

Public Works

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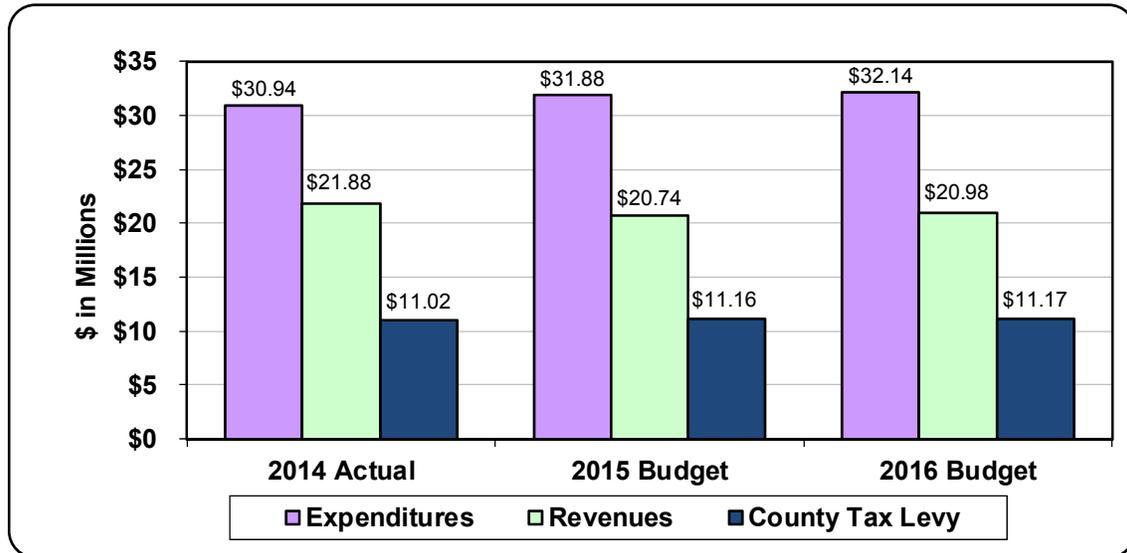
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PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. 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 2016 expenditure budget for this functional area totals \$32,144,577 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$265,833 or 0.8% from the 2015 Adopted Budget. Budgeted revenues (including \$529,912 of Fund Balance appropriations) total \$20,980,957, an increase of \$243,224 or 1.2% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,166,428, an increase of \$10,000 or 0.1% from the 2015 Adopted Budget.

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

	2014	2015	2015	2016	Change from 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$21,878,359	\$20,737,733	\$20,752,957	\$20,980,957	\$243,224	1.2%
County Tax Levy (b)(c)	\$11,022,983	\$11,156,428	\$11,156,428	\$11,166,428	\$10,000	0.1%
Expenditure (d)	\$30,936,994	\$31,878,744	\$31,305,116	\$32,144,577	\$265,833	0.8%
Rev. Over (Under) Exp.	\$1,310,717	\$0	\$548,741	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$653,631	\$15,417	\$55,528	\$2,808	(\$12,609)	-81.8%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Revenues	\$21,878,359	\$20,737,733	\$20,752,957	\$20,980,957	\$243,224	1.2%
County Tax Levy	\$11,022,983	\$11,156,428	\$11,156,428	\$11,166,428	\$10,000	0.1%
Expenditure	\$30,936,994	\$31,878,744	\$31,305,116	\$32,144,577	\$265,833	0.8%
Rev. Over (Under) Exp.	\$1,310,717	\$0	\$548,741	\$0	\$0	N/A
Oper Income/(Loss)	\$653,631	\$15,417	\$55,528	\$2,808	(\$12,609)	-81.8%

- (a) Includes General Fund Balance in the General Fund of \$636,629 in 2014, \$251,000 in the 2015 adopted, \$471,800 in the 2015 estimate, and \$130,000 in the 2016 budget; Transportation Fund includes General Fund Balance of \$234,900 in 2014, \$225,000 in the 2015 adopted budget, \$248,681 in the 2015 estimate, and \$88,000 in the 2016 budget; Central Fleet Fund Balance appropriations of \$183,774 in 2014, \$101,083 in the 2015 adopted budget, \$105,363 in the 2015 estimate, and \$111,083 in the 2016 budget; and Airport Operations Fund Balance of \$180,829 in 2014, \$210,829 in 2015, and \$200,829 in the 2016 budget.
- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Tax levy is provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases.
- (d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$3,598,000 in the 2016 budget, \$3,179,750 in the 2015 Budget, \$3,047,753 in the 2015 Estimate, and \$3,540,707 in 2014. Central Fleet Fund expenditures exclude fixed asset purchases of \$35,000 in the 2016 budget and \$20,025 in 2014.

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 budgeted to increase by about \$138,000 to \$4.6 million in 2016 based on actual revenue received in 2015. General Fund Balance that was budgeted in previous years to offset state GTA reductions has been fully-phased out for 2016 (\$175,000 budgeted in 2015).
- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by Department of Transportation are budgeted to increase by nearly \$151,000 to about \$5.8 million. This includes \$163,000 of anticipated higher State Routine Maintenance Agreement (RMA) reimbursements. This is partially offset by a \$12,000 decrease in reimbursements for Performance-Based Maintenance (PbM) work. PbM was first piloted in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for State-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize efficient maintenance work.
- **The State Highway Maintenance** program eliminates nearly 2.0 FTE of temporary (extra help) seasonal patrol worker assistance, budgeted at about \$95,000 in 2015. This workload, used to provide second-shift highway maintenance during the winter, is expected to be absorbed by additional patrol worker staff added in the current-year 2015 budget. This is partially offset by an increase in budgeted overtime by \$19,000 for an additional 0.23 FTE about 480 hours).
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about \$21,500 in 2016. Salt rates are increasing \$1.31 per ton or 2.1% from \$62.41 per ton to \$63.72 per ton. Estimated salt usage on County Highways is estimated to remain at the 2015 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to decrease by about \$112,000 based on a decrease in estimated municipal salt sales by 1,900 tons, from 7,000 tons to 5,100 tons. Revenues from these salt sales decrease about \$125,000 (includes \$7 per ton handling fee).
- The **Central fleet Vehicle Fuel** budget assumes no change in fuel price from the 2015 budget at \$3.80 per gallon.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by nearly \$149,000 for labor, parts and commercial charges, reflecting a 2% increase in labor rates and higher levels of service requested, mostly due to an increase in parts purchases of \$86,550 and commercial services of \$25,300.
- County Tax Levy support for **Transit Services** remains at \$867,700. General Fund Balance of \$50,000 is budgeted for fuel adjustment clauses in vendor contracts. The State and Federal revenue reimbursement rate (of gross transit expenses) is budgeted at 57.55%, an increase from the 2015 budgeted rate of 55.3%. The 2016 operating expense budget reflects a similar level of transit service overall. Modifications include a change in name for Route 10, now called the Gold Line, which will have fewer stops (run quicker) and expanded hours on the weekend. Route 79, while providing the same level of service, is costing more in 2016 due the continuation of the Zoo Interchange project causing traffic delays and additional route detours. There are no fare increases planned in the 2016 budget. Higher route costs are mostly offset by increases in budgeted revenue reimbursements, mentioned previously.
- The **Engineering Services Program** includes an increase in reimbursement revenues for engineering/design services and bridge inspection services of about \$151,000, from about \$81,000 to \$232,000. The increase is largely due to staff planning to perform in-house engineering design work for more intersection improvement projects, which are reimbursed by the federal Highway Safety Improvement Program (HSIP) at 90% of costs.
- **Department of Public Works – General Fund position budget** includes unfunding of a Housekeeping Supervisor position, estimated to save approximately \$69,800. These savings are partially offset by designating a Building Service Worker as a lead position on a pilot basis, estimated to cost about \$3,100. The Lead Building Service Worker will help assume the former Housekeeping Supervisor's workload by aiding in inspections, directing housekeeping work and helping with scheduling.
- **Energy and Utility budget costs for County facilities** are budgeted to decrease by about \$24,000, mainly due to not budgeting for utility costs at the vacant former Health and Human Services Buildings in 2016. In addition, utility costs at the new Waukesha Employee Health and Wellness center will now be accounted for directly in that budget (Health Insurance Internal Service Fund). Excluding those two facilities, utility costs are budgeted to increase about \$44,200, including natural gas by about \$30,600 and electricity by \$13,600, in anticipation of higher utility rates. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers chillers).
- **The building improvement maintenance plan** totals \$950,000, which is unchanged from the 2015 budget. The maintenance plan for 2016 is funded with \$850,000 of County Tax Levy and \$100,000 of General Fund Balance, which is a decrease of \$50,000 from the 2015 budget. The goal is to gradually phase out General Fund Balance use in the plan.
- County Tax Levy budgeted in the **Airport Operations Fund** is budgeted to decrease by \$10,000, from \$162,563 to \$152,563, largely due to a \$25,000 increase in fuel fees. The Airport receives \$0.10 per gallon sold by fuel providers. The increase is based on higher prior-year actual revenues received and a new fuel provider at the airport.

**BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
PUBLIC WORKS	General	45.90	45.90	45.90	44.90	(1.00)
PUBLIC WORKS	Transportation	72.70	76.70	76.70	76.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	139.60	139.60	138.60	(1.00)
TOTAL EXTRA HELP		5.37	5.11	5.11	2.81	(2.30)
TOTAL OVERTIME		3.49	3.79	3.79	4.02	0.23
TOTAL BUDGETED POSITIONS		144.46	148.50	148.50	145.43	(3.07)

2016 BUDGET ACTIONS

Public Works - General

Unfund: 1.00 Housekeeping Supervisor

Public Works - Transportation

Decrease: 1.89 FTE Extra Help

Increase: 0.23 FTE Overtime

Central Fleet

Reduce: 0.41 FTE Extra Help

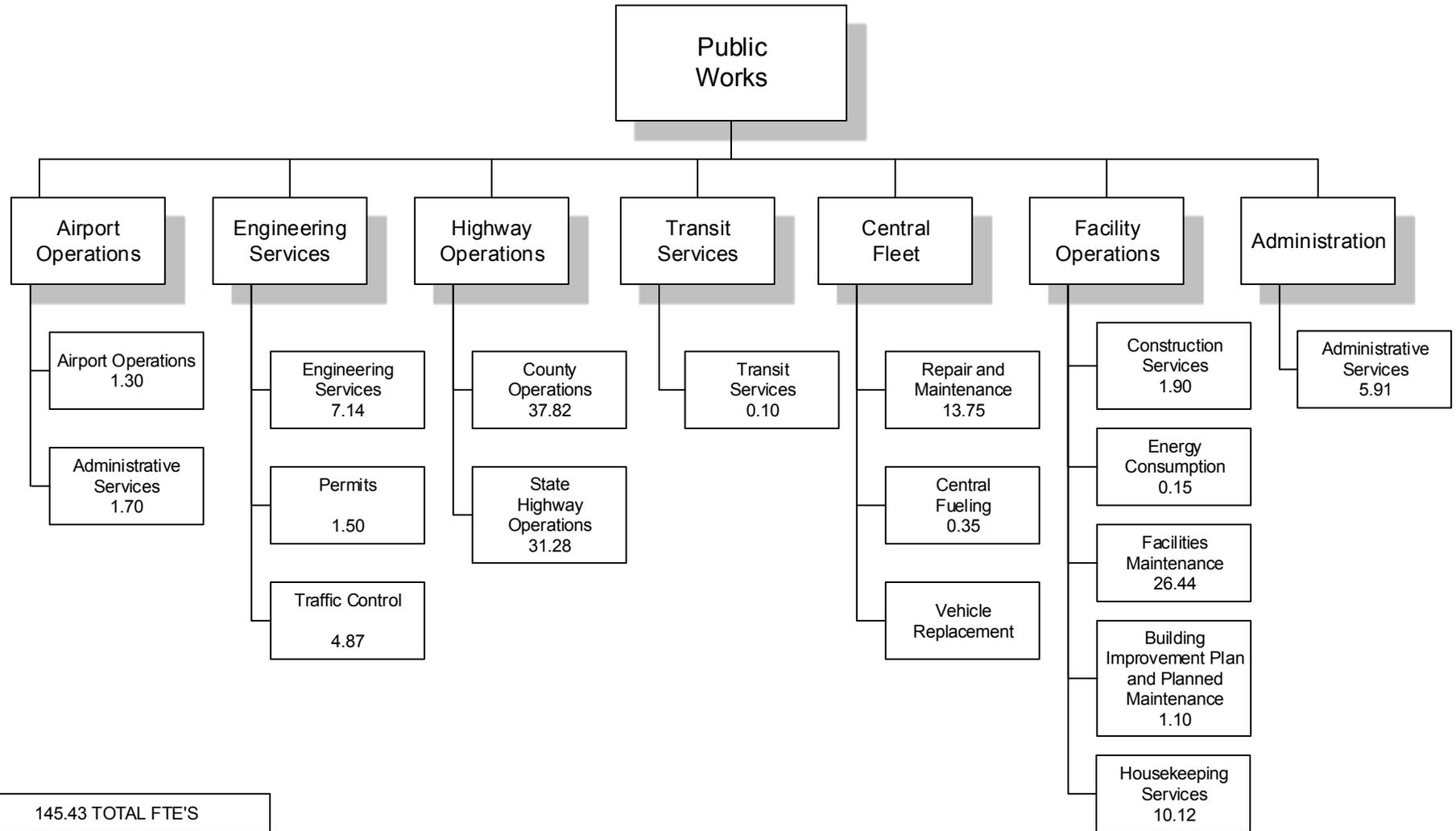
2015 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



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

Statement of Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate (b)	Budget	Adopted Budget	
					\$	%
Public Works-General Fund						
Revenues (c)	\$1,130,962	\$831,315	\$1,036,894	\$568,383	(\$262,932)	-31.6%
County Tax Levy	\$7,871,445	\$7,968,437	\$7,968,437	\$8,113,795	\$145,358	1.8%
Expenditures	\$8,794,119	\$8,799,752	\$8,817,997	\$8,682,178	(\$117,574)	-1.3%
Rev. Over (Under) Exp.	\$208,288	\$0	\$187,334	\$0	\$0	N/A
Transportation Fund						
Revenues (c)	\$12,260,389	\$11,920,132	\$12,032,887	\$12,122,530	\$202,398	1.7%
County Tax Levy	\$2,958,975	\$3,025,428	\$3,025,428	\$2,900,070	(\$125,358)	-4.1%
Expenditures	\$14,116,935	\$14,945,560	\$14,696,908	\$15,022,600	\$77,040	0.5%
Rev. Over (Under) Exp.	\$1,102,429	\$0	\$361,407	\$0	\$0	N/A
Central Fleet						
Revenues (c)	\$4,178,772	\$3,893,769	\$3,592,160	\$4,091,729	\$197,960	5.1%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$4,021,426	\$3,893,197	\$3,581,683	\$4,090,150	\$196,953	5.1%
Operating Inc./ (Loss) (d)	\$157,346	\$572	\$10,477	\$1,579	\$1,007	176.0%
Vehicle Replacement						
Revenues (c)	\$3,312,256	\$3,091,506	\$3,091,506	\$3,171,437	\$79,931	2.6%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,822,455	\$3,076,661	\$3,076,661	\$3,170,208	\$93,547	3.0%
Operating Inc./ (Loss) (d)	\$489,801	\$14,845	\$14,845	\$1,229	(\$13,616)	-91.7%
Airport						
Revenues (c)	\$995,980	\$1,001,011	\$999,510	\$1,026,878	\$25,867	2.6%
County Tax Levy	\$192,563	\$162,563	\$162,563	\$152,563	(\$10,000)	-6.2%
Expenditures	\$1,182,059	\$1,163,574	\$1,131,867	\$1,179,441	\$15,867	1.4%
Operating Inc./ (Loss) (d)	\$6,484	\$0	\$30,206	\$0	\$0	N/A
Total All Funds						
Revenues (c)	\$21,878,359	\$20,737,733	\$20,752,957	\$20,980,957	\$243,224	1.2%
County Tax Levy (a)	\$11,022,983	\$11,156,428	\$11,156,428	\$11,166,428	\$10,000	0.1%
Expenditures	\$30,936,994	\$31,878,744	\$31,305,116	\$32,144,577	\$265,833	0.8%
Rev. Over (Under) Exp.	\$1,310,717	\$0	\$548,741	\$0	\$0	N/A
Operating Inc./ (Loss) (d)	\$653,631	\$15,417	\$55,528	\$2,808	(\$12,609)	-81.8%
Position Summary (FTE)						
Regular Positions	135.60	139.60	139.60	138.60	(1.00)	
Extra Help	5.37	5.11	5.11	2.81	(2.30)	
Overtime	3.49	3.79	3.79	4.02	0.23	
Total	144.46	148.50	148.50	145.43	(3.07)	

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

(b) The 2015 Estimate includes 2014 budget appropriation carryovers and open encumbrances, which modified the 2015 budget after it was adopted.

(c) Includes General Fund Balance in the General Fund of \$636,629 in 2014, \$251,000 in the 2015 adopted, \$471,800 in the 2015 estimate, and \$130,000 in the 2016 budget; Transportation Fund includes General Fund Balance of \$234,900 in 2014, \$225,000 in the 2015 adopted budget, \$248,681 in the 2015 estimate, and \$88,000 in the 2016 budget; Central Fleet Fund Balance appropriations of \$183,774 in 2014, \$101,083 in the 2015 adopted budget, \$105,363 in the 2015 estimate, and \$111,083 in the 2016 budget; and Airport Operations Fund Balance of \$180,829 in 2014, \$210,829 in 2015, and \$200,829 in the 2016 budget.

(d) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

Major Departmental Strategic Outcomes and Objectives for 2016**County-Wide Key Strategic Outcome: A safe county**

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

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

Road Category	2013/2014 winter actual	2014/2015 winter actual	2015/2016 Target
Category 2: <ul style="list-style-type: none"> High volume four lane highways (ADT >= 25,000) and Some four lane highways (ADT <= 25,000) Some six lane highways. <i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i>	2.73 hours	1.73 hours	2.00 hours
Category 3: <ul style="list-style-type: none"> All other four lane highways (ADT < 25,000). <i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i>	2.94 hours	2.46 hours	2.00 hours
Category 4: <ul style="list-style-type: none"> Most high volume two lane highways (ADT >= 5,000) Some two lanes (ADT < 5,000). <i>i.e. CTH C in Genesee and Delafield. CTH V V in Town and Village of Merton</i>	3.63 hours	2.32 hours	3.00 hours
Category 5: <ul style="list-style-type: none"> All other two lane Highways <i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i>	3.00 hours	2.00 hours	4.00 hours

Note: 1. ADT = Average Daily Traffic

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

All Funds

Public Works

Outcomes/
Objectives

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	2014 Actual	2015 Target	2015 Estimate	2016 Target
Bridge Conditions				
Sufficiency Index Benchmark:		80.0		80.0
Sufficiency Index: Actuals	84.2	83.5	84.8	84.0
Number of Bridges	65	67	67	67
Load Posted Bridges	1	0	0	0
Pavement Condition Index				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	67.0	67.0	66.0	66.0
Asphalt—secondary (major collector highways)	62.0	58.0	58.0	57.0
Asphalt—tertiary (minor collector highways)	53.0	58.0	58.0	57.0
PCI -- Concrete	67.0	61.0	59.0	56.0
Waukesha County Airport				
Benchmark		70.0		70.0
Runways	73.0	95.0	95.0	95.0
Taxiways	80.0	87.0	89.0	89.0
Aprons	73.0	75.0	75.0	78.0
Landside Pavements	71.0	73.0	72.0	74.0

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

Performance Measures

	Benchmark/Target	2016 Actual
Respond to On-line Customer Inquiry/Issue that we have received the request and are investigating.	1 business day	TBD
Convert Work Requests to Work Order from On-line Customer Inquiry/Issue	3 business days	TBD
YourGov Smartphone and Website Implementation	End of Fourth Quarter 2015	N/A
Complete Pot Hole Repair request	1 business days	TBD
Complete Mowing for Safety (Vision) Request	1 business days	TBD
Customer Satisfaction level based on YourGov Surveys	Increase by 20% (before request was submitted to after request was completed)	TBD
Add retaining wall data to Cartegraph database	End of Fourth Quarter 2015	N/A

Key Outcome Indicator - Evidence of Success:

- Annual reporting out of maintenance costs for roadway assets and other individual costs such pavement repair, drainage costs, traffic signal repairs will aid staff in determining if capital improvement expenditure is a more cost effective option than ongoing repair and maintenance. To date the Department has only been recording cost data for one year, which is too small a sample to provide meaningful information. It will likely take another 4 years of data collection before the Department has enough information so that maintenance costs can begin to identify and/or influence capital project selection.
- Tracking life cycle costs of assets - initial installation plus repair and maintenance costs - allows staff the ability to make cost effective decisions regarding materials and techniques for asset replacement. Operational budgeting will be aided by an understanding of annual asset repair and replacement cost. Over the next year, ready for the 2017 budget cycle, the Department will develop KOI's and benchmarks for its assets similar its current goals for Pavements and Bridges. These assets may include items such as culverts, traffic signals and signage.

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. 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. (Facilities Maintenance and Services)

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

Performance Measures	2014 Actual	2015 Target	2015 Estimate	2016 Target
Utility Consumption per rentable square foot (a)(b)				
Natural Gas Therm usage per rentable sq. ft.	0.78	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.	12.93	17.00	15.00	17.00
Water Gallons usage per rentable sq. ft.	21.13	28.50	26.00	28.50
Maintenance & Housekeeping costs per square foot (a)(b)				
Maintenance costs per rentable sq. ft.	\$1.66	\$1.90	\$1.85	\$1.90
Housekeeping costs per rentable sq. ft.	\$2.69	\$2.83	\$2.75	\$2.76

(a) Excludes the former Health and Human Services building in all categories after 2014, except for maintenance because maintenance is still being performed on the building when needed.

(b) Excludes the former Public Health building after 2014 because those costs are being directly charged to the Health Insurance (internal service) Fund for the cost of operating the Waukesha Employee Health and Wellness Clinic.

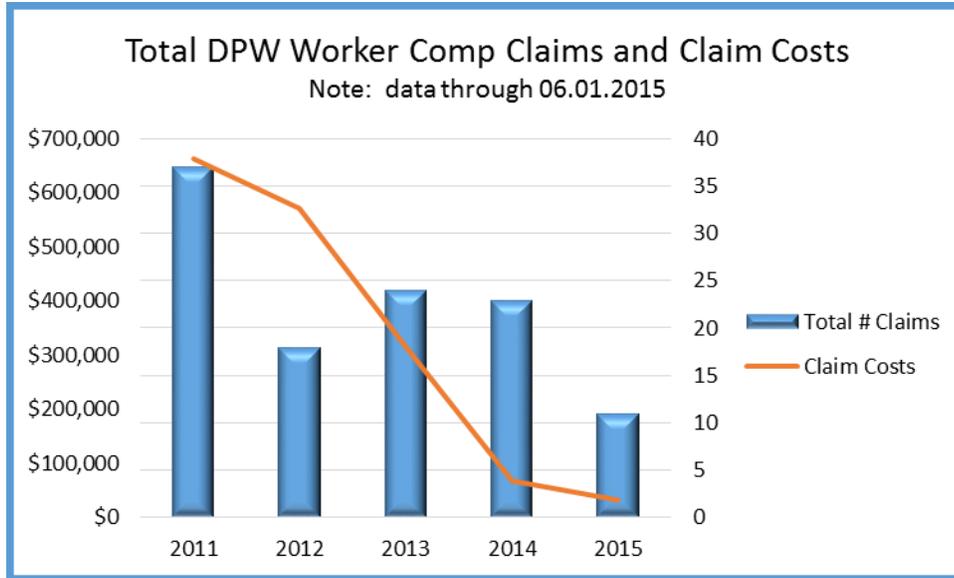
Objective 5: Advance portions of the Airport Marketing Plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

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	2014 Actual	2015 Estimate	2016 Target
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	90%	90%
-Communication Effectiveness	84%	85%	85%
T-Hangar Occupancy Rate *	83%	74%	80%
Total Cumulative # of Hangars	54	54	55

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

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



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

- Implementation of a creative resource team has resulted in new and creative presentation styles for department wide and county wide communications.
- Installation of Thin Client Servers allows all staff access to County Intranet and Countywide communications including the E-Suggestion Box to submit process improvement ideas.
- Increased use of Twitter for DPW Road Closures and Road Conditions. 316 followers of our tweets since October of 2010.

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

- Working with Human Resources, DPW is including the following positions into the open Pay for Performance salary ranges effective January 1, 2016:

Title	# Positions	Division
Programs & Projects Analyst	1	Airport
Engineering Technician	1	Engineering
Senior Engineering Technician	2	Engineering
Architectural Services Technician	1	Facilities Management
Electrician	1	Facilities Management
Maintenance Mechanic III	5	Facilities Management

- The Central Fleet Division pay for performance system program was implemented in 2013.
- DPW implemented an Employee Recognition Program in 2015 which ties directly to the countywide recognition program.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

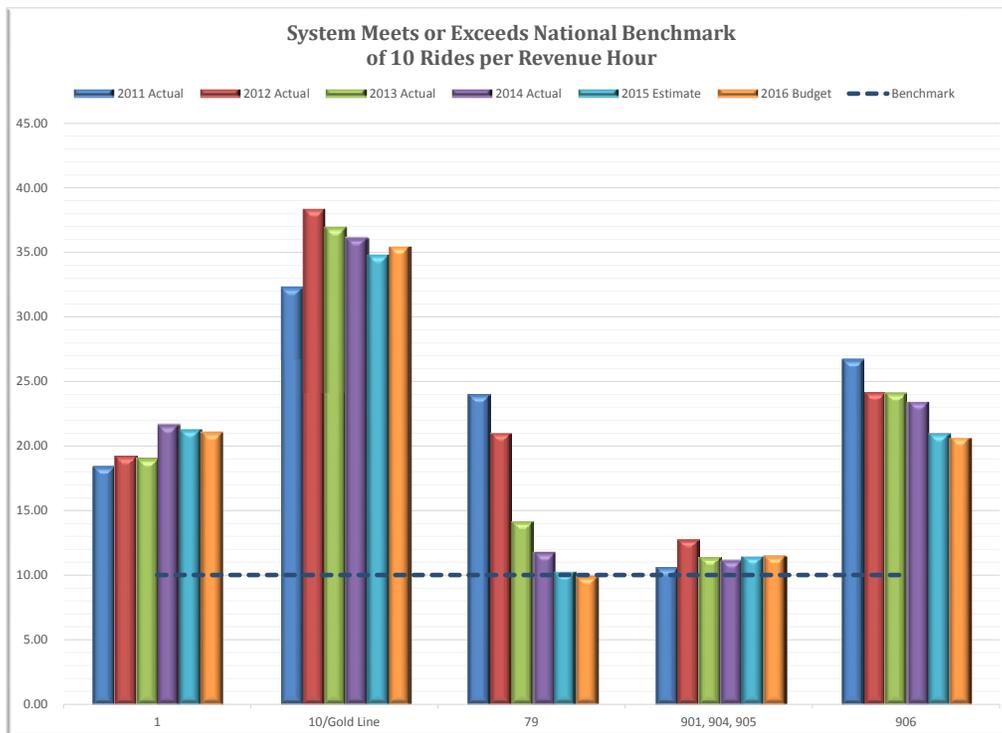
Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Rides Per Revenue Hour

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	15-16 Change
1	Waukesha Metro to Brookfield Square	18.46	19.25	19.10	21.71	18.58	21.29	21.07	2.49
10/Gold Line	Brookfield Square Extension *	32.31	38.39	37.73	36.20	35.54	34.79	35.43	(0.11)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	24.01	21.05	14.70	11.86	11.60	10.30	9.97	(1.63)
901, 904, 905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.50	11.48	11.56	1.06
906	Weekday between Mukwonago and Milwaukee via I-43	26.76	24.22	24.23	23.52	23.73	20.96	20.70	(3.03)
Avg Ride per Revenue Hour for all Fixed Routes		17.46	21.07	19.78	19.54	18.46	19.09	19.09	0.63

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

** Reduction in 2016 expected due to continuation of zoo interchange construction because it adds time to the route.



All Funds

Public Works

**Outcomes/
Objectives**

Objective 10: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Number of Jail Days Saved (a)	1,474	1,300	1,300	1,300
Value in \$ of service to the County (8 hours/day, 3 to 5 days/week at \$10.76/hr)	\$129,895	\$111,900	\$111,900	\$111,900
Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	3,181	4,000	3,200	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.

Objective 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

2014 Accomplishments	2015 Accomplishments
Provided training to key Highway Operations staff to provided tools specifically for the financial knowledge and management of the State Routine Maintenance funds, the County Operations budget and the relationship the two budgets have together.	Implemented the use of the Contracts Module in the FMIS financial system to begin efficiently tracking and monitoring all DPW contracts.
At the request of employees, provided an overview of the operational budget, including budget development and budget management.	Provided training on the use of Business Analytics and FMIS for key DPW employees for more effective Project management
Created a LEAN team to review the internal process of the accounts payable system. Result was a clearer understanding of the process, written documentation, and the development of user groups within the department.	Developed training on Operational Budget development and management to be presented to DPW and P&LU staff in October 2015.
	Develop an Airport Business Plan with the goal to be off of Tax Levy Support within 10 years
	Developed a plan for additional revenues to support the Department of Public Works operations. Revenues include: Highway Safety Improvement Program (HSIP) federal funds; maximizing Routine Maintenance Agreement (RMA) state funds for highway maintenance; and increased Federal Aid for Road Capital Projects.

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

- Analysis determined extending the useful life from 8 to 9 years resulted in lowering the annual vehicle replacement charge per truck by approximately \$6,100 and did not significantly increase maintenance costs or reduce auction revenues. Lives will be extended as trucks are replaced in the Vehicle Replacement Plan.



General Fund

Public Works

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	2014 Actual (a)	2015 Adopted Budget	2015 Estimate (a)(b)	2016 Budget	Change From 2015 Adopted Budget	
					\$	%
Revenues						
General Government	\$18,725	\$9,000	\$9,000	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$56,965	\$60,188	\$60,187	\$55,897	(\$4,291)	-7.1%
Interdepartmental	\$400,908	\$510,777	\$474,807	\$373,386	(\$137,391)	-26.9%
Other Revenue	\$17,735	\$350	\$21,100	\$100	(\$250)	-71.4%
Appr. Fund Balance (a)(b)	\$636,629	\$251,000	\$471,800	\$130,000	(\$121,000)	-48.2%
County Tax Levy (Credit)	\$7,871,445	\$7,968,437	\$7,968,437	\$8,113,795	\$145,358	1.8%
Total Revenue Sources	\$9,002,407	\$8,799,752	\$9,005,331	\$8,682,178	(\$117,574)	-1.3%
Expenditures						
Personnel Costs	\$3,352,283	\$3,447,246	\$3,409,058	\$3,398,364	(\$48,882)	-1.4%
Operating Expenses (a)(b)	\$4,362,902	\$4,620,230	\$4,642,284	\$4,450,491	(\$169,739)	-3.7%
Interdept. Charges	\$450,692	\$545,276	\$535,805	\$553,323	\$8,047	1.5%
Fixed Assets (a)(b)	\$628,242	\$187,000	\$230,850	\$280,000	\$93,000	49.7%
Total Expenditures	\$8,794,119	\$8,799,752	\$8,817,997	\$8,682,178	(\$117,574)	-1.3%
Rev. Over (Under) Exp.	\$208,288	\$0	\$187,334	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	45.90	45.90	45.90	44.90	(1.00)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.31	0.32	0.32	0.32	0.00
Total FTEs	46.61	46.62	46.62	45.62	(1.00)

(a) The 2015 estimate includes 2014 carryovers of \$255,518 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 \$130,000 is budgeted in 2016 budget including \$100,000 for Building Maintenance Plan and \$30,000 for demolition of the final rental property. The 2015 budget includes \$251,000, which includes \$150,000 for Building Maintenance Plan and \$27,000 for possible rental property demolitions and repairs. In addition, \$74,000 of General Fund Balance is budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings while it is determined what to do with the vacant facility. General Fund Balance of \$636,629 was provided in the 2014 actuals, which includes \$270,000 provided in the 2014 Adopted Budget for \$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 and carryovers and open encumbrances from 2013 to 2014 totaling \$366,629.

Construction Services

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 and major maintenance projects in the Building Improvement Plan. Coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. In addition, this division is responsible for management of properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	3.05	1.35	1.35	1.90	0.55
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$13,470	\$9,000	\$9,000	\$4,500	(\$4,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$27,000	\$27,000	\$30,062	\$30,000	\$3,000
County Tax Levy (Credit)	\$328,590	\$168,556	\$168,556	\$205,501	\$36,945
Total Revenues	\$369,060	\$204,556	\$207,618	\$240,001	\$35,445
Personnel Costs	\$318,801	\$157,074	\$114,120	\$187,483	\$30,409
Operating Expenses	\$40,634	\$46,600	\$49,500	\$51,700	\$5,100
Interdept. Charges	\$12,083	\$882	\$782	\$818	(\$64)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$371,518	\$204,556	\$164,402	\$240,001	\$35,445
Rev. Over (Under) Exp.	(\$2,458)	\$0	\$43,216	\$0	\$0



Program Highlights

Charges for Services are reduced in the 2016 budget due to the razing of the last rental property, anticipated in mid-year 2016. General Fund Balance of \$30,000 appropriated to fund the razing of that last rental property.

Net Personnel costs are increasing by about \$30,400. A 0.55 FTE increase in staff time has been allocated to this program area. These positions include 0.75 FTE Architectural Services Technician; 0.50 FTE Construction Project Supervisor; 0.60 FTE Maintenance Mechanic III; and 0.05 FTE Facilities Manager. The 2015 budget included 0.30 FTE Architectural Services Manager, a position abolished mid-2015 to create the Construction Project Supervisor (allocated to this and other program areas in this budget). The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects. Staff support is used to provide support to the capital projects and to provide building project services to the other County departments.

The Operating expenses of \$51,700, is a slight increase from the 2015 budget. Expenditures include the cost of property maintenance repairs (\$2,000); funds for professional architectural services as needed (\$16,500); funds to raze the final rental property in 2016 (\$30,000); and funds for professional staff development.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 15	Est. Operating Impact
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	\$3,360,000	100%	Reduced
201113	Admin Center Roofing Upgrades	2015	\$222,000	100%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	\$742,000	100%	Reduced
201503	Demolish Former HHS Building	2016	\$1,515,000	5%	\$74,000 *
201109	Highway Substations HVAC Upgrades	2016	\$236,000	5%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2016	\$2,596,000	0%	Reduced
200808	Communications Center Expansion	2017	\$3,731,000	0%	TBD
201206	Highway Ops-Fleet Center HVAC Upgrades	2017	\$763,000	0%	Reduced
201210	UWW Roofing Upgrades	2018	\$4,209,000	10%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$253,000	0%	Reduced
201418	Courthouse Project - Criminal Courtroom Construction	2020	\$36,400,000	0%	TBD

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

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.45	0.39	0.39	1.10	0.71
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	\$586,367	\$150,000	\$273,587	\$100,000	(\$50,000)
County Tax Levy (Credit)	\$822,886	\$843,859	\$843,859	\$957,769	\$113,910
Total Revenues	\$1,409,253	\$993,859	\$1,117,446	\$1,057,769	\$63,910
Personnel Costs	\$27,963	\$43,859	\$49,071	\$107,769	\$63,910
Operating Expenses	\$410,534	\$775,000	\$828,332	\$670,000	(\$105,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$628,242	\$175,000	\$230,850	\$280,000	\$105,000
Total Expenditures	\$1,066,739	\$993,859	\$1,108,253	\$1,057,769	\$63,910
Rev. Over (Under) Exp.	\$342,514	\$0	\$9,193	\$0	\$0

 Program Highlights

General Fund Balance appropriations decrease by \$50,000 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.

Staff support for this program area is increasing by 0.71 FTE in 2016. This is due to allocating 0.40 FTE of a Maintenance Mechanic III position to this program area from the Facilities Maintenance program, shifting 0.25 FTE of the Architectural Services Technician from the Construction Services program and a mid-2015 creation of a Construction Project Supervisor position budgeted at 0.20 FTE in this program area (an increase of 0.06 FTE for the full-year impact).

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the plan is remaining stable from the 2015 Adopted Budget. The operating expenses are budgeted to decrease in the 2016 budget by \$105,000 while the fixed Asset appropriation is budgeted to increase by \$105,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview are in "maintenance only" mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Roof	\$45,000	\$45,000	\$45,000	\$75,000	\$45,000
HVAC	\$455,000	\$410,000	\$415,000	\$335,000	\$380,000
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$20,000	\$20,000	\$50,000	\$50,000	\$105,000
Electrical	\$0	\$80,000	\$0	\$35,000	\$50,000
Carpet / Tile / Seal	\$35,000	\$50,000	\$50,000	\$70,000	\$40,000
Doors & Windows	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$20,000	\$30,000	\$80,000	\$75,000	\$30,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$90,000
Remodel	\$0	\$0	\$0	\$0	\$0
Asbestos	\$15,000	\$15,000	\$0	\$0	\$0
Safety/Security	\$40,000	\$40,000	\$50,000	\$50,000	\$30,000
Flooring	\$60,000	\$0	\$0	\$0	\$0
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Grand Total	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Use of Fund Balance (c)	\$100,000	\$50,000	\$0	\$0	\$0

Building Improvement Plan by Building

By Building	Plan 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Administration Center	\$0	\$30,000	\$0	\$20,000	\$0
Communications Center	\$0	\$0	\$0	\$0	\$0
County Jail	\$0	\$20,000	\$20,000	\$20,000	\$0
Courthouse	\$10,000	\$10,000	\$10,000	\$0	\$0
Health Human Services	\$70,000	\$0	\$0	\$35,000	\$0
Highway Operations	\$60,000	\$80,000	\$40,000	\$0	\$55,000
Juvenile Center	\$0	\$0	\$0	\$0	\$0
Law Enforcement Center	\$0	\$0	\$0	\$0	\$0
Mental Health Center	\$0	\$0	\$0	\$0	\$0
Other/All Buildings (b)	\$670,000	\$695,000	\$730,000	\$825,000	\$795,000
UWW	\$140,000	\$115,000	\$150,000	\$50,000	\$100,000
Grand Total	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
Use of Fund Balance (c)	\$100,000	\$50,000	\$0	\$0	\$0

- (a) Maintenance Only mode includes the Courthouse and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.
- (b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.20	0.19	0.19	0.15	(0.04)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$43,495	\$51,188	\$51,187	\$51,397	\$209
Interdepartmental	\$0	\$33,900	\$0	\$0	(\$33,900)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$34,000	\$34,000	\$0	(\$34,000)
County Tax Levy (Credit)	\$1,991,806	\$2,016,908	\$2,016,908	\$2,057,646	\$40,738
Total Revenues	\$2,035,301	\$2,135,996	\$2,102,095	\$2,109,043	(\$26,953)
Personnel Costs	\$19,406	\$23,596	\$24,914	\$20,312	(\$3,284)
Operating Expenses	\$2,255,544	\$2,112,400	\$2,074,900	\$2,088,731	(\$23,669)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,274,950	\$2,135,996	\$2,099,814	\$2,109,043	(\$26,953)
Rev. Over (Under) Exp.	(\$239,649)	\$0	\$2,281	\$0	\$0



Program Highlights

Charges for services revenues include about \$51,400 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. Interdepartmental Revenues in 2015 consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new Waukesha Employee Health and Wellness center, housed in the old Public Health Building. In 2016, utility expenditures will instead be directly charged to the Medical/Wellness Center budget, rather than interdepartmentally cross-charged, resulting in the elimination of interdepartmental revenue in this program. General Fund Balance was budgeted to cover one additional year of utility costs associated with maintaining the former Health and Human Services Buildings in 2015; however this is being removed in 2016 anticipating the removal of the vacant facility.

Personnel costs reflect the support of 0.10 FTE Facility Manager and 0.05 FTE Facilities Supervisor positions. Personnel costs decrease due to shifting 0.04 FTE of the Construction Project Supervisor position to the Construction Services and Building Improvement programs.

Operating expenses of about \$2,088,030 decrease by \$23,700, due to the reduction of utility costs at the Waukesha Employee Health and Wellness Center (now accounted for directly in that budget, as mentioned above) and the Old Health and Human Services Center. Excluding those two facilities, utility costs are budgeted to increase about \$44,200, including natural gas by about \$30,600 and electricity by \$13,600, in anticipation of higher utility rates. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.



Activity-Utility Source	2014 Actual	2015 Budget	2015 Estimate	2016 Budget (a)	Budget Change
Electricity (Kilowatt-Hrs)	14,473,055	14,125,000	14,125,000	13,851,639	(273,361)
Natural Gas (Therms)	806,945	780,000	780,000	770,930	(9,070)
Water/Sewer (Gallons)	22,763,800	23,500,000	23,500,000	23,354,448	(145,552)

- (a) Decrease in utility consumption is due to not budgeting for utilities at the vacant former Health and Human Services building in 2016 and budgeting for the Waukesha Employee Health and Wellness Center in a separate fund (Health Insurance internal service fund).

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.

	2014 Annual Units per rentable square foot	Gas - Therms	Electricity - KHW	Water - M Gallons
ALL	All Buildings	0.78	12.93	21.13
AC	Administration Center	0.97	17.03	12.68
CC	Communications Center	1.09	58.07	16.91
CJ	County Jail	0.97	18.86	40.73
CH	Courthouse	1.07	26.17	14.70
HS	(OLD) Health & Human Services*	0.40	2.61	0.32
HS	Health & Human Services	0.66	12.58	12.11
LE	Law Enforcement Center	1.06	19.91	69.69
JV	Juvenile Center	1.80	20.78	13.07
MH	Mental Health Center	1.20	19.68	17.88
NV	Northview	1.33	9.30	27.48
PH	Public Health Center*	0.28	4.59	2.77

* The former HHS and public health facilities are included in the all buildings square footage as they were vacant but required heating and cooling.

Investment in Energy Projects Reduce kWh Usage in Administration Center Over 3-Year Period



These charts illustrate the total electrical consumption by year at the Administration Center Facility. The County invested in two energy reduction projects at this facility in 2013, the installation of a magnetic chiller for cooling, and the replacement of interior lighting with more efficient lighting fixtures. Consumption at the Administration Center has been decreasing each year with the initiation of these energy projects. The continuation of the County’s commitment to energy efficiency projects aid in the overall reduction of energy consumption.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	26.89	27.67	27.67	26.44	(1.23)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$393,908	\$467,877	\$467,807	\$366,386	(\$101,491)
Other Revenue	\$17,622	\$0	\$21,000	\$0	\$0
Appr. Fund Balance	\$23,262	\$37,000	\$131,151	\$0	(\$37,000)
County Tax Levy (Credit)	\$2,826,728	\$2,950,461	\$2,950,461	\$3,009,274	\$58,813
Total Revenues	\$3,261,520	\$3,455,338	\$3,570,419	\$3,375,660	(\$79,678)
Personnel Costs	\$1,845,183	\$1,992,308	\$2,004,856	\$1,914,135	(\$78,173)
Operating Expenses	\$982,993	\$970,850	\$1,009,209	\$958,010	(\$12,840)
Interdept. Charges	\$372,748	\$492,180	\$487,760	\$503,515	\$11,335
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,200,924	\$3,455,338	\$3,501,825	\$3,375,660	(\$79,678)
Rev. Over (Under) Exp.	\$60,596	\$0	\$68,594	\$0	\$0

 **Program Highlights**

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue decreases of about \$101,500 is primarily related to a decrease in revenues from the Health and Human Services Mental Health Center mainly from a reduction of building projects planned in 2016 compared to 2015. General Fund Balance has been removed in the 2016 budget. In 2015, this was budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings while it is determined what to do with the vacant facility.

Personnel costs in this program area decreasing, mainly due to an allocation of positions to other program areas. The two positions, a Maintenance Mechanic III and the Construction Project Supervisor, have been shifted to Construction Services and to Building Improvements. This change shows a better representation of staff support in these program areas.

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are about \$12,800 lower in the 2016 budget. This is primarily due to the reduction of maintenance support at the former HHS Building (discussed previously).

Facilities Maintenance (Continued)

Interdepartmental charges are increasing by about \$11,300 primarily due to changes in the End User Technology Fund (EUTF) charges. The charges have increased \$6,700 due to investments made to the Facilities asset management technology, causing the EUTF charges to increase in 2016. Also increasing are insurance charges from Risk Management by about \$4,000. These charges are based on the prior year's claims paid experience. Also included in Interdepartmental Charges are: vehicle and generator repair costs, vehicle replacement costs, costs to provide after hour security at the new Health and Human Services building (staffed by the Sheriff's Department), telephone and copier replacement charges.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	11.12	11.13	11.13	10.12	(1.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$7,000	\$9,000	\$7,000	\$7,000	(\$2,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$3,000	\$3,000	\$0	(\$3,000)
County Tax Levy (Credit)	\$1,354,012	\$1,372,418	\$1,372,418	\$1,281,155	(\$91,263)
Total Revenues	\$1,361,012	\$1,384,418	\$1,382,418	\$1,288,155	(\$96,263)
Personnel Costs	\$661,899	\$686,407	\$689,320	\$629,102	(\$57,305)
Operating Expenses	\$643,347	\$680,930	\$653,150	\$655,200	(\$25,730)
Interdept. Charges	\$8,048	\$5,081	\$1,205	\$3,853	(\$1,228)
Fixed Assets	\$0	\$12,000	\$0	\$0	(\$12,000)
Total Expenditures	\$1,313,294	\$1,384,418	\$1,343,675	\$1,288,155	(\$96,263)
Rev. Over (Under) Exp.	\$47,718	\$0	\$38,743	\$0	\$0

Program Highlights

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center and Waukesha Employee Health and Wellness Center (Health Insurance Internal Service Fund) budgets. General Fund Balance of \$3,000 was budgeted in 2015 to cover one additional year of housekeeping costs associated with maintaining the former Health and Human Services Buildings.

Personnel costs decrease mostly due to the unfunding of a 1.00 FTE Housekeeping Supervisor position, estimated to save approximately \$69,800. These savings are partially offset by the first time budgeting for lead Building Worker assignment in 2016, estimated to cost about \$3,100. Building Service Workers assigned the lead role will help assume the former Housekeeping Supervisor's workload by aiding in inspections, directing housekeeping work and helping with scheduling. Also, overtime is budgeted to decrease slightly from 0.03 FTE to 0.02 FTE.

Housekeeping Services (Continued)

Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2016. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The new Waukesha Employee Health and Wellness Center (the old Public Health Building) is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). A 3% increase in the new Housekeeping contract is anticipated in 2016, however, revisions to the services in the new contract are anticipated, therefore reducing the need for the full 3% increase in the budget, resulting in an overall budget decrease. Operating expenses also include \$77,500 in housekeeping supplies associated with cleaning the buildings, a decrease of \$9,300 to reflect lower prior year spending. Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Administrative Services

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.90	5.90	5.90	5.91	0.01
General Government	\$18,725	\$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	\$113	\$350	\$100	\$100	(\$250)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$547,423	\$616,235	\$616,235	\$602,450	(\$13,785)
Total Revenues	\$566,261	\$625,585	\$625,335	\$611,550	(\$14,035)
Personnel Costs	\$479,031	\$544,002	\$526,777	\$539,563	(\$4,439)
Operating Expenses	\$29,850	\$34,450	\$27,193	\$26,850	(\$7,600)
Interdept. Charges	\$57,813	\$47,133	\$46,058	\$45,137	(\$1,996)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$566,694	\$625,585	\$600,028	\$611,550	(\$14,035)
Rev. Over (Under) Exp.	(\$433)	\$0	\$25,307	\$0	\$0



Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000 the same as 2015. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs decrease in this program by about \$4,400. This is primarily due to vacancy and turnover savings resulting from position retirements.

Operating expenses of \$26,850 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. Decreases are due to a one-time budgeting of a ceiling mounted wireless projector and reductions in office and printing supplies.

Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to reductions in Radio Services expenses.



Fund Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$10,547,113	\$10,108,001	\$10,393,281	\$10,397,017	\$289,016	2.9%
Fine/Licenses	\$118,940	\$72,000	\$100,000	\$102,000	\$30,000	41.7%
Charges for Services	\$498,774	\$615,870	\$407,000	\$490,672	(\$125,198)	-20.3%
Interdepartmental	\$593,282	\$593,402	\$571,571	\$577,600	(\$15,802)	-2.7%
Other Revenue	\$267,380	\$305,859	\$312,354	\$467,241	\$161,382	52.8%
Apr. Fund Balance (a)	\$234,900	\$225,000	\$248,681	\$88,000	(\$137,000)	-60.9%
County Tax Levy (Credit)	\$2,958,975	\$3,025,428	\$3,025,428	\$2,900,070	(\$125,358)	-4.1%
Total Revenue Sources	\$15,219,364	\$14,945,560	\$15,058,315	\$15,022,600	\$77,040	0.5%
Expenditures						
Personnel Costs	\$6,268,833	\$6,452,476	\$6,269,436	\$6,523,833	\$71,357	1.1%
Operating Expenses	\$3,516,410	\$4,143,971	\$4,061,421	\$4,065,683	(\$78,288)	-1.9%
Interdept. Charges	\$4,331,692	\$4,349,113	\$4,291,051	\$4,395,084	\$45,971	1.1%
Fixed Assets	\$0	\$0	\$75,000	\$38,000	\$38,000	N/A
Total Expenditures	\$14,116,935	\$14,945,560	\$14,696,908	\$15,022,600	\$77,040	0.5%
Rev. Over (Under) Exp.	\$1,102,429	\$0	\$361,407	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	72.70	76.70	76.70	76.70	0.00
Extra Help	4.32	4.30	4.30	2.41	(1.89)
Overtime	3.10	3.37	3.37	3.60	0.23
Total FTEs	80.12	84.37	84.37	82.71	(1.66)

(a) General Fund balance of \$88,000 in the 2016 budget includes \$50,000 for the Transit fuel adjustment and \$38,000 for the one-time purchase of equipment to invest in the road maintenance system. Fund Balance of \$225,000 in the 2015 budget includes \$175,000 to phase down the impact of State General Transportation Aid (GTA) reductions and \$50,000 for Transit fuel adjustment. Fund Balance of \$234,900 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, \$22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot and a carryover of \$12,000 from the 2013 budget to the 2014 budget.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	37.78	37.75	37.75	37.82	0.07
General Government	\$3,645,207	\$3,583,145	\$3,693,692	\$3,693,692	\$110,547
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$498,774	\$615,870	\$407,000	\$490,672	(\$125,198)
Interdepartmental	\$593,282	\$593,402	\$571,571	\$577,600	(\$15,802)
Other Revenue	\$84,647	\$20,000	\$50,000	\$60,000	\$40,000
Appr. Fund Balance	\$97,000	\$140,000	\$140,000	\$38,000	(\$102,000)
County Tax Levy (Credit)	\$1,399,696	\$1,546,374	\$1,546,374	\$1,528,594	(\$17,780)
Total Revenues	\$6,318,606	\$6,498,791	\$6,408,637	\$6,388,558	(\$110,233)
Personnel Costs	\$2,915,959	\$2,851,009	\$2,756,355	\$2,774,943	(\$76,066)
Operating Expenses	\$1,818,796	\$2,125,122	\$2,117,241	\$2,083,267	(\$41,855)
Interdept. Charges	\$1,563,193	\$1,522,660	\$1,319,861	\$1,492,348	(\$30,312)
Fixed Assets	\$0	\$0	\$0	\$38,000	\$38,000
Total Expenditures	\$6,297,948	\$6,498,791	\$6,193,457	\$6,388,558	(\$110,233)
Rev. Over (Under) Exp.	\$20,658	\$0	\$215,180	\$0	\$0



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about \$110,500 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately \$3.69 million or 80% of the total departmental GTA revenue, estimated at about \$4.6 million. Traffic Control and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues. 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. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget. Fund Balance of \$38,000 is budgeted to fund the one-time purchases of equipment in 2016 (described later). This Fund Balance was generated in 2014 from the County performing state highway maintenance more efficiently than budgeted, through the Performance-Based Maintenance system.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The \$125,200 decrease is due to an anticipated 1,900 ton decrease in the amount of salt requested to be purchased by the municipalities in 2016, from 7,000 tons to 5,100 tons, based on the average annual usage of salt by municipalities. The markup/handling fee charged to municipalities is anticipated to be \$7.00 per ton, the same as the 2015 budget. The price of salt has increased \$1.31 per ton, or 2%, from \$62.41 in the 2015 budget to \$63.72 in 2016 (\$70.72 with markup), also impacting the decrease in revenues. In addition, the 2016 charges for services revenue budget includes \$130,000 of revenues from pavement marking services to local municipalities, which is the same as 2015 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around \$577,600, are decreasing about \$15,800. These revenues are for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; 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, as well as administrative cost recovery. The decrease in revenue is mainly due to fluctuations in reimbursement rates assumed for administrative cost recovery for State Highway Maintenance by about \$14,700.

Other revenues represent 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. The revenue increases to be more in-line with prior-year actual revenues received.

Net personnel costs are decreasing by about \$76,100 to \$2,774,900, mostly related to changes in staff work assignments between the County and State highway programs. Regular staff are budgeted at 36.00 FTE's. Funding continues for 1.10 FTE of overtime, and 0.72 FTE of extra help for two winter seasonal employees, slightly higher than the 2015 adopted budget by 0.07 FTE. 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 decrease approximately \$41,850 to about \$2,083,300, primarily due to a decrease in anticipated salt usage by the municipalities by 1,900 tons, from 7,000 tons to 5,100 tons, which staff has determined is average consumption. Lower salt sales to municipalities results in an expenditure decrease of approximately \$112,000. (The expenditure decrease is lower than the municipal revenue decrease mentioned previously because there is a \$7 per ton handling fee that the County charges municipalities.) Lower municipal salt sales are partially offset by salt expenditures for County Highways, by about \$21,500, from \$1,023,500 to \$1,045,000, based on the \$1.31 per ton increase in contract salt prices (mentioned previously). Experience has shown that, with the implementation of salt saving measures over the years, the County's average salt use per season is close to 16,400 tons, which remains unchanged from the 2015 budget.

Other areas that are decreasing from the 2015 budget base include \$24,000 for installation of four groundwater monitoring wells at the New Berlin substation and the cost of four quarters of water samples in 2015 that are not required in the 2016 budget. Waste disposal expenses are increasing by \$20,000 due to the City of Waukesha no longer accepting brine tank discharge. It is anticipated the discharge will now have to be hauled to Johnson Creek, increasing the costs by 50%. Also, the Wisconsin Department of Natural Resources will no longer provide the service of removing dead deer from the County roads. Therefore the County will be paying for that service, which is anticipated to cost \$12,000 annually. Other operating expenditures include: landfill costs of \$10,000; plow blade replacement expenditures of \$65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at \$140,000; and contracted roadway repair including rental of equipment budgeted at \$26,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. The 2016 budget assumes the same price of fuel in the 2016 as the 2015 budget, \$3.80 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$50,200 to \$3,391,800. However, based on anticipated State revenues to support State road maintenance, \$2,266,400 of the total \$3,391,800 of vehicle expenses are supported by the State Maintenance budget, resulting in a decrease of vehicle expenses supported by the County Maintenance budget, by about \$45,100. This decrease is partially offset by an increase in Radio Services Charges by about \$18,100.

Fixed Assets include funds to purchase one FECON skid steer attachment (\$28,000) and a tar kettle loader (\$10,000). Both purchases will be offset with fund balance due to earnings in 2014 through the State's Performance-Based Maintenance program.

County Operations (Continued)

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2015	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2018	\$323,700	0%	TBD



Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget (a)	Budget Change
Centerline miles of road maintained – County (a)	392	401	401	401	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	12	15	15	15	0
Crackfilling 2 lane highways cost per lane mile	\$5,776	\$3,936	\$5,800	\$5,800	\$1,864
Center line striping cost per mile	\$800	\$822	\$822	\$825	\$3
Mowing—1 linear mile cost per mile	\$340	\$220	\$340	\$340	\$120
Avg Annual maint 1 lane mile	\$4,603	\$6,860	\$4,603	\$4,603	(\$2,257)
Salt Annual Tons Used on County Roads	17,866	16,400	15,000	16,400	0

(a) Increase in miles for the 2016 budget is due to the planned jurisdictional transfer of State Highway 74 to the County, related to the West Waukesha Bypass capital project (#200917).

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.

	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Staffing (FTE)	28.78	33.01	33.01	31.28	(1.73)
General Government (a)	\$5,686,249	\$5,629,070	\$5,776,167	\$5,779,903	\$150,833
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,686,249	\$5,629,070	\$5,776,167	\$5,779,903	\$150,833
Personnel Costs	\$2,230,580	\$2,375,767	\$2,353,155	\$2,484,834	\$109,067
Operating Expenses	\$405,413	\$459,360	\$409,332	\$432,000	(\$27,360)
Interdept. Charges (a)	\$2,714,733	\$2,793,943	\$2,938,680	\$2,863,069	\$69,126
Fixed Assets	\$0	\$0	\$75,000	\$0	\$0
Total Expenditures	\$5,350,726	\$5,629,070	\$5,776,167	\$5,779,903	\$150,833
Rev. Over (Under) Exp.	\$335,523	\$0	\$0	\$0	\$0

(a) 2015 estimate is estimated to exceed the 2015 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the WisDOT resulting in a revenue estimate that also exceeds the 2015 budget.



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 2016 General Government revenue budget is based on the State's approved 2015 Routine Maintenance Agreement (RMA) and funding for the Performance-Based Maintenance (PbM) program piloted in 2014. The PbM program examines a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The increase in revenue includes RMA by about \$162,600, from \$5,028,800 to \$5,191,400, partially offset by a decrease in budgeted PbM by about \$11,700, from \$600,300 to \$588,500.

State Highway Operations (Continued)

Personnel costs increase by about \$109,100, mostly related to changes in staff work assignments between the County and State highway programs. Cost to continue expenses for the regular 29.00 FTE positions (2.00 Superintendents and 27.00 Patrol Workers) that support this program are partially offset by the elimination of 1.96 FTE extra help in 2016. Four additional Patrol Worker positions were funded in the 2015 budget, reducing the need for Extra Help in 2016. Overtime is increasing by 0.23 FTE to 2.28 FTE of overtime, or about 4,740 hours which is reflective of increased level of service by the State.

Operating Expenses are decreasing about \$27,400 from the 2015 budget. This decrease is related to the level of service and funding for the maintenance of the State’s highway system. \$90,000 of the 2016 budget is specifically related to Performance-Based Maintenance projects (mentioned previously), including shouldering; bridge deck sealing; and rout and seal projects. The remaining expenses are related to maintenance of the State Trunk highway system managed through the State’s Routine Maintenance Agreement program.

Interdepartmental charges increase almost \$69,100 and is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to increase by about \$95,300 to \$2,266,400. These increases are partially offset by decreases in areas such as Workers Compensation, vehicle insurance expenses and administrative cost recovery. Administrative cost recovery is budgeted at approximately 4% 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, total \$168,900, a decrease of \$15,400, and administrative cost recovery totals \$220,300, a decrease of about \$14,700.



Activity

	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget (b)	Budget Change
Centerline miles of road maintained (a)(b)	236	254	236	227	(27)
Centerline miles of road striped	356	356	356	340	(16)
Lane miles maintained	1,112	1,076	1,112	1,075	(1)

Source: WisDOT 2014 Level of Service (LOS) Model calculation

- (a) Lower estimated miles in 2015 is due to a correction to the State database.
- (b) Decrease in miles for the 2016 budget is due to the planned jurisdictional transfer of State Highway 74 to the County, related to the West Waukesha Bypass capital project (#200917).

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 service, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This 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).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$381,933	\$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	\$129,043	\$115,854	\$115,854	\$125,241	\$9,387
Appr. Fund Balance	\$72,900	\$50,000	\$59,681	\$50,000	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,451,576	\$1,033,554	\$1,043,235	\$1,042,941	\$9,387
Personnel Costs	\$14,155	\$14,346	\$14,478	\$14,705	\$359
Operating Expenses	\$777,981	\$1,019,208	\$1,022,808	\$1,028,236	\$9,028
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$792,136	\$1,033,554	\$1,037,286	\$1,042,941	\$9,387
Rev. Over (Under) Exp.	\$659,440	\$0	\$5,949	\$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 57.55% of gross expenses in 2016, which is the higher than the 2015 budgeted level of 55.30%. After a State audit of 2009 – 2012 actual expenses, it was determined that the County's actual reimbursement rate for those years was calculated at the full 60% rate. The State completes transit audits every five years; therefore, it won't be known until approximately 2018 what the County's actual audited and calculated reimbursement rate will be. Fund Balance remains at \$50,000 in the 2016 budget and is used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

Transit Services (Continued)

The 2016 operating expense budget reflects a similar level of transit service over all. Modifications include a change in name for Route 10, now called the Gold Line, which will have fewer stops (run quicker) and expanded hours on the weekend. Route 79, while providing the same level of service, is costing more in 2016 due the continuation of the Zoo Interchange project causing traffic delays and additional route detours. There are no fare increases planned in the 2016 budget. Expenses related to the fuel adjustment clause in the transit contracts remain at \$50,000, consistent with the 2015 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition, overall ridership on routes including Paratransit and other routes is estimated to increase based on year-to-date and anticipated future needs. The largest decrease in ridership is on the 906 route. The decrease in Route 79 is related to the Zoo Interchange freeway construction project. Because all transit services are provided through established contracts, the 2016 budget is based on established contract costs. Funds for a marketing program continue in the 2016 budget. Approximately 0.10 FTE of the Business Manager’s position continues to be budgeted in the 2016 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke’s Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for the transit services program is budgeted at \$867,700, which is unchanged from the 2015 budget.



Activity

Total Ridership

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	110,488	115,588	114,902	120,886	111,478	119,200	118,008	6,530
10/Gold Line	Brookfield Square Extension	194,199	229,055	228,366	222,130	219,152	224,351	227,716	8,564
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	54,755	42,359	35,378	34,315	32,229	33,035	(1,280)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	150,065	135,345	131,711	123,029	133,950	135,290	12,261
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	35,223	35,237	34,204	34,504	30,100	30,100	(4,404)
Subtotal		595,992	584,686	556,209	544,309	522,478	539,830	544,148	21,670
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	9,028	5,856	3,677	4,200	3,600	3,840	(360)
Total with Paratransit		604,317	593,714	562,065	547,986	526,678	543,430	547,988	21,310

(1) Ridership estimates for the 2015 Budget and Estimate, and the 2016 Budget are lowered due to zoo interchange construction.

Transit Services (Continued)

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	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	\$0.77	\$0.77	\$0.78	\$0.78	\$0.88	\$0.83	\$0.85	(\$0.03)
10/Gold Line	Brookfield Square Extension	\$2.85	\$2.15	\$2.20	\$2.13	\$2.25	\$2.18	\$2.27	\$0.02
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$4.48	\$5.91	\$10.23	\$10.49	\$11.03	\$12.01	\$13.39	\$2.36
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$9.33	\$8.22	\$8.99	\$9.61	\$10.69	\$9.27	\$9.99	(\$0.70)
906	Weekday between Mukwonago and Milwaukee via I-43	\$8.17	\$9.21	\$8.97	\$9.60	\$9.90	\$11.23	\$11.73	\$1.83
Subtotal Average		\$5.09	\$4.21	\$4.60	\$4.65	\$5.03	\$4.73	\$5.08	\$0.05
Paratransit		\$31.77	\$32.89	\$33.55	\$35.83	\$39.45	\$37.68	\$40.22	\$0.77
Avg with Paratransit		\$8.92	\$9.05	\$9.90	\$10.44	\$11.32	\$11.13	\$11.94	\$0.62

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	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	18.46	19.25	19.10	21.71	18.58	21.29	21.07	2.49
10/Gold Line	Brookfield Square Extension	32.31	38.39	37.73	36.20	35.54	34.79	35.43	(0.11)
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	21.05	14.70	11.86	11.60	10.30	9.97	(1.63)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.50	11.48	11.56	1.06
906	Weekday between Mukwonago and Milwaukee via I-43	26.76	24.22	24.23	23.52	23.73	20.96	20.70	(3.03)
Subtotal Average		17.46	21.07	19.78	19.54	18.46	19.09	19.09	0.63
Paratransit		2.57	2.67	2.64	2.57	2.63	2.53	2.53	(0.10)
Avg with Paratransit		16.16	19.07	18.52	18.71	17.62	18.29	18.26	0.64

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

Engineering Services (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	7.14	7.14	7.14	7.14	0.00
General Government	\$409,730	\$447,893	\$461,711	\$461,711	\$13,818
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$21,591	\$81,005	\$96,500	\$232,000	\$150,995
Appr. Fund Balance	\$27,300	\$17,500	\$17,500	\$0	(\$17,500)
County Tax Levy (Credit)	\$287,891	\$194,100	\$194,100	\$58,816	(\$135,284)
Total Revenues	\$746,512	\$740,498	\$769,811	\$752,527	\$12,029
Personnel Costs	\$642,945	\$661,858	\$613,774	\$677,440	\$15,582
Operating Expenses	\$33,061	\$47,450	\$35,615	\$36,700	(\$10,750)
Interdept. Charges	\$52,213	\$31,190	\$31,090	\$38,387	\$7,197
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$728,219	\$740,498	\$680,479	\$752,527	\$12,029
Rev. Over (Under) Exp.	\$18,293	\$0	\$89,332	\$0	\$0



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about \$13,800 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately \$461,700 of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 10% are budgeted in this program area. Traffic Control and County Highway Maintenance, also in the Transportation Fund; include the remaining 90% 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. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget.

The 2016 budget continues to include revenue for engineering/design services and bridge inspection services from municipalities in addition to funding from the City of Waukesha for the design of bike lanes in the city. The budget continues to include funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design. The 2015 included reimbursement funds for design of the CTH VV & Lilly Rd intersection. The 2016 budget includes additional reimbursement for VV & Lilly; VV & E; KF & JK; and I, from Her Road to Pint Road (see table below).

Engineering/Design Revenue

Revenue Source	2015 Budget	2016 Budget
City of Waukesha Bike Path Design	\$41,000	\$12,000
City of Waukesha Bridge Inspections	\$3,000	\$3,000
Other Municipal Design Revenue	\$7,005	
HSIP Reimbursement - CTH V V & Lilly Rd. Intersection	\$30,000	\$37,000
HSIP Reimbursement - CTH V V & E Intersection		\$64,000
HSIP Reimbursement - CTH KF & JK Intersection		\$58,000
HSIP Reimbursement - CTH I, Her Dr. to Pint Dr.		\$58,000
Total Revenue Budget	\$81,005	\$232,000

Personnel costs increase about \$15,600 mostly related to costs to continue for the regular staff of 5.45 FTE's. Extra Help funding continues for 0.69 FTE temporary extra help for three summer interns, and 1.00 FTE co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin--Milwaukee. Operating expenses decrease \$10,750 to \$36,700. The decrease reflects more accurate budgeting of software maintenance and support in addition to a reduction of small equipment requests. Operating expenses include funds for engineering software maintenance; services for specialty bridge inspections, including infrared bridge survey, dive inspections and re-rating load capacities; survey supplies, and funds for staff professional development. Interdepartmental charges include costs of computer and phone services. The increase in interdepartmental charges is mainly due to reflecting a more accurate reallocation of computer support charges.

Engineering Services (continued)

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2015 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131 (a)	Bridge Aid Program	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
9817 (a)	Culvert Replacement Program thru 2017	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427 (a)(b)	Signal/Safety Improvements	\$1,250,000	\$1,250,000	(b)	Ongoing	N/A	Reduced
200911 (a)	Repaving Program 2013-2017	\$3,000,000	\$2,400,000	\$600,000	Ongoing	N/A	\$0
200511	CTH D, Calhoun Road - Intersection	\$2,385,000	\$2,385,000	\$0	2015	100%	\$10,000
200606	CTH P, Bark River Bridge	\$1,786,000	\$860,000	\$926,000	2016	40%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	\$11,731,000	\$3,586,000	\$8,145,000	2015	100%	\$36,750
200810	CTH CW, Ashippun River Bridge	\$1,391,000	\$741,000	\$650,000	2015	100%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	\$5,028,000	\$1,310,000	\$3,718,000	2015	100%	\$0
200917	Waukesha West Bypass	\$14,157,000	\$5,507,000	\$8,650,000	2017	30%	\$92,000
201004	CTH ES, Fox River Bridge	\$1,034,000	\$332,000	\$702,000	2015	100%	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	\$2,904,000	\$1,142,000	\$1,762,000	2016	12%	Reduced
201008	CTH M, CTH YY to East County Line	\$17,566,000	\$6,749,000	\$10,817,000	2018	10%	\$28,800
201116	CTH C, Mill Street to Oakwood Rd.	\$2,361,000	\$1,620,000	\$741,000	2016	15%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$703,000	\$253,000	\$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	\$8,243,000	\$3,275,000	\$4,968,000	2019	0%	\$13,700
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	\$693,000	\$231,000	\$462,000	2018	2%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	\$306,000	\$118,000	\$188,000	2019	0%	Reduced
201502	CTH O, I-94 to USH 18	\$6,750,000	\$2,150,000	\$4,600,000	2021	0%	Reduced
201507	CTH SR - Extension, STH 190 to CTH K	\$8,917,000	\$3,567,000	\$5,350,000	2021	0%	\$24,300
201601	CTH I, Fox River Bridge	\$565,000	\$181,000	\$384,000	2021	0%	Reduced
201603	CTH O & I Intersection Reconstruction	\$2,349,000	\$383,500	\$1,965,500	2019	0%	Minor Incr
201610	CTH O, CTH I to CTH ES	\$12,063,000	\$3,919,000	\$8,144,000	2022	0%	\$0
201611	CTH C, Hasslinger Drive Intersection	\$1,193,000	\$1,193,000	\$0	2020	0%	\$0
201613	CTH D, Moraine Hills Drive Intersection	\$1,110,000	\$1,110,000	\$0	2021	0%	\$0
201614	CTH E, Woodland Drive Intersection	\$1,035,000	\$1,035,000	\$0	2022	0%	\$0
201620	CTH V V, Main Street to STH 74	\$892,000	\$227,000	\$665,000	2019	0%	\$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2016.

(b) Approximately \$4.9 million of federal Highway Safety Improvement Program (HSIP) funding is planned for signal and safety improvement projects through 2017. These expenditures and revenues would be accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	4.82	4.87	4.87	4.87	0.00
General Government	\$423,994	\$447,893	\$461,711	\$461,711	\$13,818
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$32,099	\$89,000	\$50,000	\$50,000	(\$39,000)
Appr. Fund Balance	\$37,700	\$17,500	\$31,500	\$0	(\$17,500)
County Tax Levy (Credit)	\$331,256	\$343,103	\$343,103	\$398,262	\$55,159
Total Revenues	\$825,049	\$897,496	\$886,314	\$909,973	\$12,477
Personnel Costs	\$320,724	\$403,345	\$385,289	\$423,213	\$19,868
Operating Expenses	\$481,159	\$492,831	\$476,425	\$485,480	(\$7,351)
Interdept. Charges	\$1,553	\$1,320	\$1,420	\$1,280	(\$40)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$803,436	\$897,496	\$863,134	\$909,973	\$12,477
Rev. Over (Under) Exp.	\$21,613	\$0	\$23,180	\$0	\$0

Program Highlights



General Government revenues consist of General Transportation Aids (GTA), which are budgeted about \$13,800 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately \$461,700 of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 10% are budgeted in this program area. Engineering and County Highway Maintenance, also in the Transportation Fund, include the remaining 90% 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. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget.

Other revenues include recovered costs from traffic signals that have been knocked down. Based on 2014 and 2015 year-to-date actual revenues received, this budget is decreasing.

Net personnel costs increase about \$19,900 related to cost to continue expenses for the staff.

Operating expenses include pavement marking expenses at \$170,000; traffic signal electricity costs at about \$155,900; signal maintenance costs, which include signal cabinet maintenance and Digger’s Hotline charges, at \$72,000; signage at \$50,000; and the replacement of two traffic counters at \$5,000. The decrease is mostly due to a decrease in pavement marking materials due to favorable pricing by about \$10,700.



Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Traffic Signals	105	107	115	115	8
Roundabout Intersections	4	4	4	4	0

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	1.50	1.50	1.50	1.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$118,940	\$72,000	\$100,000	\$102,000	\$30,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$72,432	\$74,151	\$74,151	\$46,698	(\$27,453)
Total Revenues	\$191,372	\$146,151	\$174,151	\$148,698	\$2,547
Personnel Costs	\$144,470	\$146,151	\$146,385	\$148,698	\$2,547
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$144,470	\$146,151	\$146,385	\$148,698	\$2,547

Rev. Over (Under) Exp.	\$46,902	\$0	\$27,766	\$0	\$0
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Program Highlights

Permit fees rates are remaining stable from the 2015 rates and are itemized on the following schedule. The next increase is planned for 2017, which follows the cycle of increasing fees every two years. Revenues for both utility and driveway access permits are increased in 2016 (by \$15,000 each) based on 2014 and 2015 actual activity. However, 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 not budgeted as high as the 2014 actual level. Tax Levy subsidy to fund this program of about \$46,700 is decreasing by about \$27,500.

Personnel costs of about \$148,700 increase about \$2,550 from 2015 and reflects the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	71	55	70	70	15
Utility Permits Processed	348	300	350	350	50

Permit Processing (Continued)

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

Utility Permits		2013/2014		2015/2016	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$85	\$220	\$85	\$220
	Add'l 1,000'		\$220		\$220
Excavate/Plow in ROW	First 200'	\$85	\$170	\$85	\$170
	Add'l mile		\$170		\$170
New Poles	Each	\$85	\$170	\$85	\$170
Re-application		\$85		\$85	

Access Permits		2013/2014		2015/2016	
	Unit	Application	Permit	Application	Permit
Single Family, Farm No Culvert	Each driveway		\$305		\$490
With culvert, owner supplied and installed by Waukesha County	Each driveway		\$850		\$1,065
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	Application \$400	Permit \$550	Application \$450	Permit \$750
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	\$400	\$805	\$450	\$1,740
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each driveway	\$400	\$3,000	\$450	\$4,190
Traffic Signal Installation	Per signal		\$1,390		\$1,550
Re-application		\$90		\$90	
Miscellaneous work in R/W (Not included below)		\$85			
Other driveway work e.g., - repave, replace culvert					\$130
Fee for county to install culvert - owner supply					\$575
Temporary driveway					\$180
Sign in right of way					\$150
Sign in right of way - county install owner-supplied sign					\$170
Revocable Occupancy permit					\$375
Sidewalk					\$130



Fund Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$98,216	\$60,200	\$90,000	\$66,140	\$5,940	9.9%
Interdepartmental (a)	\$3,830,969	\$3,717,986	\$3,349,159	\$3,889,506	\$171,520	4.6%
Other Revenue	\$65,813	\$14,500	\$47,638	\$25,000	\$10,500	72.4%
Appr. Fund Balance (b)	\$183,774	\$101,083	\$105,363	\$111,083	\$10,000	9.9%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,178,772	\$3,893,769	\$3,592,160	\$4,091,729	\$197,960	5.1%
Expenditures						
Personnel Costs	\$1,061,617	\$1,171,033	\$1,139,939	\$1,159,451	(\$11,582)	-1.0%
Operating Expenses (b)	\$2,899,943	\$2,647,077	\$2,367,652	\$2,833,967	\$186,890	7.1%
Interdept. Charges	\$59,866	\$75,087	\$74,092	\$96,732	\$21,645	28.8%
Fixed Assets (Memo) (c)	\$20,025	\$0	\$0	\$35,000	\$35,000	N/A
Total Expenditures (c)	\$4,021,426	\$3,893,197	\$3,581,683	\$4,090,150	\$196,953	5.1%
Operating Income/(Loss) (c)	\$157,346	\$572	\$10,477	\$1,579	\$1,007	176.0%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.65	0.41	0.41	0.00	(0.41)
Overtime	0.08	0.10	0.10	0.10	0.00
Total FTEs	14.73	14.51	14.51	14.10	(0.41)

- (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 2014, 2015 and 2016 for the facility depreciation expense; \$32,000 in 2014 for the one time purchase of equipment and \$50,691 for the repairs to fuel islands associated with the COMM10 legislation; and \$10,000 in 2016 for the one time expense of painting fuel tanks. The 2015 estimate also includes \$4,280 in open purchase orders carried over from 2014.
- (c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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

Program Description

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	14.38	14.16	14.16	13.75	(0.41)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$98,216	\$60,200	\$90,000	\$66,140	\$5,940
Interdepartmental (a)	\$2,283,279	\$2,027,370	\$2,214,938	\$2,176,274	\$148,904
Other Revenue	\$55,366	\$14,500	\$37,638	\$15,000	\$500
Appr. Fund Balance (b)	\$133,083	\$101,083	\$105,363	\$101,083	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,569,944	\$2,203,153	\$2,447,939	\$2,358,497	\$155,344
Personnel Costs	\$1,032,064	\$1,140,713	\$1,109,217	\$1,128,203	(\$12,510)
Operating Expenses (b)	\$1,303,475	\$988,077	\$1,262,748	\$1,129,615	\$141,538
Interdept. Charges	\$58,566	\$68,175	\$67,205	\$87,296	\$19,121
Fixed Assets	\$20,025	\$0	\$0	\$35,000	\$35,000
Total Expenditures	\$2,394,105	\$2,196,965	\$2,439,170	\$2,345,114	\$148,149
Operating Income/(Loss)	\$175,839	\$6,188	\$8,769	\$13,383	\$7,195

- (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 2014, 2015 and 2016 is for the facility depreciation; 2014 includes \$32,000 for the one-time purchase of equipment. The 2015 estimate also includes \$4,280 in open purchase orders carried over from 2014.

**Program Highlights**

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for services revenues are increasing in 2016 due recent levels of service requested by the outside agencies. However, due to the uncertainty of level of service requests in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase about \$148,900 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, procurement card rebates and miscellaneous reimbursements and remain relatively stable from the 2015 budget. Fund Balance continues to be used to offset the facility depreciation.

Personnel costs decrease about \$12,500, or 1.1% from the 2015 budget. The reduction is mostly due to removing 0.41 FTE of Extra Help (about 850 hours). This is no longer needed to support operations because of the creation of the Administrative Assistant position in the 2015 budget. Overtime is budgeted at the same level as 2015, anticipating about 210 hours of overtime use in 2016.

Repair & Maintenance (Continued)

Operating expenses are increasing about \$141,500. The two major increases are the costs of parts purchased for repairs and maintenance, increasing by \$86,550 and the cost of commercial repair services increasing by \$25,300. Both of these expenditures are based on a multi-year history of vehicle repairs and maintenance. Other major increases include an additional \$7,800 investment in improved report writing capabilities and an additional \$10,300 in utility costs. The major expenses in the Operating Expenses appropriation unit include \$624,800 for the costs of parts; \$198,500 for the cost of commercial repair services; \$45,800 of support/licensing costs for Fleet Focus software; \$110,750 of depreciation expense; and a small tools replacement program budgeted at \$18,000. Other expenditures in this appropriation unit include building maintenance costs; shop supplies for the shop personnel; training expenses and housekeeping costs.

Interdepartmental charges are at \$19,100 higher than the 2015 budget. The increase is primarily due to budgeting for work Central Fleet does on its own equipment. This is estimated to be about \$11,900 and is accounted for in a year-end accounting adjustment. This was formerly budgeted in the Parts expenditure account. Additionally Workers Compensation and other insurance costs are increasing about \$4,300. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

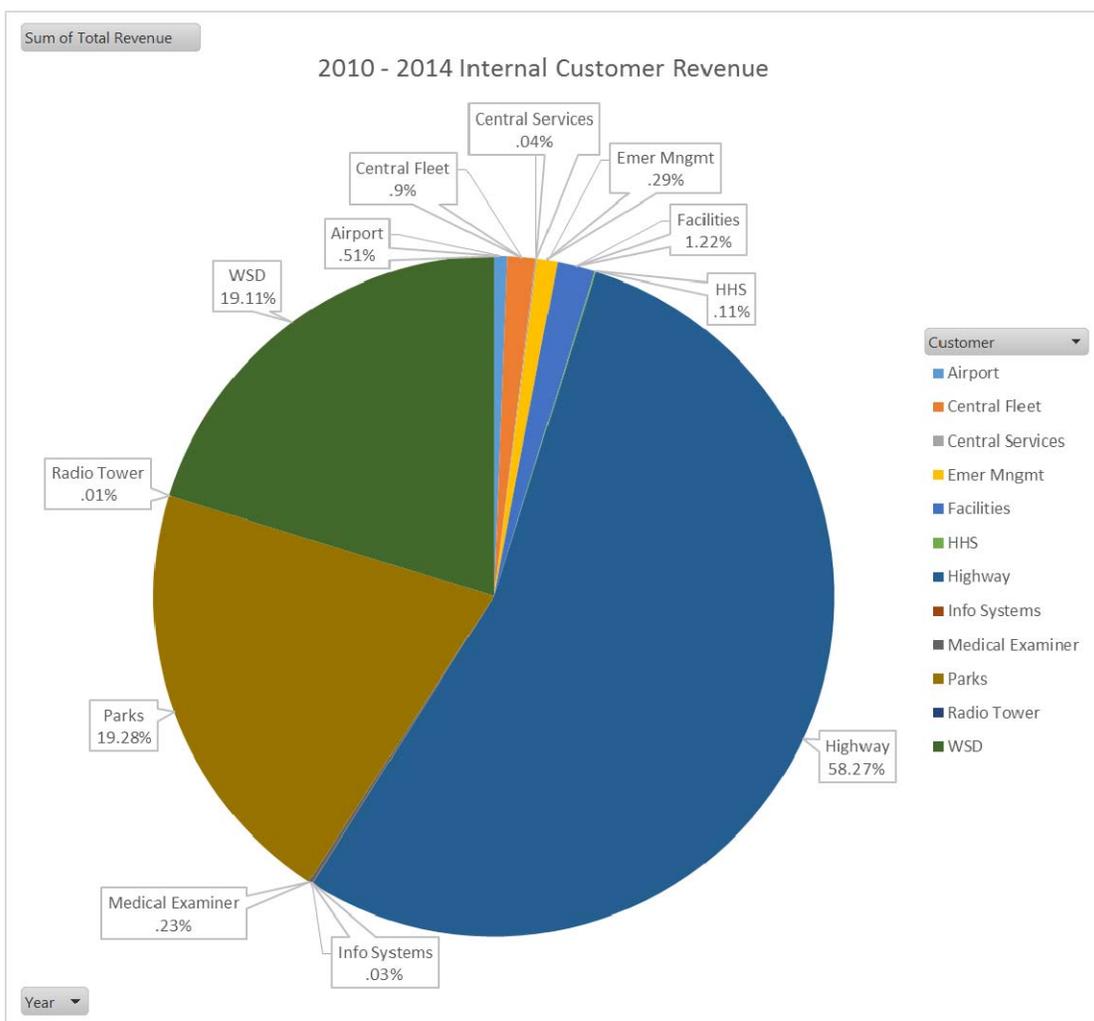
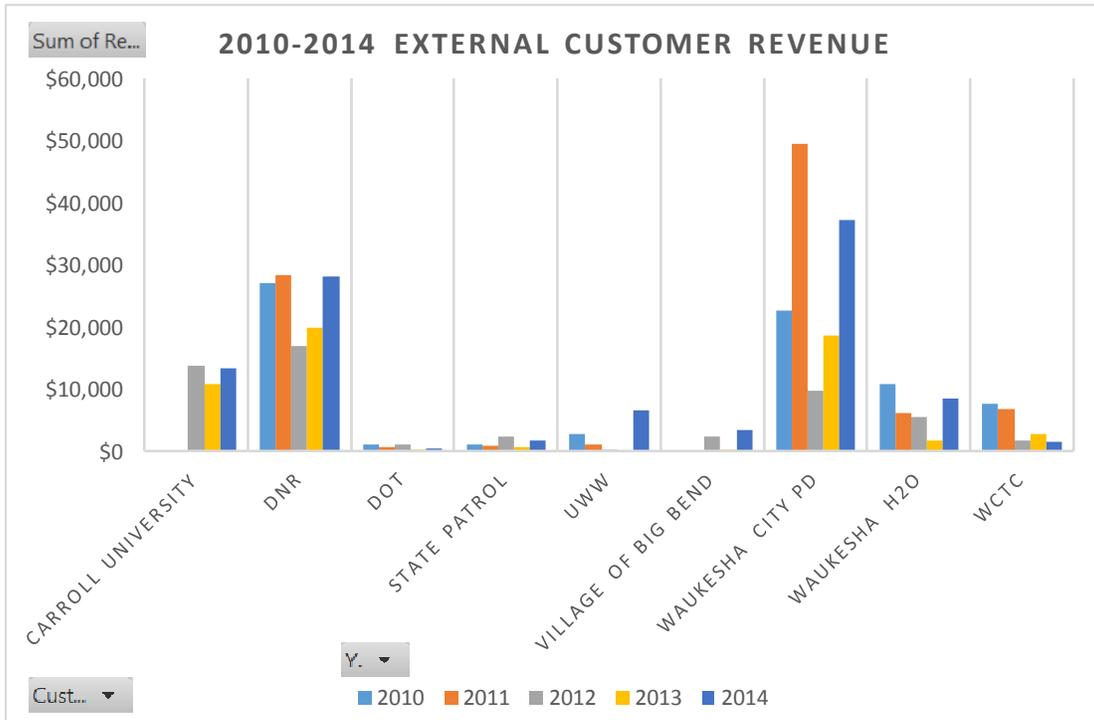
The 2016 fixed asset budget includes a request to replace a floor jack for \$5,000 and a lube system for \$30,000.

In an effort to keep the 2015 to 2016 rate increases at or below 2%, the 2016 Central Fleet Rates are as follows:

Rate Type	2015	2016	% Change
External Heavy Labor Rate	\$97.35	\$99.30	2.0%
External Light Labor Rate	\$81.45	\$83.00	1.9%
External Service Labor Rate	\$88.60	\$90.35	2.0%
Internal Heavy Labor Rate	\$90.30	\$92.00	1.9%
Internal Light Labor Rate	\$76.25	\$77.75	2.0%
Internal Service Labor Rate	\$82.75	\$84.40	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%



Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total Work Orders	5,798	6,100	6,025	6,100	0
Internal Customer Work Orders	5,566	5,900	5,800	5,900	0
External Customer Work Orders	232	200	325	200	0
Total Internal. Cust. Rep./Maint. Rev.	\$2,243,279	\$1,987,370	\$2,174,938	\$2,136,274	\$148,904
Total External Cust. Rep./Maint. Rev	\$98,216	\$60,200	\$90,000	\$66,140	\$5,940
Total External Customers	9	9	9	9	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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,547,690	\$1,690,616	\$1,134,221	\$1,713,232	\$22,616
Other Revenue	\$10,447	\$0	\$10,000	\$10,000	\$10,000
Appr. Fund Balance (b)	\$50,691	\$0	\$0	\$10,000	\$10,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,608,828	\$1,690,616	\$1,144,221	\$1,733,232	\$42,616
Personnel Costs	\$29,553	\$30,320	\$30,722	\$31,248	\$928
Operating Expenses (b)	\$1,596,468	\$1,659,000	\$1,104,904	\$1,704,352	\$45,352
Interdept. Charges	\$1,300	\$6,912	\$6,887	\$9,436	\$2,524
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,627,321	\$1,696,232	\$1,142,513	\$1,745,036	\$48,804

Operating Income/(Loss)	(\$18,493)	(\$5,616)	\$1,708	(\$11,804)	(\$6,188)
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(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 \$50,691 in 2014 for the repairs to fuel islands associated with the COMM10 legislation and in 2016 for one-time expenses related to painting fuel tanks.



Program Highlights

Interdepartmental revenues are increasing due to an anticipated increase in fuel consumption by the customers. Fuel usage is based on a multi-year average of actual usage. The markup for fuel is remaining stable at \$0.21 per gallon in 2016. Other revenues includes off-road vehicle fuel tax rebates and Fund Balance of \$10,000 is budgeted to fund the one-time expense of repainting the fuel tanks in 2016.

The 2016 budget assumes the average wholesale price of fuel (diesel and unleaded) will be \$3.80 per gallon, consistent with the 2015 budget. Of this, approximately \$0.32 is for State fuel taxes, which is consistent with the 2015 rate. Operating expense increases are mainly due to a higher anticipated consumption level of fuel by customers. Fuel costs are budgeted at about \$1,623,500 in 2016, an increase of about \$21,400. In addition, depreciation expense is budgeted to increase by about \$13,900 due to additional assets from the recently completed capital project for fuel site upgrades. Other costs include expenditures for maintenance and repairs of the 18 sites and \$10,000 for one-time painting of fuel tanks.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2015	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	TBD	\$1,500,000	0%	TBD

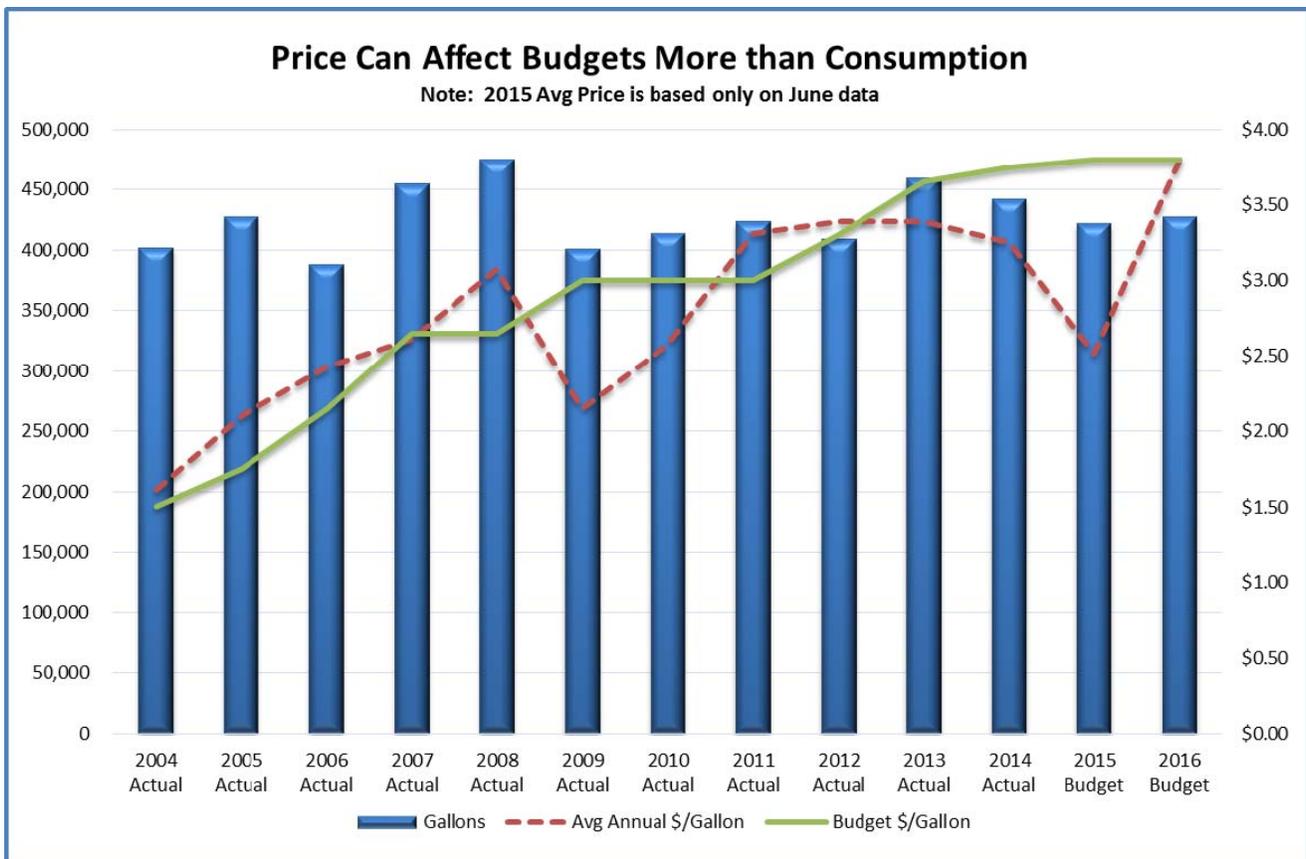
In an effort to keep the 2015 to 2016 rate increase at or below 2.0% the 2016 Central Fleet Rates is as follows:

Fuel markup: \$0.21 per gallon, 0.0% increases from 2015



Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	441,704	421,600	426,190	427,240	5,640





Statement of Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,414,376	\$2,562,006	\$2,562,006	\$2,603,437	\$41,431	1.6%
Other Revenue (b)	\$897,880	\$529,500	\$529,500	\$568,000	\$38,500	7.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,312,256	\$3,091,506	\$3,091,506	\$3,171,437	\$79,931	2.6%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,719,124	\$2,976,286	\$2,976,286	\$3,077,534	\$101,248	3.4%
Interdept. Charges	\$103,331	\$100,375	\$100,375	\$92,674	(\$7,701)	-7.7%
Fixed Assets (Memo) (c)	\$3,540,707	\$3,179,750	\$3,047,753	\$3,598,000	\$418,250	13.2%
Total Expenditures	\$2,822,455	\$3,076,661	\$3,076,661	\$3,170,208	\$93,547	3.0%
Operating Income/(Loss)	\$489,801	\$14,845	\$14,845	\$1,229	(\$13,616)	-91.7%

- (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) 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.

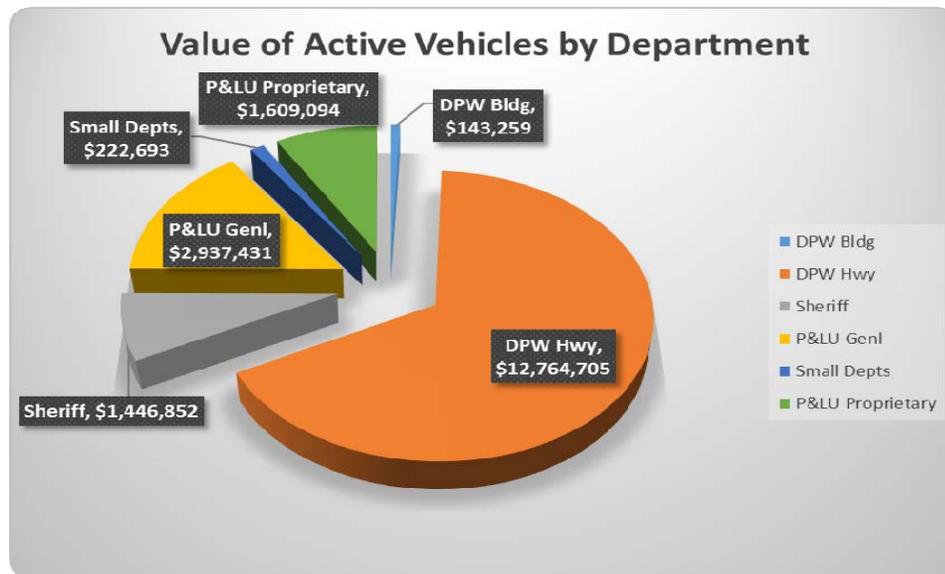


Program Highlights

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 2015 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase \$101,250 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations are based on a three-year experience history and are decreasing about \$7,700 from the 2015 allocations. This decrease is due to the decrease in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Active Vehicles in Plan	384	385	383	383	(2)
Vehicles Replaced	65	61	61	73	12

Vehicle Replacement Fund

Public Works

Program

Waukesha County 2016 Vehicle Replacement Plan

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Sheriff's Department	Squad, Police Pursuit Package	10	\$32,200	\$322,000	\$80,000
Sheriff's Department	Tahoe, Special Services Vehicle	1	\$33,500	\$33,500	\$8,000
Sheriff's Department	Auto, Police Pursuit Package	3	\$21,000	\$63,000	\$12,000
Sheriff's Department	Auto, Police Pursuit Package	2	\$24,500	\$49,000	\$8,000
Sheriff's Department	Van, full size transport	2	\$30,500	\$61,000	\$12,000
Subtotal Sheriff's Dept		18		\$528,500	\$120,000
Public Works Hwys	Truck, Patrol	4	\$225,000	\$900,000	\$120,000
Public Works Hwys	Pickup, 3/4 ton, 4x4	3	\$30,300	\$90,900	\$24,000
Public Works Hwys	Pickup, ranger 4x2	1	\$25,400	\$25,400	\$8,000
Public Works Hwys	Loader, skid steer w/ planer, trailer	1	\$112,600	\$112,600	\$15,000
Public Works Hwys	Right flail	1	\$36,900	\$36,900	\$4,000
Public Works Hwys	SUV	2	\$26,800	\$53,600	\$12,000
Public Works Hwys	Tractor, AG with Towed Rotary	1	\$154,500	\$154,500	\$15,000
Public Works Hwys	Triple flail	1	\$51,000	\$51,000	\$5,000
Public Works Hwys	Mower, zero turn w/ trailer	1	\$25,400	\$25,400	\$4,000
Public Works Hwys	Brush Chipper	1	\$54,000	\$54,000	\$5,000
Public Works Hwys	Mower, zero turn w/ trailer	2	\$25,400	\$50,800	\$8,000
Public Works Hwys	Truck, Patrol muni body	3	\$200,900	\$602,700	\$90,000
Subtotal DPW Hwys		21		\$2,157,800	\$310,000
Public Works Bldgs	Pickup, 1/2 ton, topper	1	\$25,000	\$25,000	\$5,000
Public Works Bldgs	Pickup, 4x4 with lift gate	1	\$33,500	\$33,500	\$8,000
Public Works Bldgs	Van	1	\$25,000	\$25,000	\$5,000
Subtotal DPW Bldgs		3		\$83,500	\$18,000
Parks & Land Use Genl	Utility vehicle, 4 wheel, w/ cab medium duty	1	\$18,100	\$18,100	\$2,000
Parks & Land Use Genl	Utility vehicle, 4 wheel, w/ cab	1	\$18,100	\$18,100	\$2,000
Parks & Land Use Genl	Utility Vehicle, 4 wheel gator	1	\$11,000	\$11,000	\$1,000
Parks & Land Use Genl	Truck, pickup 2 wheel drive	1	\$32,000	\$32,000	\$6,000
Parks & Land Use Genl	Utility vehicle with cab	1	\$18,100	\$18,100	\$3,000
Parks & Land Use Genl	Mower, Zero Turn	2	\$17,400	\$34,800	\$6,000
Parks & Land Use Genl	Pickup, 3/4 ton 4x4, plow	2	\$42,500	\$85,000	\$12,000
Parks & Land Use Genl	Brush mower; skid steer attach	1	\$37,400	\$37,400	\$4,000
Parks & Land Use Genl	Pickup, 1/2 ton, extension cab, lift gate	1	\$35,000	\$35,000	\$6,000
Subtotal P&LU Gen'l Fund		11		\$289,500	\$42,000
Parks & Land Use Golf Courses	Mower, triplex trim	1	\$34,400	\$34,400	\$5,000
Parks & Land Use Golf Courses	Rake, sand trap	2	\$17,700	\$35,400	\$6,000
Parks & Land Use Golf Courses	Utility vehicle w/ spray & boom	2	\$44,300	\$88,600	\$10,000
Parks & Land Use Golf Courses	Aerifier, walker	1	\$24,600	\$24,600	\$3,000
Parks & Land Use Golf Courses	Slit seeder, tow behind, fairway	1	\$8,000	\$8,000	\$1,000
Parks & Land Use Golf Courses	Mower, greens	1	\$30,700	\$30,700	\$5,000
Parks & Land Use Golf Courses	Mower, greens	1	\$36,300	\$36,300	\$5,000
Parks & Land Use Golf Courses	Mower, greens, 3 wheel drive	1	\$33,000	\$33,000	\$5,000
Parks & Land Use Golf Courses	Utility vehicle medium duty	1	\$18,100	\$18,100	\$1,000
Parks & Land Use Golf Courses	Utility vehicle, 4 wheel dump box, hvy dty	2	\$26,700	\$53,400	\$6,000
Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel gator	1	\$11,000	\$11,000	\$1,000
Parks & Land Use Golf Courses	Mower, greens, triplex	1	\$30,700	\$30,700	\$5,000
Parks & Land Use Golf Courses	Mower, greens, triplex	1	\$26,000	\$26,000	\$5,000
Subtotal P&LU Golf Courses		16		\$430,200	\$58,000
Radio Services	Truck, 1/2 ton pickup, 4x4 with topper	1	\$28,500	\$28,500	\$5,000
Health & Human Services	Van	2	\$24,000	\$48,000	\$10,000
Health & Human Services	Van	1	\$32,000	\$32,000	\$5,000
Subtotal Small Departments		4		\$108,500	\$20,000
Grand Total		73		\$3,598,000	\$568,000

Vehicle Replacement Fund

Public Works

Program

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

Agency	2015		2016		2017		2018		2019		2020	
	Units	Cost										
Public Works Hwy Ops	10	\$1,532,260	21	\$2,157,800	21	\$2,421,800	19	\$2,303,200	14	\$1,625,100	16	\$3,094,603
Public Works Bldg Ops	0	\$0	3	\$83,500	1	\$24,800	1	\$23,900	2	\$64,600	0	\$0
Sheriff (a)	27	\$805,275	18	\$528,500	22	\$222,300	12	\$33,000	11	\$257,800	11	\$342,500
Parks & Land Use Gen'l	13	\$386,510	11	\$289,500	18	\$605,145	15	\$480,100	11	\$417,969	12	\$531,400
Golf Courses	7	\$190,895	16	\$430,200	10	\$238,550	6	\$217,600	8	\$310,100	9	\$339,100
Ice Arenas	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$101,200
Medical Examiner	2	\$70,400	0	\$0	2	\$59,400	0	\$0	2	\$61,800	0	\$0
Human Services	1	\$30,300	3	\$80,000	0	\$0	0	\$0	0	\$0	0	\$0
Records Mgmt	0	\$0	0	\$0	1	\$23,800	0	\$0	0	\$0	0	\$0
Information Systems	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	1	\$32,113	0	\$0	0	\$0	0	\$0	1	\$34,000	0	\$0
Radio Services	0	\$0	1	\$28,500	0	\$0	0	\$0	0	\$0	0	\$0
	61	\$3,047,753	73	\$3,598,000	75	\$3,595,795	53	\$3,057,800	49	\$2,771,369	49	\$4,408,803

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



Statement of Purpose

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

Financial Summary	2014	2015	2015	2016	Change From 2015	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$792,277	\$768,982	\$769,981	\$807,349	\$38,367	5.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$22,874	\$21,200	\$18,700	\$18,700	(\$2,500)	-11.8%
Appr. Fund Balance (a)	\$180,829	\$210,829	\$210,829	\$200,829	(\$10,000)	-4.7%
County Tax Levy (a)	\$192,563	\$162,563	\$162,563	\$152,563	(\$10,000)	-6.2%
Total Revenue Sources	\$1,188,543	\$1,163,574	\$1,162,073	\$1,179,441	\$15,867	1.4%
Expenditures						
Personnel Costs	\$241,972	\$262,911	\$257,157	\$266,312	\$3,401	1.3%
Operating Expenses (a)(b)	\$774,711	\$756,415	\$729,952	\$762,769	\$6,354	0.8%
Interdept. Charges	\$165,376	\$144,248	\$144,758	\$150,360	\$6,112	4.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,182,059	\$1,163,574	\$1,131,867	\$1,179,441	\$15,867	1.4%
Operating Income/(Loss)	\$6,484	\$0	\$30,206	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	3.00	0.00

- (a) Airport Fund balance is used to partially offset depreciation expense and to reduce reliance on County Tax Levy. Use of Fund Balance for this reason has been reduced from \$30,000 in 2015 to \$20,000 in the 2016 budget.
- (b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

Airport Operations

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

Program Description

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

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	1.30	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$667,286	\$673,982	\$674,981	\$687,349	\$13,367
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20,715	\$19,700	\$17,200	\$17,200	(\$2,500)
Appr. Fund Balance	\$180,829	\$180,829	\$180,829	\$180,829	\$0
County Tax Levy	\$77,860	\$67,395	\$67,395	\$46,372	(\$21,023)
Total Revenues	\$946,690	\$941,906	\$940,405	\$931,750	(\$10,156)
Personnel Costs	\$102,106	\$115,892	\$106,304	\$110,123	(\$5,769)
Operating Expenses	\$734,543	\$712,189	\$683,040	\$717,997	\$5,808
Interdept. Charges	\$135,599	\$113,825	\$102,775	\$103,630	(\$10,195)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$972,248	\$941,906	\$892,119	\$931,750	(\$10,156)
Operating Income/(Loss)	(\$25,558)	\$0	\$48,286	\$0	\$0



Program Highlights

Charges for Service revenues are budgeted to increase about \$13,400 and include revenues from land leases of almost \$329,000; hangar rental revenues of \$254,200; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of \$55,200; airport lease revenues paid by the FBO for exclusively leased ramp area of \$5,800; the FBO lease for the Airport fuel farm of \$41,200 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 2015 budget levels, and is used to partially offset depreciation expense.

Personnel costs are decreasing about \$5,770. This decrease is primarily due to changes in health insurance plans. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing about \$5,800. This budget includes an additional \$11,000 for repairs and maintenance of the T-hangars, which will be done in conjunction with the recommendations of the T-Hangar Repair/Replacement (Capital Project 201213). Depreciation expenses are budgeted to decrease by about \$10,000, based on some assets being fully depreciated by the end of 2015 and due to a higher than anticipated depreciation expense for the runway rehabilitation project in the 2015 budget. Contracted snow removal costs are budgeted at \$232,260, the same level as the 2015 budget. This contract was re-bid in the fall of 2014. Other increases consist of changes in individual operating expense accounts of less than \$5,000. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are decreased by \$10,200 primarily due to reductions in Airport and Travel Liability insurance expenses by about \$11,600.

Airport Operations (Continued)



Activity Data	2014 Actual	2015 Budget (a)	2015 Estimate	2016 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement (a)	456,949	461,299	456,949	461,552	253
Acres of grass to be mowed	337	332	337	336	4

(a) 2015 budget assumed completion of the terminal ramp expansion (capital project 201311) in 2015, but now is planned for completion in 2016.



Activity Data	2014 Actual	2015 Budget (c)	2015 Estimate (c)	2016 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (b)	1,122,890	840,00	840,000	1,080,000	240,000
<u>100LL</u>	<u>134,247</u>	<u>110,000</u>	<u>110,000</u>	<u>120,000</u>	<u>10,000</u>
Total	1,257,137	950,000	950,000	1,200,000	250,000

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.
 (c) Lower fuel projections for the 2015 budget and estimate reflect the closure of runway 10/28 for reconstruction (capital project # 200704) for much of the summer.

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.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$124,991	\$95,000	\$95,000	\$120,000	\$25,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,159	\$1,500	\$1,500	\$1,500	\$0
Appr. Fund Balance	\$0	\$30,000	\$30,000	\$20,000	(\$10,000)
County Tax Levy	\$114,703	\$95,168	\$95,168	\$106,191	\$11,023
Total Revenues	\$241,853	\$221,668	\$221,668	\$247,691	\$26,023
Personnel Costs	\$139,866	\$147,019	\$150,853	\$156,189	\$9,170
Operating Expenses	\$40,168	\$44,226	\$46,912	\$44,772	\$546
Interdept. Charges	\$29,777	\$30,423	\$41,983	\$46,730	\$16,307
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$209,811	\$221,668	\$239,748	\$247,691	\$26,023
Operating Income/(Loss)	\$32,042	\$0	(\$18,080)	\$0	\$0

Administrative Services (Continued)



Program Highlights

Charges for services include revenues from Fuel sales, budgeted at \$120,000. Fuel volume projections are based on historic data, a new fuel provider operating at the Airport and a projection for higher fuel sales due to the runway reconstruction to be completed in 2015, which will be able to handle heavier aircraft. Fuel flowage revenues received from the FBO remain at \$0.10 per gallon. Other revenues include \$1,500 from cost recoveries for airport identification/access control badges issued. Airport Fund Balance of \$20,000 is budgeted to reduce reliance on County Tax Levy funding and has been reduced \$10,000 in the 2016 budget. In addition, overall County Tax Levy has been reduced by \$10,000 bringing the Airport Tax Levy to \$152,563.

Personnel costs are increasing \$9,170 from the 2015 budget, mainly due to a change in employee health plan selection. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing minimally by \$550 from the 2015 adopted budget. Decreases in Airport Marketing expenses are offset by increases in one-time purchases of furniture for the front office and increases in travel costs for Airport Management Association (AMA) meetings. Marketing costs are decreasing due to transferring marketing duties to internal staff. Also included in this appropriation unit are administrative costs to support the administration of the Airport such as expenses for professional memberships, office supplies, and printing costs.

Airport Capital Projects

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

* See capital project forms for ongoing operating impacts

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