

# Public Works

---

# TABLE OF CONTENTS

## PUBLIC WORKS

---

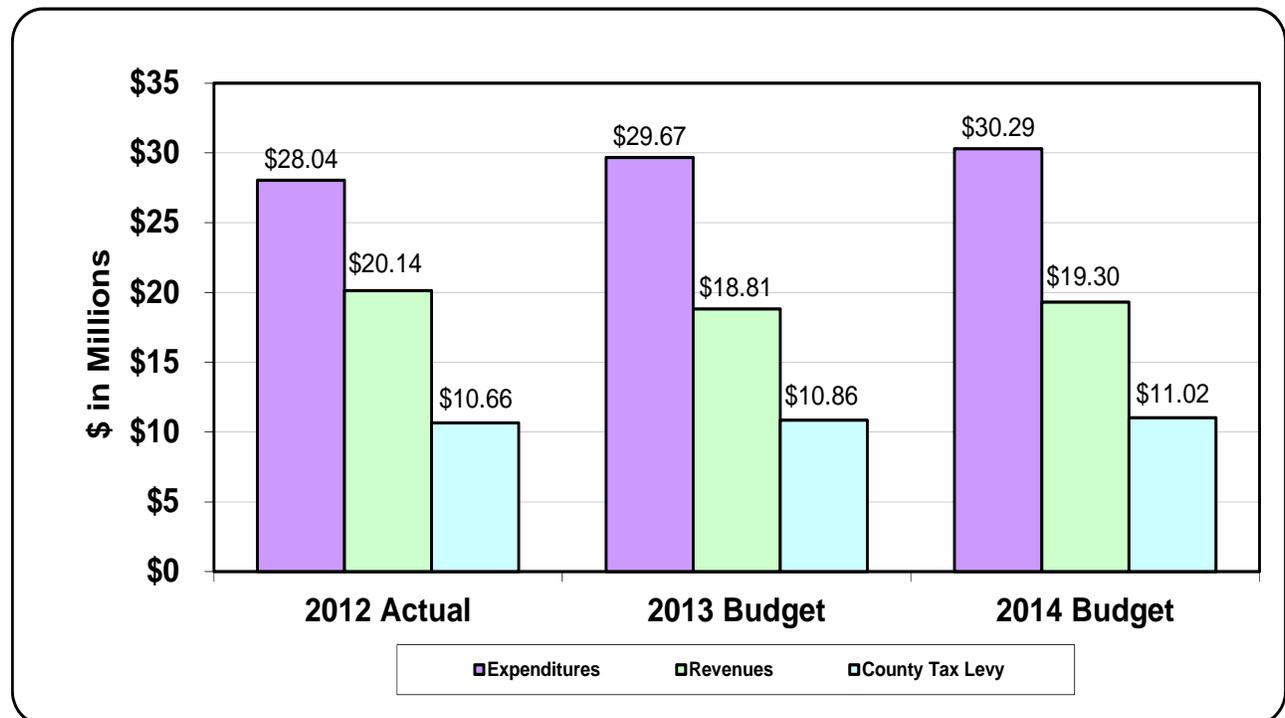
<b>Public Works Functional Area Summary .....</b>	<b>317</b>
<b>Public Works- ALL FUNDS.....</b>	<b>325</b>
Fund: General .....	331
Architectural Services/ Property Management.....	332
Building Improvement Plan .....	333
Energy Consumption.....	335
Facilities Maintenance .....	338
Housekeeping Services .....	340
Administrative Services.....	342
Fund: Transportation Fund.....	343
County Operations .....	344
State Highway Operations .....	346
Transit .....	347
Engineering.....	351
Traffic Control.....	353
Permit Processing.....	354
Fund: Central Fleet Maintenance .....	356
Repair & Maintenance.....	357
Central Fueling.....	359
Fund: Vehicle/Equipment Replacement.....	360
2014 Replacement Plan .....	362
Five Year Replacement Plan.....	363
Fund: Airport Operations .....	364

# PUBLIC WORKS

## Functional Area Budget Highlights

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

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



The 2014 expenditure budget for this functional area totals \$30,294,985 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$629,618 or 2.1% from the 2013 Adopted Budget. Budgeted revenues (including \$806,812 of Fund Balance appropriations) total \$19,304,372, an increase of \$494,069 or 2.6% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,022,983, an increase of \$167,000 or 1.5% from the 2013 Adopted Budget.

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

	2012	2013	2013	2014	Change from 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>* TOTAL PUBLIC WORKS *</b>						
Revenues (a)	\$20,141,085	\$18,810,303	\$19,236,425	\$19,304,372	\$494,069	2.6%
County Tax Levy (b)(c)	\$10,655,983	\$10,855,983	\$10,855,983	\$11,022,983	\$167,000	1.5%
Expenditure (d)	\$28,042,966	\$29,665,367	\$29,944,379	\$30,294,985	\$629,618	2.1%
Rev. Over (Under) Exp.	\$2,259,708	\$0	\$38,182	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$494,394	\$919	\$109,847	\$32,370	31,451	3422.3%

**BREAKDOWN BY AGENCY**

<b>PUBLIC WORKS</b>						
Revenues	\$20,141,085	\$18,810,303	\$19,236,425	\$19,304,372	\$494,069	2.6%
County Tax Levy	\$10,655,983	\$10,855,983	\$10,855,983	\$11,022,983	\$167,000	1.5%
Expenditure	\$28,042,966	\$29,665,367	\$29,944,379	\$30,294,985	\$629,618	2.1%
Rev. Over (Under) Exp.	\$2,259,708	\$0	\$38,182	\$0	\$0	N/A
Oper Income/(Loss)	\$494,394	\$919	\$109,847	\$32,370	\$31,451	3422.3%

- (a) General Fund includes use of General fund balance of \$373,000 in 2012, \$298,000 in 2013, and \$270,000 in the 2014 General fund budget; Transportation Fund includes use of General Fund Balance of \$445,000 in 2012 and \$347,000 in 2013 and \$222,900 in 2014; Central Fleet Fund Balance of \$141,083 in 2012 and 2013 and \$133,083 is used in 2014; Airport Operations Fund Balance of \$180,829 is used in 2012, 2013 and 2014; and Vehicle Replacement Fund Balance of \$60,234 is used in 2013.
- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.
- (d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$3,060,365 in 2012, \$2,798,600 in the 2013 Budget and \$3,901,100 in the 2014 Budget. Central Fleet Fund expenditures exclude capitalized fixed asset purchases of \$32,000 in the 2014 Budget.

---

---

# PUBLIC WORKS

## Functional Area Budget Highlights

---

---

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

- **State General Transportation Aids (GTA) funding** is unchanged in the 2014 budget at \$4,678,000. In the 2012 adopted budget GTA formula funding was decreased by nearly \$648,000 due to reductions in the State's 2011-2013 biennial budget. County Fund balance (prior years tax levy) of \$405,000 was provided to partially offset the impacts that would have resulted from this drastic funding reduction of the GTA revenues. For the 2014 budget a portion of the Fund balance is phased down by \$167,000 to \$150,000. The plan is to continue to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets. Tax levy is budgeted to increase about \$97,100 in the County Highway operations and Engineering Services programs which is partially used to offset the reductions of Fund balance.
- **State Highway Maintenance operations revenue reimbursements** work on State roads as directed by DOT are budgeted to increase by nearly \$167,800 to over \$4.7 million based on the current (2013) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of services being requested. This agreement amount allows for funding of 23.0 FTE Patrol Workers, allocated to State highway maintenance work, which is the same as 2013. Budgeted extra help for seasonal work for the winter second shift is being increased slightly by \$2,589 for 1.96 FTE which is about 4,077 hours and overtime is increased by \$26,700 or 0.33 FTE (approx. 686 hours).
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to increase \$182,200 or 18% to \$1,199,367 in the 2014 budget. Salt rates are increasing from \$1.51 from \$52.76 per ton to \$54.27 per ton based on the current State Contract for 16,400 tons of salt expected to be purchased for County roads snow and ice removal usage, which is 820 more tons than the 15,580 budgeted in 2013. In addition, 5,000 tons are budgeted to be sold to municipalities, which is 2,000 more tons than the 2013 Budget. Also, the handling fee mark up charge to municipalities is anticipated to increase by \$1 to \$7 per ton in 2014. The municipal revenues are budgeted to increase by \$130,700 to \$306,350 in 2014.
- The Central fleet **vehicle fuel** budget includes an increase in fuel costs of \$0.10 to \$3.75 in 2014 compared to \$3.65 in 2013, resulting in a county wide increase of about \$40,000. Highway maintenance operations, both State and County, include about \$22,000 of that increase.
- County Tax Levy support for **Transit Services** remains at \$867,700. Fund balance decreases by \$79,100 to \$72,900 for expenses related to fuel adjustment clauses in vendor contracts. The State and Federal revenues reimbursed rate is budgeted at 54.2% of gross expenses in the 2014 budget. This rate is increased 1.2% from the 2013 budget rate of 53.0%. The actual 2013 rate is 56.01%. There are no changes in the regular contracted bus route services planned for in the 2014 budget. In addition, no rider fare increases are planned in the 2014 budget.
- **Energy and Utility budget costs for County facilities** are budgeted to decrease about \$38,600 overall from the 2013 budget, mainly due to savings resulting from energy efficiency projects (e.g., lighting replacement, more efficient boilers/chillers). The utility budget also includes the full year impact of the energy efficient new Health and Human Services building, offset with reductions for the old building while it is in "mothball" status.
- **The building improvement maintenance plan** totals \$1,018,000, which is an increase of \$115,000 from the 2013 Budget. The plan is funded with \$775,000 of County Tax Levy and \$243,000 of General Fund Balance. Plan dollars overall for 2014 are consistent with the plan presented in the 2013 budget, plus an additional project to improve staff efficiency at the jail. This project, estimated to cost \$68,000, and to be funded with prior-year jail assessment fee revenue (appropriated as General Fund Balance), will make modifications to inmate medical and professional visitation and inmate bathroom areas, allowing fewer staff to temporarily supervise these areas.
- The **Vehicle Replacement Fund** includes a \$204,000 increase for the purchase of replacement vehicles. Fund balance of \$60,234 has been reduced in the 2014. The Fund balance was used to partially offset increases in the 2013 vehicle replacement charges to major departments including Public Works, Parks and Land Use and Sheriff.
- The **Airport Tax Levy is unchanged** at \$192,563. This includes an increase in revenues of \$24,144 mainly due to Land lease revenues that are budgeted to increase \$14,000. Additional resources provided in the budget for marketing efforts and airport events.

**BUDGETED POSITIONS 2012-2014  
SUMMARY BY AGENCY AND FUND**

**PUBLIC WORKS**

Agency	Fund	2012 Year End	2013 Adopted Budget	2013 Modified Budget	2014 Budget	13-14 Change
PUBLIC WORKS	General	45.90	45.90	45.90	45.90	0.00
PUBLIC WORKS	Transportation	72.70	72.70	72.70	72.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	135.60	135.60	135.60	135.60	0.00
	TOTAL EXTRA HELP	5.99	6.12	6.12	5.37	(0.75)
	TOTAL OVERTIME	3.51	3.36	3.36	3.49	0.13
	TOTAL BUDGETED POSITIONS	145.10	145.08	145.08	144.46	(0.62)

**2014 BUDGET ACTIONS:**

**Public Works- General**

Increase Overtime 0.07 FTE for Maintenance Mechanics

**Public Works- Transportation**

Decrease Temporary Extra help 0.75 FTE

Increase Overtime 0.06 FTE

**Public Works- Central Fleet**

Abolish 1.0 FTE Mechanic position.

Create 1.0 FTE Lead Mechanic position

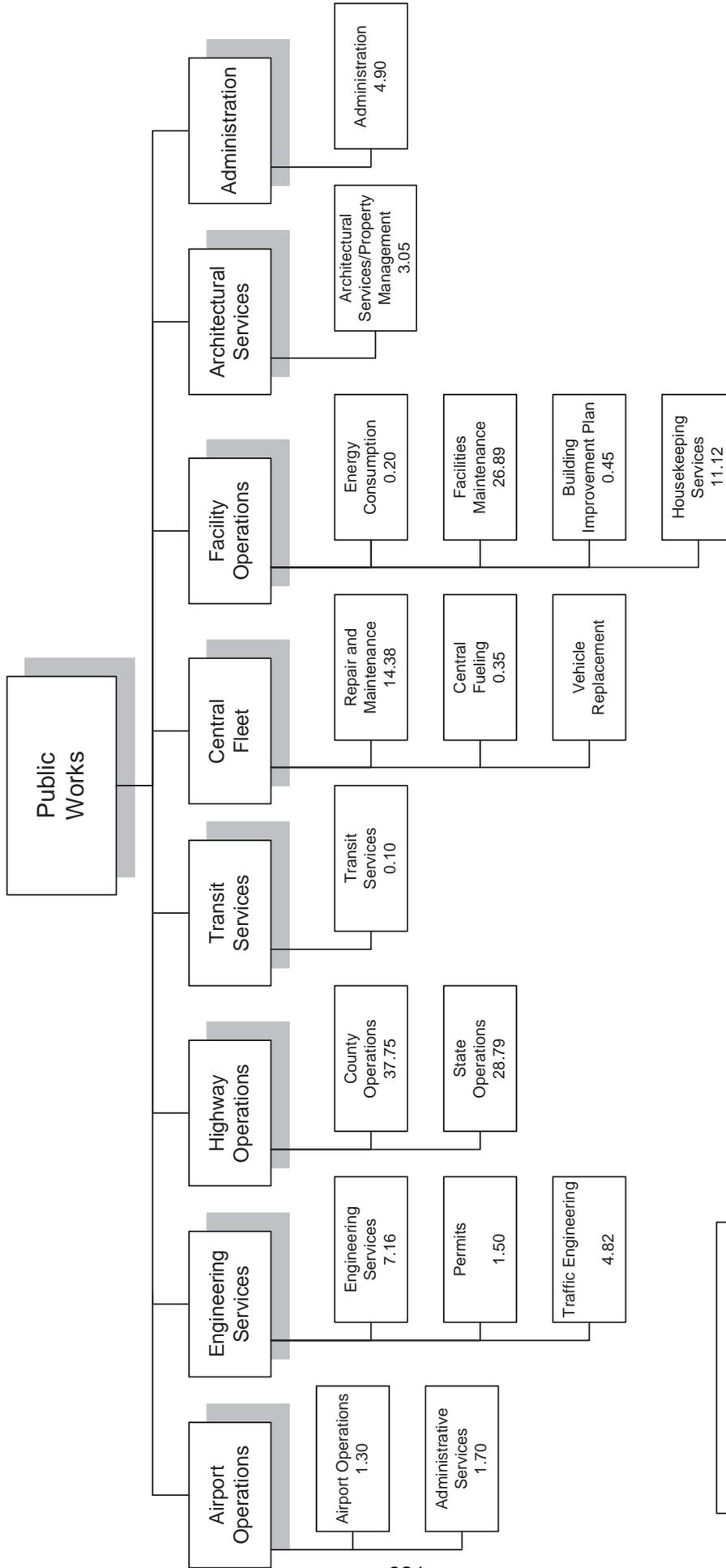
**2013 CURRENT YEAR ACTIONS:**

None

# Public Works

# PUBLIC WORKS

## FUNCTION / PROGRAM CHART



144.46 TOTAL FTE'S

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

**Statement of Purpose**

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

Financial Summary	2013				Change From 2013	
	2012 Actual	Adopted Budget	2013 Estimate (b)	2014 Budget	Adopted Budget \$	%
<b>Public Works-General Fund</b>						
Revenues (c)	\$1,332,348	\$657,604	\$863,233	\$769,849	\$112,245	17.1%
County Tax Levy	\$7,879,427	\$7,811,285	\$7,811,285	\$7,871,445	\$60,160	0.8%
Expenditures	\$8,434,532	\$8,468,889	\$8,552,619	\$8,641,294	\$172,405	2.0%
Rev. Over (Under) Exp.	\$777,243	\$0	\$121,899	\$0	\$0	NA
<b>Transportation Fund</b>						
Revenues (c)	\$11,498,323	\$10,638,090	\$10,656,764	\$10,831,984	\$193,894	1.8%
County Tax Levy	\$2,583,993	\$2,852,135	\$2,852,135	\$2,958,975	\$106,840	3.7%
Expenditures	\$12,599,851	\$13,490,225	\$13,592,616	\$13,790,959	\$300,734	2.2%
Rev. Over (Under) Exp.	\$1,482,465	\$0	(\$83,717)	\$0	\$0	NA
<b>Central Fleet</b>						
Revenues (c)	\$3,596,947	\$3,807,208	\$3,932,583	\$3,874,084	\$66,876	1.8%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$3,531,286	\$3,806,289	\$3,937,516	\$3,873,489	\$67,200	1.8%
Operating Inc./ (Loss) (d)	\$65,661	\$919	(\$4,933)	\$595	(\$324)	-35.3%
<b>Vehicle Replacement</b>						
Revenues (c)	\$2,644,797	\$2,773,466	\$2,773,466	\$2,870,376	\$96,910	3.5%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$2,524,764	\$2,773,466	\$2,773,466	\$2,838,601	\$65,135	2.3%
Operating Inc./ (Loss) (d)	\$120,033	\$0	\$0	\$31,775	\$31,775	NA
<b>Airport</b>						
Revenues (c)(e)	\$1,068,670	\$933,935	\$1,010,379	\$958,079	\$24,144	2.6%
County Tax Levy	\$192,563	\$192,563	\$192,563	\$192,563	\$0	0.0%
Expenditures	\$952,533	\$1,126,498	\$1,088,162	\$1,150,642	\$24,144	2.1%
Operating Inc./ (Loss) (d)	\$308,700	\$0	\$114,780	\$0	\$0	NA
<b>Total All Funds</b>						
Revenues (c)	\$20,141,085	\$18,810,303	\$19,236,425	\$19,304,372	\$494,069	2.6%
County Tax Levy (a)	\$10,655,983	\$10,855,983	\$10,855,983	\$11,022,983	\$167,000	1.5%
Expenditures	\$28,042,966	\$29,665,367	\$29,944,379	\$30,294,985	\$629,618	2.1%
Rev. Over (Under) Exp.	\$2,259,708	\$0	\$38,182	\$0	\$0	NA
Operating Inc./ (Loss) (d)	\$494,394	\$919	\$109,847	\$32,370	\$31,451	NA
<b>Position Summary (FTE)</b>						
Regular Positions	135.60	135.60	135.60	135.60	0.00	
Extra Help	5.99	6.12	6.12	5.37	(0.75)	
Overtime	3.21	3.36	3.36	3.49	0.13	
Total	144.80	145.08	145.08	144.46	(0.62)	

- Tax Levy amount is not determined by expenditures less revenues.
- The 2013 Estimate includes 2012 budget appropriation carryovers and open encumbrances, which modified the 2013 budget after it was adopted.
- Includes General Fund Balance of \$724,667 in 2012, \$449,198 in 2013, and \$270,000 in 2014 (including \$68,000 of prior-year jail assessment fee revenue); Transportation Fund includes General Fund Balance of \$540,000 in 2012, \$435,111 in 2013, and \$229,900 in 2014; Central Fleet Fund Balance appropriations of \$141,083 in 2012 and 2013 and \$133,083 in 2014; Vehicle Replacement Fund Balance of \$60,234 in 2013; and Airport Operations Fund Balance of \$305,679 in 2012, \$248,129 in 2013, and \$180,829 in 2014;
- Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.
- Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

## Major Departmental Strategic Outcomes and Objectives for 2014

## County-Wide Key Strategic Outcome: A safe county

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

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

Road Category	2013/2014 winter target	2013/2014 winter actual
<b>Category 2:</b> <ul style="list-style-type: none"> <li>High volume four lane highways (ADT<math>\geq</math> 25,000) and</li> <li>Some four lane highways (ADT<math>\leq</math>25,000)</li> <li>Some six lane highways.</li> </ul> <i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i>	2.0 hours	TBD
<b>Category 3:</b> <ul style="list-style-type: none"> <li>All other four lane highways (ADT<math>&lt;</math>25,000).</li> </ul> <i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i>	2.5 hours	TBD
<b>Category 4:</b> <ul style="list-style-type: none"> <li>Most high volume two lane highways (ADT<math>\geq</math>5,000)</li> <li>Some two lanes (ADT <math>&lt;</math> 5,000).</li> </ul> <i>i.e. CTH C in Genesee and Delafield. CTH VV in Town and Village of Merton</i>	3.0 hours	TBD
<b>Category 5:</b> <ul style="list-style-type: none"> <li>All other two lane Highways</li> </ul> <i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i>	4.0 hours	TBD

**Note:** 1. ADT = Average Daily Traffic

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

**Performance Measure:**

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

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

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

Performance Measures	2012 Actual	2013 Target	2013 Estimate	2014 Target
<b>Bridge Conditions</b>				
Sufficiency Index Benchmark:		80.0		80.0
<b>Sufficiency Index: Actuals</b>	<b>85.0</b>	<b>83.0</b>	<b>83.2</b>	<b>84.0</b>
Number of Bridges	64	65	65	68
Load Posted Bridges *	1	0	0	0
* 1 closed structure(non bridge), 0 load posted bridges				
<b>Pavement Condition Index</b>				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	69.0	66.0	67.0	65.0
Asphalt—secondary (major collector highways)	66.0	63.0	62.0	65.0
Asphalt—tertiary (minor collector highways)	66.0	63.0	62.0	61.0
PCI -- Concrete	60.0	58.0	63.0	61.0
Waukesha County Airport				
Benchmark		70.0		
Runways *	74.0	73.0	73.0	73.0
Taxiways *	81.0	80.0	85.0	87.0
Aprons *	73.0	72.0	73.0	73.0
Landside Pavements	71.0	70.0	71.0	71.0

\* 2013 Estimates are estimated from the 2009 Bureau of Aeronautics (BOA) Report.

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

**Key Outcome Indicator: Evidence of Success:**

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

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

Performance Measures: TBD

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

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

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

Performance Measures	2012 Actual*	2013 Target	2013 Estimate	2014 Target
<b>Utility Consumption per rentable square foot **</b>				
Natural Gas Therm usage per rentable sq ft. **	0.77	0.93	0.85	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.83	17.00	16.05	17.00
Water Gallons usage per rentable sq. ft.**	25.5	28.50	26.00	28.50
<b>Maintenance &amp; Housekeeping costs per square foot **</b>				
Maintenance costs per rentable sq ft**.	1.70	\$1.90	1.82	1.90
Housekeeping costs per rentable sq. ft.**	1.75	\$2.61	1.80	2.61

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

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

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

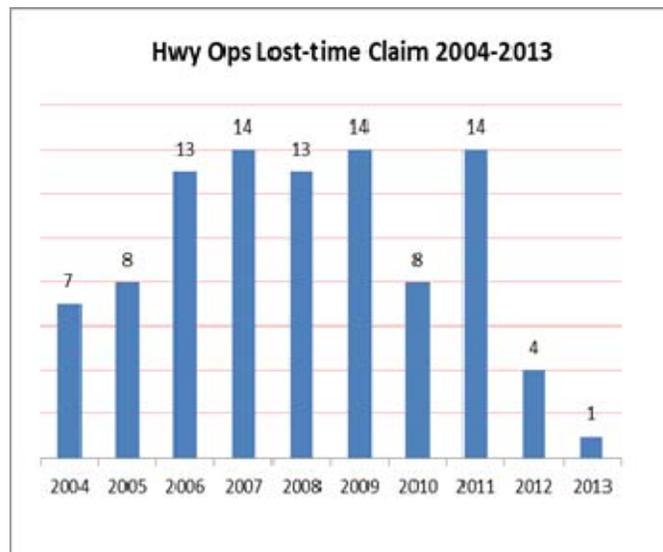
Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	2012 Actual	2013 Estimate	2014 Target
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	89%
-Communication Effectiveness	84%	84%	84%
T-Hangar Occupancy Rate	95%	95%	96%
Total Cumulative # of Hangars	54	54	56

**Objective 6:** In partnership with the Department of Administration Budget division, develop clearly defined ongoing operating impacts resulting from capital project decisions and identify the cumulative impacts for planning of necessary personnel and equipment resources and funding in the financial forecast and operating budgets.

**Key Outcome Indicators:** Define in terms of labor, equipment and materials, the cost of maintenance for one lane mile of road. These costs will be applied to road expansion projects, round about projects, and jurisdictional transfers. Create an inventory of ongoing maintenance expense impacts for past and future projects and transfers to show the cumulative impacts of projects and to assist with planning of future projects and transfers.

**Objective 7:** Reduce workers compensation claims through improved safety awareness, training and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.



**Note:** 2013 represents Year to Date claims through June.

**Objective 8:** Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

During 2012 and 2013, DPW:

- Developed and provided every onsite and offsite employee with access to a computer and intra-County systems. This has allowed all our staff access to both departmental and countywide communications.
- Initiated anonymous suggestion boxes located at several DPW sites throughout the county. All suggestions are reviewed and many are addressed publicly at biennial all department staff meetings.
- Two DPW employees are actively involved with the Waukesha County Strategic Planning Sub-Committee which is working on an improved county wide communications plan.

**Objective 9:** Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

- The Central Fleet Division is piloting a pay for performance system for the mechanic positions as part of the County's overall Employee Compensation Study. The mechanics will be moved into the Open Pay System as part of the pilot. The 2013 Performance Evaluation has been revised to accommodate the pay for performance pilot and is based upon a quantitative and qualitative metrics. The results of each mechanics performance will be evaluated against the established criteria and an overall rating will be assessed. The pilot program will utilize the same system for rewarding outstanding performance as the Non-Rep Open System.
- Two DPW employees are actively involved with the Waukesha County Strategic Planning Sub-Committee which is developing a County-wide Employee Recognition and Rewards policy and program. The policy is expected to be completed by the end of 2013.

**County-Wide Key Strategic Outcome: An economically vibrant county**

**Objective 10:** Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

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

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	19.25	19.20	18.54	18.33
10	Brookfield Square Extension to 124 <sup>th</sup> *	38.39	36.85	37.01	36.31
79	Weekday from Menomonee Falls to Downtown Milwaukee	21.05	21.85	16.48	12.72**
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	12.80	13.58	12.14	12.37
906	Weekday between Mukwonago and Milwaukee via I-43	24.22	27.42	25.75	24.77
Average Ride per Revenue Hour for all Routes		21.07	21.19	20.00	19.48

\*Route 10 runs to downtown Milwaukee. Waukesha County pays from 124<sup>th</sup> to Brookfield Square.

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

**Objective 11:** 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:	2012 Actual	2013 Target	2013 Estimate	2014 Target
Total Number of Jail Days Saved (a)	1,074	938	1,050	1,102
Value in \$ of service to the County (8 hours/day, 3 days/week at \$10.76/hr)	\$94,161	\$80,700	\$90,384	\$94,860

Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	3,918	2,080	4,000	4,000

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

**Objective 12:** Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

- To assist with better financial knowledge and management, developed and implemented training sessions for all DPW managers and key staff to learn the strengths and tools the new financial management system has to support program and project management. Created DPW specific documentation for reference as needed.
- The original Vehicle Replacement procedures were modified in 2013 to reflect current financial practices.

**Objective 13:** Develop a pilot program that will examine extending the life cycle of patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

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



**Fund Purpose**

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

Financial Summary	2012 Actual (c)(d)	2013 Adopted Budget (d)	2013 Estimate (a)(d)	2014 Budget	Change From 2013 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$9,084	\$9,000	\$9,000	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$68,784	\$79,236	\$71,290	\$69,673	(\$9,563)	-12.1%
Interdepartmental (c)	\$519,079	\$335,868	\$333,345	\$420,776	\$84,908	25.3%
Other Revenue	\$10,734	\$500	\$400	\$400	(\$100)	-20.0%
Appr. Fund Balance (a)(b)	\$724,667	\$233,000	\$449,198	\$270,000	\$37,000	15.9%
<b>County Tax Levy</b>	<b>\$7,879,427</b>	<b>\$7,811,285</b>	<b>\$7,811,285</b>	<b>\$7,871,445</b>	<b>\$60,160</b>	<b>0.8%</b>
<b>Total Revenue Sources</b>	<b>\$9,211,775</b>	<b>\$8,468,889</b>	<b>\$8,674,518</b>	<b>\$8,641,294</b>	<b>\$172,405</b>	<b>2.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$3,314,991	\$3,357,729	\$3,305,490	\$3,429,540	\$71,811	2.1%
Operating Expenses (a)(c)	\$4,621,555	\$4,392,867	\$4,529,751	\$4,570,959	\$178,092	4.1%
Interdept. Charges	\$422,978	\$451,293	\$450,378	\$460,795	\$9,502	2.1%
Fixed Assets	\$75,008	\$267,000	\$267,000	\$180,000	(\$87,000)	-32.6%
<b>Total Expenditures</b>	<b>\$8,434,532</b>	<b>\$8,468,889</b>	<b>\$8,552,619</b>	<b>\$8,641,294</b>	<b>\$172,405</b>	<b>2.0%</b>
Rev. Over (Under) Exp.	\$777,243	\$0	\$121,899	\$0	\$0	N/A

**Position Summary (FTE) (d)**

Regular Positions	45.90	45.90	45.90	45.90	0.00
Extra Help	0.55	0.40	0.40	0.40	0.00
Overtime	0.00	0.24	0.24	0.31	0.07
<b>Total FTEs</b>	<b>46.45</b>	<b>46.54</b>	<b>46.54</b>	<b>46.61</b>	<b>0.07</b>

- (a) The 2013 estimate includes 2012 carryovers of \$216,196 mostly related to the building improvement plan projects which includes open encumbrances that modified the budget after it was adopted.
- (b) General Fund Balance of \$233,000 is budgeted in the 2013 budget including \$225,000 for Building Maintenance Plan and \$8,000 for possible rental property repairs. The 2014 budget includes \$270,000, which includes \$243,000 for the Building Maintenance Plan (including \$68,000 of prior-year jail assessment fee revenue) and \$27,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of \$724,667 was provided in 2012 Actuals, which includes \$250,000 approved in the 2012 Adopted budget for the Building Maintenance Plan, \$28,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2011 to 2012 totaling \$446,667.
- (c) Housekeeping services for the Mental Health Center are shifted out of the Public Works budget and direct charged to the Health and Human Services - Mental Health Center budget beginning in 2013 to eliminate the double budgeting of the related expenditures and revenues. This continues in the 2014 budget.
- (d) For comparative purposes to the 2014 budget, 2012 actual, 2013 budget and 2013 estimate are restated to reflect the transition of the Engineering Services Division (Engineering Services, Permits and Traffic Engineering Program) to the Public Works – Transportation Fund.

Architectural Services/ Property Management

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

Program Description

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

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$28,450	\$30,246	\$22,300	\$19,700	(\$10,546)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$28,000	\$8,000	\$31,802	\$27,000	\$19,000
<b>County Tax Levy (a)</b>	<b>\$306,558</b>	<b>\$313,901</b>	<b>\$313,901</b>	<b>\$328,590</b>	<b>\$14,689</b>
<b>Total Revenues</b>	<b>\$363,008</b>	<b>\$352,147</b>	<b>\$368,003</b>	<b>\$375,290</b>	<b>\$23,143</b>
Personnel Costs	\$303,704	\$310,517	\$312,186	\$315,521	\$5,004
Operating Expenses	\$15,890	\$28,600	\$48,300	\$47,400	\$18,800
Interdept. Charges (a)	\$12,382	\$13,030	\$12,830	\$12,369	(\$661)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$331,976</b>	<b>\$352,147</b>	<b>\$373,316</b>	<b>\$375,290</b>	<b>\$23,143</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$31,032</b>	<b>\$0</b>	<b>(\$5,313)</b>	<b>\$0</b>	<b>\$0</b>

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

Program Highlights

Charges for Services are revenues collected from rental properties. These revenues are decreasing by \$10,546 due to the plan that the County will remove one property mid-way through 2014, leaving two rental properties to maintain and collect rental revenue from in 2014. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from the actual 2013 rates. General Fund Balance is appropriated to fund one-time maintenance, repair and/or demolition of County properties that do not generate rental revenue. General Fund Balance is increased in 2014 by \$19,000 to \$27,000. \$5,000 of this is to offset one time expenditures for rental property repairs (\$3,000 lower than 2013) and \$22,000 of this will be used to fund the razing of one of the rental properties in 2014. It is the County's plan to remove one rental property a year until the existing three buildings are gone in 2016.

Overall, expenditures include appropriations to provide small architectural design services; the cost of printing project plans; and the cost of professional staff development. Net Personnel cost increase by \$5,004 for costs to continue the existing 3.05 FTE staff level in this program. Staff support is used to provide administrative support to the capital projects and to provide building project services to the other County departments. The Operating expenses of \$47,400, which is an increase of \$18,800, includes the cost of property maintenance repairs (\$5,000); funds for professional architectural services as needed (\$16,500); and funds to raze one rental property in 2014 (\$22,000).

Current and Proposed Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 13	Est. Operating Impact
200615	HHS Office Building	2013	\$34,180,000	100%	Reduced
200914	Courthouse Future Study	2013	\$250,000	100%	TBD
201204	Construct Holding Cells in Jail	2014	\$300,000	0%	TBD
200808	Communications Center Expansion	2017	\$2,110,000	0%	TBD
201418	Courthouse Project	2020	\$36,400,000	0%	TBD

Building Improvement Plan

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

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$694,005	\$225,000	\$404,552	\$243,000	\$18,000
<b>County Tax Levy</b>	<b>\$750,180</b>	<b>\$725,163</b>	<b>\$725,163</b>	<b>\$822,886</b>	<b>\$97,723</b>
<b>Total Revenues</b>	<b>\$1,444,185</b>	<b>\$950,163</b>	<b>\$1,129,715</b>	<b>\$1,065,886</b>	<b>\$115,723</b>
Personnel Costs	\$44,717	\$47,163	\$46,957	\$47,886	\$723
Operating Expenses	\$1,040,623	\$636,000	\$744,560	\$838,000	\$202,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$75,008	\$267,000	\$267,000	\$180,000	(\$87,000)
<b>Total Expenditures</b>	<b>\$1,160,348</b>	<b>\$950,163</b>	<b>\$1,058,517</b>	<b>\$1,065,886</b>	<b>\$115,723</b>
Rev. Over (Under) Exp.	\$283,837	\$0	\$71,198	\$0	\$0

Program Highlights

General Fund Balance appropriations increase by \$18,000, mostly due to budgeting \$68,000 of prior-year jail assessment fee revenue for a one-time project to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas. This is partially offset by the planned \$50,000 reduction of General Fund Balance support for the rest of the plan, used to fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance is planned to be reduced annually and eventually phased out in future budgets.

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

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). The operating expenses are budgeted to increase in the 2014 budget by \$202,000 while the fixed Asset appropriation is budgeted to decrease by \$87,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the current Health and Human Services Center, the Courthouse and Northview are in "maintenance only" mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

**Building Improvement Plan by Type of Project**

Type of Project	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan
Roof	\$70,000	\$75,000	\$75,000	\$75,000	\$75,000
HVAC	\$330,000	\$275,000	\$455,000	\$395,000	\$450,000
Plumbing		\$60,000			
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$30,000	\$75,000	\$75,000	\$105,000	\$75,000
Electrical	\$85,000	\$40,000		\$30,000	\$0
Carpet / Tile / Seal	\$40,000	\$75,000	\$75,000	\$75,000	\$75,000
Doors & Windows	\$25,000	\$50,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$70,000	\$75,000	\$75,000	\$75,000	\$115,000
Maintenance Only (a)	\$60,000	\$100,000	\$100,000	\$100,000	\$80,000
Remodel	\$78,000				
Asbestos	\$15,000	\$15,000	\$15,000	\$15,000	
Safety/Security	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Flooring	\$90,000	\$45,000			
Exterior	\$60,000				
<b>Grand Total</b>	<b>\$1,018,000</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$950,000</b>
Use of Fund Balance (c)	\$243,000	\$125,000	\$75,000	\$25,000	\$0

**Building Improvement Plan by Building**

By Building	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan
County Jail	\$88,000				
Courthouse	\$10,000				
UWW	\$75,000				
Administration Center	\$40,000	\$75,000		\$30,000	
Law Enforcement Center	\$0		\$16,000		
Juvenile Center	\$15,000	\$60,000	\$20,000		
Mental Health Center	\$20,000				
Other/All Buildings (b)	\$720,000	\$770,000	\$864,000	\$835,000	\$860,000
Highway Operations	\$50,000	\$45,000	\$50,000	\$85,000	\$40,000
Communications Center					\$50,000
<b>Grand Total</b>	<b>\$1,018,000</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$950,000</b>
Use of Fund Balance (c)	\$243,000	\$125,000	\$75,000	\$25,000	\$0

- (a) Maintenance Only mode includes the Health and Human Services Center, the Courthouse, and Northview facilities operating in "maintenance only" mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.
- (b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building that the work was incurred.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan. For 2014, this includes \$68,000 of prior-year jail assessment fee revenue for a one-time project to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas.

## 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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$40,334	\$48,990	\$48,990	\$49,973	\$983
Interdepartmental	\$0	\$0	\$0	\$30,900	\$30,900
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$2,226,528</b>	<b>\$2,061,811</b>	<b>\$2,061,811</b>	<b>\$1,991,806</b>	<b>(\$70,005)</b>
<b>Total Revenues</b>	<b>\$2,266,862</b>	<b>\$2,110,801</b>	<b>\$2,110,801</b>	<b>\$2,072,679</b>	<b>(\$38,122)</b>
Personnel Costs	\$22,689	\$23,919	\$23,828	\$24,379	\$460
Operating Expenses	\$1,790,078	\$2,086,882	\$2,004,500	\$2,048,300	(\$38,582)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,812,767</b>	<b>\$2,110,801</b>	<b>\$2,028,328</b>	<b>\$2,072,679</b>	<b>(\$38,122)</b>
Rev. Over (Under) Exp.	\$454,095	\$0	\$82,473	\$0	\$0

## Program Highlights

Charges for services revenues include \$49,973 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. The slight increase of \$983 reflects an estimated 2% increase in annual revenues. Other Revenues consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new employee medical/wellness center, to be housed in the old Public Health Building that is being retrofitted for that purpose (Capital Project #201417). Public Health Operations are moving to the new Health and Human Services Building in 2013.

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

Operating expense of \$2,048,500 decrease by \$38,582, mostly related to anticipated cost savings from lower electric consumption directly related to energy savings projects that have been completed in the County, especially in the Administration Center. This budget includes the full year utility expenses for the New Health and Human Services (HHS) building which is planned to be open by October 1, 2013. This budget also includes the continued, yet reduced, utility expenses for the vacated Health and Human Services building, and the retrofitted Public Health Center building (mentioned above). Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

## Activity

## Utility Source

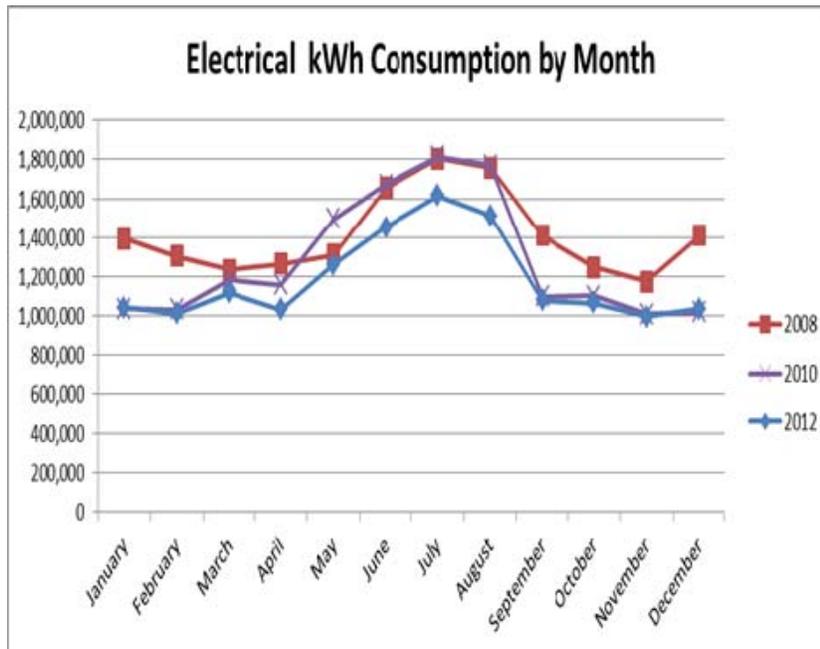
	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Electricity (Kilowatt-Hrs)	14,222,399	14,250,000	14,200,000	14,125,000	(125,000)
Natural Gas (Therms)	692,146	750,000	720,000	730,000	(20,000)
Water/Sewer (Gallons)	22,907,301	24,200,000	22,400,000	23,500,000	(700,000)

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.

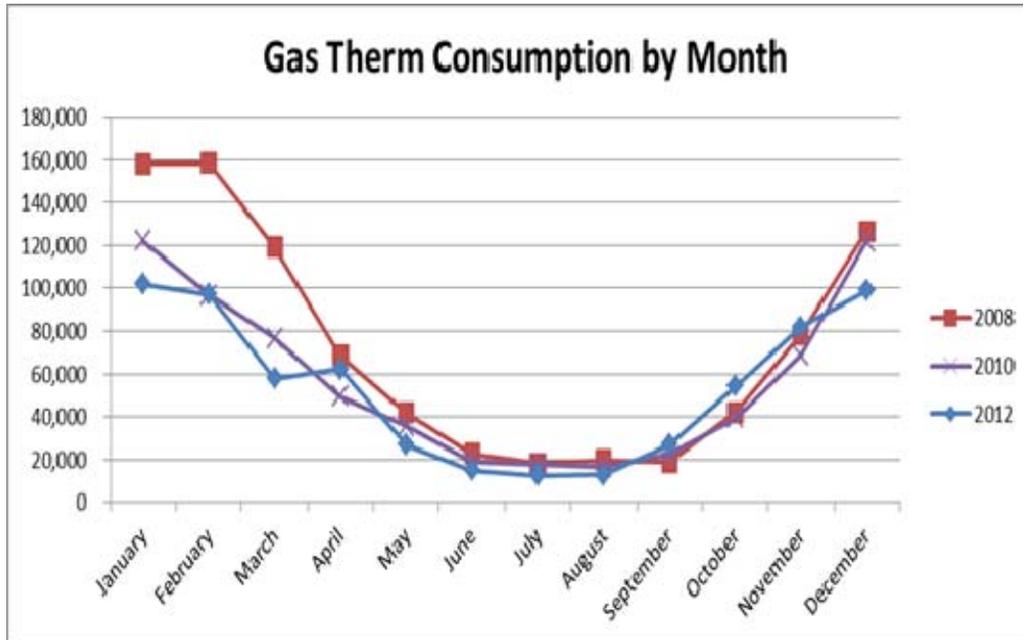
	2012 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.77	15.83	25.50
AC	Administration Center	0.68	19.01	16.29
CC	Communications Center	0.75	58.18	14.00
CJ	County Jail	0.64	18.70	43.11
CH	Courthouse	0.88	25.08	17.04
HS	Health & Human Services Center	0.74	9.36	8.70
LE	Law Enforcement Center	0.81	18.75	66.06
JV	Juvenile Center	1.75	25.41	16.53
MH	Mental Health Center	0.93	19.31	19.97
NV	Northview	1.47	10.66	25.36
PH	Public Health Center	0.15	17.21	6.24

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

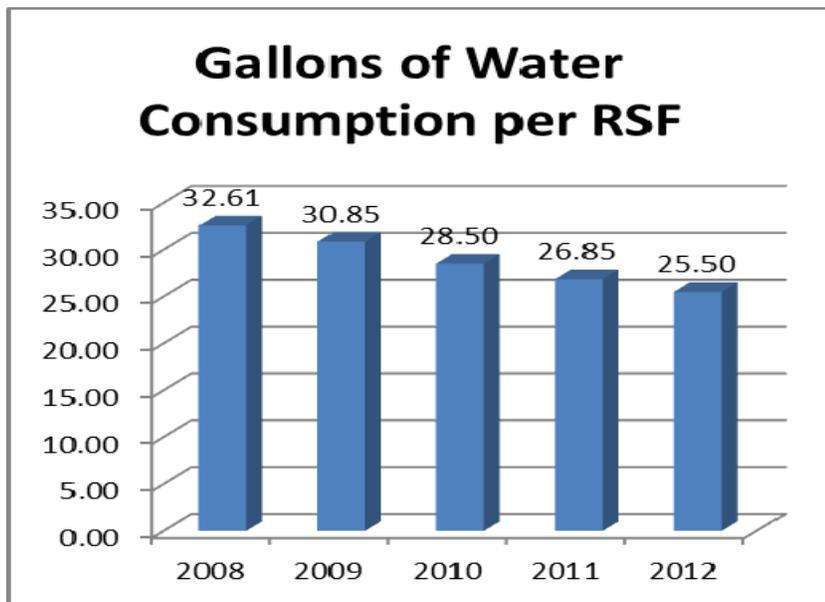


This chart illustrates the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical consumption. In 2011 and 2012 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

Energy Consumption (cont.)



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



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

Facilities Maintenance

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

**Program Description**

The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with departmental customers for all building maintenance needs.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>26.86</b>	<b>26.82</b>	<b>26.82</b>	<b>26.89</b>	<b>0.07</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$400,579	\$328,868	\$326,345	\$381,376	\$52,508
Other Revenue	\$10,397	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,645	\$0	\$12,844	\$0	\$0
<b>County Tax Levy (a)</b>	<b>\$2,696,648</b>	<b>\$2,843,090</b>	<b>\$2,843,090</b>	<b>\$2,826,728</b>	<b>(\$16,362)</b>
<b>Total Revenues</b>	<b>\$3,109,269</b>	<b>\$3,171,958</b>	<b>\$3,182,279</b>	<b>\$3,208,104</b>	<b>\$36,146</b>
Personnel Costs	\$1,824,473	\$1,856,358	\$1,800,942	\$1,905,922	\$49,564
Operating Expenses	\$1,004,224	\$948,750	\$1,031,931	\$921,759	(\$26,991)
Interdept. Charges (a)	\$342,650	\$366,850	\$365,685	\$380,423	\$13,573
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,171,347</b>	<b>\$3,171,958</b>	<b>\$3,198,558</b>	<b>\$3,208,104</b>	<b>\$36,146</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$62,078)</b>	<b>\$0</b>	<b>(\$16,279)</b>	<b>\$0</b>	<b>\$0</b>

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

**Program Highlights**

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue increases of \$52,508 is primarily related to an increase in revenues from the Health and Human Services Mental Center primarily related to the installation of an emergency UPS for backup power, an increase in utility expenses, and an slight increase in labor resources budgeted in this area.

Net Personnel costs are estimated to increase by \$49,564 mainly related to costs salary and employee benefit cost increases for 26.82 FTE allocated to this program, however overtime is increased slightly by \$5,145 (by 0.07 FTE). Funding continues for a 0.40 FTE student intern.

Facilities Maintenance (Continued)

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Operating expenditures are about \$27,000 lower in the 2014 budget. This is partly due some ongoing maintenance costs being shifted to the building improvement plan and due to lower costs associated with the close down of the existing Health and Human Services (HHS) building. These costs are somewhat offset by the full year cost identified for the new HHS building. The County's investment in on-going building improvements and preventative maintenance has resulted in an anticipated need for decreased building repair expenditures.

Interdepartmental charges include cost of vehicle and generator repair, usage and replacement; insurances; telephone and copier replacement charges; and Technology total cost of computer ownership charges. Interdepartmental charges increase includes an increase of \$13,573 mainly for Risk Management insurance charges based on the prior year claims paid experience, and vehicle and generator repair services.

**Current & Proposed Facilities Maintenance Capital Projects**

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 13	Est. Operating Impact
201108	Highway Substations Roofing Upgrades	2013	\$583,000	100%	Reduced
201208	Energy Efficiency Improvements	2015	\$995,200	15%	Reduced
201417	On Site Medical Clinic	2014	\$243,000	0%	(a)
201109	Highway Substations HVAC Upgrades	2016	\$611,000	0%	Reduced
201113	Admin Center Roofing Upgrades	2015	\$222,000	0%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	\$631,000	5%	Reduced
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	\$3,360,000	15%	Reduced
201210	UWW Roofing Upgrades	2016	\$4,141,000	10%	Reduced
201414	UWW Roof Top Unit Replacements	2016	\$370,000	0%	Reduced
201206	Highway Ops Center HVAC Upgrades	2017	\$763,000	0%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$253,000	0%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2018	\$981,000	0%	Reduced

(a) The clinic is expected to involve an intergovernmental agreement, with the School District of Waukesha and City of Waukesha participating. A feasibility study has projected that the clinic will generate a positive return on investment for the County and its partner organizations totaling approximately \$6.9 million over a five-year period (County share of savings estimated at \$2.4 million). This is to be achieved by lowering health claim and prescription drug costs through onsite management and encouraging greater use of primary care over specialty care.

## Housekeeping Services

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

### Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>11.14</b>	<b>11.12</b>	<b>11.12</b>	<b>11.12</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$118,500	\$7,000	\$7,000	\$8,500	\$1,500
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$17	\$0	\$0	\$0	\$0
<b>County Tax Levy (a)</b>	<b>\$1,363,116</b>	<b>\$1,318,561</b>	<b>\$1,318,561</b>	<b>\$1,354,012</b>	<b>\$35,451</b>
<b>Total Revenues</b>	<b>\$1,481,633</b>	<b>\$1,325,561</b>	<b>\$1,325,561</b>	<b>\$1,362,512</b>	<b>\$36,951</b>
Personnel Costs	\$641,293	\$655,590	\$655,148	\$670,721	\$15,131
Operating Expenses	\$735,398	\$661,925	\$667,400	\$683,100	\$21,175
Interdept. Charges (a)	\$8,806	\$8,046	\$8,046	\$8,691	\$645
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,385,497</b>	<b>\$1,325,561</b>	<b>\$1,330,594</b>	<b>\$1,362,512</b>	<b>\$36,951</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$96,136</b>	<b>\$0</b>	<b>(\$5,033)</b>	<b>\$0</b>	<b>\$0</b>

(a) End user technology fund (EUTF) charges and the related tax levy were shifted into this program from the Administration program in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.

### Program Highlights

Interdepartmental revenues in this program consist mostly of recovery of Mental Health Center supply costs through the Mental Health Center budget. The housekeeping services previously budgeted in both Public Works and at the Mental Health Center are now being budgeted as a direct expense in the Mental Health Center budget and were eliminated from the Public Works budget in 2013 and continue in the 2014 budget to eliminate the double budgeting of these interdepartmental expenditures and revenues.

Personnel costs increases of \$15,131 mostly reflect costs to continue for the 11.12 FTE staff and increases in health insurance costs reflecting employees' selection of health insurance plans. Overtime remains the same as 2013 at 0.02 FTE.

Operating expenditures increase mainly due to an increase cleaning and other supplies by \$13,500 and contracted housekeeping services by about \$8,600. In 2013, housekeeping expenses were shifted out of the DPW budget into H&HS Mental Health Center budget where it was direct charged eliminating double budgeting and streamlining accounting transaction administration. This practice continues into the 2014 budget. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2014. Other buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, the Communications Center, and the new employee medical/wellness center (the old Public Health Building). Although the existing HHS building will be vacated in the fourth quarter of 2013, minimal cleaning continues to be budgeted for this building in 2014.

Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges.

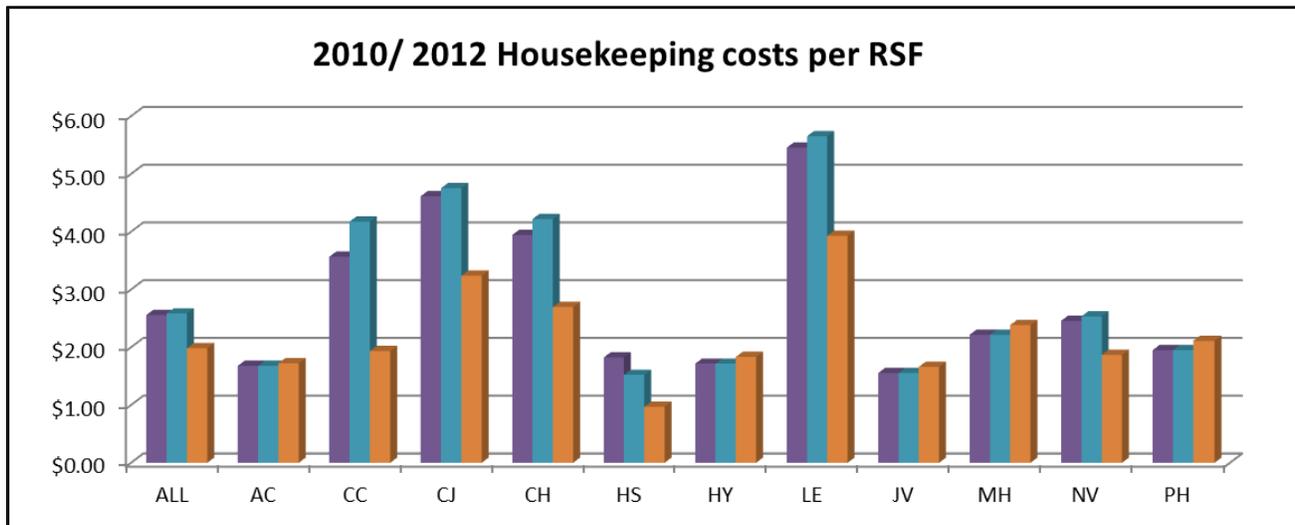
Housekeeping Services (Continued)



Buildings Cleaned within this budget

Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Buildings Cleaned Daily</b>					
In-house staff	2.0	2.0	2.0	2.0	0.0
Contracted staff	12.0	14.0	14.0	14.0	0.0
<b>Floor Area Cleaned Daily (sq. ft)</b>					
In-house staff	156,425	156,425	156,425	156,425	0
Contracted staff	404,847	404,847	542,847	441,992	37,145
Total Square Foot	561,272	561,272	699,272	598,417	37,145
<b>Cost per Sq. Ft.</b>	\$2.47	\$2.36	\$2.33 (a)	\$2.25 (b)	(\$0.11)

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



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

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

## 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.

	2012 Actual (a)	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.05</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>0.00</b>
General Government	\$9,084	\$9,000	\$9,000	\$9,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$337	\$500	\$400	\$400	(\$100)
Appr. Fund Balance	\$1,000	\$0	\$0	\$0	\$0
<b>County Tax Levy (a)</b>	<b>\$536,397</b>	<b>\$548,759</b>	<b>\$548,759</b>	<b>\$547,423</b>	<b>(\$1,336)</b>
<b>Total Revenues</b>	<b>\$546,818</b>	<b>\$558,259</b>	<b>\$558,159</b>	<b>\$556,823</b>	<b>(\$1,436)</b>
Personnel Costs	\$478,115	\$464,182	\$466,429	\$465,111	\$929
Operating Expenses	\$35,342	\$30,710	\$33,060	\$32,400	\$1,690
Interdept. Charges (a)	\$59,140	\$63,367	\$63,817	\$59,312	(\$4,055)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$572,597</b>	<b>\$558,259</b>	<b>\$563,306</b>	<b>\$556,823</b>	<b>(\$1,436)</b>
Rev. Over (Under) Exp.	(\$25,779)	\$0	(\$5,147)	\$0	\$0

(a) End user technology fund (EUTF) charges and the related tax levy were shifted out of this program to other Public Works General Fund programs in the 2013 Budget. The 2012 Actual has been restated for comparison purposes.


**Program Highlights**

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000 the same as 2013. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase \$929 mostly related to costs to continue for 4.9 FTE staff; however, these costs are offset by reductions in health insurance costs due to employees choosing less expensive health plans.

Operating expenses of \$32,400 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development.

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



**Fund Purpose**

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Note: The Engineering, Traffic Control and Permit Processing programs are moved from the Public Works General Fund Budget to this Transportation Fund in 2014. The 2013 Budget and 2012 Actuals have been restated for comparative purposes.

Financial Summary	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$9,438,802	\$9,214,679	\$9,143,353	\$9,382,502	\$167,823	1.8%
Fine/Licenses	\$66,895	\$84,677	\$67,000	\$72,000	(\$12,677)	-15.0%
Charges for Services	\$463,345	\$301,280	\$275,000	\$426,350	\$125,070	41.5%
Interdepartmental	\$551,595	\$469,532	\$492,300	\$508,639	\$39,107	8.3%
Other Revenue	\$437,686	\$155,922	\$244,000	\$219,593	\$63,671	40.8%
Appr. Fund Balance (a)	\$540,000	\$412,000	\$435,111	\$222,900	(\$189,100)	-45.9%
<b>County Tax Levy</b>	<b>\$2,583,993</b>	<b>\$2,852,135</b>	<b>\$2,852,135</b>	<b>\$2,958,975</b>	<b>\$106,840</b>	<b>3.7%</b>
<b>Total Revenue Sources</b>	<b>\$14,082,316</b>	<b>\$13,490,225</b>	<b>\$13,508,899</b>	<b>\$13,790,959</b>	<b>\$300,734</b>	<b>2.2%</b>
<b>Expenditures</b>						
Personnel Costs	\$5,611,747	\$6,003,072	\$5,981,446	\$6,013,636	\$10,564	0.2%
Operating Expenses (b)	\$3,143,899	\$3,489,431	\$3,557,861	\$3,705,583	\$216,152	6.2%
Interdept. Charges (c)	\$3,826,182	\$3,962,022	\$4,012,259	\$4,071,740	\$109,718	2.8%
Fixed Assets (d)	\$18,023	\$35,700	\$41,050	\$0	(\$35,700)	-100.0%
<b>Total Expenditures</b>	<b>\$12,599,851</b>	<b>\$13,490,225</b>	<b>\$13,592,616</b>	<b>\$13,790,959</b>	<b>\$300,734</b>	<b>2.2%</b>
Rev. Over (Under) Exp.	\$1,482,465	\$0	(\$83,717)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	72.70	72.70	72.70	72.70	0.00
Extra Help	4.79	5.07	5.07	4.32	(0.75)
Overtime	3.13	3.04	3.04	3.10	0.06
<b>Total FTEs</b>	<b>80.62</b>	<b>80.81</b>	<b>80.81</b>	<b>80.12</b>	<b>(0.69)</b>

- (a) General Fund balance of \$222,900 in the 2014 budget includes \$150,000 to phase down the impact of State General Transportation Aid (GTA) reductions, \$50,000 for Transit fuel adjustment, and \$22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot. General Fund balance of \$435,111 in the 2013 budget includes \$260,000 to phase down the impact of State General Transportation Aid (GTA) reductions and, \$152,000 for Transit fuel adjustment, and a carryover of \$23,111 from the 2012 budget to the 2013 budget. Includes General Fund balance of \$540,000 in the 2012 budget including \$450,000 to offset General Transportation Aid (GTA) revenue reductions, \$90,000 for Transit fuel adjustment.
- (b) Operating expenses and insurance reimbursement revenues in other revenues are estimated to exceed the 2013 adopted budget due to traffic signal knockdowns
- (c) Interdepartmental charges are estimated to exceed the 2013 adopted budget by \$50,237 primarily due to vehicle related expenses such as fuel and vehicle repairs, which are partially funded by the State. A funds transfer or an ordinance will be requested if the higher expenditures materialize.
- (d) The 2013 estimate includes \$5,400 related to an approved funds transfer from operating expenses.

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>39.65</b>	<b>39.09</b>	<b>39.09</b>	<b>37.75</b>	<b>(1.34)</b>
General Government	\$3,807,222	\$3,807,222	\$3,612,180	\$3,807,222	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$463,345	\$301,280	\$275,000	\$426,350	\$125,070
Interdepartmental	\$551,595	\$469,532	\$492,300	\$508,639	\$39,107
Other Revenue	\$55,265	\$17,000	\$23,000	\$20,000	\$3,000
Appr. Fund Balance	\$355,000	\$195,000	\$195,000	\$97,000	(\$98,000)
<b>County Tax Levy</b>	<b>\$1,134,180</b>	<b>\$1,335,972</b>	<b>\$1,335,972</b>	<b>\$1,399,696</b>	<b>\$63,724</b>
<b>Total Revenues</b>	<b>\$6,366,607</b>	<b>\$6,126,006</b>	<b>\$5,933,452</b>	<b>\$6,258,907</b>	<b>\$132,901</b>
Personnel Costs	\$2,263,315	\$2,853,439	\$2,767,176	\$2,768,097	(\$85,342)
Operating Expenses (a)	\$1,521,285	\$1,569,383	\$1,675,941	\$1,778,591	\$209,208
Interdept. Charges	\$1,562,765	\$1,667,484	\$1,667,171	\$1,712,219	\$44,735
Fixed Assets	\$0	\$35,700	\$41,050	\$0	(\$35,700)
<b>Total Expenditures</b>	<b>\$5,347,365</b>	<b>\$6,126,006</b>	<b>\$6,151,338</b>	<b>\$6,258,907</b>	<b>\$132,901</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$1,019,242</b>	<b>\$0</b>	<b>(\$217,886)</b>	<b>\$0</b>	<b>\$0</b>

(a) Operating expenses are estimated to exceed budget primarily due to salt use higher than anticipated in 2013.



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2013 budget base of slightly over \$3.8 million in this program. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering, also in the Transportation Fund; include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget continues to include a phased down level of \$98,000 to \$97,000 of General fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced \$258,000 from the 2012 base.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The \$125,000 increase is due to an anticipated 2,000 ton increase in the amount of salt requested to be purchased by the municipalities in 2014. The quantity of salt sold to municipalities is budgeted at 5,000 tons. The markup/handling fee charged to municipalities is anticipated to increase \$1.00 to \$7.00 per ton, from the 2013 budget. In addition, the 2014 charges for services revenue budget includes \$125,000 of revenues from pavement marking services to local municipalities which is unchanged from the 2013 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around \$508,640, are increasing about \$39,100. These revenues include services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements.

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

Net personnel costs are decreasing by about \$85,300 to \$2,768,100. This is primarily due to a shift of 1.00 FTE Patrol Worker position to the State Highway Maintenance budget based on the level of service the State is supporting in 2014. There is also a reduction of 0.34 FTE of overtime, which reduces the budget by about \$20,600 as a result of both the change in work schedules and in overtime management. Two winter seasonal employees continue to be budgeted in 2014, consistent with the 2013 adopted budget. Health Insurance continues to be reduced due employees changing to less expensive insurance plans and due to the shift of the Patrol Worker to the State Highway Maintenance operations. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses increase approximately \$209,200 to about \$1,778,600 primarily due to an anticipated increase in salt price and usage, primarily by the municipalities that buy salt from the county. It is anticipated the municipalities will purchase 5,000 tons of salt, which is 2,000 more tons of salt than in 2013. The 2013 budget base assumed 15,580 tons of salt use on County roads. Experience has shown that with the implementation of salt saving measures over the years, the County's average salt use per season is closer to 16,400 tons. Therefore, the 2014 budget assumes 16,400 tons is expected to be used. Salt is the largest expenditure in the operating expenses area. It is budgeted to increase by \$182,154 to almost \$1,199,400. The 2013/2014 salt contract price is anticipated to be \$54.27 per ton, a \$1.48 per ton increase from the 2012/2013 contract amount of \$52.76 per ton. Other areas that are increasing from the 2013 budget base are \$17,000 of expenses for the purchase of beet juice and liquid calcium chloride to assist with de-icing of roads; \$20,000 of expenditures for the replacement of guardrails; and \$15,000 of software maintenance and licensing fees for the newly implemented asset management system.

Some of these increases have been offset with reductions in other areas such as electricity and landfill costs. Other operating expenditures include: waste disposal costs of \$40,000; plow blade replacement expenditures of \$65,000; roadway materials such as cold/hot patch, gravel, sand, cement, and culvert pipe budgeted at \$110,500; and contracted roadway repair including rental of equipment budgeted at \$37,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest increase in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. Overall, these costs increase \$85,100 to \$1,345,600. The 2014 budget assumes an increase in the price of fuel from an average of \$3.65 per gallon to \$3.75 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. This is offset by workers compensation costs that are also decreasing for the first time in many years as a result of positive claims experience. The 2014 total charge for Worker's Compensation is just under \$275,000, a \$24,200 decrease from the 2013 budget. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost. The other portion is budgeted in the State Highway Maintenance Budget.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2013	Est. Operating Impact
201401	Replace Brinemaker	2017	\$323,375	0%	TBD

County Operations (Continued)



Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Centerline miles of road maintained -- County	392	400	392	401	1
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	20	25	15	15	(10)
Crackfilling 2 lane highways cost per mile	\$3,409	\$3,579	\$3,579	\$3,600	\$21
Center line striping cost per mile	\$500	\$515	\$467	\$500	(\$15)
Mowing—1 linear mile cost per mile	\$287	\$254	\$290	\$295	\$41
Avg Annual maint 1 lane mile	\$6,853	\$6,680	\$6,860	\$6,860	\$180
Salt Annual Tons Used on County Roads	14,531	15,675	20,000	16,400	725

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>26.39</b>	<b>27.46</b>	<b>27.46</b>	<b>28.79</b>	<b>1.33</b>
General Government	\$4,760,800	\$4,536,677	\$4,694,008	\$4,704,500	\$167,823
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$4,760,800</b>	<b>\$4,536,677</b>	<b>\$4,694,008</b>	<b>\$4,704,500</b>	<b>\$167,823</b>
Personnel Costs (a)	\$2,278,617	\$1,972,477	\$2,047,607	\$2,054,902	\$82,425
Operating Expenses (a)	\$260,557	\$321,200	\$344,300	\$344,500	\$23,300
Interdept. Charges (a)	\$2,210,051	\$2,243,000	\$2,292,900	\$2,305,098	\$62,098
Fixed Assets	\$18,023	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$4,767,248</b>	<b>\$4,536,677</b>	<b>\$4,684,807</b>	<b>\$4,704,500</b>	<b>\$167,823</b>
Rev. Over (Under) Exp.	(\$6,448)	\$0	\$9,201	\$0	\$0

(a) 2013 estimate is estimated to exceed the 2013 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the State DOT resulting in a revenue estimate that also exceeds the 2013 budget.

State Highway Operations (Continued)



**Program Highlights**

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2014 General Government revenue budget which is based on the State's approved 2013 Routine Maintenance Agreement (RMA) and level of service being requested is about \$167,800 higher than 2013 adopted.

Personnel costs are increased by \$82,425 mostly due to the shift of one Patrol Worker from the County operations to this program area. Due to the increase in the State's level of service and level of funding in 2014; staffing levels are increasing from the 2013 budget base of 22.00 FTE Patrol Workers on State crews to 23.00 FTE Patrol Workers. Funding continues for 2.00 FTE Patrol Superintendents. This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes six employees, is planned to operate approximately November 1 through March 31. Also, the overtime budget increases by about \$26,700 or by 0.33 FTE which is mostly reflective of the change in work schedules and how overtime is now earned at the end of a forty hour work week. The 2014 extra help budget increases only slightly by \$2,589 which is reflective of pay changes rather than an increase in hours.

Operating Expenses are increasing \$23,300 from the 2013 budget. This increase is primarily due to a purchasing change for pavement marking materials (paint and glass beads) budgeted at \$28,000. Materials previously purchased and supplied by the State will be purchased by the county and will be reimbursed by the State through the Routine Maintenance Agreement (RMA).

Interdepartmental charges increase of almost \$62,100 is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. Administrative cost recovery continues to be budgeted at approximately 4.5% for labor, materials and equipment costs reported to the State. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers' Compensation and vehicle insurance expenses, totaling \$130,048, are also included in this appropriation unit.



**Activity**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Centerline miles of road maintained	266	266	266	254	(12)(a)
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,100	1,100	1,076	1,076	(24)(a)

Source: WisDOT

(a) Transfer between County and State results in decreased State lane miles and higher County lane miles.

**Transit Services**

**County-Wide Key Strategic Outcome: An economically vibrant county**

**Program Description**

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

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

## Transit Services (Continued)

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.00</b>
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	\$231,989	\$108,922	\$113,000	\$139,593	\$30,671
Appr. Fund Balance	\$90,000	\$152,000	\$152,000	\$72,900	(\$79,100)
<b>County Tax Levy</b>	<b>\$867,700</b>	<b>\$867,700</b>	<b>\$867,700</b>	<b>\$867,700</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,189,689</b>	<b>\$1,128,622</b>	<b>\$1,132,700</b>	<b>\$1,080,193</b>	<b>(\$48,429)</b>
Personnel Costs	\$13,506	\$13,924	\$13,767	\$14,051	\$127
Operating Expenses	\$876,006	\$1,114,698	\$971,000	\$1,066,142	(\$48,556)
Interdept. Charges	\$619	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$890,131</b>	<b>\$1,128,622</b>	<b>\$984,767</b>	<b>\$1,080,193</b>	<b>(\$48,429)</b>
Rev. Over (Under) Exp.	\$299,558	\$0	\$147,933	\$0	\$0



### Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal revenues are anticipated to be reimbursed at a rate of 54.2% of gross expenses in 2014, which is the lower than the 2013 actual level of 56.01%, yet higher than the 2013 budgeted level of 53.0%. Fund Balance is reduced by \$79,100 to \$72,900 in the 2014 budget. Of this, \$50,000 is being used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro), and \$22,900 is being used to offset the local share of one –time costs for pavement repairs at the Goerke's Corners Park and Ride.

The 2014 operating expense budget reflects a consistent level of transit service as compared to the service in the 2013 budget. There are no fare increases are planned in the 2014 budget. The decrease in operating expenses relates primarily to an anticipated decrease in expenses related to the fuel adjustment clause in the transit contracts. The fuel adjustment is based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition ridership on routes including Paratransit and other routes is estimated to decrease based on YTD and anticipated future needs partially related to freeway construction projects and other considerations. The 2014 budget includes increases of 5% to 5.9% on existing contracts plus a 5% increase estimated for the new Route 79 contract, which expires at the end of 2013. Funds for a marketing program continue in the 2014 budget. This will include \$1,600 for the development of Google Transit in 2014, which will provide customers with on-line transit planning tools. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2014 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 Highway Operations Manager has identified extensive sidewalk and pavement repair necessary at Goerke's Corners. The 2014 budget includes \$50,000 of additional in the 2014 budget for these repairs. The County Tax Levy contribution for this program is budgeted at \$867,700, which is unchanged from the 2013 budget.

Transit Services (Continued)



Activity

Total Ridership

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	115,588	115,175	111,384	110,000
10	Brookfield Square Extension	229,055	218,025	222,672	220,000
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	54,755	55,165	47,170	36,500
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	150,065	159,139	141,838	145,000
906	Weekday between Mukwonago and Milwaukee via I-43	35,223	37,650	37,280	36,000
<b>Subtotal</b>		584,686	585,154	560,344	547,500
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	9,028	8,500	6,658	6,000
<b>Total with Paratransit</b>		593,714	593,654	567,002	553,500

(1) Ridership estimates for the 2013 Estimate and the 2014 Budget are lowered due to zoo interchange construction.

Investment per ride

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

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	\$0.77	\$0.77	\$0.80	\$0.85
10	Brookfield Square Extension	\$2.15	\$2.61	\$2.27	\$2.41
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$5.91	\$6.19	\$8.87	\$11.50
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$8.22	\$8.03	\$8.28	\$8.53
906	Weekday between Mukwonago and Milwaukee via I-43	\$9.21	\$8.97	\$8.15	\$8.99
<b>Subtotal Average</b>		\$4.21	\$4.47	\$4.45	\$4.76
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$32.89	\$34.20	\$32.51	\$36.21
<b>Avg with Paratransit</b>		\$9.05	\$9.32	\$9.33	\$10.46

## Transit Services (Continued)

Rides per Revenue Hour

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

Route	Route Description	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
1	Waukesha Metro to Brookfield Square	19.25	19.20	18.54	18.33
10	Brookfield Square Extension	38.39	36.85	37.01	36.31
79	Weekday from Menomonee Falls to Downtown Milwaukee	21.05	21.85	16.48	12.72
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	12.80	13.58	12.14	12.37
906	Weekday between Mukwonago and Milwaukee via I-43	24.22	25.90	25.75	24.77
<b>Subtotal Average</b>		21.07	21.19	20.00	19.48
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.67	2.74	2.74	2.73
<b>Avg with Paratransit</b>		19.07	19.33	18.62	18.27

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>7.14</b>	<b>6.91</b>	<b>6.91</b>	<b>7.16</b>	<b>0.25</b>
General Government	\$427,941	\$427,941	\$411,421	\$427,941	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$841	\$0	\$8,000	\$10,000	\$10,000
Appr. Fund Balance	\$48,308	\$33,308	\$33,308	\$27,300	(\$6,008)
<b>County Tax Levy</b>	<b>\$197,779</b>	<b>\$254,474</b>	<b>\$254,474</b>	<b>\$287,891</b>	<b>\$33,417</b>
<b>Total Revenues</b>	<b>\$674,869</b>	<b>\$715,723</b>	<b>\$707,203</b>	<b>\$753,132</b>	<b>\$37,409</b>
Personnel Costs	\$629,216	\$635,691	\$649,729	\$654,407	\$18,716
Operating Expenses	\$36,504	\$30,050	\$28,020	\$46,450	\$16,400
Interdept. Charges	\$49,097	\$49,982	\$49,932	\$52,275	\$2,293
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$714,817</b>	<b>\$715,723</b>	<b>\$727,681</b>	<b>\$753,132</b>	<b>\$37,409</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$39,948)</b>	<b>\$0</b>	<b>(\$20,478)</b>	<b>\$0</b>	<b>\$0</b>

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General government revenues are budgeted at the same level as the 2013 budget base, which includes approximately 9.2% or \$427,941 of General Transportation Aids (GTA) allocation in this program area. The Traffic Control program and County Highway Operations, both in the Transportation Fund, include the remaining GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State’s 2012/2013 biennial budget. General fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget includes a continued phased down of \$6,000 to \$27,300 of general fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced \$21,000 from the 2012 base. New in the 2014 budget is \$10,000 of revenue for engineering and design services from municipalities.



Engineering Services (continued)

Personnel costs increases \$18,700 mostly related to costs to continue the regular staff of 5.45 FTE's. Also, temporary extra help is increased by 0.25 FTE to 1.71 FTE or about \$2,500 due to an increase from two to three summer interns. This cost impact is offset by the reduction of one co-op student that was budgeted in the Traffic Control program. In addition to three summer interns, funding continues for 1.00 FTE co-op student. The co-op student program is run through a partnership with Marquette University.

Operating expenses increase of \$16,400 to \$46,450 includes \$8,000 for consulting services to implement infrared surveying for bridges. Operating expenses include funds for engineering software maintenance, survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services. The 2014 budget includes \$15,000 of funds to hire specialty services for bridge inspection work. This work includes a bridge dive inspection; re-rating the load capacity of a bridge; and the implementation of an infrared bridge survey program.

Current and Proposed Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2013 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	\$0	\$0	\$0	Ongoing	N/A	\$0
9817	Culvert Replacement Program	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427	Signal/Safety Improvements	\$1,200,000	\$950,000	\$250,000	Ongoing	N/A	Reduced
200509	Repaving Program 2013-2017	\$2,000,000	\$1,670,000	\$330,000	Ongoing	N/A	\$0
200011	CTH L, CTH Y - Moorland	\$29,033,000	\$18,682,000	\$10,351,000	2014	90%	\$33,350
200511	CTH D, Calhoun Road - Intersection	\$2,585,000	\$2,585,000	\$0	2014	50%	\$10,000
200606	CTH P, Bark River Bridge	\$943,000	\$468,000	\$475,000	2015	40%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	\$11,731,000	\$3,586,000	\$8,145,000	2014	100%	\$36,750
200810	CTH CW, Ashippun River Bridge	\$867,000	\$333,400	\$533,600	2015	30%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	\$5,028,000	\$1,310,000	\$3,718,000	2014	50%	\$0
200917	Waukesha West By Pass	\$11,700,000	\$3,570,000	\$8,130,000	2015	30%	\$36,000
201004	CTH ES, Fox River Bridge	\$1,034,000	\$332,000	\$702,000	2015	2%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,924,000	\$2,198,000	\$2,726,000	2017	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	\$4,006,000	\$1,686,000	\$2,320,000	2016	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	\$4,775,000	\$1,148,000	\$3,627,000	2015	20%	\$13,700
201008	CTH M, CTH YY to East County Line	\$17,016,000	\$6,480,000	\$10,536,000	2018	0%	\$28,800
201116	CTH C, Mill Streat to Oakwood Rd.	\$2,063,000	\$1,600,000	\$463,000	2016	0%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$703,000	\$253,000	\$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	\$8,443,000	\$3,475,000	\$4,968,000	2019	0%	\$13,700
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	\$693,000	\$231,000	\$462,000	2018	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	\$230,000	\$97,000	\$133,000	2018	0%	Reduced

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.84</b>	<b>5.75</b>	<b>5.75</b>	<b>4.82</b>	<b>(0.93)</b>
General Government	\$442,839	\$442,839	\$425,744	\$442,839	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (b)	\$149,591	\$30,000	\$100,000	\$50,000	\$20,000
Appr. Fund Balance (a)	\$46,692	\$31,692	\$54,803	\$25,700	(\$5,992)
<b>County Tax Levy</b>	<b>\$323,816</b>	<b>\$337,465</b>	<b>\$337,465</b>	<b>\$331,256</b>	<b>(\$6,209)</b>
<b>Total Revenues</b>	<b>\$962,938</b>	<b>\$841,996</b>	<b>\$918,012</b>	<b>\$849,795</b>	<b>\$7,799</b>
Personnel Costs	\$288,857	\$386,340	\$361,163	\$377,747	(\$8,593)
Operating Expenses (a)(b)	\$449,547	\$454,100	\$538,600	\$469,900	\$15,800
Interdept. Charges	\$3,650	\$1,556	\$2,256	\$2,148	\$592
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$742,054</b>	<b>\$841,996</b>	<b>\$902,019</b>	<b>\$849,795</b>	<b>\$7,799</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$220,884</b>	<b>\$0</b>	<b>\$15,993</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2013 Estimate includes an encumbrance carryover from 2012 to 2013.

(b) Higher than budgeted expenses and insurance reimbursements in 2013 due to traffic signal knockdowns.

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights



General Government revenue is budgeted at the same level as the 2013 budget base, which includes approximately 9.2% or \$422,800 of General Transportation Aids (GTA) allocation in this program area. The Engineering program and County Highway Operations, both in the Transportation Fund, include the remaining GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2014 budget includes a phased down level of \$25,700 of General Fund balance to continue to offset the revenue reduction impacts in this program. In an effort to reduce dependency on the fund balance; fund balance has been reduced \$5,992 from the 2013 base. The plan is to continue to phase down General Fund balance in future budgets. Other revenues include recovered costs from traffic signals that have been knocked down which are increasing over the past few years; therefore the 2014 budget has been increased by \$20,000 to reflect more of this type of revenue.

Net personnel costs decrease \$8,593 partially related to lower salary costs of \$4,500 due to position turnover. The 0.07 FTE increase in overtime reflects actual workload of the traffic control staff. Also, 1.00 FTE of extra help for a Co-op student has been deleted from the 2014 budget.

Operating expenses include pavement marking expenses at \$170,000; \$145,000 for traffic signal electricity costs; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges are budgeted at \$65,000; signage is budgeted at \$42,000; and the replacement of two traffic counters and miscellaneous computer upgrades are budgeted at \$7,300.



Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Traffic Signals	105	104	105	105	1
Total Electricity Costs	\$148,483	\$142,000	\$142,000	\$145,000	\$3,000
Avg annual electrical cost for one intersection	\$1,414	\$1,365	\$1,352	\$1,381	\$16

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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$66,895	\$84,677	\$67,000	\$72,000	(\$12,677)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$60,518</b>	<b>\$56,524</b>	<b>\$56,524</b>	<b>\$72,432</b>	<b>\$15,908</b>
<b>Total Revenues</b>	<b>\$127,413</b>	<b>\$141,201</b>	<b>\$123,524</b>	<b>\$144,432</b>	<b>\$3,231</b>
Personnel Costs	\$138,236	\$141,201	\$142,004	\$144,432	\$3,231
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$138,236</b>	<b>\$141,201</b>	<b>\$142,004</b>	<b>\$144,432</b>	<b>\$3,231</b>

Rev. Over (Under) Exp.	(\$10,823)	\$0	(\$18,480)	\$0	\$0
------------------------	------------	-----	------------	-----	-----

Note: Prior to 2014, this program was in the Public Works General Fund. The 2012 Actual, 2013 Budget and 2013 Estimate have been restated in this Transportation Fund for Comparative Purposes.



Program Highlights

Permit fees are remaining the same as the 2013 rates and are itemized on the following schedule. The next increase is planned for 2015, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are budgeted to decrease by \$12,677. Tax Levy subsidy to fund this program of \$72,432 is increased by \$15,908 mostly due to the revenue decrease indicated above.

Personnel costs of \$144,432 increase \$3,231 from 2013 and mainly reflect the costs to continue for the 1.5 FTE staff allocated to this program.



Activity

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	43	55	55	60	5
Utility Permits Processed	260	300	300	300	0

Permit Processing (Continued)

The following is the Permit Fee structure for years 2011/2012 and 2013/2014:

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



**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	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$70,838	\$100,189	\$70,000	\$75,000	(\$25,189)	-25.1%
Interdepartmental (a)	\$3,366,805	\$3,544,936	\$3,705,000	\$3,651,801	\$106,865	3.0%
Other Revenue	\$18,221	\$21,000	\$16,500	\$14,200	(\$6,800)	-32.4%
Appr. Fund Balance (b)	\$141,083	\$141,083	\$141,083	\$133,083	(\$8,000)	-5.7%
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$3,596,947</b>	<b>\$3,807,208</b>	<b>\$3,932,583</b>	<b>\$3,874,084</b>	<b>\$66,876</b>	<b>1.8%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,014,144	\$1,168,155	\$1,150,066	\$1,191,489	\$23,334	2.0%
Operating Expenses (c)	\$2,458,406	\$2,570,897	\$2,718,413	\$2,612,748	\$41,851	1.6%
Interdept. Charges	\$58,736	\$67,237	\$69,037	\$69,252	\$2,015	3.0%
Fixed Assets (Memo) (d)	\$0	\$0	\$0	\$32,000	\$32,000	N/A
<b>Total Expenditures (d)</b>	<b>\$3,531,286</b>	<b>\$3,806,289</b>	<b>\$3,937,516</b>	<b>\$3,873,489</b>	<b>\$67,200</b>	<b>1.8%</b>
Operating Income/(Loss) (d)	\$65,661	\$919	(\$4,933)	\$595	(\$324)	-35.3%

**Position Summary (FTE)**

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.65	0.65	0.65	0.65	0.00
Overtime	0.08	0.08	0.08	0.08	0.00
<b>Total FTEs</b>	<b>14.73</b>	<b>14.73</b>	<b>14.73</b>	<b>14.73</b>	<b>0.00</b>

- (a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
- (b) Includes Central Fleet Fund Balance appropriation of \$101,083 in 2012, 2013 and 2014 for the facility depreciation expense; \$40,000 in 2012 and 2013 for the repairs to fuel islands associated with the COMM10 legislation; and \$32,000 in 2014 for the one time purchase of equipment.
- (c) The 2013 operating expenses are estimated to exceed the 2013 Adopted budget due to higher vehicle repair and maintenance costs.
- (d) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

## Repair &amp; 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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>14.38</b>	<b>14.38</b>	<b>14.38</b>	<b>14.38</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$70,838	\$100,189	\$70,000	\$75,000	(\$25,189)
Interdepartmental (b)	\$1,903,638	\$1,919,876	\$2,080,000	\$1,987,611	\$67,735
Other Revenue	\$18,221	\$21,000	\$16,500	\$14,200	(\$6,800)
Appr. Fund Balance	\$101,083	\$101,083	\$101,083	\$133,083	\$32,000
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$2,093,780</b>	<b>\$2,142,148</b>	<b>\$2,267,583</b>	<b>\$2,209,894</b>	<b>\$67,746</b>
Personnel Costs	\$986,231	\$1,139,130	\$1,120,997	\$1,161,975	\$22,845
Operating Expenses	\$1,009,938	\$936,608	\$1,095,774	\$979,171	\$42,563
Interdept. Charges	\$57,582	\$61,867	\$61,667	\$62,414	\$547
Fixed Assets	\$0	\$0	\$0	\$32,000	\$32,000
<b>Total Expenditures</b>	<b>\$2,053,751</b>	<b>\$2,137,605</b>	<b>\$2,278,438</b>	<b>\$2,203,560</b>	<b>\$65,955</b>
<b>Operating Income/(Loss)</b>	<b>\$40,029</b>	<b>\$4,543</b>	<b>(\$10,855)</b>	<b>\$6,334</b>	<b>\$1,791</b>

- (a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.
- (b) Central Fleet Fund Balance appropriation of \$101,083 in 2012, 2013 and 2014 is for the facility depreciation; 2014 includes \$32,000 for the one-time purchase of equipment.



### Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a five-year average of services provided to customers. The Division continues to provide services to outside agencies, including the increased use of services by Carroll University in 2013, however, revenues are being decreased in 2013 due to the uncertainty of level of service requests in the future. Interdepartmental charge revenues increase \$67,735 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements. Fund Balance continues to be used to offset the facility depreciation and in 2014, an additional \$32,000 of Fund Balance is being used to offset the costs of one-time replacement equipment purchases.

Personnel costs increase \$25,189, about 2% from the 2013 budget. The 2014 budget continues to have funds to hire a student intern to assist with the analysis of fleet data and development of reports in the fleet maintenance software program and to hire extra help for parts running as necessary. Funds are included in the 2014 budget request for the abolishment of a Mechanic position and the creation of a Lead Mechanic position. This impact to salaries and benefits is estimated to be under \$4,500.

Repair & Maintenance (Cont.)

Operating expenses are increasing about \$42,500 about 4.5% from the 2013 budget primarily related cost of goods sold for parts and commercial services for repairs are estimated to increase almost \$34,800, Support/licensing costs for Fleet Focus estimated to increase \$2,000, and depreciation estimated to increase \$3,200. Major expenses include parts purchased for repairs and maintenance of \$522,716 and the cost of commercial repair services budgeted at \$167,328. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Additionally, appropriations continue in the 2014 budget for both a small tools replacement program approximately \$16,000, and for an employee incentive or pay for performance program budgeted at \$6,700. 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 at \$547 higher than the 2013 budget. The increase is primarily due to an increase of General/Vehicle insurance costs and EUTF fees, although this increase is partially offset by reductions in telephone costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

Fixed Assets include a tire balancer for \$10,500; a tire machine for \$11,500; an A/C machine for \$5,000 and a 10 ton air/hydraulic jack for \$5,000.

In an effort to keep the 2013 to 2014 rate increases at or below 2%, the 2014 Central Fleet Rates are as follows:

Heavy labor rate:	\$88.50, 2.0% increase from 2013
Light labor rate:	\$74.75, 2.0% increase from 2013
Service rate:	\$81.10, 2.0% increase from 2013
Outside Heavy labor rate:	\$95.40, 2.0% increase from 2013
Outside Light labor rate:	\$79.85, 2.0% increase from 2013
Outside Service rate:	\$86.85, 2.0% increase from 2013
Parts markup:	16%, 0.0% increase from 2013
Commercial markup:	16%, 0.0% increase from 2013

Performance Measures	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	25%	32%	32%	32%	0%
Marked Squad Basic A- Preventive Maintenance (PM Costs)	\$37.09	\$40.69	\$40.69	\$41.51	\$0.82

	Benchmark	11 Actual	12 Actual
Vehicle Comebacks	2%	<1%	<1%
Marked Squad A Preventive Maintenance	0.30 hours	0.27 hours	0.27 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.36 hours	1.57 hours



Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Work Orders	5,895	5,800	5,800	6,025	225
Internal Customer Work Orders	5,659	5,500	5,500	5,800	300
External Customer Work Orders	236	300	300	325	25
Total Internal. Cust. Rep./Maint. Rev.	\$1,863,691	\$1,879,876	\$2,040,000	\$1,947,611	\$67,735
Total External Cust. Rep./Maint. Rev	\$70,838	\$100,189	\$70,000	\$77,040	(\$23,149)
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.

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,463,167	\$1,625,060	\$1,625,000	\$1,664,190	\$39,130
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$40,000	\$40,000	\$40,000	\$0	(\$40,000)
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,503,167</b>	<b>\$1,665,060</b>	<b>\$1,665,000</b>	<b>\$1,664,190</b>	<b>(\$870)</b>
Personnel Costs	\$27,913	\$29,025	\$29,069	\$29,514	\$489
Operating Expenses	\$1,448,468	\$1,634,289	\$1,622,639	\$1,633,577	(\$712)
Interdept. Charges	\$1,154	\$5,370	\$7,370	\$6,838	\$1,468
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,477,535</b>	<b>\$1,668,684</b>	<b>\$1,659,078</b>	<b>\$1,669,929</b>	<b>\$1,245</b>

Operating Income/(Loss)	\$25,632	(\$3,624)	\$5,922	(\$5,739)	(\$2,115)
-------------------------	----------	-----------	---------	-----------	-----------

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



**Program Highlights**

The 2014 budget assumes the average wholesale price of fuel (diesel and unleaded) will be \$3.75 per gallon, an increase of \$0.10 per gallon from the 2013 budget. Of this, approximately \$0.32 is for State fuel taxes, which is consistent with the 2013 rate. Fuel usage is based on a five-year average of actual usage and is budgeted slightly lower than the 2013 budget. The markup for fuel is remaining stable at \$0.21 per gallon in 2014. Use of fund balance does not continue in 2014. This was used to offset the expenditures related to the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). A capital project has been implemented to fund the remaining COMM10 expenditures. Integrity testing of all the underground tanks will continue in 2014 and funds are budgeted for maintenance and repairs of the 18 sites.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2013	Est. Operating Impact
201211	Fuel Site Upgrades	2013	\$232,000	100%	\$0
201415	Fuel Tank Replacement and Infrastructure	2019	\$1,500,000	0%	TBD

In an effort to keep the 2013 to 2014 rate increase at or below 2.0% the 2014 Central Fleet Rates is as follows:

Fuel markup: \$0.21 per gallon, 0.0% increases from 2013



**Activity**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	409,067	421,000	430,000	420,250	(750)



**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.

<b>Financial Summary</b>	2012 Actual	2013	2013	2014 Budget	Change From 2013 Adopted Budget	
		Adopted Budget	Estimate		\$	%
<b>Revenues</b>						
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)	\$2,240,940	\$2,337,232	\$2,337,232	\$2,409,376	\$72,144	3.1%
Other Revenue (b)	\$403,857	\$376,000	\$376,000	\$461,000	\$85,000	22.6%
Appr. Fund Balance (c)	\$0	\$60,234	\$60,234	\$0	(\$60,234)	-100.0%
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$2,644,797</b>	<b>\$2,773,466</b>	<b>\$2,773,466</b>	<b>\$2,870,376</b>	<b>\$96,910</b>	<b>3.5%</b>
<b>Expenditures</b>						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,432,052	\$2,671,249	\$2,671,249	\$2,735,270	\$64,021	2.4%
Interdept. Charges	\$92,712	\$102,217	\$102,217	\$103,331	\$1,114	1.1%
Fixed Assets (Memo) (d)	\$3,060,365	\$2,798,600	\$2,798,600	\$3,901,100	\$1,102,500	39.4%
<b>Total Expenditures (d)</b>	<b>\$2,524,764</b>	<b>\$2,773,466</b>	<b>\$2,773,466</b>	<b>\$2,838,601</b>	<b>\$65,135</b>	<b>2.3%</b>
Operating Income/(Loss) (d)	\$120,033	\$0	\$0	\$31,775	\$31,775	N/A

- (a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
- (b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.
- (c) Vehicle Replacement fund balance generated mainly from prior years vehicle sales proceeds are budgeted in the 2013 budget to partially offset large impacts to major departments (Public Works, Parks and Land Use and Sheriff) Fund balance is not needed for the 2014 budget.
- (d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

**Vehicle Replacement Plan**

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

**Program Description**

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

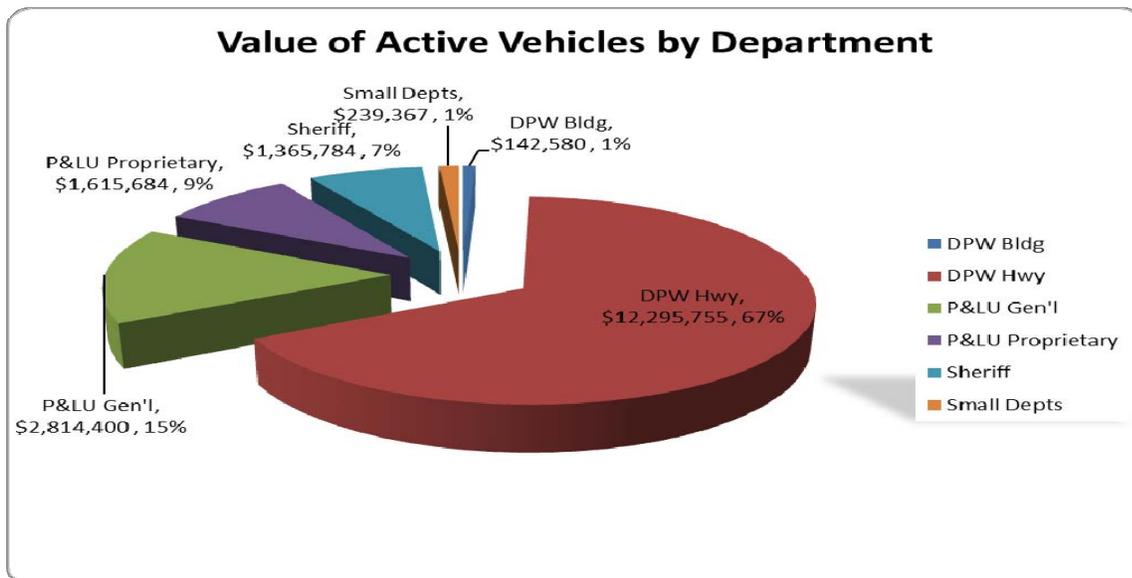


**Program Highlights**

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2013 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. Insurance cost allocations are based on a three-year experience history and are increasing about \$1,115 from the 2013 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the increased risk exposure of the vehicles.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year. In an effort to minimize the effects of large increases in the replacement costs of vehicles and equipment, vehicle replacement fund balance of \$60,234 was allocated in the 2013 budget to assist with offsetting increases in the 2013 vehicle replacement charges to major departments (Public Works, Parks and Land Use and Sheriff). The use of fund balance is not necessary in the 2014 budget.

Operating expenditures increase \$64,021 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired.



Activity	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Active Vehicles in Plan	377	377	379	379	2
Vehicles Replaced	38	56	56	66	10

**Vehicle Replacement  
Fund**

**Public Works**

**Program**

Waukesha County

2014 Vehicle Replacement Plan

<u>Fund</u>	<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Estimated Salvage</u>
100	Sheriff's Department	Squad, full size patrol	13	\$27,200	\$353,600	\$52,000
100	Sheriff's Department	Van, surveillance	1	\$25,300	\$25,300	\$4,000
100	Sheriff's Department	Van, full size transport	4	\$27,800	\$111,200	\$16,000
100	Sheriff's Department	SUV	1	\$25,800	\$25,800	\$4,000
<b>Subtotal Sheriff's Dept</b>			<b>19</b>		<b>\$515,900</b>	<b>\$76,000</b>
240	Public Works Hwys	Excavator, rubber tired	1	\$220,000	\$220,000	\$15,000
240	Public Works Hwys	Compressor truck w/ compressor	1	\$71,800	\$71,800	\$8,000
240	Public Works Hwys	Centerliner, refurbished	1	\$225,000	\$225,000	\$15,000
240	Public Works Hwys	Tractor w/ boom mower	1	\$135,000	\$135,000	\$10,000
240	Public Works Hwys	Loader, rubber tired	1	\$184,000	\$184,000	\$15,000
240	Public Works Hwys	Truck, 1 ton dump	1	\$91,700	\$91,700	\$10,000
240	Public Works Hwys	Floor Scrubber	1	\$15,200	\$15,200	\$2,000
240	Public Works Hwys	SUV	4	\$25,100	\$100,400	\$16,000
240	Public Works Hwys	Truck, Patrol regular body w/ Vbox	7	\$196,000	\$1,372,000	\$175,000
<b>Subtotal DPW Hwys</b>			<b>18</b>		<b>\$2,415,100</b>	<b>\$266,000</b>
100	Parks & Land Use Genl	Pickup, 3/4 ton, 4x4 w/ plow	2	\$32,950	\$65,900	\$8,000
100	Parks & Land Use Genl	Pickup, 3/4 ton, 4x4 w/ plow, lift gate	2	\$33,000	\$66,000	\$8,000
100	Parks & Land Use Genl	Truck, 1 ton dump	1	\$63,800	\$63,800	\$8,000
100	Parks & Land Use Genl	Tractor, loader	1	\$60,200	\$60,200	\$5,000
100	Parks & Land Use Genl	Stump cutter	1	\$57,000	\$57,000	\$8,000
100	Parks & Land Use Genl	SUV	1	\$25,100	\$25,100	\$4,000
100	Parks & Land Use Genl	Utility vehicle w/ tracks	1	\$25,000	\$25,000	\$4,000
100	Parks & Land Use Genl	Utility vehicle, 4 wheel, 4x4, dump box	1	\$11,500	\$11,500	\$2,000
100	Parks & Land Use Genl	Utility vehicle, 4 wheel, 4x4, dump box, cab	1	\$15,100	\$15,100	\$2,000
100	Parks & Land Use Genl	Sand Trap Rake	1	\$15,200	\$15,200	\$2,000
100	Parks & Land Use Genl	Mower, tri-wing	1	\$20,700	\$20,700	\$4,000
100	Parks & Land Use Genl	Mower, outfront, broom & cab	2	\$33,200	\$66,400	\$10,000
100	Parks & Land Use Genl	Mower, tow behind rotary	1	\$37,000	\$37,000	\$5,000
100	Parks & Land Use Genl	Trailer, double axle	1	\$15,000	\$15,000	\$2,000
100	Parks & Land Use Genl	Tractor, loader, 4x4, cab, forks	1	\$75,300	\$75,300	\$8,000
<b>Subtotal P&amp;LU Gen'l Fund</b>			<b>18</b>		<b>\$619,200</b>	<b>\$80,000</b>
505	Parks & Land Use Golf Courses	Slit seeder, tow beind	1	\$9,500	\$9,500	\$1,000
505	Parks & Land Use Golf Courses	Mower, outfront rotary	1	\$33,200	\$33,200	\$5,000
505	Parks & Land Use Golf Courses	Mower, fairway	2	\$60,000	\$120,000	\$10,000
505	Parks & Land Use Golf Courses	Aerifier, walker	1	\$27,500	\$27,500	\$4,000
505	Parks & Land Use Golf Courses	Sand trap rake	2	\$22,300	\$44,600	\$4,000
505	Parks & Land Use Golf Courses	Pickup, 3/4 ton	1	\$33,000	\$33,000	\$4,000
505	Parks & Land Use Golf Courses	Mower, greens,triplex	1	\$35,300	\$35,300	\$5,000
505	Parks & Land Use Golf Courses	Overseeder	1	\$11,000	\$11,000	\$1,000
505	Parks & Land Use Golf Courses	Mower, greens,triplex	1	\$36,800	\$36,800	\$5,000
<b>Subtotal P&amp;LU Golf Courses</b>			<b>11</b>		<b>\$350,900</b>	<b>\$39,000</b>
<b>Grand Total</b>			<b>66</b>		<b>\$3,901,100</b>	<b>\$461,000</b>

# Vehicle Replacement Fund

# Public Works

# Program

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

Fund	Agency	2013		2014		2015		2016		2017		2018	
		Units	Cost										
240	Public Works Hwy Ops	13	\$1,496,000	18	\$2,415,100	12	\$1,402,900	22	\$2,185,500	17	\$2,159,300	19	\$2,421,100
100	Public Works Bldg Ops	1	\$19,650	0	\$0	3	\$73,950	0	\$0	1	\$24,800	1	\$25,300
100	Sheriff (a)	18	\$480,000	19	\$515,900	28	\$797,300	20	\$56,300	4	\$116,700	1	\$33,000
100	Parks & Land Use Gen'l	12	\$318,500	18	\$619,200	14	\$453,100	9	\$318,800	18	\$697,305	15	\$480,100
505	Golf Courses	10	\$377,500	11	\$350,900	8	\$222,600	15	\$421,200	9	\$206,000	6	\$217,600
545	Ice Arenas	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
100	Medical Examiner	2	\$50,750	0	\$0	2	\$57,400	0	\$0	2	\$60,200	0	\$0
various	Human Services	0	\$0	0	\$0	1	\$23,500	3	\$73,900	0	\$0	0	\$0
450	Records Mgmt	0	\$0	0	\$0	0	\$0	0.5	\$11,900	0	\$0	0	\$0
100	Information Systems	0	\$0	0	\$0	0	\$0	0.5	\$11,900	0	\$0	0	\$0
100	Emergency Mgmt	0	\$0	0	\$0	1	\$33,500	0	\$0	0	\$0	0	\$0
470	Radio Services	0	\$0	0	\$0	1	\$22,800	0	\$0	0	\$0	0	\$0
<b>Total Replacements</b>		<b>56</b>	<b>\$2,742,400</b>	<b>66</b>	<b>\$3,901,100</b>	<b>70</b>	<b>\$3,087,050</b>	<b>70</b>	<b>\$3,079,500</b>	<b>51</b>	<b>\$3,264,305</b>	<b>42</b>	<b>\$3,177,100</b>

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



**Statement of Purpose**

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

<b>Financial Summary</b>	2012	2013	2013	2014	Change From 2013	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$740,367	\$733,256	\$742,400	\$757,400	\$24,144	3.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$22,624	\$19,850	\$19,850	\$19,850	\$0	0.0%
Appr. Fund Balance (a) (c)	\$305,679	\$180,829	\$248,129	\$180,829	\$0	0.0%
<b>County Tax Levy</b>	<b>\$192,563</b>	<b>\$192,563</b>	<b>\$192,563</b>	<b>\$192,563</b>	<b>\$0</b>	<b>0.0%</b>
<b>Total Revenue Sources</b>	<b>\$1,261,233</b>	<b>\$1,126,498</b>	<b>\$1,202,942</b>	<b>\$1,150,642</b>	<b>\$24,144</b>	<b>2.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$212,799	\$278,167	\$252,343	\$269,279	(\$8,888)	-3.2%
Operating Expenses (b)(c)	\$601,198	\$726,642	\$705,258	\$745,126	\$18,484	2.5%
Interdept. Charges (d)	\$138,536	\$121,689	\$130,561	\$136,237	\$14,548	12.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$952,533</b>	<b>\$1,126,498</b>	<b>\$1,088,162</b>	<b>\$1,150,642</b>	<b>\$24,144</b>	<b>2.1%</b>
<b>Operating Income/(Loss)</b>	<b>\$308,700</b>	<b>\$0</b>	<b>\$114,780</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>

**Position Summary (FTE)**

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

- (a) Airport Fund balance is used to partially offset depreciation expense on assets expected to be replaced in future years with federal, state or other funding sources.
- (b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.
- (c) The 2013 estimate includes \$67,300 (originally budgeted in 2012) for an open P.O. for snow removal which was carried over from 2012 to the 2013 budget.
- (d) Interdepartmental charges are estimated to exceed the 2013 budget due to additional grounds maintenance services.

**Airport Operations**

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

**Program Description**

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

	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Estimate</b>	<b>2014 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.30</b>	<b>0.20</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$652,420	\$644,256	\$641,400	\$662,400	\$18,144
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20,829	\$19,700	\$19,700	\$19,700	\$0
Appr. Fund Balance	\$305,679	\$180,829	\$248,129	\$180,829	\$0
<b>County Tax Levy</b>	<b>\$65,932</b>	<b>\$50,960</b>	<b>\$50,960</b>	<b>\$77,860</b>	<b>\$26,900</b>
<b>Total Revenues</b>	<b>\$1,044,860</b>	<b>\$895,745</b>	<b>\$960,189</b>	<b>\$940,789</b>	<b>\$45,044</b>
Personnel Costs	\$81,555	\$100,784	\$115,570	\$128,499	\$27,715
Operating Expenses	\$564,128	\$700,232	\$667,142	\$706,393	\$6,161
Interdept. Charges	\$119,228	\$94,729	\$103,451	\$105,897	\$11,168
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$764,911</b>	<b>\$895,745</b>	<b>\$886,163</b>	<b>\$940,789</b>	<b>\$45,044</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$279,949</b>	<b>\$0</b>	<b>\$74,026</b>	<b>\$0</b>	<b>\$0</b>

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2012 Actuals and the 2013 budget have been restated for comparative purposes.



**Program Highlights**

Charges for service increase \$18,144 mainly due to new hanger construction and new lease option agreements. Charges for services include revenues from land leases which increases \$18,000 to \$318,700. Charges for Service also include hangar rental revenues of \$244,300; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of \$52,600; airport lease revenues paid by the FBO for exclusively leased ramp area of \$5,600; the FBO lease for the Airport fuel farm of \$39,200 and tie down fees of \$2,000.

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

The Fund Balance appropriation remains the same as the 2013 budget levels. Fund balance is used to offset depreciation of non-revenue producing assets funded with State and Federal funds.

Personnel costs are increasing \$27,715. This increase represents a shift of 0.20 FTE from the Administration program to best reflect job assignments. The Airport continues to budget for 3.00 FTE positions to operate all the programs. Overall, Personnel Costs for these positions are decreasing in 2014 due to turnover of two of the three positions.

Operating expenses are increasing primarily due to an increase in depreciation charges of \$14,000 for the terminal ramp expansion project. Other expenses budgeted in this area include electricity; natural gas; water; contracted snow removal; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are increased by \$11,168 primarily to closer reflect actual experience with the Highway Division providing services for grass cutting and non aviation pavement repairs.

**Airport Operations (Continued)**



**Activity Data**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement	456,949	447,949	456,949	476,949	29,000 (a)
Acres of grass to be mowed	337	335	337	333	(2)

(a) Related the terminal ramp expansion (capital project 201311)



**Activity Data**

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Fuel Purchases (gallons)</b>					
Jet A (b)	898,385	780,000	900,000	840,000	60,000(c)
100LL	133,054	110,000	110,000	110,000	0
Total	1,031,439	890,000	1,010,000	950,000	60,000

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

(c) Increase related to increased corporate traffic and jet fuel sales.

**Administrative Services**

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

**Program Description**

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

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>1.70</b>	<b>(0.20)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$87,947	\$89,000	\$101,000	\$95,000	\$6,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,795	\$150	\$150	\$150	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$126,631</b>	<b>\$141,603</b>	<b>\$141,603</b>	<b>\$114,703</b>	<b>(\$26,900)</b>
<b>Total Revenues</b>	<b>\$216,373</b>	<b>\$230,753</b>	<b>\$242,753</b>	<b>\$209,853</b>	<b>(\$20,900)</b>
Personnel Costs	\$131,244	\$177,383	\$136,773	\$140,780	(\$36,603)
Operating Expenses	\$37,070	\$26,410	\$38,116	\$38,733	\$12,323
Interdept. Charges	\$19,308	\$26,960	\$27,110	\$30,340	\$3,380
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$187,622</b>	<b>\$230,753</b>	<b>\$201,999</b>	<b>\$209,853</b>	<b>(\$20,900)</b>
<b>Operating Income/(Loss)</b>	<b>\$28,751</b>	<b>\$0</b>	<b>\$40,754</b>	<b>\$0</b>	<b>\$0</b>

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2012 Actuals and the 2013 budget have been restated for comparative purposes.

**Administrative Services (Continued)**

**Program Highlights**

Charges for services include revenues from Fuel sales. Fuel volume projections are based on historic data. Fuel flowage revenues received from the FBO remain at \$0.10 per gallon, and are expected to increase by \$6,000 to \$95,000 based on 950,000 total gallons of fuel sales anticipated in 2014. Other revenues include \$150 from cost recoveries for airport identification/access control badges issued.

Personnel costs are decreasing \$36,603. This decrease represents a shift of 0.20 FTE from this program to Airport Operations program to better reflect job assignments. The Airport continues to budget for 3.00 FTE positions to operate all the programs. Overall, Personnel Costs for these positions are decreasing in 2014 due to turnover of two of the three positions.

Operating expenses are decreased by \$22,073. Due to the restructuring of the Airport budget in 2014, expenses have shifted between Administration and Operations. The primary reason for the decrease in Operating Expenses is due to the shift of depreciation for the fuel tanks from Administration to the Operations program. Some of this decrease has been offset by an increase in funds budgeted for Airport marketing. Also included are administrative costs to support the administration of the Airport such as expenses for professional development, office supplies, and printing costs.

Interdepartmental charges are increasing \$3,380, which is primarily due to a \$3,000, or 37% increase in Administrative Overhead charges. These costs were first budgeted in 2013 at \$8,000. Other items in Interdepartmental Charges include telephone charges, Insurance for Workers Compensation and Airport Liability, copier replacement and computer replacement and maintenance.

**Airport Capital Projects**

**CURRENT AND PROPOSED CAPITAL PROJECTS:**

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact*		
				(Revenues)/ Expend	Estimated Depreciation Expense	Total (Rev)/Expend
200703	Airport Snow Removal Equipment Building	TBD	\$290,000	\$TBD	\$14,500	\$TBD
201311	Terminal Ramp Expansion	2013	\$560,000	\$0	\$28,000	\$28,000
200804	Master Plan Update	2014	\$65,000	\$0	\$0	\$0
201308	Taxiway "C" Realignment & Lighting	2014	\$210,000	\$0	\$0	\$0
200310	Runway 10/28 Safety Areas	2014	\$796,500	\$10,721	\$39,825	\$50,546
200704	Rwy 10/28 Rehabilitation	2014	\$47,000	\$TBD	\$2,350	\$TBD
201118	Airport Facility Upgrade	2015	\$610,000	\$0	\$30,500	\$30,500
201213	Reconstruct T-Hangar 674 (study)	TBD	\$10,000	\$0	\$0	\$0

\*See capital project forms for ongoing operating impacts.