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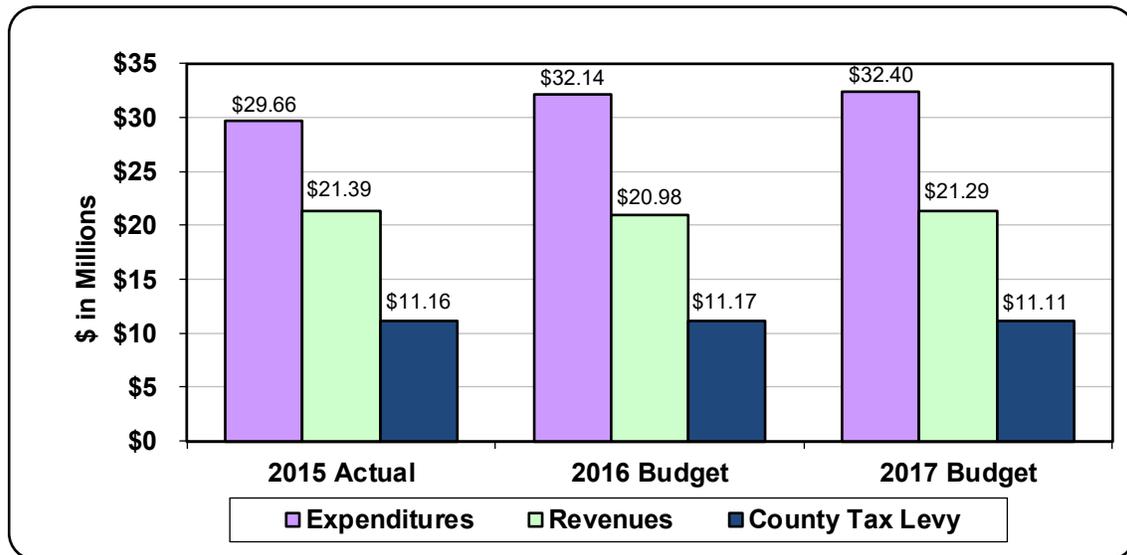
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PUBLIC WORKS

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 2017 expenditure budget for this functional area totals \$32,398,460, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$253,883 or 0.8% from the 2016 Adopted Budget. Budgeted revenues (including \$511,912 of Fund Balance appropriations) total \$21,293,399, an increase of \$312,442 or 1.5% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,109,428, a decrease of \$57,000 or 0.5% from the 2016 Adopted Budget.

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

	2015 Actual	2016		2017 Budget	Change from 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$21,394,529	\$20,980,957	\$20,924,469	\$21,293,399	\$312,442	1.5%
County Tax Levy (b)(c)	\$11,156,428	\$11,166,428	\$11,166,428	\$11,109,428	(\$57,000)	-0.5%
Expenditure (d)	\$29,663,881	\$32,144,577	\$31,150,212	\$32,398,460	\$253,883	0.8%
Rev. Over (Under) Exp.	\$2,395,092	\$0	\$392,111	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$491,984	\$2,808	\$548,574	\$4,367	\$1,559	55.5%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Revenues (a)	\$21,394,529	\$20,980,957	\$20,924,469	\$21,293,399	\$312,442	1.5%
County Tax Levy (b)(c)	\$11,156,428	\$11,166,428	\$11,166,428	\$11,109,428	(\$57,000)	-0.5%
Expenditure (d)	\$29,663,881	\$32,144,577	\$31,150,212	\$32,398,460	\$253,883	0.8%
Rev. Over (Under) Exp.	\$2,395,092	\$0	\$392,111	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$491,984	\$2,808	\$548,574	\$4,367	\$1,559	55.5%

- (a) Revenues in the 2017 Budget includes General Fund Balance of \$100,000 in the General Fund and \$124,000 in the Transportation Fund; Central Fleet Fund balance of \$107,083 in the Central Fleet Fund; and Airport Fund Balance of \$180,829 in the Airport Fund. The 2016 Adopted budget includes General Fund Balance of \$130,000 in the General Fund; General Fund Balance of \$88,000 in the Transportation Fund; Central Fleet Fund Balance of \$111,083 in the Central Fleet Fund; and Airport Fund Balance of \$200,829 in the Airport Fund. The 2016 Budget Estimate includes General Fund Balance of \$352,117 in the General Fund and \$110,000 in the Transportation Fund; Central Fleet Fund Balance of \$150,360 in the Central Fleet Fund; Vehicle Replacement Fund Balance in the Vehicle Replacement Fund of \$533,387; and Airport Fund Balance in the Airport Fund of \$152,563. 2015 Actuals include General Fund Balance of \$506,518 in the General Fund; General Fund Balance of \$248,681 in the Transportation Fund; Central Fleet Fund Balance of \$113,063 in the Central Fleet Fund; Vehicle Replacement Fund Balance of \$228,798 in the Vehicle Replacement Fund; and Airport Fund Balance of \$312,829 in the Airport Fund.
- (b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.
- (c) Tax levy is provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases.
- (d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$4,233,860 in the 2017 budget, \$3,598,000 in the 2016 Budget, \$4,106,200 in the 2016 Estimate, and \$2,722,215 in 2015. Central Fleet Fund expenditures exclude fixed asset purchases of \$35,000 in the 2016 budget and \$17,627 in 2015.

PUBLIC WORKS

Functional Area Budget Highlights

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

- **State General Transportation Aids (GTA) funding** is budgeted to remain at the 2016 budgeted level of \$4.6 million, based on the allocation from the Wisconsin Department of Transportation in 2015 and 2016.
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about \$26,100 in 2017. Salt rates are decreasing \$1.59 per ton or 2.5% from \$63.72 per ton to \$62.13 per ton. Estimated salt usage on County Highways is estimated to remain at the 2016 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to increase by \$47,800 due to an increase in anticipated salt sales by 900 tons, from 5,100 tons to 6,000 tons, based on one new municipality purchasing salt in 2017 (the Town of Waukesha). Revenues from these salt sales increase by about \$54,100 (includes \$7 per ton handling fee).
- The **County Highway Maintenance** program budgets for \$74,000 of one-time equipment purchases, including a new set of portable traffic signals (\$64,000), which is expected to be safer and free-up traffic control flagger staff to perform other tasks, and the replacement of a concrete screed (\$10,000). These purchases will be covered with fund balance due to earnings in 2015 through the State's Performance-Based Maintenance program.
- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by Department of Transportation are budgeted to decrease by a net of \$56,000. Revenues for work performed under Performance-Based Maintenance (PbM) contracts with the state are budgeted to decrease by \$164,000 reflecting actual cost experience. PbM was initiated in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for State-specific projects—versus the Routine Maintenance Agreement (RMA) system that reimburses for time and materials—which may incentivize efficient maintenance work. Decreasing PbM revenues are partially offset by an increase in anticipated RMA reimbursements by \$108,000.
- 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 58.88%, an increase from the 2016 budgeted rate of 57.55%. The 2017 operating expense budget reflects a similar level of transit service overall. One minor modification is a reduction of Sunday night service on the Gold Line (Brookfield Square Extension), eliminating two trips, due to very low ridership. The service impact is expected to be minimal due to route 79 providing the same service within the half-hour.
- The **Central Fleet Vehicle Fuel** budget assumes a 10% decrease in fuel prices from the 2016 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about \$115,000 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 about \$72,500 and labor of \$31,500.
- **Department of Public Works – General Fund position budget** includes unfunding of a building Services Worker in the **Housekeeping program**, estimated to save approximately \$62,000. Existing workload is expected to be absorbed with remaining program staff.
- **Energy and Utility budget costs for County facilities** are budgeted to increase by about \$32,100, due to anticipated increases in consumption for both electricity and water and an increase in the budgeted cost per gallon of water. These increases are partially offset by anticipated lower cost per therm for natural gas. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Maintenance Plan** totals \$1,095,000 in the 2017 budget, which is an increase of \$145,000 from the typical base budget for this program of \$950,000. The additional \$145,000 is budgeted for one-time projects at to address items identified in a state inspection report for the Mental Health Center and projects identified by staff as necessary to continue their operations. Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. The remainder of the maintenance plan is funded with \$850,000 of County Tax Levy and \$100,000 of General Fund Balance. The goal is to gradually phase out General Fund Balance use in the plan.
- County Tax Levy in the **Airport Operations Fund** is budgeted to decrease by \$30,000, from \$152,563 to \$122,563, largely due to a nearly \$77,000 increase in revenues. These additional revenues are mostly anticipated from a newly negotiated 22-year contract with the existing fixed-based operator (FBO), which is expected to generate more land lease and fuel sales revenues for the Airport, partly resulting from the FBO's construction of a new corporate hangar and the expansion of their existing one. The County will also receive a greater share of T-hangar rental revenue. The contract is expected to eventually provide total additional annual revenue \$134,000, but will be phased-in over one to three years, depending on the timing of construction for the new FBO hangar.

**BUDGETED POSITIONS 2015-2017
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
PUBLIC WORKS	General	45.90	44.90	44.90	43.90	(1.00)
PUBLIC WORKS	Transportation	76.70	76.70	76.70	76.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		139.60	138.60	138.60	137.60	(1.00)
TOTAL EXTRA HELP		5.11	2.81	2.81	2.81	-
TOTAL OVERTIME		3.79	4.02	4.02	4.10	0.08
TOTAL BUDGETED POSITIONS		148.50	145.43	145.43	144.51	(0.92)

2017 BUDGET ACTIONS

Public Works - General

Unfund: 1.00 FTE Building Services Worker
Reduce: 0.01 FTE Overtime

Public Works - Central Fleet

Increase: 0.09 FTE Overtime

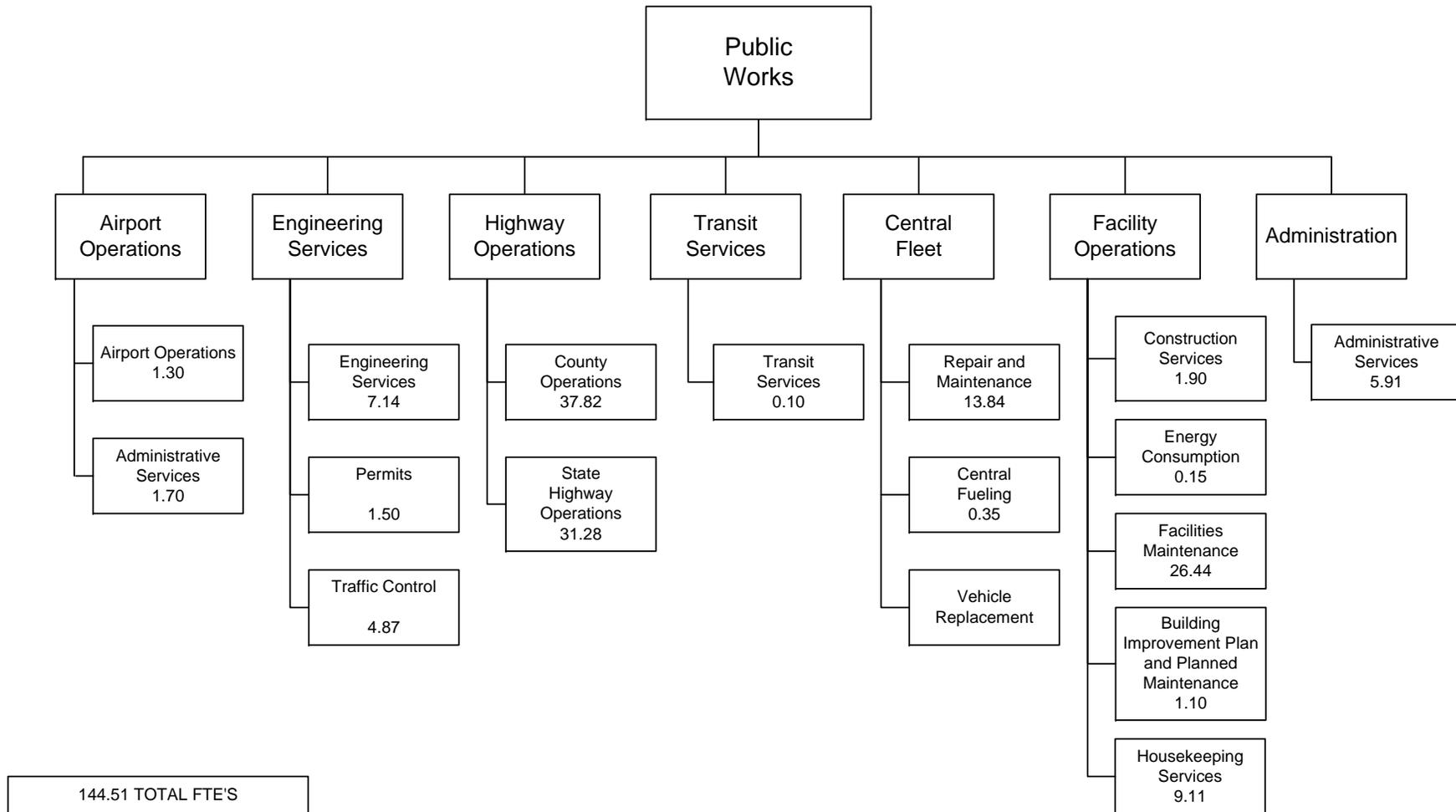
2016 CURRENT YEAR ACTIONS

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.

All Funds

Public Works

Statement of Purpose/Summary

Statement of Purpose

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

Financial Summary	2016				Change From 2016	
	2015 Actual	Adopted Budget	2016 Estimate (b)	2017 Budget	Adopted Budget \$	%
Public Works-General Fund						
Revenues (b)(c)	\$1,041,650	\$568,383	\$779,309	\$669,482	\$101,099	17.8%
County Tax Levy	\$7,968,437	\$8,113,795	\$8,113,795	\$8,039,880	(\$73,915)	-0.9%
Expenditures (b)	\$8,068,814	\$8,682,178	\$8,634,169	\$8,709,362	\$27,184	0.3%
Rev. Over (Under) Exp.	\$941,273	\$0	\$258,935	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(c)	\$12,444,491	\$12,122,530	\$11,987,670	\$12,233,381	\$110,851	0.9%
County Tax Levy	\$3,025,428	\$2,900,070	\$2,900,070	\$2,946,985	\$46,915	1.6%
Expenditures (b)	\$14,016,100	\$15,022,600	\$14,754,563	\$15,180,366	\$157,766	1.1%
Rev. Over (Under) Exp.	\$1,453,819	\$0	\$133,177	\$0	\$0	N/A
Central Fleet						
Revenues (b)(c)	\$3,670,024	\$4,091,729	\$3,441,668	\$4,056,888	(\$34,841)	-0.9%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$3,463,770	\$4,090,150	\$3,441,374	\$4,056,610	(\$33,540)	-0.8%
Operating Inc./ (Loss) (d)	\$206,254	\$1,579	\$294	\$278	(\$1,301)	-82.4%
Vehicle Replacement						
Revenues (b)(c)	\$3,159,070	\$3,171,437	\$3,704,824	\$3,250,063	\$78,626	2.5%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$2,942,674	\$3,170,208	\$3,170,208	\$3,245,974	\$75,766	2.4%
Operating Inc./ (Loss) (d)	\$216,396	\$1,229	\$534,616	\$4,089	\$2,860	232.7%
Airport						
Revenues (c)	\$1,079,294	\$1,026,878	\$1,010,998	\$1,083,585	\$56,707	5.5%
County Tax Levy	\$162,563	\$152,563	\$152,563	\$122,563	(\$30,000)	-19.7%
Expenditures	\$1,172,523	\$1,179,441	\$1,149,897	\$1,206,148	\$26,707	2.3%
Operating Inc./ (Loss) (d)	\$69,334	\$0	\$13,664	\$0	\$0	N/A
Total All Funds						
Revenues (b)(c)	\$21,394,529	\$20,980,957	\$20,924,469	\$21,293,399	\$312,442	1.5%
County Tax Levy (a)	\$11,156,428	\$11,166,428	\$11,166,428	\$11,109,428	(\$57,000)	-0.5%
Expenditures (b)	\$29,663,881	\$32,144,577	\$31,150,212	\$32,398,460	\$253,883	0.8%
Rev. Over (Under) Exp.	\$2,395,092	\$0	\$392,111	\$0	\$0	N/A
Operating Inc./ (Loss) (d)	\$491,984	\$2,808	\$548,574	\$4,367	\$1,559	55.5%
Position Summary (FTE)						
Regular Positions	139.60	138.60	138.60	137.60	(1.00)	
Extra Help	5.11	2.81	2.81	2.81	0.00	
Overtime	3.79	4.02	4.02	4.10	0.08	
Total	148.50	145.43	145.43	144.51	(0.92)	

- (a) Tax Levy amount is not determined by expenditures less revenues.
- (b) The 2016 Estimate includes 2015 budget appropriation carryovers and open encumbrances, which modified the 2016 budget after it was adopted.
- (c) The **2017 Budget request** includes General Fund Balance of \$100,000 in the General Fund and \$124,000 in the Transportation Fund; Central Fleet Fund balance of \$107,083 in the Central Fleet Fund; and Airport Fund Balance of \$180,829 in the Airport Fund. The **2016 Adopted budget** includes General Fund Balance of \$130,000 in the General Fund; General Fund Balance of \$88,000 in the Transportation Fund; Central Fleet Fund Balance of \$111,083 in the Central Fleet Fund; and Airport Fund Balance of \$200,829 in the Airport Fund. The **2016 Budget Estimate** includes an additional General Fund Balance of \$227,117 in the General Fund for the carryover of open purchase orders from 2015 to 2016; an additional General Fund Balance of \$22,000 in the Transportation Fund for the carryover of open purchase orders from 2015 to 2016; an additional Central Fleet Fund Balance of \$39,277 in the Central Fleet Fund for the carryover of open purchase orders from 2015 to 2016; and \$533,387 of Vehicle Replacement Fund Balance in the Vehicle Replacement Fund for the carryover of open purchase orders. **2015 Actuals** include General Fund Balance of \$506,518 in the General Fund; General Fund Balance of \$248,681 in the Transportation Fund; Central Fleet Fund Balance of \$113,063 in the Central Fleet Fund; Vehicle Replacement Fund Balance of \$228,798 in the Vehicle Replacement Fund; and Airport Fund Balance of \$312,829 in the Airport Fund.
- (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 2017

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 winter actual	2016/2017 Target
<p>Category 2:</p> <ul style="list-style-type: none"> High volume four lane highways (ADT\geq 25,000) and Some four lane highways (ADT\leq25,000) Some six lane highways. <p><i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i></p>	2.73 hours	1.73 hours	1.79 hours	2.00 hours
<p>Category 3:</p> <ul style="list-style-type: none"> All other four lane highways (ADT$<$25,000). <p><i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i></p>	2.94 hours	2.46 hours	1.76 hours	2.00 hours
<p>Category 4:</p> <ul style="list-style-type: none"> Most high volume two lane highways (ADT\geq5,000) Some two lanes (ADT $<$ 5,000). <p><i>i.e. CTH C in Genesee and Delafield. CTH V V in Town and Village of Merton</i></p>	3.63 hours	2.32 hours	2.19 hours	3.00 hours
<p>Category 5:</p> <ul style="list-style-type: none"> All other two lane Highways <p><i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i></p>	3.00 hours	2.00 hours	3.17 hours	4.00 hours

NOTE:

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

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 Actual	2016 Target	2016 Estimate	2017 Target
Bridge Conditions					
<i>Sufficiency Index: Benchmark</i>			80.0		80.0
Sufficiency Index: Actuals	84.2	84.7	84.0	83.9	84.0
Number of Bridges	65.0	67.0	67.0	67.0	67.0
Load Posted Bridges	1.0	0.0	0.0	0.0	0.0

Pavement Condition Index (PCI)					
County Highway System					
<i>PCI: Benchmark</i>			70.0		70.0
PCI: Actuals					
Asphalt—primary (arterial highways)	67.0	65.0	66.0	64.3	65.0
Asphalt—secondary (major collector highways)	62.0	59.0	57.0	56.1	55.0
Asphalt—tertiary (minor collector highways)	53.0	50.0	57.0	56.1	55.0
Concrete	67.0	61.0	56.0	58.0	55.2

Airport					
<i>PCI: Benchmark</i>			70.0		70.0
PCI: Actuals					
Runways	73.0	95.0	95.0	95.0	95.0
Taxiways	80.0	89.0	89.0	89.0	89.0
Aprons	73.0	73.0	78.0	75.0	80.0
Landside Pavements	71.0	70.0	74.0	72.0	72.0

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	< 1 business day
Convert Work Requests to Work Order from On-line Customer Inquiry/Issue	3 business days	1.5 business days
YourGov Smartphone and Website Implementation	End of Fourth Quarter 2015	Completed June 2016
Complete Pot Hole Repair request	1 business day	1 business day
Complete Mowing for Safety (Vision) Request	1 business day	1 business day
Customer Satisfaction level based on YourGov Surveys	Increase by 20% (from before request was submitted to after request was completed)	To be completed Fourth Quarter 2016
Add retaining wall data to Cartegraph database	End of Fourth Quarter 2015	Completed Fourth Quarter 2015
Create five year retaining wall maintenance plan	End of Second Quarter 2017	N/A
Culverts in Acceptable Condition	99%	99%
Culverts with < 50% Blockage	95%	94%

Key Outcome Indicator (KOI) - Evidence of Success:

- Annual reporting 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 two years, which in some cases is too small a sample to provide meaningful information. It will likely take another 3 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 the Department will start to determine the costs of newly constructed assets and develop KOI's and benchmarks for these assets similar to 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 Actual	2016 Target	2016 Estimate	2017 Target
Utility Consumption per rentable square foot (a)(b)					
Natural Gas Therm usage per rentable sq. ft.	0.78	0.66	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.	12.93	12.57	17.00	15.00	17.00
Water Gallons usage per rentable sq. ft.	21.13	22.40	28.50	26.00	28.50
Maintenance & Housekeeping costs per square foot (a)(b)					
Maintenance costs per rentable sq. ft.	\$1.66	\$1.76	\$1.90	\$1.85	\$1.90
Housekeeping costs per rentable sq. ft.	\$2.69	\$2.66	\$2.76	\$2.75	\$2.80

(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.

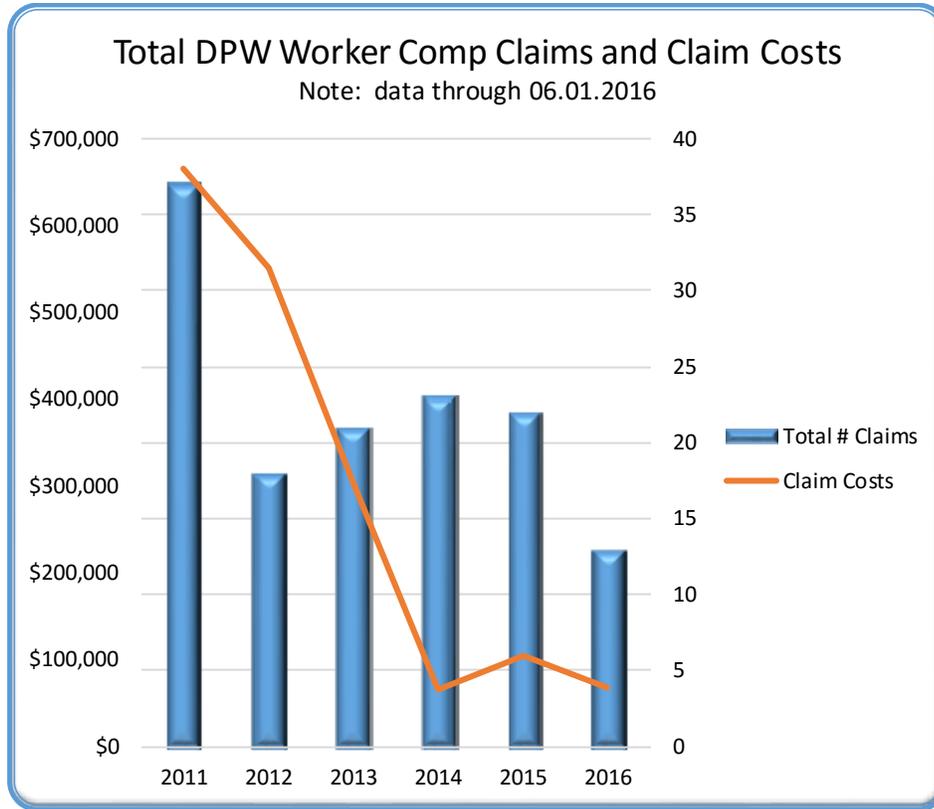
Objective 5: Advance portions of the Airport Marketing Plan and the Airport Business Plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha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

Key Outcome Indicator: Continue implementation of the Airport Marketing and Business Plans. 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 Actual	2016 Target	2016 Estimate	2017 Target
Customer Satisfaction Survey (biennial)					
-Management Effectiveness	89%	89%	90%	90%	90%
-Communication Effectiveness	84%	84%	85%	85%	85%
T-Hangar Occupancy Rate *	83%	84%	80%	82%	85%
Total Cumulative # of Hangars	54	54	55	55	56

* 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.

Percent of DPW employees who agree with the County Wide Strategic Planning survey statement: "Information and knowledge are openly shared within my department"

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

Performance Data	2014 Actual	2015 Actual	2016 Actual
@WaukeshaCoDPW Twitter followers as of June of each year	267	316	388

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.

Percent of DPW employees who agree with the County Wide Strategic Planning survey statement: "I understand I can be recognized for extra effort while demonstrating the County's Core Values"

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

County-Wide Key Strategic Outcome: An economically vibrant county

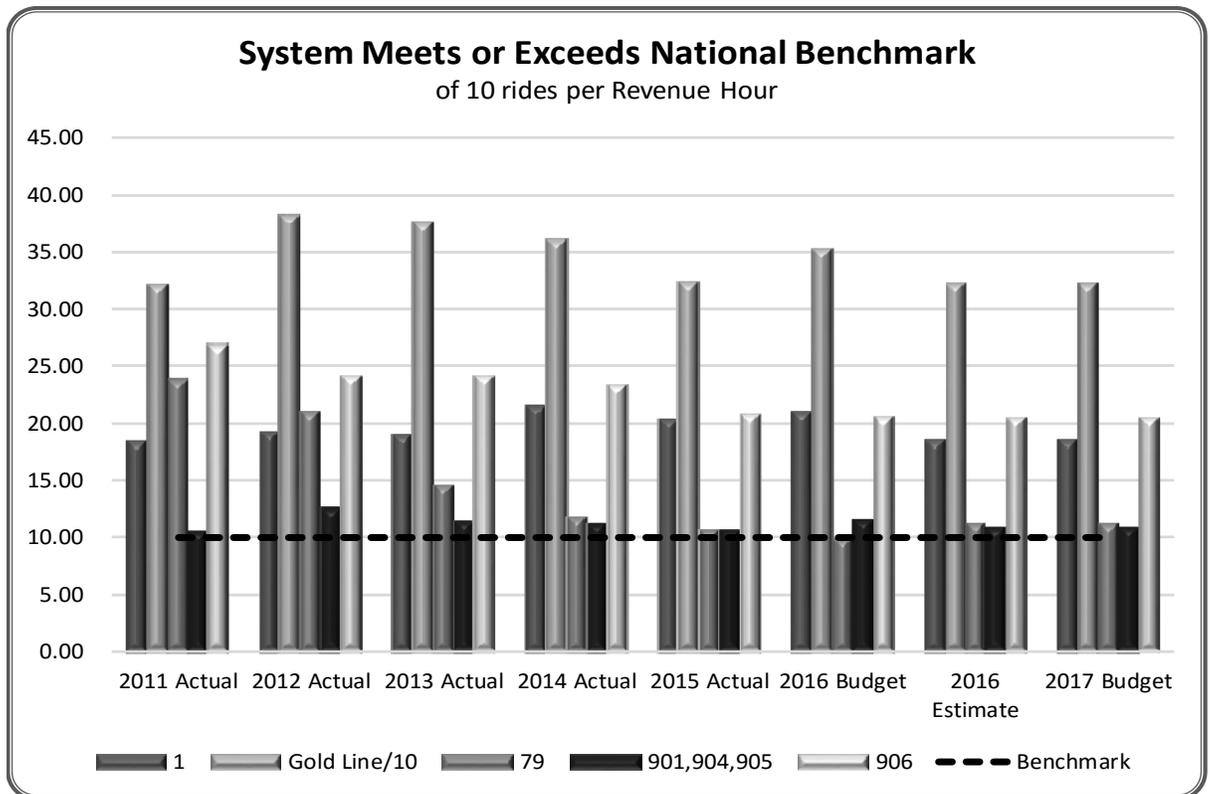
Objective 9: Provide an efficient and effective transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

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 Actual	2016 Budget	2016 Estimate	2017 Budget	2016 - 2017 Change
1	Waukesha Metro to Brookfield Square	18.46	19.24	19.10	21.71	20.43	21.07	18.61	18.61	(2.46)
Gold Line/10	Brookfield Square Extension *	32.31	38.39	37.73	36.20	32.49	35.43	32.39	32.39	(3.04)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	24.01	21.05	14.70	11.86	10.75	9.97	11.27	11.27	1.30
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.67	11.56	10.92	10.92	(0.64)
906	Weekday between Mukwonago and Milwaukee via I-43	27.08	24.22	24.23	23.52	20.91	20.70	20.52	20.52	(0.18)
Average Ride per Revenue Hour for all Routes		17.46	21.07	19.78	19.54	18.10	19.09	17.85	17.85	(1.24)

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



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 Actual	2016 Target	2016 Estimate	2017 Target
Total Number of Jail Days Saved (a)	1,474	1,139	1,300	1,200	1,200
Value in \$ of service to the County (8 hours/day, 3 to 5 days/week at \$11.42/hr in)	\$134,665	\$104,100	\$118,800	\$109,700	\$109,700
Huber Workforce at Fleet (hours)	2,080	1,760	2,080	1,700	2,080
Huber Workforce at Hwy Ops (hours)	3,181	1,710	4,000	1,463	2,080
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.

2016 Accomplishments
Developed an internal policy for financial tracking and management of Performance Based Maintenance (PbM) expenditures and revenues.
Created an effective and efficient process to track internal staff time associated with Highway Safety Improvement Program (HSIP) and a process to bill quarterly for reimbursement of HSIP design expenses.
Created, tested and implemented a cross training and backup plan for internal processes for new hire/departure processes; login requests; and performance evaluation/merit increases.
2015 Accomplishments
Implemented the use of the Contracts Module in the FMIS financial system to begin efficiently tracking and monitoring all DPW contracts.
Provided training on the use of Business Analytics and FMIS for key DPW employees for more effective Project management
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.
2014 Accomplishments
Provided training to key Highway Operations staff to provide 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.
At the request of employees, provided an overview of the operational budget, including budget development and budget 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.



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	2015	2016	2016	2017	Change From 2016	
	Actual (a)	Adopted Budget	Estimate (a)(b)		Budget	Adopted Budget \$
Revenues						
General Government	\$0	\$9,000	\$9,298	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$49,054	\$55,897	\$44,308	\$48,022	(\$7,875)	-14.1%
Interdepartmental	\$464,587	\$373,386	\$373,386	\$512,360	\$138,974	37.2%
Other Revenue	\$21,491	\$100	\$200	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$506,518	\$130,000	\$352,117	\$100,000	(\$30,000)	-23.1%
County Tax Levy (Credit)	\$7,968,437	\$8,113,795	\$8,113,795	\$8,039,880	(\$73,915)	-0.9%
Total Revenue Sources	\$9,010,087	\$8,682,178	\$8,893,104	\$8,709,362	\$27,184	0.3%
Expenditures						
Personnel Costs	\$3,297,854	\$3,398,364	\$3,343,129	\$3,351,927	(\$46,437)	-1.4%
Operating Expenses (a)(b)	\$4,220,397	\$4,450,491	\$4,505,193	\$4,481,290	\$30,799	0.7%
Interdept. Charges	\$541,002	\$553,323	\$550,507	\$532,145	(\$21,178)	-3.8%
Fixed Assets (a)(b)	\$9,561	\$280,000	\$235,340	\$344,000	\$64,000	22.9%
Total Expenditures	\$8,068,814	\$8,682,178	\$8,634,169	\$8,709,362	\$27,184	0.3%
Rev. Over (Under) Exp.	\$941,273	\$0	\$258,935	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	45.90	44.90	44.90	43.90	(1.00)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.32	0.32	0.32	0.31	(0.01)
Total FTEs	46.62	45.62	45.62	44.61	(1.01)

- (a) The 2016 estimate includes 2015 carryovers of \$222,117 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 \$100,000 is budgeted in the 2017 budget for Building Maintenance Plan. 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. In addition, the 2016 budget includes \$222,117 of fund balance for open purchase orders carried over from 2015 to 2016. General Fund Balance of \$506,518 was provided in the 2015 actuals, which includes \$251,000 provided in the 2015 Adopted Budget: \$150,000 for the Building Maintenance Plan, \$27,000 for possible rental property demolitions and repairs and \$74,000 for maintaining the former Health & Human Services Building. Carryovers and open encumbrances from 2014 to 2015 total \$255,518.

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	1.35	1.90	1.90	1.90	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,478	\$4,500	\$3,266	\$0	(\$4,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$30,062	\$30,000	\$30,000	\$0	(\$30,000)
County Tax Levy (Credit)	\$168,556	\$205,501	\$205,501	\$211,096	\$5,595
Total Revenues	\$210,096	\$240,001	\$238,767	\$211,096	(\$28,905)
Personnel Costs	\$195,465	\$187,483	\$137,444	\$189,651	\$2,168
Operating Expenses	\$24,673	\$51,700	\$48,700	\$20,700	(\$31,000)
Interdept. Charges	\$743	\$818	\$793	\$745	(\$73)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$220,881	\$240,001	\$186,937	\$211,096	(\$28,905)
Rev. Over (Under) Exp.	(\$10,785)	\$0	\$51,830	\$0	\$0



Program Highlights

Charges for Services are removed in the 2017 budget due to the razing of the last rental property in 2016. General Fund Balance of \$30,000 is removed as this was appropriated to fund the razing of that last rental property.

Net personnel costs are increasing by about \$2,170 primarily related to costs to continue for the regular staff of 1.90 FTE's. 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 \$20,700, is a decrease of \$31,000 from the 2016 budget mainly due to the removal of funds to raze the final rental property in 2016 (\$30,000). Other expenses include the cost of property maintenance repairs for foreclosed properties (\$2,000); funds for professional architectural services as needed (\$16,500); 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 16	Est. Operating Impact
201413	Law Enforcement Center Mechanical Upgrades	2016	\$2,596,000	100%	Reduced
201503	Demolish Former HHS Building	2017	\$3,620,000	10%	\$74,000 *
201109	Highway Substations HVAC Upgrades	2017	\$436,000	5%	Reduced
201206	Highway Ops-Fleet Center HVAC Upgrades	2017	\$892,000	5%	Reduced
200808	Communications Center Expansion	2017	\$3,731,000	10%	TBD
201210	UWW Roofing Upgrades	2018	\$3,209,000	60%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$253,000	0%	Reduced
201418	Courthouse Project - Secure Courtroom Construction	2020	\$36,400,000	0%	TBD
201705	Courthouse Project - Step 2 Courthouse Renovation	2025	\$58,600,000	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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	0.39	1.10	1.10	1.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$145,000	\$145,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$308,305	\$100,000	\$212,695	\$100,000	\$0
County Tax Levy (Credit)	\$843,859	\$957,769	\$957,769	\$960,100	\$2,331
Total Revenues	\$1,152,164	\$1,057,769	\$1,170,464	\$1,205,100	\$147,331
Personnel Costs	\$40,108	\$107,769	\$76,151	\$110,100	\$2,331
Operating Expenses	\$809,201	\$670,000	\$726,810	\$751,000	\$81,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$250	\$280,000	\$235,340	\$344,000	\$64,000
Total Expenditures	\$849,559	\$1,057,769	\$1,038,301	\$1,205,100	\$147,331
Rev. Over (Under) Exp.	\$302,605	\$0	\$132,163	\$0	\$0

 Program Highlights

Interdepartmental Revenues consist of a charges to the Mental Health Center for building improvement projects at that facility. General Fund Balance appropriations, which remain the same as in the 2016 budget, fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Net Personnel costs are increasing by about \$2,330 primarily related to costs to continue for the regular staff of 1.10 FTE's.

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the base plan of \$950,000 is remaining stable from the 2016 Adopted Budget. However, an additional \$145,000 is included in the 2017 budget for projects identified in a State inspection report and for projects identified by staff as necessary to their operations. Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. 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 2017	Plan 2018	Plan 2019	Plan 2020	Plan 2021
Roof	\$40,000	\$40,000	\$50,000	\$40,000	\$35,000
HVAC	\$424,000	\$385,000	\$285,000	\$455,000	\$535,000
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$25,000	\$20,000	\$50,000	\$40,000	\$20,000
Electrical	\$75,000	\$120,000	\$95,000	\$60,000	\$15,000
Carpet / Tile / Seal	\$50,000	\$50,000	\$55,000	\$35,000	\$35,000
Doors & Windows	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$20,000	\$20,000	\$50,000	\$15,000	\$10,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Asbestos	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Safety/Security	\$76,000	\$40,000	\$50,000	\$30,000	\$25,000
Flooring	\$0	\$0	\$40,000	\$0	\$0
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Code Upgrades	\$100,000	\$0	\$0	\$0	\$0
Grand Total	\$1,095,000	\$950,000	\$950,000	\$950,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$50,000	\$0	\$0	\$0
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Building Improvement Plan by Building

By Building	Plan 2017	Plan 2018	Plan 2019	Plan 2020	Plan 2021
Administration Center	\$65,000	\$0	\$20,000	\$110,000	\$115,000
Communications Center	\$0	\$0	\$0	\$0	\$130,000
County Jail	\$20,000	\$20,000	\$20,000	\$0	\$0
Courthouse	\$16,000	\$5,000	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$35,000	\$0	\$0
Highway Operations	\$50,000	\$15,000	\$0	\$0	\$15,000
Juvenile Center	\$0	\$0	\$0	\$85,000	\$50,000
Law Enforcement Center	\$35,000	\$0	\$0	\$0	\$0
Mental Health Center	\$145,000	\$0	\$40,000	\$0	\$25,000
Other/All Buildings (b)	\$649,000	\$760,000	\$835,000	\$755,000	\$615,000
UWW	\$115,000	\$150,000	\$0	\$0	\$0
Grand Total	\$1,095,000	\$950,000	\$950,000	\$950,000	\$950,000

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

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	0.19	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$37,576	\$51,397	\$41,042	\$48,022	(\$3,375)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$34,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,016,908	\$2,057,646	\$2,057,646	\$2,093,370	\$35,724
Total Revenues	\$2,088,484	\$2,109,043	\$2,098,688	\$2,141,392	\$32,349
Personnel Costs	\$22,495	\$20,312	\$20,327	\$20,592	\$280
Operating Expenses	\$1,881,549	\$2,088,731	\$2,053,080	\$2,120,800	\$32,069
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,904,044	\$2,109,043	\$2,073,407	\$2,141,392	\$32,349
Rev. Over (Under) Exp.	\$184,440	\$0	\$25,281	\$0	\$0

 **Program Highlights**

Charges for services revenues include about \$48,000 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator.

Net Personnel costs are increasing by about \$280 primarily related to costs to continue for the regular staff of 0.15 FTE's.

Operating expenses of \$2,120,800 increase by about \$32,100, due to the anticipated increased consumption of both electricity and water and an increase in the budgeted cost per gallon of water. Some of these increases are offset by an anticipated reduction in cost per therm for natural gas; however, consumption is expected to remain stable from the 2016 budget base. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

 Activity-Utility Source	2014 Actual*	2015 Actual*	2016 Budget	2016 Estimate	2017 Budget	Change
Electricity (Kilowatt-Hrs)	14,090,078	13,628,832	13,851,639	13,700,000	13,900,000	48,361
Natural Gas (Therms)	753,197	730,916	770,930	750,000	770,930	0
Water/Sewer (Gallons)	22,690,200	23,857,100	23,354,448	23,200,000	23,450,000	95,552

*For comparison purposes to the budget, 2014 and 2015 actuals exclude the old HHS and Public Health buildings.

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.

	2015 Annual Units per rentable square foot	Gas - Therms	Electricity - KHW	Water – M Gallons
ALL	All Buildings	0.66	12.57	22.4
AC	Administration Center	1.05	17.23	14.03
CC	Communications Center	0.97	59.01	21.04
CJ	County Jail	1.08	18.29	49.94
CH	Courthouse	1.03	24.33	16.62
HS	(OLD) Health & Human Services*	0	1.97	0
HS	Health & Human Services	0.7	12.16	12.77
LE	Law Enforcement Center	1.08	19.44	66.17
JV	Juvenile Center	1.73	19.61	8.91
MH	Mental Health Center	0.72	17.95	19.37
NV	Northview	0.69	9.58	25.95

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

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	27.67	26.44	26.44	26.44	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$457,587	\$366,386	\$366,386	\$360,360	(\$6,026)
Other Revenue	\$21,104	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$131,151	\$0	\$109,422	\$0	\$0
County Tax Levy (Credit)	\$2,950,461	\$3,009,274	\$3,009,274	\$2,965,667	(\$43,607)
Total Revenues	\$3,560,303	\$3,375,660	\$3,485,082	\$3,326,027	(\$49,633)
Personnel Costs	\$1,830,249	\$1,914,135	\$1,943,426	\$1,920,366	\$6,231
Operating Expenses	\$847,520	\$958,010	\$1,014,642	\$923,610	(\$34,400)
Interdept. Charges	\$486,956	\$503,515	\$501,414	\$482,051	(\$21,464)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,164,725	\$3,375,660	\$3,459,482	\$3,326,027	(\$49,633)
Rev. Over (Under) Exp.	\$395,578	\$0	\$25,600	\$0	\$0

 **Program Highlights**

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses.

Net Personnel costs are increasing by about \$6,230 primarily related to costs to continue for the regular staff of 25.75 FTE's. Funding continues for 0.40 FTE Architectural Intern and 0.29 FTE of Overtime.

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are about \$34,400 lower in the 2017 budget, which is primarily the impact of the County's investment in the Building Improvement program, reducing maintenance and repair needs.

Interdepartmental charges are decreasing by about \$21,500 primarily due to the shift of \$27,000 for after-hours security services at the Health and Human Services building from this budget to the Health and Human Services budget and a reduction of almost \$13,900 of Workers' Compensation charges. These reductions are offset by increases in property/vehicle insurance (\$11,430); maintenance, repair and replacement charges for vehicles and generators (\$5,780); and End User Technology Fund (EUTF) charges (\$4,000). Also included in Interdepartmental Charges are 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	11.13	10.12	10.12	9.11	(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	\$7,000	\$7,000	\$7,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$3,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,372,418	\$1,281,155	\$1,281,155	\$1,216,276	(\$64,879)
Total Revenues	\$1,382,418	\$1,288,155	\$1,288,155	\$1,223,276	(\$64,879)
Personnel Costs	\$661,098	\$629,102	\$623,110	\$577,286	(\$51,816)
Operating Expenses	\$636,364	\$655,200	\$636,911	\$640,780	(\$14,420)
Interdept. Charges	\$5,472	\$3,853	\$3,853	\$5,210	\$1,357
Fixed Assets	\$9,311	\$0	\$0	\$0	\$0
Total Expenditures	\$1,312,245	\$1,288,155	\$1,263,874	\$1,223,276	(\$64,879)
Rev. Over (Under) Exp.	\$70,173	\$0	\$24,281	\$0	\$0

 **Program Highlights**

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center (MHC). Expenses for the actual housekeeping service are paid directly through the Mental Health Center budget. The MHC benefits from economies of scale when the housekeeping supplies are ordered centrally by the Housekeeping staff.

Personnel costs decrease mostly due to the unfunding of a 1.00 FTE Building Service Worker position, estimated to save approximately \$62,000. These savings are partially offset by the cost to continue for the remaining staff of 9.10 FTE's. Overtime has a slight reduction to 0.01 FTE in 2017.

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 2017. 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 1.5% increase in the new Housekeeping contract is anticipated in 2017, which is still a decrease of about \$8,400 from budget due to 2016 actual charges being lower than anticipated. Operating expenses also include \$72,500 in housekeeping supplies associated with cleaning the buildings, a decrease of \$5,000 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	5.90	5.91	5.91	5.91	0.00
General Government	\$0	\$9,000	\$9,298	\$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	\$387	\$100	\$200	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$616,235	\$602,450	\$602,450	\$593,371	(\$9,079)
Total Revenues	\$616,622	\$611,550	\$611,948	\$602,471	(\$9,079)
Personnel Costs	\$548,439	\$539,563	\$542,671	\$533,932	(\$5,631)
Operating Expenses	\$21,090	\$26,850	\$25,050	\$24,400	(\$2,450)
Interdept. Charges	\$47,831	\$45,137	\$44,447	\$44,139	(\$998)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$617,360	\$611,550	\$612,168	\$602,471	(\$9,079)
Rev. Over (Under) Exp.	(\$738)	\$0	(\$220)	\$0	\$0



Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000 the same as 2016. 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 \$5,600, largely due to a change in employee health plan selection.

Operating expenses of \$24,400 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development. Decreases are due to a one-time budgeting of a ceiling mounted wireless projector.

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	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget	
					\$	%
Revenues						
General Government	\$10,775,258	\$10,397,017	\$10,182,500	\$10,340,573	(\$56,444)	-0.5%
Fine/Licenses	\$139,830	\$102,000	\$125,000	\$135,000	\$33,000	32.4%
Charges for Services	\$372,546	\$490,672	\$490,672	\$544,780	\$54,108	11.0%
Interdepartmental	\$565,810	\$577,600	\$579,273	\$601,470	\$23,870	4.1%
Other Revenue	\$342,366	\$467,241	\$500,225	\$487,558	\$20,317	4.3%
Appr. Fund Balance (a)	\$248,681	\$88,000	\$110,000	\$124,000	\$36,000	40.9%
County Tax Levy (Credit)	\$3,025,428	\$2,900,070	\$2,900,070	\$2,946,985	\$46,915	1.6%
Total Revenue Sources	\$15,469,919	\$15,022,600	\$14,887,740	\$15,180,366	\$157,766	1.1%
Expenditures						
Personnel Costs	\$6,240,730	\$6,523,833	\$6,476,797	\$6,551,755	\$27,922	0.4%
Operating Expenses	\$3,627,690	\$4,065,683	\$4,060,401	\$4,082,136	\$16,453	0.4%
Interdept. Charges	\$4,079,701	\$4,395,084	\$4,179,365	\$4,472,475	\$77,391	1.8%
Fixed Assets	\$67,979	\$38,000	\$38,000	\$74,000	\$36,000	94.7%
Total Expenditures	\$14,016,100	\$15,022,600	\$14,754,563	\$15,180,366	\$157,766	1.1%
Rev. Over (Under) Exp.	\$1,453,819	\$0	\$133,177	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	76.70	76.70	76.70	76.70	0.00
Extra Help	4.30	2.41	2.41	2.41	0.00
Overtime	3.37	3.60	3.60	3.60	0.00
Total FTEs	84.37	82.71	82.71	82.71	0.00

(a) General Fund balance of \$124,000 in the 2017 budget includes \$74,000 for the one-time purchase of equipment to invest in the road maintenance system and \$50,000 for the Transit fuel adjustment. 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 in the 2016 estimate includes \$22,000 for the carryover of open purchase orders from 2015 to 2016. Fund Balance of \$225,000 in the 2015 budget includes \$175,000 to phase down the impact of State General Transportation Aid (GTA) reductions, \$50,000 for Transit fuel adjustment and \$23,681 for the carryover of open purchase orders from 2014 to 2015.

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	37.75	37.82	37.82	37.82	0.00
General Government	\$3,583,145	\$3,693,692	\$3,686,916	\$3,693,692	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$372,546	\$490,672	\$490,672	\$544,780	\$54,108
Interdepartmental	\$565,810	\$577,600	\$579,273	\$601,470	\$23,870
Other Revenue	\$88,094	\$60,000	\$60,000	\$60,000	\$0
Appr. Fund Balance	\$140,000	\$38,000	\$60,000	\$74,000	\$36,000
County Tax Levy (Credit)	\$1,546,374	\$1,528,594	\$1,528,594	\$1,619,874	\$91,280
Total Revenues	\$6,295,969	\$6,388,558	\$6,405,455	\$6,593,816	\$205,258
Personnel Costs	\$2,529,074	\$2,774,943	\$2,806,645	\$2,800,355	\$25,412
Operating Expenses	\$1,501,891	\$2,083,267	\$2,051,601	\$2,037,227	(\$46,040)
Interdept. Charges	\$1,355,092	\$1,492,348	\$1,548,762	\$1,682,234	\$189,886
Fixed Assets	\$67,979	\$38,000	\$38,000	\$74,000	\$36,000
Total Expenditures	\$5,454,036	\$6,388,558	\$6,445,008	\$6,593,816	\$205,258
Rev. Over (Under) Exp.	\$841,933	\$0	(\$39,553)	\$0	\$0



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about \$6,800 higher than the actual amount received in 2016. 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. Fund Balance of \$74,000 is budgeted to fund the one-time purchases of equipment in 2017 (described later). This Fund Balance was generated in 2015 from the County performing state highway maintenance more efficiently than budgeted, through the Performance-Based Maintenance system.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The \$54,100 increase is due to an anticipated 900-ton increase in the amount of salt requested to be purchased by the municipalities in 2017, from 5,100 tons to 6,000 tons, based on the addition of the Town of Waukesha and to average annual usage of salt by the other municipalities. The markup/handling fee charged to municipalities is anticipated to be \$7.00 per ton, the same as the 2016 budget. The price of salt has decreased \$1.59 per ton, or 2.5%, from \$63.72 in the 2016 budget to \$62.13 in 2017 (\$69.13 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 2016 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around \$601,500, are increasing about \$23,900. 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 increase in revenue is mainly due to fluctuations in reimbursement rates assumed for administrative cost recovery for State Highway Maintenance by about \$18,900 and increases in salt and equipment storage costs based on 2016 actuals.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue is consistent with the 2016 budget, yet below 2015 actuals. A LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper cost centers, which includes the Traffic Control budget.

Net personnel costs are increasing by about \$25,400 to \$2,800,400, mostly related to cost to continue for current staff. 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 winter seasonal employees, consistent with the 2016 adopted budget. 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 \$46,000 to about \$2,037,300, primarily due to a decrease in expenses for disposal of brine tank discharge and dead deer removal.

Salt is the largest expense in this appropriation unit, budgeted at \$1,435,200. The County anticipates a typical year of salt usage on the County roads to be 16,400 tons. In addition, the County budgets for salt usage for Parks and Land Use (700 tons) and some local municipalities. The usage for the local municipalities is increasing from 5,100 tons to 6,000 tons due to an additional municipality (the Town of Waukesha) purchasing salt from the County in 2017. The price per ton for salt is budgeted at \$62.13 per ton, which is based on the confirmed 2016/2017 contracted price. This price is lower by \$1.59 per ton, or 2.5%, than the last contracted price of \$63.72 per ton. Overall, the salt budget increases by about \$20,600, mainly due to additional anticipated municipal salt purchases by \$47,800, partially offset by lower salt expenses needed for County highways (same usage, lower rate) by \$26,100. Salt expenses for Parks and Land Use decrease by about \$1,100.

Other operating expenditures include: roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at \$137,000; utility expenses for the main shop and four substation budgeted at \$153,500; plow blade replacement expenditures of \$65,000; contracted roadway repair including rental of equipment budgeted at \$28,500; and landfill costs of \$8,000.

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 2017 budget assumes a reduction of 10% in the price of fuel from the 2016 budget to the 2017 budget. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$31,900 to \$3,423,600. However, based on anticipated State revenues to support State road maintenance, \$2,119,300 of the total \$3,423,600 of vehicle expenses are supported by the State Maintenance budget, resulting in an increase of vehicle expenses supported by the County Maintenance budget, by about \$179,000.

Fixed Assets include funds to purchase a new set of portable traffic signals (\$64,000), which is expected to be safer and free-up traffic control flagger staff to perform other tasks. The replacement of a concrete screed (\$10,000) is also budgeted. These purchases will be covered with fund balance due to earnings in 2015 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 2016	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2018	\$323,700	0%	TBD



Activity	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Centerline miles of road maintained – County (a)	392	401	401	401	400	(1)
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	325	0
Pavement Repair & Restoration per Lane Mile (b)	N/A	\$385	\$385	\$385	\$385	\$0
Center line striping cost per mile	\$800	\$805	\$825	\$860	\$860	\$35
Mowing—1 linear mile cost per mile	\$340	\$421	\$340	\$340	\$340	\$0
Avg Annual maint 1 lane mile	\$4,603	\$4,945	\$4,603	\$4,603	\$4,603	\$0
Salt Annual Tons Used on County Roads	17,866	10,316	16,400	15,000	16,400	0

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

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

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; and mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Staffing (FTE)	33.01	31.28	31.28	31.28	0.00
General Government	\$6,285,846	\$5,779,903	\$5,573,856	\$5,723,459	(\$56,444)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,285,846	\$5,779,903	\$5,573,856	\$5,723,459	(\$56,444)
Personnel Costs	\$2,511,227	\$2,484,834	\$2,413,698	\$2,465,277	(\$19,557)
Operating Expenses	\$753,590	\$432,000	\$566,958	\$508,500	\$76,500
Interdept. Charges	\$2,691,945	\$2,863,069	\$2,591,836	\$2,749,682	(\$113,387)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,956,762	\$5,779,903	\$5,572,492	\$5,723,459	(\$56,444)
Rev. Over (Under) Exp.	\$329,084	\$0	\$1,364	\$0	\$0



Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2017 General Government revenue budget is based on the State’s approved 2016 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 decrease in revenue includes PbM by about \$164,000, which is partially offset by an increase in RMA revenue by about \$108,000. The decrease in PbM revenue is based on actual experience from 2014 and 2015 and aligning revenues to match costs.

Personnel costs are decreasing by about \$19,600. The costs are driven by the actual labor revenues generated from State work. This program continues to support 29.00 FTE positions (2.00 Superintendents and 27.00 Patrol Workers). Overtime remains consistent at 2.28 FTE of overtime, or about 4,740 hours.

Operating Expenses are increasing about \$76,500 from the 2016 budget. This increase is related to the level of service and funding for the maintenance of the State’s highway system. Most of the increase (\$60,000) 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.

State Highway Operations (Continued)

Interdepartmental charges decrease almost \$113,400 and is primarily related to lower anticipated equipment reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to decrease by about \$147,100 to \$2,119,300. These decreases are partially offset by increases in areas such as Workers Compensation, vehicle insurance expenses and administrative cost recovery. Administrative cost recovery is budgeted at approximately 4.4% 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 \$173,150, an increase of \$4,250, and administrative cost recovery totals \$239,200, an increase of about \$18,900.



Activity	2014 Actual	2015 Actual (a)	2016 Budget	2016 Estimate	2017 Budget (b)	Budget Change
Centerline miles of road maintained (a)	236	227	227	227	227	0
Centerline miles of road striped	356	340	340	340	340	0
Lane miles maintained (b)	1,112	1,075	1,075	1,075	1,077.5	2.5

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

(a) Lower miles in 2015 is due to a correction to the State database.

(b) Increase in miles for the 2017 budget is due to the reconstruction of State Highway 67.

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).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$10,481	\$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	\$134,016	\$125,241	\$125,241	\$130,714	\$5,473
Appr. Fund Balance	\$59,681	\$50,000	\$50,000	\$50,000	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,071,878	\$1,042,941	\$1,042,941	\$1,048,414	\$5,473
Personnel Costs	\$14,464	\$14,705	\$14,708	\$14,885	\$180
Operating Expenses	\$862,182	\$1,028,236	\$935,670	\$1,033,529	\$5,293
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$876,646	\$1,042,941	\$950,378	\$1,048,414	\$5,473
Rev. Over (Under) Exp.	\$195,232	\$0	\$92,563	\$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 58.88% of gross expenses in 2017, which is the higher than the 2016 budgeted level of 57.55%. 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; therefore the budgeted rate is 1.12% lower than the actual audited rate of 60%. 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 2017 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 2017 operating expense budget reflects a similar level of transit service overall. Modifications include minor Sunday night service reduction on the Gold Line. This service had very low ridership. Two trips on Route 79 have been reduced due to very low ridership. The same service is provided on Route 79 within the half-hour. The 900 series routes have no planned service changes in 2017. The service contract expires May 31, 2017 and will be competitively bid in early 2017. There are no fare increases planned in the 2017 budget. Expenses related to the fuel adjustment clause in the transit contracts remain at \$50,000, consistent with the 2016 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 decrease based on year-to-date and anticipated future needs. The largest decrease in ridership is on the Gold Line. It is anticipated the Milwaukee County will reduce the Go Pass program, which provided seniors and those with disabilities free rides, therefore reducing ridership. Ridership is affected by many things including the price of fuel. As the price of fuel drops, ridership also decreases because driving becomes more affordable. Other than the 900 series routes, all other transit services are provided through established contracts; therefore the 2017 budget for these services is based on established contract costs. Funds for a marketing program continue in the 2017 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2017 budget. Waukesha County transit budget continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road because there are transit stops at these locations. The County Tax Levy contribution for the transit services program is budgeted at \$867,700, which is unchanged from the 2016 budget.



Activity

Total Ridership

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	110,488	115,578	114,902	120,886	114,202	118,008	104,213	104,213	(13,795)
Gold Line	Brookfield Square Extension	194,199	229,055	228,366	222,130	209,777	227,716	208,185	208,185	(19,531)
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	54,755	42,359	35,378	33,255	33,035	34,932	34,932	1,897
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	150,065	135,345	131,711	125,491	135,290	127,779	127,779	(7,511)
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	35,223	35,237	34,204	30,412	30,100	29,829	29,829	(271)
Subtotal		595,992	584,676	556,209	544,309	513,137	544,149	504,938	504,938	(39,211)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	9,028	5,856	3,677	3,095	3,840	2,982	2,982	(858)
Total with Paratransit		604,317	593,704	562,065	547,986	516,232	547,989	507,920	507,920	(40,069)

(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 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	\$0.77	\$0.77	\$0.78	\$0.78	\$0.86	\$0.85	\$0.96	\$0.96	\$0.11
Gold Line	Brookfield Square Extension	\$2.85	\$2.15	\$2.20	\$2.13	\$2.40	\$2.27	\$2.43	\$2.44	\$0.17
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$4.48	\$5.91	\$10.23	\$10.49	\$11.53	\$13.39	\$10.82	\$10.44	(\$2.95)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$9.33	\$8.22	\$8.99	\$9.61	\$10.00	\$9.99	\$9.61	\$11.77	\$1.78
906	Weekday between Mukwonago and Milwaukee via I-43	\$8.17	\$9.21	\$8.97	\$9.60	\$10.67	\$11.73	\$10.54	\$13.17	\$1.44
Subtotal Average		\$5.09	\$4.21	\$4.60	\$4.65	\$5.00	\$5.08	\$5.01	\$5.68	\$0.60
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$31.77	\$32.89	\$33.55	\$35.83	\$36.92	\$40.22	\$36.98	\$43.81	\$3.59
Avg with Paratransit		\$8.92	\$9.05	\$9.90	\$10.44	\$11.06	\$11.94	\$10.91	\$12.61	\$0.67

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 Actual	2016 Budget	2016 Estimate	2017 Budget	2016-2017 Change
1	Waukesha Metro to Brookfield Square	18.46	19.24	19.10	21.71	20.43	21.07	18.61	18.61	(2.46)
Gold Line	Brookfield Square Extension	32.31	38.39	37.73	36.20	32.49	35.43	32.39	32.39	(3.04)
79	Weekday from Menomonee Falls to Downtown Milwaukee	24.01	21.05	14.70	11.86	10.75	9.97	11.27	11.27	1.30
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.67	11.56	10.92	10.92	(0.64)
906	Weekday between Mukwonago and Milwaukee via I-43	27.08	24.22	24.23	23.52	20.91	20.70	20.52	20.52	(0.18)
Subtotal Average		17.46	21.07	19.78	19.54	18.10	19.09	17.85	17.85	(1.24)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.57	2.67	2.64	2.57	2.24	2.53	1.96	1.96	(0.57)
Avg with Paratransit		16.17	19.07	18.52	18.71	17.36	18.26	17.04	17.04	(1.22)

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	7.14	7.14	7.14	7.14	0.00
General Government	\$447,893	\$461,711	\$460,864	\$461,711	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$44,173	\$232,000	\$234,984	\$211,844	(\$20,156)
Appr. Fund Balance	\$17,500	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$194,100	\$58,816	\$58,816	\$81,950	\$23,134
Total Revenues	\$703,666	\$752,527	\$754,664	\$755,505	\$2,978
Personnel Costs	\$667,883	\$677,440	\$672,512	\$689,566	\$12,126
Operating Expenses	\$34,019	\$36,700	\$37,902	\$27,500	(\$9,200)
Interdept. Charges	\$31,340	\$38,387	\$38,087	\$38,439	\$52
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$733,242	\$752,527	\$748,501	\$755,505	\$2,978
Rev. Over (Under) Exp.	(\$29,576)	\$0	\$6,163	\$0	\$0



Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about \$850 higher than the actual amount received in 2016. This program includes approximately \$461,700 or 10% of the total departmental GTA revenue, estimated at about \$4.6 million. County Highway Maintenance and Traffic Control, also in the Transportation Fund, include the remaining 20% of GTA revenues.

The 2017 budget continues to include funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design, however the revenues are decreasing by about \$20,150 from the 2016 budget.

Personnel costs increase about \$12,100 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 \$9,200 to \$27,500. The decrease is primarily due to a reduced need for outside bridge inspections due to getting caught up over the past two years. The budget will continue to support \$8,000 of bridge inspection services rather than \$15,000. Operating expenses also include funds for engineering software maintenance; survey supplies, and funds for staff professional development.

Interdepartmental charges include costs of computer and phone services.

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2016 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	\$3,250,000	\$2,650,000	\$600,000	Ongoing	N/A	\$0
200606	CTH P, Bark River Bridge	\$1,786,000	\$860,000	\$926,000	2016	100%	Reduced
200608 (c)	CTH VV, CTH Y - Jackson Dr.	\$11,731,000	\$3,586,000	\$8,145,000	2015	100%	\$36,750
200810 (c)	CTH CW, Ashippun River Bridge	\$1,391,000	\$741,000	\$650,000	2015	100%	Reduced
200905 (c)	CTH F, I-94 to STH 190 (Rehabilitation)	\$5,028,000	\$1,310,000	\$3,718,000	2015	100%	\$0
200917	Waukesha West Bypass	\$14,817,000	\$6,417,000	\$8,400,000	2017	30%	\$92,000
201004	CTH ES, Fox River Bridge	\$1,034,000	\$332,000	\$702,000	2016	10%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,624,000	\$1,898,000	\$2,726,000	2017	40%	Reduced
201006	CTH NN, STH 83 - CTH ES	\$2,904,000	\$1,142,000	\$1,762,000	2016	100%	Reduced
201008	CTH M, Calhoun Rd to East County Line	\$25,806,000	\$9,251,000	\$16,555,000	2021	15%	\$42,500
201116	CTH C, Mill Street to Oakwood Rd.	\$2,361,000	\$1,620,000	\$741,000	2016	100%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$703,000	\$253,000	\$450,000	2018	10%	Reduced
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2019	0%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	\$306,000	\$118,000	\$188,000	2021	0%	Reduced
201502	CTH O, I-94 to USH 18	\$6,750,000	\$1,750,000	\$5,000,000	2021	0%	Reduced
201601	CTH I, Fox River Bridge	\$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	\$3,181,000	\$8,882,000	2022	0%	\$0
201611	CTH C, Hasslinger Drive Intersection	\$1,222,000	\$314,800	\$907,200	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, Hickory Street to STH 74	\$587,000	\$296,000	\$291,000	2019	0%	Reduced
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2019	0%	Reduced

- (a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2017.
- (b) Approximately \$4 million of federal Highway Safety Improvement Program (HSIP) funding is planned for existing and future signal and safety improvement projects budgeted through 2017. These expenditures and revenues are accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.
- (c) Project was physically completed in 2015, but remains open due to timing of project payments.

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	4.87	4.87	4.87	4.87	0.00
General Government	\$447,893	\$461,711	\$460,864	\$461,711	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$76,083	\$50,000	\$80,000	\$85,000	\$35,000
Appr. Fund Balance	\$31,500	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$343,103	\$398,262	\$398,262	\$361,878	(\$36,384)
Total Revenues	\$898,579	\$909,973	\$939,126	\$908,589	(\$1,384)
Personnel Costs	\$370,645	\$423,213	\$420,826	\$431,089	\$7,876
Operating Expenses	\$476,008	\$485,480	\$468,270	\$475,380	(\$10,100)
Interdept. Charges	\$1,324	\$1,280	\$680	\$2,120	\$840
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$847,977	\$909,973	\$889,776	\$908,589	(\$1,384)
Rev. Over (Under) Exp.	\$50,602	\$0	\$49,350	\$0	\$0

Program Highlights



General Government revenues consist of General Transportation Aids (GTA), which are budgeted at the same level as the 2016 budget, which is about \$850 higher than the actual amount received in 2016. This program includes approximately \$461,700 or 10% of the total departmental GTA revenue, estimated at about \$4.6 million. County Highway Maintenance and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is \$35,000 higher than the 2016 budget. A LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper cost centers, which includes the County Highway Maintenance budget.

Net personnel costs increase about \$7,900 related to cost to continue expenses for the staff which remains consistent from the 2016 budget with 4.65 FTE full time positions and 0.22 FTE of overtime.

Operating expenses include pavement marking expenses at about \$157,000; traffic signal electricity costs at \$160,000; 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 \$3,500. The decrease is mostly due to a decrease in pavement marking materials due to favorable pricing by about \$12,400.



Activity

	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Traffic Signals	105	112	115	114	115	0
Roundabout Intersections	7	7	4	7	7	3

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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	1.50	1.50	1.50	1.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$139,830	\$102,000	\$125,000	\$135,000	\$33,000
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)	\$74,151	\$46,698	\$46,698	\$15,583	(\$31,115)
Total Revenues	\$213,981	\$148,698	\$171,698	\$150,583	\$1,885
Personnel Costs	\$147,437	\$148,698	\$148,408	\$150,583	\$1,885
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$147,437	\$148,698	\$148,408	\$150,583	\$1,885
Rev. Over (Under) Exp.	\$66,544	\$0	\$23,290	\$0	\$0

Program Highlights

Permit fees rates are increasing in the 2017 budget and are itemized on the following schedule. The next increase is planned for 2019, which follows the cycle of increasing fees every two years. Revenues for both utility and driveway access permits are increased in 2017 based on 2015 actual activity and the increase in rates. 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 2015 actual level. Tax Levy subsidy to fund this program of about \$15,400 is decreasing by about \$31,100.

Personnel costs of about \$150,600 increase about \$1,900 from 2016 and reflects the costs to continue for the 1.5 FTE staff allocated to this program.



Activity	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	71	76	60	60	60	0
Utility Permits Processed	348	412	350	400	400	50

Permit Processing (Continued)

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

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

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



Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle 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	2015	2016	2016	2017	Change From 2016	
	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	\$96,447	\$66,140	\$74,900	\$64,901	(\$1,239)	-1.9%
Interdepartmental (a)	\$3,412,044	\$3,889,506	\$3,170,800	\$3,850,904	(\$38,602)	-1.0%
Other Revenue	\$48,470	\$25,000	\$45,608	\$34,000	\$9,000	36.0%
Appr. Fund Balance (b)	\$113,063	\$111,083	\$150,360	\$107,083	(\$4,000)	-3.6%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,670,024	\$4,091,729	\$3,441,668	\$4,056,888	(\$34,841)	-0.9%
Expenditures						
Personnel Costs	\$1,115,598	\$1,159,451	\$1,161,544	\$1,191,369	\$31,918	2.8%
Operating Expenses (b)	\$2,283,427	\$2,833,967	\$2,183,523	\$2,773,412	(\$60,555)	-2.1%
Interdept. Charges	\$64,745	\$96,732	\$96,307	\$91,829	(\$4,903)	-5.1%
Fixed Assets (Memo) (b)(c)	\$17,627	\$35,000	\$0	\$0	(\$35,000)	-100.0%
Total Expenditures (c)	\$3,463,770	\$4,090,150	\$3,441,374	\$4,056,610	(\$33,540)	-0.8%
Operating Income/(Loss) (c)	\$206,254	\$1,579	\$294	\$278	(\$1,301)	-82.4%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.41	0.00	0.00	0.00	0.00	
Overtime	0.10	0.10	0.10	0.19	0.09	
Total FTEs	14.51	14.10	14.10	14.19	0.09	

- (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 2015, 2016 and 2017 for the facility depreciation expense. In addition, 2015 includes \$4,280 for open purchase orders carried over from 2014 and \$7,700 to help purchase a new vehicle lift (enrolled ordinance 170-40); 2016 includes \$10,000 for the one-time expense of painting fuel tanks; and 2017 includes \$6,000 for the one-time expense of on-site training for upgrades to the maintenance software. The 2016 estimate also includes \$39,277 in open purchase orders carried over from 2015.
- (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.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Staffing (FTE)	14.16	13.75	13.75	13.84	0.09
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$96,447	\$66,140	\$74,900	\$64,901	(\$1,239)
Interdepartmental (a)	\$2,353,564	\$2,176,274	\$2,257,800	\$2,291,550	\$115,276
Other Revenue	\$28,020	\$15,000	\$26,608	\$14,000	(\$1,000)
Appr. Fund Balance (b)	\$113,063	\$101,083	\$140,360	\$107,083	\$6,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,591,094	\$2,358,497	\$2,499,668	\$2,477,534	\$119,037
Personnel Costs	\$1,085,413	\$1,128,203	\$1,130,162	\$1,159,669	\$31,466
Operating Expenses (b)	\$1,203,426	\$1,129,615	\$1,325,259	\$1,223,728	\$94,113
Interdept. Charges	\$61,416	\$87,296	\$86,896	\$85,829	(\$1,467)
Fixed Assets	\$17,627	\$35,000	\$0	\$0	(\$35,000)
Total Expenditures	\$2,350,255	\$2,345,114	\$2,542,317	\$2,469,226	\$124,112

Operating Income/(Loss)	\$240,839	\$13,383	(\$42,649)	\$8,308	(\$5,075)
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(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

(b) Includes Central Fleet Fund Balance appropriation of \$101,083 in 2015, 2016 and 2017 for the facility depreciation expense. In addition, 2015 includes \$4,280 for open purchase orders carried over from 2014 and \$7,700 to help purchase a new vehicle lift (enrolled ordinance 170-40); 2017 includes \$6,000 for the one-time expense of on-site training for upgrades to the maintenance software. The 2016 estimate also includes \$39,277 in open purchase orders carried over from 2015.

**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 remaining somewhat consistent with the 2016 budget, however, actual revenues received from our external customers have been exceeding the budgeted amounts. Due to the uncertainty of level of service requests from our external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase about \$115,200 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 2016 budget. Fund Balance continues to be used to offset the facility depreciation in addition to funding a one-time expense for on-site software training for the Fleet staff and other County employees who use the fleet maintenance software.

Repair & Maintenance (Continued)

Personnel costs increase about \$31,500, or 2.8% from the 2016 budget. In addition, the overtime budget has increased from anticipating about 210 hours (0.10 FTE) of overtime use in 2016 to 400 hours (0.19 FTE) in 2017 and is based on recent years' use of overtime.

Operating expenses are increasing about \$94,100. The major increases are due to the amount and the cost of parts purchased for repairs and maintenance, increasing by \$72,500 and the cost of software upgrades and training for the fleet maintenance work order system increasing by \$24,200. The major expenses in the Operating Expenses appropriation unit include \$697,300 for the costs of parts; \$201,500 for the cost of commercial repair services; \$64,000 of support/licensing costs for Fleet Focus software (mentioned above); \$115,200 of depreciation expense; and a small tools replacement program budgeted at \$16,000. Other expenditures in this appropriation unit include building maintenance costs; shop supplies for the shop personnel; training expenses and housekeeping costs.

Interdepartmental charges are about \$1,500 lower than the 2016 budget. The decrease is primarily due to reductions in Workers Compensation and other insurance costs, in addition to reductions in the landline telephone costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

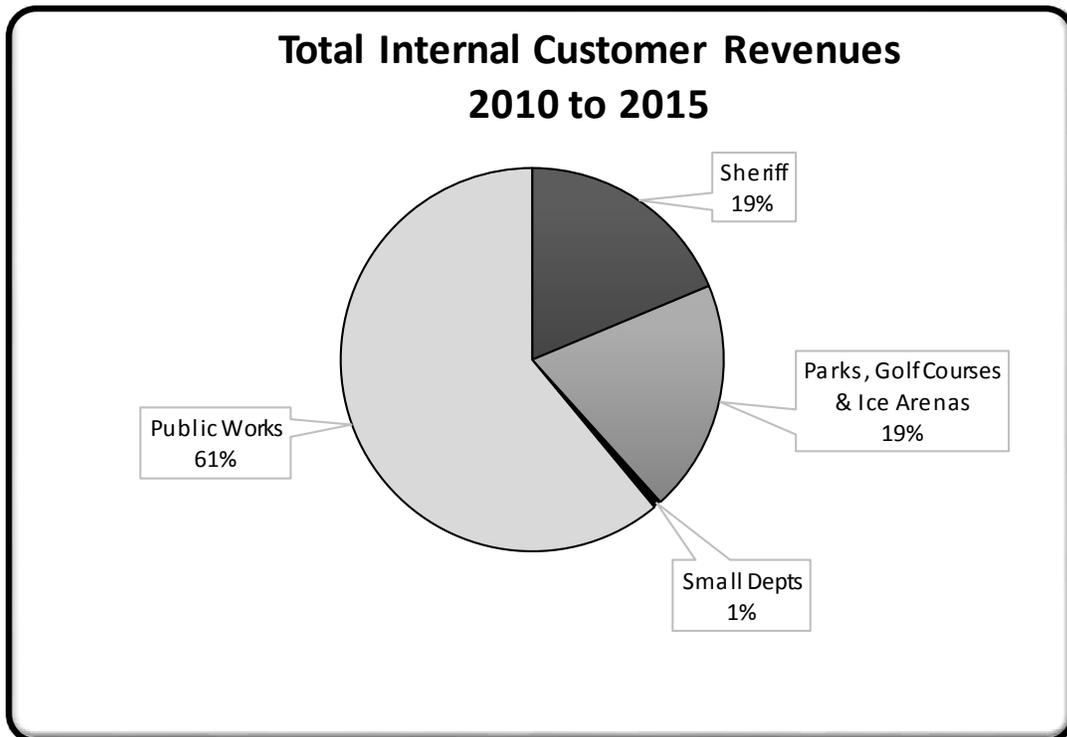
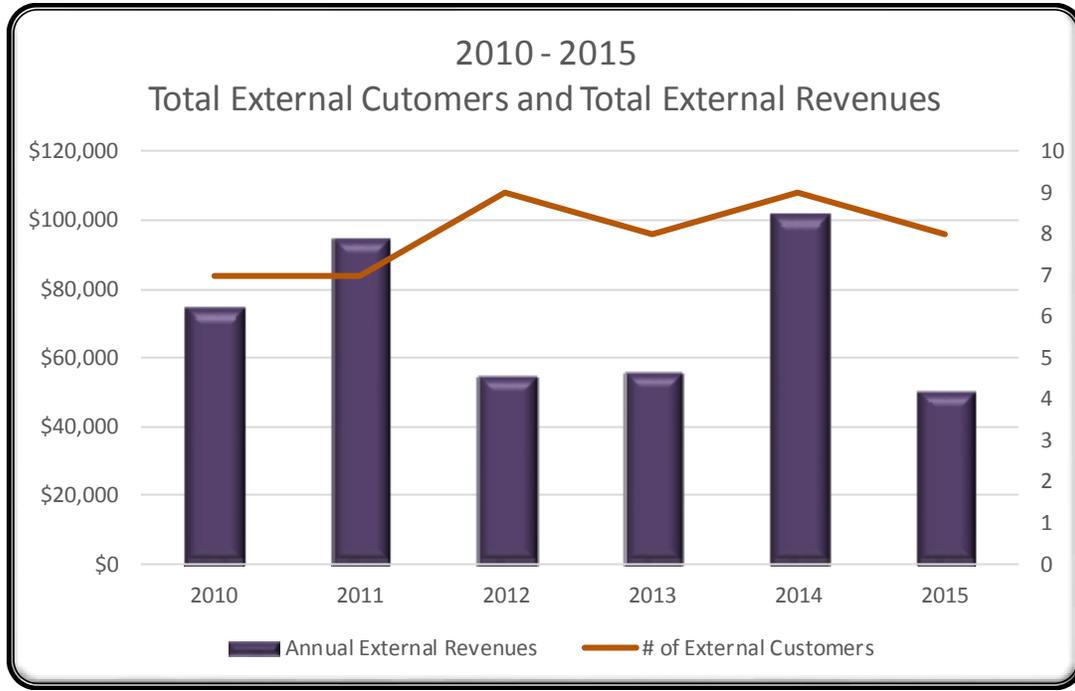
The 2017 budget does not include any fixed asset requests.

In an effort to keep the 2016 to 2017 rate increases at or below 2%, the 2017 Central Fleet Rates are as follows:

Rate Type	2016	2017	% Change
External Heavy Labor Rate	\$99.30	\$101.29	2.0%
External Light Labor Rate	\$83.00	\$84.66	2.0%
External Service Labor Rate	\$90.35	\$92.16	2.0%
Internal Heavy Labor Rate	\$92.00	\$93.84	2.0%
Internal Light Labor Rate	\$77.75	\$79.31	2.0%
Internal Service Labor Rate	\$84.40	\$86.09	2.0%
Parts Markup	16.0%	16.0%	0.0%



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Total Work Orders	5,843	6,100	6,100	6,200	100
Internal Customer Work Orders	5,633	5,900	5,900	5,950	50
External Customer Work Orders	210	200	200	250	50
Total Internal. Cust. Rep./Maint. Rev.	\$2,313,564	\$2,136,274	\$2,217,800	\$2,251,550	\$115,276
Total External Cust. Rep./Maint. Rev	\$96,447	\$66,140	\$74,900	\$64,901	(\$1,239)
Total External Customers	8	9	9	9	0



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 and some external customers.

	2015 Actual	2016 Budget	2016 Estimate	2017 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)	\$1,058,480	\$1,713,232	\$913,000	\$1,559,354	(\$153,878)
Other Revenue	\$20,450	\$10,000	\$19,000	\$20,000	\$10,000
Appr. Fund Balance (b)	\$0	\$10,000	\$10,000	\$0	(\$10,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,078,930	\$1,733,232	\$942,000	\$1,579,354	(\$153,878)
Personnel Costs	\$30,185	\$31,248	\$31,382	\$31,700	\$452
Operating Expenses (b)	\$1,080,001	\$1,704,352	\$858,264	\$1,549,684	(\$154,668)
Interdept. Charges	\$3,329	\$9,436	\$9,411	\$6,000	(\$3,436)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,113,515	\$1,745,036	\$899,057	\$1,587,384	(\$157,652)

Operating Income/(Loss)	(\$34,585)	(\$11,804)	\$42,943	(\$8,030)	\$3,774
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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 \$10,000 in 2016 for one-time expenses related to painting fuel tanks.



Program Highlights

Interdepartmental revenues are decreasing due to an anticipated 10% decrease in fuel costs in 2017. However, fuel consumption by the customers is anticipated to increase by 7,710 gallons compared to the 2016 budget. Fuel usage is based on a multi-year average of actual usage. Other revenues include off-road vehicle fuel tax rebates.

The 2017 budget assumes a 10% reduction for the average wholesale price of fuel (diesel and unleaded). Operating expense decreases are mainly due to a lower price per gallon anticipated in 2017. Fuel costs are budgeted to decrease about \$144,700 from the 2016 budget. Interdepartmental Charges are decreasing by about \$3,400 due to the fuel sites no longer requiring a phone line to operate.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Fuel Sites Maintained	18	18	18	18	0
Gallons Sold	435,288	427,240	429,860	434,950	7,710
External Fuel Customers	1	1	1	1	0

Current and Planned Capital Projects

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



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	2015	2016	2016	2017	Change From 2016	
	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)	\$2,573,434	\$2,603,437	\$2,603,437	\$2,716,063	\$112,626	4.3%
Other Revenue (b)	\$356,838	\$568,000	\$568,000	\$534,000	(\$34,000)	-6.0%
Appr. Fund Balance (c)	\$228,798	\$0	\$533,387	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,159,070	\$3,171,437	\$3,704,824	\$3,250,063	\$78,626	2.5%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,837,148	\$3,077,534	\$3,077,534	\$3,144,881	\$67,347	2.2%
Interdept. Charges	\$105,526	\$92,674	\$92,674	\$101,093	\$8,419	9.1%
Fixed Assets (Memo) (d)	\$2,722,215	\$3,598,000	\$4,106,200	\$4,233,860	\$635,860	17.7%
Total Expenditures	\$2,942,674	\$3,170,208	\$3,170,208	\$3,245,974	\$75,766	2.4%
Operating Income/(Loss)	\$216,396	\$1,229	\$534,616	\$4,089	\$2,860	232.7%

- (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) Appropriated Vehicle Replacement Fund Balance in 2015 and 2016 consist of open purchase orders carried over from the prior year.
- (d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.

Vehicle Replacement Plan

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.

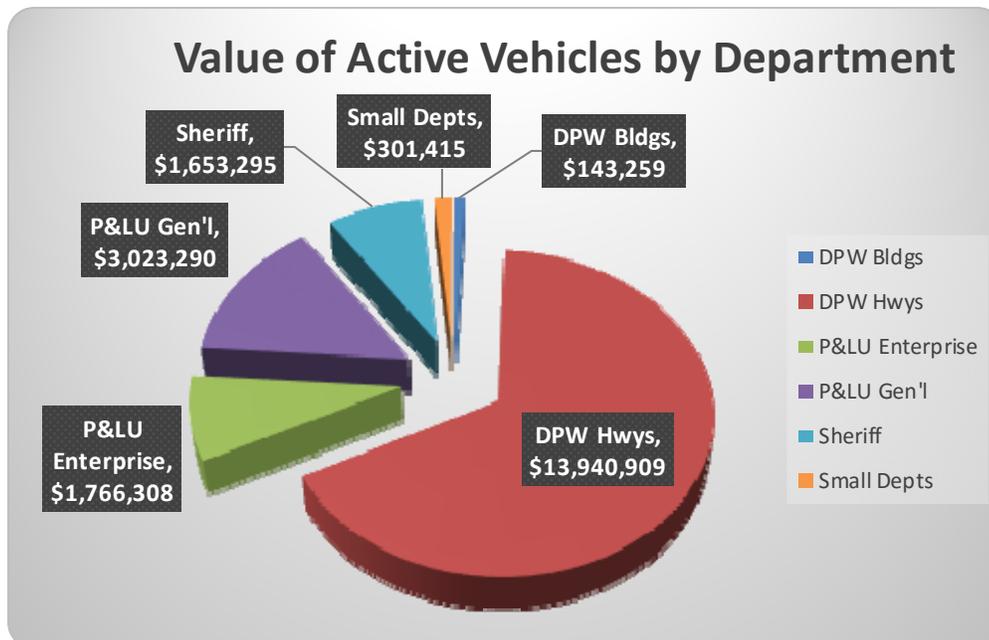


Program Highlights

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 2016 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 about \$67,350 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations (interdepartmental charges) are based on a three-year experience history and are increasing about \$8,400 from the 2016 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Active Vehicles in Plan	383	383	383	379	(4)
Vehicles Replaced	61	73	73	63	(10)

**Vehicle Replacement
Fund**

Public Works

Program

**Waukesha County
2017 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	15	\$36,730	\$550,950	\$90,000
Sheriff's Department	Auto, Police Pursuit Package	4	\$24,700	\$98,800	\$20,000
Sheriff's Department	Van, full size ID	1	\$27,300	\$27,300	\$5,000
Sheriff's Department	Van, full size transport	2	\$30,900	\$61,800	\$12,000
Subtotal Sheriff's Dept		22		\$738,850	\$127,000
Public Works Hwys	Truck, Patrol	4	\$225,600	\$902,400	\$112,000
Public Works Hwys	Truck, Patrol muni body	3	\$218,000	\$654,000	\$84,000
Public Works Hwys	SUV	2	\$27,600	\$55,200	\$10,000
Public Works Hwys	Truck, Sweeper Mounted with Boom	1	\$332,000	\$332,000	\$20,000
Public Works Hwys	Truck, Crew Cab Diesel	1	\$29,700	\$29,700	\$6,000
Public Works Hwys	Truck, One Ton with tool body	1	\$61,800	\$61,800	\$10,000
Public Works Hwys	Loader, Rubber Tired	1	\$191,000	\$191,000	\$15,000
Public Works Hwys	Brush Chipper	1	\$61,000	\$61,000	\$5,000
Public Works Hwys	Tar Distributor	1	\$73,000	\$73,000	\$6,000
Subtotal DPW Hwys		15		\$2,360,100	\$268,000
Public Works Bldgs	Cube Van	1	\$26,300	\$26,300	\$6,000
Subtotal DPW Bldgs		1		\$26,300	\$6,000
Parks & Land Use Genl	Utility vehicle, 4 wheel, w/ cab medium duty	2	\$20,000	\$40,000	\$4,000
Parks & Land Use Genl	Utility vehicle, 4 wheel, medium duty	1	\$18,000	\$18,000	\$2,000
Parks & Land Use Genl	Tow behind rotary mower	2	\$21,500	\$43,000	\$4,000
Parks & Land Use Genl	Utility vehicle, 4x4, cab, plow, spreader	1	\$30,000	\$30,000	\$4,000
Parks & Land Use Genl	Pickup, 1/4 Ton	1	\$31,500	\$31,500	\$5,000
Parks & Land Use Genl	Outfront rotary mower, cab, snowblower	3	\$36,550	\$109,650	\$15,000
Parks & Land Use Genl	Pickup, 3/4 ton 4x4, plow	1	\$43,600	\$43,600	\$6,000
Parks & Land Use Genl	Tractor, loader, cab, 4x4, snowblower	1	\$53,000	\$53,000	\$7,000
Parks & Land Use Genl	Wide area mower	1	\$60,000	\$60,000	\$8,000
Parks & Land Use Genl	Tractor, loader, cab, 4x4	1	\$69,000	\$69,000	\$8,000
Parks & Land Use Genl	Truck, dump, 4x4, plow, GVWR 16,000 lbs	2	\$82,650	\$165,300	\$20,000
Parks & Land Use Genl	Truck, dump, plow, sander, GVWR 30,000 lbs	1	\$94,960	\$94,960	\$10,000
Subtotal P&LU Gen'l Fund		17		\$758,010	\$93,000
Parks & Land Use Golf Courses	Wide area mower	1	\$60,000	\$60,000	\$8,000
Parks & Land Use Golf Courses	Greensmower	1	\$71,200	\$71,200	\$8,000
Parks & Land Use Golf Courses	Tow behind rotary mower	1	\$21,500	\$21,500	\$2,000
Parks & Land Use Golf Courses	Utility vehicle, 4x4, cab, dump box, heavy duty	1	\$34,000	\$34,000	\$3,000
Parks & Land Use Golf Courses	Utility vehicle, 4x4, dump box, heavy	1	\$29,000	\$29,000	\$3,000
Subtotal P&LU Golf Courses		5		\$215,700	\$24,000
Records Management	Van	1	\$26,300	\$26,300	\$4,000
Medical Examiner	SUV	2	\$54,300	\$108,600	\$12,000
Subtotal Small Departments		3		\$134,900	\$16,000
Grand Total		63		\$4,233,860	\$534,000

**Vehicle Replacement
Fund**

Public Works

Program

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

Agency	2016 Budget		2017		2018		2019		2020		2021	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Public Works Hwy Ops	21	\$2,157,800	15	\$2,360,100	22	\$2,560,100	14	\$1,625,100	16	\$3,144,003	12	\$1,763,900
Public Works Bldg Ops	3	\$83,500	1	\$26,300	1	\$23,900	2	\$64,600	0	\$0	0	\$0
Sheriff (a)	18	\$528,500	22	\$738,850	1	\$33,000	9	\$294,200	11	\$355,611	1	\$40,800
Parks & Land Use Gen'	11	\$289,500	17	\$758,010	16	\$493,700	11	\$417,969	12	\$531,400	8	\$380,700
Golf Courses	16	\$430,200	5	\$215,700	9	\$266,850	8	\$310,100	9	\$339,100	6	\$271,400
Ice Arenas	0	\$0	0	\$0	0	\$0	0	\$0	1	\$101,200	1	\$19,000
Medical Examiner	0	\$0	2	\$108,600	0	\$0	0	\$0	0	\$0	2	\$99,000
Human Services	3	\$80,000	0	\$0	0	\$0	0	\$0	1	\$26,000	0	\$0
Records Mgmt	0	\$0	1	\$26,300	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	0	\$0	0	\$0	1	\$34,000	0	\$0	1	\$40,600
Radio Services	1	\$28,500	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	73	\$3,598,000	63	\$4,233,860	49	\$3,377,550	45	\$2,745,969	50	\$4,497,314	31	\$2,615,400

(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	2015	2016	2016	2017	Change From 2016	
	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	\$741,076	\$807,349	\$784,999	\$882,056	\$74,707	9.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$25,389	\$18,700	\$25,170	\$20,700	\$2,000	10.7%
Appr. Fund Balance (a)	\$312,829	\$200,829	\$200,829	\$180,829	(\$20,000)	-10.0%
County Tax Levy (a)	\$162,563	\$152,563	\$152,563	\$122,563	(\$30,000)	-19.7%
Total Revenue Sources	\$1,241,857	\$1,179,441	\$1,163,561	\$1,206,148	\$26,707	2.3%
Expenditures						
Personnel Costs	\$245,005	\$266,312	\$263,538	\$271,254	\$4,942	1.9%
Operating Expenses (a)(b)	\$765,845	\$762,769	\$736,824	\$761,322	(\$1,447)	-0.2%
Interdept. Charges	\$161,673	\$150,360	\$149,535	\$173,572	\$23,212	15.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,172,523	\$1,179,441	\$1,149,897	\$1,206,148	\$26,707	2.3%
Operating Income/(Loss)	\$69,334	\$0	\$13,664	\$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. In 2015 and 2016, fund balance was also used to reduce reliance on County Tax Levy. Use of Fund Balance for this reason was \$30,000 in the 2015 budget, \$20,000 in the 2016 budget and eliminated in the 2017 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 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	\$631,305	\$687,349	\$674,999	\$759,056	\$71,707
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$21,417	\$17,200	\$23,670	\$19,200	\$2,000
Appr. Fund Balance	\$282,829	\$180,829	\$180,829	\$180,829	\$0
County Tax Levy	\$67,395	\$46,372	\$46,372	(\$5,088)	(\$51,460)
Total Revenues	\$1,002,946	\$931,750	\$925,870	\$953,997	\$22,247
Personnel Costs	\$107,570	\$110,123	\$110,221	\$113,651	\$3,528
Operating Expenses	\$727,770	\$717,997	\$695,377	\$716,852	(\$1,145)
Interdept. Charges	\$131,542	\$103,630	\$102,205	\$123,494	\$19,864
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$966,882	\$931,750	\$907,803	\$953,997	\$22,247
Operating Income/(Loss)	\$36,064	\$0	\$18,067	\$0	\$0



Program Highlights

Charges for Service revenues are budgeted to increase about \$71,700 and include revenues from land leases of almost \$389,200; hangar rental revenues of \$272,900; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of \$54,800; the FBO lease for the Airport fuel farm of \$40,200 and tie down fees of \$2,100. The increase is primarily due to a newly negotiated contract with the current FBO which includes additional revenues for renting ramp space in front of the Terminal for exclusive use by the FBO. In addition, the contract increases the share of rental revenue of T-hangar rental revenue retained by the County (remained kept by FBO) from 75% to 90%. The FBO will continue managing the T-hangers, but the County assumes responsibility for more substantive repair and upkeep of the T-Hangars. 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 increasing about \$3,500. This increase results from cost to continue costs for the existing employees. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are decreasing about \$1,100. Depreciation expenses are decreasing by about \$15,100 which is based on some assets being fully depreciated by the end of 2016 and other projects planned to be completed by the end of 2016. Total depreciation is budgeted at \$307,700. Contracted snow removal costs are budgeted at \$240,000, approximately \$7,700 higher than the 2016 budget and is based on contracted costs and estimates of anticipated snow removal services. Both contracted lawn maintenance services outside the terminal building and housekeeping services are increasing in 2017. Mowing increases \$3,500 due to a new contract and housekeeping increases \$600 due to the addition of cleaning the tower space. T-Hangar maintenance expenses are budgeted \$4,000 higher in 2017 at about \$15,000. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement.

Interdepartmental charges are increased by about \$19,900 primarily due to increases in insurance expenses by about \$5,000; building maintenance expenses by \$6,900; and vehicle expenses by \$11,000.

Airport Operations (Continued)



Activity Data	2014 Actual	2015 Actual	2016 Budget (a)	2016 Estimate	2017 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	456,949	456,949	461,552	456,949	477,238	15,686
Acres of grass to be mowed	337	337	336	337	333	(3)

(a) 2017 budget assumes completion of a portion of the terminal ramp expansion (capital project 201621).



Activity Data	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	1,122,890	987,863	1,080,000	982,500	1,090,000	10,000
100LL	134,247	109,847	120,000	117,500	140,000	20,000
Total	1,257,137	1,097,710	1,200,000	1,100,000	1,230,000	30,000

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

Administrative Services

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

Program Description

Administrative Services is 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.

	2015 Actual	2016 Budget	2016 Estimate	2017 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	\$109,771	\$120,000	\$110,000	\$123,000	\$3,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,972	\$1,500	\$1,500	\$1,500	\$0
Appr. Fund Balance	\$30,000	\$20,000	\$20,000	\$0	(\$20,000)
County Tax Levy	\$95,168	\$106,191	\$106,191	\$127,651	\$21,460
Total Revenues	\$238,911	\$247,691	\$237,691	\$252,151	\$4,460
Personnel Costs	\$137,435	\$156,189	\$153,317	\$157,603	\$1,414
Operating Expenses	\$38,075	\$44,772	\$41,447	\$44,470	(\$302)
Interdept. Charges	\$30,131	\$46,730	\$47,330	\$50,078	\$3,348
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$205,641	\$247,691	\$242,094	\$252,151	\$4,460
Operating Income/(Loss)	\$33,270	\$0	(\$4,403)	\$0	\$0



Program Highlights

Charges for services include revenues from Fuel sales, budgeted at \$123,000. 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 has been removed from the 2017 budget. This is due the negotiations of a new FBO lease in 2016 which is expected to result in additional revenues. In addition, overall County Tax Levy has been reduced by \$30,000 bringing the Airport Tax Levy to \$122,563.

Personnel costs are increasing slightly by \$1,400 from the 2016 budget, due to the cost to continue for the employees budgeted in this program area. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are decreasing minimally by \$300 from the 2016 adopted budget. Decreases in the budget are due to lower budgeted one-time office furniture purchases, partially offset by higher Airport staff development expenses and the purchase of additional technology (laptop and conference/speaker phone). 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.

Administrative Services (Continued)

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/Expense	Estimated Depreciation/Other Operating Expense	Total (Rev)/Exp
200310	Runway 10/28 Safety Area	2018	\$796,000	\$2,000	\$31,840	\$33,840
200703	Airport Maintenance and Snow Removal Building	2018	\$290,000	\$0	\$7,250	\$7,250
200804	Master Plan Update	2018	\$65,000	\$0	\$6,500	\$6,500
201118	Airport Facility Upgrade	2016	\$610,000	\$0	\$30,500	\$30,500
201308	Taxiway C realignment and Lighting	2018	\$210,000	\$0	\$10,500	\$10,500
201621	Airport Ramp Expansion	2018	\$627,500	(\$84,000)	\$35,100	(\$48,900)

* See capital project forms for ongoing operating impacts

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