Public Works

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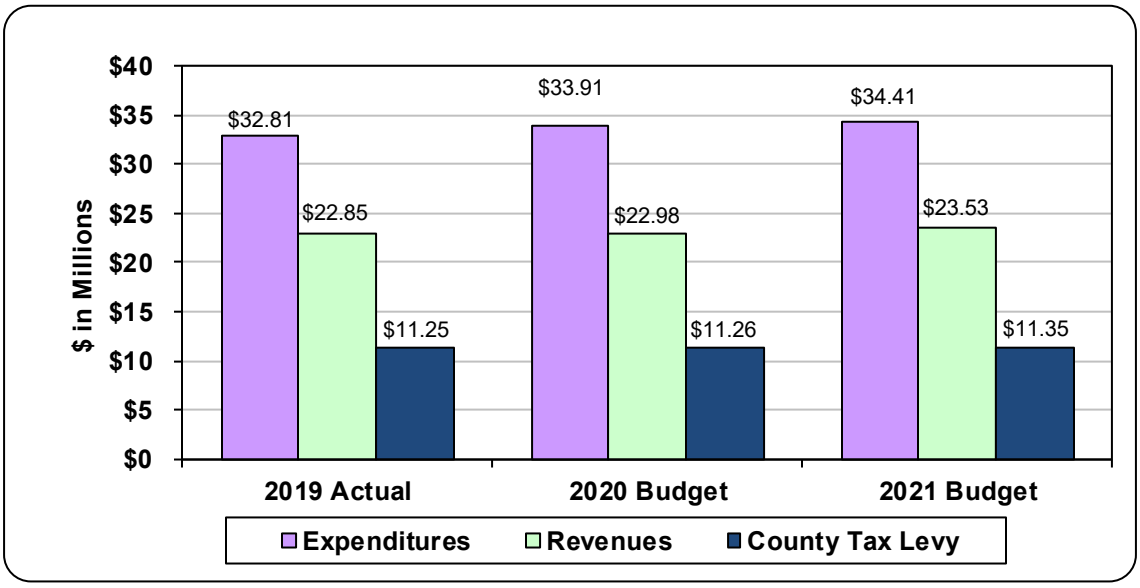
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, and 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 the Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in the General Administration Functional Area Section).



The 2021 expenditure budget for this functional area totals $34,413,700, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $508,700 or 1.5% from the 2020 Adopted Budget. Budgeted revenues (including $605,665 of fund balance appropriations) total $23,531,500, an increase of $556,400 or 2.4% from the previous year's budget. The tax levy necessary to fund this functional area totals $11,351,900, an increase of $90,000 or 0.8% from the 2020 Adopted Budget.

** PUBLIC WORKS **

Functional Area Summary by Agency

	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change from 2020 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$22,853,061	$22,975,172	$23,388,262	$23,531,540	$556,368	2.4%
County Tax Levy (b)(c)	$11,249,428	$11,261,865	$11,261,865	$11,351,865	$90,000	0.8%
Expenditure (d)	$32,812,126	$33,905,037	$33,765,803	$34,413,700	$508,663	1.5%
Rev. Over (Under) Exp.	$1,273,487	$0	$240,724	$0	$0	N/A
Oper Income/(Loss) (d)	$16,876	$332,000	$643,600	$469,705	$137,705	41.5%

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

Fund	Description of Use	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
General	Building Improvement Plan funding	$100,000	$100,000	$100,000	$100,000
General	Purchase order & carryovers from prior year	$324,892	$0	$224,111	$0
	Subtotal General Fund Balance Appropriation	**$424,892**	**$100,000**	**$324,111**	**$100,000**
Transportation	One time purchase of highway maintenance equipment*	$0	$157,000	$157,000	$85,000
Transportation	Intersection Improvement Program	$50,000	$50,000	$50,000	$50,000
Transportation	Purchase order & carryovers from prior year	$9,350	$0	$170,216	$0
Transportation	Cartegraph Upgrade & Migration*	$0	$0	$0	$50,000
Transportation	Transit fuel adjustment/audit payback**	$142,638	$100,000	$50,000	$0
Transportation	Temporary continuation of Transit route 906 through 6/30/20	$0	$24,500	$24,500	$0
	Subtotal Transportation Fund Balance Appropriation* **	**$201,988**	**$331,500**	**$451,716**	**$185,000**
Central Fleet	Offset facility depreciation expense	$101,083	$101,083	$101,083	$101,083
Central Fleet	Purchase order & carryovers from prior year	$0	$0	$0	$0
	Subtotal Central Fleet Fund Balance Appropriation	**$101,083**	**$101,083**	**$101,083**	**$101,083**
Airport	Partially offset depreciation expense	$180,829	$180,829	$180,829	$169,582
Airport	Purchase order & carryovers from prior year	$654	$0	$0	$0
Airport	Long-term Asset Evaluation Study	$0	$0	$0	$50,000
	Subtotal Airport Fund Balance Appropriation	**$181,483**	**$180,829**	**$180,829**	**$219,582**
TOTAL FUND BALANCE APPROPRIATION		**$909,446**	**$713,412**	**$1,057,739**	**$605,665**

*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.

**The 2019 estimate includes $92,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance budgeted for 2020 is intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

***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) Through 2019 tax levy was provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases. Beginning in 2020, tax levy support for the Airport Fund is eliminated.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset 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 $3,745,025 in the 2021 Budget, $3,110,400 in the 2020 Budget, $3,464,322 in the 2020 Estimate, and $3,108,692 in 2019. Airport expenditures exclude $74,500 in the 2021 Budget and $175,000 in 2020.

PUBLIC WORKS

Functional Area Budget Highlights

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

- State **General Transportation Aids (GTA)** are mostly budgeted in the Transportation Fund and are budgeted unchanged at $5.1 million, with the excess budgeted for highway capital projects to absorb year-to-year fluctuations in state allocations. The amount budgeted in capital decreases from $270,000 to $100,000 to reflect the 2020 actual allocation.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by $16,500 in 2021. Salt rates increase by $0.74 or 1%, from $74.07 to $74.81 per ton based on the state's salt contract for the 2020-21 winter season. This includes an $11,600 increase in the cost of salt used for county highways, based on an estimated 15,700 tons (same as 2020 budgeted level). Actual salt used varies significantly by year, depending upon weather severity. Salt for Parks and Land Use for use at county facilities and parks roads increases slightly over $400, assuming 600 tons (same as 2020 budgeted level). Salt sold to municipalities for use on their local roads increases $4,500, and assumes 6,000 tons (same as 2020 budgeted level). Revenues from salt sales to municipalities include an $8 per ton handling fee.
- The **County Highway Maintenance** program budgets $135,000 for one-time equipment purchases, including $85,000 for a new skid steer machine and $50,000 to upgrade the Cartegraph Software. The skid steer machine will be used for county highway construction and landscaping jobs. The Cartegraph Software is used to track labor, equipment, materials, and corresponding fringe rates used for all highway operations revenue generation. These purchases will be covered with fund balance from higher prior-year funds earned through the Wisconsin Department of Transportation's Performance-Based Maintenance program (discussed below).
- **State Highway Maintenance operations revenue reimbursements** for work on state roads, as directed by the Wisconsin Department of Transportation, are budgeted to increase by $304,700. This includes $303,200 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements and $1,500 of higher reimbursements for Performance-Based Maintenance (PbM) program work. The PbM program funds 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.
- **The 2021 Transit Services** program expenses are budgeted to decrease by about $125,000 due to primarily a reduction in fuel surcharge/potential audit paybacks and offsetting General Fund balance. Total transit costs are estimated at about $3.5 million, but the total budget for Waukesha County is only about $1 million because Waukesha Metro applies for offsetting federal/state revenues and collects farebox revenues directly, billing the county for the net expenditures. The temporary use of Federal CARES Act funding helps offset increasing route expenses and declining farebox revenues to maintain the county tax levy investment at the 2020 budget level of $867,700.
- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2020 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about $111,300 or 4.6%, reflecting an increase in demand for labor, parts, and commercial repair services.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about $179,000 or 5.4% from $3.74 million to about $3.95 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 slightly increase in 2021 ($2,039,500), an increase of $4,000 over the 2020 budgeted level of $2,035,500. Both the electrical and natural gas utility budgets decrease ($19,000 and $14,700 respectively), reflecting lower energy consumption and utility rates experienced in previous years. This is offset by an increase in sewer/water utility expenses by $37,600 based on increasing utility rates. Overall costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals $1,088,000 in the 2021 budget. The base BIP remains budgeted at $950,000. In addition to the base BIP, the plan includes $93,000 for improvements at the Mental Health Center (MHC). The plan also includes $45,000 for improvements at the Waukesha Employee Health and Wellness Center. Overall General Fund balance support in the BIP is $100,000, unchanged from the 2020 budget.
- Operating costs in the **Housekeeping Services** program decrease about $39,400 or 3.2% due to a decrease in personnel costs ($59,600) due to the abolishment of 1.00 FTE and unfunding of 0.50 FTE building services workers and an increase in the operating expenses due to the anticipated increase of 3% in the housekeeping services contract ($20,000).
- Revenues in the **Airport Operations Fund** budget increase $31,100 and include revenues from inflationary increases built into land leases and rental contracts. The budget also increases fund balance by $38,800 over the 2020 budgeted level to partially offset depreciation expense and cover the costs of a comprehensive airport long-term asset evaluation study.

BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
PUBLIC WORKS	General	42.90	42.90	42.90	41.40	(1.50)
PUBLIC WORKS	Transportation	75.70	75.70	75.70	75.10	(0.60)
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	135.60	135.60	133.50	(2.10)
TOTAL EXTRA HELP		4.12	4.12	4.12	5.21	1.09
TOTAL OVERTIME		4.13	4.05	4.05	3.95	(0.10)
TOTAL BUDGETED POSITIONS		143.85	143.77	143.77	142.66	(1.11)

2021 BUDGET ACTIONS

Public Works - Transportation

Abolish: 1.00 FTE Building Service Worker
Unfund: 0.50 FTE Building Service Worker
Increase: 0.01 FTE Overtime

Public Works - Transportation

Abolish: 0.60 FTE Senior Civil Engineer
Create: 1.00 FTE Senior Civil Engineer
Reclassify: 1.00 FTE Administrative Specialist to Fiscal Assistant
Reclassify: 1.00 FTE Fiscal Assistant to Fiscal Specialist
Unfund 1.00 FTE Patrol Worker in County Highway Operations
Increase: 0.09 FTE Extra Help
Increase: 0.01 FTE Overtime

Public Works - Central Fleet

Reduce: 0.12 FTE Overtime

Public Works - Airport

Increase: 1.00 FTE Extra Help

2020 CURRENT YEAR ACTIONS

None

Public Works

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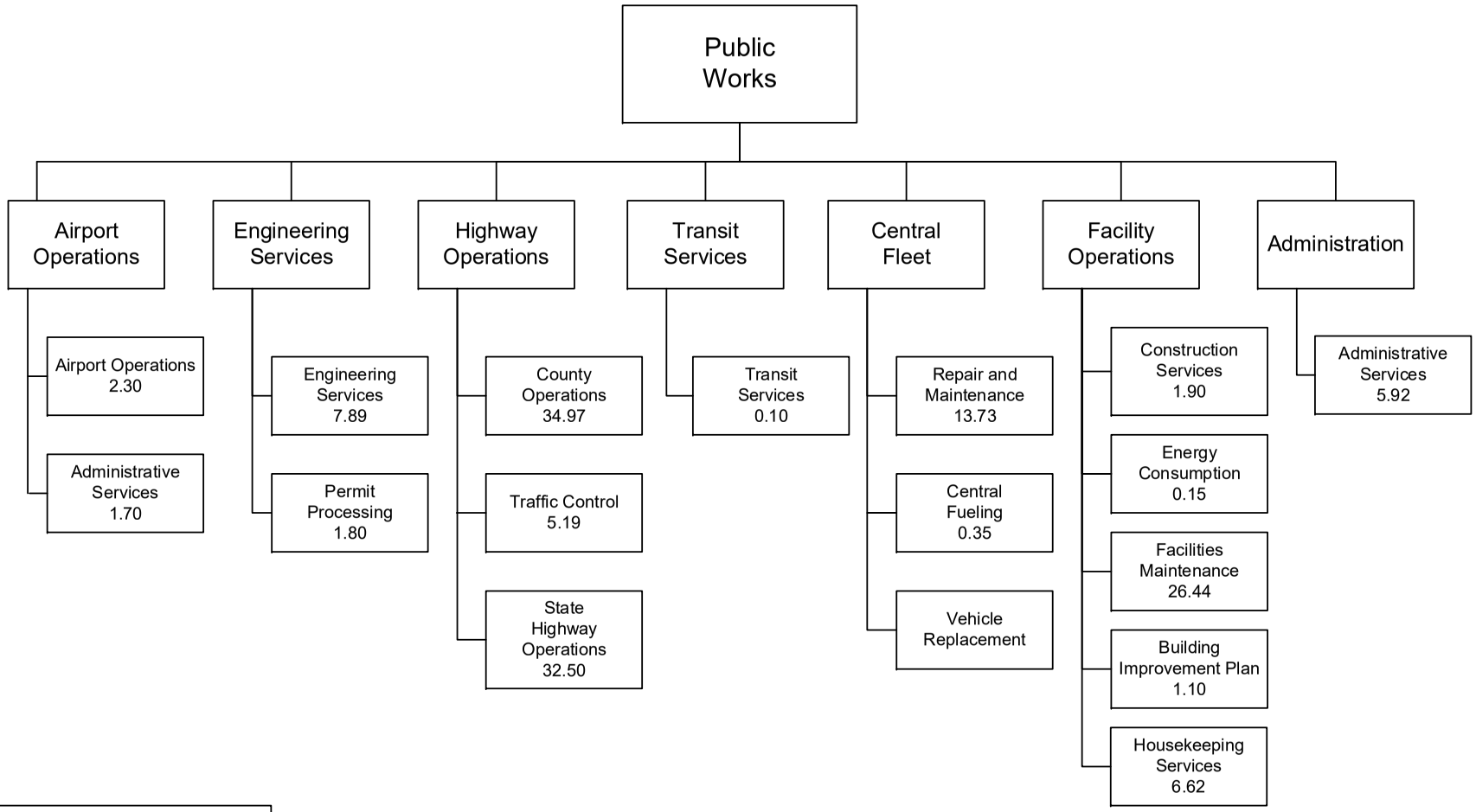
PUBLIC WORKS

FUNCTION / PROGRAM CHART



142.66 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate (b)	2021 Budget	Change From 2020 Adopted Budget $	%
Public Works-General Fund						
Revenues (b)(d)	$892,488	$576,728	$794,174	$645,050	$68,322	11.8%
County Tax Levy	$8,070,488	$8,125,488	$8,125,488	$8,165,488	$40,000	0.5%
Expenditures (b)	$8,330,366	$8,702,216	$8,827,774	$8,810,538	$108,322	1.2%
Rev. Over (Under) Exp.	$632,610	$0	$91,888	$0	$0	N/A
Transportation Fund						
Revenues (b)(d)	$13,706,344	$13,574,240	$13,902,891	$13,774,381	$200,141	1.5%
County Tax Levy	$3,116,377	$3,136,377	$3,136,377	$3,186,377	$50,000	1.6%
Expenditures (b)	$16,181,844	$16,710,617	$16,890,432	$16,960,758	$250,141	1.5%
Rev. Over (Under) Exp.	$640,877	$0	$148,836	$0	$0	N/A
Central Fleet						
Revenues (d)	$3,592,302	$3,831,851	$3,461,583	$3,836,870	$5,019	0.1%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,698,484	$3,828,775	$3,421,086	$3,800,761	($28,014)	-0.7%
Operating Inc./(Loss) (c)	($106,182)	$3,076	$40,497	$36,109	$33,033	1073.9%
Vehicle Replacement						
Revenues	$3,399,453	$3,737,120	$4,011,120	$3,950,119	$212,999	5.7%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,367,853	$3,408,196	$3,408,205	$3,516,523	$108,327	3.2%
Operating Inc./(Loss) (c)	$31,600	$328,924	$602,915	$433,596	$104,672	31.8%
Airport						
Revenues (b)(d)	$1,262,474	$1,255,233	$1,218,494	$1,325,120	$69,887	5.6%
County Tax Levy	$62,563	$0	$0	$0	$0	N/A
Expenditures (b)	$1,233,579	$1,255,233	$1,218,306	$1,325,120	$69,887	5.6%
Operating Inc./(Loss) (c)	$91,458	$0	$188	$0	$0	N/A
Total All Funds						
Revenues (b)(d)	$22,853,061	$22,975,172	$23,388,262	$23,531,540	$556,368	2.4%
County Tax Levy (a)	$11,249,428	$11,261,865	$11,261,865	$11,351,865	$90,000	0.8%
Expenditures (b)	$32,812,126	$33,905,037	$33,765,803	$34,413,700	$508,663	1.5%
Rev. Over (Under) Exp.	$1,273,487	$0	$240,724	$0	$0	N/A
Operating Inc./(Loss) (c)	$16,876	$332,000	$643,600	$469,705	$137,705	41.5%
Position Summary (FTE)						
Regular Positions	135.60	135.60	135.60	133.50	(2.10)	
Extra Help	4.12	4.12	4.12	5.21	1.09	
Overtime	4.13	4.05	4.05	3.95	(0.10)	
Total	143.85	143.77	143.77	142.66	(1.11)	

(a) Tax levy amount is not determined by expenditures less revenues.
(b) The 2020 Estimate includes 2019 budget appropriation carryovers and open encumbrances, which modified the 2020 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	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
General	Building Improvement Plan funding	$100,000	$100,000	$100,000	$100,000
General	Purchase order and carryovers from prior year	$324,892	$0	$224,111	$0
	Subtotal General Fund Balance Appropriation	**$424,892**	**$100,000**	**$324,111**	**$100,000**
Transportation	One time purchase of highway maintenance equipment*	$0	$157,000	$157,000	$85,000
Transportation	Intersection Improvement Program	$50,000	$50,000	$50,000	$50,000
Transportation	Purchase order & carryovers from prior year	$9,350		$170,216	$0
Transportation	Cartegraph Upgrade & Migration*	$0	$0	$0	$50,000
Transportation	Transit fuel adjustment/audit payback**	$142,638	$100,000	$50,000	$0
Transportation	Transit route 906 costs through 6/30/20***	$0	$24,500	$24,500	$0
	Subtotal Transportation Fund Balance Appropriation****	**$201,988**	**$331,500**	**$451,716**	**$185,000**
Central Fleet	Offset facility depreciation expense	$101,083	$101,083	$101,083	$101,083
Central Fleet	Purchase order and carryovers from prior year	$0	$0	$0	$0
	Subtotal Central Fleet Fund Balance Appropriation	**$101,083**	**$101,083**	**$101,083**	**$101,083**
Airport	Partially offset depreciation expense	$180,829	$180,829	$180,829	$169,582
Airport	Purchase order & carryovers from prior year	$654	$0	$0	$0
Airport	Long-term Asset Evaluation Study	$0	$0	$0	$50,000
	Subtotal Airport Fund Balance Appropriation	**$181,483**	**$180,829**	**$180,829**	**$219,582**
TOTAL FUND BALANCE APPROPRIATION		**$909,446**	**$713,412**	**$1,057,739**	**$605,665**

* 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).

** The 2019 actuals include $92,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance was budgeted in 2020 to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

*** The 2020 budget includes $24,500 of funding to extend the operation of Route 906 through 6/30/2020, when the route is scheduled to be permanently discontinued.

**** 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 snowstorm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Road Category	2017/2018 winter actual	2018/2019 winter actual	2019/2020 winter actual	2020-2021 Target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	2.75 hours	3.40 hours	2.87 hours	2 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	2.10 hours	3.16 hours	3.50 hours	2 hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH V V in Town and Village of Merton*	2.09 hours	2.53 hours	4.24 hours	3 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	2.78 hours	3.39 hours	4.86 hours	4 hours

NOTE:

1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and all highways with six or more lanes are managed and controlled by the State Highway system.

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

Objective 2: Improve Communication. By 2020, 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."

2016 Actual	2017 Actual	2018 Actual	2019 Actual	Target
52.00%	50.00%	66.90%	77.30%	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."

2016 Actual	2017 Actual	2018 Actual	2019 Actual	Target
58.00%	65.00%	77.70%	88.20%	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 2020.

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, accurace, attitude, operations, timeliness, and communication.

2019 Actual	2020 Estimate	2021 Target
4.73	4.70	4.50

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	2019 Actual (a)	2020 Adopted Budget	2020 Estimate (a)(b)	2021 Budget	Change From 2020 Adopted Budget $	%
Revenues						
General Government	$10,073	$9,000	$9,000	$9,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$35,624	$42,640	$36,375	$37,500	($5,140)	-12.1%
Interdepartmental	$418,679	$424,988	$424,588	$498,450	$73,462	17.3%
Other Revenue	$3,220	$100	$100	$100	$0	0.0%
Appr. Fund Balance (a)(b)	$424,892	$100,000	$324,111	$100,000	$0	0.0%
County Tax Levy (Credit)	**$8,070,488**	**$8,125,488**	**$8,125,488**	**$8,165,488**	**$40,000**	**0.5%**
Total Revenue Sources	**$8,962,976**	**$8,702,216**	**$8,919,662**	**$8,810,538**	**$108,322**	**1.2%**
Expenditures						
Personnel Costs	$3,387,774	$3,609,675	$3,608,972	$3,643,940	$34,265	0.9%
Operating Expenses (a)(b)	$4,199,172	$4,407,358	$4,520,338	$4,232,861	($174,497)	-4.0%
Interdept. Charges	$518,750	$508,183	$507,144	$508,737	$554	0.1%
Fixed Assets (a)(b)	$224,670	$177,000	$191,320	$425,000	$248,000	140.1%
Total Expenditures	**$8,330,366**	**$8,702,216**	**$8,827,774**	**$8,810,538**	**$108,322**	**1.2%**
Rev. Over (Under) Exp.	$632,610	$0	$91,888	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	42.90	42.90	42.90	41.40	(1.50)	
Extra Help	0.40	0.40	0.40	0.40	0.00	
Overtime	0.32	0.32	0.32	0.33	0.01	
Total FTEs	43.62	43.62	43.62	42.13	(1.49)	

(a) The 2020 estimate includes 2019 carryovers of $225,819 mostly related to Building Improvement Plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance is appropriated for:

Description	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Building Improvement Plan funding	$100,000	$100,000	$100,000	$100,000
Purchase order & carryovers from prior year	$324,892	$0	$224,111	$0
Total Fund Balance Appropriation	$424,892	$100,000	$324,111	$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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$3,592	$0	$0	$0	$0
County Tax Levy (Credit)	**$212,181**	**$230,736**	**$230,736**	**$236,770**	**$6,034**
Total Revenues	**$215,773**	**$230,736**	**$230,736**	**$236,770**	**$6,034**
Personnel Costs	$203,640	$210,046	$216,884	$215,984	$5,938
Operating Expenses	$9,284	$20,000	$20,000	$20,000	$0
Interdept. Charges	$676	$690	$806	$786	$96
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$213,600**	**$230,736**	**$237,690**	**$236,770**	**$6,034**
Rev. Over (Under) Exp.	$2,173	$0	($6,954)	$0	$0

Program Highlights

Net personnel costs are increasing by about $5,900 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 of $20,000 are budgeted for consulting services for building system analysis.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 2020	Est. Operating Impact
201418	Courthouse Project - Secure Courtroom Construction	2021	$38,500,000	70%	(c)
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2026	$58,600,000	0%	(c)
201503	Demolish Former HHS Building	(a)	$3,620,000	40%	$74,000 (b)

(a) Demolition of the East Wing was completed in 2018. Demolition of the boiler room and abatement was completed in 2020. Demolition for the remainder of the building is dependent upon approvals from other governmental entities.

(b) Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.

(c) Construction of the court tower in the first project will increase building square footage maintained and is expected to increase expenses for utilities by $4,000, housekeeping services by $80,000, and repair/maintenance expenses by $15,000 after the building becomes fully operational. The second courthouse project (renovate 1959 courthouse) is expected to lower utility costs through the installation of energy efficient building systems. Contracted housekeeping services costs will likely be offset by savings as the Facilities Maintenance Division continues to transition from in-house cleaning staff to contracted cleaning staff. Regarding staffing, consolidating office space and moving operations within departments closer together is expected to result in greater operational efficiencies. The exception is the Sheriff's Department which has requested six additional correctional officer positions during interim construction (estimated to cost $1 million) and three permanent positions after the completion of the first project in 2021 (estimated to cost $240,000 annually).

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	$81,000	$57,000	$57,000	$138,000	$81,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$339,851	$100,000	$305,851	$100,000	$0
County Tax Levy (Credit)	**$966,823**	**$971,835**	**$971,835**	**$975,622**	**$3,787**
Total Revenues	**$1,387,674**	**$1,128,835**	**$1,334,686**	**$1,213,622**	**$84,787**
Personnel Costs	$118,332	$121,835	$122,061	$125,622	$3,787
Operating Expenses	$674,348	$830,000	$1,019,672	$663,000	($167,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$224,670	$177,000	$191,320	$425,000	$248,000
Total Expenditures	**$1,017,350**	**$1,128,835**	**$1,333,053**	**$1,213,622**	**$84,787**
Rev. Over (Under) Exp.	$370,324	$0	$1,633	$0	$0

Program Highlights

Interdepartmental revenues consist of charges to the Mental Health Center and to the Employee Health and Wellness Clinic for building improvement projects at those facilities. General Fund balance appropriations remain the same as in the 2020 budget. 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 the costs to continue for the regular staff of 1.10 FTE. 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 2020 Adopted Budget. Additional expenditures for Mental Health Center (MHC) projects total $93,000, an increase of $36,000 from 2020. 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. Project expenditures for the Employee Health and Wellness Clinic total $45,000. These costs are offset with an interdepartmental revenue charge from the Health and Dental Fund.

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 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
Asbestos	$10,000	$15,000	$15,000	$15,000	$0
Carpet / Tile / Seal	$55,000	$65,000	$60,000	$50,000	$60,000
Doors & Windows	$55,000	$15,000	$55,000	$55,000	$55,000
Electrical	$75,000	$25,000	$0	$0	$0
Flooring	$20,000	$20,000	$20,000	$20,000	$20,000
Furniture	$15,000	$40,000	$10,000	$40,000	$15,000
HVAC	$360,000	$365,000	$350,000	$385,000	$315,000
HVAC Controls	$150,000	$150,000	$150,000	$150,000	$150,000
Mainenance Only (a)	$80,000	$80,000	$80,000	$80,000	$80,000
Paint / Wall Cover	$55,000	$65,000	$50,000	$50,000	$75,000
Plumbing	$80,000	$50,000	$50,000	$0	$0
Remodel	$18,000	$0	$0	$0	$0
Roof	$35,000	$40,000	$125,000	$30,000	$75,000
Safety/Security	$30,000	$30,000	$20,000	$50,000	$50,000
Seal/ Tuckpoint	$50,000	$35,000	$10,000	$45,000	$75,000
Grand Total	**$1,088,000**	**$995,000**	**$995,000**	**$970,000**	**$970,000**
Use of Fund Balance (c)	**$100,000**	**$75,000**	**$25,000**	**$0**	**$0**

Building Improvement Plan by Building

Building	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
Administration Center	$190,000	$185,000	$150,000	$25,000	$25,000
Communications Center	$0	$0	$95,000	$0	$0
County Jail	$20,000	$60,000	$20,000	$0	$0
Courthouse	$0	$0	$0	$0	$0
Health Human Services	$0	$0	$0	$85,000	$0
Highway Operations	$50,000	$0	$0	$0	$0
Juvenile Center	$0	$0	$50,000	$50,000	$0
Law Enforcement Center	$40,000	$0	$40,000	$40,000	$40,000
Mental Health Center	$93,000	$45,000	$45,000	$20,000	$20,000
Other/All Buildings (b)	$650,000	$705,000	$595,000	$750,000	$885,000
Wellness Clinic	$45,000	$0	$0	$0	$0
UWW	$0	$0	$0	$0	$0
Grand Total	**$1,088,000**	**$995,000**	**$995,000**	**$970,000**	**$970,000**
Use of Fund Balance (c)	**$100,000**	**$75,000**	**$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, mechanical equipment repair/replacement, tuck pointing/sealing/caulking of the building envelope, 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	$35,624	$42,640	$36,375	$37,500	($5,140)
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)	**$2,015,431**	**$2,015,458**	**$2,015,458**	**$2,025,325**	**$9,867**
Total Revenues	**$2,051,055**	**$2,058,098**	**$2,051,833**	**$2,062,825**	**$4,727**
Personnel Costs	$21,852	$22,638	$22,693	$23,365	$727
Operating Expenses	$1,857,514	$2,035,460	$1,936,922	$2,039,460	$4,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,879,366**	**$2,058,098**	**$1,959,615**	**$2,062,825**	**$4,727**

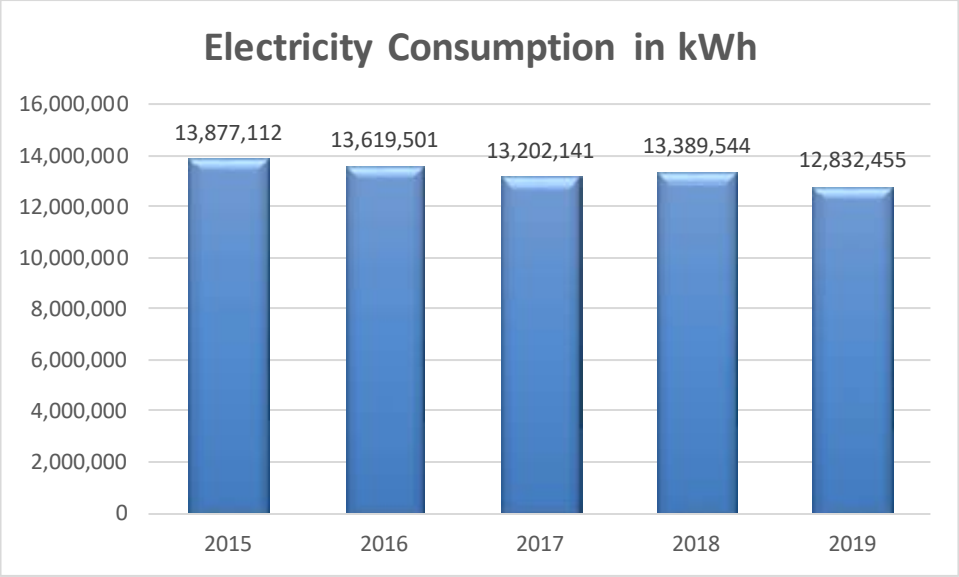
Rev. Over (Under) Exp.	$171,689	$0	$92,218	$0	$0

Program Highlights

Charges for services revenues include $37,500 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. Operating expenses increase $4,000 to $2,039,500. The electrical utility budget decreases $19,000 to $1,286,600 reflecting a decrease in estimated energy consumption by 206,800 Kilowatt-Hours and a lower utility rate based on prior-year experience. Natural gas expenses decrease by $14,700 from the 2020 budgeted level to $379,200, reflecting a decrease in estimated consumption by almost 28,400 therms and a lower rate based on prior-year experience. The decrease in the electrical and natural gas expenses are offset by an increase in water/sewer expenses by $37,600 to $373,700, reflecting increasing utility rates. 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	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	Change
Electricity (Kilowatt-Hrs)	13,202,141	13,389,544	12,832,455	13,500,000	13,293,197	(206,803)
Natural Gas (Therms)	682,768	735,897	710,755	745,000	716,624	(28,376)
Water/Sewer (Gallons)	23,434,000	23,817,500	22,204,410	23,450,000	23,450,000	0

Energy Consumption (cont.)



Investment in Energy Projects Reduces kWh Usage in Waukesha County Facilities

This chart illustrates the total electrical consumption by year at county facilities. The county has invested in energy reduction projects such as lighting and HVAC mechanical upgrades. The energy data captured over the last five years continues to trend in reduced consumption each year. As a result of the secure courtroom construction capital project, the county has no significant capital building energy projects over the next several years. Waukesha County will continue to invest in minor energy savings projects to aid in the 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 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	$330,679	$360,988	$360,588	$353,450	($7,538)
Other Revenue	$3,042	$0	$0	$0	$0
Appr. Fund Balance	$80,999	$0	$16,304	$0	$0
County Tax Levy (Credit)	**$3,063,227**	**$3,105,889**	**$3,105,889**	**$3,159,935**	**$54,046**
Total Revenues	**$3,477,947**	**$3,466,877**	**$3,482,781**	**$3,513,385**	**$46,508**
Personnel Costs	$2,041,292	$2,149,475	$2,149,572	$2,222,539	$73,064
Operating Expenses	$976,681	$843,529	$855,945	$812,797	($30,732)
Interdept. Charges	$480,414	$473,873	$473,993	$478,049	$4,176
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,498,387**	**$3,466,877**	**$3,479,510**	**$3,513,385**	**$46,508**
Rev. Over (Under) Exp.	($20,440)	$0	$3,271	$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 proprietary 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 $73,100 primarily related to costs to continue and increases to health insurance for the regular staff of 25.75 FTE. 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 work 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 budgeted $30,700 lower in the 2021 budget. Interdepartmental charges are increasing by about $4,200 mainly due to increases in property/boiler insurance charges of $13,100 and $12,300 of computer replacement and End User Technology Fund (EUTF) charges. These increases are partially offset by decreases in Workers Compensation Insurance in the amount of $15,600 and vehicle costs in the amount of $5,500.

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 are the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**8.12**	**8.12**	**8.12**	**6.62**	**(1.50)**
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	$450	$0	$1,956	$0	$0
County Tax Levy (Credit)	**$1,229,782**	**$1,213,598**	**$1,213,598**	**$1,174,230**	**($39,368)**
Total Revenues	**$1,237,232**	**$1,220,598**	**$1,222,554**	**$1,181,230**	**($39,368)**
Personnel Costs	$489,856	$572,593	$562,355	$512,995	($59,598)
Operating Expenses	$662,076	$643,755	$696,343	$663,702	$19,947
Interdept. Charges	$4,582	$4,250	$4,250	$4,533	$283
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,156,514**	**$1,220,598**	**$1,262,948**	**$1,181,230**	**($39,368)**
Rev. Over (Under) Exp.	$80,718	$0	($40,394)	$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 decrease $59,600 primarily due to the abolishment of 1.00 FTE building services worker and the partial-year unfunding of another full-time building services worker (reduction of 0.5 FTE from budget). The program funds 6.62 FTE positions in this program. 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, Courthouse Tower and Northview in 2021. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the 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). The housekeeping cleaning services presume about $20,000 of annual increases per contracted rates. The current housekeeping contract is in effect until 2022. Interdepartmental charges include the cost of telephone service, copier replacement, 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, and provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**5.91**	**5.91**	**5.91**	**5.92**	**0.01**
General Government	$10,073	$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	$178	$100	$100	$100	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$583,044**	**$587,972**	**$587,972**	**$593,606**	**$5,634**
Total Revenues	**$593,295**	**$597,072**	**$597,072**	**$602,706**	**$5,634**
Personnel Costs	$512,802	$533,088	$535,407	$543,435	$10,347
Operating Expenses	$19,269	$34,614	$24,456	$33,902	($712)
Interdept. Charges	$33,078	$29,370	$28,095	$25,369	($4,001)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$565,149**	**$597,072**	**$587,958**	**$602,706**	**$5,634**
Rev. Over (Under) Exp.	$28,146	$0	$9,114	$0	$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000, the same as 2020. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase $10,300 due to cost to continue of current staff and 0.01 FTE for increased overtime. Operating expenses stay relatively flat in 2021 at $33,900. Operating expenses 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 records storage.

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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget $	%
Revenues						
General Government	$11,531,308	$11,341,475	$11,570,703	$11,646,170	$304,695	2.7%
Fine/Licenses	$170,235	$136,500	$142,000	$143,500	$7,000	5.1%
Charges for Services	$633,695	$627,420	$489,392	$632,999	$5,579	0.9%
Interdepartmental	$717,668	$706,680	$813,415	$712,473	$5,793	0.8%
Other Revenue	$451,450	$430,665	$435,665	$454,239	$23,574	5.5%
Appr. Fund Balance (a)	$201,988	$331,500	$451,716	$185,000	($146,500)	-44.2%
County Tax Levy (Credit)	**$3,116,377**	**$3,136,377**	**$3,136,377**	**$3,186,377**	**$50,000**	**1.6%**
Total Revenue Sources	**$16,822,721**	**$16,710,617**	**$17,039,268**	**$16,960,758**	**$250,141**	**1.5%**
Expenditures						
Personnel Costs	$6,920,195	$7,097,941	$7,368,583	$7,262,379	$164,438	2.3%
Operating Expenses (a)	$4,527,911	$4,507,497	$4,294,925	$4,405,386	($102,111)	-2.3%
Interdept. Charges	$4,733,738	$4,948,179	$5,069,924	$5,157,993	$209,814	4.2%
Fixed Assets (a)	$0	$157,000	$157,000	$135,000	($22,000)	-14.0%
Total Expenditures	**$16,181,844**	**$16,710,617**	**$16,890,432**	**$16,960,758**	**$250,141**	**1.5%**
Rev. Over (Under) Exp.	$640,877	$0	$148,836	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	75.70	75.70	75.70	75.10	(0.60)	
Extra Help	3.72	3.72	3.72	3.81	0.09	
Overtime	3.62	3.53	3.53	3.54	0.01	
Total FTEs	83.04	82.95	82.95	82.45	(0.50)	

(a) Includes General Fund balance appropriation of:

Description	2019	2020 Budget	2020 Estimate	2021 Budget
One time purchase of highway maintenance equipment*	$0	$157,000	$157,000	$85,000
Intersection Improvement Program	$50,000	$50,000	$50,000	$50,000
Purchase order & carryovers from prior year	$9,350		$170,216	$0
Cartegraph Upgrade & Migration*	$0	$0	$0	$50,000
Transit fuel adjustment/audit payback**	$142,638	$100,000	$50,000	$0
Temporary continuation of Transit route 906 through 6/30/20	$0	$24,500	$24,500	$0
Total Fund Balance Appropriation	$201,988	$331,500	$451,716	$185,000

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

** The 2019 actual includes $142,638 of fund balance from an approved contingency fund transfer (enrolled ordinance 174-36) to cover a payment for additional prior-year (2018) local-share expenses, as determined by an independent audit. Fund balance budgeted for 2020 is intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings.

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**36.58**	**36.56**	**36.56**	**34.97**	**(1.59)**
General Government	$3,773,692	$4,027,806	$4,027,806	$4,027,806	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$633,695	$627,420	$489,392	$632,999	$5,579
Interdepartmental	$717,668	$706,680	$813,415	$712,473	$5,793
Other Revenue	$28,664	$55,000	$45,000	$45,000	($10,000)
Appr. Fund Balance	$5,255	$157,000	$160,000	$135,000	($22,000)
County Tax Levy (Credit)	**$1,782,511**	**$1,646,732**	**$1,646,732**	**$1,637,309**	**($9,423)**
Total Revenues	**$6,941,485**	**$7,220,638**	**$7,182,345**	**$7,190,587**	**($30,051)**
Personnel Costs	$2,990,967	$2,899,668	$3,094,381	$2,882,064	($17,604)
Operating Expenses	$2,144,541	$2,270,084	$2,033,478	$2,290,382	$20,298
Interdept. Charges	$1,631,108	$1,893,886	$1,893,886	$1,883,141	($10,745)
Fixed Assets	$0	$157,000	$157,000	$135,000	($22,000)
Total Expenditures	**$6,766,616**	**$7,220,638**	**$7,178,745**	**$7,190,587**	**($30,051)**
Rev. Over (Under) Exp.	$174,869	$0	$3,600	$0	$0

Program Highlights

The 2021 budget assumes GTA revenue budgeted for the Transportation Fund remains at the 2020 budgeted level of $5,084,800. The balance of remaining GTA is allocated for highway capital projects and is estimated at $100,000. Within the Transportation Fund, $4,027,800 of GTA is allocated to the County Operations program, with the remainder being allocated to the Traffic Control and Engineering programs.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The 2021 budget anticipates 6,000 tons of salt being purchased by local municipalities. This tonnage is based on agreements between the county and the respective local jurisdictions. The markup/handling fee charged to municipalities is anticipated to be $8.00 per ton. The price of salt has increased $0.74 per ton, from $74.07 in the 2020 budget to $74.81 in 2021 ($82.81 with external customer markup). Revenues from municipal salt sales increase $4,440 due the increase in salt price. Charges to municipalities for pavement marking services increases slightly in 2021, to $136,300.

County Operations (Continued)

Interdepartmental revenues, totaling around $712,500, are increasing about $5,800. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements of $333,200, an increase of $50,000, as well as administrative cost recovery in the amount of $282,300, which increases $25,300. Interdepartmental revenues also include about $94,900 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 (PLU), such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 600 tons of salt to PLU. Revenue from the Airport is decreasing $45,000 because the Airport is planning to bring more grounds maintenance in house and reducing their interdepartmental use of staff for this work. In addition work provided to Parks and Land Use is projected to decrease $25,000.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue decreases by $10,000 to a budgeted level of $45,000. General Fund balance of $135,000 is budgeted to fund one-time purchases of equipment and software in 2021 (described later). The fund balance was generated from higher prior-year funds earned through the State's Performance-Based Maintenance program (discussed in the State Highway Operations program).

Net personnel costs are decreasing by about $17,600 to $2,882,100. Decreases are due to the unfunding of one patrol worker position to offset cost to continue for current staff. Regular staff are budgeted at 33.00 FTE in 2021. Funding continues for 1.04 FTE of overtime, and 0.93 FTE of extra help for seasonal patrol workers (a decrease of 0.59 FTE which has been shifted to State Highway Operations). The County Highway Maintenance 2021 budget provides support funding for 26.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses increase approximately $20,300 to about $2,290,400 primarily due to an increase in contracted salt prices. After multiple years of large salt price increases, the price per ton for salt increases only slightly to $74.81 per ton in 2021, from $74.07 in 2020, which is based on the confirmed 2020/2021 winter contracted price. Salt is the largest expense in this appropriation unit, budgeted at $1,668,300, a $16,500 increase from 2020. To offset recent increases in salt price, budgeted county salt usage was reduced 700 tons in 2019, from 16,400 to 15,700 tons and remains at that level in 2021. The budget for salt usage on county highways is $1,174,500, an increase of $11,600. The county budgets $44,900 for 600 tons of salt usage (same as 2020 budgeted level) for Parks and Land Use and 6,000 tons for some local municipalities in the amount of $448,900, which increase $444 and $4,440, respectively.

Operating expenses also include $50,000 of traffic sign repair/replacement expenses and roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at about $149,500; 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 $32,000; 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 worker's 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, and are budgeted to decrease by $8,200. Increased vehicle repair and maintenance expenses in the amount of $57,200 are offset by reduction in fuel ($62,200) due to a 10% decrease in projected fuel price. 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 replacement costs increase $131,000. This increase is mitigated by the reduction of one patrol truck (plow truck) and one tractor. Total vehicle costs to support the department fleet (both County and State Highway Maintenance programs) are anticipated to increase about $146,500 to $4,031,500. Based on anticipated state revenues to support state road maintenance, $2,465,800 of the total $4,031,500 of vehicle expenses are supported by the State Maintenance budget.

Fixed assets are budgeted at $135,000 for one one-time equipment purchases, including $85,000 for a new skid steer and $50,000 for upgrade and data migration of the Cartegraph software system.

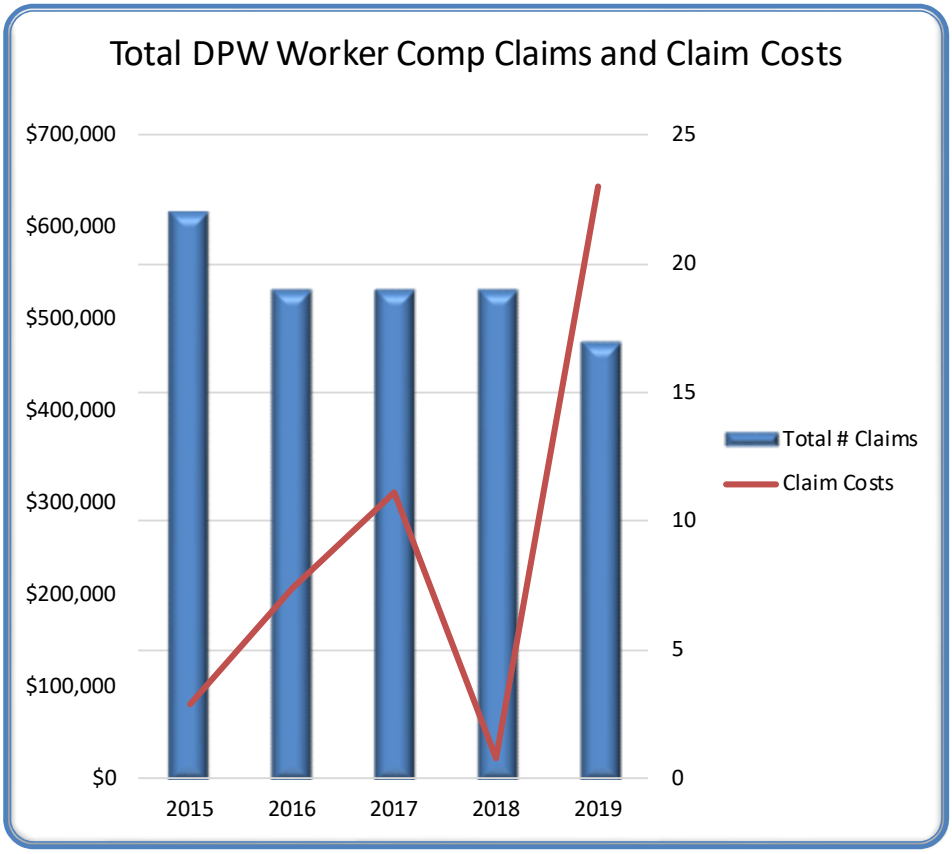
County Operations (Continued)

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2020	Est. Operating Impact
201401	Construct Salt Storage Facility/Replace Brinemaker	2020	$323,700	98%	TBD

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Centerline miles of road maintained – County (a)	407	407	407	407	405	-2
Centerline miles of road striped – Non County/Non-State	325	325	325	345	370	45
Center line striping cost per mile	$831	$892	$840	$901	$925	$85
Mowing—1 linear mile cost per mile	$271	$270	$271	$268	$275	$4
Avg Annual maint 1 lane mile	$5,426	$5,853	$6,246	$6,204	$6,220	-$26
Salt Annual Tons Used on County Roads	13,792	7,954	15,700	9,500	15,700	0

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



	2017 Actual	2018 Actual	2019 Actual
% of DPW Worker Comp Costs related to Highway Operations	99.37%	92.33%	85.71%

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**31.85**	**31.81**	**31.81**	**32.50**	**0.69**
General Government	$6,764,194	$6,256,717	$6,485,945	$6,561,412	$304,695
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	**$6,764,194**	**$6,256,717**	**$6,485,945**	**$6,561,412**	**$304,695**
Personnel Costs	$2,678,830	$2,739,992	$2,788,938	$2,826,184	$86,192
Operating Expenses	$682,890	$506,616	$536,434	$506,616	$0
Interdept. Charges	$3,062,694	$3,010,109	$3,131,854	$3,228,612	$218,503
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,424,414**	**$6,256,717**	**$6,457,226**	**$6,561,412**	**$304,695**
Rev. Over (Under) Exp.	$339,780	$0	$28,719	$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 2021 general government revenue budget is based on the State's approved 2020 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 state revenue is projected to increase about $304,700 in 2021.

Personnel costs are increasing by about $86,200. 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 budgeted at 2.31 FTE or about 4,780 hours. Extra help is increasing slightly in 2020 by 0.68 FTE to 1.19 FTE.

Operating expenses are maintained at the 2020 budget level at $506,600. Operating expenses are material costs of maintenance on State highways.

Interdepartmental charges increase about $218,500 and is primarily related to estimated equipment reimbursement from the state for vehicle-related expenses including vehicle replacement, vehicle repair and maintenance, and fuel costs. Overall these costs are budgeted to increase by about $154,700 to $2,465,800 Also, interdepartmental charges include payments to the County Highway Operations program for administrative cost recovery, salt storage, and other miscellaneous costs, which increase by about $75,300.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Centerline miles of road maintained	200	203	203	207	207	4
Centerline miles of road striped	395	131	350	205	200	(150)
Lane miles maintained	1,074.0	1,087.0	1,087.0	1,110.0	1,110.0	23

Source: WisDOT 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).

	2019 Actual	2020 Budget	2020 Estimate	2021 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	$142,206	$109,219	$109,219	$108,963	($256)
Appr. Fund Balance	$142,638	$124,500	$124,500	$0	($124,500)
County Tax Levy (Credit)	**$867,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,152,544**	**$1,101,419**	**$1,101,419**	**$976,663**	**($124,756)**
Personnel Costs	$9,790	$12,409	$12,670	$13,105	$696
Operating Expenses	$1,256,042	$1,089,010	$1,088,749	$963,558	($125,452)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,265,832**	**$1,101,419**	**$1,101,419**	**$976,663**	**($124,756)**

Rev. Over (Under) Exp.	($113,288)	$0	$0	$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 a reimbursement from Waukesha Metro for the cost remaining in the county budget that are eligible for state and federal funding, and stays relatively flat in 2021 at $109,000, mainly due to steady expected park and ride maintenance costs.

The budgeted State reimbursement rate for 2021 is 53.5%, a slight decrease from 54.5% in 2020. This projected decrease follows state trends and bring the 2021 budgeted rate closer to the 2019 actual reimbursement rate of 53.56%. General Fund balance use decreases by $124,500 in 2021. The 2020 budget included $50,000 of fund balance use to cover any potential payments for higher prior-year local-share transit costs as determined by independent audit. After fiscal years end, auditors determine whether the state/federal reimbursements that the transit system received were higher or lower than it was eligible for. In previous years, the auditors determined that the county had been eligible for higher levels of reimbursements, resulting in additional revenue to the county. In 2018, the opposite occurred, and the County Board approved a contingency funds transfer in 2019 (enrolled ordinance 174-36) for $92,638 to cover these additional prior-year costs. In addition, the 2020 budget included $24,500 of General Fund balance to temporarily fund the county's share of route 906 through June 30, 2020 before being discontinued.

Transit Services (Continued)

A portion (0.10 FTE) of the Business Manager's position continues to be allocated to this program in the 2021 budget. Operating expenses decrease by $125,500, due to the 2020 termination of Route 906 and temporary service reductions due to drops in ridership in 2020.

Projected decreases in ridership and farebox revenue is offset by Federal CARES Act Funding allotted to the County in response to the Covid-19 pandemic. Fare rates for transit and paratransit services remain steady in 2021, with no projected increases from 2020 rates.

Activity

Total Ridership

Route	Route Description	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	113,223	105,100	107,425	111,291	98,743	104,435	66,000	78,994	(25,441)
Gold Line	Brookfield Square Extension	209,777	213,694	213,963	220,155	205,398	203,128	123,239	164,318	(38,810)
79	Weekday from Menomonee Falls to Downtown Milwaukee	33,255	32,254	28,305	31,069	26,613	29,376	9,694	17,032	(12,344)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	125,491	121,588	108,144	91,174	78,261	80,088	32,035	50,087	(30,001)
Subtotal		481,746	472,636	483,419	474,241	409,015	417,028	230,968	310,432	(106,596)
						0				
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	3,095	3,169	3,480	2,831	2,491	2,760	1,495	2,760	0
Total with Paratransit		484,841	475,805	486,899	477,072	411,506	419,788	232,463	313,192	(106,596)

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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	$0.87	$0.95	$0.93	$0.92	$1.07	$1.04	$1.65	$1.40	$0.36
Gold Line	Brookfield Square Extension	$2.24	$2.21	$2.37	$2.41	$2.82	$3.01	$5.71	$4.17	$1.16
79	Weekday from Menomonee Falls to Downtown Milwaukee	$11.53	$10.95	$13.35	$8.66	$13.09	$11.51	$26.00	$22.67	$11.16
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$10.00	$10.59	$11.36	$16.68	$18.88	$17.34	$41.02	$30.58	$13.25
Subtotal Average		**$5.11**	**$5.41**	**$5.24**	**$5.98**	**$6.14**	**$5.87**	**$10.30**	**$8.74**	**$2.88**
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$36.92	$37.35	$37.59	$44.66	$50.38	$50.72	$49.08	$51.83	$1.11
Avg with Paratransit		**$5.69**	**$5.79**	**$5.47**	**$6.21**	**$6.41**	**$6.16**	**$10.55**	**$9.12**	**$2.96**

*Route 906 service was discontinued on June 30, 2020.

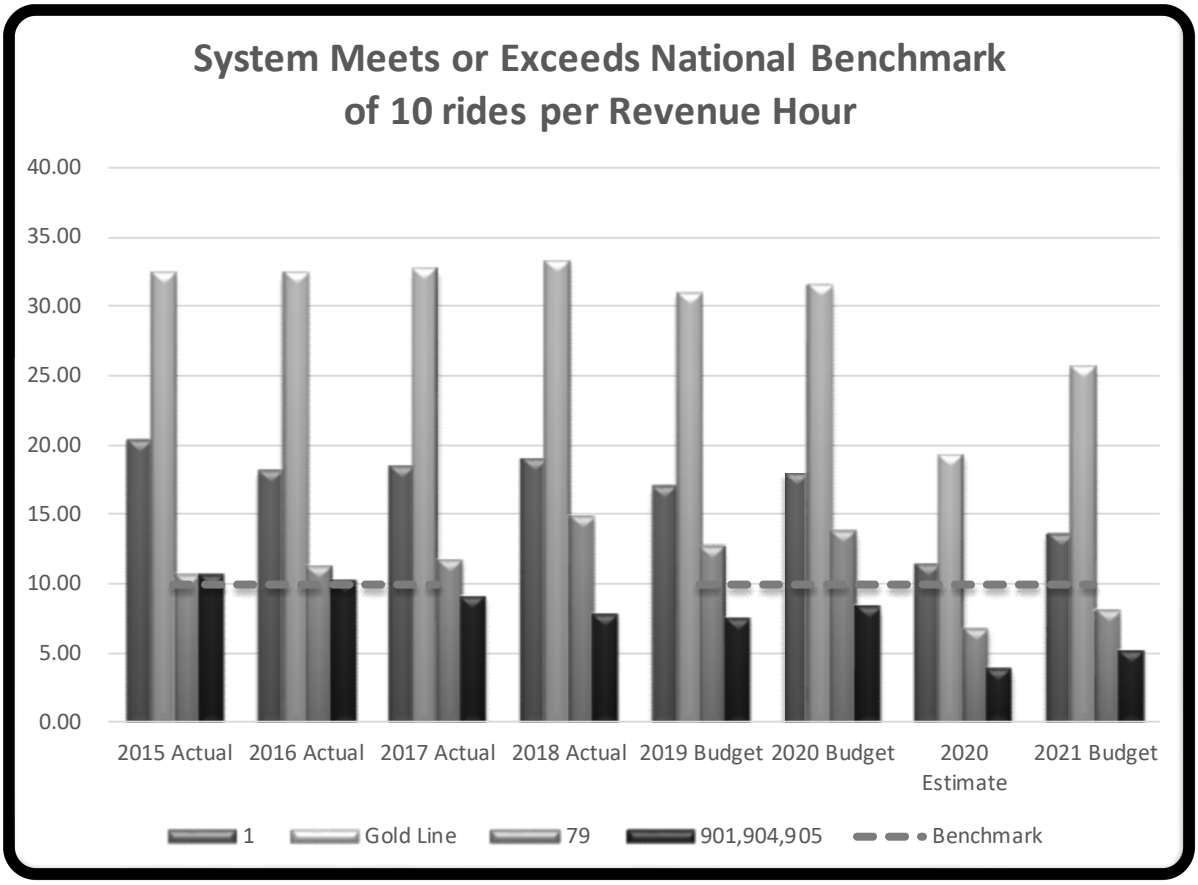
Transit Services (Continued)

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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	20.25	18.16	18.53	19.21	17.05	18.03	11.40	13.64	(4.39)
Gold Line	Brookfield Square Extension	32.49	32.57	32.76	33.45	31.13	31.66	19.40	25.67	(5.99)
79	Weekday from Menomonee Falls to Downtown Milwaukee	10.75	11.31	11.79	14.87	12.73	13.89	6.84	8.08	(5.81)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.67	10.30	9.20	7.83	7.60	8.41	3.89	5.28	(3.13)
Subtotal Average		**17.36**	**16.80**	**17.35**	**17.21**	**16.51**	**17.49**	**10.59**	**13.05**	**(4.44)**
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.24	2.21	2.41	1.94	1.73	1.89	1.46	1.89	0.00
Avg with Paratransit		**15.57**	**15.68**	**16.62**	**16.44**	**15.70**	**16.59**	**10.19**	**12.40**	**(4.18)**

*Route 906 was discontinued on June 30, 2020.



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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**6.84**	**7.49**	**7.49**	**7.89**	**0.40**
General Government	$521,711	$553,476	$553,476	$553,476	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$206,987	$176,446	$206,446	$225,276	$48,830
Appr. Fund Balance	$4,095	$50,000	$53,300	$50,000	$0
County Tax Levy (Credit)	**$43,221**	**$231,177**	**$231,177**	**$282,816**	**$51,639**
Total Revenues	**$776,014**	**$1,011,099**	**$1,044,399**	**$1,111,568**	**$100,469**
Personnel Costs	$619,741	$799,430	$844,852	$894,800	$95,370
Operating Expenses	$19,709	$167,683	$167,218	$170,744	$3,061
Interdept. Charges	$38,439	$43,986	$43,986	$46,024	$2,038
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$677,889**	**$1,011,099**	**$1,056,056**	**$1,111,568**	**$100,469**

Rev. Over (Under) Exp.	$98,125	$0	($11,657)	$0	$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are projected to remain level in 2021. This program includes approximately $553,500 of the $5.2 million of total estimated GTA revenue in the 2021 budget. County Highway Maintenance, Traffic Control, and the county highway repaving capital project (#201416) include the remaining GTA revenues.

The 2021 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 increasing by $48,800 in 2021 due to projected design work on available projects and reimbursements for real estate work related to the West Bypass project.

Revenues include $50,000 of General Fund balance and $50,000 of GTA to fund the intersection improvement program introduced in 2019, and budgeted at the same level of $100,000 in 2021. The purpose of the program is to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings.

Personnel costs increase about $95,400 from the 2020 budget, and includes the creation of 1.00 FTE Senior Civil Engineer position, partially offset by the abolishment of a part-time 0.6 FTE Senior Civil Engineering position, in addition to cost to continue for existing staff. This engineering positon handles the real estate related work on county highway projects, which has been increasing in recent years and state and federal reimbursements are available for some of this work. 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.

Engineering Services (Continued)

Operating expenses increase $3,000 mainly due to increases in telecommunications service and equipment and software expenses. Other operating expenses in this program include consulting services and survey supplies.

Interdepartmental charges include costs of computer and phone services.

Activity

Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Bridge Conditions						
Sufficiency Index: Benchmark	*80.0*	*80.0*	*80.0*	*80.0*	*80.0*	*80.0*
Sufficiency Index: Actuals	**84.6**	**85.3**	**86.0**	**86.0**	**85.2**	**85.5**
Number of Bridges	66	65	65	64	65	65
Load Posted Bridges	0	0	0	0	0	0

Pavement Condition Index (PCI)						
County Highway System						
PCI: Benchmark				*70.0*		*70.0*
PCI: Actuals						
Asphalt—primary (arterial highways)	60.0	63.0	63.0	65.0	63.0	65.0
Asphalt—secondary (major collector highways)	60.0	62.0	63.0	65.0	63.0	65.0
Asphalt—tertiary (minor collector highways)	59.0	54.0	55.0	60.0	57.0	60.0
Concrete	60.0	59.0	66.0	66.0	66.0	66.0

Engineering Services (Continued)

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State/Other Revenues	Estimated Completion Year	2020 Est. % Compl. Yr End	Net Annual Est. Operating Impact
201701 (a)	Bridge Aid Program: 2018-2022	$100,000	$100,000	$0	Ongoing	N/A	$0
201618 (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	$2,700,000	$1,840,000	$860,000	Ongoing	N/A	Reduced
200917	Waukesha West Bypass	$14,817,000	$6,417,000	$8,400,000	2019	100%	$92,000
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2020	100%	Reduced
201004	CTH ES, Fox River Bridge	$714,000	$714,000	$0	2020	100%	Reduced
201603	CTH O & I Intersection Reconstruction	$3,633,000	$1,473,500	$2,159,500	2020	100%	Minor Incr
201008	CTH M, Calhoun Rd to East County Line	$27,515,000	$10,960,000	$16,555,000	2021	75%	$42,500
201402	CTH XX, Pebble Brook Creek Bridge	$353,000	$156,000	$197,000	2021	15%	Reduced
201601	CTH I, Fox River Bridge	$624,000	$198,000	$426,000	2021	15%	Reduced
201611	CTH C, Hasslinger Drive Intersection	$978,000	$574,000	$404,000	2021	30%	$0
201706	CTH D, Calhoun Rd to 124th Street	$2,909,000	$622,000	$2,287,000	2021	40%	Reduced
202012	CTH X, West High Drive Intersection	$263,000	$263,000	$0	2021	15%	$0
201613	CTH D, Moraine Hills Drive Intersection	$1,238,000	$452,000	$786,000	2022	10%	$0
201302	CTY YY, Underwood Creek Structure	$1,833,000	$1,833,000	$0	2022	30%	Reduced
201502	CTH O, I-94 to USH 18	$8,015,000	$1,643,000	$6,372,000	2022	30%	Reduced
202009	CTH B, Morgan Rd Intersection	$486,000	$100,000	$386,000	2022	10%	$0
201610	CTH O, CTH I to CTH ES	$13,503,000	$2,701,000	$10,802,000	2023	10%	$0
201801	CTH F, N.B. Bridge at Green Road	$450,000	$168,000	$282,000	2023	2%	Reduced
201805	CTH T, Northview Rd to I-94	$2,659,000	$604,000	$2,055,000	2023	2%	Reduced
202010	CTH D, CTH E Intersection	$495,000	$77,000	$418,000	2023	0%	$0
201802	CTH V V, W.B. Bridge at Menomonee River	$1,409,000	$444,000	$965,000	2024	0%	Reduced
201804	CTH DE, Wild Rose Lane to Oak Court	$1,014,000	$1,014,000	$0	2024	0%	$0
201803	CTH O, CTH ES to CTH D	$13,080,000	$2,616,000	$10,464,000	2025	0%	Reduced
202011	CTH M, CTH F to CTH SR	$3,740,000	$748,000	$2,992,000	2025	0%	$0
202001	CTH SS, Meadowbrook Creek Structure	$802,000	$802,000	$0	2026	0%	Reduced
202013	CTH O, CTH D to STH 59	$16,230,000	$3,246,000	$12,984,000	2027	0%	Reduced

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2021.

(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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**6.07**	**5.19**	**5.19**	**5.19**	**0.00**
General Government	$471,711	$503,476	$503,476	$503,476	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$73,593	$90,000	$75,000	$75,000	($15,000)
Appr. Fund Balance	$50,000	$0	$113,916	$0	$0
County Tax Levy (Credit)	**$389,832**	**$328,364**	**$328,364**	**$338,196**	**$9,832**
Total Revenues	**$985,136**	**$921,840**	**$1,020,756**	**$916,672**	**($5,168)**
Personnel Costs	$452,473	$447,538	$432,109	$442,370	($5,168)
Operating Expenses	$424,729	$474,104	$469,046	$474,086	($18)
Interdept. Charges	$1,497	$198	$198	$216	$18
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$878,699**	**$921,840**	**$901,353**	**$916,672**	**($5,168)**
Rev. Over (Under) Exp.	$106,437	$0	$119,403	$0	$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA). This program includes approximately $503,500 of the $5.2 million of total estimated GTA revenue in the 2021 budget. County Highway Maintenance, Engineering Services, and the county highway repaving capital project (#201416) include the remaining GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is based on prior-year actuals, decreasing $15,000 from the 2020 budget.

Net personnel costs decrease about $5,200 mainly due to staff turnover in 2020. This budget also supports 0.19 FTE of overtime.

Operating expenses remain flat in the 2021 budget at $474,100. Operating expenses include pavement marking expenses at $155,000; traffic signal electricity costs at $160,000, and signal maintenance costs.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Traffic Signals	113	116	115	116	116	1
Roundabout Intersections	7	7	8	8	8	0

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**1.60**	**1.80**	**1.80**	**1.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$170,235	$136,500	$142,000	$143,500	$7,000
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)	**$33,113**	**$62,404**	**$62,404**	**$60,356**	**($2,048)**
Total Revenues	**$203,348**	**$198,904**	**$204,404**	**$203,856**	**$4,952**
Personnel Costs	$168,394	$198,904	$195,633	$203,856	$4,952
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$168,394**	**$198,904**	**$195,633**	**$203,856**	**$4,952**

Rev. Over (Under) Exp.	$34,954	$0	$8,771	$0	$0

Program Highlights

Permit fees increase slightly from the 2020 budget level and are itemized on the schedule on the following page. This follows the cycle of increasing fees every two years. Revenues for driveway access permit and utility permit revenues are estimated to increase from 2020 budgeted level due to increases in permit fees.

Personnel costs are about $203,900 an increase of about $5,000 from the 2020 budget due the cost to continue of current staff.

Activity	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	80	88	75	80	80	5
Utility Permits Processed	401	462	380	400	400	20

Permit Processing (Continued)

Utility Permits		2020		2021	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$95	$240	$100	$250
	Add'l 1,000'		$240		$250
Excavate/Plow in ROW	First 200'	$95	$190	$100	$250
	Add'l mile		$190		$250
New Poles	Each	$95	$190	$100	$250
Re-application		$95		$100	

Access Permits		2020		2021	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		$540		$570
With culvert, owner supplied and installed by Waukesha County	Each driveway		permit + cost of install		permit + cost of install
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	$495	$820	$520	$865
Traffic Impact Study Review (Required for commercial/industrial/institutional > 50,000 SR or for subdivisions > 100 units)	Each TIA		$1,090		$1,150
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed)	Each driveway	$495	$3,530	$520	$3,710
Traffic Signal Installation	Per signal		$1,710		$1,800
Re-application		$100		$105	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			$145		$155
Fee for county to install culvert - owner supply			$630		$665
Temporary driveway			$200		$210
Sign in right of way			$170		$180
Sign in right of way - county install owner-supplied sign			$190		$200
Revocable Occupancy permit			$415		$440
Sidewalk			$145		$155

Changes in 2020 fee structure change culvert installation to an actual charge post-installation to cover actual costs.

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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$73,820	$38,188	$43,200	$51,336	$13,148	34.4%
Interdepartmental (a)	$3,372,589	$3,672,280	$3,295,000	$3,661,151	($11,129)	-0.3%
Other Revenue	$44,810	$20,300	$22,300	$23,300	$3,000	14.8%
Appr. Fund Balance (b)	$101,083	$101,083	$101,083	$101,083	$0	0.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,592,302**	**$3,831,851**	**$3,461,583**	**$3,836,870**	**$5,019**	**0.1%**
Expenditures						
Personnel Costs	$1,124,708	$1,228,909	$1,217,205	$1,245,311	$16,402	1.3%
Operating Expenses (b)	$2,505,420	$2,498,260	$2,102,275	$2,452,742	($45,518)	-1.8%
Interdept. Charges	$68,356	$101,606	$101,606	$102,708	$1,102	1.1%
Fixed Assets (Memo) (b)(c)	$5,700	$0	$0	$0	$0	N/A
Total Expenditures (c)	**$3,698,484**	**$3,828,775**	**$3,421,086**	**$3,800,761**	**($28,014)**	**-0.7%**
Operating Income/(Loss) (c)	($106,182)	$3,076	$40,497	$36,109	$33,033	1073.9%
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	0.19	0.20	0.20	0.08	(0.12)	
Total FTEs	14.19	14.20	14.20	14.08	(0.12)	

(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	2019	2020 Budget	2020 Est	2021 Budget
Offset facility depreciation expense	$101,083	$101,083	$101,083	$101,083
Purchase order & carryovers from prior year	$0	$0	$0	$0
Total Fund Balance Appropriation	$101,083	$101,083	$101,083	$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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**13.84**	**13.85**	**13.85**	**13.73**	**(0.12)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$56,579	$30,188	$30,200	$35,736	$5,548
Interdepartmental (a)	$2,284,526	$2,419,731	$2,420,000	$2,531,054	$111,323
Other Revenue	$20,377	$10,300	$13,300	$13,300	$3,000
Appr. Fund Balance	$101,083	$101,083	$101,083	$101,083	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,462,565**	**$2,561,302**	**$2,564,583**	**$2,681,173**	**$119,871**
Personnel Costs	$1,097,956	$1,202,466	$1,189,862	$1,214,844	$12,378
Operating Expenses	$1,400,569	$1,256,521	$1,243,730	$1,337,307	$80,786
Interdept. Charges	$68,356	$91,106	$91,106	$92,913	$1,807
Fixed Assets	$5,700	$0	$0	$0	$0
Total Expenditures	**$2,566,881**	**$2,550,093**	**$2,524,698**	**$2,645,064**	**$94,971**

Operating Income/(Loss)	($104,316)	$11,209	$39,885	$36,109	$24,900

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

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 increase about $5,500 due to a slight increase in external customer requests. Due to the uncertainty of level of service requests from external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase $111,300 due to increased internal maintenance trends. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates, and miscellaneous reimbursements. Fund balance continues to be used to offset the facility depreciation.

Repair & Maintenance (Continued)

Personnel costs increase about $12,400 due to turnover and cost to continue of current staff. The overtime budget decreases slightly by 0.12 FTE to 0.08 FTE (about 166 hours) in 2021 and is based on recent years' use of overtime.

Operating expenses are increasing about $80,800 mostly related to estimated increases in service requests in 2021. The major items in the operating expenses appropriation unit include $778,100 for the costs of parts, an increase of $54,300; $248,400 for the cost of commercial repair services, an increase of $29,000; $46,100 of support/licensing costs for Fleet Focus, an increase of $1,100; $114,000 of depreciation expense, a decrease of $3,800; and a small tools replacement program budgeted at $11,000, which remains at the 2020 budgeted level. Other expenditures in this appropriation unit include building maintenance costs, shop supplies for the shop personnel, training expenses, utilities, and housekeeping costs.

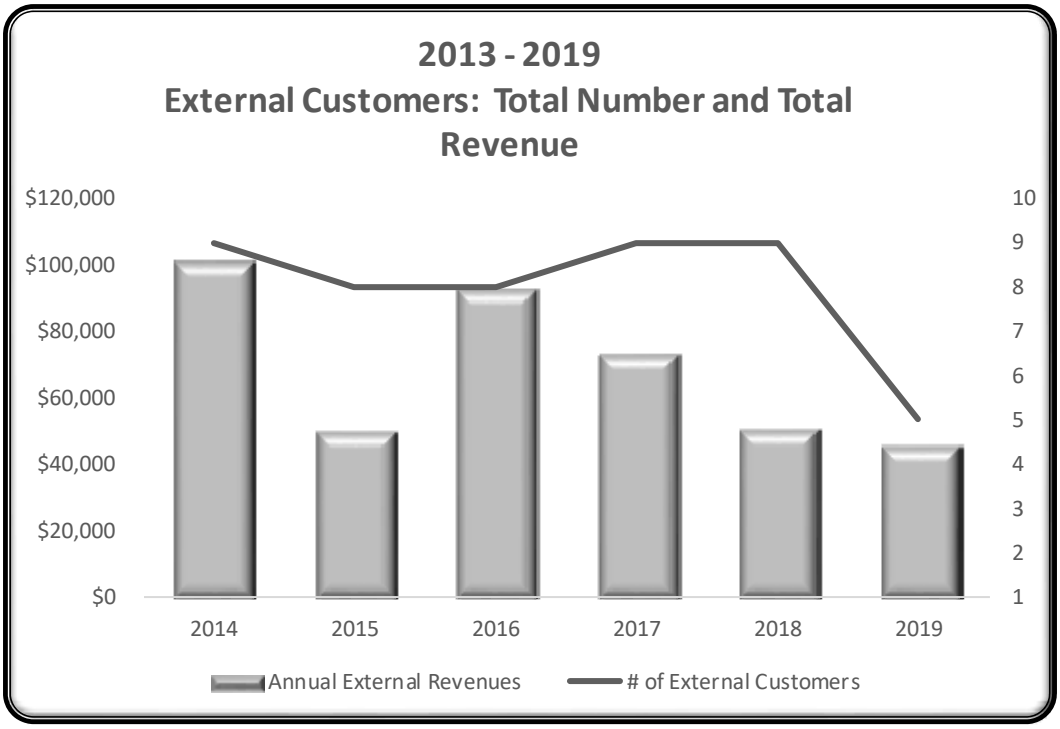
Interdepartmental charges are about $1,800 higher than the 2020 budget. The increase is mainly due to higher computer maintenance and property/vehicle insurance, offset by a $2,400 reduction in worker's compensation. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

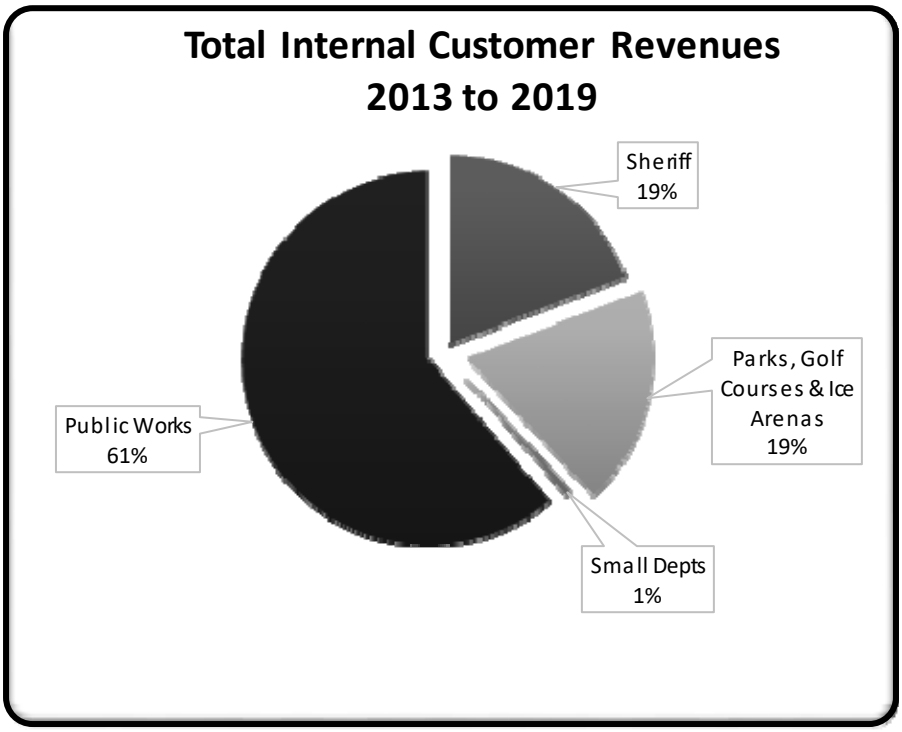
In an effort to keep the 2020 to 2021 rate increases at or below 2%, the 2021 Central Fleet Rates are as follows:

Rate Type	2020	2021	% Change
External Heavy Labor Rate	$107.48	$109.63	2.0%
External Light Labor Rate	$89.84	$91.64	2.0%
External Service Labor Rate	$97.80	$99.75	2.0%
Internal Heavy Labor Rate	$99.59	$101.58	2.0%
Internal Light Labor Rate	$84.16	$85.84	2.0%
Internal Service Labor Rate	$91.36	$93.18	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Total Work Orders	4,560	5,250	5,250	5,200	(50)
Internal Customer Work Orders	4,428	5,075	5,025	5,000	(75)
External Customer Work Orders	132	175	175	200	25
Total Internal. Cust. Rep./Maint. Rev.	$2,244,526	$2,419,731	$2,419,731	$2,676,388	$256,657
Total External Cust. Rep./Maint. Rev	$56,579	$30,188	$30,188	$30,951	$763
Total External Customers	9	8	8	9	1

Repair & Maintenance (Continued)





Central Fueling

Program Description

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

	2019 Actual	2020 Budget	2020 Estimate	2021 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	$17,241	$8,000	$13,000	$15,600	$7,600
Interdepartmental (a)	$1,088,063	$1,252,549	$875,000	$1,130,097	($122,452)
Other Revenue	$24,433	$10,000	$9,000	$10,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,129,737**	**$1,270,549**	**$897,000**	**$1,155,697**	**($114,852)**
Personnel Costs	$26,752	$26,443	$27,343	$30,467	$4,024
Operating Expenses	$1,104,851	$1,241,739	$858,545	$1,115,435	($126,304)
Interdept. Charges	$0	$10,500	$10,500	$9,795	($705)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,131,603**	**$1,278,682**	**$896,388**	**$1,155,697**	**($122,985)**
Operating Income/(Loss)	($1,866)	($8,133)	$612	$0	$8,133

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

Program Highlights

Revenues are made up of interdepartmental charges to internal customers and charges for services for sales to external customers. Interdepartmental revenue decreases $122,500 due to a lower estimated cost for 2021. External customer revenues are projected to increase $7,600 due to increasing external sales.

Personnel costs are increasing $4,000 due to staff turnover and cost to continue of current staff. Interdepartmental revenues are decreasing, mostly due to a budgeted decrease in fuel prices by about 10% in 2021.

Operating expenses decrease $126,300 mainly due to a lower price per gallon anticipated in 2021. Estimated price per gallon in 2021 is $2.39, 10% lower than the 2020 budget price of $2.66. Other decreases in operating expenses are $8,000 in anticipated fuel system software costs and a $7,600 reduction in depreciation charges. Interdepartmental Charges decrease $700. These charges are largely the repair costs Central Fleet performs on fuel stations.

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2020	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	2024	$1,500,000	40%	$2,500.00

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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 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)	$3,230,619	$3,311,120	$3,311,120	$3,490,119	$178,999	5.4%
Other Revenue (b)	$168,834	$426,000	$700,000	$460,000	$34,000	8.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,399,453**	**$3,737,120**	**$4,011,120**	**$3,950,119**	**$212,999**	**5.7%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$3,260,248	$3,277,908	$3,277,908	$3,378,057	$100,149	3.1%
Interdept. Charges	$107,605	$130,288	$130,297	$138,466	$8,178	6.3%
Fixed Assets (Memo) (c)	$3,108,692	$3,110,400	$3,464,322	$3,745,025	$634,625	20.4%
Total Expenditures (c)	**$3,367,853**	**$3,408,196**	**$3,408,205**	**$3,516,523**	**$108,327**	**3.2%**
Operating Income/(Loss) (c)	$31,600	$328,924	$602,915	$433,596	$104,672	31.8%

(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

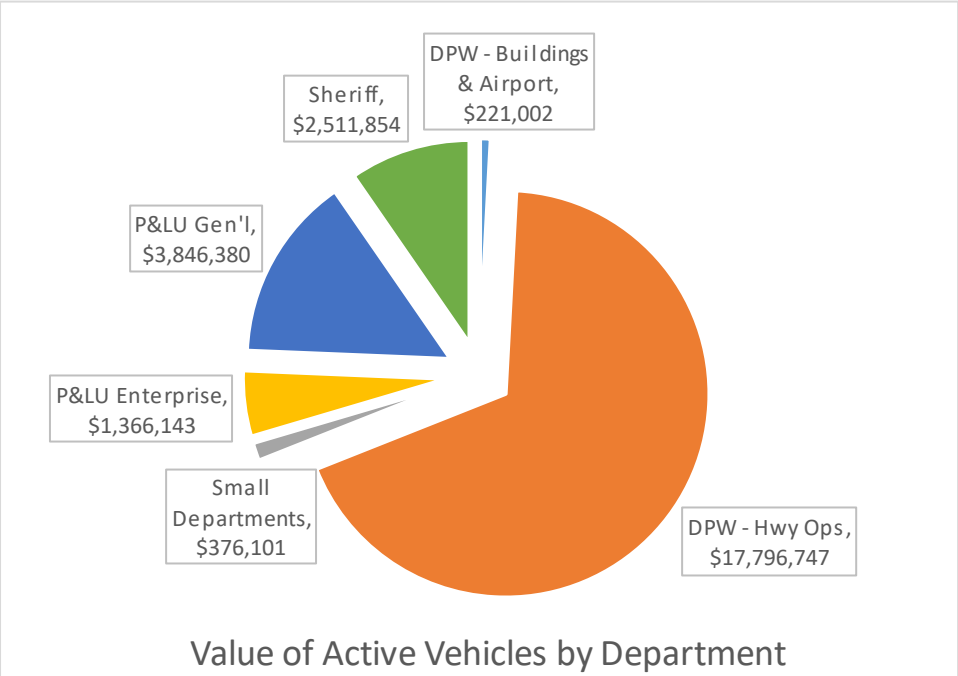
The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross-charged for the future replacement costs.

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 2020 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 $179,000, which is largely due to increases in new vehicle/equipment prices. In most cases, 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. Part of the increase in vehicle prices is driven by improvements in technology for greater functionality/efficiency and regulations (e.g., emissions standards). Increases in interdepartmental revenues are partially offset in 2021 by the elimination of approximately $96,000 in charges for vehicles and equipment used at Wanaki Golf Course, which is to be sold in 2020. At this time it is estimated which pieces of equipment that were used at Wanaki Golf Course will be retained by Parks and Land Use, and charges may be adjusted further post-sale when future equipment needs are re-evaluated.

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 by $100,100, 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 $8,200 from the 2020 allocations. This increase is due to the increase in the value of the vehicles in the plan, which is directly related to the increased risk exposure of the vehicles.



Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Active Vehicles in Plan	404	404	376	376	(28)
Vehicles Replaced	65	46	46	53	7

Waukesha County
2021 Vehicle Replacement Plan

Department	Description	Qty	Unit Cost	Total Cost	Est. Salvage
Sheriff's Department	Squad, Police Persuit Package	15	$37,000	$555,000	$165,000
Sheriff's Department	Tahoe, Special Services Vehicle, 4x4	1	$48,600	$48,600	$8,000
Sheriff's Department	Van, full size transport	2	$33,200	$66,400	$22,000
Subtotal Sheriff's Dept		**18**		**$670,000**	**$195,000**
Public Works Hwys	Truck, Tandem	2	$342,475	$684,950	$50,000
Public Works Hwys	Truck, Patrol	4	$245,800	$983,200	$64,000
Public Works Hwys	Truck, Attenuator	1	$145,000	$145,000	$15,000
Public Works Hwys	Loader, rubber tired	1	$198,800	$198,800	$10,000
Public Works Hwys	Line Grinder	1	$19,200	$19,200	$1,000
Public Works Hwys	Tractor, zero turn w/ trailer	1	$28,600	$28,600	$4,000
Public Works Hwys	Tractor, w/ boom mower	1	$180,100	$180,100	$15,000
Public Works Hwys	Pickup, 1/4 T, Ext Cab	1	$33,500	$33,500	$5,000
Public Works Hwys	Truck, Pickup, Ranger, 4x2	1	$33,500	$33,500	$5,000
Public Works Hwys	Truck, Pickup 3/4 Ton, 4x4	3	$40,600	$121,800	$24,000
Public Works Hwys	Floor Scrubber	1	$17,200	$17,200	$1,000
Public Works Hwys	SUV/Crossover	1	$31,600	$31,600	$5,000
Public Works Hwys	Loader Scale replacements	5	$10,815	$54,075	0
Subtotal DPW Hwys		**23**		**$2,531,525**	**$199,000**
Public Works Bldgs	Highlift, no trailer	1	$15,500	$15,500	$2,000
Subtotal DPW Bldgs		**1**		**$15,500**	**$2,000**
Parks & Land Use Gen'l Fund	Tractor, cab, 4x4, snow blade	1	$60,000	$60,000	$5,000
Parks & Land Use Gen'l Fund	Mower,outfront,broom,cab	1	$42,000	$42,000	$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow	1	$42,000	$42,000	$9,000
Parks & Land Use Gen'l Fund	Tractor/Interstater, loader	1	$64,500	$64,500	$8,000
Parks & Land Use Gen'l Fund	Utility Vehicle with Tracks & Groomer	1	$49,500	$49,500	$5,000
Subtotal P&LU Gen'l Fund		**5**		**$258,000**	**$32,000**
Parks & Land Use Enterprise Fund	Mower, reelmower sidewinder	1	$43,500	$43,500	$5,000
Parks & Land Use Enterprise Fund	Mower, Fairway, 5 Gang	1	$61,900	$61,900	$5,000
Parks & Land Use Enterprise Fund	Mower, Fairway	1	$61,900	$61,900	$5,000
Parks & Land Use Enterprise Fund	Aerifier, Walker	1	$30,800	$30,800	$7,000
Subtotal P&LU Enterprise		**4**		**$198,100**	**$22,000**
Medical Examiner	Transit Van	2	$35,950	$71,900	$10,000
Subtotal Small Departments		**2**		**$71,900**	**$10,000**
Grand Total		**53**		**$3,745,025**	**$460,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

	2020 Budget		2021		2022		2023		2024		2025	
Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Public Works Hwy Ops	9	$1,710,300	23	$2,531,525	19	$2,618,400	16	$3,509,000	17	$3,161,060	18	$3,544,000
Public Works Bldg Ops	0	$0	1	$15,500	1	$35,600	2	$79,100	0	$0	0	$0
Sheriff (a)	23	$761,100	18	$670,000	18	$638,700	23	$875,700	7	$261,600	13	$497,400
Parks & Land Use Gen'	11	$476,300	5	$258,000	16	$750,189	16	$666,200	15	$542,500	14	$850,300
Golf Courses	2	$61,500	4	$198,100	12	$367,100	3	$202,400	6	$339,900	5	$193,600
Ice Arenas	1	$101,200	0	$0	0	$0	0	$0	1	$130,800	0	$0
Medical Examiner	0	$0	2	$71,900	0	$0	2	$103,200	0	$0	0	$0
Human Services	0	$0	0	$0	3	$78,400	0	$0	0	$0	0	$0
Records Mgmt	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
Emergency Mgmt	0	$0	0	$0	1	$42,300	0	$0	0	$0	1	$50,700
Radio Services	0	$0	0	$0	1	$39,600	0	0	0	$0	0	$0
	46	$3,110,400	53	$3,745,025	71	$4,570,289	62	$5,435,600	46	$4,435,860	51	$5,136,000

(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	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget $	%
Revenues						
General Government	$0	$0	$48,000	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$1,035,758	$1,047,954	$963,665	$1,080,538	$32,584	3.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$45,233	$26,450	$26,000	$25,000	($1,450)	-5.5%
Appr. Fund Balance (a)	$181,483	$180,829	$180,829	$219,582	$38,753	21.4%
County Tax Levy (a)	**$62,563**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,325,037**	**$1,255,233**	**$1,218,494**	**$1,325,120**	**$69,887**	**5.6%**
Expenditures						
Personnel Costs	$272,621	$299,948	$294,485	$354,549	$54,601	18.2%
Operating Expenses (a)(b)	$799,714	$777,235	$788,016	$816,377	$39,142	5.0%
Interdept. Charges	$161,244	$178,050	$135,805	$154,194	($23,856)	-13.4%
Fixed Assets (Memo) (c)	$0	$175,000	$175,000	$74,500	($100,500)	-57.4%
Total Expenditures	**$1,233,579**	**$1,255,233**	**$1,218,306**	**$1,325,120**	**$69,887**	**5.6%**
Operating Income/(Loss)	$91,458	$0	$188	$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	1.00	1.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.00	3.00	3.00	4.00	1.00	

(a) Airport Fund balance is used as follows:

	2019	2020 Budget	2020 Estimate	2021 Budget
Partially offset depreciation expense	$180,829	$180,829	$180,829	$169,582
Purchase order & carryovers from prior year	$654	$0	$0	$0
Long-term Asset Evaluation Study	$0	$0	$0	$50,000
Total Fund Balance Appropriation	$181,483	$180,829	$180,829	$219,582

(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.

(c) Total expenditures 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. Fixed assets in the 2020 budget include a refurbishment of snow removal broom ($175,000) and in the 2021 budget include mowing equipment ($74,500).

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 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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.30**	**1.30**	**2.30**	**1.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$896,185	$914,954	$878,665	$947,538	$32,584
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$41,239	$23,950	$23,500	$22,500	($1,450)
Appr. Fund Balance	$181,197	$180,829	$180,829	$169,582	($11,247)
County Tax Levy	**($63,067)**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,055,554**	**$1,119,733**	**$1,082,994**	**$1,139,620**	**$19,887**
Personnel Costs	$110,710	$126,421	$129,982	$196,041	$69,620
Operating Expenses	$754,099	$736,871	$753,487	$721,977	($14,894)
Interdept. Charges	$114,577	$131,772	$89,567	$106,316	($25,456)
Fixed Assets	$0	$175,000	$175,000	$74,500	($100,500)
Total Expenditures	**$979,386**	**$995,064**	**$973,036**	**$1,024,334**	**$29,270**
Operating Income/(Loss)	$76,168	$124,669	$109,958	$115,286	($9,383)

Program Highlights

Charges for service revenues are budgeted to increase about $32,600 and include revenues from land leases. Other charges for service include hangar rental revenues, office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities, the FBO lease for the Airport fuel farm, FBO lease for ramp space, and tie down fees. The increase is mostly due to the revenue for an additional fuel farm, hangar, and contractual rate increases in lease agreements. Fund balance used to partially offset depreciation is reduced by $11,200. In 2020, the county tax levy for this fund was eliminated.

Personnel costs are increasing about $69,600. This increase is mainly due to adding 1.00 FTE of temporary help to support airport grounds maintenance, bringing staff supported by this program to 2.30 FTE positions. Overall, the Airport budgets 4.00 FTE positions to operate all the programs in 2021.

Operating expenses include an increase in contracted snow removal costs by $32,000 to $322,000, based on a 2019 RFP result and 2019/2020 snow removal charges. An additional $9,800 is budgeted for facility maintenance, repair, and equipment (including for T hangars). This is offset by a decrease in depreciation charges by $50,100 as some airport assets constructed years ago are nearly fully depreciated.

Interdepartmental charges decrease $25,500, mostly due to a $35,000 decrease in grounds maintenance charges from the DPW Highway Operations division resulting from hiring a temporary Airport grounds maintenance position. This decrease is partially offset by increased estimates in fuel and vehicle/equipment repair charges.

Fixed assets are budgeted at $74,500 for the acquisition of mowing equipment to be used at the airport by the new grounds position added in this budget.

Activity Data	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Total Airport Buildings	12	12	12	12	12
Square Yards of Pavement (a)	467,949	467,949	497,451	467,949	467,949
Acres of grass to be mowed (a)	331	331	329	331	331

(a) The 2020 budget assumed 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	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	1,246,029	1,304,923	1,180,000	930,000	1,180,000	0
100LL	82,112	90,807	150,000	70,000	150,000	0
Total	1,328,141	1,395,730	1,330,000	1,000,000	1,330,000	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	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
PCI: Benchmark						
PCI: Actuals						
Runways	95.0	92.0	92.0	91.0	90.0	92.0
Taxiways	89.0	73.0	71.0	68.0	69.0	75.0
Aprons	80.0	58.0	66.0	54.0	63.0	68.0
Landside Pavements	72.0	69.0	67.0	70.0	62.0	77.0

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.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	**1.70**	**1.70**	**1.70**	**1.70**	**0.00**
General Government	$0	$0	$48,000	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$139,573	$133,000	$85,000	$133,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,994	$2,500	$2,500	$2,500	$0
Appr. Fund Balance	$286	$0	$0	$50,000	$50,000
County Tax Levy	**$125,630**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$269,483**	**$135,500**	**$135,500**	**$185,500**	**$50,000**
Personnel Costs	$161,911	$173,527	$164,503	$158,508	($15,019)
Operating Expenses	$45,615	$40,364	$34,529	$94,400	$54,036
Interdept. Charges	$46,667	$46,278	$46,238	$47,878	$1,600
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$254,193**	**$260,169**	**$245,270**	**$300,786**	**$40,617**
Operating Income/(Loss)	$15,290	($124,669)	($109,770)	($115,286)	$9,383

Program Highlights

Charges for services include revenues from fuel sales, budgeted at $133,000. Fuel volume projections are based on historical data. Fuel flowage revenues received from the FBOs remain at $0.10 per gallon. Other revenues include $2,500 from cost recoveries for airport identification/access control badges issued. In 2020 county tax levy for this fund was eliminated.

Personnel costs are reducing by $15,000 from the 2020 budget due to staff turnover. This program continues to support 1.70 FTE positions. Overall, the airport adds 1.00 FTE in 2021 to budget for 4.00 FTE total positions to operate all the programs. Operating expenses are increasing by $54,000 from the 2020 adopted budget. Increases in operating expenses are primarily due to contracted services to perform a long-term asset evaluation to study current and future airport asset funding needs.

Activity

Marketing Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	90%	78%	90%	90%	90%	92%
-Communication Effectiveness	90%	73%	77%	80%	80%	85%
T-Hangar Occupancy Rate *	83%	85%	92%	98%	94%	98%
Total Cumulative # of Hangars	56	58	61	65	61	62

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

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	2022	$65,000	$0	$6,500	$6,500
201621	Airport Ramp Expansion	2022	$625,000	($84,000)	$35,100	($48,900)
200703	Airport Maintenance and Snow Removal Building	2022	$290,000	$0	$7,250	$7,250
201308	Taxiway C realignment and Lighting	2022	$210,000	$0	$10,500	$10,500
200310	Runway 10/28 Safety Area	2023	$796,000	$2,000	$31,840	$33,840
202101	Airport Terminal and Tower Roof Replacement	2022	$267,500	$0	$13,375	$13,375
* See capital project forms for ongoing operating impacts						

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