting from the database is still being worked on.
- The YourGov application expected go live is fourth quarter 2014. This will replace the existing "Report a Problem" form on the Department webpage. Additionally, constituents will be able to report problems via a smartphone application available for download from the App Store.
- The Engineering Division continues to use Cartegraph to manage the County's sign, signal, culvert, bridge, and storm sewer assets. The addition of the County's Retaining Walls to our asset inventory will be completed in the fall of 2014. The Pavement Management system has now been converted from Paver to Cartegraphs Pavementview. Field inspections and inventories are now being conducted using GPS based hand held devices which significantly reduces time spent on data collection and data entry.

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	2013 Actual*	2014 Target	2014 Estimate	2015 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.90	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.38	17.00	16.00	17.00
Water Gallons usage per rentable sq. ft.**	25.57	28.50	27.00	28.5
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	\$1.82	\$1.90	\$1.85	\$1.90
Housekeeping costs per rentable sq. ft.**	\$2.42	\$2.47	\$2.43	\$2.52

* Natural Gas Therms are higher in 2013 and 2014 mostly due to the extended winter and record extreme cold temperatures.

** 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.

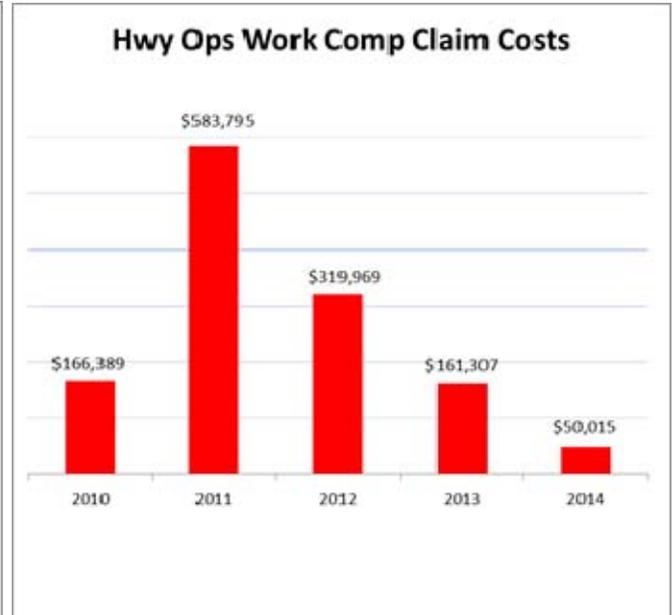
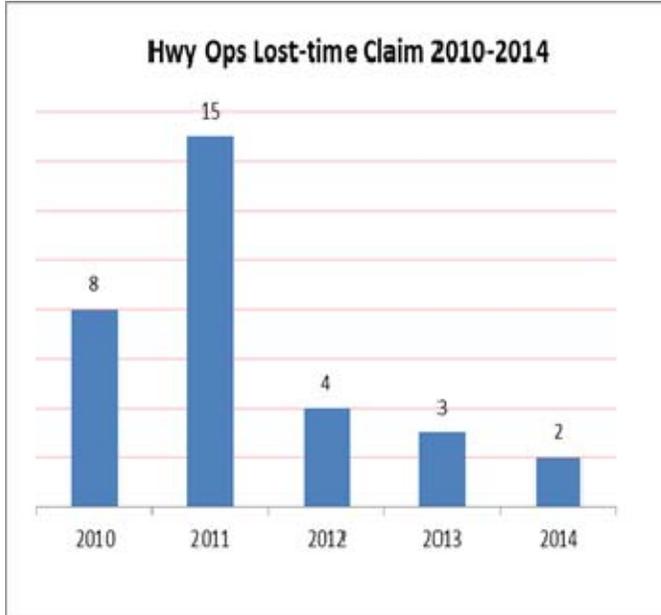
Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

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	2013 Actual	2014 Estimate	2015 Target
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	90%
-Communication Effectiveness	84%	84%	85%
T-Hangar Occupancy Rate *	80%	83%	84%
Total Cumulative # of Hangars	54	54	56

* A study of the T-Hangars was completed in May 2014 to address the aging structures and plan future improvements to increase occupancy.

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



Note: 2013 represents Year to Date claims through March.

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

During 2014:

- Initiated an all-DPW survey to gauge whether or not our communication to employees had increased. This survey also included questions on what type of media the employees wanted to receive DPW communications. 75 Employees responded out of 136 Regular Full or Part Time Employees in the Department.
- Increased use of Twitter for DPW Road Closures and Road Conditions. 267 followers of our tweets since October of 2010.

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.

- The Central Fleet Division pilot pay for performance system program was completed in 2013. All Mechanic positions have been moved to the Open Pay System and were evaluated based on quantitative and qualitative metrics using same system for designed for the Non-Rep Open Pay System.
- Upon completion of the County-wide Employee Recognition and Rewards policy and program, a DPW specific rewards and recognition program will be developed.

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	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	19.15	18.33	18.77	18.58	0.25
10	Brookfield Square Extension *	37.70	36.32	35.90	35.54	(0.78)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	14.76	12.72	12.89	11.60	(1.12)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	11.55	12.37	10.39	10.50	(1.87)
906	Weekday between Mukwonago and Milwaukee via I-43	24.24	24.77	23.27	23.73	(1.04)
Average Ride per Revenue Hour for all Routes		19.79	19.48	18.65	18.46	(1.02)

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

** Reduction in 2014 expected due to planned zoo interchange construction.

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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Number of Jail Days Saved (a)	1,669	1,102	1,724	1,300
Value in \$ of service to the County (8 hours/day, 3 days/week at \$10.76/hr)	\$146,465	\$94,860	\$148,400	\$111,900
Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	4,770	4,000	3,095	4,000

(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.

- Provided training to key Highway Operations staff to provided tools specifically for the financial knowledge and management of the State Routine Maintenance funds, the County Operations budget and the relationship the two budgets have together.
- At the request of employees, provided an overview of the operational budget, including budget development and budget management.
- Created a LEAN team to review the internal process of the accounts payable system. Result was a clearer understanding of the process, written documentation, and the development of user groups within the department.

Objective 12: Develop a pilot program that will examine extending the life cycle of patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

- Compiled historical repair data of Patrol Trucks and provided a preliminary analysis to Public Work Committee in July 2013. Complete data will not be available until 2014 after the completion of the 2013-2014 winter season and after auction values are known. Full report should be complete in 2014.



Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities. 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	2013 Actual (a)(c)	2014		2015 Budget	Change From 2014 Adopted Budget	
		Adopted Budget	2014 Estimate (b)		\$	%
Revenues (c)						
General Government (b)	\$0	\$9,000	\$8,888	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$71,355	\$69,673	\$69,232	\$60,188	(\$9,485)	-13.6%
Interdepartmental	\$341,358	\$420,776	\$419,276	\$510,777	\$90,001	21.4%
Other Revenue	\$20,528	\$400	\$250	\$350	(\$50)	-12.5%
Appr. Fund Balance (a)(b)	\$449,198	\$270,000	\$636,629	\$177,000	(\$93,000)	-34.4%
County Tax Levy	\$7,811,285	\$7,871,445	\$7,871,445	\$7,968,437	\$96,992	1.2%
Total Revenue Sources	\$8,693,724	\$8,641,294	\$9,005,720	\$8,725,752	\$84,458	1.0%
Expenditures (c)						
Personnel Costs	\$3,322,820	\$3,429,540	\$3,396,690	\$3,447,246	\$17,706	0.5%
Operating Expenses (a)(b)	\$4,111,536	\$4,570,959	\$4,471,735	\$4,562,230	(\$8,729)	-0.2%
Interdept. Charges	\$438,633	\$460,795	\$460,331	\$529,276	\$68,481	14.9%
Fixed Assets (b)	\$124,807	\$180,000	\$608,311	\$187,000	\$7,000	3.9%
Total Expenditures	\$7,997,796	\$8,641,294	\$8,937,067	\$8,725,752	\$84,458	1.0%
Rev. Over (Under) Exp.	\$695,928	\$0	\$68,653	\$0	\$0	N/A

Position Summary (FTE) (c)

Regular Positions	45.90	45.90	45.90	45.90	0.00
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.24	0.31	0.31	0.32	0.01
Total FTEs	46.54	46.61	46.61	46.62	0.01

- (a) The 2014 estimate includes 2013 carryovers of \$366,629 mostly related to the building improvement plan projects which includes open encumbrances that modified the budget after it was adopted.
- (b) General Fund Balance of \$177,000 is budgeted in the 2015 budget including \$150,000 for Building Maintenance Plan and \$27,000 for possible rental property demolitions and repairs. The 2014 budget includes \$270,000, which includes \$243,000 for the Building Maintenance Plan (including \$68,000 of prior-year jail assessment fee revenue) and \$27,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of \$449,198 was provided in 2013 Actuals, which includes \$225,000 approved in the 2013 Adopted budget for the Building Maintenance Plan, \$8,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2012 to 2013 totaling \$216,198.
- (c) For comparative purposes to the 2014 and 2015 budgets, 2013 actuals are restated to reflect the transition of the Engineering Services Division (Engineering Services, Permits and Traffic Engineering Program) to the Public Works – Transportation Fund.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	3.05	3.05	3.05	1.35	(1.70)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$44,426	\$19,700	\$19,260	\$9,000	(\$10,700)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$31,802	\$27,000	\$27,000	\$27,000	\$0
County Tax Levy	\$313,901	\$328,590	\$328,590	\$168,556	(\$160,034)
Total Revenues	\$390,129	\$375,290	\$374,850	\$204,556	(\$170,734)
Personnel Costs	\$311,631	\$315,521	\$319,410	\$157,074	(\$158,447)
Operating Expenses	\$40,868	\$47,400	\$47,000	\$46,600	(\$800)
Interdept. Charges	\$12,564	\$12,369	\$12,219	\$882	(\$11,487)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$365,063	\$375,290	\$378,629	\$204,556	(\$170,734)
Rev. Over (Under) Exp.	\$25,066	\$0	(\$3,779)	\$0	\$0

Program Highlights

Charges for Services are revenues collected from rental properties. These revenues are decreasing by \$10,700 due to the County's plan to remove one rental property mid-way through 2015, leaving one rental property to maintain and collect rental revenue from in 2015. 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 2014 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 in 2015 remains at the same level as the 2014 budget of \$27,000. \$5,000 of this is to offset one time expenditures for rental property repairs and \$22,000 of this will be used to fund the razing of one of the rental properties in 2015. It is the County's plan to remove the final rental property in 2016.

Net Personnel costs are decreasing by about \$158,400. A 1.00 FTE Fiscal Assistant position has been transferred to the Administrative Services division as this best reflects how this position supports the department, accounting for about \$63,000 of the decrease in personnel costs in this program. The 1.00 FTE Architectural Services Manager position is being abolished mid-year 2015, resulting in an estimated 0.70 FTE reduction in 2015 and largely accounts for the remainder of personnel cost decreases in this program. This position abolishment is offset by the anticipated mid-year creation of a Construction Project Supervisor position (budgeted in other programs, including Building Improvement Plan, Energy Consumption and Facilities Maintenance). The net cost savings associated with this create/abolishment is estimated at about \$25,000 in 2015 (full-year savings estimated at about \$35,000). Staff support is used to provide support to the capital projects and to provide building project services to the other County departments.

The Operating expenses of \$46,600, is a slight decrease from the 2014 budget. Expenditures include the cost of property maintenance repairs (\$5,000); funds for professional architectural services as needed (\$16,500); and funds to raze one rental property in 2015 (\$22,000); and funds for professional staff development.

Current and Planned Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 14	Est. Operating Impact
201204	Construct Holding Cells in Jail	2014	\$300,000	100%	TBD
201503	Demolish Former H&HS Building	2015	\$3,300,000	0%	(\$74,000) *
200808	Communications Center Expansion	2017	\$3,191,000	0%	TBD
201418	Courthouse Project	2020	\$36,400,000	0%	TBD

*Operating impact includes reduction costs to maintain the building and insurance costs.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.45	0.45	0.45	0.39	(0.06)
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	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$404,552	\$243,000	\$586,367	\$150,000	(\$93,000)
County Tax Levy	\$725,163	\$822,886	\$822,886	\$843,859	\$20,973
Total Revenues	\$1,129,715	\$1,065,886	\$1,409,253	\$993,859	(\$72,027)
Personnel Costs	\$37,084	\$47,886	\$46,536	\$43,859	(\$4,027)
Operating Expenses	\$539,177	\$838,000	\$658,965	\$775,000	(\$63,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$124,807	\$180,000	\$608,311	\$175,000	(\$5,000)
Total Expenditures	\$701,068	\$1,065,886	\$1,313,812	\$993,859	(\$72,027)
Rev. Over (Under) Exp.	\$428,647	\$0	\$95,441	\$0	\$0



Program Highlights

General Fund Balance appropriations decrease by \$93,000. This is due to the reduction of \$68,000 of prior-year jail assessment fee revenue for a one-time project budgeted in 2014 to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas. In addition, there is a \$25,000 reduction of General Fund Balance support for the rest of the plan, used 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.

Due to a mid-2015 creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Building Improvement Plan program, discussed previously in Architectural Services/Property Management program), there is a temporary reduction of FTE support in 2015. The Construction Project Supervisor will provide 0.20 FTE support to this division, but due to the mid year creation of the position, only 0.14 FTE is appearing in the 2015 budget. The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects.

In addition, the department is abolishing 1.00 FTE Facilities Supervisor position (0.20 FTE budgeted in this program in 2014) and creating 1.00 Maintenance Mechanic III position in 2015 (created in the Facilities Maintenance program). Net savings from this position creation/abolishment is estimated at about \$27,000 in total throughout the department. The new position will perform regular maintenance mechanic III duties, with a focus on construction and maintenance project oversight.

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the plan is decreasing by \$68,000 due to the one-time jail modification project in 2014. The operating expenses are budgeted to decrease in the 2015 budget by \$63,000 while the fixed Asset appropriation is budgeted to decrease by \$5,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. 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 plan assumes the Courthouse and Northview are in "maintenance only" mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2015	Plan 2016	Plan 2017	Plan 2018	Plan 2019
Roof	\$60,000	\$65,000	\$60,000	\$60,000	\$75,000
HVAC	\$255,000	\$311,000	\$295,000	\$315,000	\$340,000
Plumbing					
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$20,000	\$70,000	\$85,000	\$75,000	\$75,000
Electrical	\$0	\$40,000	\$30,000		
Carpet / Tile / Seal	\$65,000	\$50,000	\$50,000	\$75,000	\$75,000
Doors & Windows	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$40,000	\$50,000	\$55,000	\$115,000	\$75,000
Maintenance Only (a)	\$84,000	\$89,000	\$89,000	\$80,000	\$80,000
Remodel	\$10,000				
Asbestos	\$65,000	\$15,000	\$15,000		
Safety/Security	\$35,000	\$40,000	\$41,000	\$50,000	\$50,000
Flooring	\$65,000	\$40,000	\$50,000		
Exterior	\$80,000				
HVAC Controls	\$141,000	\$150,000	\$150,000	\$150,000	\$150,000
Grand Total	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Use of Fund Balance (c)	\$150,000	\$100,000	\$50,000	\$0	\$0

Building Improvement Plan by Building

By Building	Plan 2015	Plan 2016	Plan 2017	Plan 2018	Plan 2019
County Jail	\$20,000				
Courthouse	\$10,000				
UWW	\$55,000				
Administration Center	\$15,000	\$40,000	\$30,000		
Law Enforcement Center		\$16,000			
Juvenile Center		\$60,000			
Mental Health Center	\$95,000				
Other/All Buildings (b)	\$705,000	\$784,000	\$785,000	\$860,000	\$900,000
Highway Operations	\$50,000	\$50,000	\$135,000	\$40,000	
Communications Center				\$50,000	\$50,000
Grand Total	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Use of Fund Balance (c)	\$150,000	\$100,000	\$50,000	\$0	\$0

- (a) Maintenance Only mode includes 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) 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 unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, 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.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.18	(0.02)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$26,929	\$49,973	\$49,972	\$51,188	\$1,215
Interdepartmental	\$0	\$30,900	\$30,900	\$33,900	\$3,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$2,061,811	\$1,991,806	\$1,991,806	\$2,016,908	\$25,102
Total Revenues	\$2,088,740	\$2,072,679	\$2,072,678	\$2,101,996	\$29,317
Personnel Costs	\$21,338	\$24,379	\$24,077	\$23,596	(\$783)
Operating Expenses	\$1,980,638	\$2,048,300	\$2,084,700	\$2,078,400	\$30,100
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,001,976	\$2,072,679	\$2,108,777	\$2,101,996	\$29,317
Rev. Over (Under) Exp.	\$86,764	\$0	(\$36,099)	\$0	\$0

Program Highlights

Charges for services revenues include about \$51,200 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. The slight increase of \$1,215 reflects an estimated 2% increase in annual revenues. Interdepartmental Revenues consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new Waukesha Employee Health and Wellness center, to be housed in the old Public Health Building that is being retrofitted for that purpose (Capital Project #201417). The employee medical/wellness center is expected to be operational November 2014. Public Health Operations moved to the new Health and Human Services Building in 2013.

Due to a mid-2015 abolishment of 0.70 FTE Architectural Services Manager (budgeted in the Architectural Services Division) and creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Energy Consumption Division), there is a temporary reduction of FTE support in 2015. The Construction Project Supervisor will provide 0.05 FTE support to this division, but due to the mid-year creation of the position, only 0.03 FTE is appearing in the 2015 budget. In addition, the department is abolishing 1.00 FTE Facilities Supervisor position and creating 1.00 Maintenance Mechanic III position in 2015 (mentioned previously). 0.05 FTE of the Facilities Supervisor is abolished from this program area, and 1.00 FTE Maintenance Mechanic III position is created in the Facilities Maintenance program.

Operating expense of \$2,078,400 increase by \$30,100, mostly related to anticipated increases in natural gas costs in 2015. This budget also continues to fund minimal utility expenses for the vacated Health and Human Services building (planned for demolition during 2015, proposed capital project #201503). 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

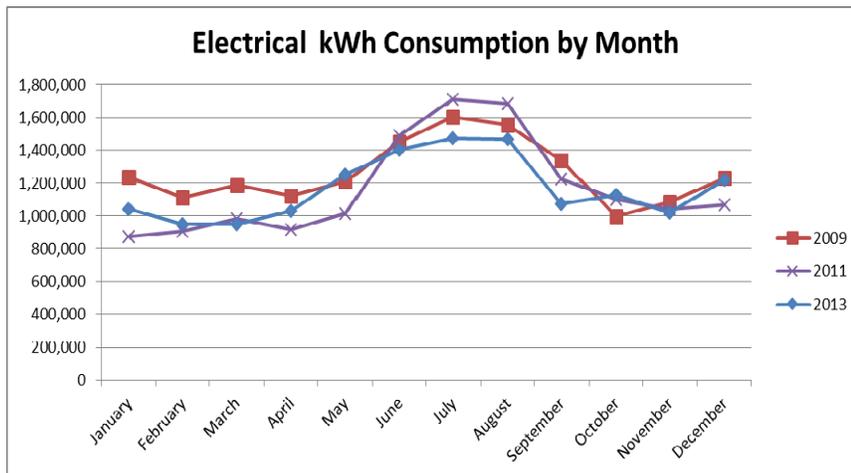
	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Electricity (Kilowatt-Hrs)	13,819,632	14,125,000	14,100,000	14,125,000	0
Natural Gas (Therms)	812,566	730,000	800,000	780,000	50,000
Water/Sewer (Gallons)	22,982,000	23,500,000	23,000,000	23,500,000	0

Energy Consumption (cont.)

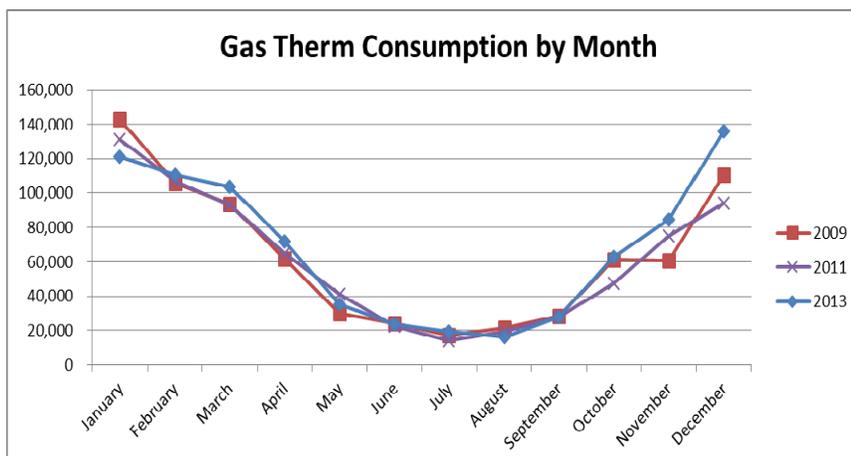
In order to evaluate utility performance, the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There 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.

	2013 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.90	15.38	25.57
AC	Administration Center	0.90	17.71	13.57
CC	Communications Center	1.06	56.84	15.83
CJ	County Jail	0.82	18.48	44.18
CH	Courthouse	1.08	24.98	16.09
HS	(OLD) Health & Human Services Center	0.68	6.62	6.42
HS	Health & Human Services *	0.31	2.67	2.04
LE	Law Enforcement Center	1.03	18.89	70.31
JV	Juvenile Center	1.78	22.50	15.67
MH	Mental Health Center	1.06	18.07	19.11
NV	Northview	1.29	10.43	24.49
PH	(OLD) Public Health Center	0.16	15.43	6.19

Note: The new HHS facility is not included in the all buildings square footage as the building was turned over to the County in October of 2013.

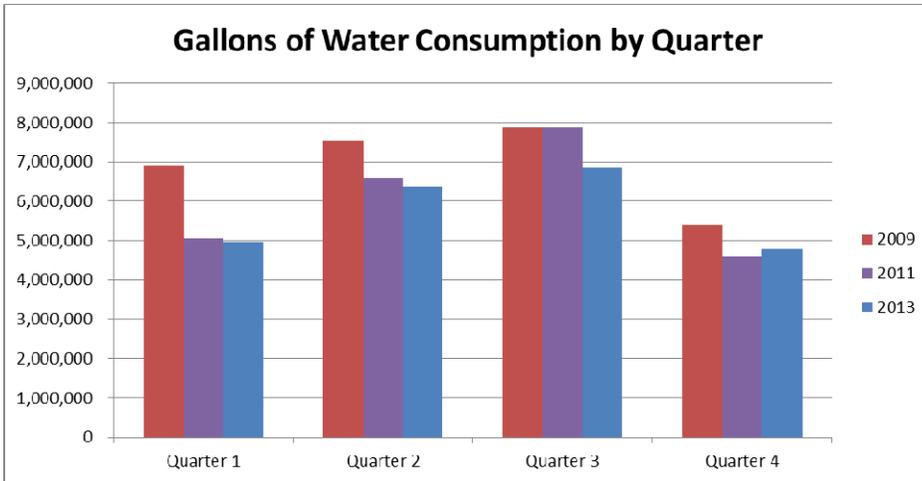


This chart illustrates the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical 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 consumption. The continuation of energy efficiency projects since 2011 aid in the reduction of energy consumption.



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. Higher natural gas therm consumption in late 2013 is largely due to a historically cold winter weather season.

Energy Consumption (cont.)



Water consumption for all buildings has been on the decline since 2005. The chart references the past five years. 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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	26.82	26.89	26.89	27.67	0.78
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$334,358	\$381,376	\$381,376	\$467,877	\$86,501
Other Revenue	\$20,332	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,844	\$0	\$23,262	\$0	\$0
County Tax Levy	\$2,843,090	\$2,826,728	\$2,826,728	\$2,950,461	\$123,733
Total Revenues	\$3,210,624	\$3,208,104	\$3,231,366	\$3,418,338	\$210,234
Personnel Costs	\$1,825,143	\$1,905,922	\$1,871,663	\$1,992,308	\$86,386
Operating Expenses	\$935,014	\$921,759	\$981,025	\$949,850	\$28,091
Interdept. Charges	\$355,390	\$380,423	\$380,484	\$476,180	\$95,757
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,115,547	\$3,208,104	\$3,233,172	\$3,418,338	\$210,234

Rev. Over (Under) Exp.	\$95,077	\$0	(\$1,806)	\$0	\$0
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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 increases of about \$86,500 is primarily related to an increase in revenues from the Health and Human Services Mental Center mainly from building projects planned in 2015 including \$80,000 to repair exterior stucco of the building and \$15,000 to replace carpeting, a slight increase in utility expenses, and an increase in labor resources budgeted in this area, partially offset by a net decrease resulting from smaller changes in charges to other programs.

Personnel costs in this program area increase, mainly due to a mid-2015 abolishment of 0.70 FTE Architectural Services Manager (budgeted in the Architectural Services Division) and creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Facilities Maintenance Division). The Construction Project Supervisor will provide 0.75 FTE support to this division, but due to the mid year creation of the position, only 0.53 FTE is appearing in the 2015 budget. In addition, the department is abolishing 1.00 FTE Facilities Supervisor position (0.75 FTE of this position was budgeted in this program in 2014) and creating 1.00 FTE Maintenance Mechanic III position in 2015.

Facilities Maintenance (Continued)

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. 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: elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Operating expenditures are about \$28,000 higher in the 2015 budget. This is primarily due to cost increases of materials and contracts. The level of maintenance continues at the same level as planned for in the 2014 budget. The County's investment in on-going building improvements and preventative maintenance has resulted in an anticipated stabilization for building repair expenditures.

Interdepartmental charges are increasing by about \$95,800 primarily due to changes in the End User Technology Fund (EUTF) charges, by \$75,800. The charges have increased due to investments made to the Facilities asset management technology, causing the EUTF charges to increase in 2015. In addition, EUTF costs have been shifted from the Architectural Services Division to the Facilities Division to best reflect technology support in the department. Overall EUTF charges to the department increase by about \$31,000, from \$262,000 to \$293,000. Also increasing are insurance charges from Risk Management by \$15,500. These charges are based on the prior year's claims paid experience. Also included in Interdepartmental Charges are: vehicle and generator repair costs; vehicle replacement costs; Workers Compensation costs; costs to provide after hour security at the Health and Human Services building (staffed by the Sheriff's Department); and telephone and copier replacement charges.

Current & Planned Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 14	Est. Operating Impact
201417	Waukesha Empl. Health & Wellness Center	2014	\$243,000	100%	(a)
201109	Highway Substations HVAC Upgrades	2016	\$611,000	5%	Reduced
201113	Admin Center Roofing Upgrades	2015	\$222,000	5%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	\$742,000	5%	Reduced
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	\$3,360,000	50%	Reduced
201210	UWW Roofing Upgrades	2018	\$4,209,000	10%	Reduced
201414	UWW Roof Top Unit Replacements	2018	\$370,000	0%	Reduced
201206	Highway Ops Center HVAC Upgrades	2017	\$763,000	0%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$253,000	0%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2016	\$2,596,000	0%	Reduced

(a) Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a 5 year period: With savings of \$3.1 million estimated for the County, \$3.4 million for the school district and \$1.2 million for the City. It is anticipated that the clinic will begin operations in November, 2014.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	11.12	11.12	11.12	11.13	0.01
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$7,000	\$8,500	\$7,000	\$9,000	\$500
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$1,318,561	\$1,354,012	\$1,354,012	\$1,372,418	\$18,406
Total Revenues	\$1,325,561	\$1,362,512	\$1,361,012	\$1,381,418	\$18,906
Personnel Costs	\$654,943	\$670,721	\$664,778	\$686,407	\$15,686
Operating Expenses	\$598,429	\$683,100	\$666,800	\$677,930	(\$5,170)
Interdept. Charges	\$9,360	\$8,691	\$8,841	\$5,081	(\$3,610)
Fixed Assets	\$0	\$0	\$0	\$12,000	\$12,000
Total Expenditures	\$1,262,732	\$1,362,512	\$1,340,419	\$1,381,418	\$18,906
Rev. Over (Under) Exp.	\$62,829	\$0	\$20,593	\$0	\$0

Program Highlights

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center and Waukesha Employee Health and Wellness Center (Health Insurance Internal Service Fund) budgets.

Personnel cost increases of \$15,686 mostly reflect costs to continue for the 11.10 FTE. Overtime of 0.03 FTE has increased 0.01 FTE from the 2014 budget.

Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2015. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, the Communications Center, and the new Waukesha Employee Health and Wellness Center (the old Public Health Building). The decrease in operating expenditures is mainly due to Housekeeping contract costs for the Waukesha Employee Health and Wellness Center being directly budgeted in that budget. Fixed assets include the one-time cost to replace an aging floor scrubber for \$12,000. This piece of equipment will be placed into the Vehicle/Equipment replacement plan for future replacements.

Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges. Decreases are mainly due to the overall reallocation of End User Technology Fund (EUTF) fees throughout the department to better reflect computer costs with program support.

Housekeeping Services (Continued)



Buildings Cleaned within this budget

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
<u>Buildings Cleaned Daily</u>	16.0	16.0	16.0	16.0	0
<u>Floor Area Cleaned Daily (sq. ft)</u>	570,522	598,417	598,417	598,417	0
<u>Cost per Sq. Ft.</u>	\$2.42	\$2.47 (b)	\$2.43	\$2.52	\$0.05

- (a) Square footage for 2013 includes both old and new Health and Human Services Buildings and old Public Health building, however, the cost per square foot takes into account that neither of the buildings has full cleaning services budgeted for the full year.
- (b) 2014 square footage and cost per square foot exclude minimal cleaning associated with the old Health and Human Services Building.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	4.90	4.90	4.90	5.90	1.00
General Government	\$0	\$9,000	\$8,888	\$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	\$196	\$400	\$250	\$350	(\$50)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$548,759	\$547,423	\$547,423	\$616,235	\$68,812
Total Revenues	\$548,955	\$556,823	\$556,561	\$625,585	\$68,762
Personnel Costs	\$472,681	\$465,111	\$470,226	\$544,002	\$78,891
Operating Expenses	\$17,410	\$32,400	\$33,245	\$34,450	\$2,050
Interdept. Charges	\$61,319	\$59,312	\$58,787	\$47,133	(\$12,179)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$551,410	\$556,823	\$562,258	\$625,585	\$68,762
Rev. Over (Under) Exp.	(\$2,455)	\$0	(\$5,697)	\$0	\$0


Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000 the same as 2014. 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 in this program by about \$78,900. 1.00 FTE Fiscal Assistant position has been transferred from the Architectural Services division to the Administrative division as this best reflects how this position supports the department. Other costs are primarily related to costs to continue for the 4.9 FTE staff in the base 2014 budget.

Operating expenses of \$34,450 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. \$2,000 has been allocated to the 2015 budget for the installation of a wireless, ceiling mounted projector in one of the Public Works conference rooms to provide more efficient technology for meetings and presentations.

Interdepartmental charges include expenses for Technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to the overall reallocation of EUTF fees throughout the department to better reflect computer costs with program support. Decreases are mainly due to the overall reallocation of EUTF fees throughout the department to better reflect computer costs with program support.



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. Note: The Engineering, Traffic Control and Permit Processing programs were moved from the Public Works General Fund Budget to this Transportation Fund in 2014. The 2013 Actuals have been restated for comparative purposes.

Financial Summary	2013	2014	2014	2015	Change From 2014	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government (b)	\$9,562,980	\$9,382,502	\$9,967,490	\$10,108,001	\$725,499	7.7%
Fine/Licenses	\$71,665	\$72,000	\$71,000	\$72,000	\$0	0.0%
Charges for Services	\$485,583	\$426,350	\$420,000	\$615,870	\$189,520	44.5%
Interdepartmental (b)	\$533,912	\$508,639	\$570,152	\$593,402	\$84,763	16.7%
Other Revenue	\$393,607	\$219,593	\$224,593	\$305,859	\$86,266	39.3%
Appr. Fund Balance (a)	\$525,111	\$222,900	\$234,900	\$225,000	\$2,100	0.9%
County Tax Levy	\$2,852,135	\$2,958,975	\$2,958,975	\$3,025,428	\$66,453	2.2%
Total Revenue Sources	\$14,424,993	\$13,790,959	\$14,447,110	\$14,945,560	\$1,154,601	8.4%
Expenditures						
Personnel Costs (b)	\$5,891,110	\$6,013,636	\$6,167,129	\$6,452,476	\$438,840	7.3%
Operating Expenses (a)(b)	\$4,231,559	\$3,705,583	\$3,879,804	\$4,143,971	\$438,388	11.8%
Interdept. Charges (a)(b)	\$4,268,040	\$4,071,740	\$4,384,652	\$4,349,113	\$277,373	6.8%
Fixed Assets	\$41,031	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$14,431,740	\$13,790,959	\$14,431,585	\$14,945,560	\$1,154,601	8.4%
Rev. Over (Under) Exp.	(\$6,747)	\$0	\$15,525	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	72.70	72.70	72.70	76.70	4.00	
Extra Help	5.07	4.32	4.32	4.30	(0.02)	
Overtime	3.04	3.10	3.10	3.37	0.27	
Total FTEs	80.81	80.12	80.12	84.37	4.25	

- (a) General Fund balance of \$225,000 in the 2015 budget includes \$175,000 to phased down the impact of State General Transportation Aid (GTA) reductions; and \$50,000 for Transit fuel adjustment; \$222,900 in the 2014 budget includes \$150,000 to phase down the impact of State General Transportation Aid (GTA) reductions, \$50,000 for Transit fuel adjustment, and \$22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot. General Fund balance of \$525,111 in 2013 includes \$260,000 to phase down the impact of State General Transportation Aid (GTA) reductions; \$152,000 for Transit fuel adjustment, a \$90,000 contingency fund transfer and a carryover of \$23,111 from the 2012 budget to the 2013 budget.
- (b) Total expenditures and revenues are estimated to exceed the adopted budget in 2014, mainly due to the higher costs for winter maintenance during the first quarter of 2014 and due to additional maintenance work requested by the State Department of Transportation for State roads. A funds transfer or an ordinance will be requested if 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.

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	39.09	37.75	37.75	37.75	0.00
General Government	\$3,612,180	\$3,807,222	\$3,583,145	\$3,583,145	(\$224,077)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$485,583	\$426,350	\$420,000	\$615,870	\$189,520
Interdepartmental	\$533,912	\$508,639	\$570,152	\$593,402	\$84,763
Other Revenue (a)	\$84,229	\$20,000	\$25,000	\$20,000	\$0
Appr. Fund Balance	\$285,000	\$97,000	\$97,000	\$140,000	\$43,000
County Tax Levy	\$1,335,972	\$1,399,696	\$1,399,696	\$1,546,374	\$146,678
Total Revenues	\$6,336,876	\$6,258,907	\$6,094,993	\$6,498,791	\$239,884
Personnel Costs	\$2,585,925	\$2,768,097	\$2,582,364	\$2,851,009	\$82,912
Operating Expenses	\$2,403,843	\$1,778,591	\$1,825,973	\$2,125,122	\$346,531
Interdept. Charges	\$1,624,278	\$1,712,219	\$1,706,564	\$1,522,660	(\$189,559)
Fixed Assets	\$41,031	\$0	\$0	\$0	\$0
Total Expenditures	\$6,655,077	\$6,258,907	\$6,114,901	\$6,498,791	\$239,884
Rev. Over (Under) Exp.	(\$318,201)	\$0	(\$19,908)	\$0	\$0

(a) Other revenue for 2013 from traffic signal knockdown revenue recoveries is restated lower by \$155,000 and reflected in the Traffic Control program for comparative purposes.



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about \$200,000 lower than the 2014 budget, however at the same level as the actual amount received in 2014. This program includes approximately \$3.58 million of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering, also in the Transportation 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. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget continues to include General fund balance to offset the revenue reduction impacts in this program. The 2015 budget includes a total of \$175,000 with 80% of this, \$140,000, budget in this program area.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The \$189,520 increase is mainly due to an anticipated 2,000 ton increase in the amount of salt requested to be purchased by the municipalities in 2015. The quantity of salt sold to municipalities is budgeted at 7,000 tons. The markup/handling fee charged to municipalities is \$7.00 per ton, the same as the 2014 budget. The price of salt has increased \$8.14 per ton, or 15%, from \$54.27 in the 2014 budget to \$62.41 in 2015 (\$69.41 with markup), also impacting the increase in revenues. In addition, the 2015 charges for services revenue budget includes \$130,000 of revenues from pavement marking services to local municipalities, which is \$10,000 higher than the 2014 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around \$593,400, are increasing about \$84,800. These revenues include services provided to the Airport that includes 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 800 tons of salt to Parks and Land Use. The budget is based on 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.

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

Net personnel costs are increasing by about \$82,900 to \$2,851,000, mostly related to costs to continue the regular staff of 36.00 FTE's. Funding continues for 1.10 FTE of overtime, and 0.65 FTE of extra help for two winter seasonal employees, consistent with the 2014 adopted budget. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses increase approximately \$346,500 to about \$2,125,100 primarily due to an increase in salt price and usage. Higher usage is primarily from the municipalities that buy salt from the county, who are anticipated to purchase 7,000 tons of salt, which is 2,000 more tons of salt than in 2014. The 2015 budget assumes 16,400 tons of salt use on County roads, consistent with the 2014 budget base. Experience has shown that with the implementation of salt saving measures over the years, the County's average salt use per season is close to 16,400 tons. Salt is the largest expenditure in the operating expenses area. It is budgeted to increase by about \$311,000 to \$1,510,300. The 2014/2015 salt contract price is \$62.41 per ton, an \$8.14, or 15%, per ton increase from the 2013/2014 contract amount of \$54.27 per ton. Other areas that are increasing from the 2014 budget base are \$22,000 of expenses for installation of four groundwater monitoring wells at the New Berlin substation and the cost of four quarters of water samples; \$3,000 for the purchase of beet juice and liquid calcium chloride to assist with de-icing of roads; and \$2,500 for various shop supplies. Other operating expenditures include: waste disposal and landfill costs of \$50,000; plow blade replacement expenditures of \$65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at \$130,500; and contracted roadway repair including rental of equipment budgeted at \$37,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. The 2015 budget assumes an increase in the price of fuel from an average of \$3.75 per gallon to \$3.80 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$196,600 to \$3,341,600. However, due to an anticipated major increase in State revenues to support State road maintenance, \$2,171,000 of the total \$3,341,600 vehicle expenses are supported by the State Maintenance budget, therefore resulting in a decrease of vehicle expenses on supported by the County Maintenance budget, by about \$175,200. A portion of the vehicle cost decrease is partially offset by workers compensation costs that are increasing in the 2015 budget. The 2015 total charge for Worker's Compensation is just under \$330,000, a \$55,100 increase from the 2014 budget. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost, and increases about \$13,800. The other portion is budgeted in the State Highway Maintenance Budget.

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2014	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2017	\$323,700	0%	TBD

County Operations (Continued)



Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Centerline miles of road maintained -- County	392	401	401	401	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	15	15	15	15	0
Crackfilling 2 lane highways cost per mile	\$3,579	\$3,600	\$3,600	\$3,936	\$336
Center line striping cost per mile	\$467	\$500	\$500	\$500	\$0
Mowing—1 linear mile cost per mile	\$290	\$295	\$220	\$220	(\$75)
Avg Annual maint 1 lane mile	\$6,860	\$6,860	\$6,860	\$6,860	\$0
Salt Annual Tons Used on County Roads	27,600	16,400	16,400	16,400	0

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 (WisDOT). 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.

	2013 Actual	2014 Budget	2014 Estimate (a)	2015 Budget	Budget Change
Staffing (FTE)	27.46	28.79	28.79	33.01	4.22
General Government (a)	\$5,113,635	\$4,704,500	\$5,488,559	\$5,629,070	\$924,570
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	\$5,113,635	\$4,704,500	\$5,488,559	\$5,629,070	\$924,570
Personnel Costs (a)	\$2,214,350	\$2,054,902	\$2,426,834	\$2,375,767	\$320,865
Operating Expenses (a)	\$312,411	\$344,500	\$437,260	\$459,360	\$114,860
Interdept. Charges (a)	\$2,592,555	\$2,305,098	\$2,624,465	\$2,793,943	\$488,845
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,119,316	\$4,704,500	\$5,488,559	\$5,629,070	\$924,570
Rev. Over (Under) Exp.	(\$5,681)	\$0	\$0	\$0	\$0

(a) 2014 estimate is estimated to exceed the 2014 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the WisDOT resulting in a revenue estimate that also exceeds the 2014 budget.

State Highway Operations (Continued)

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 2015 General Government revenue budget is based on the State’s approved 2014 Routine Maintenance Agreement (RMA); the anticipated increase in Statewide funding for RMA work; and funding for the newly developed Performance-Based Maintenance (PBM) program piloted in 2014. The PBM pilot will examine a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize efficient maintenance work. The combination of these revenue changes result in a level of service requested by the State to be about \$925,000 higher than in the 2014 adopted budget. Additional RMA work accounts for about \$325,000 of higher State Funding and PBM work accounts for the remaining \$600,000.

Personnel costs increase by about \$320,900 due primarily to the addition of four Patrol Workers (estimated to cost about \$280,000) and due to an increase of 0.22 FTE of overtime. The increase in staffing is directly related to the increased level of service and funding for the maintenance of the State’s highway system. Staffing levels in the 2015 budget include 26.00 FTE Patrol Workers on State crews. Funding continues for 2.00 FTE Patrol Superintendents. 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. Also, the overtime budget increases by about \$30,000 or by 0.22 FTE (about 460 hours) which is mostly reflective of the increased level of service and funding by the State.

Operating Expenses are increasing about \$114,900 from the 2014 budget. This increase is directly related to the increased level of service and funding for the maintenance of the State’s highway system. Specific increases include \$90,200 for materials for projects through state Performance-Based Maintenance contracts (mentioned above), including shouldering; bridge deck sealing; and rout and seal projects. Waukesha County is performing these projects through the State’s Performance Based Maintenance program piloted in 2014, therefore the 2015 budget has been developed with the assumption this work will continue in 2015. Also, an increase of \$23,800 for de-icing materials has been budgeted due to an increased use of beet juice on the State roads.

Interdepartmental charges increase of almost \$488,850 is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to increase by about \$372,000 to \$2,171,100. Administrative cost recovery continues to be budgeted at approximately 4.5% for labor, materials and equipment costs reported to the State, and is budgeted to increase by about 36,100 to \$235,000. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers’ Compensation and vehicle insurance expenses, totaling \$184,300, an increase of \$41,300, are also included in this appropriation unit.



Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Centerline miles of road maintained	266	254	254	254	0
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,076	1,076	1,076	1,076	0

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional ‘commuter’ services carrying workers to jobs in the Milwaukee CBD. Non-traditional ‘reverse commuter’ services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

Transit Services (Continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 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	\$138,602	\$139,593	\$139,593	\$115,854	(\$23,739)
Appr. Fund Balance	\$152,000	\$72,900	\$72,900	\$50,000	(\$22,900)
County Tax Levy	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,158,302	\$1,080,193	\$1,080,193	\$1,033,554	(\$46,639)
Personnel Costs	\$13,741	\$14,051	\$14,047	\$14,346	\$295
Operating Expenses	\$963,811	\$1,066,142	\$1,065,911	\$1,019,208	(\$46,934)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$977,552	\$1,080,193	\$1,079,958	\$1,033,554	(\$46,639)
Rev. Over (Under) Exp.	\$180,750	\$0	\$235	\$0	\$0



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 55.30% of gross expenses in 2015, which is the lower than the 2014 actual level of 55.58%, yet higher than the 2014 budgeted level of 54.20%. Fund Balance is reduced by \$22,900 to \$50,000 in the 2015 budget. \$22,900 was used in the 2014 budget to offset the local share of one-time costs for pavement repairs at the Goerke's Corners Park and Ride. In 2015, \$50,000 is being used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

The 2015 operating expense budget reflects a consistent level of transit service as compared to the service in the 2014 budget. There are no fare increases planned in the 2015 budget. The decrease in operating expenses relates primarily to the reduction of the one-time expenses for pavement repairs at the Goerke's Corners Park and Ride lot. Expenses related to the fuel adjustment clause in the transit contracts remain at \$50,000, consistent with the 2014 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition ridership on routes including Paratransit and other routes is estimated to decrease based on year-to-date and anticipated future needs. The largest decrease in ridership is on the 901/904/905 series of routes. The decrease in Route 79 is related to the Zoo Interchange freeway construction project. Because all transit services are provided through established contracts, the 2015 budget is based on established contract costs. Funds for a marketing program continue in the 2015 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2015 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, which is unchanged from the 2014 budget.

Transit Services (Continued)



Activity

Total Ridership

Route	Route Description	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	114,902	110,000	112,604	111,478	1,478
10	Brookfield Square Extension	228,366	220,000	221,366	219,152	(848)
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	42,359	36,500	38,128	34,315	(2,185)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	135,345	145,000	121,811	123,029	(21,971)
906	Weekday between Mukwonago and Milwaukee via I-43	35,237	36,000	33,828	34,504	(1,496)
Subtotal		556,209	547,500	527,736	522,478	(25,022)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	5,856	6,000	3,600	4,200	(1,800)
Total with Paratransit		562,065	553,500	531,336	526,678	(26,822)

(1) Ridership estimates for the 2014 Budget and Estimate, and the 2015 Budget are lowered due to zoo interchange construction.

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	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	\$0.82	\$0.85	\$0.83	\$0.88	\$0.03
10	Brookfield Square Extension	\$2.32	\$2.41	\$2.15	\$2.25	(\$0.16)
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$9.91	\$11.50	\$9.51	\$11.03	(\$0.47)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$9.14	\$8.53	\$10.72	\$10.69	\$2.17
906	Weekday between Mukwonago and Milwaukee via I-43	\$9.18	\$8.99	\$9.88	\$9.90	\$0.91
Subtotal Average		\$4.68	\$4.76	\$4.88	\$5.03	\$0.27
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$37.10	\$36.21	\$36.64	\$39.45	\$3.24
Avg with Paratransit		\$10.45	\$10.46	\$10.66	\$11.32	\$0.86

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	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	19.15	18.33	18.77	18.58	0.25
10	Brookfield Square Extension	37.70	36.32	35.90	35.54	(0.78)
79	Weekday from Menomonee Falls to Downtown Milwaukee	14.76	12.72	12.89	11.60	(1.12)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	11.55	12.37	10.39	10.50	(1.87)
906	Weekday between Mukwonago and Milwaukee via I-43	24.24	24.77	23.27	23.73	(1.04)
Subtotal Average		19.79	19.48	18.65	18.46	(1.02)
						0.00
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.66	2.73	2.64	2.63	(0.10)
Avg with Paratransit		18.55	18.27	17.91	17.62	(0.65)

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	6.91	7.16	7.16	7.14	(0.02)
General Government	\$411,421	\$427,941	\$447,893	\$447,893	\$19,952
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10,897	\$10,000	\$10,000	\$81,005	\$71,005
Appr. Fund Balance	\$33,308	\$27,300	\$27,300	\$17,500	(\$9,800)
County Tax Levy	\$254,474	\$287,891	\$287,891	\$194,100	(\$93,791)
Total Revenues	\$710,100	\$753,132	\$773,084	\$740,498	(\$12,634)
Personnel Costs	\$628,290	\$654,407	\$602,323	\$661,858	\$7,451
Operating Expenses	\$25,624	\$46,450	\$47,450	\$47,450	\$1,000
Interdept. Charges	\$49,752	\$52,275	\$52,075	\$31,190	(\$21,085)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$703,666	\$753,132	\$701,848	\$740,498	(\$12,634)
Rev. Over (Under) Exp.	\$6,434	\$0	\$71,236	\$0	\$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General government revenues are budgeted at a level higher than the 2014 budget base. These revenues reflect 10% or about \$447,900 of General Transportation Aids (GTA) allocation in this program area. The increase reflects a shift in allocation of the revenues, not an overall increase in GTA revenues for the department. The overall reduction of GTA revenues in the 2015 budget is approximately \$200,000. The 2015 GTA revenues are also allocated to the Traffic Control program (10%) and County Highway Operations (80%), both in the Transportation Fund. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget includes \$17,500 of General Fund balance to continue to offset the revenue reduction impacts in this program. This fund balance represents 10% of the total \$175,000 of fund balance provided to the department to offset the GTA revenue reductions. The 2015 budget continues to include revenue for engineering and design services from municipalities. The increase of \$71,000 includes funds from the City of Waukesha for the design of bike lanes in the city and funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design of the CTH VV & Lilly Rd intersection.

Engineering Services (continued)

Personnel costs increase about \$7,500 mostly related to costs to continue for the regular staff of 5.45 FTE's. Extra Help funding continues for 0.69 FTE temporary extra help for three summer interns, and 1.00 FTE co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin--Milwaukee. Overall, the FTE has decreased slightly by 0.02 FTE which is more reflective of actual extra help hours work.

Operating expenses increase \$1,000 to \$47,450. Operating expenses include funds for engineering software maintenance; services for specialty bridge inspections, including infrared bridge survey, dive inspections and re-rating load capacities; survey supplies, and funds for staff professional development. Interdepartmental charges include costs of computer and phone services. The decrease in interdepartmental charges is reflective of a more accurate reallocation of computer support charges.

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2014 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131 (a)	Bridge Aid Program	\$0	\$0	\$0	Ongoing	N/A	\$0
9817 (a)	Culvert Replacement Program	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427 (a)	Signal/Safety Improvements	\$842,400	\$842,400	(b)	Ongoing	N/A	Reduced
200911 (a)	Repaving Program 2013-2017	\$3,000,000	\$1,670,000	\$330,000	Ongoing	N/A	\$0
200011	CTH L, CTH Y - Moorland	\$29,033,000	\$18,682,000	\$10,351,000	2014	100%	\$33,350
200511	CTH D, Calhoun Road - Intersection	\$2,385,000	\$2,385,000	\$0	2015	50%	\$10,000
200606	CTH P, Bark River Bridge	\$1,424,000	\$574,000	\$850,000	2015	30%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	\$11,731,000	\$3,586,000	\$8,145,000	2014	100%	\$36,750
200810	CTH CW, Ashippun River Bridge	\$1,391,000	\$741,000	\$650,000	2015	40%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	\$5,028,000	\$1,310,000	\$3,718,000	2014	100%	\$0
200917	Waukesha West By Pass	\$13,374,000	\$4,555,000	\$8,819,000	2016	30%	\$92,000
201004	CTH ES, Fox River Bridge	\$1,034,000	\$332,000	\$702,000	2015	5%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,924,000	\$2,198,000	\$2,726,000	2017	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	\$1,686,000	\$1,142,000	\$544,000	2016	12%	Reduced
201008	CTH M, CTH YY to East County Line	\$17,016,000	\$6,480,000	\$10,536,000	2018	0%	\$28,800
201116	CTH C, Mill Street to Oakwood Rd.	\$2,083,000	\$1,620,000	\$463,000	2016	15%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$703,000	\$253,000	\$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	\$8,443,000	\$3,475,000	\$4,968,000	2019	0%	\$13,700
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	\$693,000	\$231,000	\$462,000	2018	2%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	\$230,000	\$97,000	\$133,000	2018	0%	Reduced
201502	CTH O, I-94 to USH 18	\$6,750,000	\$2,150,000	\$4,600,000	2021	0%	Reduced

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2015.

(b) Approximately \$3.6 million of federal Highway Safety Improvement Program (HSIP) funding is planned for signal and safety improvement projects through 2017. These expenditures and revenues would be accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.

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.

	2013 Actual (a)	2014 Budget	2014 Estimate (b)(c)	2015 Budget	Budget Change
Staffing (FTE)	5.75	4.82	4.82	4.87	0.05
General Government	\$425,744	\$442,839	\$447,893	\$447,893	\$5,054
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$159,879	\$50,000	\$50,000	\$89,000	\$39,000
Appr. Fund Balance (b)	\$54,803	\$25,700	\$37,700	\$17,500	(\$8,200)
County Tax Levy	\$337,465	\$331,256	\$331,256	\$343,103	\$11,847
Total Revenues	\$977,891	\$849,795	\$866,849	\$897,496	\$47,701
Personnel Costs	\$307,265	\$377,747	\$396,444	\$403,345	\$25,598
Operating Expenses (b)(c)	\$525,870	\$469,900	\$503,210	\$492,831	\$22,931
Interdept. Charges	\$1,455	\$2,148	\$1,548	\$1,320	(\$828)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$834,590	\$849,795	\$901,202	\$897,496	\$47,701

Rev. Over (Under) Exp.	\$143,301	\$0	(\$34,353)	\$0	\$0
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- (a) Other revenue of \$155,000 in 2013 actuals from traffic signal knockdown revenue recoveries is restated from the County Highway Operations program to this program for comparative purposes.
- (b) The 2014 Estimate includes an encumbrance carryover from 2013 to 2014.
- (c) Higher than budgeted expenses in 2014 largely due to traffic signal knockdowns and electrical utility costs for signals.

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights



General government revenues are budgeted at a level higher than the 2014 budget base. These revenues reflect 10% or \$447,900 of General Transportation Aids (GTA) allocation in this program area. The increase reflects a shift in allocation of the revenues, not an overall increase in GTA revenues for the department. The overall reduction of GTA revenues in the 2015 budget is approximately \$200,000. The 2015 GTA revenues are also allocated to the Engineering Services program (10%) and County Highway Operations (80%), both in the Transportation Fund. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget includes \$17,500 of general fund balance to continue to offset the revenue reduction impacts in this program. This fund balance represents 10% of the total \$175,000 of fund balance provided to the department to offset the GTA revenue reductions. Other revenues include recovered costs from traffic signals that have been knocked down which are increasing over the past few years; therefore the 2015 budget has been increased by \$39,000 to reflect more of this type of revenue.

Net personnel costs increase about \$25,600 partially related to changes in insurance plans and by cost to continue expenses for the staff. The 0.05 FTE increase in overtime reflects actual workload of the traffic control staff.

Operating expenses include pavement marking expenses at \$185,000; \$155,000 for traffic signal electricity costs; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges are budgeted at \$65,000; signage is budgeted at \$48,000; and the replacement of two traffic counters and miscellaneous computer upgrades are budgeted at \$8,000.



Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Traffic Signals	104	105	106	107	2
Roundabout Intersections	3	4	4	4	0
Total Electricity Costs	\$131,981	\$145,000	\$155,000	\$155,000	\$10,000

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	1.50	1.50	1.50	1.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$71,665	\$72,000	\$71,000	\$72,000	\$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	\$56,524	\$72,432	\$72,432	\$74,151	\$1,719
Total Revenues	\$128,189	\$144,432	\$143,432	\$146,151	\$1,719
Personnel Costs	\$141,539	\$144,432	\$145,117	\$146,151	\$1,719
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$141,539	\$144,432	\$145,117	\$146,151	\$1,719
Rev. Over (Under) Exp.	(\$13,350)	\$0	(\$1,685)	\$0	\$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 Actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

Permit fees are anticipated to increase in 2015 rates and are itemized on the following schedule. The next increase is planned for 2017, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are budgeted at the same level as the 2014 budget base. Tax Levy subsidy to fund this program of about \$74,200 is increased slightly by \$1,700.

Personnel costs of of about \$146,200 increase \$1,700 from 2014 and mainly reflect the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	61	60	50	55	(5)
Utility Permits Processed	299	300	270	300	0

Permit Processing (Continued)

The following is the Permit Fee structure for years 2013/2014 and 2015/2016:

Utility Permits		2013/2014		2015/2016	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$85	\$220	\$85	\$220
	Add'l 1,000'		\$220		\$220
Excavate/Plow in ROW	First 200'	\$85	\$170	\$85	\$170
	Add'l mile		\$170		\$170
New Poles	Each	\$85	\$170	\$85	\$170
Re-application		\$85		\$85	
Access Permits		2013/2014		2015/2016	
	Unit	Application	Permit	Application	Permit
Single Family, Farm Permit fee without culvert	Each drive		\$305		\$490
	Permit fee with culvert	Each drive		\$850	\$1,065
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each drive	Application	Permit	Application	Permit
		\$400	\$550	\$450	\$750
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each drive	\$400	\$805	\$450	\$1,740
	Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each drive	\$400	\$3,000	\$450
Traffic Signal Installation	Per signal		\$1,390		\$1,550
Re-application		\$90		\$90	
Miscellaneous work in R/W (Not included below)		\$85			
Other driveway work eg - repave, replace culvert					\$130
Fee for county to install culvert - owner supply					\$575
Temporary driveway					\$180
Sign in right of way					\$150
Sign in right of way - county install owner supplied sign					\$170
Revocable Occupancy permit					\$375
Sidewalk					\$130



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	2013	2014	2014	2015	Change From 2014	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$59,740	\$75,000	\$82,800	\$60,200	(\$14,800)	-19.7%
Interdepartmental (a)	\$3,805,998	\$3,651,801	\$3,897,500	\$3,717,986	\$66,185	1.8%
Other Revenue	\$28,459	\$14,200	\$20,700	\$14,500	\$300	2.1%
Appr. Fund Balance (b)	\$141,083	\$133,083	\$183,774	\$101,083	(\$32,000)	-24.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,035,280	\$3,874,084	\$4,184,774	\$3,893,769	\$19,685	0.5%
Expenditures						
Personnel Costs	\$1,059,653	\$1,191,489	\$1,222,355	\$1,171,033	(\$20,456)	-1.7%
Operating Expenses (b)(c)	\$2,745,404	\$2,612,748	\$2,845,408	\$2,647,077	\$34,329	1.3%
Interdept. Charges	\$62,916	\$69,252	\$65,347	\$75,087	\$5,835	8.4%
Fixed Assets (Memo) (d)	\$0	\$32,000	\$31,200	\$0	(\$32,000)	-100.0%
Total Expenditures (d)	\$3,867,973	\$3,873,489	\$4,133,110	\$3,893,197	\$19,708	0.5%
Operating Income/(Loss) (d)	\$167,307	\$595	\$51,664	\$572	(\$23)	-3.9%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.65	0.65	0.65	0.41	(0.24)	
Overtime	0.08	0.08	0.08	0.10	0.02	
Total FTEs	14.73	14.73	14.73	14.51	(0.22)	

- (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 2013, 2014 and 2015 for the facility depreciation expense; \$40,000 in 2013 for the repairs to fuel islands associated with the COMM10 legislation; and \$32,000 in 2014 for the one time purchase of equipment. The 2014 estimate also includes \$50,691 in open purchase orders carried over from 2013.
- (c) The 2014 operating expenses are estimated to exceed the 2014 Adopted budget due to higher vehicle repair and maintenance costs. An ordinance may need to be proposed to appropriate related above-budget revenues.
- (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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	14.38	14.38	14.38	14.16	(0.22)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$59,740	\$75,000	\$82,800	\$60,200	(\$14,800)
Interdepartmental (a)	\$2,165,824	\$1,987,611	\$2,240,000	\$2,027,370	\$39,759
Other Revenue	\$25,253	\$14,200	\$20,700	\$14,500	\$300
Appr. Fund Balance (b)	\$101,083	\$133,083	\$133,083	\$101,083	(\$32,000)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,351,900	\$2,209,894	\$2,476,583	\$2,203,153	(\$6,741)
Personnel Costs	\$1,030,839	\$1,161,975	\$1,192,725	\$1,140,713	(\$21,262)
Operating Expenses (b)	\$1,157,703	\$979,171	\$1,184,578	\$988,077	\$8,906
Interdept. Charges	\$62,146	\$62,414	\$58,509	\$68,175	\$5,761
Fixed Assets (Memo)	\$0	\$32,000	\$31,200	\$0	(\$32,000)
Total Expenditures	\$2,250,688	\$2,203,560	\$2,435,812	\$2,196,965	(\$6,595)
Operating Income/(Loss)	\$101,212	\$6,334	\$40,771	\$6,188	(\$146)

(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

(b) Central Fleet Fund Balance appropriation of \$101,083 in 2013, 2014 and 2015 is for the facility depreciation; 2014 includes \$32,000 for the one-time purchase of equipment.

**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 multi-year average of services provided to customers. The Division continues to provide services to outside agencies, however, charges for services revenues are being decreased in 2015 due to the uncertainty of level of service requests in the future. Interdepartmental charge revenues increase about \$39,800 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements. Fund Balance continues to be used to offset the facility depreciation.

Personnel costs decrease about \$21,300, or 2% from the 2014 budget. The reduction is mostly due to the abolishment of a vacant Mechanic position and the creation of an Administrative Assistant position. The impact to salaries and benefits is estimated to be a savings from the 2014 budget of about \$27,000. It is anticipated that the new administrative assistant position will free up the three lead mechanics from administrative duties to perform more billable hours on an actual basis (mechanic position currently vacant). Although Extra Help is decreasing in the 2015 budget, by \$6,200 or 0.24 FTE (about 500 hours) to 0.41 FTE, funds continue for 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. The decrease in temporary extra help is partially offset by an increase in budgeted overtime by 0.02 FTE to 0.10 FTE.

Repair & Maintenance (Cont.)

Operating expenses are increasing about \$8,900, which is less than 1.0% from the 2014 budget. Major expenses include parts purchased for repairs and maintenance of \$538,300 and the cost of commercial repair services budgeted at \$173,300. Both of these expenditures are based on a multi-year history of vehicle repairs and maintenance. Additionally, appropriations include support/licensing costs for Fleet Focus budgeted at \$38,000; depreciation expense of \$107,400; a small tools replacement program budgeted at \$18,000, and an employee recognition program budgeted at \$1,500. Other expenditures in this appropriation unit include building maintenance costs; utilities; shop supplies for the shop personnel; training expenses and housekeeping costs.

Interdepartmental charges are at \$5,800 higher than the 2014 budget. The increase is primarily due to an increase of Workers Compensation and General/Vehicle insurance costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

No Fixed Assets are requested in the 2015 budget.

In an effort to keep the 2014 to 2015 rate increases at or below 2%, the 2015 Central Fleet Rates are as follows:

Heavy labor rate:	\$90.30, 2.0% increase from 2014
Light labor rate:	\$76.25, 2.0% increase from 2014
Service rate:	\$82.75, 2.0% increase from 2014
Outside Heavy labor rate:	\$97.35, 2.0% increase from 2014
Outside Light labor rate:	\$81.45, 2.0% increase from 2014
Outside Service rate:	\$88.60, 2.0% increase from 2014
Parts markup:	16%, 0.0% increase from 2014
Commercial markup:	16%, 0.0% increase from 2014

Performance Measures

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	23%	32%	32%	27%	(4%)
Marked Squad Basic A- Preventive Maintenance (PM Costs) (a)	\$39.73	\$41.51	N/A (a)	N/A (a)	N/A

	Benchmark	11 Actual	12 Actual
Vehicle Comebacks	2%	<1%	<1%
Marked Squad A Preventive Maintenance (a)	0.30 hours	0.27 hours	0.30 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.57 hours	1.60 hours

(a) Squads changed from Sedan Basic A Preventative Maintenance to Tahoes Basic B Preventative Maintenance in 2014.



Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Work Orders	5895	6,025	6,025	6,100	75
Internal Customer Work Orders	5659	5,800	5,800	5,900	100
External Customer Work Orders	236	325	325	200	(125)
Total Internal. Cust. Rep./Maint. Rev.	\$2,125,824	\$1,947,611	\$2,200,000	\$1,987,370	\$39,759
Total External Cust. Rep./Maint. Rev	\$59,740	\$77,040	\$82,800	\$60,200	(\$16,840)
Total External Customers	8	8	9	9	1

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 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)	\$1,640,174	\$1,664,190	\$1,657,500	\$1,690,616	\$26,426
Other Revenue	\$3,206	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$40,000	\$0	\$50,691	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,683,380	\$1,664,190	\$1,708,191	\$1,690,616	\$26,426
Personnel Costs	\$28,814	\$29,514	\$29,630	\$30,320	\$806
Operating Expenses	\$1,587,701	\$1,633,577	\$1,660,830	\$1,659,000	\$25,423
Interdept. Charges	\$770	\$6,838	\$6,838	\$6,912	\$74
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,617,285	\$1,669,929	\$1,697,298	\$1,696,232	\$26,303
Operating Income/(Loss)	\$66,095	(\$5,739)	\$10,893	(\$5,616)	\$123

- (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 2013 for the repairs to fuel islands associated with the COMM10 legislation. The 2014 estimate also includes \$50,691 in open purchase orders carried over from 2013.



Program Highlights

The 2015 budget assumes the average wholesale price of fuel (diesel and unleaded) will be \$3.80 per gallon, an increase of \$0.05 per gallon from the 2014 budget. Of this, approximately \$0.32 is for State fuel taxes, which is consistent with the 2014 rate. Fuel usage is based on a multi-year average of actual usage and is budgeted slightly higher than the 2014 budget. The markup for fuel is remaining stable at \$0.21 per gallon in 2015. Operating expense increases are mainly due to fuel costs, which are budgeted to increase by \$26,100 to \$1,602,100. Integrity testing of all the underground tanks will continue in 2015 and funds are budgeted for maintenance and repairs of the 18 sites.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2014	Est. Operating Impact
201211	Fuel Site Upgrades	2014	\$232,000	100%	\$0
201415	Fuel Tank Replacement and Infrastructure	TBD	\$1,500,000	0%	TBD

In an effort to keep the 2014 to 2015 rate increase at or below 2.0% the 2015 Central Fleet Rates is as follows:
 Fuel markup: \$0.21 per gallon, 0.0% increases from 2014



Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	459,479	420,250	454,865	421,600	1,350



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	2013	2014	2014	2015	Change From 2014	
	Actual	Adopted Budget	Estimate	Budget	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)	\$2,337,732	\$2,409,376	\$2,409,376	\$2,562,006	\$152,630	6.3%
Other Revenue (b)	\$418,112	\$461,000	\$461,000	\$529,500	\$68,500	14.9%
Appr. Fund Balance (c)	\$60,234	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,816,078	\$2,870,376	\$2,870,376	\$3,091,506	\$221,130	7.7%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,439,966	\$2,735,270	\$2,735,270	\$2,976,286	\$241,016	8.8%
Interdept. Charges	\$102,217	\$103,331	\$103,331	\$100,375	(\$2,956)	-2.9%
Fixed Assets (Memo) (d)	\$2,798,600	\$3,901,100	\$3,901,100	\$3,179,750	(\$721,350)	-18.5%
Total Expenditures (d)	\$2,542,183	\$2,838,601	\$2,838,601	\$3,076,661	\$238,060	8.4%
Operating Income/(Loss) (d)	\$273,895	\$31,775	\$31,775	\$14,845	(\$16,930)	-53.3%

- (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). Fund balance is not needed for the 2014 or 2015 budgets.
- (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.

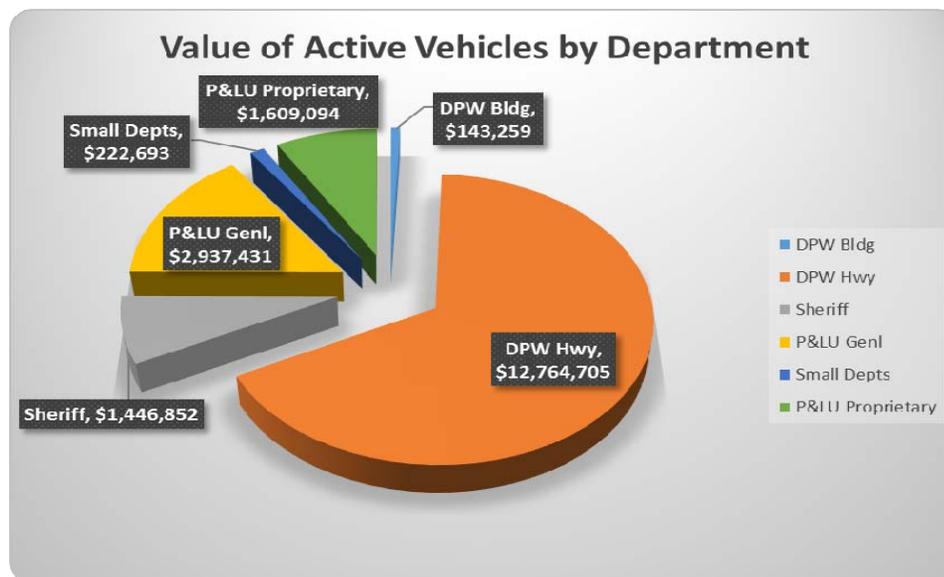


Program Highlights

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 2014 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.

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.

Operating expenditures increase \$241,000 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations are based on a three-year experience history and are decreasing about \$2,950 from the 2014 allocations. This decrease is due to the decrease in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Active Vehicles in Plan	379	379	385	385	6
Vehicles Replaced	52	66	65	61	(5)

Vehicle Replacement Fund

Public Works

Program

Waukesha County
2015 Vehicle Replacement Plan

<u>Fund</u>	<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Estimated Salvage</u>
100	Sheriff's Department	Squad, full size patrol	21	\$32,200	\$676,200	\$94,500
100	Sheriff's Department	Auto, Full Size, unmarked	2	\$21,200	\$42,400	\$9,000
100	Sheriff's Department	Auto, mid size	1	\$21,200	\$21,200	\$4,500
100	Sheriff's Department	Crossover, mid size	1	\$24,000	\$24,000	\$4,500
100	Sheriff's Department	Van, full size transport	2	\$28,400	\$56,800	\$16,000
Subtotal Sheriff's Dept			27		\$820,600	\$128,500
240	Public Works Hwys	Truck, Patrol, dump box (with Vbox)	4	\$199,800	\$799,200	\$120,000
240	Public Works Hwys	Trailer	1	\$26,750	\$26,750	\$4,000
240	Public Works Hwys	Grader, Patrol	1	\$150,000	\$150,000	\$20,000
240	Public Works Hwys	Tractor, zero turn w/ trailer	1	\$25,000	\$25,000	\$4,000
240	Public Works Hwys	Loader, rubber tired	1	\$205,000	\$205,000	\$30,000
240	Public Works Hwys	Truck, Patrol, dump box (no Vbox)	2	\$183,800	\$367,600	\$60,000
Subtotal DPW Hwys			10		\$1,573,550	\$238,000
100	Parks & Land Use Genl	Mower, outfront rotary, cab, broom	1	\$33,900	\$33,900	\$6,000
100	Parks & Land Use Genl	Pump, Fire	1	\$11,800	\$11,800	\$1,000
100	Parks & Land Use Genl	Truck, 1 Ton dump, 4x4, plow, sander	2	\$46,400	\$92,800	\$20,000
100	Parks & Land Use Genl	Brush Chipper	1	\$28,000	\$28,000	\$5,000
100	Parks & Land Use Genl	Pickup, 3/4 Ton, 4x4, plow	1	\$32,000	\$32,000	\$8,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom	2	\$35,500	\$71,000	\$12,000
100	Parks & Land Use Genl	Brush Chipper	1	\$11,000	\$11,000	\$1,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom	1	\$29,900	\$29,900	\$5,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom, snowblower	1	\$34,500	\$34,500	\$5,000
100	Parks & Land Use Genl	Utility Vehicle with tracks & groomer	1	\$27,000	\$27,000	\$5,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom, mulch, 4x4	1	\$34,100	\$34,100	\$6,000
Subtotal P&LU Gen'l Fund			13		\$406,000	\$74,000
505	Parks & Land Use Golf Courses	Mower, Wide Area	2	\$65,000	\$130,000	\$24,000
505	Parks & Land Use Golf Courses	Topdresser	2	\$15,900	\$31,800	\$4,000
505	Parks & Land Use Golf Courses	Brush Chipper	1	\$30,400	\$30,400	\$5,000
505	Parks & Land Use Golf Courses	Pickup, 3/4 Ton, 4x4, plow	2	\$32,000	\$64,000	\$16,000
Subtotal P&LU Golf Courses			7		\$256,200	\$49,000
100	Emergency Management	SUV	1	\$30,300	\$30,300	\$10,000
100	Health & Human Services	Mini Van	1	\$30,300	\$30,300	\$10,000
100	Medical Examiner	Van	2	\$31,400	\$62,800	\$20,000
Subtotal Small Departments			4		\$123,400	\$40,000
Grand Total			61		\$3,179,750	\$529,500

Vehicle Replacement Fund

Public Works

Program

**WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN**

Fund	Agency	2014		2015		2016		2017		2018		2019	
		Units	Cost										
240	Public Works Hwy Ops	18	\$2,415,100	10	\$1,573,550	24	\$2,268,400	17	\$2,168,900	18	\$2,294,200	14	\$1,616,600
100	Public Works Bldg Ops	0	\$0	0	\$0	3	\$73,000	1	\$24,800	1	\$23,900	2	\$64,600
100	Sheriff (a)	19	\$515,900	27	\$820,600	21	\$588,900	4	\$119,300	1	\$33,000	8	\$249,800
100	Parks & Land Use Gen'l	18	\$619,200	13	\$406,000	11	\$361,000	18	\$697,305	15	\$480,100	11	\$417,969
505	Golf Courses	11	\$350,900	7	\$256,200	17	\$467,900	9	\$206,000	6	\$217,600	8	\$310,100
545	Ice Arenas	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
100	Medical Examiner	0	\$0	2	\$62,800	0	\$0	2	\$59,400	0	\$0	0	\$0
various	Human Services	0	\$0	1	\$30,300	3	\$73,900	0	\$0	0	\$0	0	\$0
450	Records Mgmt	0	\$0	0	\$0	0.5	\$11,900	0	\$0	0	\$0	0	\$0
100	Information Systems	0	\$0	0	\$0	0.5	\$11,900	0	\$0	0	\$0	0	\$0
100	Emergency Mgmt	0	\$0	1	\$30,300	0	\$0	0	\$0	0	\$0	0	\$0
470	Radio Services	0	\$0	0	\$0	1	\$23,000	0	\$0	0	\$0	0	\$0
Total Replacements		66	\$3,901,100	61	\$3,179,750	81	\$3,879,900	51	\$3,275,705	41	\$3,048,800	43	\$2,659,069

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.



Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to Southeastern Wisconsin and the Great Lakes Region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short and long range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on County tax levy.

Financial Summary	2013	2014	2014	2015	Change From 2014	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$747,357	\$757,400	\$775,564	\$768,982	\$11,582	1.5%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$32,589	\$19,850	\$21,900	\$21,200	\$1,350	6.8%
Appr. Fund Balance (a)	\$248,129	\$180,829	\$180,829	\$210,829	\$30,000	16.6%
County Tax Levy (a)	\$192,563	\$192,563	\$192,563	\$162,563	(\$30,000)	-15.6%
Total Revenue Sources	\$1,220,638	\$1,150,642	\$1,170,856	\$1,163,574	\$12,932	1.1%
Expenditures						
Personnel Costs	\$223,438	\$269,279	\$248,047	\$262,911	(\$6,368)	-2.4%
Operating Expenses (a)(b)	\$794,167	\$745,126	\$747,853	\$756,415	\$11,289	1.5%
Interdept. Charges	\$146,015	\$136,237	\$138,119	\$144,248	\$8,011	5.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,163,620	\$1,150,642	\$1,134,019	\$1,163,574	\$12,932	1.1%
Operating Income/(Loss)	\$57,018	\$0	\$36,837	\$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. Airport Fund balance is increased \$30,000 to reduce reliance on County Tax Levy.
- (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.

Airport Operations

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

Program Description

The Operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of Airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, and emergency response and also monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the Air Traffic Control Tower facility and operations; and Fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	1.10	1.30	1.30	1.30	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$715,090	\$662,400	\$655,773	\$673,982	\$11,582
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$25,248	\$19,700	\$19,700	\$19,700	\$0
Appr. Fund Balance	\$213,129	\$180,829	\$180,829	\$180,829	\$0
County Tax Levy	\$102,500	\$77,860	\$77,860	\$67,395	(\$10,465)
Total Revenues	\$1,055,967	\$940,789	\$934,162	\$941,906	\$1,117
Personnel Costs	\$108,576	\$128,499	\$105,014	\$115,892	(\$12,607)
Operating Expenses	\$710,093	\$706,393	\$710,647	\$712,189	\$5,796
Interdept. Charges	\$118,595	\$105,897	\$107,979	\$113,825	\$7,928
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$937,264	\$940,789	\$923,640	\$941,906	\$1,117
Operating Income/(Loss)	\$118,703	\$0	\$10,522	\$0	\$0

Note: The Airport programs have been reorganized into two programs in the 2014 budget. The prior year 2013 Actuals have been restated for comparative purposes.



Program Highlights

Charges for Service revenues are budgeted to increase about \$11,600 and include revenues from land leases of \$322,500; hangar rental revenues of \$249,200; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of \$54,200; airport lease revenues paid by the FBO for exclusively leased ramp area of \$5,700; the FBO lease for the Airport fuel farm of \$40,400 and tie down fees of \$2,000.

Other revenues include the recoveries from the FBO for utility costs.

The Fund Balance appropriation remains the same as the 2014 budget levels, and is used to to partially offset depreciation expense.

Personnel costs are decreasing about \$12,600. This decrease primarily due to changes in health insurance plans. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing just under \$6,000. Contracted snow removal charges are budgeted \$20,600 higher than the 2014 base, due to uncertainty with the contract being re-bid in the fall of 2014. Other increases consist of changes in individual operating expense accounts of less than \$5,000.

Depreciation expenses are budgeted to decrease by about \$24,500, based on some assets being fully depreciated by the end of 2014.. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are increased by \$7,900 primarily to more closely reflect actual experience with grounds maintenance and building maintenance services.

Airport

Operations Fund

Public Works

Program

Airport Operations (Continued)



Activity Data

	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement (a)	456,949	476,949	456,949	461,299	(15,650)
Acres of grass to be mowed	337	333	337	332	(1)

(a) 2014 budget assumed completion of the terminal ramp expansion (capital project 201311) in 2014, but now proposed at a reduced scope in 2015.



Activity Data

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (b)	976,146	840,000	1,073,761	840,000	0
<u>100LL</u>	<u>120,530</u>	<u>110,000</u>	<u>124,146</u>	<u>110,000</u>	<u>0</u>
Total	1,096,676	950,000	1,197,907	950,000	0

(b) 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 the first point of service to our customers; and 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; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	1.90	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$32,267	\$95,000	\$119,791	\$95,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$7,341	\$150	\$2,200	\$1,500	\$1,350
Appr. Fund Balance	\$35,000	\$0	\$0	\$30,000	\$30,000
County Tax Levy	\$90,063	\$114,703	\$114,703	\$95,168	(\$19,535)
Total Revenues	\$164,671	\$209,853	\$236,694	\$221,668	\$11,815
Personnel Costs	\$114,862	\$140,780	\$143,033	\$147,019	\$6,239
Operating Expenses	\$84,074	\$38,733	\$37,206	\$44,226	\$5,493
Interdept. Charges	\$27,420	\$30,340	\$30,140	\$30,423	\$83
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$226,356	\$209,853	\$210,379	\$221,668	\$11,815
Operating Income/(Loss)	(\$61,685)	\$0	\$26,315	\$0	\$0

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2013 Actuals have been restated for comparative purposes.

Administrative Services (Continued)

Program Highlights

Charges for services include revenues from Fuel sales. Fuel volume projections are based on historic data. In 2015, due to the Reconstruction of Runway 10/28, fuel sales are anticipated to temporarily decrease due to the limited use of the Airport for four months, however, based on current fuel sales which are much higher than anticipated in the budget, it is expected that even with the runway closer, fuel revenues in 2015 will be comparable to 2014 budget. Fuel flowage revenues received from the FBO remain at \$0.10 per gallon. Other revenues include \$1,500 from cost recoveries for airport identification/access control badges issued. Airport Fund Balance of \$30,000 is budgeted to reduce reliance on County Tax Levy funding.

Personnel costs are increasing \$6,200 from the 2014 budget due to cost to continue expenses. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing by \$5,500 from the 2014 adopted budget. The primary reason for the increase in Operating Expenses is due to an increase in funds for Airport marketing. Also included in this appropriation unit are administrative costs to support the administration of the Airport such as expenses for professional development, office supplies, and printing costs.

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/Expense	Estimated Depreciation Expense	Total (Rev)/Exp
201213	Reconstruction Hangar 674 Study	2014	\$10,000	\$0	\$0	\$0
201311	Airport Terminal Ramp Expansion	2015	\$700,000	(\$47,500)	\$28,000	(\$19,500)
200704	Runway 10/28 Rehabilitation	2015	\$537,500	(\$30,000)	\$21,500	(\$8,500)
201118	Airport Facility Upgrade	2015	\$610,000	\$0	\$30,500	\$30,500
200310	Runway 10/28 Safety Area	2016	\$796,000	\$2,000	\$31,840	\$33,840
200703	Airport Maintenance and Snow Removal Buil	2017	\$290,000	\$0	\$7,250	\$7,250
200804	Master Plan Update	2017	\$65,000	\$0	\$6,500	\$6,500
201308	Taxiway C realignment and Lighting	2018	\$210,000	\$0	\$10,500	\$10,500

* See capital project forms for ongoing operating impacts