
TABLE OF CONTENTS

PUBLIC WORKS

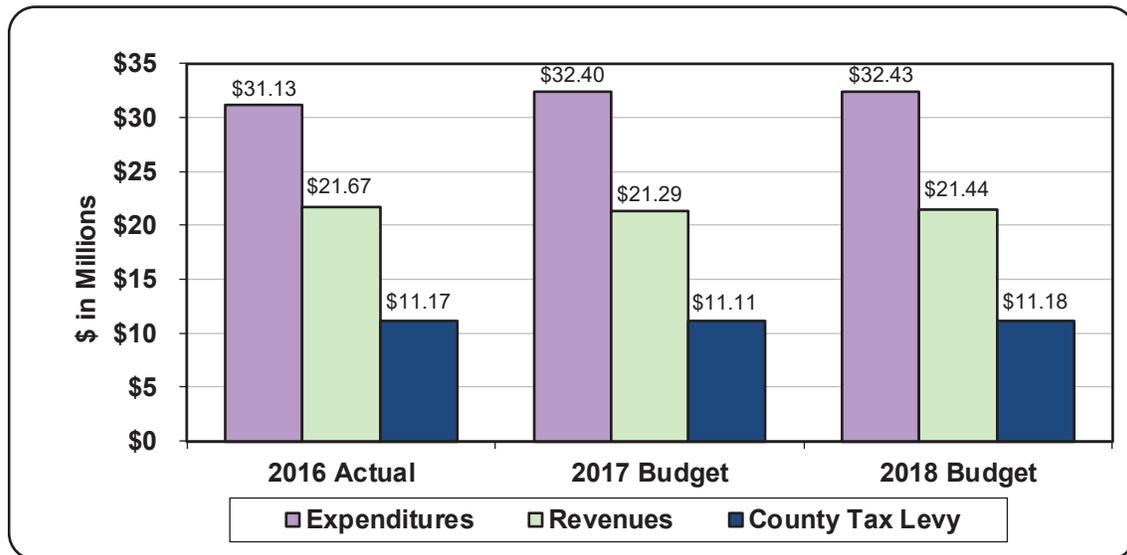
Public Works Functional Area Summary	307
Public Works- ALL FUNDS.....	311
Fund: General	317
Construction Services	318
Building Improvement Plan	319
Energy Consumption.....	321
Facilities Maintenance	323
Housekeeping Services	324
Administrative Services.....	325
Fund: Transportation Fund.....	326
County Operations	327
State Highway Operations	330
Transit Services	332
Engineering Services	335
Traffic Control.....	338
Permit Processing.....	339
Fund: Central Fleet Maintenance	341
Repair & Maintenance.....	342
Central Fueling.....	345
Fund: Vehicle/Equipment Replacement.....	346
2018 Replacement Plan	348
Five Year Replacement Plan.....	349
Fund: Airport Operations	350

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 2018 expenditure budget for this functional area totals \$32,428,137, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$29,677 or 0.1% from the 2017 Adopted Budget. Budgeted revenues (including \$471,912 of Fund Balance appropriations) total \$21,440,358, an increase of \$146,959 or 0.7% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,179,428, an increase of \$70,000 or 0.6% from the 2017 Adopted Budget.

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

	2016	2017	2017	2018	Change from 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$21,673,714	\$21,293,399	\$21,152,714	\$21,440,358	\$146,959	0.7%
County Tax Levy (b)(c)	\$11,166,428	\$11,109,428	\$11,109,428	\$11,179,428	\$70,000	0.6%
Expenditure (d)	\$31,130,946	\$32,398,460	\$31,785,120	\$32,428,137	\$29,677	0.1%
Rev. Over (Under) Exp.	\$958,397	\$0	\$367,365	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$750,799	\$4,367	\$109,657	\$191,649	\$187,282	4288.6%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Revenues (a)	\$21,673,714	\$21,293,399	\$21,152,714	\$21,440,358	\$146,959	0.7%
County Tax Levy (b)(c)	\$11,166,428	\$11,109,428	\$11,109,428	\$11,179,428	\$70,000	0.6%
Expenditure (d)	\$31,130,946	\$32,398,460	\$31,785,120	\$32,428,137	\$29,677	0.1%
Rev. Over (Under) Exp.	\$958,397	\$0	\$367,365	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$750,799	\$4,367	\$109,657	\$191,649	\$187,282	4288.6%

(a) Appropriated fund balance is included in revenues as follows:

Fund	Description	2016	2017 Budget	2017 Estimate	2018 Budget
General	Demolition of final rental property	\$30,000	\$0	\$0	\$0
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$75,000
General	One-time conference room furniture replacement	\$0	\$0	\$0	\$25,000
General	Purchase order and carryovers from prior year	\$222,117	\$0	\$263,717	\$0
	Subtotal General Fund Balance Appropriation	\$352,117	\$100,000	\$363,717	\$100,000
Transportation	One-time purchase of highway maintenance equipment*	\$38,000	\$74,000	\$74,000	\$40,000
Transportation	Purchase order and carryovers from prior year	\$22,000	\$0	\$17,846	\$0
Transportation	Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
	Subtotal Transportation Fund Balance Appropriation**	\$110,000	\$124,000	\$141,846	\$90,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$39,277	\$0	\$36,084	\$0
Central Fleet	One-time expense of painting fuel tanks	\$10,000	\$0	\$0	\$0
Central Fleet	One-time expense for on-site software training	\$0	\$6,000	\$6,000	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$150,360	\$107,083	\$143,167	\$101,083
Airport	Reduce reliance on county tax levy	\$20,000	\$0	\$0	\$0
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Airport	Purchase order and carryovers from prior year	\$0	\$0	\$65,685	\$0
	Subtotal Airport Fund Balance Appropriation	\$200,829	\$287,912	\$389,681	\$281,912
	TOTAL FUND BALANCE APPROPRIATION	\$813,306	\$618,995	\$1,038,411	\$572,995

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance (PbM) Program.

**General Fund Balance is appropriated for the Transportation Fund Budget.

- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Tax levy is provided in the 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 \$4,233,860 in the 2017 budget, \$3,598,000 in the 2016 Budget, \$4,106,200 in the 2016 Estimate, and \$2,722,215 in 2015. Central Fleet Fund expenditures exclude fixed asset purchases of \$35,000 in the 2016 budget and \$17,627 in 2015.

PUBLIC WORKS

Functional Area Budget Highlights

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

- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by the Wisconsin Department of Transportation are budgeted to increase by a net \$89,400. This includes \$177,300 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements. This is partially offset by an \$87,900 decrease in reimbursements for Performance-Based Maintenance (PbM) program work. PbM was initiated in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for state-specific projects—versus the RMA system that reimburses for time and materials—which may incentivize efficient maintenance work.
- **Road Salt expenditures for county highway snow removal operations** are budgeted to decrease by about \$25,400 in 2018. Salt rates are decreasing \$1.55 per ton or 2.5% from \$62.13 per ton to \$60.58 per ton. Estimated salt usage on county highways is estimated to remain at the 2017 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to decrease by \$9,300, also due to the decrease in salt price, with estimated volume remaining at the 2017 budget level of 6,000 tons. Revenues from these salt sales decrease less (by \$3,300) due to an increase in the per-ton handling fee from \$7 per ton to \$8 per ton. Salt provided to the Department of Parks and Land Use for snow and ice removal on park roads and county parking lots decreases by about \$7,100 due to the lower salt price and a reduction in estimated volume from 700 tons to 600 tons.
- The **County Highway Maintenance** program budgets for \$40,000 of one-time equipment purchases, including \$30,000 for a replacement attenuator crash pad for protection on highway trucks performing maintenance on busy roads. Another \$10,000 is budgeted for replacement of electronic arrow boards. These purchases will be covered with fund balance from higher prior-year funds earned through the State's Performance-Based Maintenance program.
- **State General Transportation Aids (GTA) funding** is budgeted to remain at the 2017 budgeted level of \$4.6 million.
- County tax levy support for **Transit Services** remains at \$867,700. 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 59.79%, an increase from the 2017 budgeted rate of 58.88%. The 2018 operating expense budget reflects a similar level of transit service overall, with minor route modifications to increase efficiency. The 2018 budget assumes a fare increase of \$0.25 for routes 901/904/905 (weekdays from numerous points in Lake Country and the city of Waukesha to downtown Milwaukee and UWM) and 906 (between Mukwonago and downtown Milwaukee during peak commuting times). Also, fare increases are proposed for paratransit: \$0.50 for the standard zones and \$1.50 for extended zones.
- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2017 budget.
- The **Central Fleet Repair and Maintenance** budget decreases by about \$39,200, mostly for lower vehicle parts and commercial repair services by \$35,000 in anticipation of lower service requests from the Highway Operations division after some costly patrol truck models are removed from the fleet in 2018.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$350,000, from \$2.7 million to about \$3.1 million, due to increasing vehicle/equipment prices, which is partly driven by improved technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to decrease by about \$85,300, largely due to lower anticipated natural gas costs by about \$90,000 based on lower contracted natural gas rates. The electrical utility budget increases about \$4,500 largely for a modest 0.4% increase in anticipated consumption, with rates estimated to remain at the 2017 budgeted level. The water utility budget remains near the 2017 budget level. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,050,000 in the 2018 budget. The base BIP remains budgeted at \$950,000 with a decrease in General Fund Balance funding by \$25,000 (from \$100,000 to \$75,000), with the remainder funded with county tax levy. The goal is to gradually phase out General Fund Balance use in the plan. In addition to the base BIP, the plan includes \$75,000 for maintenance and improvements at the Mental Health Center (MHC). Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. Another \$25,000 is budgeted for replacement of conference room tables in the Administration Center and funded with one-time use of General Fund Balance.
- County Tax Levy in the **Airport Operations Fund** is budgeted to decrease by \$30,000, from \$122,563 to \$90,563, largely due to a net increase of about \$33,000 in revenues. These additional revenues are mostly from additional land lease funds anticipated for a new hangar being built as part of the new fixed-based operator contract approved during 2016.

**BUDGETED POSITIONS 2016-2018
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2016 Year End	2017 Adopted Budget	2017 Modified Budget	2018 Budget	17-18 Change
PUBLIC WORKS	General	44.90	43.90	43.90	43.90	0.00
PUBLIC WORKS	Transportation	76.70	76.70	76.70	76.70	0.00
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		138.60	137.60	137.60	137.60	0.00
TOTAL EXTRA HELP		2.81	2.81	2.81	3.48	0.67
TOTAL OVERTIME		4.02	4.10	4.10	4.13	0.03
TOTAL BUDGETED POSITIONS		145.43	144.51	144.51	145.21	0.70

2018 BUDGET ACTIONS

Public Works - General

Increase: 0.01 FTE Overtime

Public Works - Transportaion

Increase: 0.67 FTE Extra Help

Increase: 0.02 FTE Overtime

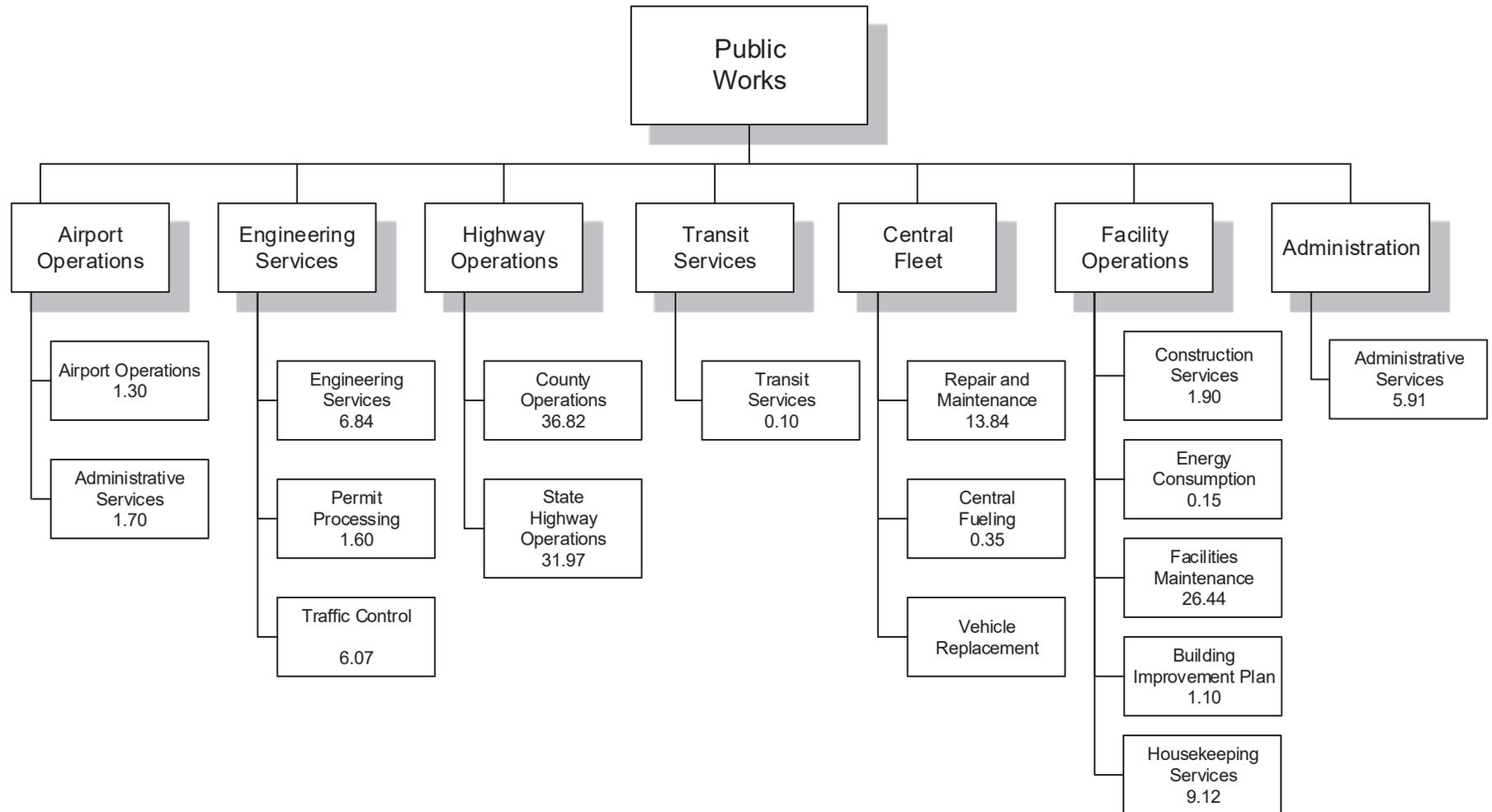
2017 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



145.21 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

All Funds

Public Works

Statement of Purpose/Summary

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	2016	2017		2018	Change From 2017	
	Actual	Adopted Budget	2017 Estimate (b)	Budget	Adopted Budget	
					\$	%
Public Works-General Fund						
Revenues (b)(d)	\$762,178	\$669,482	\$924,641	\$566,922	(\$102,560)	-15.3%
County Tax Levy	\$8,113,795	\$8,039,880	\$8,039,880	\$8,038,824	(\$1,056)	0.0%
Expenditures (b)	\$8,170,154	\$8,709,362	\$8,726,682	\$8,605,746	(\$103,616)	-1.2%
Rev. Over (Under) Exp.	\$705,819	\$0	\$237,839	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(d)	\$12,558,660	\$12,233,381	\$12,127,735	\$12,293,483	\$60,102	0.5%
County Tax Levy	\$2,900,070	\$2,946,985	\$2,946,985	\$3,048,041	\$101,056	3.4%
Expenditures (b)	\$15,206,152	\$15,180,366	\$14,945,194	\$15,341,524	\$161,158	1.1%
Rev. Over (Under) Exp.	\$252,578	\$0	\$129,526	\$0	\$0	N/A
Central Fleet						
Revenues (b)(d)	\$3,795,418	\$4,056,888	\$3,603,222	\$3,885,986	(\$170,902)	-4.2%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$3,690,189	\$4,056,610	\$3,598,452	\$3,884,561	(\$172,049)	-4.2%
Operating Inc./ (Loss) (c)	\$105,229	\$278	\$4,770	\$1,425	\$1,147	412.6%
Vehicle Replacement						
Revenues	\$3,524,682	\$3,250,063	\$3,250,063	\$3,577,533	\$327,470	10.1%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,933,783	\$3,245,974	\$3,245,974	\$3,387,309	\$141,335	4.4%
Operating Inc./ (Loss) (c)	\$590,899	\$4,089	\$4,089	\$190,224	\$186,135	4552.1%
Airport						
Revenues (d)	\$1,032,776	\$1,083,585	\$1,247,053	\$1,116,434	\$32,849	3.0%
County Tax Levy	\$152,563	\$122,563	\$122,563	\$92,563	(\$30,000)	-24.5%
Expenditures	\$1,130,668	\$1,206,148	\$1,268,818	\$1,208,997	\$2,849	0.2%
Operating Inc./ (Loss) (c)	\$54,671	\$0	\$100,798	\$0	\$0	N/A
Total All Funds						
Revenues (b)(d)	\$21,673,714	\$21,293,399	\$21,152,714	\$21,440,358	\$146,959	0.7%
County Tax Levy (a)	\$11,166,428	\$11,109,428	\$11,109,428	\$11,179,428	\$70,000	0.6%
Expenditures (b)	\$31,130,946	\$32,398,460	\$31,785,120	\$32,428,137	\$29,677	0.1%
Rev. Over (Under) Exp.	\$958,397	\$0	\$367,365	\$0	\$0	N/A
Operating Inc./ (Loss) (c)	\$750,799	\$4,367	\$109,657	\$191,649	\$187,282	4288.6%
Position Summary (FTE)						
Regular Positions	138.60	137.60	137.60	137.60	0.00	
Extra Help	2.81	2.81	2.81	3.48	0.67	
Overtime	4.02	4.10	4.10	4.13	0.03	
Total	145.43	144.51	144.51	145.21	0.70	

- (a) Tax levy amount is not determined by expenditures less revenues.
- (b) The 2017 Estimate includes 2016 budget appropriation carryovers and open encumbrances, which modified the 2017 budget after it was adopted.
- (c) 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.
- (d) Fund Balance is appropriated as shown on the following page:

Fund Balance Use

Fund	Description of Use	2016	2017 Budget	2017 Estimate	2018 Budget
General	Demolition of final rental property	\$30,000	\$0	\$0	\$0
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$75,000
General	One-time conference room furniture replacement	\$0	\$0	\$0	\$25,000
General	Purchase order and carryovers from prior year	\$222,117	\$0	\$263,717	\$0
	Subtotal General Fund Balance Appropriation	\$352,117	\$100,000	\$363,717	\$100,000
Transportation	One-time purchase of highway maintenance equipment*	\$38,000	\$74,000	\$74,000	\$40,000
Transportation	Purchase order and carryovers from prior year	\$22,000	\$0	\$17,846	
Transportation	Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
	Subtotal Transportation Fund Balance Appropriation**	\$110,000	\$124,000	\$141,846	\$90,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$39,277	\$0	\$36,084	\$0
Central Fleet	One-time expense of painting fuel tanks	\$10,000	\$0	\$0	\$0
Central Fleet	One-time expense for on-site software training	\$0	\$6,000	\$6,000	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$150,360	\$107,083	\$143,167	\$101,083
Airport	Reduce reliance on county tax levy	\$20,000	\$0	\$0	\$0
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Airport	Purchase order and carryovers from prior year	\$0	\$0	\$65,685	\$0
	Subtotal Airport Fund Balance Appropriation	\$200,829	\$180,829	\$246,514	\$180,829
TOTAL FUND BALANCE APPROPRIATION		\$813,306	\$511,912	\$895,244	\$471,912

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance program (PbM).

**General Fund Balance is appropriated for the Transportation Fund budget.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

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

Road Category	2014/2015 winter actual	2015/2016 winter actual	2016/2017 winter actual	2017/2018 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>	1.73 hours	1.79 hours	1.80 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>	2.46 hours	1.76 hours	2.66 hours	2.00 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 V V in Town and Village of Merton</i>	2.32 hours	2.19 hours	2.70 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>	2.00 hours	3.17 hours	3.25 hours	4.00 hours

Team Pillar: Best professionals serving the public in the best way

Objective 2: Improve Communication. By 2019, achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "Information and knowledge are openly shared within my department."

2014 Actual	2015 Actual	2016 Actual	2017 Actual	Target
48.00%	54.00%	52.00%	N/A	80.00%

Objective 3: Rewards and Recognition. By 2020, achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "I understand I can be recognized for extra effort while demonstrating the county's core values."

2014 Actual	2015 Actual	2016 Actual	2017 Actual	Target
50.00%	56.00%	58.00%	N/A	80.00%

Quality Pillar: High standards of service excellence

Objective 4: Improve Coordination with Other Governments. Collaborate communication efforts with other governmental jurisdictions for cross sharing of resources.

Customer Service Pillar: High customer satisfaction

Objective 5: Improved Traffic Operations. Improve efficiencies and customer service in traffic operations through improved processes; staffing structure; training; equipment levels; and internal communication between engineering, highway operations, and the public by December 2019.

Objective 6: Improve Customer Service. To establish consistent customer service across Waukesha County departments, achieve a 4.5 out of 5.0 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

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	2016	2017	2017	2018	Change From 2017	
	Actual (a)	Adopted Budget	Estimate (a)(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$18,595	\$9,000	\$9,000	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$43,308	\$48,022	\$38,040	\$41,513	(\$6,509)	-13.6%
Interdepartmental	\$347,027	\$512,360	\$513,784	\$416,309	(\$96,051)	-18.7%
Other Revenue	\$1,131	\$100	\$100	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$352,117	\$100,000	\$363,717	\$100,000	\$0	0.0%
County Tax Levy (Credit)	\$8,113,795	\$8,039,880	\$8,039,880	\$8,038,824	(\$1,056)	0.0%
Total Revenue Sources	\$8,875,973	\$8,709,362	\$8,964,521	\$8,605,746	(\$103,616)	-1.2%
Expenditures						
Personnel Costs	\$3,344,577	\$3,351,927	\$3,314,944	\$3,405,682	\$53,755	1.6%
Operating Expenses (a)(b)	\$4,158,514	\$4,481,290	\$4,484,356	\$4,253,975	(\$227,315)	-5.1%
Interdept. Charges	\$541,618	\$532,145	\$530,862	\$541,089	\$8,944	1.7%
Fixed Assets (a)(b)	\$125,445	\$344,000	\$396,520	\$405,000	\$61,000	17.7%
Total Expenditures	\$8,170,154	\$8,709,362	\$8,726,682	\$8,605,746	(\$103,616)	-1.2%
Rev. Over (Under) Exp.	\$705,819	\$0	\$237,839	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	44.90	43.90	43.90	43.90	0.00
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.32	0.31	0.31	0.32	0.01
Total FTEs	45.62	44.61	44.61	44.62	0.01

(a) The 2017 estimate includes 2016 carryovers of \$263,717 mostly related to the Building Improvement Plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance is appropriated for:

Description	2016	2017 Budget	Estimate	2018 Budget
Demolition of final rental property	\$30,000	\$0	\$0	\$0
Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$75,000
One-time conference room furniture replacement	\$0	\$0	\$0	\$25,000
Purchase order & carryovers from prior year	\$222,117	\$0	\$263,717	\$0
Total Fund Balance Appropriation	\$352,117	\$100,000	\$363,717	\$100,000

Construction Services

Program Description

This division is responsible for coordinating all building-related capital projects in the five-year capital plan and major maintenance projects in the Building Improvement Plan. 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. In addition, this division is responsible for management of 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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,266	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$30,000	\$0	\$743	\$0	\$0
County Tax Levy (Credit)	\$205,501	\$211,096	\$211,096	\$208,981	(\$2,115)
Total Revenues	\$238,767	\$211,096	\$211,839	\$208,981	(\$2,115)
Personnel Costs	\$138,423	\$189,651	\$190,848	\$196,296	\$6,645
Operating Expenses	\$32,590	\$20,700	\$10,000	\$12,000	(\$8,700)
Interdept. Charges	\$772	\$745	\$745	\$685	(\$60)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$171,785	\$211,096	\$201,593	\$208,981	(\$2,115)

Rev. Over (Under) Exp.	\$66,982	\$0	\$10,246	\$0	\$0
------------------------	----------	-----	----------	-----	-----

Program Highlights

This program has no revenues as the last rental property was razed in 2016.

Net personnel costs are increasing by about \$6,650 primarily related to costs to continue for the regular staff of 1.90 FTE. Staff support is used to provide support to the capital projects and to provide building project services to the other county departments. Operating expenses decrease by \$8,700. This is primarily due to a reduction of funding for professional architectural services, based on historical use of funds, and the shift of professional staff development to the Facilities Maintenance program.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 17	Est. Operating Impact
200808	Communications Center Expansion	2017	\$3,731,000	100%	\$9,500 (a)
201109	Highway Substations HVAC Upgrades	2017	\$436,000	100%	Reduced
201206	Highway Ops-Fleet Center HVAC Upgrades	2017	\$892,000	100%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2017	\$2,596,000	100%	Reduced
201210	UWW Roofing Upgrades	2018	\$3,209,000	60%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$302,000	5%	Reduced
201503	Demolish Former HHS Building	2018	\$3,620,000	20%	\$74,000 (b)
201418	Courthouse Project - Secure Courtroom Construction	2021	\$38,500,000	10%	TBD
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2025	\$58,600,000	0%	TBD

- (a) The estimated operating impact includes an additional \$5,000 for electricity, \$2,500 for housekeeping and \$2,000 for natural gas.
- (b) Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.

Building Improvement Plan

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	1.10	1.10	1.10	1.10	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	\$145,000	\$145,000	\$75,000	(\$70,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$212,695	\$100,000	\$300,778	\$100,000	\$0
County Tax Levy (Credit)	\$957,769	\$960,100	\$960,100	\$988,921	\$28,821
Total Revenues	\$1,170,464	\$1,205,100	\$1,405,878	\$1,163,921	(\$41,179)
Personnel Costs	\$76,214	\$110,100	\$110,775	\$113,921	\$3,821
Operating Expenses	\$674,709	\$751,000	\$896,870	\$645,000	(\$106,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$125,445	\$344,000	\$396,520	\$405,000	\$61,000
Total Expenditures	\$876,368	\$1,205,100	\$1,404,165	\$1,163,921	(\$41,179)
Rev. Over (Under) Exp.	\$294,096	\$0	\$1,713	\$0	\$0

Program Highlights

Interdepartmental revenues consist of a charges to the Mental Health Center for building improvement projects at that facility. General Fund Balance appropriations, remain the same as in the 2017 budget. However, the funds to cover the costs of on-going painting, roofing and carpeting projects are reduced by \$25,000 and fund balance of \$25,000 has been added for the one-time replacement of furniture in one of the Administration Center common use conference rooms. The use of General Fund Balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Net personnel costs are increasing by about \$3,800 primarily related to costs to continue for the regular staff of 1.10 FTE's. 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 base plan of \$950,000 is remaining stable from the 2017 Adopted Budget. However, an additional \$25,000 is budgeted for one-time replacement of furniture in one of the Administration Center conference rooms (mentioned above). Additional expenditures for Mental Health Center (MHC) projects total \$75,000, a decrease of \$100,000 after one-time projects related to a state inspection report were budgeted in 2017. Because the MHC recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the MHC.

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 buildings 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 2018	Plan 2019	Plan 2020	Plan 2021	Plan 2022
Roof	\$25,000	\$45,000	\$40,000	\$35,000	\$35,000
HVAC	\$435,000	\$335,000	\$455,000	\$535,000	\$385,000
Furniture	\$40,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$30,000	\$50,000	\$40,000	\$20,000	\$20,000
Electrical	\$95,000	\$55,000	\$60,000	\$15,000	\$40,000
Carpet / Tile / Seal	\$50,000	\$50,000	\$35,000	\$35,000	\$75,000
Doors & Windows	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$20,000	\$50,000	\$15,000	\$10,000	\$75,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Remodel	\$25,000	\$0	\$0	\$0	\$0
Asbestos	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Safety/Security	\$70,000	\$50,000	\$30,000	\$25,000	\$45,000
Flooring	\$0	\$40,000	\$0	\$0	\$0
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Grand Total	\$1,050,000	\$950,000	\$950,000	\$950,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$50,000	\$25,000	\$0	\$0
-------------------------	-----------	----------	----------	-----	-----

Building Improvement Plan by Building

By Building	Plan 2018	Plan 2019	Plan 2020	Plan 2021	Plan 2022
Administration Center	\$25,000	\$20,000	\$110,000	\$115,000	\$130,000
Communications Center	\$0	\$0	\$0	\$130,000	\$0
County Jail	\$70,000	\$20,000	\$0	\$0	\$0
Courthouse	\$5,000	\$0	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$0	\$0	\$40,000
Highway Operations	\$40,000	\$0	\$0	\$15,000	\$0
Juvenile Center	\$0	\$0	\$85,000	\$50,000	\$0
Law Enforcement Center	\$0	\$110,000	\$0	\$0	\$0
Mental Health Center	\$75,000	\$40,000	\$0	\$25,000	\$0
Other/All Buildings (b)	\$685,000	\$760,000	\$755,000	\$615,000	\$780,000
UWW	\$150,000	\$0	\$0	\$0	\$0
Grand Total	\$1,050,000	\$950,000	\$950,000	\$950,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$50,000	\$25,000	\$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 where the work was completed.
- (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

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$40,042	\$48,022	\$38,040	\$41,513	(\$6,509)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,057,646	\$2,093,370	\$2,093,370	\$2,015,238	(\$78,132)
Total Revenues	\$2,097,688	\$2,141,392	\$2,131,410	\$2,056,751	(\$84,641)
Personnel Costs	\$20,325	\$20,592	\$20,658	\$21,291	\$699
Operating Expenses	\$1,831,931	\$2,120,800	\$2,028,660	\$2,035,460	(\$85,340)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,852,256	\$2,141,392	\$2,049,318	\$2,056,751	(\$84,641)
Rev. Over (Under) Exp.	\$245,432	\$0	\$82,092	\$0	\$0

Program Highlights

Charges for services revenues include about \$41,500 for county office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. Net personnel costs are increasing by about \$700 primarily related to costs to continue for the regular staff of 0.15 FTE's. Operating expenses of \$2,035,500 decrease by about \$85,000, due to a lower cost per therm for natural gas. Some of these decreases are offset by increased consumption of electricity and natural gas due to the expansion of the Communications Center expected to be operational in 2018, including \$5,000 of additional electrical and \$2,000 of additional natural gas expenses. 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	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Change
Electricity (Kilowatt-Hrs)	14,418,518	13,877,112	13,619,501	13,900,000	13,800,000	13,950,000	50,000
Natural Gas (Therms)	854,761	734,314	695,201	770,930	800,000	764,000	(6,930)
Water/Sewer (Gallons)	23,720,500	23,857,100	24,262,600	23,450,000	24,400,000	23,450,000	0

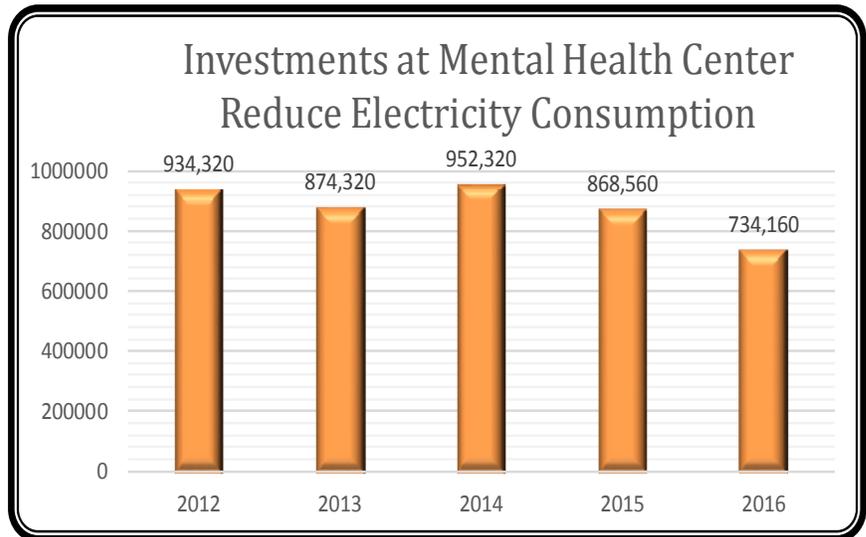
Energy Consumption (cont.)

2016 Annual Units per rentable square foot	Gas - Therms	Electricity - KHW	Water – M Gallons
All Buildings*	1.17	18.5	32.83
Administration Center	1.25	17.5	16.04
Communications Center	1.31	55.22	22.58
County Jail	1.07	18.81	54.44
Courthouse	1.19	27.96	16.2
(OLD) Health & Human Services*	0	2.38	0
Health & Human Services	0.74	11.99	14.03
Law Enforcement Center	1.01	17.99	63.34
Juvenile Center	1.98	19.85	8.33
Mental Health Center	1.41	16.44	24.49
Northview	1.18	8.05	22.11

* The "All Buildings" category excludes the former Health and Human Services Building, which is vacant but requires electricity to power the fire protection system.

Investment in Energy Projects Reduce kWh Usage in Mental health Center

This chart illustrates the total electrical consumption by year at the Mental Health Facility. The County invested in an energy reduction project at this facility in 2015 with the installation of an energy efficient chiller for cooling, and the replacement of pneumatic HVAC controls with direct digital controls (DDC). The energy data was captured in its 1st year of operation in 2016. The continuation of the County's commitment to energy projects aid in the overall reduction of energy consumption.



Facilities Maintenance

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	26.44	26.44	26.44	26.44	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	\$340,027	\$360,360	\$361,784	\$334,309	(\$26,051)
Other Revenue	\$940	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$109,422	\$0	\$62,196	\$0	\$0
County Tax Levy (Credit)	\$3,009,274	\$2,965,667	\$2,965,667	\$3,005,079	\$39,412
Total Revenues	\$3,459,663	\$3,326,027	\$3,389,647	\$3,339,388	\$13,361
Personnel Costs	\$1,958,871	\$1,920,366	\$1,898,896	\$1,962,874	\$42,508
Operating Expenses	\$961,831	\$923,610	\$893,208	\$885,650	(\$37,960)
Interdept. Charges	\$498,092	\$482,051	\$480,868	\$490,864	\$8,813
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,418,794	\$3,326,027	\$3,272,972	\$3,339,388	\$13,361
Rev. Over (Under) Exp.	\$40,869	\$0	\$116,675	\$0	\$0

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.

Net personnel costs are increasing by about \$42,500 primarily related to costs to continue for the regular staff of 25.75 FTE's. Funding continues for a 0.40 FTE architectural intern and 0.29 FTE of overtime. 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 \$38,000 lower in the 2018 budget, which is primarily the impact of the county's investment in the Building Improvement Program, reducing maintenance and repair needs. Interdepartmental charges are increasing by about \$8,800 primarily due to an increase in vehicle replacement costs of \$6,200. In addition, End User Technology Fund (EUTF) charges are increasing \$4,100 and maintenance of vehicles is anticipated to increase almost \$3,000. These increases are partially offset by decreases in workers' compensation and other insurance charges by almost \$4,500. Also included in interdepartmental charges are telephone and copier replacement charges.

Housekeeping Services

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 Waukesha Employee Health and Wellness Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	10.12	9.11	9.11	9.12	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	\$7,000	\$7,000	\$7,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,281,155	\$1,216,276	\$1,216,276	\$1,245,875	\$29,599
Total Revenues	\$1,288,155	\$1,223,276	\$1,223,276	\$1,252,875	\$29,599
Personnel Costs	\$605,405	\$577,286	\$571,041	\$594,546	\$17,260
Operating Expenses	\$635,289	\$640,780	\$636,245	\$653,765	\$12,985
Interdept. Charges	\$4,735	\$5,210	\$5,210	\$4,564	(\$646)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,245,429	\$1,223,276	\$1,212,496	\$1,252,875	\$29,599
Rev. Over (Under) Exp.	\$42,726	\$0	\$10,780	\$0	\$0

Program Highlights

Interdepartmental revenues consist of a cross-charge for supply costs to the Mental Health Center (MHC). Expenses for the actual housekeeping service are paid directly through the MHC budget. The MHC benefits from economies of scale when the housekeeping supplies are ordered centrally by the housekeeping staff. Personnel costs increase by about \$17,300 primarily due to the cost to continue of the 9.12 FTE positions in this program. Overtime has a slight increase of 0.01 FTE in 2018. 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 2018. 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, and the Communications Center. The Waukesha Employee Health and Wellness Center is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). A 2.5% increase in the new housekeeping contract is anticipated in May 2018 when a new contract will be bid. Operating expenses also include \$67,300 in housekeeping supplies associated with cleaning the buildings, a decrease of \$5,200 to reflect lower prior-year spending. Interdepartmental charges include cost of telephone and copier replacement charges; and technology total cost of computer ownership charges.

Administrative Services

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	5.91	5.91	5.91	5.91	0.00
General Government	\$18,595	\$9,000	\$9,000	\$9,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$191	\$100	\$100	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$602,450	\$593,371	\$593,371	\$574,730	(\$18,641)
Total Revenues	\$621,236	\$602,471	\$602,471	\$583,830	(\$18,641)
Personnel Costs	\$545,339	\$533,932	\$522,726	\$516,754	(\$17,178)
Operating Expenses	\$22,164	\$24,400	\$19,373	\$22,100	(\$2,300)
Interdept. Charges	\$38,019	\$44,139	\$44,039	\$44,976	\$837
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$605,522	\$602,471	\$586,138	\$583,830	(\$18,641)
Rev. Over (Under) Exp.	\$15,714	\$0	\$16,333	\$0	\$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000 the same as 2017. 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 decrease in this program by about \$17,200, largely due to turnover anticipated with staff in early 2018. Operating expenses of \$22,100 include budget appropriations for general office supply purchases, centralized postage and printing costs for the department, funds for employee bus passes for the Clean Air Compliance program, and expenditures for staff professional development. Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to reductions in radio services expenses.

Transportation

Public Works

Special Revenue Fund

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. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$10,795,454	\$10,340,573	\$10,184,268	\$10,429,985	\$89,412	0.9%
Fine/Licenses	\$119,310	\$135,000	\$126,650	\$130,000	(\$5,000)	-3.7%
Charges for Services	\$423,427	\$544,780	\$544,780	\$541,480	(\$3,300)	-0.6%
Interdepartmental	\$572,286	\$601,470	\$590,448	\$604,933	\$3,463	0.6%
Other Revenue	\$538,183	\$487,558	\$539,743	\$497,085	\$9,527	2.0%
Appr. Fund Balance (a)	\$110,000	\$124,000	\$141,846	\$90,000	(\$34,000)	-27.4%
County Tax Levy (Credit)	\$2,900,070	\$2,946,985	\$2,946,985	\$3,048,041	\$101,056	3.4%
Total Revenue Sources	\$15,458,730	\$15,180,366	\$15,074,720	\$15,341,524	\$161,158	1.1%
Expenditures						
Personnel Costs	\$6,566,739	\$6,551,755	\$6,376,405	\$6,716,551	\$164,796	2.5%
Operating Expenses (a)	\$4,283,834	\$4,082,136	\$4,207,137	\$3,998,832	(\$83,304)	-2.0%
Interdept. Charges	\$4,330,080	\$4,472,475	\$4,280,628	\$4,586,141	\$113,666	2.5%
Fixed Assets (a)	\$25,499	\$74,000	\$81,024	\$40,000	(\$34,000)	-45.9%
Total Expenditures	\$15,206,152	\$15,180,366	\$14,945,194	\$15,341,524	\$161,158	1.1%
Rev. Over (Under) Exp.	\$252,578	\$0	\$129,526	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	76.70	76.70	76.70	76.70	0.00
Extra Help	2.41	2.41	2.41	3.08	0.67
Overtime	3.60	3.60	3.60	3.62	0.02
Total FTEs	82.71	82.71	82.71	83.40	0.69

(a) Includes General Fund balance appropriation of:

Description	2016	2017 Budget	2017 Estimate	2018 Budget
One time purchase of attenuator crash pad*	\$0	\$0	\$0	\$30,000
One-time purchase of two arrow boards*	\$0	\$0	\$0	\$10,000
One-time purchase of portable traffic signals*	\$0	\$64,000	\$64,000	\$0
One-time purchase of concrete screed*	\$0	\$10,000	\$10,000	\$0
One-time purchase of skid steer attachment*	\$28,000	\$0	\$0	\$0
One time purchase of tar kettle loader (carried over to 2017)*	\$10,000	\$0	\$10,000	\$0
Purchase order & carryovers from prior year	\$22,000	\$0	\$7,846	\$0
Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
Total Fund Balance Appropriation	\$110,000	\$124,000	\$141,846	\$90,000

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects through the Performance-Based Maintenance program (PbM).

County Operations

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	37.82	37.82	37.82	36.82	(1.00)
General Government	\$3,686,916	\$3,693,692	\$3,543,312	\$3,693,692	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$423,427	\$544,780	\$544,780	\$541,480	(\$3,300)
Interdepartmental	\$572,286	\$601,470	\$590,448	\$604,933	\$3,463
Other Revenue	\$85,093	\$60,000	\$56,595	\$55,000	(\$5,000)
Appr. Fund Balance	\$60,000	\$74,000	\$91,846	\$40,000	(\$34,000)
County Tax Levy (Credit)	\$1,528,594	\$1,619,874	\$1,619,874	\$1,627,855	\$7,981
Total Revenues	\$6,356,316	\$6,593,816	\$6,446,855	\$6,562,960	(\$30,856)
Personnel Costs	\$2,794,647	\$2,800,355	\$2,672,462	\$2,847,065	\$46,710
Operating Expenses	\$2,151,935	\$2,037,227	\$2,028,648	\$1,980,232	(\$56,995)
Interdept. Charges	\$1,729,227	\$1,682,234	\$1,563,070	\$1,695,663	\$13,429
Fixed Assets	\$25,499	\$74,000	\$81,024	\$40,000	(\$34,000)
Total Expenditures	\$6,701,308	\$6,593,816	\$6,345,204	\$6,562,960	(\$30,856)
Rev. Over (Under) Exp.	(\$344,992)	\$0	\$101,651	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2017 budget. This program includes approximately \$3.7 million or 80% of the total departmental GTA revenue, estimated at about \$4.6 million. Traffic Control and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The \$3,300 decrease is due to a reduction in salt prices charged to municipalities for 2018. The 2018 budget anticipates 6,000 tons of salt being purchased by local municipalities, unchanged from the 2017 budget. This tonnage is based on agreements between the county and the respective local jurisdiction. The markup/handling fee charged to municipalities is anticipated to be \$8.00 per ton, \$1.00 per ton higher than the 2017 budget. The price of salt has decreased \$1.55 per ton, or 2.5%, from \$62.13 in the 2017 budget to \$60.58 in 2018 (\$68.58 with markup). In addition, the 2018 charges for services revenue budget includes \$130,000 of revenues from pavement marking services to local municipalities, which is the same as 2017 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around \$604,900, are increasing about \$3,500. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements (\$228,400), as well as administrative cost recovery (\$249,900). These two revenue sources are increasing \$21,100. The increase is mainly due to fluctuations in reimbursement rates assumed for administrative cost recovery for State Highway Maintenance. Interdepartmental revenues also include about \$126,600 for 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 (decreasing \$10,000 for lower levels of service requested); and sale of an estimated 600 tons (decrease of 100 tons) of salt to Parks and Land Use (decreasing \$9,100 for fewer tons and lower salt prices).

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue is decreasing \$5,000 from the 2017 budget. The decrease is consistent with 2017 levels of insurance reimbursement revenues. A 2015 LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper categories, which includes the Traffic Control budget.

Fund Balance of \$40,000 is budgeted to fund the one-time purchases of equipment in 2018 (described later). This Fund Balance was generated in prior years from the county performing state highway maintenance more efficiently than budgeted, through the Performance-Based Maintenance system.

Net personnel costs are increasing by about \$46,700 to \$2,847,000. Increases are related to cost to continue for current staff, which is offset by 1.00 FTE patrol worker being shifted to the Traffic Control budget to reflect actual work load. Regular staff are budgeted at 35.00 FTE's in 2018. Funding continues for 1.10 FTE of overtime, and 0.72 FTE of extra help for winter seasonal employees, consistent with the 2017 adopted budget. The County Highway Maintenance budget provides support funding for 28.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses decrease approximately \$57,000 to about \$1,980,000, primarily due to a decrease in expenses for salt usage. Salt is the largest expense in this appropriation unit, budgeted at \$1,393,300. The county anticipates a typical year of salt usage on the county roads to be 16,400 tons. In addition, the county budgets for salt usage for Parks and Land Use (600 tons) and some local municipalities (6,000 tons). The usage for the local municipalities is consistent with the 2017 budget at 6,000 tons, and budgeted salt for Parks and Land Use decreases 100 tons. The price per ton for salt is budgeted at \$60.58 per ton, which is based on the confirmed 2017/2018 contracted price. This price is lower by \$1.55 per ton, or 2.5%, than the last contracted price of \$62.13 per ton. Overall, the salt budget decreases by about \$41,900.

Other operating expenditures include roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at about \$130,000; utility expenses for the main shop and four substation budgeted at \$136,700; plow blade replacement expenditures of \$63,000; contracted roadway repair including rental of equipment budgeted at \$35,900; and landfill/waste disposal costs of \$29,000.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers' compensation; radio services; vehicle costs; 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 2018 budget assumes a reduction of 10% in the price of fuel from the 2017 budget. 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 \$111,600 to \$3,535,200. Based on anticipated State revenues to support State road maintenance, \$2,192,200 of the total \$3,535,200 of vehicle expenses are supported by the State Maintenance budget, resulting in an increase of vehicle expenses supported by the County Maintenance budget, by about \$38,700.

Fixed Assets include funds to purchase two replacement arrow boards for \$10,000 and one replacement attenuator crash pad for \$30,000. Both pieces of equipment are intended to provide safety on the road at work sites. These purchases will be covered with fund balance from earnings from prior-years through the State's Performance-Based Maintenance program.

County Operations (Continued)

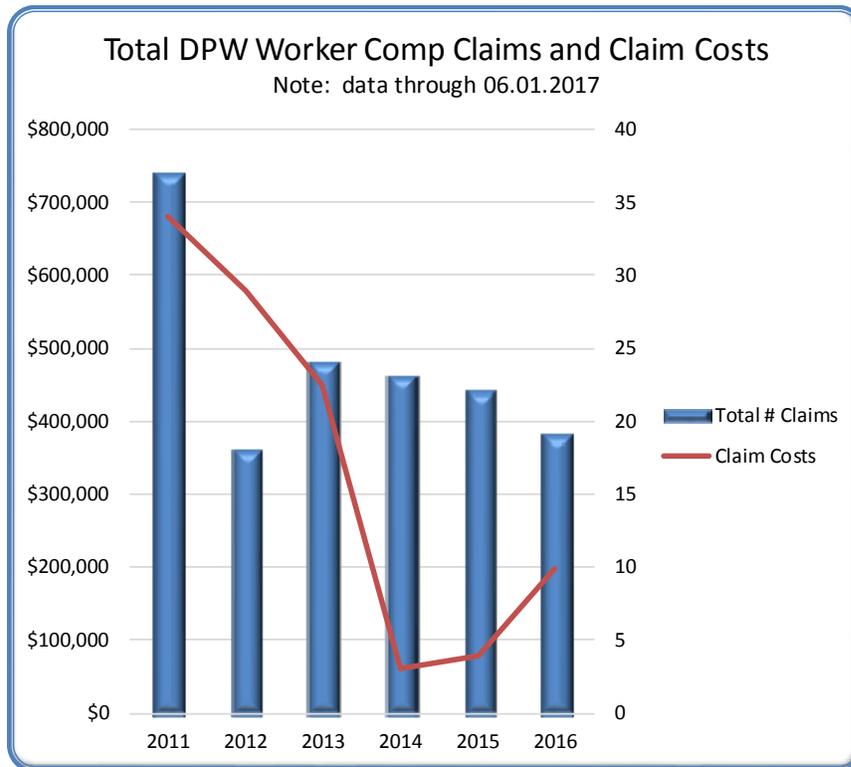
Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2017	Est. Operating Impact
201401	Construct Salt Storage Facility/Replace Brinemaker	2018	\$323,700	0%	TBD

Activity	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Centerline miles of road maintained – County (a)	401	401	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	325	0
Pavement Repair & Restoration per Lane Mile (b)	\$385	\$298	\$385	\$350	\$350	(\$35)
Center line striping cost per mile	\$805	\$837	\$860	\$860	\$860	\$0
Mowing—1 linear mile cost per mile	\$421	\$445	\$340	\$371	\$400	\$60
Avg Annual maint 1 lane mile	\$4,945	\$5,320	\$4,603	\$4,996	\$5,000	\$397
Salt Annual Tons Used on County Roads	10,316	16,567	16,400	16,616	16,400	0

(a) Changes in County centerline miles mainly due to jurisdictional transfers related to highway capital projects.

(b) Includes pothole patching, full depth asphalt repair and crack sealing



	2015 Actual	2016 Actual	2017 Estimate	2018 Budget
% of DPW Worker Comp Costs related to Highway Operations	77.36%	75.45%	78.48%	77.08%

State Highway Operations

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; and 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.

	2016 Actual	2017 Budget	2017 Estimate (a)	2018 Budget	Budget Change
Staffing (FTE)	31.28	31.28	31.28	31.97	0.69
General Government	\$6,186,810	\$5,723,459	\$5,755,128	\$5,812,871	\$89,412
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 (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,186,810	\$5,723,459	\$5,755,128	\$5,812,871	\$89,412
Personnel Costs	\$2,494,983	\$2,465,277	\$2,425,596	\$2,498,161	\$32,884
Operating Expenses	\$748,469	\$508,500	\$652,283	\$464,700	(\$43,800)
Interdept. Charges	\$2,561,131	\$2,749,682	\$2,677,249	\$2,850,010	\$100,328
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,804,583	\$5,723,459	\$5,755,128	\$5,812,871	\$89,412
Rev. Over (Under) Exp.	\$382,227	\$0	\$0	\$0	\$0

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the Wisconsin Department of Transportation (WisDOT). The 2018 general government revenue budget is based on the state's approved 2017 Routine Maintenance Agreement (RMA) and anticipated funding for the Performance-Based Maintenance (PbM) program. The PbM program is a system where the county submits quotes for state-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The increase in revenue of about \$89,400 includes an increase in RMA revenues of about \$177,300, which is partially offset by a decrease in PbM revenues by about \$87,900. The decrease in PbM revenue is based on actual experience from 2014, 2015 and 2016, aligning revenues to match costs.

Personnel costs are increasing by about \$32,900. The costs are driven by the actual labor revenues generated from state work. This program continues to support 29.00 FTE positions (2 superintendents and 27 patrol workers). Overtime is increasing slightly (0.02 FTE) to 2.30 FTE of overtime, or about 4,780 hours, to reflect actual overtime hours for PbM projects. Extra help is increasing in 2018 based on actual usage in past years and is budgeted at 0.67 FTE.

Operating expenses are decreasing \$43,800 from the 2017 budget. This decrease is related to the level of service and funding for the maintenance of the State Highway System. Most of the decrease (\$40,000) is specifically related to Performance-Based Maintenance projects. The remaining expenses are related to maintenance of the State Trunk Highway System managed through the RMA program.

State Highway Operations (Continued)

Interdepartmental charges increase about \$100,300 and is primarily related to increased anticipated equipment 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 \$72,900 to \$2,192,200. In addition, general/vehicle liability insurance is increasing \$28,000. This increase is directly related to the increased insurance reimbursement receive from the State in 2017. Other increases include about \$21,100 for administrative cost recovery from the State for labor, materials and equipment costs reported to the State and for equipment storage costs that are also recovered by State revenues. These expenditure increases are offset by an almost \$21,700 decrease in Workers Compensation costs in 2018.

Activity	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Centerline miles of road maintained	227	227	227	227	227	0
Centerline miles of road striped	340	340	340	340	340	0
Lane miles maintained	1,075.0	1,075.0	1,077.5	1,077.5	1,077.5	0

Source: WisDOT 2015 Level of Service (LOS) Model calculation

Transit Services

Program Description

Through third-party contracts, 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 service, 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 program 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).

	2016 Actual	2017 Budget	2017 Estimate	2018 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	\$132,485	\$130,714	\$130,714	\$135,025	\$4,311
Appr. Fund Balance	\$50,000	\$50,000	\$50,000	\$50,000	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,050,185	\$1,048,414	\$1,048,414	\$1,052,725	\$4,311
Personnel Costs	\$14,695	\$14,885	\$13,936	\$11,525	(\$3,360)
Operating Expenses	\$868,042	\$1,033,529	\$1,033,000	\$1,041,200	\$7,671
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$882,737	\$1,048,414	\$1,046,936	\$1,052,725	\$4,311
Rev. Over (Under) Exp.	\$167,448	\$0	\$1,478	\$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 59.79% of gross expenses in 2018. The 2017 budgeted level was 58.88%. The frequency of audits can vary and are typically two to five years after the budget year ends, so it can be several years later before the final reimbursement is determined. The budget performance of other similar systems around the state can also influence the final audited rate as the state funds are pooled amongst other similarly sized systems. General Fund Balance remains at \$50,000 in the 2018 budget and is used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

The 2018 operating expense budget reflects a similar level of transit service overall. Modifications include minor adjustments to the 901, 904, 905 and 79 routes for increased efficiency. A fare increase of \$0.25 is planned for the 901, 904, 905, and 906 routes. In addition, paratransit fares are anticipated to increase \$0.50 for standard zones and \$1.50 for extended zones, making paratransit fares \$7.00 for standard zones and \$10.00 for extended zones.

Transit Services (Continued)

Expenses related to the fuel adjustment clause in the transit contracts remain at \$50,000, unchanged from the 2017 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, overall ridership on routes is estimated to decrease based on year-to-date and anticipated future needs. However, ridership on paratransit and the Gold Line is anticipated to increase. The Gold Line had anticipated a decrease in ridership in the 2017 budget based on the Milwaukee County reducing the Go Pass program, which provided seniors and those with disabilities free rides, therefore reducing ridership. However ridership has not decreased. In general, ridership is affected by many things including the price of fuel. As the price of fuel drops, ridership also decreases because driving becomes more affordable. Other than the paratransit service, all other transit services are provided through established contracts. Therefore the 2018 budget for these services is based on established contract costs. The paratransit contract expires at the end of April 2018. Funds for a marketing program continue in the 2018 budget. Approximately 0.10 FTE of the Business Manager’s position continues to be budgeted in the 2018 budget. The Waukesha County transit budget continues direct responsibility for the maintenance of the park and ride lots at Goerke’s Corner, CTH G and Pilgrim Road because there are transit stops at these locations. County tax levy contribution for the transit services program is budgeted at \$867,700, which is unchanged from the 2017 budget.

Activity

Total Ridership

Route	Route Description	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017-2018 Change
1	Waukesha Metro to Brookfield Square	115,578	114,902	120,886	113,223	105,100	104,213	104,459	106,026	1,813
Gold Line	Brookfield Square Extension	229,055	228,366	222,130	209,777	213,694	208,185	221,173	223,385	15,200
79	Weekday from Menomonee Falls to Downtown Milwaukee	54,755	42,359	35,378	33,255	32,254	34,932	29,029	28,335	(6,597)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	150,065	135,345	131,711	125,491	121,588	127,779	115,480	117,212	(10,567)
906	Weekday between Mukwonago and Milwaukee via I-43	35,223	35,237	34,204	30,412	28,385	29,829	27,732	27,732	(2,097)
Subtotal		584,676	556,209	544,309	512,158	501,021	504,938	497,873	502,690	(2,248)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	9,028	5,856	3,677	3,095	3,169	2,982	3,930	3,900	918
Total with Paratransit		593,704	562,065	547,986	515,253	504,190	507,920	501,803	506,590	(1,330)

Investment per ride

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

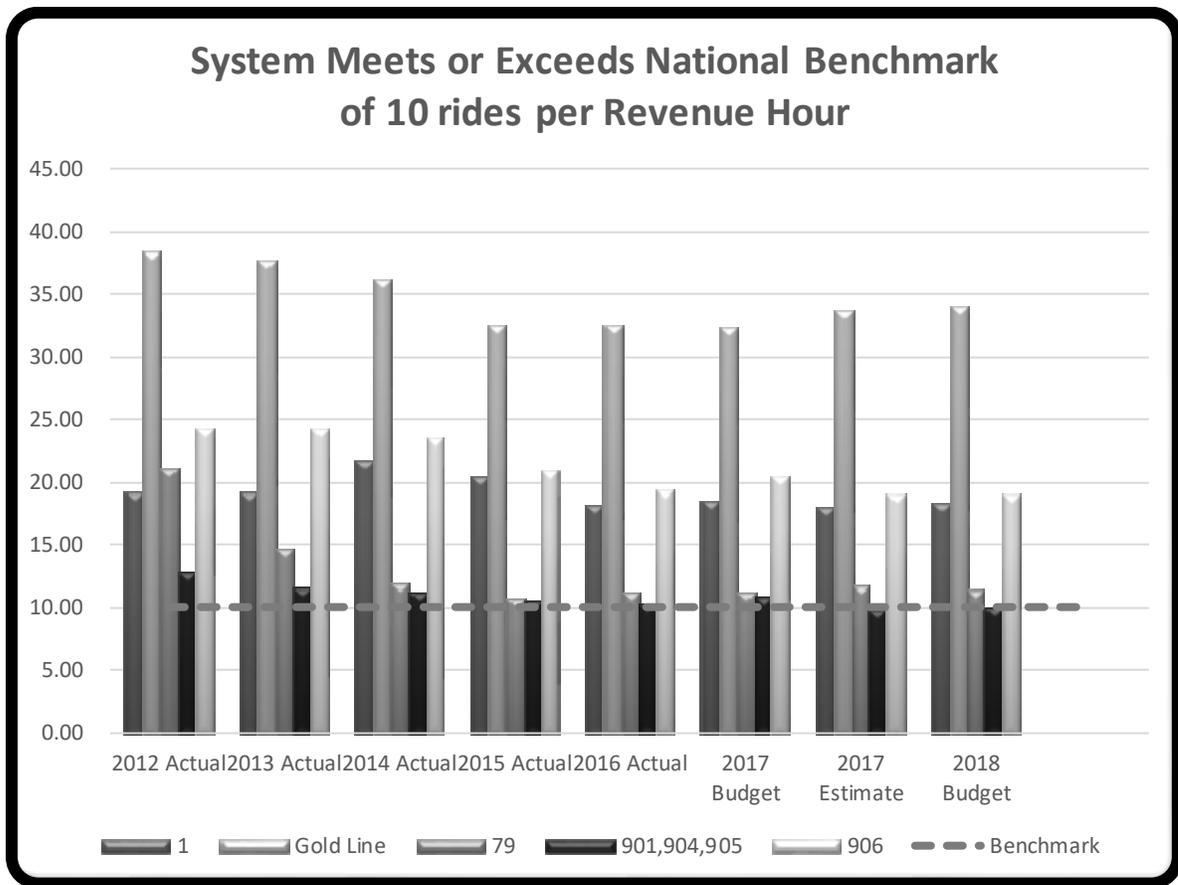
Route	Route Description	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017-2018 Change
1	Waukesha Metro to Brookfield Square	\$0.77	\$0.78	\$0.78	\$0.87	\$0.95	\$0.96	\$0.96	\$0.97	\$0.01
Gold Line	Brookfield Square Extension	\$2.15	\$2.20	\$2.13	\$2.24	\$2.21	\$2.44	\$2.52	\$2.72	\$0.27
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$5.91	\$10.23	\$10.49	\$11.53	\$10.95	\$10.44	\$11.86	\$11.53	\$1.09
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$8.22	\$8.99	\$9.61	\$10.00	\$10.59	\$11.77	\$12.59	\$11.57	(\$0.20)
906	Weekday between Mukwonago and Milwaukee via I-43	\$9.21	\$8.97	\$9.60	\$10.67	\$11.82	\$13.17	\$13.59	\$13.46	\$0.29
Subtotal Average		\$4.21	\$4.60	\$4.66	\$4.94	\$5.09	\$5.68	\$5.69	\$5.50	(\$0.18)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$32.89	\$33.55	\$35.83	\$36.92	\$37.35	\$43.81	\$43.50	\$44.38	\$0.57
Avg with Paratransit		\$4.65	\$4.90	\$4.87	\$5.13	\$5.29	\$5.91	\$5.98	\$5.80	(\$0.11)

Transit Services (Continued)

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	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017-2018 Change
1	Waukesha Metro to Brookfield Square	19.24	19.10	21.71	20.43	18.16	18.61	18.07	18.34	(0.27)
Gold Line	Brookfield Square Extension	38.39	37.73	36.20	32.49	32.57	32.39	33.80	34.14	1.75
79	Weekday from Menomonee Falls to Downtown Milwaukee	21.05	14.70	11.86	10.75	11.31	11.27	11.65	11.37	0.11
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	12.80	11.55	11.24	10.67	10.30	10.92	9.82	9.97	(0.96)
906	Weekday between Mukwonago and Milwaukee via I-43	24.22	24.23	23.52	20.91	19.40	20.52	19.07	19.07	(1.44)
Subtotal Average		21.07	19.78	19.54	18.10	17.60	17.85	17.76	17.93	0.08
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.67	2.64	2.57	2.24	2.21	1.96	2.32	2.32	0.36
Avg with Paratransit		19.07	18.52	18.71	17.36	16.86	17.04	16.88	17.05	0.01



Engineering Services

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 Highway Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects, and side bank cutting.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	7.14	7.14	7.14	6.84	(0.30)
General Government	\$460,864	\$461,711	\$442,914	\$461,711	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$219,411	\$211,844	\$215,464	\$202,060	(\$9,784)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$58,816	\$81,950	\$81,950	\$51,782	(\$30,168)
Total Revenues	\$739,091	\$755,505	\$740,328	\$715,553	(\$39,952)
Personnel Costs	\$684,638	\$689,566	\$681,366	\$651,704	(\$37,862)
Operating Expenses	\$37,900	\$27,500	\$20,900	\$25,100	(\$2,400)
Interdept. Charges	\$37,903	\$38,439	\$38,339	\$38,749	\$310
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$760,441	\$755,505	\$740,605	\$715,553	(\$39,952)
Rev. Over (Under) Exp.	(\$21,350)	\$0	(\$277)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2017 budget. This program includes approximately \$461,700 or 10% of the total departmental GTA revenue, estimated at about \$4.6 million. County Highway Maintenance and Traffic Control, also in the Transportation Fund, include the remaining 90% of GTA revenues.

The 2017 budget continues to include external revenues from the federal Highway Safety Improvement Program (HSIP) and the Surface Transportation Program (STP) for reimbursement of staff design. These revenues are decreasing by about \$9,800 from the 2017 budget.

Personnel costs decrease about \$37,900 from the 2017 budget. This is due to transferring 0.30 FTE of a senior engineering technician position to the Traffic Control (0.20 FTE) and Permit Processing (0.10 FTE) programs to better reflect workload in these program areas. In addition, anticipated turnover of staff in this division results in lower salary and related benefits costs in 2018. Extra help funding continues for 0.69 FTE for three summer interns and 1.00 FTE for a co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin-Milwaukee.

Operating expenses decrease \$2,400 to \$25,100. The decrease is primarily due to reducing funds for specialized bridge inspections which can be incorporated into the bridge rehab report conducted for individual bridge capital projects. The budget will continue to support \$4,000 of bridge inspection services. Operating expenses also include funds for engineering software maintenance; survey supplies, and funds for staff professional development.

Engineering Services (Continued)

Interdepartmental charges include costs of computer and phone services.

Activity

Performance Measures	2014 Actual	2015 Actual	2016 Actual	2017 Target	2017 Estimate	2018 Target
Bridge Conditions						
<i>Sufficiency Index: Benchmark</i>				80.0		80.0
Sufficiency Index: Actuals	84.2	84.7	83.9	84.0	84.6	84.0
Number of Bridges	65	67	66	67	65	65
Load Posted Bridges	1	0	0	0	0	0

Pavement Condition Index (PCI)						
County Highway System						
<i>PCI: Benchmark</i>				70.0		70.0
PCI: Actuals						
Asphalt—primary (arterial highways)	67.0	65.0	62.0	65.0	64.0	66.0
Asphalt—secondary (major collector highways)	62.0	59.0	56.0	55.0	54.0	57.0
Asphalt—tertiary (minor collector highways)	53.0	50.0	49.0	55.0	54.0	57.0
Concrete	67.0	61.0	61.0	55.2	61.0	63.0

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State/Other Revenues	Estimated Completion Year	2017 Est. % Compl. Yr End	Net Annual Est. Operating Impact
201618 (a)	Bridge Aid Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
201701 (a)	Culvert Replacement Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427 (b)	Signal/Safety Improvements	N/A	N/A	N/A	2019	N/A	Reduced
201416 (a)	Repaving Program 2018-2022	\$4,450,000	\$3,891,000	\$559,000	Ongoing	N/A	\$0
200606	CTH P, Bark River Bridge	\$1,786,000	\$860,000	\$926,000	2017	100%	Reduced
200810	CTH CW, Ashippun River Bridge	\$1,391,000	\$741,000	\$650,000	2017	100%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,624,000	\$1,898,000	\$2,726,000	2017	100%	Reduced
201006	CTH NN, STH 83 - CTH ES	\$2,904,000	\$1,142,000	\$1,762,000	2017	100%	Reduced
201116	CTH C, Mill Street to Oakwood Rd.	\$2,361,000	\$1,620,000	\$741,000	2017	100%	Reduced
201004	CTH ES, Fox River Bridge	\$529,000	\$529,000	\$0	2018	40%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$900,000	\$305,000	\$595,000	2018	30%	Reduced
201813	CTH V V, CTH E - Intersection	\$1,648,000	\$604,000	\$1,044,000	2018	20%	\$0
201814	CTH KF, CTH JK - Intersection	\$1,335,000	\$475,000	\$860,000	2018	20%	\$3,600
200917	Waukesha West Bypass	\$14,817,000	\$6,417,000	\$8,400,000	2019	90%	\$92,000
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2019	10%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	10%	Reduced
201603	CTH O & I Intersection Reconstruction	\$2,349,000	\$383,500	\$1,965,500	2019	15%	Minor Incr
201620	CTH V V, Hickory Street to CTH F	\$587,000	\$296,000	\$291,000	2019	0%	Reduced
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2019	0%	Reduced
201611	CTH C, Hasslinger Drive Intersection	\$1,222,000	\$314,800	\$907,200	2020	0%	\$0
201008	CTH M, Calhoun Rd to East County Line	\$25,806,000	\$9,251,000	\$16,555,000	2021	30%	\$42,500
201402	CTH XX, Pebble Brook Creek Bridge	\$370,000	\$156,000	\$214,000	2021	0%	Reduced
201502	CTH O, I-94 to USH 18	\$6,750,000	\$1,750,000	\$5,000,000	2021	0%	Reduced
201601	CTH I, Fox River Bridge	\$844,000	\$255,000	\$589,000	2021	0%	Reduced
201613	CTH D, Moraine Hills Drive Intersection	\$1,110,000	\$1,110,000	\$0	2021	0%	\$0
201610	CTH O, CTH I to CTH ES	\$12,063,000	\$3,181,000	\$8,882,000	2022	0%	\$0
201614	CTH E, Woodland Drive Intersection	\$1,035,000	\$1,035,000	\$0	2022	0%	\$0
201801	CTH F, N.B. Bridge at Green Road	\$450,000	\$168,000	\$282,000	2023	0%	Reduced
201802	CTH V V, W.B. Bridge at Menomonee River	\$1,370,000	\$428,000	\$942,000	2023	0%	Reduced
201805	CTH T, Northview Rd to I-94	\$2,659,000	\$604,000	\$2,055,000	2023	0%	Reduced
201803	CTH O, CTH ES to STH 59	\$23,314,000	\$5,929,000	\$17,385,000	2024	0%	Reduced
201804	CTH DE, Wild Rose Lane to Oak Court	\$1,014,000	\$1,014,000	\$0	2024	0%	\$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2018.

(b) Funding for this program project ended in 2017. Remaining intersection projects will be completed with remaining budget appropriations from prior years. Future intersection projects will be introduced in the capital plan as separate projects.

Traffic Control

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	4.87	4.87	4.87	6.07	1.20
General Government	\$460,864	\$461,711	\$442,914	\$461,711	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$101,194	\$85,000	\$136,970	\$105,000	\$20,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$398,262	\$361,878	\$361,878	\$464,945	\$103,067
Total Revenues	\$960,320	\$908,589	\$941,762	\$1,031,656	\$123,067
Personnel Costs	\$428,453	\$431,089	\$432,847	\$542,337	\$111,248
Operating Expenses	\$477,053	\$475,380	\$472,306	\$487,600	\$12,220
Interdept. Charges	\$1,819	\$2,120	\$1,970	\$1,719	(\$401)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$907,325	\$908,589	\$907,123	\$1,031,656	\$123,067
Rev. Over (Under) Exp.	\$52,995	\$0	\$34,639	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2017 budget. This program includes approximately \$461,700 or 10% of the total departmental GTA revenue, estimated at about \$4.6 million. County Highway Maintenance and Engineering Services, also in the Transportation Fund, include the remaining 90% of GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is \$20,000 higher than the 2017 budget. A LEAN project completed in early 2016 related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper categories, which includes the County Highway Maintenance budget. Because these revenues are based on accident damage, which results in an uncertainty of these revenues in the future, they are budgeted lower than the 2017 estimate.

Net personnel costs increase about \$111,300. This is related to 1.00 FTE patrol worker being shifted from County Highway Operations program and 0.20 FTE senior engineering technician position being shifted from the Engineering program area. The re-allocation of human resources better reflects the workload in the Traffic Control program. This budget continues to support 0.22 FTE of overtime.

Operating expenses include pavement marking expenses at \$155,000; traffic signal electricity costs at \$160,000; signal maintenance costs, which include signal cabinet maintenance and Digger’s Hotline charges, at \$85,000; signage at \$50,000; and the replacement of two traffic counters at \$4,000. The increase is mostly due to an increase in signal maintenance costs due to the growing number of signalized intersections maintained by the county.

Activity	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Traffic Signals	112	113	115	114	116	1
Roundabout Intersections	7	7	7	7	8	1

Permit Processing

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	1.50	1.50	1.50	1.60	0.10
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$119,310	\$135,000	\$126,650	\$130,000	(\$5,000)
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 (Credit)	\$46,698	\$15,583	\$15,583	\$35,759	\$20,176
Total Revenues	\$166,008	\$150,583	\$142,233	\$165,759	\$15,176
Personnel Costs	\$149,323	\$150,583	\$150,198	\$165,759	\$15,176
Operating Expenses	\$435	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$149,758	\$150,583	\$150,198	\$165,759	\$15,176
Rev. Over (Under) Exp.	\$16,250	\$0	(\$7,965)	\$0	\$0

Program Highlights

Permit fees rates are remaining stable from the 2017 budget and are itemized on the schedule on the following page. The next increase is planned for 2019, which follows the cycle of increasing fees every two years. Revenues for driveway access permits are remaining the same as the 2017 budget at \$45,000. Utility permit revenues are decreasing \$5,000 from 2017 budget to \$85,000.

Personnel costs of about \$165,800, an increase of about \$15,200 from the 2017 budget. This increase is primarily due to 0.10 FTE of a senior engineering technician position being shifted from the Engineering program to better reflect workload.

Activity	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	76	53	60	75	75	15
Utility Permits Processed	412	352	400	380	380	(20)

Permit Processing (Continued)

The following is the Permit Fee structure for years 2015/2016 and 2017/2018:

Utility Permits		2015/2016		2017/2018	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$85	\$220	\$90	\$230
	Add'l 1,000'		\$220		\$230
Excavate/Plow in ROW	First 200'	\$85	\$170	\$90	\$180
	Add'l mile		\$170		\$180
New Poles	Each	\$85	\$170	\$90	\$180
Re-application		\$85		\$90	

Access Permits		2015/2016		2017/2018	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		\$490		\$510
With culvert, owner supplied and installed by Waukesha County	Each driveway		\$1,065		\$1,120
		Application	Permit	Application	Permit
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	\$450	\$750	\$470	\$780
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	\$450	\$1,740	\$470	\$1,820
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each driveway	\$450	\$4,190	\$470	\$4,400
Traffic Signal Installation	Per signal		\$1,550		\$1,630
Re-application		\$90		\$95	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			\$130		\$135
Fee for county to install culvert - owner supply			\$575		\$600
Temporary driveway			\$180		\$190
Sign in right of way			\$150		\$160
Sign in right of way - county install owner-supplied sign			\$170		\$180
Revocable Occupancy permit			\$375		\$395
Sidewalk			\$130		\$135

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 and equipment 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	2016	2017	2017	2018	Change From 2017	
	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	\$90,213	\$64,901	\$89,011	\$67,104	\$2,203	3.4%
Interdepartmental (a)	\$3,514,203	\$3,850,904	\$3,333,599	\$3,697,599	(\$153,305)	-4.0%
Other Revenue	\$40,642	\$34,000	\$37,445	\$20,200	(\$13,800)	-40.6%
Appr. Fund Balance (b)	\$150,360	\$107,083	\$143,167	\$101,083	(\$6,000)	-5.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,795,418	\$4,056,888	\$3,603,222	\$3,885,986	(\$170,902)	-4.2%
Expenditures						
Personnel Costs	\$1,143,567	\$1,191,369	\$1,183,695	\$1,198,746	\$7,377	0.6%
Operating Expenses (b)	\$2,472,471	\$2,773,412	\$2,318,846	\$2,580,169	(\$193,243)	-7.0%
Interdept. Charges	\$74,151	\$91,829	\$95,911	\$105,646	\$13,817	15.0%
Fixed Assets (Memo) (b)(c)	\$31,410	\$0	\$0	\$15,000	\$15,000	N/A
Total Expenditures (c)	\$3,690,189	\$4,056,610	\$3,598,452	\$3,884,561	(\$172,049)	-4.2%
Operating Income/(Loss) (c)	\$105,229	\$278	\$4,770	\$1,425	\$1,147	412.6%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.10	0.19	0.19	0.19	0.00
Total FTEs	14.10	14.19	14.19	14.19	0.00

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

(b) Includes Central Fleet Fund balance appropriation of:

Description	2016	2017 Budget	2017 Est	2018 Budget
Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Purchase order & carryovers from prior year	\$39,277	\$0	\$36,084	\$0
One-time expense of painting fuel tanks	\$10,000	\$0	\$0	\$0
One-time expense for on-site training for upgrades to maintenance software	\$0	\$6,000	\$6,000	\$0
Total Fund Balance Appropriation	\$150,360	\$107,083	\$143,167	\$101,083

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	13.75	13.84	13.84	13.84	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$90,213	\$64,901	\$80,311	\$59,389	(\$5,512)
Interdepartmental (a)	\$2,624,139	\$2,291,550	\$2,410,364	\$2,277,111	(\$14,439)
Other Revenue	\$19,770	\$14,000	\$21,445	\$10,200	(\$3,800)
Appr. Fund Balance (b)	\$140,360	\$107,083	\$143,167	\$101,083	(\$6,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,874,482	\$2,477,534	\$2,655,287	\$2,447,783	(\$29,751)
Personnel Costs	\$1,112,267	\$1,159,669	\$1,153,100	\$1,168,573	\$8,904
Operating Expenses (b)	\$1,590,972	\$1,223,728	\$1,409,900	\$1,166,295	(\$57,433)
Interdept. Charges	\$73,203	\$85,829	\$89,911	\$95,146	\$9,317
Fixed Assets	\$31,410	\$0	\$0	\$15,000	\$15,000
Total Expenditures	\$2,776,442	\$2,469,226	\$2,652,911	\$2,430,014	(\$39,212)
Operating Income/(Loss)	\$98,040	\$8,308	\$2,376	\$17,769	\$9,461

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

(b) Includes Central Fleet Fund balance appropriation of:

Description	2016	2017 Budget	2017 Est	2018 Budget
Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Purchase order & carryovers from prior year	\$39,277	\$0	\$36,084	\$0
One-time expense for on-site training for upgrades to maintenance software	\$0	\$6,000	\$6,000	\$0
Total Fund Balance Appropriation	\$140,360	\$107,083	\$143,167	\$101,083

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. Charges for services revenues are decreasing from the 2017 budget even though the 2016 actuals are higher. Due to the uncertainty of level of service requests from our external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues decrease about \$14,400 mostly related to an anticipated reduction in service requests from the Highway Operations Division as a result of costly equipment models being removed from the fleet by 2018. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates and miscellaneous reimbursements. Salvage and recycling revenues are declining therefore the budget has been reduced to reflect this trend. Fund Balance continues to be used to offset the facility depreciation.

Repair & Maintenance (Continued)

Personnel costs increase about \$8,900, or less than 1% from the 2017 budget. This smaller increase is a result of anticipated turnover of staff in 2018 resulting in lower salaries and related benefits. The overtime budget remains budgeted at 395 hours (0.19 FTE) in 2018 and is based on recent years' use of overtime.

Operating expenses are decreasing about \$57,400 mostly related to an anticipated reduction in service requests from the Highway Operations Division as a result of costly equipment models being removed from the fleet by 2018. This results in a decreased need for parts and outside repair services. In addition, the decrease is also due to one-time costs for software upgrades and training for the fleet maintenance work order system in 2017, not being budgeted in 2018. The major expenses in the Operating expenses appropriation unit include \$672,000 for the costs of parts, \$190,500 for the cost of commercial repair services, \$50,000 of support/licensing costs for Fleet Focus software for a net decrease of \$14,000 (mentioned above), \$117,750 of depreciation expense, and a small tools replacement program budgeted at \$16,000. Other expenditures in this appropriation unit include building maintenance costs; shop supplies for the shop personnel; training expenses; utilities; and housekeeping costs.

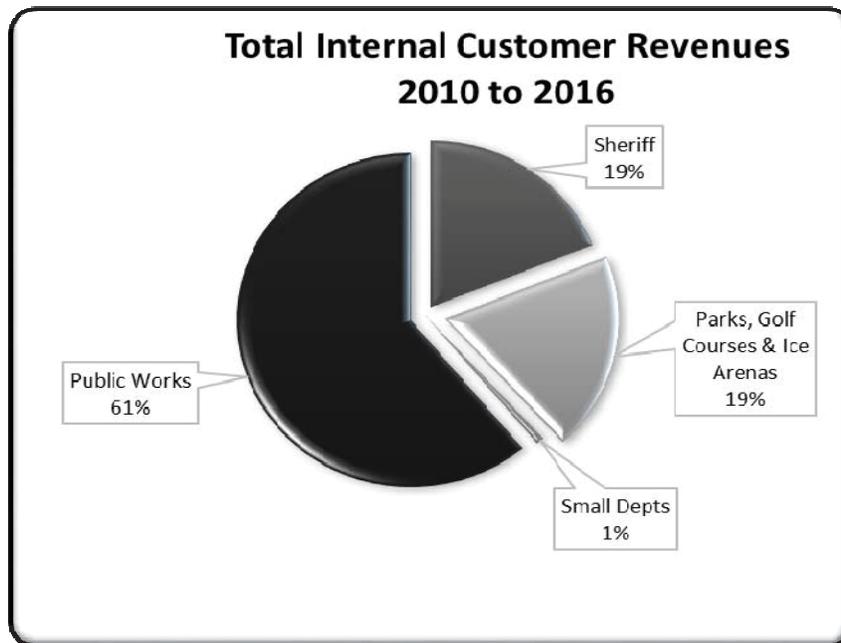
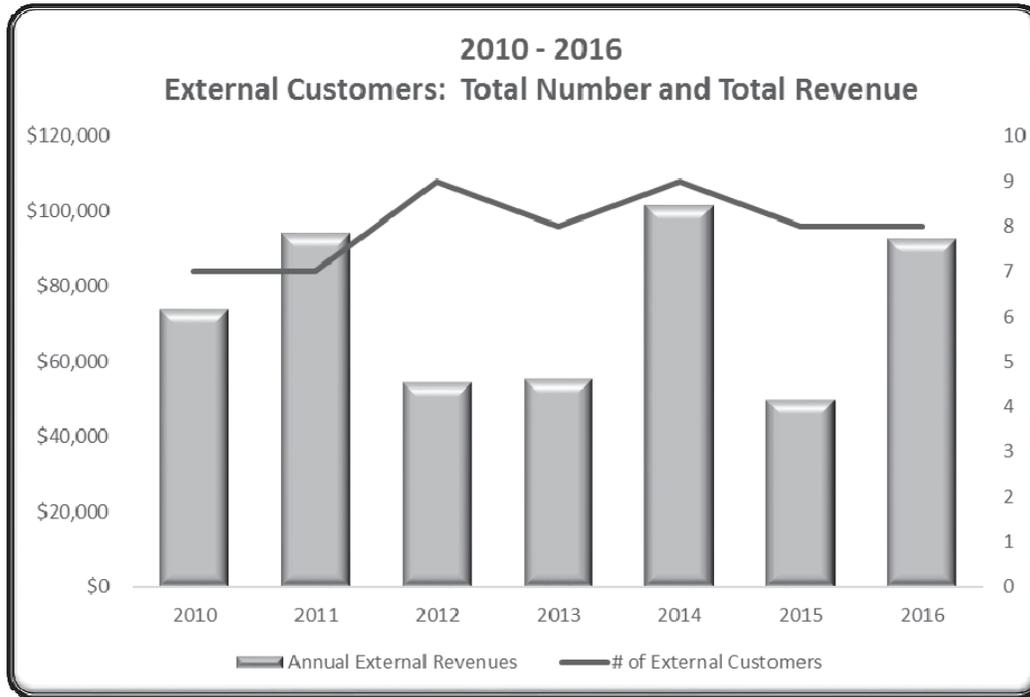
Interdepartmental charges are about \$9,300 higher than the 2017 budget. The increase is primarily due to increased costs anticipated for repair work on vehicles and higher costs for worker's compensation and other insurance. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

The 2018 budget includes \$15,000 to purchase a metal worker machine which allows staff to work more effectively with sheet and other metals.

In an effort to keep the 2017 to 2018 rate increases at or below 2%, the 2018 Central Fleet Rates are as follows:

Rate Type	2017	2018	% Change
External Heavy Labor Rate	\$101.29	\$103.31	2.0%
External Light Labor Rate	\$84.66	\$86.35	2.0%
External Service Labor Rate	\$92.16	\$94.00	2.0%
Internal Heavy Labor Rate	\$93.84	\$95.72	2.0%
Internal Light Labor Rate	\$79.31	\$80.89	2.0%
Internal Service Labor Rate	\$86.09	\$87.81	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Total Work Orders	5,480	6,200	6,100	6,200	0
Internal Customer Work Orders	5,255	5,950	5,900	5,950	0
External Customer Work Orders	225	250	200	250	0
Total Internal. Cust. Rep./Maint. Rev.	\$2,584,139	\$2,251,550	\$2,370,364	\$2,237,111	\$71,547
Total External Cust. Rep./Maint. Rev	\$90,213	\$64,901	\$80,311	\$59,389	(\$5,512)
Total External Customers	8	9	8	8	(1)



Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment and some external customers.

	2016 Actual	2017 Budget	2017 Estimate	2018 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	\$8,700	\$7,715	\$7,715
Interdepartmental (a)	\$890,064	\$1,559,354	\$923,235	\$1,420,488	(\$138,866)
Other Revenue	\$20,872	\$20,000	\$16,000	\$10,000	(\$10,000)
Appr. Fund Balance (b)	\$10,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$920,936	\$1,579,354	\$947,935	\$1,438,203	(\$141,151)
Personnel Costs	\$31,300	\$31,700	\$30,595	\$30,173	(\$1,527)
Operating Expenses (b)	\$881,499	\$1,549,684	\$908,946	\$1,413,874	(\$135,810)
Interdept. Charges	\$948	\$6,000	\$6,000	\$10,500	\$4,500
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$913,747	\$1,587,384	\$945,541	\$1,454,547	(\$132,837)

Operating Income/(Loss)	\$7,189	(\$8,030)	\$2,394	(\$16,344)	(\$8,314)
-------------------------	---------	-----------	---------	------------	-----------

(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

Description	2016	2017 Budget	2017 Est	2018 Budget
One-time expense of painting fuel tanks	\$10,000	\$0	\$0	\$0
Total Fund Balance Appropriation	\$10,000	\$0	\$0	\$0

Program Highlights

Interdepartmental revenues are decreasing due to a budgeted decrease in fuel prices by 10% in 2018. However, fuel consumption by the customers is anticipated to increase by 3,950 gallons compared to the 2017 budget. Fuel usage is based on a multi-year average of actual usage. Other revenues include off-road vehicle fuel tax rebates.

Operating expense decreases are mainly due to a lower price per gallon anticipated in 2018. Interdepartmental Charges are increasing by \$4,500. This charge reflects the anticipated increase of repair costs Fleet performs on fuel stations.

Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Fuel Sites Maintained	18	18	18	18	0
Gallons Sold	443,146	434,950	408,620	438,900	3,950
External Fuel Customers	1	1	1	1	0

Current and Planned Capital Projects

Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2017	Est. Operating Impact
Fuel Tank Replacement and Infrastructure	TBD	\$1,500,000	0%	Annual Software Maintenance Estimated to be \$24,000

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 proceeds from the sale of retired vehicles and 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	2016	2017	2017	2018	Change From 2017	
	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)	\$2,603,437	\$2,716,063	\$2,716,063	\$3,065,533	\$349,470	12.9%
Other Revenue (b)	\$921,245	\$534,000	\$534,000	\$512,000	(\$22,000)	-4.1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,524,682	\$3,250,063	\$3,250,063	\$3,577,533	\$327,470	10.1%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,841,109	\$3,144,881	\$3,144,881	\$3,284,456	\$139,575	4.4%
Interdept. Charges	\$92,674	\$101,093	\$101,093	\$102,853	\$1,760	1.7%
Fixed Assets (Memo) (c)	\$4,192,758	\$4,233,860	\$4,076,668	\$4,076,560	(\$157,300)	-3.7%
Total Expenditures (c)	\$2,933,783	\$3,245,974	\$3,245,974	\$3,387,309	\$141,335	4.4%
Operating Income/(Loss) (c)	\$590,899	\$4,089	\$4,089	\$190,224	\$186,135	4552.1%

- (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 offset increases in future vehicle replacement costs.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.

Vehicle Replacement Plan

Program Description

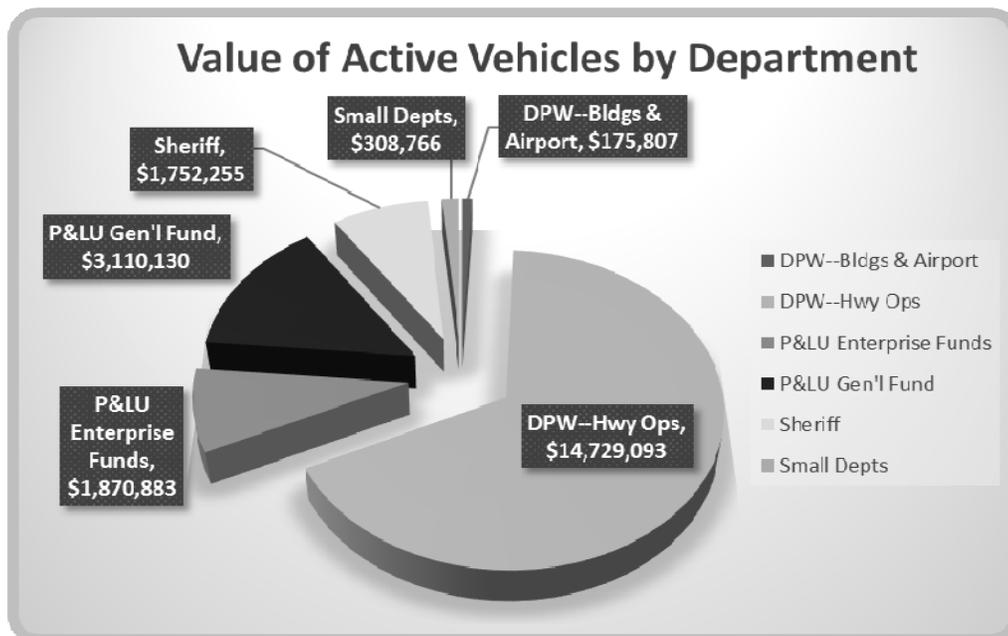
The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross-charged for the future replacement costs.

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 2017 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. These revenues increase about \$350,000, which is largely due to increases in vehicle/equipment prices. Departments are charged replacement fees based on the cost of the vehicle they currently operate (rather than paying toward an estimated future price). As new vehicles are purchased, the replacement charges “reset” to the new, higher price. Recently, there has been larger numbers of replacements (73 budgeted in 2016, 63 in 2017, and 55 in 2018) at higher overall costs (at about \$4 million or higher each of the three years), which has resulted in more replacement charges being reset to higher levels. Part of the increase in vehicle prices is driven by improvements in technology for greater functionality/efficiency and regulations (e.g., emissions standards).

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 about \$139,600 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 (interdepartmental charges) are based on a three-year experience history and are increasing about \$1,800 from the 2017 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Active Vehicles in Plan	383	383	383	383	0
Vehicles Replaced	73	63	62	55	(8)

Waukesha County
2018 Vehicle Replacement Plan

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Sheriff's Department	Squad, Police Pursuit Package	9	\$35,400	\$318,600	\$72,000
Sheriff's Department	Van, full size transport	2	\$31,030	\$62,060	\$16,000
Sheriff's Department	Squad, Police Pursuit Package	1	\$35,400	\$35,400	\$5,000
Subtotal Sheriff's Dept		12		\$416,060	\$93,000
Public Works Hwys	Truck, Patrol	4	\$224,000	\$896,000	\$100,000
Public Works Hwys	Truck, Patrol muni body	4	\$227,000	\$908,000	\$100,000
Public Works Hwys	SUV	2	\$28,400	\$56,800	\$10,000
Public Works Hwys	Truck, Aerial Bucket	1	\$140,000	\$140,000	\$20,000
Public Works Hwys	Truck, 1 ton dump	1	\$58,500	\$58,500	\$10,000
Public Works Hwys	Tractor, Right Flail	3	\$57,000	\$171,000	\$15,000
Public Works Hwys	Truck, Aerial Bucket w/ tools	1	\$196,000	\$196,000	\$20,000
Public Works Hwys	Tar Distributor	1	\$80,500	\$80,500	\$10,000
Subtotal DPW Hwys		17		\$2,506,800	\$285,000
Parks & Land Use Gen'l Fund	Mower, outfrt rotary cab broom	1	\$38,000	\$38,000	\$6,000
Parks & Land Use Gen'l Fund	Van, w/ racks; towing; plexiglass divider	1	\$34,000	\$34,000	\$6,000
Parks & Land Use Gen'l Fund	Mini Van	1	\$30,000	\$30,000	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow	1	\$47,000	\$47,000	\$5,000
Parks & Land Use Gen'l Fund	Utility veh,4 wheel,4x4,dmp bx(expo)	1	\$17,300	\$17,300	\$3,000
Parks & Land Use Gen'l Fund	Skidsteer ldr,snwblwr,forks,au	1	\$83,600	\$83,600	\$10,000
Parks & Land Use Gen'l Fund	Pickup, Ext Cab, 4x4, ranger	1	\$28,000	\$28,000	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T	2	\$47,000	\$94,000	\$10,000
Parks & Land Use Gen'l Fund	Utility Vehicle	1	\$14,200	\$14,200	\$2,000
Parks & Land Use Gen'l Fund	Util veh,4 whl,4x4,cab,dmp bx	1	\$26,200	\$26,200	\$4,000
Parks & Land Use Gen'l Fund	Utility Veh,5 wheel,dump box w/ cab	1	\$13,600	\$13,600	\$2,000
Parks & Land Use Gen'l Fund	Mower, Wide Area (11')	1	\$63,000	\$63,000	\$8,000
Parks & Land Use Gen'l Fund	Utility Vehicle, Hvy Duty w/ detachable sp	1	\$59,000	\$59,000	\$8,000
	Truck, dump, 4x4, plow, GVWR 16,000 lbs	1	\$70,000	\$70,000	\$12,000
Subtotal P&LU Gen'l Fund		15		\$617,900	\$86,000
Parks & Land Use Enterprise Fund	Tractor, loader	1	\$55,000	\$55,000	\$6,000
Parks & Land Use Enterprise Fund	Mower, greens, triplex	1	\$63,300	\$63,300	\$5,000
Parks & Land Use Enterprise Fund	Turf Sweeper	1	\$23,050	\$23,050	\$3,000
Parks & Land Use Enterprise Fund	Utility Vehicle	1	\$41,000	\$41,000	\$3,000
Parks & Land Use Enterprise Fund	Greensmower	1	\$51,500	\$51,500	\$4,000
Parks & Land Use Enterprise Fund	Rake, sand trap	1	\$21,200	\$21,200	\$2,000
Parks & Land Use Enterprise Fund	Greensmower	1	\$60,600	\$60,600	\$5,000
Parks & Land Use Enterprise Fund	Mower,greens,triplex	1	\$60,650	\$60,650	\$5,000
Parks & Land Use Enterprise Fund	Greensmower	1	\$61,300	\$61,300	\$5,000
Parks & Land Use Enterprise Fund	Mower, greens, triplex	1	\$80,900	\$80,900	\$8,000
Parks & Land Use Enterprise Fund	Utility Vehicle	1	\$17,300	\$17,300	\$2,000
Subtotal P&LU Golf Courses		11		\$535,800	\$48,000
Grand Total		55		\$4,076,560	\$512,000

**Vehicle Replacement
Fund**

Public Works

Program

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

Agency	2017 Budget		2018		2019		2020		2021		2022	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Public Works Hwy Ops	15	\$2,360,100	17	\$2,506,800	19	\$1,779,300	13	\$2,013,603	19	\$2,618,400	16	\$3,509,000
Public Works Bldg Ops	1	\$26,300	0	\$0	3	\$88,500	0	\$0	1	\$35,600	2	\$79,100
Sheriff (a)	22	\$738,850	12	\$416,060	11	\$372,900	11	\$355,611	1	\$44,600	5	\$142,200
Parks & Land Use Gen'l	17	\$758,010	15	\$617,900	12	\$435,969	13	\$672,600	8	\$380,700	13	\$665,589
Golf Courses	5	\$215,700	11	\$535,800	7	\$186,900	7	\$243,500	6	\$271,400	13	\$440,150
Ice Arenas	0	\$0	0	\$0	0	\$0	1	\$101,200	1	\$19,000	0	\$0
Medical Examiner	2	\$108,600	0	\$0	0	\$0	0	\$0	2	\$99,000	0	\$0
Human Services	0	\$0	0	\$0	0	\$0	1	\$26,000	0	\$0	3	\$78,400
Records Mgmt	1	\$26,300	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	0	\$0	1	\$34,000	0	\$0	1	\$40,600	0	\$0
Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$39,600
	63	\$4,233,860	55	\$4,076,560	53	\$2,897,569	46	\$3,412,514	39	\$3,509,300	53	\$4,954,039

(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	2016	2017	2017	2018	Change From 2017	
	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	\$804,479	\$882,056	\$982,261	\$916,105	\$34,049	3.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$27,468	\$20,700	\$18,278	\$19,500	(\$1,200)	-5.8%
Appr. Fund Balance (a)	\$200,829	\$180,829	\$246,514	\$180,829	\$0	0.0%
County Tax Levy (a)	\$152,563	\$122,563	\$122,563	\$92,563	(\$30,000)	-24.5%
Total Revenue Sources	\$1,185,339	\$1,206,148	\$1,369,616	\$1,208,997	\$2,849	0.2%
Expenditures						
Personnel Costs	\$260,315	\$271,254	\$271,326	\$281,358	\$10,104	3.7%
Operating Expenses (a)(b)	\$711,803	\$761,322	\$812,320	\$757,020	(\$4,302)	-0.6%
Interdept. Charges	\$158,550	\$173,572	\$185,172	\$170,619	(\$2,953)	-1.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,130,668	\$1,206,148	\$1,268,818	\$1,208,997	\$2,849	0.2%
Operating Income/(Loss)	\$54,671	\$0	\$100,798	\$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 as follows:

	2016	2017 Budget	2017 Est	2018 Budget
Reduce county tax levy	\$20,000	\$0	\$0	\$0
Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Purchase order & carryovers from prior year	\$0	\$0	\$65,685	\$0
Total Fund Balance Appropriation	\$200,829	\$180,829	\$246,514	\$180,829

(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 Report statements and includes these funds as contributed capital.

Airport Operations

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, 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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	1.30	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	\$691,350	\$759,056	\$859,261	\$793,105	\$34,049
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$25,013	\$19,200	\$16,000	\$18,000	(\$1,200)
Appr. Fund Balance	\$180,829	\$180,829	\$246,514	\$180,829	\$0
County Tax Levy	\$46,372	(\$5,088)	(\$5,088)	(\$28,154)	(\$23,066)
Total Revenues	\$943,564	\$953,997	\$1,116,687	\$963,780	\$9,783
Personnel Costs	\$109,773	\$113,651	\$113,884	\$117,900	\$4,249
Operating Expenses	\$669,511	\$716,852	\$758,489	\$721,677	\$4,825
Interdept. Charges	\$111,265	\$123,494	\$135,694	\$124,203	\$709
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$890,549	\$953,997	\$1,008,067	\$963,780	\$9,783
Operating Income/(Loss)	\$53,015	\$0	\$108,620	\$0	\$0

Program Highlights

Charges for service revenues are budgeted to increase about \$34,000 and include revenues from land leases of \$432,000; hangar rental revenues of \$261,600; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of \$56,200; the FBO lease for the Airport fuel farm of \$41,200 and tie down fees of \$2,100. The increase is mostly due to additional land lease revenue related to a new hangar being constructed by the fixed-base operator (FBO) as part of the FBO contract approved in 2016, and is estimated to generate \$35,000 in new revenue beginning in 2018. The Fund Balance appropriation remains the same as the 2017 budget levels, and is used to partially offset depreciation expense.

Personnel costs are increasing about \$4,200. This increase results from cost to continue costs for the existing employees. 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 about \$4,800. This includes \$8,000 for engineering services for roof repairs at the airport. T-hangar maintenance costs remain at the 2017 budgeted level of \$15,000 and other building repair and maintenance expenses are increased \$5,000. Contracted snow removal service is budgeted at the 2017 level of \$240,000. Depreciation in this program is budgeted to decrease by about \$6,800. Overall depreciation between both airport programs is budgeted to decrease a net \$2,000 to \$305,700, due to some assets being totally depreciated by year-end 2017 and 2018. Other expenses budgeted in this area include electricity, natural gas, water, and maintenance for buildings and pavement.

Airport

Operations Fund

Public Works

Program

Airport Operations (Continued)

Activity Data	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	456,949	456,949	477,238	477,238	497,238	20,000
Acres of grass to be mowed (a)	337	337	333	333	329	(4)

(a) The 2017 and 2018 budgets assume partial completion of the Airport ramp expansion project (capital project #201621), which will increase square yards of pavement and reduce acres of grass to be mowed.

Activity Data	2015 Actual	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	987,863	1,044,021	1,090,000	1,090,000	1,090,000	0
100LL	109,847	102,969	140,000	140,000	140,000	0
Total	1,097,710	1,146,990	1,230,000	1,230,000	1,230,000	0

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

Airport Activity Data	2014 Actual	2015 Actual	2016 Actual	2017 Target	2017 Estimate	2018 Target
<i>PCI: Benchmark</i>				70.0		
PCI: Actuals						
Runways	73.0	95.0	95.0	95.0	95.0	94.0
Taxiways	80.0	89.0	89.0	89.0	89.0	88.0
Aprons	73.0	73.0	80.0	80.0	80.0	81.0
Landside Pavements	71.0	70.0	71.0	72.0	71.0	72.0

Administrative Services

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.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Staffing (FTE)	1.70	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	\$113,129	\$123,000	\$123,000	\$123,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,455	\$1,500	\$2,278	\$1,500	\$0
Appr. Fund Balance	\$20,000	\$0	\$0	\$0	\$0
County Tax Levy	\$106,191	\$127,651	\$127,651	\$120,717	(\$6,934)
Total Revenues	\$241,775	\$252,151	\$252,929	\$245,217	(\$6,934)
Personnel Costs	\$150,542	\$157,603	\$157,442	\$163,458	\$5,855
Operating Expenses	\$42,292	\$44,470	\$53,831	\$35,343	(\$9,127)
Interdept. Charges	\$47,285	\$50,078	\$49,478	\$46,416	(\$3,662)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$240,119	\$252,151	\$260,751	\$245,217	(\$6,934)
Operating Income/(Loss)	\$1,656	\$0	(\$7,822)	\$0	\$0

Program Highlights

Charges for services include revenues from fuel sales, budgeted at \$123,000. Fuel volume projections are based on historic data and a projection for additional revenue due to the completion of a new hangar by the primary FBO which is anticipated to bring more aircraft to the airport. Fuel flowage revenues received from the FBOs remain at \$0.10 per gallon. Other revenues include \$1,500 from cost recoveries for airport identification/access control badges issued. Overall county tax levy for this fund has been reduced by \$30,000 bringing the total tax levy allocated to the airport to \$92,563.

Personnel costs are increasing by \$5,900 from the 2017 budget, due to the cost to continue for the employees budgeted in this program area. 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 decreasing by \$9,100 from the 2017 adopted budget. Decreases in operating expenses are primarily due to a \$12,000 reduction in contracted services for airport marketing and communication. Interdepartmental charges are decreased about \$3,700 due to reductions in liability insurance and fixed telephone charges. Also included in this program are professional memberships, office supplies, printing costs (operating expenses), and \$15,500 of county administrative charges (interdepartmental charges). County administrative charges are allocated to enterprise funds and represent services such as payroll processing, accounting, purchasing and legal counsel, that an enterprise fund operation would otherwise have to pay for to operate as a business.

Activity

Marketing Performance Measures	2014 Actual	2015 Actual	2016 Actual	2017 Target	2017 Estimate	2018 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	89%	89%	90%	90%	90%	90%
-Communication Effectiveness	84%	84%	96%	85%	90%	90%
T-Hangar Occupancy Rate *	83%	84%	80%	85%	85%	85%
Total Cumulative # of Hangars	54	54	55	56	55	57

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/Other Operating Expense	Total (Rev)/Exp
200804	Master Plan Update	2018	\$65,000	\$0	\$6,500	\$6,500
200703	Airport Maintenance and Snow Removal Building	2019	\$290,000	\$0	\$7,250	\$7,250
201621	Airport Ramp Expansion	2019	\$625,000	(\$84,000)	\$35,100	(\$48,900)
200310	Runway 10/28 Safety Area	2020	\$796,000	\$2,000	\$31,840	\$33,840
201308	Taxiway C realignment and Lighting	2021	\$210,000	\$0	\$10,500	\$10,500

* See capital project forms for ongoing operating impacts