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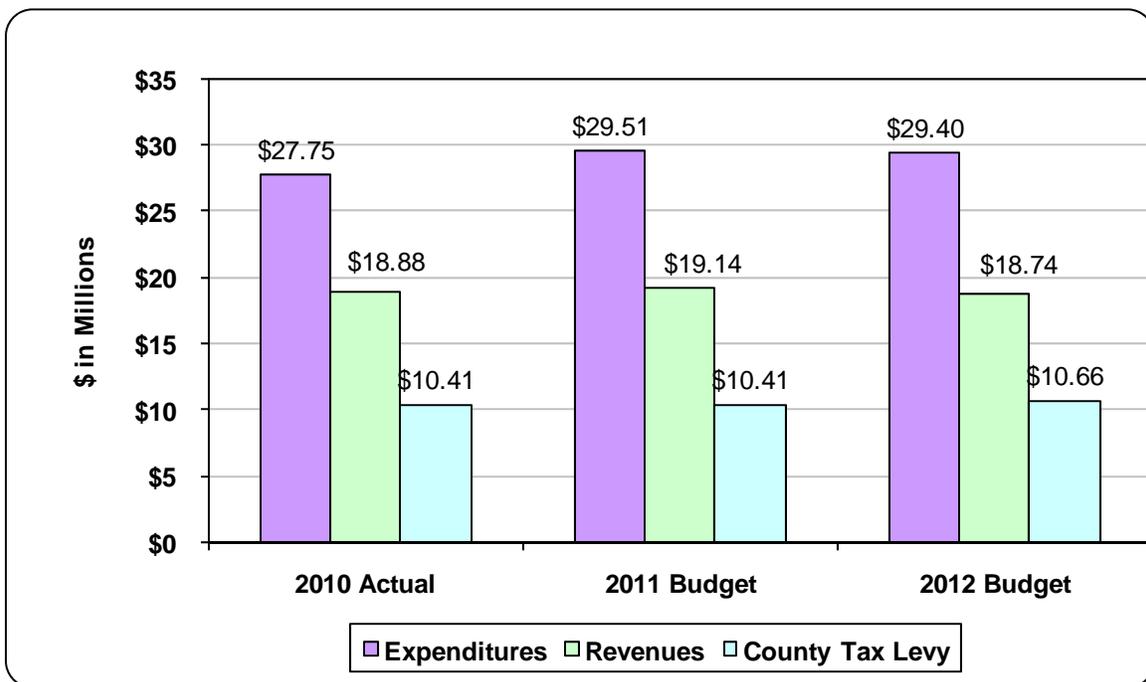
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PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below including Airport Operations. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and engineering for roadways and facilities, maintenance and housekeeping services, and permit processing and traffic control. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and also provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and program administration. A **Central Fleet Maintenance 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 Fund** was established to finance necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations/Development Fund** as part of the Department of Public Works, maintains and operates, through a Fixed Based Operator contract, a reliever airport serving general aviation and business travel needs. Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Fund, in General Administration Functional Area Section).



The 2012 expenditure budget for this functional area totals \$29,396,652 after adjustments to exclude proprietary fund capitalized fixed asset items, a decrease of \$117,692 or 0.4% from the 2011 Adopted Budget. Budgeted revenues (including \$1,139,912 of Fund Balance appropriations) total \$18,740,669, a decrease of \$399,335 or 2.1% from the previous year's budget. The tax levy necessary to fund this functional area totals \$10,655,983 an increase of \$250,621 or less than 2.4% from the 2011 Adopted Budget.

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

	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change from 2011 Adopted Budget	
					\$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$18,884,466	\$19,140,004	\$19,983,402	\$18,740,669	(\$399,335)	-2.1%
County Tax Levy (b) (c)	\$10,406,537	\$10,405,362	\$10,405,362	\$10,655,983	\$250,621	2.4%
Expenditures (d)	\$27,749,437	\$29,514,344	\$30,393,066	\$29,396,652	(\$117,692)	-0.4%
Rev. Over (Under) Exp.	\$1,152,080	\$0	\$516,192	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$389,486	\$31,022	\$186,865	\$0	(\$31,022)	-100.0%

- (a) Includes Central Fleet Fund Balance appropriations of \$141,088 in 2010, and \$141,083 in 2011 and 2012; Transportation Fund Balance of \$371,000 in 2010 and \$148,274 in 2011 and \$423,000 in 2012; General Fund Balance \$591,200 in 2010, \$858,120 in 2011, and \$373,000 in 2012; Airport Operations Fund Balance of \$286,516 in 2010, \$371,349 in 2011, and \$180,829 in 2012.
- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.
- (d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$2,748,550 in 2010, \$2,949,295 in 2011 and \$2,322,660 in the 2012 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

- **State General Transportation Aids (GTA)** decrease nearly \$648,000 or 12% to \$4,678,000 due to formula reduction provisions in the State's 2012- 2013 biennial budget. Fund balance of \$405,000 is being used in 2012 to partially offset the drastic reduction of these revenues. The plan is to phase down reliance on fund balance in future year's budgets. As a result of lower revenues, County highway maintenance operations include unfunding 1.0 FTE vacant Patrol Worker position assigned to signal work. Overtime is also budgeted to decrease by 0.24 FTE for County winter maintenance with a budgeted increase of extra help at 0.46 FTE (approx. 960 hours) to allow for hiring employees for winter seasonal coverage.
- **Highway operations vehicle fuel** budget is increased by \$47,500 as the volatile price per gallon is projected to increase at least \$0.30 per gallon to \$3.30 per gallon (equivalent to about \$3.62 per gallon retail) in 2012. **Road salt expenditures** are budgeted to increase by \$16,000 to nearly \$1.25 million including an estimated 1.3% price increase for 2012 to \$53.16 per ton on 16,400 tons expected to be purchased for County highway snow and ice removal usage and 7,000 tons of salt to be purchased by municipalities.
- **State Highway revenue reimbursements** for maintenance work on State roads are budgeted to decrease by \$112,245 to \$4,337,500 based on current (2011) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of service requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is one less than 2011. Budgeted extra help for summer seasonal work is being eliminated (0.49 FTE or about 1,020 hours) while extra help for a winter second shift continues.
- **Central Fleet Maintenance operations** includes a management decision to no longer fund 1.0 FTE Shop Supervisor and 0.50 FTE Mechanic. This is a direct result of decreased repair service requested by customers. Revenues for these services decrease \$117,000 or 5%. Fuel charge revenues to users are budgeted to increase by \$136,000 mainly due to an estimated 10% increase in fuel prices with no change to the markup.
- **Public Works General Fund building operations** include a management decision to contract out for additional housekeeping services, which results in a net budget cost savings to the County of \$78,000. However, this decision requires unfunding and abolishing 5.0 FTE Building Service Worker positions which results in personnel cost savings of \$247,800, of which a \$169,800 will be used to offset the costs of additional contracted housekeeping services. Remaining buildings served with in house staff are the Courthouse and the Northview facility. Supplies costs are also reduced by \$29,500.
- On-going **energy/utility costs** for County facilities are projected to increase about \$127,000 from the 2011 budget. Electricity costs are projected to increase \$345,000 mostly due to higher than anticipated rate charges in the current year and due to the loss of the Point Beach facility energy credit. This is partially offset with lower projected costs for natural gas of \$205,000 (-29%) and water and sewer of \$25,000 (-23.6%).
- The **building improvement maintenance plan** totals \$950,000. Building maintenance project funding in the 2011 budget was increased for one time catch up projects by \$234,500 from the previous year's plan. This year's plan is reduced by \$134,500 due to last year catch up projects. The maintenance plan is funded by \$700,000 of County Tax Levy and \$250,000 of General Fund Balance for one-time projects. General Fund Balance is planned to continue to be phased down in future year's budgets.
- Public Works **utility permit revenues** are budgeted to decrease by \$20,000 and access permit revenues are being decreased by \$10,000. There are no changes in the permit fee rates being adopted in this budget.
- The **Vehicle Replacement Fund** includes a \$600,000 reduction in the purchase of replacement equipment due to the advance purchase of 2012 squads made in 2011 which allowed a year to select a replacement model for the Ford Crown Victoria which will be discontinued at the end of 2011.
- County Tax Levy support for **transit services** increases \$25,000 to \$867,700. Transportation Fund Balance of \$90,000 is budgeted for expenses related to fuel adjustment clauses in vendor contracts to be bid out in April of 2012. The State and Federal revenues reimbursed rate of 56.2% of gross expenses, is reduced from the 2011 budget of 57.5%. Route 901 changes from a traditional fixed route commuter service, operating all day, to a peak service commuter route operating only at peak passenger times which is primarily at the beginning and the end of the work day. No fare increases are planned in the 2012 budget.
- The **Airport Tax Levy is unchanged** at \$192,563. This includes a minor increase in revenues (\$2,500) due to annually adjusting Fixed Base Operator (FBO) leased facilities and land lease by the change in the Consumer Price Index (CPI). Through resources provided in the budget for marketing efforts and airport events, the airport fuel flowage revenues are budgeted to increase by \$3,700 to \$87,000. Expenditures remain in line due to favorable experience with building maintenance costs, a new grass-cutting contract and a decrease in depreciation expenses associated with fully depreciated control tower assets.

**BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2010 Year End	2011 Adopted Budget	2011 Modified Budget	2012 Budget	11-12 Change
PUBLIC WORKS	General	68.25	63.75	63.75	57.50	(6.25)
PUBLIC WORKS	Transportation	61.85	61.85	61.85	61.10	(0.75)
PUBLIC WORKS	Central Fleet Maintenance	16.00	15.50	15.50	14.00	(1.50)
PUBLIC WORKS	Vehicle Replacement Fund	-	-	-	-	-
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	-
	TOTAL REGULAR POSITIONS	149.10	144.10	144.10	135.60	(8.50)
	TOTAL EXTRA HELP	4.56	5.01	5.01	5.99	0.98
	TOTAL OVERTIME	3.75	3.75	3.75	3.51	(0.24)
	TOTAL BUDGETED POSITIONS	157.41	152.86	152.86	145.10	(7.76)

2012 BUDGET ACTIONS

General Fund

Abolish 3.00 FTE Building Service Worker I
 Abolish 2.00 FTE Building Service Worker II
 Transfer out 1.25 FTE Patrol Worker to Transportation Fund
 Increase Extra Help 1.11 FTE
 Reclass 7.00 FTE Building Service Worker I to Building Service Worker
 Reclass 2.00 FTE Building Service Worker II to Building Service Worker

Transportation Fund

Unfund 2.00 FTE Patrol Workers
 Transfer in 1.25 FTE Patrol Workers
 Reduce Extra Help 0.03 FTE
 Reduce Overtime 0.24 FTE

Central Fleet Maintenance

Unfund 0.50 FTE Mechanic
 Unfund 1.00 FTE Shop Supervisor
 Decrease Extra Help by 0.10 FTE

2011 CURRENT YEAR ACTIONS

None

2011 BUDGET ACTIONS

General Fund

Unfund 1.00 FTE Building Service Worker I
 Unfund 3.00 FTE Building Service Worker II
 Abolish 1.00 FTE Building Service Worker II (unfunded in 2010)
 Abolish 3.00 FTE Maintenance Mechanic II
 Create 3.00 FTE Maintenance Mechanic I
 Unfund 0.50 FTE Clerk Typist II
 Increase Extra Help 0.15 FTE

Transportation Fund

Unfund 3.00 FTE Patrol Workers
 Reduce Overtime 0.42 FTE

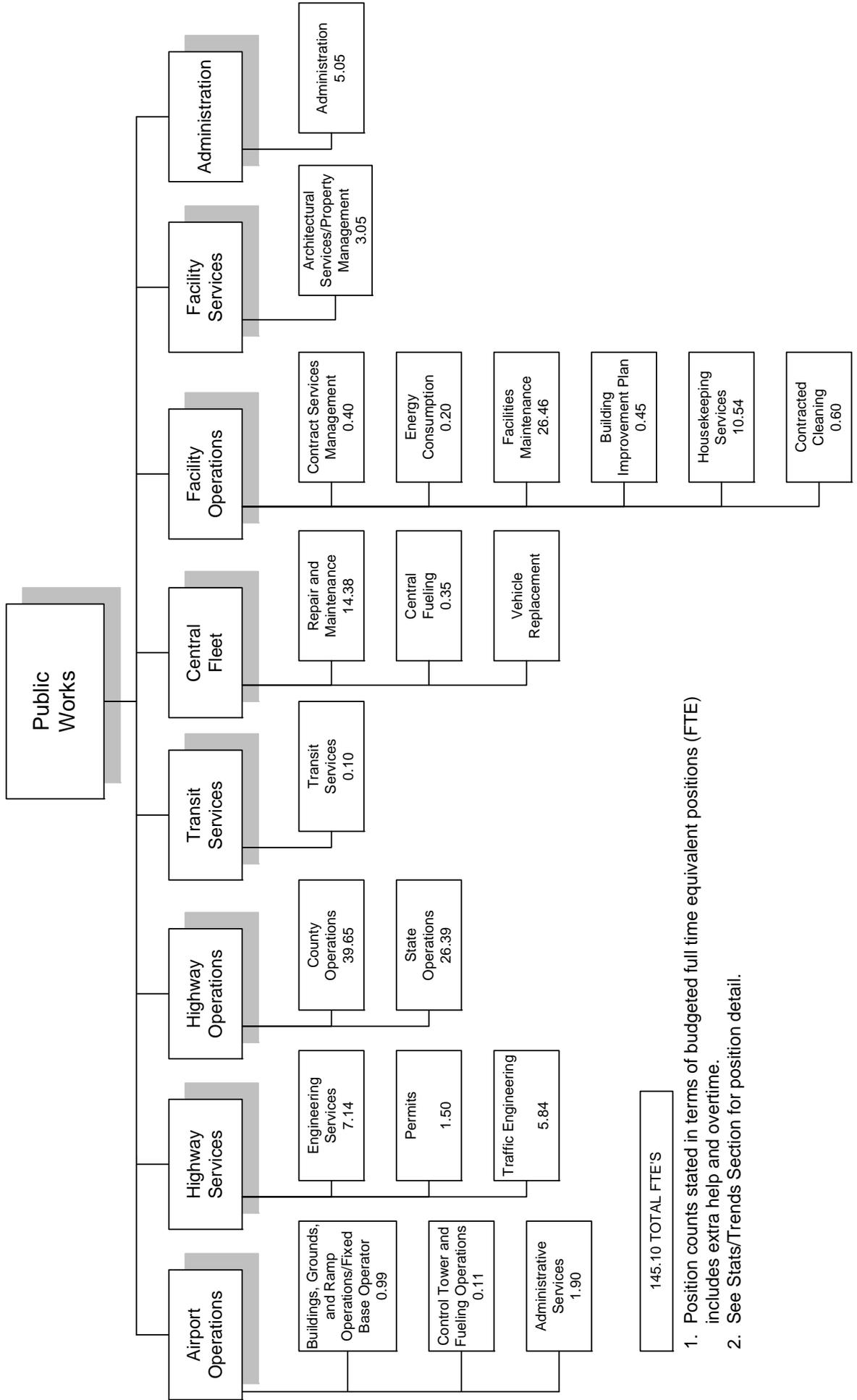
Central Fleet Maintenance

Increase Extra Help by 0.30 FTE
 Unfund 0.50 FTE Mechanic

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



145.10 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

The Waukesha County Department of Public Works strives to provide quality infrastructure and services that meet or exceed our customers' expectations.

Financial Summary	2010 Actual	2011		2012 Budget (c)	Change From 2011 Adopted Budget	
		2011 Budget (a)	2011 Estimate (b)		\$	%
Public Works-General Fund						
Revenues (d)	\$2,318,757	\$2,171,975	\$2,519,239	\$1,963,430	(\$208,545)	-9.6%
County Tax Levy (c)	\$8,667,799	\$8,377,657	\$8,377,657	\$8,461,540	\$83,883	1.0%
Expenditures	\$10,066,906	\$10,549,632	\$10,871,799	\$10,424,970	(\$124,662)	-1.2%
Rev. Over (Under) Exp.	\$919,650	\$0	\$25,097	\$0	(\$33,321)	NA
Transportation Fund						
Revenues	\$9,822,058	\$9,889,408	\$9,850,306	\$9,710,959	(\$178,449)	-1.8%
County Tax Levy (c)	\$1,546,175	\$1,835,142	\$1,835,142	\$2,001,880	\$166,738	9.1%
Expenditures	\$11,135,803	\$11,724,550	\$11,901,712	\$11,712,839	(\$11,711)	-0.1%
Rev. Over (Under) Exp.	\$232,430	\$0	(\$216,264)	\$0	\$0	NA
Central Fleet						
Revenues (d)	\$3,174,879	\$3,562,551	\$3,912,083	\$3,581,024	\$18,473	0.5%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$3,222,536	\$3,561,369	\$3,902,970	\$3,581,024	\$19,655	0.6%
Operating Inc./Loss (e)	(\$47,657)	\$1,182	\$9,113	\$0	(\$1,182)	-100.0%
Vehicle Replacement						
Revenues	\$2,539,183	\$2,602,918	\$2,602,918	\$2,569,597	(\$33,321)	-1.3%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$2,303,791	\$2,573,078	\$2,573,078	\$2,569,597	(\$3,481)	-0.1%
Operating Inc./Loss	\$235,392	\$29,840	\$29,840	\$0	(\$29,840)	-100.0%
Airport						
Revenues (f)	\$1,029,589	\$913,152	\$1,098,856	\$915,659	\$2,507	0.3%
County Tax Levy	\$192,563	\$192,563	\$192,563	\$192,563	\$0	0.0%
Expenditures	\$1,020,401	\$1,105,715	\$1,143,507	\$1,108,222	\$2,507	0.2%
Operating Inc./Loss	\$201,751	\$0	\$147,912	\$0	\$0	NA
Total All Funds						
Revenues (d)	\$18,884,466	\$19,140,004	\$19,983,402	\$18,740,669	(\$399,335)	-2.1%
County Tax Levy	\$10,406,537	\$10,405,362	\$10,405,362	\$10,655,983	\$250,621	2.4%
Expenditures	\$27,749,437	\$29,514,344	\$30,393,066	\$29,396,652	(\$117,692)	-0.4%
Rev. Over (Under) Exp.	\$1,152,080	\$0	(\$191,167)	\$0	\$0	NA
Operating Inc./Loss (e)	\$389,486	\$31,022	\$186,865	\$0	(\$31,022)	NA
Position Summary (FTE)						
Regular Positions	149.10	144.10	143.40	135.60	(8.50)	
Extra Help	4.56	5.01	5.01	5.99	0.98	
Overtime	3.75	3.75	3.75	3.51	(0.24)	
Total	157.41	152.86	152.16	145.10	(7.76)	

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

b) The 2011 Estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.

c) Tax levy of \$15,622 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments for expenditure increases above 2%.

d) Includes Central Fleet Fund Balance appropriations of \$141,088 in 2010, and \$141,083 in 2011 and 2012; Transportation Fund Balance of \$371,000 in 2010 and \$148,274 in 2011 and \$445,000 in 2012; General Fund Balance \$591,200 in 2010, \$858,120 in 2011, and \$373,000 in 2012; Airport Operations Fund Balance of \$286,516 in 2010, \$371,349 in 2011, and \$180,829 in 2012.

e) 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.

f) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Study and select appropriate sites for the creation of low or zero maintenance horticultural plantings in place of grassy areas. Began installing selected plantings in 2009.

Key Outcome Indicator: Reduce the cost to maintain medians by 10% each year.

Performance Measurement	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Change
Annual cost to maintain 1 acre of median	\$2,200	\$2,000	\$2,000	\$2,000	\$0

Converted 800 foot section of CTH O (Moorland Rd) just north of CTH I (Beloit Rd) to remove existing grass and plant wildflower mix. This conversion is in its third season and is fairly well established. Hand weeding will be required and over seeding will help it continue to thrive.

In 2010, three rural sections were converted on Silver Spring Road. These sections, totaling 1,000 feet, have been harder to establish. These sections have been hand weeded this year, with Huber labor, and has not done well in 2011. This will be re-evaluated to determine the next course of actions.

Objective 2: Reduce per-application salt usage by 20%, when compared to similar non-prewet sections of road, while maintaining safe winter roadways by adopting pre-wetting strategies. Evaluate the performance of the State pre-wetting systems used in the 2008/2009, 2009/2010, and 2010/2011 winter seasons.

- Prewet performance can be seen both statistically and anecdotally. Storms of similar duration and snow accumulation over the past 5 years with similar temperatures and storm characteristics were compared. In some cases there has been up to a 50% salt reduction when a truck with prewet was added to the patrol section. The salt brine use in this particular case was 130 gallons. 39 tons of salt were used on the non prewet storm versus 19.5. 130 gallons of brine requires 56 pounds of salt. 56 pounds of salt used to save 19.5 tons or 39,000 pounds. Some sections have seen only a 15% reduction. Anecdotally, prewet salt works faster with less scatter and bounce. Research shows that as much as 30% of salt can be saved by eliminating the bounce of the salt off of the road surface. The prewet salt starts to melt snow and ice as soon as it hits the pavement instead of waiting for snow moisture to activate it.
- Highway Operations is continuing to study through the WDOT funded Automatic Vehicle Location (AVL) application the use and application rates of de-icing materials and the benefit that vehicle location may provide in reducing salt usage. Hopefully, this DOT analysis will provide insight into the cost benefit of adding this equipment to County-section trucks.
- Highway Operations is also increasing efforts to anti-ice (pre-storm) with the conversion of two tandem trucks to slide in tank units. These units will allow us to anti-ice prior to the storm and to transport salt brine made at the main shop in Waukesha to all four of our substations for pre-wet use. WDOT has asked DPW/HO to provide an analysis of de-icing (during storm) with these slide-in units versus traditional methods. This unit would spray salt brine only during a storm. Part of the analysis is to determine salt savings versus the traditional dry salt method. The other portion of the analysis is to determine at what point in a storm do you convert that slide in liquid unit over to spread granular salt. WDOT funding is providing one de-icing tank plus its installation.

Key Outcome Indicator: Reduce annual salt usage by 10% or greater, assuming full fleet is equipped.

Performance Measurement	09/10 Season Actual	10/11 Seasonal Actual	11/12 Seasonal Estimate	12/13 Seasonal Estimate
Tons of salt used seasonally on County roads	13,801	19,829	16,982	16,500

92% of the equipment will be pre-wet equipped by the 2010 – 2011 season. Salt Brine use continues to increase with 19,300 gallons used in 2008 – 2009 season; 28,340 gallons in the 2009 – 2010 season and 86,000 gallons in the 2010 – 2011 season.

Objective 3: Address all pothole complaints within one business day and have permanent repair (when possible) within 3 business days.

	2011 Estimate	2011 Actual (a.)	2012 Estimate	2012 Actual
Total	25		50	
Repair within 1 business day	22		45	
Repair within 3 business days	3		5	
Repair after 3 business days	0		0	
% 1 business day	88.00%		90.00%	
% 3 business days	12.00%		10.00%	
% after 3 business days	0.00%		0.00%	
% Total	100.00%		100.00%	

(a.) 2011 data tracking began September 1, 2011.

Objective 4: Study the principles of ‘sustainability’ energy and ‘green’ building design concepts, with a goal of implementing these principals in the design of the new Health and Human Services Center in 2013. Partner with Parks and Land Use staff to achieve this objective.

Key Objective Indicator: Provide a measurable rate of return of 15% to 20% in operational energy savings in the new Health and Human Services Center when completed in 2013.

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 5: Continue utilizing an on-line poll to efficiently and accurately measure the customer satisfaction ratings of maintenance of buildings. (Facilities Maintenance & Services, Housekeeping Services)

Key Outcome Indicator: Conduct customer satisfaction surveys and maintain a customer satisfaction benchmark level.



This chart depicts the results of an online customer satisfaction survey conducted in 2010 and 2011. The survey asked a number of questions relating to housekeeping customer satisfaction in work/office areas, public areas, restrooms, and carpet care.



This chart depicts the results of an online customer satisfaction survey conducted in 2010 and 2011. The survey asked a number of questions relating to maintenance customer satisfaction with building upkeep, project coordination, repairs and service calls, special requests and the timeliness of response.

County-Wide Key Strategic Outcome: A safe county

Objective 6: Maintain a sufficiency index of 80.0 for county bridges and a pavement condition index of 70.0 for County highway pavement. Reduce number of load posted bridges to a level of 0 by 2015.

Key Outcome Indicator: Bridge sufficiency index and pavement condition index.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	85.0	85.0	85.0	84.0
Number of Bridges	64	65	64	65
Load Posted Bridges	1	1	1	0
Pavement Condition Index				
PCI—Benchmark	70.0	70.0	72.0	72.0
PCI—Actual				
Asphalt—primary	74.0	71.0	72.0	72.0
Asphalt—secondary	71.0	70.0	68.0	64.0
Asphalt—tertiary	67.0	70.0	61.0	64.0
PCI -- Concrete	53.0	54.0	61.0	59.0

Objective 7: Improve the efficiency of the current facilities and highway-system asset databases by acquiring new asset management systems in coordination with the Department of Parks and Land Use. Proposals for a single asset management system did not match expectations or budget.

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

Objective 8: Maintain or reduce the per square foot costs in county buildings by comparing current usage with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual square foot program costs across all major County buildings.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Utility Consumption per rentable square foot				
Therm usage per rentable sq ft.	0.85	0.95	0.84	0.83
Kilowatt-hour per rentable sq. ft.	18.27	17.00	18.00	17.00
Gallons usage per rentable sq. ft.	28.5	28.5	28.5	28.5
Maintenance & Housekeeping costs per square foot				
Maintenance costs per rentable sq ft.	\$1.78	\$1.80	\$1.85	\$1.90
Housekeeping costs per rentable sq. ft.	\$2.47	\$2.70	\$2.49	\$2.41

Objective 9: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby ensuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

Key Outcome Indicator: To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biennially by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
FAA benefit/cost ratio determined biennially	1.7	1.7	1.7	1.7

Objective 10: To have Crites Field comply with the suggested enhancements of the Transportation Safety Administration's published General Aviation Security Guidelines (GASG) point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

Key Outcome Indicator: To implement/maintain the security enhancements associated with a facility rating of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. Enhancements equivalent to a rating of greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of relevant items compliant with GASG	83%	85%	84%	85%

Objective 11: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

Key Outcome Indicator: To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56.

PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Pavement Sections Below Key Outcome Indicator (41+)	4	3	3	2

Objective 12: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

Key Outcome Indicator: To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Runway 10/28 closures due to snow	0	0	1	0

Objective 13: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy.

Key Outcome Indicator: Continue implementation of the marketing plan resulting in the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures (based on survey results)	2011 Estimate	2012 Target
Customer Satisfaction		
-Management Effectiveness	89%	89%
-Communication Effectiveness	84%	84%
T-Hangar Occupancy Rate	98%	98%
New Hangar Construction	1	1

Objective 14: Continue to actively explore acquisition of lands as identified in the Airport Master Plan adopted by the County Board.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 15: Develop a Van Pool program that will provide transit options where traditional bus service is not cost effective. Based on outcome of evaluation, expand program beyond the eight vans owned by county.

Key Outcome Indicators: Total number of vans filled and operating; cost per rider on traditional bus service versus van pool service; number of businesses impacted, number of vehicles trips reduced.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of filled Van Pools	0	8	8	8

Objective 16: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	18.62	18.75	19.10	19.49
10	Brookfield Square Extension	29.46	29.27	31.70	29.13
79	Weekday from Menomonee Falls to Downtown Milwaukee	15.43	16.92	18.83	20.48
218	New Berlin Industrial Park Shuttle	7.07	0.00	0.00	0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.36	11.48	11.57	17.25
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Subtotal Average		15.69	16.91	17.43	21.33
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.55	2.71	2.65	2.53
Avg with Paratransit		14.59	15.61	16.00	19.18

Objective 17: The Departments of Public Works, and Parks and Land Use will analyze the County fuel system infrastructure in order to comply with Wisconsin’s Administrative rule to regulate fuel storage tanks, known as COMM10. The departments will also develop a fuel tank replacement plan to address aging tank(s) and infrastructure.

- Completed a detailed analysis of fuel infrastructure and fuel sites
- Capital project has been developed to address extensive work at three of the sites.
- All regulatory work must be completed by end of 2014.
- Capital project for years 2018 – 2024 has been developed to address tank replacements and infrastructure improvements.

Objective 18: The Sheriff’s Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of Jail Days Saved (a)	175	240	284	280
Value in \$ of service to the County (8 hours/day, 3 days/week at \$10.76/hr)	\$45,224	\$61,978	\$24,447	\$24,103

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

Objective 19: The Department of Administration – Accounting / Payroll Divisions will coordinate with the Departments of Public Works and Parks and Land Use to analyze the various time reporting systems in the Departments and evaluate automated systems used with current processes and integrate reporting associated with projects, grants and work order systems in order to significantly reduce staff time associated with reporting.

- As of July 2011, DPW staff has worked with DOA Accounting/Payroll and IT to analyze proposals for a new workforce management software. Implementation of software will begin in the fourth quarter of 2011.

Objective 20: The Parks and Land Use-Parks Division and Department of Public Works -Engineering Division will work with the SEWRPC and local municipalities to refine the proposed on and off-street bicycle plan for Waukesha County in order to create a shared plan for the development of bikeways in the County.

- DPW and P&LU staff have solicited and received bicycle plan updates from municipalities, SEWRPC and bicycle organizations. We are currently examining the changes and will incorporate them into an update to the County’s Bikeway plan for approval by the county board in early 2012.

Objective 21: Develop a long term building and a pavement maintenance program for the Airport Operations.

- Airside pavements are managed through the Wisconsin Bureau of Aeronautics master pavement management contract. Land side pavements will be incorporated into the County’s pavement management contract and a pavement management plan developed when the contract is renewed in 2012.

Objective 22: Coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.



Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities and road infrastructure. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (a)	Budget (b)	Adopted Budget \$	%
Revenues						
General Government	\$998,979	\$1,011,106	\$992,672	\$879,780	(\$131,326)	-13.0%
Fine/Licenses	\$75,860	\$110,000	\$80,000	\$80,000	(\$30,000)	-27.3%
Charges for Services	\$73,109	\$75,092	\$75,370	\$79,521	\$4,429	5.9%
Interdepartmental	\$476,319	\$494,777	\$494,777	\$533,629	\$38,852	7.9%
Other Revenue	\$103,290	\$18,500	\$18,300	\$17,500	(\$1,000)	-5.4%
Appr. Fund Balance (c)	\$591,200	\$462,500	\$858,120	\$373,000	(\$89,500)	-19.4%
County Tax Levy (a)	\$8,667,799	\$8,377,657	\$8,377,657	\$8,461,540	\$83,883	1.0%
Total Revenue Sources	\$10,986,556	\$10,549,632	\$10,896,896	\$10,424,970	(\$124,662)	-1.2%
Expenditures						
Personnel Costs	\$4,708,138	\$4,810,799	\$4,617,075	\$4,422,242	(\$388,557)	-8.1%
Operating Expenses	\$4,799,860	\$5,164,771	\$5,539,683	\$5,422,000	\$257,229	5.0%
Interdept. Charges	\$415,515	\$430,562	\$431,934	\$465,728	\$35,166	8.2%
Fixed Assets	\$143,393	\$143,500	\$283,107	\$115,000	(\$28,500)	-19.9%
Total Expenditures	\$10,066,906	\$10,549,632	\$10,871,799	\$10,424,970	(\$124,662)	-1.2%
Rev. Over (Under) Exp.	\$919,650	\$0	\$25,097	\$0	-	N/A

Position Summary (FTE)

Regular Positions	68.25	63.75	63.75	57.5	(6.25)
Extra Help	1.98	2.13	2.13	3.24	1.11
Overtime	0.49	0.49	0.49	0.49	0.00
Total	70.72	66.37	66.37	61.23	(5.14)

- (a) The 2011 estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.
- (b) Tax levy of \$13,145 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 2%.
- (c) Includes General Fund Balance of \$158,000 in 2010 including \$150,000 for Building Maintenance Plan and \$8,000 for possible rental property demolitions and repairs; \$462,500 in 2011 including \$434,500 for Building Maintenance Plan, \$20,000 for one-time traffic engineering contracted services, and \$8,000 for possible rental property demolitions and repairs. and \$373,000 in 2012 including \$250,000 for Building Maintenance Plan, \$95,000 to offset General Transportation Aid (GTA) reduction and \$28,000 for possible rental property demolitions and repairs.

Architectural Services/ Property Management

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. Also, this division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the County owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.05	3.05	3.05	3.05	0.00
Charges for Services	\$29,347	\$26,458	\$28,000	\$29,970	\$3,512
Appr. Fund Balance	\$11,675	\$8,000	\$9,552	\$28,000	\$20,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$300,055	\$305,954	\$305,954	\$295,049	(\$10,905)
Total Revenues	\$341,077	\$340,412	\$343,506	\$353,019	\$12,607
Personnel Costs	\$304,120	\$319,500	\$305,341	\$305,577	(\$13,923)
Operating Expenses	\$27,016	\$19,850	\$21,400	\$46,400	\$26,550
Interdept. Charges	\$923	\$1,062	\$1,592	\$1,042	(\$20)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$332,059	\$340,412	\$328,333	\$353,019	\$12,607
Rev. Over (Under) Exp.	\$9,018	-	\$15,173	-	-



Program Highlights

This budget assumes the County will maintain and collect rental revenue from four rental properties in 2012. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from 2011 rates. Fund Balance is used to fund maintenance, repair and/or demolition of County properties that do not generate rental revenue. In addition, \$20,000 of fund balance is included in the 2012 budget to offset the costs of one-time expenditures for repairs to the Orchard Knoll property. This property is rented by Homes for Independent Living and provides short term housing service to adults with physical, mental, and developmental disabilities. Staffing levels in this program area remain consistent with 2011 levels, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses are used to provide administrative support to the capital projects and to provide building project services to the other County departments. Expenses include funds for small architectural design services, the cost of printing project plans, and the cost of professional staff development. Operating expenses also include the cost of property maintenance repairs.

Current and Adopted Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Est. Operating Impact
200326	Courts Project Secured Corridor	2011	\$2,000,000	100%	TBD
200617	Radio Services Bldg Remodel	2011	\$984,000	100%	TBD
200808	Communications Center Expansion	2014	\$1,710,000	0%	TBD
200615	HHS Office Building	2014	\$36,680,000	20%	TBD
200914	Courthouse Future Study	2014	\$250,000	0%	TBD
201204	Construct Holding Cells in Jail	2016	\$295,000	0%	TBD
201205	Construct Bathrooms in Pod 4 & 5 in Jail	2016	\$90,000	0%	Increase

Building Improvement Plan
County-Wide Key Strategic Outcome: A well-planned county
Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.45	0.45	0.45	0.45	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$517,491	\$434,500	\$633,187	\$250,000	(\$184,500)
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$822,789	\$704,702	\$704,702	\$750,180	\$45,478
Total Revenues	\$1,340,280	\$1,139,202	\$1,337,889	\$1,000,180	(\$139,022)
Personnel Costs	\$42,267	\$44,702	\$43,810	\$45,180	\$478
Operating Expenses	\$866,334	\$951,000	\$957,789	\$840,000	(\$111,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$143,393	\$143,500	\$283,107	\$115,000	(\$28,500)
Total Expenditures	\$1,051,994	\$1,139,202	\$1,284,706	\$1,000,180	(\$139,022)
Rev. Over (Under) Exp.	\$288,286	-	\$53,183	-	-


Program Highlights

Fund Balance revenues of \$250,000 are adopted in 2012 to offset the costs of on-going painting, roofing and carpeting projects. The use of Fund Balance is expected to be reduced annually by \$50,000 and replaced with tax levy by the same amount through the 2017 budget. Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. 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. Reduction in plan assumes the Health and Human Services Center, the Courthouse and Northview are in "maintenance only" mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Type	Sum of 11 Adopted	Sum of 12 Planned	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned
Roof	\$90,000	\$90,000	\$90,000	\$90,000	\$75,000	\$75,000
Hvac	\$140,000	\$290,000	\$242,000	\$305,000	\$380,000	\$455,000
Plumbing	\$42,000		\$22,000			
Security	\$65,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Tower Cooling			\$50,000			
Electrical	\$112,000	\$45,000	\$45,000	\$85,000	\$0	
HVAC Controls	\$40,000					
Equipment	\$66,000	\$70,000	\$21,000	\$15,000	\$40,000	\$0
Carpet / Tile / Seal	\$115,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Fire			\$25,000			
Floor Drain	\$10,000					
Arch Int	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Doors & Windows	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$15,000
Seal/ Tuckpoint	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Maintenance Only (a)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Remodel	\$74,500					
Grand Total	\$1,084,500	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000

(a) Maintenance Only mode includes the Health and Human Services Center, the Courthouse, and Northview facilities operating in "maintenance only" mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken, however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building	Sum of 11 Adopted	Sum of 12 Planned	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned
County Jail	\$64,500					
Courthouse	\$50,000	\$0				
UWW	\$29,000	\$60,000	\$60,000	\$15,000		
Administration Center	\$55,000		\$72,000			
Law Enforcement Center	\$40,000	\$30,000				
Juvenile Center	\$25,000				\$40,000	
Mental Health Center	\$57,000	\$40,000	\$21,000			
Highway Operations	\$84,000		\$25,000	\$15,000		
Other/All Buildings	\$680,000	\$820,000	\$772,000	\$920,000	\$910,000	\$950,000
Grand Total	\$1,084,500	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Use of Fund Balance (b)	\$300,000	\$250,000	\$200,000	\$150,000	\$100,000	\$50,000

(b) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$43,762	\$48,634	\$47,370	\$49,551	\$917
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$2,267,954	\$2,112,418	\$2,112,418	\$2,226,528	\$114,110
Total Revenues	\$2,311,716	\$2,161,052	\$2,159,788	\$2,276,079	\$115,027
Personnel Costs	\$21,941	\$23,052	\$22,637	\$23,079	\$27
Operating Expenses	\$1,874,704	\$2,138,000	\$2,253,920	\$2,253,000	\$115,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,896,645	\$2,161,052	\$2,276,557	\$2,276,079	\$115,027
Rev. Over (Under) Exp.	\$415,071	-	(\$116,769)	-	-



Program Highlights

Charges for Services includes outside County revenue for space rental. Rates will increase about 2%. Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Utility expenses are anticipated to increase approximately \$115,000 from the 2011 budget base. This is primarily due to the loss of the Point Beach Energy Credit for electricity. Due to the volatile nature of the utility market, 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 are adjusted accordingly.

Activity

Utility Source

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Electricity (Kilowatt-Hrs)	16,411,582	15,500,000	14,500,000	14,502,946	(997,054)
Natural Gas (Therms)	765,287	725,000	775,000	750,000	25,000
Water/Sewer (Gallons)	25,610,401	30,000,000	26,500,000	26,500,000	(3,500,000)

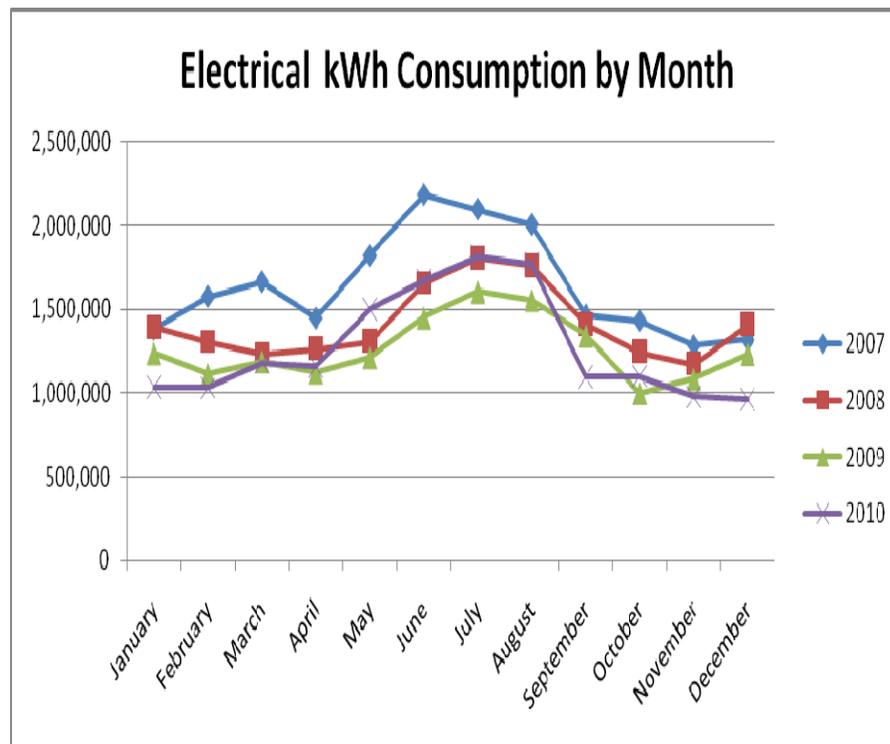


Energy Consumption (cont.)

In order to evaluate utility performance the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

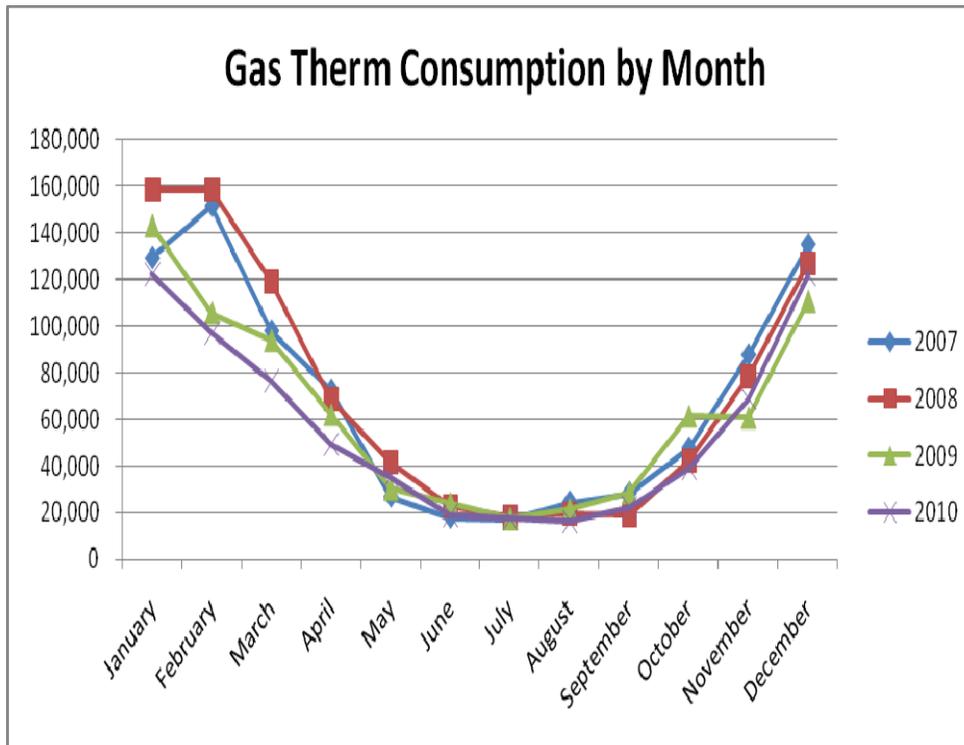
	2010 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.85	18.27	28.50
AC	Administration Center	0.85	22.02	24.62
CC	Communications Center	0.68	59.28	23.04
CJ	County Jail	0.91	20.37	47.57
CH	Courthouse	0.97	26.70	17.99
HS	Health & Human Services Center	0.69	9.39	8.29
LE	Law Enforcement Center	0.75	20.39	61.67
JV	Juvenile Center	1.62	24.30	12.23
MH	Mental Health Center	0.98	21.43	21.76
NV	Northview	0.88	11.89	40.98
PH	Public Health Center	0.24	18.13	7.40

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

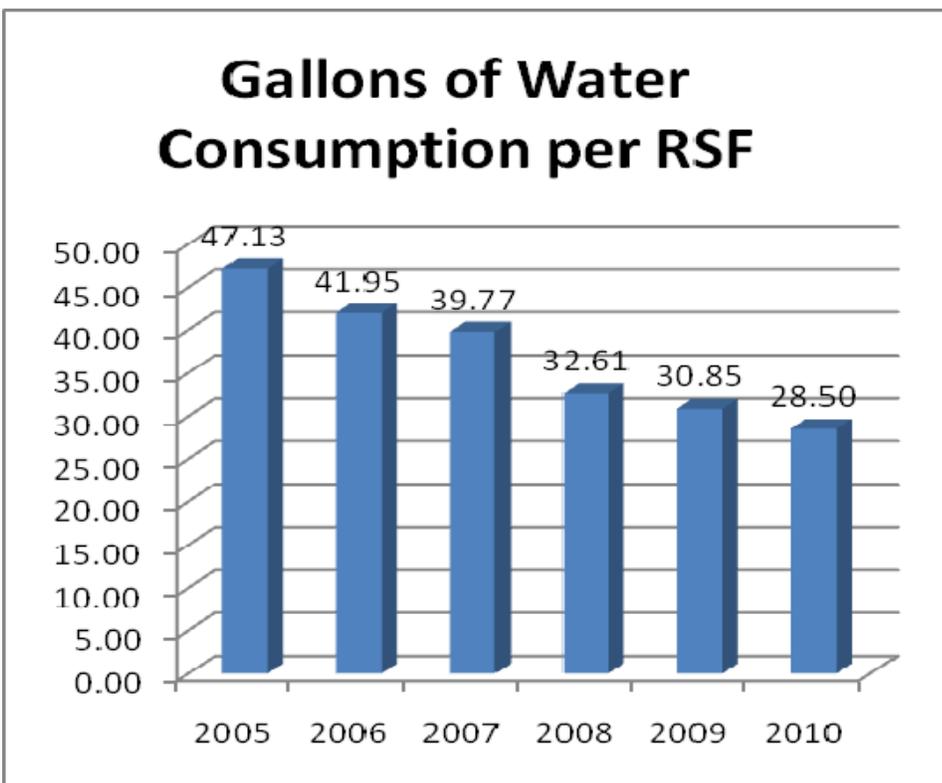


This chart depicts the total electrical consumption per month for the facility management facilities for the past four years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical consumption. In 2011 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

Energy Consumption (cont.)



Gas consumption has remained relatively stable. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners, the use of ozone generation for the laundry, and solar hot water equipment on the roofs of the Jail.



Water consumption for all buildings has been on the decline since 2005. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

 Contracted Services Management

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

Program Description

Schedule and monitor contracted services on elevators, fire alarm systems, sprinkler systems, security services, waste disposal services, and high technology equipment maintenance including security cameras and security doors at the Justice Center. Identify new areas where service contracts would be cost beneficial.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.40	0.40	0.40	0.40	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
Appr. Fund Balance	\$11,380	\$0	\$87,570	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$398,255	\$342,778	\$342,778	\$358,783	\$16,005
Total Revenues	\$409,635	\$342,778	\$430,348	\$358,783	\$16,005
Personnel Costs	\$43,882	\$46,104	\$45,276	\$46,158	\$54
Operating Expenses	\$136,213	\$150,500	\$268,500	\$153,500	\$3,000
Interdept. Charges	\$161,128	\$146,174	\$143,674	\$159,125	\$12,951
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$341,223	\$342,778	\$457,450	\$358,783	\$16,005
Rev. Over (Under) Exp.	\$68,412	-	(\$27,102)	-	-



Program Highlights

Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Staff is responsible for the administration of contracts required for the operations of the building systems. Staff continues to 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: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Interdepartmental charges include budgeted insurance charges of about \$122,100 and security services for public entrance budgeted at \$27,000. The increase in this area is primarily due to an increase in Worker's Compensation charges.

Facilities Maintenance & Services

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

Program Description

The Facility Maintenance & Services 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. 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.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	26.29	26.29	26.46	26.46	0.17
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$365,899	\$379,777	\$379,777	\$415,129	\$35,352
Appr. Fund Balance	\$49,743	\$0	\$101,011	\$0	\$0
Other Revenue	\$40,483	\$0	\$0	\$0	\$0
County Tax Levy	\$2,187,691	\$2,233,087	\$2,233,087	\$2,226,614	(\$6,473)
Total Revenues	\$2,643,816	\$2,612,864	\$2,713,875	\$2,641,743	\$28,879
Personnel Costs	\$1,717,802	\$1,803,465	\$1,791,262	\$1,765,322	(\$38,143)
Operating Expenses	\$880,789	\$750,100	\$869,750	\$813,050	\$62,950
Interdept. Charges	\$54,103	\$59,299	\$59,691	\$63,371	\$4,072
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,652,694	\$2,612,864	\$2,720,703	\$2,641,743	\$28,879
Rev. Over (Under) Exp.	(\$8,878)	-	(\$6,828)	-	-



Program Highlights

Revenues in this program area are received from other county departments for maintenance services provided to their department. These revenues are from enterprise funds or other special revenue funds that receive outside revenue sources for their expenses.

Staffing levels for this program increase slightly to 26.46, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Extra Help, is increased 0.17 FTE to 0.40 FTE for a student intern to assist with integrating building design files with the Facilities Management software. Operating expenses are increasing from the 2011 budget and are more consistent with actual spending in this area. Expenditures include materials and supplies required to maintain the exterior and interior County buildings, including wall coverings, flooring, and roofing. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. Interdepartmental charges include the cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges.

Facilities Maintenance & Services (cont.)

Current & Adopted Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Est. Operating Impact
200918	Energy Block Grant	2011	\$1,651,900	100%	Reduced
200706	Juvenile Center Boilers	2011	\$220,000	100%	Reduced
200708	Northview Upgrades	2011	\$2,360,000	100%	TBD
201107	Law Enforcement Center Roof Rplacement	2011	\$380,000	100%	TBD
201108	Highway Substations Roofing Upgrades	2012	\$583,000	0%	TBD
201208	Energy Efficiency Improvements	2014	\$864,000	0%	Reduced
201109	Highway Substations HVAC Upgrades	2015	\$591,000	0%	TBD
201113	Admin Center Roofing Upgrades	2015	\$222,000	0%	TBD
201115	Mental Health Center Chiller Upgrades	2015	\$631,000	0%	TBD
200902	UWW Boiler, Chiller & Controls Rplmnt	2016	\$3,340,000	0%	Reduced
201110	UWW Roofing Upgrades	2016	\$4,141,000	0%	TBD
201206	Highway Ops Center HVAC Upgrades	2017	\$763,000	0%	TBD

Housekeeping Services

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

Program Description

Internal Housekeeping staff is responsible for maintaining a clean working environment in portions or all areas of the Courthouse, Communications Center, a portion of the Human Services Center, Northview, Law Enforcement Center, and the new County Jail. 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, a portion of the Human Services Center, Highway Operations Center and four substations and the Public Health Center.

In-House Services

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	15.54	15.54	15.52	10.54	(5.00)
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
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$1,120,712	\$904,998	\$904,998	\$630,916	(\$274,082)
Total Revenues	\$1,120,712	\$904,998	\$904,998	\$630,916	(\$274,082)
Personnel Costs	\$969,002	\$836,278	\$842,136	\$594,696	(\$241,582)
Operating Expenses	\$67,211	\$68,500	\$60,600	\$36,000	(\$32,500)
Interdept. Charges	\$0	\$220	\$220	\$220	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,036,213	\$904,998	\$902,956	\$630,916	(\$274,082)
Rev. Over (Under) Exp.	\$84,499	-	\$2,042	-	-

Housekeeping Services (cont.)

Contract Cleaning

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.60	0.60	0.60	0.60	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$110,420	\$115,000	\$115,000	\$118,500	\$3,500
Appr. Fund Balance	\$911	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$392,528	\$532,043	\$532,043	\$724,528	\$192,485
Total Revenues	\$503,859	\$647,043	\$647,043	\$843,028	\$195,985
Personnel Costs	\$39,480	\$41,772	\$41,064	\$42,728	\$956
Operating Expenses	\$457,675	\$605,271	\$602,874	\$800,300	\$195,029
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$497,155	\$647,043	\$643,938	\$843,028	\$195,985
Rev. Over (Under) Exp.	\$6,704	-	\$3,105	-	-



Program Highlights

Revenues in this program reflect recovery of Mental Health Center costs through the Mental Health Center budget. Three Building Service Worker I and two Building Service Worker II positions are being abolished in 2012. The savings from these unfunded positions will be used to help offset the costs of additional contracted housekeeping service. In addition, the remaining 7 Building Service Worker I and two Building Service Worker II positions are reclassified to a new classification of Building Service Worker. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns. Contracted cleaning services, budgeted at just over \$800,000, are used to clean all County buildings except the Courthouse and Northview in 2012. Buildings serviced with Contracted Cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, Public Health Center, Mental Health Center, Health and Human Services Center, Highway Operations Center and all Highway Substations and the Communications Center. 2011 is the last year of the three-year housekeeping contract. The 2012 budget assumes a 3% increase in service due to a new contract.

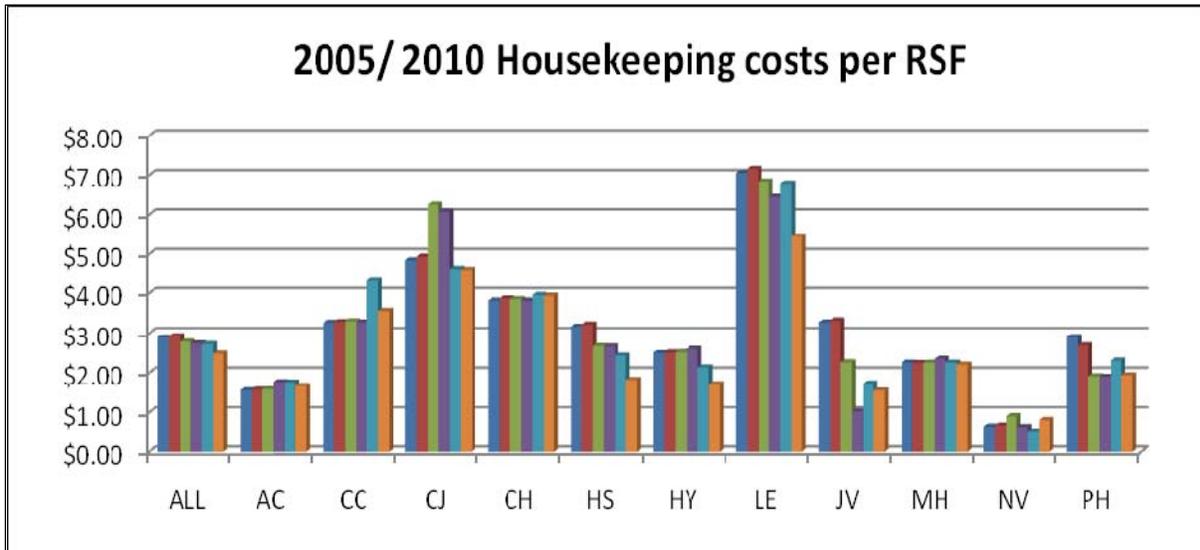


Buildings Cleaned within this budget

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	6.2	5.0	5.0	2.0	(3.0)
Contracted staff	9.8	11.0	11.0	14.0	3.0
Floor Area Cleaned Daily (sq. ft)					
In-house staff	264,550	235,831	235,831	156,425	(79,406)
Contracted staff	297,213	325,441	325,441	404,847	79,406
Total Square Foot	561,763	561,272	561,272	561,272	0
Cost per Sq. Ft.					
In-house staff	\$3.47	\$3.44	\$3.44	\$3.72	\$0.28
Contracted staff	\$1.81	\$1.90	\$1.90	\$1.98	\$0.08

Housekeeping Services (cont.)

Internal staff services the Courthouse, contracted staff services all other County buildings.



Housekeeping costs per rentable square foot (RSF) continue to decrease. The primary reason for this is the phasing out of in-house cleaning staff. Costs vary by building but on an average it costs approximately \$3.50 per square foot for in-house staff and approximately \$2.00 per square foot for contract cleaning staff.

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

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.14	0.04
General Government	\$486,576	\$492,481	\$483,421	\$427,941	(\$64,540)
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$48,308	\$48,308
Other Revenue	\$0	\$0	\$800	\$0	\$0
County Tax Levy	\$152,850	\$178,084	\$178,084	\$155,580	(\$22,504)
Total Revenues	\$639,426	\$670,565	\$662,305	\$631,829	(\$38,736)
Personnel Costs	\$619,646	\$633,976	\$635,392	\$598,840	(\$35,136)
Operating Expenses	\$23,866	\$30,150	\$25,850	\$25,950	(\$4,200)
Interdept. Charges	\$6,619	\$6,439	\$6,739	\$7,039	\$600
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$650,131	\$670,565	\$667,981	\$631,829	(\$38,736)
Rev. Over (Under) Exp.	(\$10,705)	-	(\$5,676)	-	-



Program Highlights

General Transportation Aids (GTA) are decreasing by over \$64,540 from the 2011 budget base. The decrease in this budget represents a approximately 10% of the total budgeted GTA revenues in the Public Works budget. The County Highway Operations and Traffic Control budgets also includes GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of \$48,300 is being used in 2012 to partially offset the drastic reduction of these revenues.

Staffing levels are remaining consistent with the 2011 levels, however due to a retirement, a Sr. Engineering Technician position is budgeted at an under-fill Engineering Technician level in 2012. Included in 2012 is funding for 0.70 FTE for three summer student interns and for 1.00 FTE co-op student. The co-op student program is run through a partnership with Marquette University. Operating Expenses include funds for engineering software maintenance, survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services.

Engineering Services (cont.)

Current and Adopted Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2011 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	\$180,000	\$180,000	\$0	Ongoing	N/A	\$0
9817	Culvert Replacement Program	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427	Signal/Safety Improvements	\$1,100,000	\$1,100,000	\$0	Ongoing	N/A	Reduced
200509	Repaving Program	\$1,900,000	\$1,900,000	\$0	Ongoing	N/A	\$0
9707	CTH VV, Marcy-Bette Rd	\$8,400,000	\$2,080,000	\$6,320,000	2011	100%	\$15,500
9904	CTH X, STH 59-Harris Highlands	\$15,320,000	\$4,408,000	\$10,912,000	2011	100%	\$18,600
200008	CTH E, Oconomowoc River Bridge	\$1,165,000	\$947,000	\$218,000	2011	100%	Reduced
200606	CTH P, Bark River Bridge & Approach	\$716,000	\$330,400	\$385,600	2011	35%	Reduced
200810	CTH CW, Ashippun River Bridge	\$852,000	\$318,400	\$533,600	2011	20%	Reduced
200511	CTH D, Calhoun Road - Intersection	\$1,500,000	\$1,500,000	\$0	2012	20%	\$0
200011	CTH L, CTH Y - Moorland	\$26,537,000	\$21,031,000	\$5,506,000	2013	40%	\$13,500
200905	CTH F, I-94 to STH 190 (Rehabilitation)	\$4,668,000	\$1,250,000	\$3,418,000	2013	0%	\$0
200917	Waukesha West By Pass	\$8,320,000	\$3,070,000	\$5,250,000	2013	5%	\$36,000
200608	CTH VV, CTH Y - Jackson Dr.	\$11,562,000	\$3,952,000	\$7,610,000	2014	5%	\$36,750
201004	CTH ES, Fox River Bridge	\$1,034,000	\$332,000	\$702,000	2014	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	\$4,006,000	\$1,686,000	\$2,320,000	2015	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	\$4,405,000	\$1,213,000	\$3,192,000	2015	0%	Reduced
201116	CTH C, Mill Street to Oakwood Rd.	\$2,063,000	\$1,600,000	\$463,000	2016	0%	Reduced
201008	CTH M, CTH YY to East County Line	\$17,695,000	\$6,535,000	\$11,160,000	2017	0%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,864,000	\$2,726,000	\$2,138,000	2018	0%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$632,000	\$222,000	\$410,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	\$9,070,000	\$3,838,000	\$5,232,000	2019	0%	Reduced

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	6.09	6.09	5.84	5.84	(0.25)
General Government	\$503,515	\$509,625	\$500,251	\$442,839	(\$66,786)
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$20,000	\$24,200	\$46,692	\$26,692
Other Revenue	\$61,755	\$17,000	\$17,000	\$17,000	\$0
County Tax Levy	\$324,630	\$336,366	\$336,366	\$323,816	(\$12,550)
Total Revenues	\$889,900	\$882,991	\$877,817	\$830,347	(\$52,644)
Personnel Costs	\$326,666	\$454,535	\$300,229	\$405,291	(\$49,244)
Operating Expenses	\$426,138	\$426,700	\$442,700	\$423,500	(\$3,200)
Interdept. Charges	\$1,506	\$1,756	\$1,556	\$1,556	(\$200)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$754,310	\$882,991	\$744,485	\$830,347	(\$52,644)
Rev. Over (Under) Exp.	\$135,590	-	\$133,332	-	-



Program Highlights

General Transportation Aids (GTA) are decreasing by over \$66,700 from the 2011 budget base. The decrease in this budget represents approximately 10% of the total budgeted GTA revenues in the Public Works budget. The County Highway Operations and Engineering budgets also includes GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of about \$46,700 is being used in 2012 to partially offset the drastic reduction of these revenues.

Staffing levels are decreasing from the 2011 base. 1.25 FTE Patrol Worker positions are being transferred to the Highway Operations Division and 1.00 FTE of Extra Help is budgeted for a Co-op student to assist with traffic studies and related work. In addition personnel costs are reduced due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's cost. The budget includes \$130,000 for traffic signal electricity costs. This assumes a 10% increase from the 2010 rates. Other expenses in this budget include: pavement marking expenses at \$147,000; signal maintenance costs, which include cabinet maintenance and Digger's Hotline charges, are budgeted at \$63,000; signage at \$42,000; and the replacement of two traffic counters at \$5,000. The 2011 budget included \$20,000 for traffic analysis consulting services. These costs and the related fund balance have been removed from the 2012 budget.



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Traffic Signals	99	100	100	100	0
Total Electricity Costs	\$129,014	\$120,000	\$125,000	\$130,000	\$10,000
Avg annual electrical cost for one intersection	\$1,303	\$1,200	\$1,250	\$1,300	\$100

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.60	1.60	1.60	1.50	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$75,860	\$110,000	\$80,000	\$80,000	(\$30,000)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$19,479	\$40,013	\$40,013	\$60,518	\$20,505
Total Revenues	\$95,339	\$150,013	\$120,013	\$140,518	(\$9,495)
Personnel Costs	\$135,057	\$150,013	\$137,804	\$140,518	(\$9,495)
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$135,057	\$150,013	\$137,804	\$140,518	(\$9,495)
Rev. Over (Under) Exp.	(\$39,718)	-	(\$17,791)	-	-



Program Highlights

Permit fees were remaining stable from the 2011 rates as itemized on the following schedule. The next increase is planned for 2013, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits being requested and the number of permits that may be requested, revenues for utility permit revenues are being decreased by \$20,000 and access permit revenues are being decreased by \$10,000.

Staffing levels are decreasing from 2011 due to the shifting of 0.10 FTE Sr. Civil Engineer position to the Engineering program area. In addition personnel costs are reduced due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's cost.

General Fund

Public Works

Program



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	47	60	60	60	0
Utility Permits Processed	271	300	300	300	0

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

<u>Utility Permits</u>		2009/2010 Rates		2011/2012 Rates	
		<u>Application</u>	<u>Inspect</u>	<u>Application</u>	<u>Inspect</u>
<u>Type</u>	<u>Unit</u>				
Excavate in Pavement	First 200'	\$75	\$200	\$80	\$210
	Add'l 1,000'		\$200		\$210
Excavate/Plow in ROW	First 200'	\$75	\$150	\$80	\$160
	Add'l mile		\$150		\$160
New Poles	Each	\$75	\$150	\$80	\$160
Re-application		\$75		\$80	
<u>Driveway Permits</u>		<u>Application</u>	<u>Permit</u>	<u>Application</u>	<u>Permit</u>
Single Family, Farm					
1) with culvert	Each drive		\$760		\$800
2) without culvert	Each drive		\$275		\$290
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	\$360	\$500	\$380	\$525
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	\$360	\$765	\$380	\$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		\$360	\$2,730	\$380	\$2,870
Traffic Signal Installation	Per signal		\$1,260		\$1,325
Re-application		\$80		\$85	
Other driveway work (no culvert)		\$75		\$80	

Administrative Services

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

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.05	5.05	5.05	5.05	0.00
General Government	\$8,888	\$9,000	\$9,000	\$9,000	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$2,600	\$0	\$0
Other Revenue	\$272	\$1,500	\$500	\$500	(\$1,000)
County Tax Levy (a)	\$680,856	\$687,214	\$687,214	\$709,028	\$21,814
Total Revenues	\$690,016	\$697,714	\$699,314	\$718,528	\$20,814
Personnel Costs	\$488,275	\$457,402	\$452,124	\$454,853	(\$2,549)
Operating Expenses	\$38,784	\$24,700	\$36,300	\$30,300	\$5,600
Interdept. Charges	\$191,693	\$215,612	\$218,462	\$233,375	\$17,763
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$718,752	\$697,714	\$706,886	\$718,528	\$20,814
Rev. Over (Under) Exp.	(\$28,736)	-	(\$7,572)	-	-

- (a) In the 2012 Budget, tax levy of \$13,145 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 2%.



Program Highlights

Revenues include administrative reimbursement for the Local Road Improvement Program (LRIP). 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.

Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. 0.15 FTE of Extra Help continues to be budgeted to assist with some special projects such as redesigning the website design and file system management. Operating expenses include funds for general office supply purchases; postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and funding for staff professional development. Interdepartmental charges are increasing primarily due to the increase in the End User Technology Fund charge for computer support and replacement that are funded with additional tax levy provided. Interdepartmental charges include expenses for computer replacement, telephone services, copier replacement charges, and radio replacement charges for most of the department.



Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (a)	Budget (b)	Adopted Budget	
					\$	%
Revenues						
General Government	\$8,432,554	\$8,773,612	\$8,610,996	\$8,144,722	(\$628,890)	-7.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$398,989	\$509,360	\$488,780	\$524,200	\$14,840	2.9%
Interdepartmental	\$477,766	\$398,247	\$466,067	\$446,100	\$47,853	12.0%
Other Revenue	\$141,749	\$130,189	\$136,189	\$150,937	\$20,748	15.9%
Appr. Fund Balance (c)	\$371,000	\$78,000	\$148,274	\$445,000	\$367,000	470.5%
County Tax Levy (a)	\$1,546,175	\$1,835,142	\$1,835,142	\$2,001,880	\$166,738	9.1%
Total Revenue Sources	\$11,368,233	\$11,724,550	\$11,685,448	\$11,712,839	(\$11,711)	-0.1%
Expenditures						
Personnel Costs	\$4,855,285	\$4,902,557	\$4,812,521	\$4,797,600	(\$104,957)	-2.1%
Operating Expenses	\$2,827,926	\$3,185,481	\$3,418,856	\$3,244,766	\$59,285	1.9%
Interdept. Charges	\$3,289,674	\$3,636,512	\$3,647,061	\$3,670,473	\$33,961	0.9%
Fixed Assets	\$162,918	\$0	\$23,274	\$0	\$0	N/A
Total Expenditures	\$11,135,803	\$11,724,550	\$11,901,712	\$11,712,839	(\$11,711)	-0.1%
Rev. Over (Under) Exp.	\$232,430	-	(\$216,264)	\$0	-	N/A

Position Summary (FTE)

Regular Positions	61.85	61.85	61.85	61.10	(0.75)
Extra Help	2.13	2.13	2.13	2.10	(0.03)
Overtime	3.18	3.18	3.18	2.94	(0.24)
Total	67.16	67.16	67.16	66.14	(1.02)

- (a) The 2011 estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.
- (b) Tax levy of \$2,477 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.
- (c) Includes General Fund Balance of \$131,000 in 2010 including \$47,000 for one time project design costs, \$60,000 for Transit fuel adjustment and \$24,000 for van pool; \$78,000 in 2011 including \$60,000 for Transit fuel adjustment and \$18,000 for van pool, \$445,000 in 2012 including \$355,000 to offset General Transportation Aid (GTA) reduction, \$90,000 for Transit fuel adjustment.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	39.18	39.18	39.18	39.65	0.47
General Government	\$4,272,028	\$4,323,867	\$4,244,329	\$3,807,222	(\$516,645)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$398,989	\$509,360	\$488,780	\$524,200	\$14,840
Interdepartmental (a)	\$477,766	\$398,247	\$466,067	\$446,100	\$47,853
Other Revenue	\$40,927	\$18,000	\$15,000	\$15,000	(\$3,000)
Appr. Fund Balance	\$47,000	\$0	\$47,000	\$355,000	\$355,000
County Tax Levy	\$718,475	\$992,442	\$992,442	\$1,134,180	\$141,738
Total Revenues	\$5,955,185	\$6,241,916	\$6,253,618	\$6,281,702	\$39,786
Personnel Costs	\$2,941,771	\$2,886,084	\$2,825,191	\$2,879,376	(\$6,708)
Operating Expenses	\$1,441,391	\$1,842,027	\$1,905,977	\$1,862,750	\$20,723
Interdept. Charges	\$1,435,613	\$1,513,805	\$1,676,552	\$1,539,576	\$25,771
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,818,775	\$6,241,916	\$6,407,720	\$6,281,702	\$39,786
Rev. Over (Under) Exp.	\$136,410	-	(\$154,102)	-	-

(a) In the 2012 Budget, tax levy of \$2,477 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments for expenditure increases above 3%.



Program Highlights

General Transportation Aids (GTA) are decreasing by over \$516,645 from the 2011 budget base. The decrease in this budget represents approximately 80% of the total budgeted GTA revenues in the Public Works budget. Traffic Control and Engineering in the General Fund also include GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of \$355,000 is being used in 2012 to partially offset the drastic reduction of these revenues. The plan is to reduce fund balance in future budgets. Charges for Services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The increase is a result of an estimated 1.3% price increase of salt in the 2011/2012 contract. The quantity of salt sold to municipalities is planned to be 7,000 tons and the markup/handling fee charged to municipalities is anticipated to remain the same in 2012. In addition, a new contract with the City of Oconomowoc for pavement marking service is included in the 2012 revenues. Interdepartmental Revenues are increasing due to the highway operations staff providing mowing service at the Airport. This service began in 2010 but the revenue is first budgeted in 2012. Also represented in Interdepartmental Revenues is the reimbursement from the State for salt and equipment storage and radio reimbursement. Also included are revenues for work done for other county department such as tree trimming or changing light bulbs in the parking lots. Other revenues represent insurance reimbursements due to accidents and sale of scrap metal or small equipment not in the replacement plan. The 2011 estimate includes fund balance to offset the one time

County Operations (cont.)

payment to the Village of Butler for cost share of design services for the CTH K Rehabilitation project which is being completed in partnership with the Village of Butler.

Personnel Costs are decreasing from the 2011 base, partially due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's share of these costs. Overall, the department is unfunding 2.00 FTE Patrol Workers in the 2012 budget. This is a direct result of the loss of GTA revenues. Some of this impact is showing in the General Fund Traffic Control budget. Overtime is being decreased to reflect less overtime use in the summer due to the implementation of a new work schedule. Extra help is increased in 2012 to allow for the hiring of winter seasonal employees. Extra help for summer interns has been eliminated in the 2012 budget.

Operating Expenses are relatively stable from the 2011 budget base. Salt is one of the largest expenditures in this area and totals almost \$1,244,000. The 2011/2012 salt contract price is \$53.16 per ton. The 2012 budget assumes approximately 16,400 tons of salt used on County roads and 7,000 tons of salt purchased by local municipalities. Other operating expenditures are remaining relatively stable from the 2011 budget base. These expenditures include: landfill and waste disposal costs of \$85,000; plow blade expenditures of \$70,000; utility costs of \$198,900; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail, and culvert pipe \$131,000; and contracted roadway repair including rental of equipment \$21,500.

Interdepartmental Charges include charges for computer maintenance/replacement; insurance, including workers compensation; radio services; vehicle repairs, fuel and replacement; and telephone costs. The largest increases in this appropriation unit are for Workers Compensation and General Vehicle Liability. The 2012 charge to County Highway Maintenance is about \$217,500 or a \$46,200 increase from the 2011 budget. These costs represent a portion of the total Workers Compensation and General Vehicle Liability costs for Highway Operations. The other portion is budgeted in the State Highway Maintenance Budget. The full decrease for vehicle costs for the Highway Operations program is about \$50,900, with about \$23,500 of this decrease reflected in County Highway Maintenance budget. The remaining decrease is in the State Highway Maintenance



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Centerline miles of road maintained -- County	400	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	316	316	316	325	9
County Lane Miles Crackfilled	15	25	25	25	0
Crackfilling 2 lane highways*	\$3,180	\$3,181	\$3,244	\$3,409	\$165
Center line striping*	\$570	\$575	\$575	\$575	\$0
Mowing—1 linear mile*	\$287	\$287	\$287	\$287	\$0
Avg Annual maint 1 lane mile	\$6,853	\$6,853	\$6,853	\$6,860	\$7
Salt Annual Tons Used on County Roads	11,268	16,400	21,157	16,400	0

* Cost per mile

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	27.88	27.88	27.88	26.39	(1.49)
General Government	\$4,160,526	\$4,449,745	\$4,366,667	\$4,337,500	(\$112,245)
Other Revenue	\$476	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$4,161,002	\$4,449,745	\$4,366,667	\$4,337,500	(\$112,245)
Personnel Costs	\$1,900,509	\$2,002,938	\$1,973,991	\$1,904,703	(\$98,235)
Operating Expenses	\$409,761	\$336,100	\$355,100	\$313,900	(\$22,200)
Interdept. Charges	\$1,853,674	\$2,110,707	\$1,958,509	\$2,118,897	\$8,190
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,163,944	\$4,449,745	\$4,287,600	\$4,337,500	(\$112,245)
Rev. Over (Under) Exp.	(\$2,942)	-	\$79,067	-	-



Program Highlights

The State Highway Maintenance program of the budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State.

The 2012 budget is based on the State's 2011 Routine Maintenance Agreement (RMA) and level of service requested. The 2011 budget is about \$76,000 higher than the 2011 RMA.

As a result of the State's change in level of service, 1.00 FTE Patrol Worker positions is being shifted to the County Highway Maintenance budget. This budget now reflects 22.00 FTE Patrol Workers on State crews. The overtime budget remains stable at 1.21 FTE in 2012. This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes four patrol workers and one crew leader, will run approximately November 1 through March 31. The decrease in Extra Help reflects the reduction in summer seasonal workers.



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Centerline miles of road maintained	260	260	260	266	6
Centerline miles of road striped	350	350	350	356	6
Lane miles maintained	1,070	1,070	1,070	1,085	15

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 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	\$99,199	\$112,189	\$121,189	\$135,937	\$23,748
Appr. Fund Balance	\$324,000	\$78,000	\$101,274	\$90,000	\$12,000
County Tax Levy	\$827,700	\$842,700	\$842,700	\$867,700	\$25,000
Total Revenues	\$1,250,899	\$1,032,889	\$1,065,163	\$1,093,637	\$60,748
Personnel Costs	\$13,005	\$13,535	\$13,339	\$13,521	(\$14)
Operating Expenses	\$975,749	\$1,007,354	\$1,157,779	\$1,068,116	\$60,762
Interdept. Charges	\$52	\$12,000	\$12,000	\$12,000	\$0
Fixed Assets	\$162,918	\$0	\$23,274	\$0	\$0
Total Expenditures	\$1,151,724	\$1,032,889	\$1,206,392	\$1,093,637	\$60,748
Rev. Over (Under) Exp.	\$99,175	-	(\$141,229)	-	-



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. State and Federal Revenues are anticipated to be reimbursed at a rate of 56.2% of gross expenses in 2012, which is the lower than the 2011 budgeted level, however lower than the 2011 actual level of 57.5%. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. Fund Balance of \$90,000 is budgeted for expenses related to the fuel adjustment clause in the applicable transit service contracts.

The 2012 budget reflects a major change in Route 901 from a traditional fixed route commuter service operating all day to a peak service commuter route operating only at peak passenger times which is primarily at the beginning and the end of the work day. This route will also adjust service to the UW-Milwaukee campus, in conjunction with Milwaukee County route access. This change will increase the rides per revenue hour to at least 15, far above the minimum standard of 10, which is where it is currently

hovering in 2011. No fare increases are planned in the 2012 budget, however new service contracts will go into effect April of 2012. This budget reflects an increase in expenditures due to the new contracts. Funding for van pool service, which is an alternative to a fixed bus route service where either the start or the end of the van pool route must be in Waukesha County, continues in the 2012 budget. Funds for a marketing program continue in the 2012 budget. This is a Congestion Mitigation Air Quality (CMAQ) funded program. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2012 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for this program is budgeted at \$867,700, an increase of \$25,000 from the 2011 budget.



Activity

Total Ridership

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	111,831	112,500	112,500	115,000
10	Brookfield Square Extension	182,668	180,000	180,000	180,000
79	Weekday from Menomonee Falls to Downtown Milwaukee	39,716	44,000	44,000	56,000
218	New Berlin Industrial Park Shuttle	13,244	0	0	0
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	191,602	210,000	210,000	185,000
906	Weekday between Mukwonago and Milwaukee via I-43	35,363	37,000	37,000	40,000
Subtotal		574,424	583,500	583,500	576,000
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,510	9,500	9,500	8,850
Total with Paratransit		582,934	593,000	593,000	584,850

Operating Cost per ride

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

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	\$0.72	\$0.76	\$0.76	\$0.74
10	Brookfield Square Extension	\$4.26	\$4.39	\$4.33	\$4.63
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$10.09	\$10.75	\$10.45	\$8.90
218	New Berlin Industrial Park Shuttle	\$14.36	\$0.00	\$0.00	\$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$11.61	\$10.72	\$11.01	\$9.03
906	Weekday between Mukwonago and Milwaukee via I-43	\$11.84	\$11.44	\$11.81	\$10.96
Subtotal Average		\$7.13	\$6.89	\$6.98	\$6.12
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$36.85	\$36.11	\$35.74	\$39.96
Avg with Paratransit		\$12.11	\$10.13	\$10.14	\$10.04

Transportation

Public Works

Program

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	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	\$0.72	\$0.76	\$0.76	\$0.74
10	Brookfield Square Extension	\$3.13	\$3.29	\$3.23	\$3.47
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$7.39	\$7.88	\$7.16	\$6.53
218	New Berlin Industrial Park Shuttle	\$13.80	\$0.00	\$0.00	\$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$8.67	\$7.64	\$8.40	\$6.33
906	Weekday between Mukwonago and Milwaukee via I-43	\$8.60	\$8.05	\$8.30	\$7.73
Subtotal Average		\$5.39	\$5.01	\$5.23	\$4.44
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$29.87	\$29.32	\$29.17	\$32.47
Avg with Paratransit		\$9.70	\$7.74	\$7.78	\$7.71

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	18.62	18.75	19.10	19.49
10	Brookfield Square Extension	29.46	29.27	31.70	29.13
79	Weekday from Menomonee Falls to Downtown Milwaukee	15.43	16.92	18.83	20.48
218	New Berlin Industrial Park Shuttle	7.07	0.00	0.00	0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.36	11.48	11.57	17.25
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Subtotal Average		15.69	16.91	17.43	21.33
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.55	2.71	2.65	2.53
Avg with Paratransit		14.59	15.61	16.00	19.18



Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$68,986	\$97,569	\$100,000	\$79,346	(\$18,223)	-18.7%
Interdepartmental (a)	\$2,968,503	\$3,304,899	\$3,652,000	\$3,337,095	\$32,196	1.0%
Appr. Fund Balance (b)	\$114,088	\$141,083	\$141,083	\$141,083	\$0	0.0%
Other Revenue	\$23,302	\$19,000	\$19,000	\$23,500	\$4,500	23.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,174,879	\$3,562,551	\$3,912,083	\$3,581,024	\$18,473	0.5%
Expenditures						
Personnel Costs	\$1,173,078	\$1,274,183	\$1,228,223	\$1,147,381	(\$126,802)	-10.0%
Operating Expenses	\$1,991,605	\$2,221,511	\$2,609,047	\$2,370,067	\$148,556	6.7%
Interdept. Charges	\$57,853	\$65,675	\$65,700	\$63,576	(\$2,099)	-3.2%
Fixed Assets (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,222,536	\$3,561,369	\$3,902,970	\$3,581,024	\$19,655	0.6%
Operating Inc./(Loss)	(\$47,657)	\$1,182	\$9,113	\$0	(\$1,182)	2%

Position Summary (FTE)

Regular Positions	16.00	15.50	14.80	14.00	(1.50)
Extra Help	0.45	0.75	0.75	0.65	(0.10)
Overtime	0.08	0.08	0.08	0.08	0.00
Total	16.53	16.33	15.63	14.73	(1.60)

- (a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.
- (b) Includes Central Fleet Fund Balance appropriation of \$101,083 in 2010, 2011 and 2012 for the facility depreciation; and \$40,000 in 2011 and 2012 for the repairs to fuel islands associated with the COMM10 legislation.
- (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

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	16.18	15.98	15.98	14.38	(1.60)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$68,986	\$97,569	\$100,000	\$79,346	(\$18,223)
Interdepartmental (a)	\$1,858,204	\$2,002,393	\$2,070,000	\$1,898,521	(\$103,872)
Other Revenue	\$23,302	\$19,000	\$19,000	\$23,500	\$4,500
Appr. Fund Balance	\$102,088	\$101,083	\$101,083	\$101,083	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,052,580	\$2,220,045	\$2,290,083	\$2,102,450	(\$117,595)
Personnel Costs	\$1,146,010	\$1,245,613	\$1,199,792	\$1,118,793	(\$126,820)
Operating Expenses	\$910,304	\$903,877	\$1,018,908	\$919,423	\$15,546
Interdept. Charges	\$56,396	\$64,164	\$64,214	\$62,246	(\$1,918)
Fixed Assets (Memo)(b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,112,710	\$2,213,654	\$2,282,914	\$2,100,462	(\$113,192)
Operating Income/(Loss)	(\$60,130)	\$6,391	\$7,169	\$1,988	(\$4,403)

- (a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.
- (b) Total expenditures and net operating income exclude Fixed Asset purchases to conform to 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.



Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a five year average of services provided to customers. No significant change in customer needs is anticipated in 2012. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs are decreasing from the 2011 budget due to the unfunding of 1.50 FTE positions, 1.00 FTE Shop Supervisor and 0.50 FTE Mechanic. This is a direct result of decreased repair service requested by our customers. The 2012 budget continues to have funds to hire a student intern in 2011 to assist with the development of reports in the fleet maintenance software program. Additional decreases are due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs.

Operating expenses are increasing slightly from the 2011 budget. Major expenses include parts purchased for repairs and maintenance and the cost of commercial repair services. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Other expenditures in this appropriation unit include building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel.

Interdepartmental charges are lower than the 2011 budgeted levels. The decrease is primarily due to a reduction of Worker's Compensation costs. Other expenses in this appropriation unit include general vehicle liability insurance, property insurance, computer replacement and maintenance charges, telephone charges, radio charges, and indirect cost charges.

Repair & Maintenance (Cont.)

In an effort to keep the 2011 to 2012 rate increase below 1.5%, the 2012 Central Fleet Rates are as follows:

Heavy labor rate:	\$85.00, 1.5% increase from 2011
Light labor rate:	\$71.75, 1.4% increase from 2011
Service rate:	\$78.00, 1.6% increase from 2011
Outside Heavy labor rate:	\$91.75, 1.4% increase from 2011
Outside Light labor rate:	\$76.60, 1.4% increase from 2011
Outside Service rate:	\$83.50, 1.5% increase from 2011
Parts markup:	16%, 0% increase from 2011
Commercial markup:	16%, 0% increase from 2011

Performance Measures

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	23.7%	24%	N/A	25%	1%
Marked Squad Basic A-PM Costs	\$32.18	\$35.30	N/A	\$36.01	\$0.71

	Benchmark	09 Actual	10 Actual
Customer Satisfaction	95%	96%	97%
Vehicle Comebacks	2%	1.7%	< 1%
Marked Squad A PM	0.30 hours	0.28 hours	0.25 hours
Outfront Mower PM	2.00 hours	1.64 hours	1.55 hours



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Work Orders	5,682	6,000	N/A	5,800	(200)
Internal Customer Work Orders	5,452	5,600	N/A	5,500	(100)
External Customer Work Orders	230	400	N/A	300	(100)
Total Internal. Cust. Rep./Maint. Revenues	\$1,818,203.75	\$2,040,393	\$2,030,000	\$1,858,521	(\$181,872)
Total External Cust. Rep./Maint. Revenues	\$73,796	\$97,569	\$100,000	\$79,400	(\$18,169)
Total External Customers	8	8	8	8	0

Central Fueling

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,110,299	\$1,302,506	\$1,582,000	\$1,438,574	\$136,068
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,000	\$40,000	\$40,000	\$40,000	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,122,299	\$1,342,506	\$1,622,000	\$1,478,574	\$136,068
Personnel Costs	\$27,068	\$28,570	\$28,431	\$28,588	\$18
Operating Expenses	\$1,081,301	\$1,317,634	\$1,590,139	\$1,450,644	\$133,010
Interdept. Charges	\$1,457	\$1,511	\$1,486	\$1,330	(\$181)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,109,826	\$1,347,715	\$1,620,056	\$1,480,562	\$132,847
Operating Income/(Loss)	\$12,473	(\$5,209)	\$1,944	(\$1,988)	\$3,221

(a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.



Program Highlights

The 2012 budget assumes the average wholesale price of fuel (diesel and unleaded) will be \$3.30 per gallon in 2012. This is \$0.30 per gallon higher than the 2011 budget base. Fuel usage is based on a five-year average of actual usage and is budgeted slightly higher than the 2011 budget. The markup on fuel is remaining stable at \$0.21 per gallon in 2012. Use of fund balance continues in 2012. The \$40,000 will continue to be used to offset the expenditures related to the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). Although a capital project has been submitted to complete the changes necessary to be compliant with the COMM10 regulations, these are expenditures that are not capital expenses. Integrity testing of all the underground tanks will continue in 2012 and funds are budgeted for maintenance and repairs of the 18 sites.

In an effort to keep the 2011 to 2012 rate increase below 1.5% the 2012 Central Fleet Rates are as follows:
Fuel markup: \$0.21 per gallon, \$0.00 increase from 2011



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	411,605	405,765	443,500	409,850	4,085



Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of \$7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,158,518	\$2,208,918	\$2,208,918	\$2,235,940	\$27,022	1.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$380,665	\$394,000	\$394,000	\$333,657	(\$60,343)	-15.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues Sources	\$2,539,183	\$2,602,918	\$2,602,918	\$2,569,597	(\$33,321)	-1.3%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,210,902	\$2,479,463	\$2,479,463	\$2,476,885	(\$2,578)	-0.1%
Interdept. Charges	\$92,889	\$93,615	\$93,615	\$92,712	(\$903)	-1.0%
Fixed Assets (Memo) (c)	\$2,748,550	\$2,949,295	\$2,702,259	\$2,322,600	(\$626,695)	-21.2%
Total Expenditures (c)	\$2,303,791	\$2,573,078	\$2,573,078	\$2,569,597	(\$3,481)	-0.1%
Operating Inc./ (Loss) (c)	\$235,392	\$29,840	\$29,840	\$0	(\$29,840)	-100.0%

- (a) Interdepartmental revenues are replacement charges to departmental users, which may be funded by a combination of sources including tax levy.
- (b) Includes revenues from vehicle and equipment sales. Investment income is accounted for in the fund and is used for increasing future replacement costs, but is not budgeted.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing Fund Balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

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

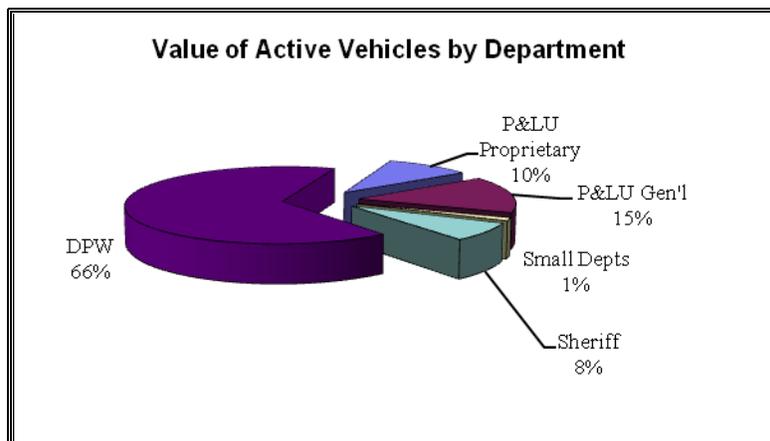
Program Description

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



Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2010 vehicles. 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. 2011 will be the final year of production for the Ford Crown Victoria squad cars. A new body model of squads will require additional costs for the set up of all the equipment in the squads. To determine which new squad model will best fit the needs of the Sheriff's Department, the Fleet staff and the Sheriff's staff will study the new models in 2011 and 2012, prior to making a purchase. Therefore, the 2011 Vehicle Replacement budget includes the purchase of both the 2011 replacement squads and the 2012 replacement squads. The 2013 budget will resume regular replacement of squads. Other revenues are the estimated value received from the sale of retired vehicles at auction. This budget can fluctuate based on the number of and value of vehicles going to auction each year. Insurance allocations are based on a three-year experience history and are decreasing about \$9,000 from the 2011 allocations.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Active Vehicles in Plan	379	379	379	379	0
Vehicles Replaced	65	64	63	41	(23)

Waukesha County
2012 Vehicle Replacement Plan

<u>Fund</u>	<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Estimated Salvage</u>
010	Sheriff's Department	Auto, Full Size Marked, Pewaukee	1	\$25,500	\$25,500	\$5,000
011	Sheriff's Department	SUV	1	\$27,500	\$27,500	\$5,000
010	Sheriff's Department	Auto, Full Size Marked	2	\$22,300	\$44,600	\$10,000
010	Sheriff's Department	Van, Surveillance	1	\$26,400	\$26,400	\$5,000
010	Sheriff's Department	Van, Prisoner Transport	1	\$28,300	\$28,300	\$5,000
	Subtotal Sheriff's Dept		6		\$152,300	\$30,000
400	Public Works Hwys	Patrol Truck, regular body	3	\$164,000	\$492,000	\$60,000
400	Public Works Hwys	Patrol Truck, muni body	4	\$173,000	\$692,000	\$80,000
400	Public Works Hwys	Tandem Truck muni body	1	\$222,000	\$222,000	\$22,000
400	Public Works Hwys	Pickup, 1/4 T, extended cab	1	\$19,500	\$19,500	\$10,000
400	Public Works Hwys	One Ton Flat Bed	1	\$55,000	\$55,000	\$12,000
400	Public Works Hwys	SUV	2	\$21,000	\$42,000	\$10,000
400	Public Works Hwys	Van, passenger	1	\$20,300	\$20,300	\$5,000
400	Public Works Hwys	Walk behind concrete saw & trailer	1	\$23,500	\$23,500	\$2,000
400	Public Works Hwys	Riding Sweeper	1	\$13,300	\$13,300	\$2,000
	Subtotal DPW Hwys		15		\$1,579,600	\$203,000
010	Public Works Bldgs	Van	1	\$24,800	\$24,800	\$5,000
	Subtotal DPW Bldgs		1		\$24,800	\$5,000
010	Parks & Land Use Genl	Mini Van	1	\$24,000	\$24,000	\$5,000
010	Parks & Land Use Genl	Pickup, 3/4 Ton	3	\$33,900	\$101,700	\$24,000
010	Parks & Land Use Genl	Truck, 1 Ton Dump	1	\$59,000	\$59,000	\$12,000
010	Parks & Land Use Genl	Utility Vehicle	4	\$14,000	\$56,000	\$8,000
010	Parks & Land Use Genl	Utility Vehicle with sprayer & boom	1	\$40,000	\$40,000	\$5,000
010	Parks & Land Use Genl	Utility Vehicle, 4 wheel, dump box	1	\$17,000	\$17,000	\$2,000
	Subtotal P&LU Gen'l Fund		11		\$297,700	\$56,000
505	Parks & Land Use Golf Courses	Mower, greens	1	\$30,300	\$30,300	\$4,000
505	Parks & Land Use Golf Courses	Mower, greens, triplex	1	\$30,500	\$30,500	\$4,000
505	Parks & Land Use Golf Courses	Mower, 7 gang fairway	1	\$55,000	\$55,000	\$5,000
505	Parks & Land Use Golf Courses	Slit Seeder, tow behind	1	\$11,000	\$11,000	\$1,500
505	Parks & Land Use Golf Courses	Sand Trap Rake	1	\$14,400	\$14,400	\$1,200
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box	1	\$28,000	\$28,000	\$2,000
505	Parks & Land Use Golf Courses	Utility Vehicle	1	\$14,000	\$14,000	\$2,000
	Subtotal P&LU Golf Courses		7		\$183,200	\$19,700
540	Parks & Land Use Ice Arenas	Ice Groomer	1	\$85,000	\$85,000	\$20,000
	Subtotal Small Departments		1		\$85,000	\$20,000
	Grand Total		41		\$2,322,600	\$333,700

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

Fund	Agency	2011 Est		2012		2013		2014		2015		2016	
		Units	Cost										
400	Public Works Hwy Ops	17	\$1,655,476	15	\$1,579,600	16	\$1,925,350	17	\$1,775,100	10	\$1,226,100	16	\$2,029,800
010	Public Works Bldg Ops	1	\$20,253	1	\$24,800	1	\$23,100	0	\$0	3	\$73,950	0	\$0
010	Sheriff (a) (b)	32	\$711,569	6	\$152,300	2	\$49,400	8	\$213,401	11	\$285,900	0	\$0
010	Parks & Land Use Gen'l	8	\$172,222	11	\$297,700	12	\$441,250	13	\$434,975	9	\$429,800	7	\$318,800
505	Golf Courses	4	\$93,663	7	\$183,200	15	\$404,200	7	\$211,700	7	\$190,100	15	\$421,200
545	Ice Arenas	0	\$0	1	\$85,000	0	\$0	0	\$0	0	\$0	0	\$0
010	Medical Examiner	2	\$49,076	0	\$0	2	\$57,800	0	\$0	0	\$0	0	\$0
010	Human Services	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$25,300
150	Human Services	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$24,300
350	Human Services	0	\$0	0	\$0	0	\$0	0	\$0	1	\$23,500	1	\$24,300
450	Records Management	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0.5	\$11,900
010	Information Systems	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0.5	\$11,900
470	Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	1	\$22,800	0	\$0
Total Replacements		<u>64</u>	<u>\$2,702,259</u>	<u>41</u>	<u>\$2,322,600</u>	<u>48</u>	<u>\$2,901,100</u>	<u>45</u>	<u>\$2,635,176</u>	<u>42</u>	<u>\$2,252,150</u>	<u>42</u>	<u>\$2,867,500</u>

- (a) Due to the short useful lives of the Sheriff's Department vehicles (2 or 3 years for most), future year replacement projections will not show on chart.
(b) The 2012 Sheriff squads will be purchased at the end of 2011 to take advantage of the final year production of Crown Victoria squad models.



Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services available to all customers and users. To oversee, undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning. To establish systems to maintain existing and make future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County tax levy.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (c)/(d)	Budget	Adopted Budget	%
					\$	
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$712,155	\$708,623	\$705,823	\$712,960	\$4,337	0.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$30,918	\$23,700	\$21,684	\$21,870	(\$1,830)	-7.7%
Appr. Fund Balance (a) (c)	\$286,516	\$180,829	\$371,349	\$180,829	\$0	0.0%
County Tax Levy	\$192,563	\$192,563	\$192,563	\$192,563	\$0	0.0%
Total Rev. Sources	\$1,222,152	\$1,105,715	\$1,291,419	\$1,108,222	\$2,507	0.2%
Personnel Costs	\$256,232	\$268,592	\$265,171	\$270,247	\$1,655	0.6%
Operating Expenses (b) (c)	\$671,501	\$775,576	\$776,819	\$735,767	(\$39,809)	-5.1%
Interdept. Charges (d)	\$92,668	\$61,547	\$101,517	\$102,208	\$40,661	66.1%
Fixed Assets(memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,020,401	\$1,105,715	\$1,143,507	\$1,108,222	\$2,507	0.2%
Operating Inc./loss	\$201,751	\$0	\$147,912	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.0	3.0	3.0	3.0	0.0
Extra Help	0.0	0.0	0.0	0.0	0.0
Overtime	0.0	0.0	0.0	0.0	0.0
Total	3.0	3.0	3.0	3.0	0.0

- (a) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.
- (b) Budgeted depreciation expense is included in operating expense only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss differs from the Comprehensive Annual Financial Statements which include these funds as contributed capital.
- (c) The 2011 estimate includes a \$35k carryover originally budgeted in 2010 to fund the demolition of 1 – 2 T-Hangars in the Bldg/Grounds Maintenance program area. Also, an open P.O. for snow removal and grass cutting was carried over from 2010 to the 2011 budget in the amount of \$142,000.
- (d) 2011 Estimate includes \$40,000 for highway operations providing grass cutting services instead of contracting for services which shifts the expenditures from operating expenses to interdepartmental charge appropriations.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby ensuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

Key Outcome Indicator: To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biennially by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
FAA benefit/cost ratio determined biennially	1.7	1.7	1.7	1.7

Objective 2: To have Crites Field comply with the suggested enhancements of the Transportation Safety Administration's published General Aviation Security Guidelines (GASG) point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

Key Outcome Indicator: To implement/maintain the security enhancements associated with a facility rating of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. Enhancements equivalent to a rating of greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of relevant items compliant with GASG	83%	85%	84%	85%

Objective 3: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

Key Outcome Indicator: To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56.

PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Pavement Sections Below Key Outcome Indicator (41+)	4	3	3	2

Objective 4: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

Key Outcome Indicator: To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Runway 10/28 closures due to snow	0	0	1	0

Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy.

Key Outcome Indicator: Continue implementation of the marketing plan resulting in the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures (based on survey results)	2011 Estimate	2012 Target
Customer Satisfaction		
-Management Effectiveness	89%	89%
-Communication Effectiveness	84%	84%
T-Hangar Occupancy Rate	98%	98%
New Hangar Construction	1	1

Objective 6: Continue to actively explore acquisition of lands as identified in the Airport Master Plan adopted by the County Board.

Airport

Operations Fund

Public Works

Program

Building, Grounds & Ramp Operations/Fixed Based Operator

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.99	0.99	0.99	0.99	0.00
Charges for Services	\$676,177	\$672,678	\$669,878	\$676,660	\$3,982
Other Revenue	\$30,818	\$23,500	\$21,564	\$21,700	(\$1,800)
Appr. Fund Balance	\$206,373	\$145,829	\$322,883	\$145,829	\$0
County Tax Levy (credit) (a)	(\$47,600)	(\$54,913)	(\$54,913)	(\$49,109)	\$5,804
Total Revenues	\$865,768	\$787,094	\$959,412	\$795,080	\$7,986
Personnel Costs	\$85,496	\$89,804	\$88,587	\$90,904	\$1,100
Operating Expenses	\$510,041	\$656,917	\$652,498	\$626,732	(\$30,185)
Interdept. Charges	\$72,897	\$40,373	\$80,199	\$77,444	\$37,071
Fixed Assets (memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$668,434	\$787,094	\$821,284	\$795,080	\$7,986
Operating Inc./Loss	\$197,334	-	\$138,128	-	-

(a) A tax levy credit is generated in this program due to externally generated revenues exceeding program expenditures. The levy credit is used to partially offset tax levy needs in the other airport program areas.



Program Highlights

Charges for services include revenues from, fuel sales, land leases, hangar rental revenues, office space/dwelling revenues paid by the Fixed Base Operator (FBO) for exclusively leased county facilities, airport lease revenues paid by the FBO for exclusively leased ramp area and tie down fees.

Fuel volume projections were typically based on historic data. Fuel prices stabilized in 2009 and 2010. Through positive marketing efforts and airport events fuel volumes for 2011, through March were up 15% over the same time period in 2010. With the major spike in prices experienced in April, aviation gas (100LL) used by recreational aircraft was particularly hard hit. This resulted in fuel volumes returning to 2010 levels year-to-date. Jet fuel sales remain up and it is anticipated that this will result in a net increase in volume over 2011 budgeted levels. Fuel flowage revenues received from the FBO remain at ten cents per gallon, and are expected to increase by \$3,700 to \$87,000 based on 870,000 gallons.

The FBO leased facilities and land leases are adjusted annually by the change in the Consumer Price Index (CPI). The projected CPI change for calculating 2012 rates is approximately 1% resulting in slight increase in lease rates. Revenues for T-hangar rentals were reduced for the planned demolition of one of the buildings. Additionally, in late October 2010 hangar 674 was damaged beyond repair. Existing tenants were accommodated in vacant units in other hangars. These decreases were offset mostly by the increase in revenue from Quad Graphics for the five year adjustment in the lease rate of hangar 512. Also, some of the vacancies were filled by aircraft that relocated from Timmerman Airport. Hangar rental revenues decrease from the 2011 budget by \$6,000 to \$178,000. However, land lease revenues are projected to increase \$5,000 to \$294,000.

Fund Balance remains at 2011 budgeted levels.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Favorable winter conditions in 2010 resulted in significantly reduced expenses with the open purchase orders carrying over to 2011 Fund Balance. For 2012, operating expenses are decreased and interdepartmental charges are increased for airfield grass cutting which is now being provided by the Highway Division instead of a contract provider, which has resulted in better service and a safer airport.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Airport Buildings	14	13	13	12	(1)
Square Yards of Pavement	456,949	456,949	456,949	456,949	0
Acres of grass to be mowed	337	337	337	337	0

Airport

Operations Fund

Public Works

Program

Control Tower & Fueling Operations

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

Program Description

Air Traffic Control Tower facility and operations. Fuel farm operations. Costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.11	0.11	0.11	0.11	0.00
Charges for Services	\$35,978	\$35,945	\$35,945	\$36,300	\$355
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$35,143	\$35,000	\$35,000	\$35,000	\$0
County Tax Levy	\$44,352	\$41,766	\$41,766	\$33,424	(\$8,342)
Total Revenues	\$115,473	\$112,711	\$112,711	\$104,724	(\$7,987)
Personnel Costs	\$9,532	\$10,016	\$9,876	\$10,135	\$119
Operating Expenses	\$102,099	\$94,536	\$86,409	\$86,426	(\$8,110)
Interdept. Charges	\$8,484	\$8,159	\$8,403	\$8,163	\$4
Fixed Assets (memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$120,115	\$112,711	\$104,688	\$104,724	(\$7,987)
Operating Inc./(Loss)	(\$4,642)	\$0	\$8,023	\$0	\$0



Program Highlights

Revenue for these programs comes from the FBO lease for the airport fuel farm. The lease rate is adjusted annually by the change in CPI, which is projected at approximately 1%. Airport fund balance appropriation of \$35,000 is used to offset depreciation of non-revenue producing assets funded with state and federal funds. County tax levy and is used to balance this program budget.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012.

The reduction in operating expenses is a result of a decrease in depreciation expenses for control tower assets. The capitalized voice switch equipment will be fully depreciated in 2011 and the communication radios will be fully depreciated in 2012. Additionally, communications equipment repair expenditures have been lowered to more accurately reflect actual expenses incurred.

Activity Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (a)	759,164	722,000	755,000	770,000	48,000
<u>100LL</u>	<u>116,166</u>	<u>111,000</u>	<u>100,000</u>	<u>100,000</u>	<u>(11,000)</u>
Total	875,330	833,000	855,000	870,000	37,000

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

Administrative Services

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

Program Description

Administrative Services is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts and the enforcement of all provisions. Finally, Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
Other Revenue	\$100	\$200	\$120	\$170	(\$30)
Appr. Fund Balance (a)	\$45,000	\$0	\$13,466	\$0	\$0
County Tax Levy	\$195,512	\$205,710	\$205,710	\$208,248	\$2,538
Total Revenues	\$240,612	\$205,910	\$219,296	\$208,418	\$2,508
Personnel Costs	\$161,204	\$168,772	\$166,708	\$169,208	\$436
Operating Expenses (a)	\$59,361	\$24,123	\$37,912	\$22,609	(\$1,514)
Interdept. Charges	\$11,287	\$13,015	\$12,915	\$16,601	\$3,586
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$231,852	\$205,910	\$217,535	\$208,418	\$2,508
Operating Inc./(Loss)	\$8,760	-	\$1,761	-	-

(a) 2011 Estimate includes \$13,466 from the open P.O. carryover for the marketing contract.



Program Highlights

Historically this program has been funded solely by tax levy; other revenue is from estimated recoveries for airport identification/access control badges.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Operating expenses are lowered due to the completion of the contract for marketing consulting services mid-year of 2011. However, Airport marketing and promotion expenditures of \$5,000 are included for 2012. Interdepartmental charges are higher mostly due to the full cost of computer ownership continuing to be phased into department budgets from the End User Technology internal service fund.

Department-wide Capital Projects

CURRENT AND ADOPTED CAPITAL PROJECTS:

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact*		
				(Revenues)/Expend	Estimated Depreciation Expense	Total (Rev)/Expend
200703	Airport Snow Removal Equipment Building	2012	\$290,000	\$TBD	\$14,500	\$TBD
200310	Rwy 10/28 RSA Design and Construction	2013	\$460,851	\$10,721	\$23,043	\$33,764
200702	Twy "C" and "D" Reconstruction and Lighting	2012	\$120,000	\$0	\$6,000	\$6,000
200704	Rwy 10/28 Rehabilitation	2014	\$49,000	\$TBD	\$2,450	\$TBD
200804	Master Plan Update	2013	\$65,000	\$0	\$0	\$0
201118	Airport Facility Upgrade	2013	\$581,000	\$0	\$29,050	\$29,050
201213	Reconstruct T-Hangar 674 (a)	2013	\$405,030	(\$31,590)	\$20,252	(\$11,338)

*See capital project forms for ongoing operating impacts.

(a) Insurance recoveries of \$28,130 received will be applied to the project.