

Public Works

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PUBLIC WORKS

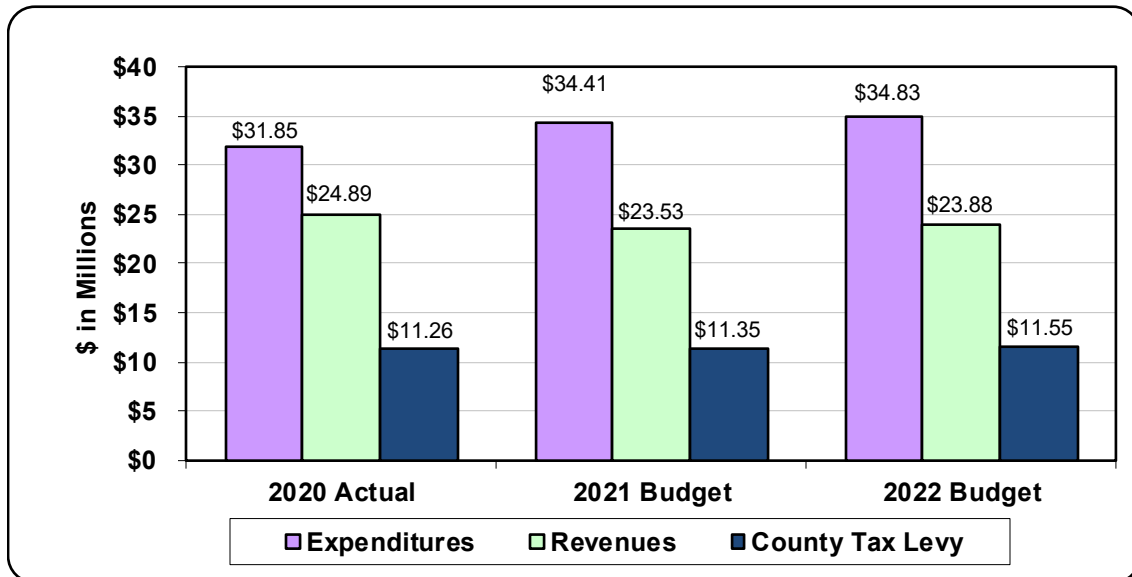
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PUBLIC WORKS

Functional Area Budget Highlights

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

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



The 2022 expenditure budget for this functional area totals \$34,827,100, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$413,400 or 1.2% from the 2021 Adopted Budget. Budgeted revenues (including \$505,665 of fund balance appropriations) total \$23,878,100, an increase of \$346,500 or 1.5% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,550,200, an increase of \$198,300 or 1.7% from the 2021 Adopted Budget.

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

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$24,887,869	\$23,531,540	\$24,481,641	\$23,878,061	\$346,521	1.5%
County Tax Levy (b)(c)	\$11,261,865	\$11,351,865	\$11,351,865	\$11,550,197	\$198,332	1.7%
Expenditure (d)	\$31,852,855	\$34,413,700	\$34,969,245	\$34,827,094	\$413,394	1.2%
Rev. Over (Under) Exp.	\$2,707,172	\$0	\$44,319	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$1,589,707	\$469,705	\$819,942	\$601,164	\$131,459	28.0%

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

Fund	Description of Use	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
General	Building Improvement Plan Ordinances and Transfers	\$0	\$0	\$300,000	\$0
General	Purchase order & carryovers from prior year	\$225,819	\$0	\$211,660	\$0
	Subtotal General Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Transportation	Cartegraph Upgrade & Migration	\$0	\$50,000	\$50,000	\$0
Transportation	Transit fuel adjustment/audit payback**	\$0	\$0	\$0	\$0
Transportation	Temporary continuation of Transit route 906 through 6/30/20	\$24,500	\$0	\$0	\$0
	Subtotal Transportation Fund Balance Appropriation***	\$451,716	\$185,000	\$226,000	\$135,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$169,582	\$169,582	\$169,582
Airport	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Airport	Generator & Control Tower Window Replacement	\$0	\$0	\$115,838	\$0
	Subtotal Airport Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582
TOTAL FUND BALANCE APPROPRIATION		\$1,059,447	\$605,665	\$1,274,163	\$505,665

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

**Fund balance budgeted for 2020 was intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings. 2020 Actual fund balance used was \$0.00.

***General Fund Balance is appropriated for the Transportation Fund Budget.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Beginning in 2020, tax levy support for the Airport Fund is eliminated.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$3,914,180 in the 2022 Budget, \$3,745,025 in the 2021 Budget, \$3,523,804 in the 2021 Estimate, and \$3,255,844 in 2020. Airport expenditures exclude \$74,500 in the 2021 Budget and \$161,868 in 2020.

PUBLIC WORKS

Functional Area Budget Highlights

Significant program and funding changes to the 2022 Budget include the following:

- State **General Transportation Aids (GTA)** are mostly budgeted in the Transportation Fund and are budgeted unchanged at \$5.1 million.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to decrease by \$27,100 in 2022. Salt rates increase by \$2.24 or 3%, from \$74.81 to \$77.05 per ton based on the state's salt contract for the 2021-22 winter season. This includes a \$41,900 decrease in the cost of salt used for county highways, based on an estimated 14,700 tons (a decrease of 1,000 from the 2021 budgeted level). Actual salt used varies significantly by year, depending upon weather severity. Salt for Parks and Land Use for use at county facilities and parks roads increases slightly over \$1,300, assuming 600 tons (same as 2021 budgeted level). Salt sold to municipalities for use on their local roads increases \$13,400, and assumes 6,000 tons (same as 2021 budgeted level). Revenues from salt sales to municipalities include an \$8 per ton handling fee.
- The **County Highway Maintenance** program budgets \$85,000 to supplement the cost of a brine tanker truck which will be used to transport brine in support of county and state highway operations. The total cost of the tanker truck is \$275,000 and will be funded with \$190,000 through the vehicle replacement plan and \$85,000 fund balance from higher prior-year funds earned through the Wisconsin Department of Transportation's Performance-Based Maintenance program (discussed below).
- **State Highway Maintenance operations revenue reimbursements** for work on state roads, as directed by the Wisconsin Department of Transportation, are budgeted to increase by \$146,900. This includes \$144,400 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements and \$2,500 of higher reimbursements for Performance-Based Maintenance (PbM) program work. The PbM program funds state highway maintenance through a system where the county submits quotes for state-specific projects—versus the RMA system that reimburses for time and materials—which may incentivize efficient maintenance work.
- **The 2022 Transit Services** program expenses are budgeted to increase by about \$6,700 due to an increase in contracted administration and park and ride maintenance offsetting a decrease in transit contracts. Total transit costs are estimated at about \$3.6 million, but the total budget for Waukesha County is only about \$983,400 because Waukesha Metro applies for offsetting federal/state revenues and collects farebox revenues directly, billing the county for the net expenditures. The temporary use of federal pandemic response funding (e.g., CARES Act) helps offset increasing route expenses and declining farebox revenues to maintain the county tax levy investment at the 2021 budget level of \$867,700.
- The **Central Fleet Vehicle Fuel** budget assumes no change in fuel prices from the 2021 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about \$48,900 or 1.9%.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$53,500 or 1.5% from \$3.49 million to about \$3.54 million, due to increasing vehicle/equipment prices, which is partly driven by improved technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to decrease in 2022 by \$31,700 from the 2021 budgeted level of \$2,039,500 to \$2,007,800. Both the electrical and natural gas utility budgets decrease (\$38,100 and \$39,100 respectively), reflecting lower energy consumption and lower or stable utility rates experienced in previous years. This is offset by an increase in water/sewer utility expenses by \$45,500 based on increasing utility rates. Overall costs are maintained at affordable levels through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- The **Building Improvement Plan (BIP)** totals \$1,020,000 in the 2022 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$70,000 for improvements at the Mental Health Center (MHC). Overall General Fund balance support in the BIP is \$100,000, unchanged from the 2021 budget.
- Overall expenditures in the **Housekeeping Services** program increase about \$13,800 or 1% in the 2022 budget. Personnel costs decrease \$111,900 due to the unfunding of 1.50 FTE building services workers and operating expenses increase \$125,700 due to the anticipated increase in the housekeeping services contract. Existing contracted housekeeping services are budgeted to increase by 3%. Additional contracted services are anticipated to increase due to the reduction in budgeted building services worker levels performed by county staff and new services required for the new court tower (estimated at \$65,000).
- Revenues in the **Airport Operations Fund** budget increase \$63,600 and include revenues from inflationary increases built into land leases and rental contracts.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
PUBLIC WORKS	General	42.90	41.40	41.40	39.90	(1.50)
PUBLIC WORKS	Transportation	75.70	75.10	75.10	75.10	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	133.50	133.50	132.00	(1.50)
TOTAL EXTRA HELP		4.12	5.21	5.21	6.04	0.83
TOTAL OVERTIME		4.05	3.95	3.95	4.10	0.15
TOTAL BUDGETED POSITIONS		143.77	142.66	142.66	142.14	(0.52)

2022 BUDGET ACTIONS

Public Works - General

Unfund: 1.50 FTE Building Service Worker
 Increase: 0.83 FTE Extra Help
 Increase: 0.15 FTE Overtime

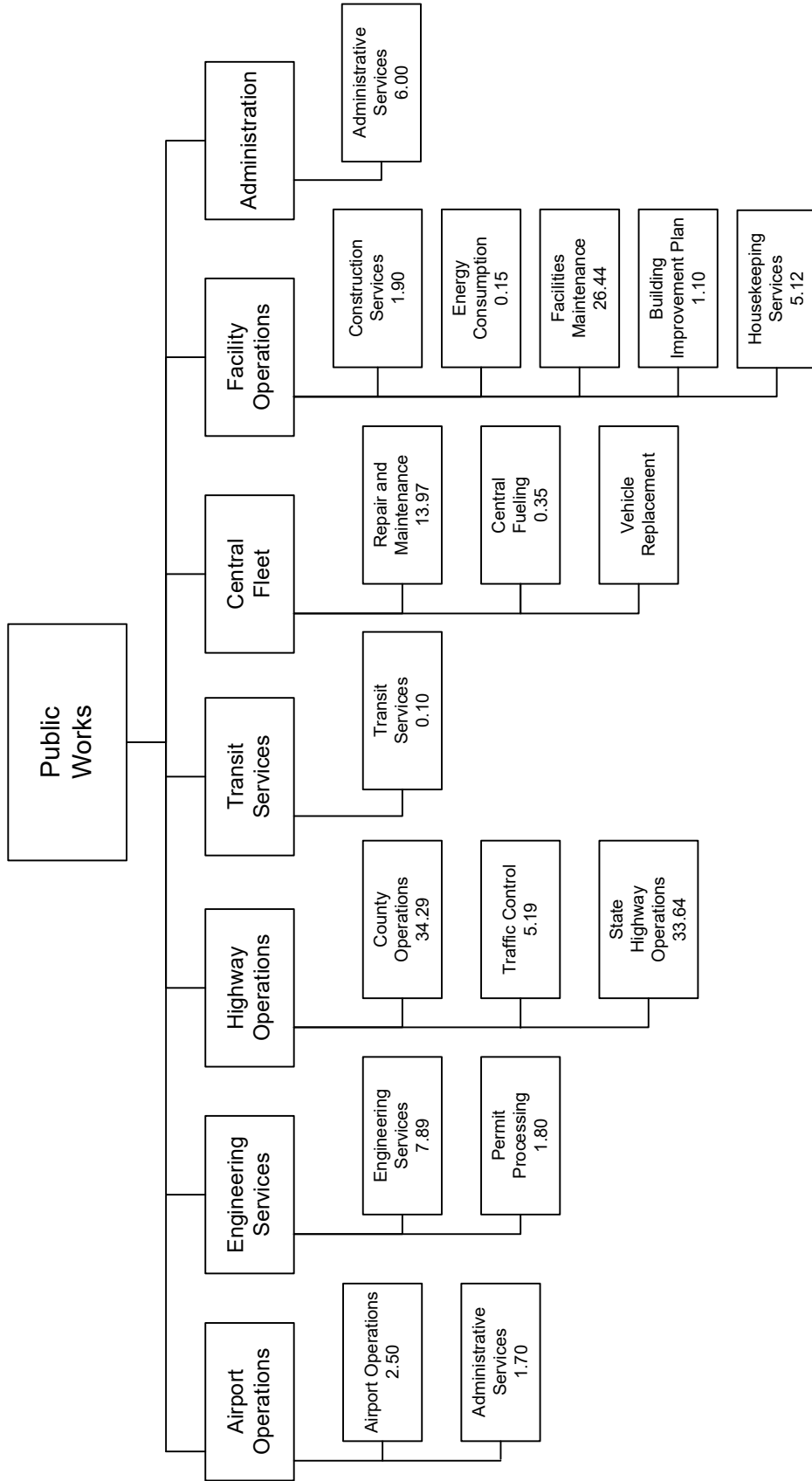
2021 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



142.14 TOTAL FTES

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	2020 Actual	2021 Adopted Budget	2021 Estimate (b)	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Public Works-General Fund						
Revenues (b)(d)	\$843,970	\$645,050	\$1,141,836	\$564,747	(\$80,303)	-12.4%
County Tax Levy	\$8,125,488	\$8,165,488	\$8,165,488	\$8,230,488	\$65,000	0.8%
Expenditures (b)	\$8,437,120	\$8,810,538	\$9,292,948	\$8,795,235	(\$15,303)	-0.2%
Rev. Over (Under) Exp.	\$532,338	\$0	\$14,376	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(d)	\$14,524,269	\$13,774,381	\$13,872,058	\$13,970,299	\$195,918	1.4%
County Tax Levy	\$3,136,377	\$3,186,377	\$3,186,377	\$3,319,709	\$133,332	4.2%
Expenditures (b)	\$15,485,812	\$16,960,758	\$17,028,492	\$17,290,008	\$329,250	1.9%
Rev. Over (Under) Exp.	\$2,174,834	\$0	\$29,943	\$0	\$0	N/A
Central Fleet						
Revenues (d)	\$3,499,589	\$3,836,870	\$3,822,682	\$3,881,661	\$44,791	1.2%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,323,772	\$3,800,761	\$3,690,198	\$3,804,904	\$4,143	0.1%
Operating Inc./(Loss) (c)	\$175,817	\$36,109	\$132,484	\$76,757	\$40,648	112.6%
Vehicle Replacement						
Revenues	\$4,771,934	\$3,950,119	\$3,979,832	\$4,122,605	\$172,486	4.4%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,366,097	\$3,516,523	\$3,516,523	\$3,598,198	\$81,675	2.3%
Operating Inc./(Loss) (c)	\$1,405,837	\$433,596	\$463,309	\$524,407	\$90,811	20.9%
Airport						
Revenues (b)(d)	\$1,248,107	\$1,325,120	\$1,665,233	\$1,338,749	\$13,629	1.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$1,240,054	\$1,325,120	\$1,441,084	\$1,338,749	\$13,629	1.0%
Operating Inc./(Loss) (c)	\$8,053	\$0	\$224,149	\$0	\$0	N/A
Total All Funds						
Revenues (b)(d)	\$24,887,869	\$23,531,540	\$24,481,641	\$23,878,061	\$346,521	1.5%
County Tax Levy (a)	\$11,261,865	\$11,351,865	\$11,351,865	\$11,550,197	\$198,332	1.7%
Expenditures (b)	\$31,852,855	\$34,413,700	\$34,969,245	\$34,827,094	\$413,394	1.2%
Rev. Over (Under) Exp.	\$2,707,172	\$0	\$44,319	\$0	\$0	N/A
Operating Inc./(Loss) (c)	\$1,589,707	\$469,705	\$819,942	\$601,164	\$131,459	28.0%
Position Summary (FTE)						
Regular Positions	135.60	133.50	133.50	132.00	(1.50)	
Extra Help	4.12	4.21	4.21	6.04	1.83	
Overtime	4.05	3.95	3.95	4.10	0.15	
Total	143.77	141.66	141.66	142.14	0.48	

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

(b) The 2021 Estimate includes 2020 budget appropriation carryovers and open encumbrances, which modified the 2021 budget after it was adopted.

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

(d) Fund Balance is appropriated as shown on the following page:

Fund Balance Use

Fund	Description of Use	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
General	Building Improvement Plan funding	\$100,000	\$100,000	\$400,000	\$100,000
General	Purchase order and carryovers from prior year	\$225,819	\$0	\$211,660	\$0
	Subtotal General Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$100,000
Transportation	One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Transportation	Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Transportation	Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Transportation	Cartograph Upgrade & Migration*	\$0	\$50,000	\$50,000	\$0
Transportation	Transit route 906 costs through 6/30/20**	\$24,500	\$0	\$0	\$0
	Subtotal Transportation Fund Balance Appropriation***	\$451,716	\$185,000	\$226,000	\$135,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$0	\$0	\$0	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$169,582	\$169,582	\$169,582
Airport	Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Airport	Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Airport	Generator and Control Tower Window Replacements	\$0	\$0	\$115,838	\$0
	Subtotal Airport Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582
TOTAL FUND BALANCE APPROPRIATION		\$1,059,447	\$605,665	\$1,274,163	\$505,665

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

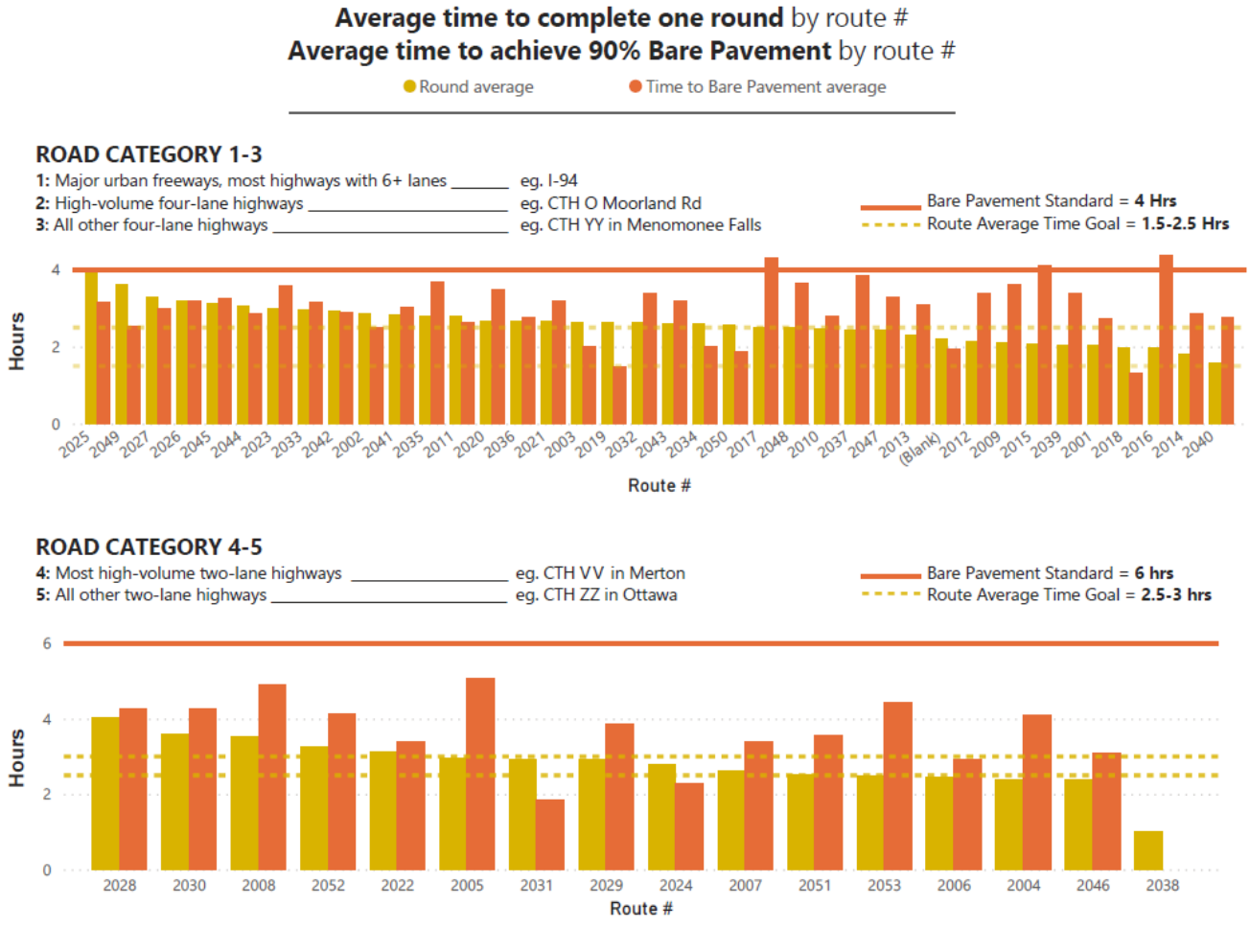
** The 2020 budget included \$24,500 of funding to extend the operation of Route 906 through 6/30/2020, when the route is scheduled to be permanently discontinued.

*** General Fund Balance is appropriated for the Transportation Fund budget.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective 1: Highway Snow and Ice Removal. During a winter snow event, track round times by road category. A round is one trip around a plow route. After a winter snow event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.



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

Objective 2: Perception of Waukesha County as an Employer. Achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for statement “I would recommend Waukesha County as an employer.”

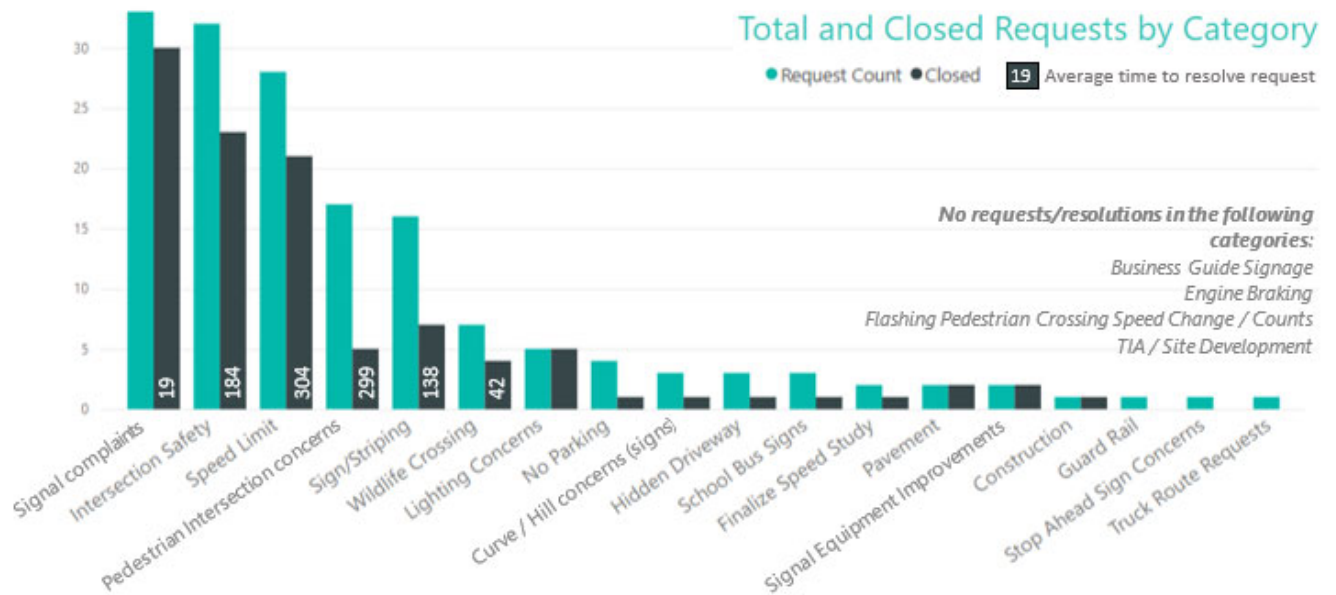
2017 Actual	2018 Actual	2019 Actual	2020 Actual	Target
52.70%	61.20%	79.10%	73.80%	82.00%

Quality Pillar: High standards of service excellence

Objective 3: Improve Coordination with Other Governments. Collaborate communication efforts with other governmental jurisdictions for cross sharing of resources.

Customer Service Pillar: High customer satisfaction

Objective 4: Improved Traffic Operations. Improve efficiencies and customer service in traffic operations through improved processes; staffing structure; training; equipment levels; and internal communication between engineering, highway operations, and the public.



Objective 5: Improve Customer Service. To establish consistent customer service across Waukesha County departments, achieve a 4.6 out of 5.0 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

2020 Actual	2021 Estimate	2022 Target
4.66	4.75	4.60

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	2020	2021	2021	2022	Change From 2021	
	Actual (a)	Adopted Budget	Estimate (a)(b)		Budget	Adopted Budget \$
Revenues						
General Government	\$56,651	\$9,000	\$9,000	\$10,000	\$1,000	11.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$36,735	\$37,500	\$34,427	\$37,500	\$0	0.0%
Interdepartmental	\$423,685	\$498,450	\$486,450	\$417,147	(\$81,303)	-16.3%
Other Revenue	\$1,080	\$100	\$299	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$325,819	\$100,000	\$611,660	\$100,000	\$0	0.0%
County Tax Levy (Credit)	\$8,125,488	\$8,165,488	\$8,165,488	\$8,230,488	\$65,000	0.8%
Total Revenue Sources	\$8,969,458	\$8,810,538	\$9,307,324	\$8,795,235	(\$15,303)	-0.2%
Expenditures						
Personnel Costs	\$3,580,747	\$3,643,940	\$3,641,329	\$3,589,589	(\$54,351)	-1.5%
Operating Expenses (a)(b)	\$4,171,243	\$4,232,861	\$4,173,474	\$4,277,520	\$44,659	1.1%
Interdept. Charges	\$498,331	\$508,737	\$507,588	\$518,126	\$9,389	1.8%
Fixed Assets (a)(b)	\$186,799	\$425,000	\$970,557	\$410,000	(\$15,000)	-3.5%
Total Expenditures	\$8,437,120	\$8,810,538	\$9,292,948	\$8,795,235	(\$15,303)	-0.2%
Rev. Over (Under) Exp.	\$532,338	\$0	\$14,376	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	42.90	41.40	41.40	39.90	(1.50)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.32	0.33	0.33	0.41	0.08
Total FTEs	43.62	42.13	42.13	40.71	(1.42)

(a) The 2021 estimate includes 2020 carryovers of \$211,660 mostly related to Building Improvement Plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance is appropriated for:

Description	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Building Improvement Plan funding	\$100,000	\$100,000	\$100,000	\$100,000
Building Improvement Plan Ordinances and Transfers		\$0	\$300,000	\$0
Purchase order & carryovers from prior year	\$225,819	\$0	\$211,660	\$0
Total Fund Balance Appropriation	\$325,819	\$100,000	\$611,660	\$100,000

Construction Services

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
General Government	\$1,698	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,708	\$0	\$1,708	\$0	\$0
County Tax Levy (Credit)	\$230,736	\$236,770	\$236,770	\$241,668	\$4,898
Total Revenues	\$234,142	\$236,770	\$238,478	\$241,668	\$4,898
Personnel Costs	\$209,815	\$215,984	\$215,555	\$220,863	\$4,879
Operating Expenses	\$0	\$20,000	\$15,000	\$20,000	\$0
Interdept. Charges	\$694	\$786	\$786	\$805	\$19
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$210,509	\$236,770	\$231,341	\$241,668	\$4,898
Rev. Over (Under) Exp.	\$23,633	\$0	\$7,137	\$0	\$0

Program Highlights

Net personnel costs are increasing by about \$4,900 primarily related to costs to continue for the regular staff of 1.90 FTE. Staff support is used to provide support to the capital projects and to provide building project services to the other county departments. Operating expenses of \$20,000 are budgeted for consulting services for building system analysis.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 2021	Est. Operating Impact
201503	Demolish Former HHS Building	(a)	\$3,620,000	40%	\$20,000 (b)
201418	Courthouse Project - Secure Courtroom Construction	2021	\$38,500,000	100%	(c)
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2026	\$98,800,000	10%	(c)

- (a) Demolition of the East Wing was completed in 2018. Demolition of the boiler room and abatement was completed in 2020. Demolition for the remainder of the building is dependent upon approvals from other governmental entities.
- (b) Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.
- (c) Construction of the court tower in the first project will increase building square footage maintained and is expected to increase expenses for utilities by \$4,000, housekeeping services by \$65,000 and repair/maintenance expenses by \$15,000 after the building becomes fully operational. The second courthouse project (renovate 1959 courthouse) is expected to lower utility costs through the installation of energy efficient building systems. Contracted housekeeping services costs will likely be offset by savings as the Facilities Maintenance Division continues to transition from in-house cleaning staff to contracted cleaning staff. Regarding staffing, consolidating office space and moving operations within departments closer together is expected to result in greater operational efficiencies. The exception is the Sheriff's Department which has requested six additional correctional officer positions during interim construction (estimated to cost \$1 million) and three permanent positions after the completion of the first project in 2021 (estimated to cost \$240,000 annually).

Building Improvement Plan

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.10	1.10	1.10	1.10	0.00
General Government	\$1,132	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$57,000	\$138,000	\$138,000	\$70,000	(\$68,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$305,851	\$100,000	\$568,531	\$100,000	\$0
County Tax Levy (Credit)	\$971,835	\$975,622	\$975,622	\$978,645	\$3,023
Total Revenues	\$1,335,818	\$1,213,622	\$1,682,153	\$1,148,645	(\$64,977)
Personnel Costs	\$121,961	\$125,622	\$125,563	\$128,645	\$3,023
Operating Expenses	\$787,079	\$663,000	\$582,055	\$610,000	(\$53,000)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$186,799	\$425,000	\$970,557	\$410,000	(\$15,000)
Total Expenditures	\$1,095,839	\$1,213,622	\$1,678,175	\$1,148,645	(\$64,977)
Rev. Over (Under) Exp.	\$239,979	\$0	\$3,978	\$0	\$0

Program Highlights

Interdepartmental revenues consist of charges to the Mental Health Center and to the Employee Health and Wellness Clinic for building improvement projects at those facilities. These revenues decrease \$68,000 in 2022 based on planned projects. General Fund balance appropriations remain the same as in the 2021 budget. The use of General Fund balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Personnel costs are increasing by about \$3,000 primarily related to the costs to continue for the regular staff of 1.10 FTE. The Five-Year Building Improvement Plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the base plan of \$950,000 is remaining stable from the 2021 Adopted Budget. Additional expenditures for Mental Health Center (MHC) projects total \$70,000, a decrease of \$23,000 from 2021. Because the MHC recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the MHC. There are no Wellness Clinic building projects planned in 2022, therefore the budget decreases an additional \$45,000.

Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings, are requested by other county employees as improvements to their work areas, or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview buildings are in "maintenance only" mode pending renovation, replacement, or removal of buildings in the capital plan. This means that the mechanical systems may be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2022	Plan 2023	Plan 2024	Plan 2025	Plan 2026
Asbestos	\$15,000	\$15,000	\$15,000	\$10,000	\$10,000
Carpet / Tile / Seal	\$40,000	\$55,000	\$65,000	\$65,000	\$70,000
Doors & Windows	\$40,000	\$40,000	\$40,000	\$15,000	\$15,000
Electrical	\$0	\$5,000	\$0	\$0	\$0
Flooring	\$0	\$25,000	\$20,000	\$20,000	\$0
Furniture	\$15,000	\$25,000	\$15,000	\$15,000	\$15,000
HVAC	\$420,000	\$425,000	\$360,000	\$395,000	\$340,000
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Paint / Wall Cover	\$60,000	\$50,000	\$50,000	\$30,000	\$75,000
Plumbing	\$30,000	\$100,000	\$70,000	\$90,000	\$70,000
Remodel	\$25,000	\$12,000	\$0	\$0	\$0
Roof	\$65,000	\$30,000	\$50,000	\$30,000	\$55,000
Safety/Security	\$45,000	\$20,000	\$40,000	\$35,000	\$30,000
Seal/ Tuckpoint	\$35,000	\$10,000	\$40,000	\$35,000	\$40,000
Grand Total	\$1,020,000	\$1,042,000	\$995,000	\$970,000	\$950,000

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

Building	Plan 2022	Plan 2023	Plan 2024	Plan 2025	Plan 2026
Administration Center	\$135,000	\$250,000	\$200,000	\$190,000	\$70,000
Communications Center	\$0	\$0	\$0	\$0	\$0
County Jail	\$0	\$95,000	\$25,000	\$25,000	\$0
Courthouse	\$0	\$0	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$0	\$0	\$30,000
Highway Operations	\$0	\$0	\$0	\$0	\$0
Juvenile Detention Center	\$0	\$0	\$0	\$50,000	\$50,000
Law Enforcement Center	\$0	\$0	\$0	\$0	\$0
Mental Health Center	\$70,000	\$92,000	\$45,000	\$20,000	\$0
Northview	\$70,000	\$0	\$0	\$0	\$0
Other/All Buildings (b)	\$745,000	\$605,000	\$725,000	\$685,000	\$800,000
Wellness Clinic	\$0	\$0	\$0	\$0	\$0
UWW	\$0	\$0	\$0	\$0	\$0
Grand Total	\$1,020,000	\$1,042,000	\$995,000	\$970,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
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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, mechanical equipment repair/replacement, tuck pointing/sealing/caulking of the building envelope, and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

Program Description

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

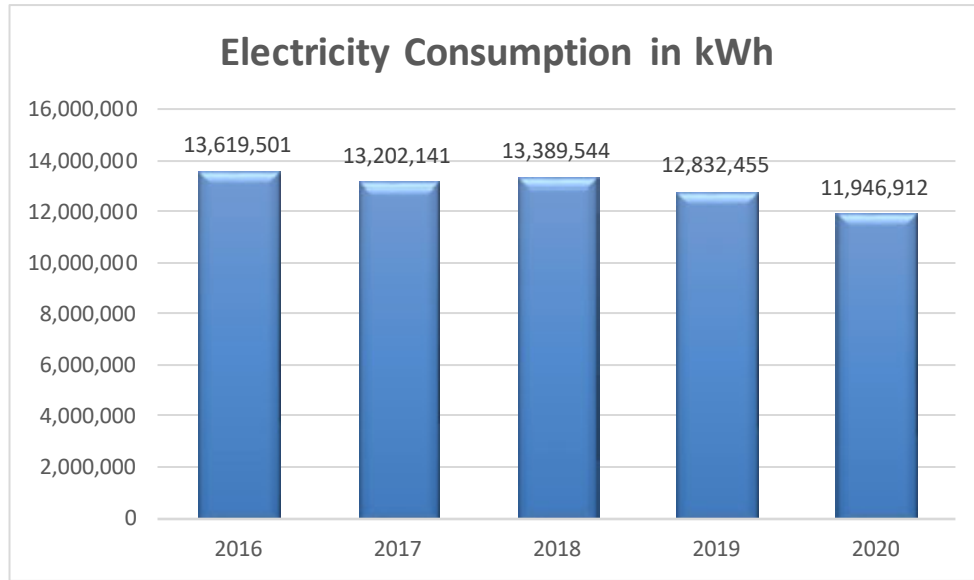
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$36,735	\$37,500	\$34,427	\$37,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,015,458	\$2,025,325	\$2,025,325	\$1,994,314	(\$31,011)
Total Revenues	\$2,052,193	\$2,062,825	\$2,059,752	\$2,031,814	(\$31,011)
Personnel Costs	\$22,692	\$23,365	\$23,494	\$23,985	\$620
Operating Expenses	\$1,819,672	\$2,039,460	\$1,958,978	\$2,007,829	(\$31,631)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,842,364	\$2,062,825	\$1,982,472	\$2,031,814	(\$31,011)
Rev. Over (Under) Exp.	\$209,829	\$0	\$77,280	\$0	\$0

Program Highlights

Charges for services revenues include \$37,500 for county office space rental to outside agencies such as title companies, the Farm Service Agency, and the District Court Administrator. Net personnel costs are increasing by about \$600 primarily related to costs to continue for the regular staff of 0.15 FTE. Operating expenses decrease \$31,600 to \$2,007,800. The electric utility budget decreases \$38,100 to \$1,248,600 reflecting a decrease in estimated energy consumption by 393,200 kWh or 3% to 12,900,000. Natural gas expenses decrease by \$39,100 from the 2021 budgeted level to \$340,100, reflecting a decrease in estimated consumption by 36,400 therms, from 716,600 to 680,200. The decrease in the electric and natural gas expenses are offset by an increase in water/sewer expenses by \$45,500 to \$419,200 to reflect a projected increase in rates. Budgeted gallons for 2022 at 22,500,000 is 950,000 lower than the gallons budgeted in 2021. 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	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2022 Budget	Change
Electricity (Kilowatt-Hrs)	13,389,544	12,817,095	11,946,912	13,293,197	12,900,000	(393,197)
Natural Gas (Therms)	735,897	710,755	646,835	716,624	680,210	(36,414)
Water/Sewer (Gallons)	23,817,500	22,115,510	17,981,510	23,450,000	22,500,000	(950,000)

Energy Consumption (cont.)



Investment in Energy Projects Reduces kWh Usage in Waukesha County Facilities

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

Facilities Maintenance

Program Description

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

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement. This program area is the main contact with departmental customers for all building maintenance needs.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	26.44	26.44	26.44	26.44	0.00
General Government	\$3,240	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$359,685	\$353,450	\$341,450	\$340,147	(\$13,303)
Other Revenue	\$1,008	\$0	\$199	\$0	\$0
Appr. Fund Balance	\$16,304	\$0	\$36,541	\$0	\$0
County Tax Levy (Credit)	\$3,105,889	\$3,159,935	\$3,159,935	\$3,195,329	\$35,394
Total Revenues	\$3,486,126	\$3,513,385	\$3,538,125	\$3,535,476	\$22,091
Personnel Costs	\$2,179,624	\$2,222,539	\$2,221,731	\$2,229,462	\$6,923
Operating Expenses	\$885,864	\$812,797	\$848,276	\$817,925	\$5,128
Interdept. Charges	\$465,285	\$478,049	\$478,049	\$488,089	\$10,040
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,530,773	\$3,513,385	\$3,548,056	\$3,535,476	\$22,091
Rev. Over (Under) Exp.	(\$44,647)	\$0	(\$9,931)	\$0	\$0

Program Highlights

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

Net personnel costs are increasing by about \$6,900 primarily related to costs to continue offset by turnover for the regular staff of 25.75 FTE. Funding continues for a 0.40 FTE architectural intern and 0.29 FTE of overtime. Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior county buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff work closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. The operating expenses budget increases \$5,100 in 2022 due to an increase of about \$6,500 in computer software related expenses offset by decreases in plumbing supplies and uniform rental costs. Interdepartmental charges are increasing by about \$10,000 mainly due to increases of vehicle expenses including Vehicle Replacement Plan charges and anticipated Central Fleet vehicle set up costs. These increases are partially offset by decreases in Workers Compensation Insurance and Property/Boiler Insurance in the amount of \$6,900.

Housekeeping Services

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.12	6.62	6.62	5.12	(1.50)
General Government	\$2,875	\$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	\$1,956	\$0	\$4,880	\$0	\$0
County Tax Levy (Credit)	\$1,213,598	\$1,174,230	\$1,174,230	\$1,187,985	\$13,755
Total Revenues	\$1,225,429	\$1,181,230	\$1,186,110	\$1,194,985	\$13,755
Personnel Costs	\$504,050	\$512,995	\$492,141	\$401,049	(\$111,946)
Operating Expenses	\$656,308	\$663,702	\$742,801	\$789,382	\$125,680
Interdept. Charges	\$4,250	\$4,533	\$4,533	\$4,554	\$21
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,164,608	\$1,181,230	\$1,239,475	\$1,194,985	\$13,755
Rev. Over (Under) Exp.	\$60,821	\$0	(\$53,365)	\$0	\$0

Program Highlights

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

Personnel costs decrease \$111,900 primarily due to the unfunding of 1.50 FTE building services worker due to retirement of internal housekeeping staff. The program funds 5.12 FTE positions in this program in 2022. 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 including partial cleaning in the Courthouse, Courthouse Tower and Northview in 2022 due to reduction in internal housekeeping staff. Buildings serviced entirely with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Detention Center, the Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The Waukesha Employee Health and Wellness Center and Mental Health Center cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). Housekeeping operating expenses presume a 3% increase on current contracted costs in addition to \$65,000 for cleaning of the new Courts Tower and about \$25,000 in anticipated contract cleaning increases due to internal cleaning staff retirements. These increases are offset by a savings due to prioritization of housekeeping activities and implementation of central garbage collection. The current housekeeping contract is in effect until mid-year 2022. Interdepartmental charges include the cost of telephone service, copier replacement, and technology total cost of computer ownership charges.

Administrative Services

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.91	5.92	5.92	6.00	0.08
General Government	\$47,706	\$9,000	\$9,000	\$10,000	\$1,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$72	\$100	\$100	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$587,972	\$593,606	\$593,606	\$632,547	\$38,941
Total Revenues	\$635,750	\$602,706	\$602,706	\$642,647	\$39,941
Personnel Costs	\$542,605	\$543,435	\$562,845	\$585,585	\$42,150
Operating Expenses	\$22,320	\$33,902	\$26,364	\$32,384	(\$1,518)
Interdept. Charges	\$28,102	\$25,369	\$24,220	\$24,678	(\$691)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,027	\$602,706	\$613,429	\$642,647	\$39,941
Rev. Over (Under) Exp.	\$42,723	\$0	(\$10,723)	\$0	\$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$10,000, an increase of \$1,000. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase \$42,200 due to cost to continue of current staff and increased benefit costs due to plan selection changes. Overtime budgeted in this area increases by 0.08 FTE in 2022 primarily to cover vacancies and provide support to other divisions. Operating expenses decrease by about \$1,500 due to budget adjustments for general office supply purchases, centralized postage and printing costs for the department, funds for employee bus passes for the Clean Air Compliance program, and expenditures for staff professional development. Interdepartmental charges decrease by about \$700 due to decreases in postage and records storage and retrieval charges. Interdepartmental charges also include expenses for technology total cost of computer ownership, telephone services, and copier replacement charges.

Fund Purpose

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

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$12,111,010	\$11,646,170	\$11,589,054	\$11,793,071	\$146,901	1.3%
Fine/Licenses	\$187,435	\$143,500	\$143,500	\$144,000	\$500	0.3%
Charges for Services	\$443,780	\$632,999	\$622,235	\$646,439	\$13,440	2.1%
Interdepartmental	\$829,076	\$712,473	\$862,306	\$791,128	\$78,655	11.0%
Other Revenue	\$501,252	\$454,239	\$428,963	\$460,661	\$6,422	1.4%
Appr. Fund Balance (a)	\$451,716	\$185,000	\$226,000	\$135,000	(\$50,000)	-27.0%
County Tax Levy (Credit)	\$3,136,377	\$3,186,377	\$3,186,377	\$3,319,709	\$133,332	4.2%
Total Revenue Sources	\$17,660,646	\$16,960,758	\$17,058,435	\$17,290,008	\$329,250	1.9%
Expenditures						
Personnel Costs	\$7,099,823	\$7,262,379	\$7,432,795	\$7,368,850	\$106,471	1.5%
Operating Expenses (a)	\$3,294,833	\$4,405,386	\$4,041,519	\$4,448,650	\$43,264	1.0%
Interdept. Charges	\$4,926,459	\$5,157,993	\$5,399,633	\$5,387,508	\$229,515	4.4%
Fixed Assets (a)	\$164,697	\$135,000	\$154,545	\$85,000	(\$50,000)	-37.0%
Total Expenditures	\$15,485,812	\$16,960,758	\$17,028,492	\$17,290,008	\$329,250	1.9%
Rev. Over (Under) Exp.	\$2,174,834	\$0	\$29,943	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	75.70	75.10	75.10	75.10	0.00
Extra Help	3.72	3.81	3.81	4.27	0.46
Overtime	3.53	3.54	3.54	3.54	0.00
Total FTEs	82.95	82.45	82.45	82.91	0.46

(a) Includes General Fund balance appropriation of:

Description	2020 Act.	2021 Budget	2021 Estimate	2022 Budget
One time purchase of highway maintenance equipment*	\$154,267	\$85,000	\$126,000	\$85,000
Intersection Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000
Purchase order & carryovers from prior year	\$222,949	\$0	\$0	\$0
Cartegraph Upgrade & Migration	\$0	\$50,000	\$50,000	\$0
Transit fuel adjustment/audit payback**	\$0	\$0	\$0	\$0
Temporary continuation of Transit route 906 through 6/30/20	\$24,500	\$0	\$0	\$0
Total Fund Balance Appropriation	\$451,716	\$185,000	\$226,000	\$135,000

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects through the Performance-Based Maintenance program (PbM). The 2021 Estimate includes \$41,000 of fund balance from an approved fund transfer (enrolled ordinance 176-18) to cover additional highway maintenance equipment.

**Fund balance budgeted for 2020 was intended to cover potential fuel adjustment clause expenses and potential additional prior-year local share expenses related to audit findings. 2020 Actual fund balance used was \$0.00.

County Operations

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	36.56	34.97	34.97	34.29	(0.68)
General Government	\$4,079,288	\$4,027,806	\$3,915,862	\$4,027,806	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$443,780	\$632,999	\$622,235	\$646,439	\$13,440
Interdepartmental	\$829,076	\$712,473	\$862,306	\$791,128	\$78,655
Other Revenue	\$28,140	\$45,000	\$35,000	\$35,000	(\$10,000)
Appr. Fund Balance	\$160,000	\$135,000	\$176,000	\$85,000	(\$50,000)
County Tax Levy (Credit)	\$1,646,732	\$1,637,309	\$1,637,309	\$1,770,633	\$133,324
Total Revenues	\$7,187,016	\$7,190,587	\$7,248,712	\$7,356,006	\$165,419
Personnel Costs	\$2,768,460	\$2,882,064	\$3,078,219	\$2,901,386	\$19,322
Operating Expenses	\$1,337,582	\$2,290,382	\$1,925,866	\$2,285,886	(\$4,496)
Interdept. Charges	\$1,637,227	\$1,883,141	\$1,974,525	\$2,083,734	\$200,593
Fixed Assets	\$154,267	\$135,000	\$154,545	\$85,000	(\$50,000)
Total Expenditures	\$5,897,536	\$7,190,587	\$7,133,155	\$7,356,006	\$165,419
Rev. Over (Under) Exp.	\$1,289,480	\$0	\$115,557	\$0	\$0

Program Highlights

The 2022 budget assumes General Transportation Aids (GTA) revenue budgeted for the Transportation Fund remains at the 2021 budgeted level of \$5,084,800. Within the Transportation Fund, \$4,027,800 of GTA is allocated to the County Operations program, with the remainder being allocated to the Traffic Control and Engineering programs.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The 2022 budget anticipates 6,000 tons of salt being purchased by local municipalities. This tonnage is based on agreements between the county and the respective local jurisdictions. The markup/handling fee charged to municipalities is anticipated to be \$8.00 per ton. The price of salt has increased \$2.24 per ton, from \$74.81 in the 2021 budget to \$77.05 in 2022 (\$85.05 with external customer markup). Revenues from municipal salt sales increase \$13,400 due to the increase in salt price. Charges to municipalities for pavement marking services is stable in 2022 at \$136,100.

County Operations (Continued)

Interdepartmental revenues, totaling around \$791,000, are increasing about \$78,700. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements of \$403,100, an increase of \$69,800 based on prior year trends, as well as administrative cost recovery in the amount of \$282,300. Interdepartmental revenues also include about \$105,100 for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use (PLU), such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 600 tons of salt to PLU.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue decreases by \$10,000 to a budgeted level of \$35,000. General Fund balance of \$85,000 is budgeted to fund one-time purchases of equipment in 2022. The fund balance was generated from higher prior-year funds earned through the State's Performance-Based Maintenance program (discussed in the State Highway Operations program).

Net personnel costs are increasing by about \$19,300 to \$2,901,400. Increases for cost to continue are offset by turnover and a shift of personnel costs to State Operations. Funding continues for 1.04 FTE of overtime, and extra help for seasonal patrol workers increases 0.32 FTE from 0.93 to 1.25 FTE. The 2022 County Highway Maintenance budget shifts one Patrol Worker position to State Highway Maintenance in 2022, providing funding for 25.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses decrease \$4,500 to about \$2,285,900 primarily due to adjustments in salt usage. The price per ton for salt increases 3% to \$77.05 per ton in 2022, from \$74.81 in 2021, which is based on the confirmed 2021/2022 winter contracted price. Salt is the largest expense in this appropriation unit, budgeted at \$1,641,200. To offset recent increases in salt price and other materials, budgeted county salt usage was reduced 1,000 tons in 2022, from 15,700 to 14,700 tons. The budget for salt usage on county highways is \$1,132,600, a decrease of \$41,900. The county also budgets \$46,200 for 600 tons of salt usage (same as 2021 budgeted level) for Parks and Land Use and 6,000 tons for some local municipalities in the amount of \$462,300, which increase \$1,300 and \$13,400, respectively.

Operating expenses include roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at \$145,000; utility expenses for the main shop and four substation budgeted at \$136,700; plow blade replacement expenditures of \$63,000; contracted snow removal for park and rides and rental of equipment budgeted at \$28,000; and landfill/waste disposal costs which increase \$10,000 to \$39,000 in 2022.

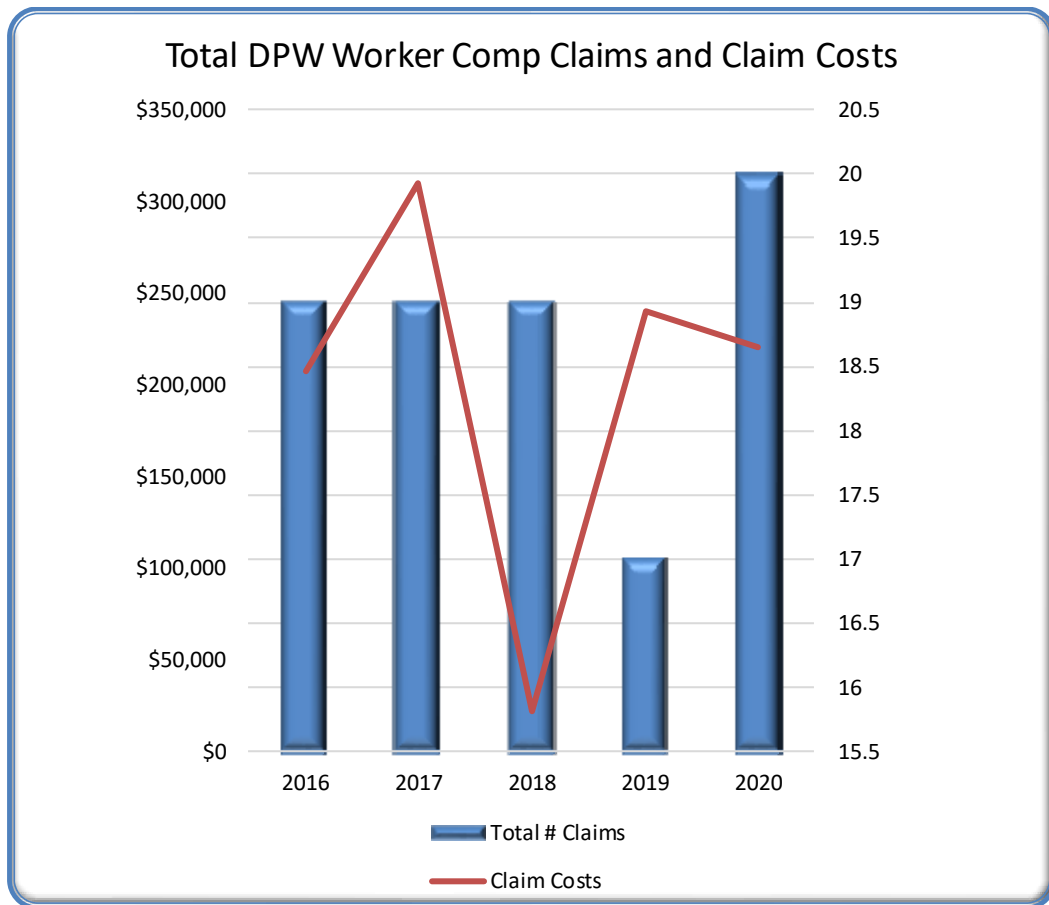
Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including worker's compensation; radio services; vehicle costs; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements, and fuel costs, and are budgeted to increase \$138,300. Vehicle repair and maintenance expenses are budgeted to increase in the amount of \$83,700 due to increased repair costs and shifts of equipment reimbursement from the State of Wisconsin. Remaining vehicle costs are supported by the state of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle replacement costs increase \$117,200. Total vehicle costs to support the department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$138,300 to \$4,117,100. Based on anticipated state revenues to support state road maintenance, \$2,413,000 of the total \$4,117,100 of vehicle expenses are supported by the State Maintenance budget.

Fixed assets are budgeted at \$85,000 for one one-time equipment purchase of a tanker truck for brine to be added to the Vehicle Replacement Plan in place of a grader scheduled for replacement in 2022.

County Operations (Continued)

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Centerline miles of road maintained – County (a)	407	407	405	408	408	3
Centerline miles of road striped – Non County/Non-State	325	277	370	350	350	-20
Center line striping cost per mile	\$892	\$932	\$925	\$935	\$940	\$15
Mowing—1 linear mile cost per mile	\$270	\$277	\$275	\$309	\$309	\$34
Avg Annual maint 1 lane mile	\$5,853	\$6,103	\$6,220	\$7,274	\$7,624	\$1,404
Salt Annual Tons Used on County Roads	11,887	6,848	15,700	10,525	14,700	(1,000)

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



	2018 Actual	2019 Actual	2020 Actual
% of DPW Worker Comp Costs related to Highway Operations	92.33%	85.71%	91.60%

State Highway Operations

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	31.81	32.50	32.50	33.64	1.14
General Government	\$6,971,420	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
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	\$6,971,420	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
Personnel Costs	\$2,922,680	\$2,826,184	\$2,857,446	\$2,901,776	\$75,592
Operating Expenses	\$545,576	\$506,616	\$408,302	\$550,050	\$43,434
Interdept. Charges	\$3,241,485	\$3,228,612	\$3,378,478	\$3,256,487	\$27,875
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,709,741	\$6,561,412	\$6,644,226	\$6,708,313	\$146,901
Rev. Over (Under) Exp.	\$261,679	\$0	\$0	\$0	\$0

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the Wisconsin Department of Transportation (WisDOT). The 2022 general government revenue budget is based on the State’s approved 2021 Routine Maintenance Agreement (RMA) and anticipated funding for the Performance-Based Maintenance (PbM) program. The PbM program is a system where the county submits quotes for state-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The state revenue is projected to increase about \$205,400 in 2022.

Personnel costs are increasing by about \$75,600. The costs are driven by the actual labor revenues generated from state work. This program supports 30.00 FTE positions (two superintendents and 28 patrol workers). Overtime is budgeted at 2.31 FTE or about 4,800 hours. Extra help is increasing in 2022 by 0.14 FTE to 1.33 FTE.

Operating expenses increase \$43,400 in the 2022 budget to \$550,100 to reflect quantity and cost increases. Operating expenses are material costs of maintenance on State highways.

Interdepartmental charges increase about \$27,900. Estimated equipment reimbursement from the state for vehicle-related expenses including vehicle replacement, vehicle repair and maintenance, and fuel costs are budgeted to decrease \$52,800 to \$2,413,000 based on recent trends in equipment cost reimbursements. Interdepartmental charges include payments to the County Highway Operations program for administrative cost recovery, salt storage, insurance reimbursement and other miscellaneous costs, which increase by about \$88,000.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Centerline miles of road maintained	203	203	207	207	207	0
Centerline miles of road striped	131	114	200	115	115	(85)
Lane miles maintained	1,087.0	1,111.0	1,110.0	1,110.0	1,110.0	0

Source: WisDOT Level of Service (LOS) Model calculation

Transit Services

Program Description

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

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$287	\$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	\$145,167	\$108,963	\$108,963	\$115,661	\$6,698
Appr. Fund Balance	\$124,500	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,137,654	\$976,663	\$976,663	\$983,361	\$6,698
Personnel Costs	\$12,493	\$13,105	\$13,138	\$13,561	\$456
Operating Expenses	\$798,605	\$963,558	\$973,558	\$969,800	\$6,242
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$811,098	\$976,663	\$986,696	\$983,361	\$6,698
Rev. Over (Under) Exp.	\$326,556	\$0	(\$10,033)	\$0	\$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the city of Waukesha. Funding from state and federal sources is received directly by and paid to vendors by Waukesha Metro. Other revenue is a reimbursement from Waukesha Metro for the costs remaining in the county budget that are eligible for state and federal funding, and increases \$6,700 in 2022.

The budgeted State reimbursement rate for 2022 is 52.9%, a slight decrease from 53.5% in 2021. This projected decrease follows recent state reimbursement trends. Fuel surcharges are estimated at \$45,000 in the 2022 budget. The 2020 budget included \$24,500 of General Fund balance to temporarily fund the county’s share of route 906 through June 30, 2020 before being discontinued, in addition to \$100,000 of General Fund balance to cover potential fuel surcharges and prior year audit payments. After fiscal years end, auditors determine whether the state/federal reimbursements that the transit system received were higher or lower than it was eligible for. In previous years, the auditors determined that the county had been eligible for higher levels of reimbursements, resulting in additional revenue to the county. In 2018, the opposite occurred, and the County Board approved a contingency funds transfer in 2019 (enrolled ordinance 174-36) for \$92,638 to cover these additional prior-year costs.

Transit Services (Continued)

A portion (0.10 FTE) of the Business Manager’s position continues to be allocated to this program in the 2022 budget. Operating expenses increase slightly in 2022 by \$6,200.

Projected decreases in ridership and farebox revenue is offset by Federal CARES Act Funding allotted to the County in response to the Covid-19 pandemic. The 2022 budget includes the use of \$564,700 of CARES funds. Fare rates for transit and paratransit services remain steady in 2022, with no projected increases from 2021 rates. The current 901/904/905 service contract expires on May 31, 2022 and will go out for Request for Proposal (RFP) in early 2022.

Milwaukee County Transit Services (MCTS) is planning to implement a Bus Rapid Transit (BRT) service by end of 2022. Waukesha County is working with Waukesha Metro and MCTS to determine what changes would be needed to Route 1 to offer a comparative service related to BRT.

Activity

Total Ridership

Route	Route Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2020-2021 Change
1	Waukesha Metro to Brookfield Square	105,100	107,425	111,291	98,743	62,861	78,994	51,809	67,500	(11,494)
Gold Line	Brookfield Square Extension	213,694	213,963	220,155	205,398	77,872	164,318	83,363	120,000	(44,318)
79	Weekday from Menomonee Falls to Downtown Milwaukee	32,254	28,305	31,069	26,613	5,862	17,032	4,004	13,213	(3,819)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	121,588	108,144	91,174	78,261	25,335	50,087	21,422	30,750	(19,337)
Subtotal		472,636	483,419	474,241	409,015	171,930	310,432	160,598	231,463	(78,969)
					0					
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	3,169	3,480	2,831	2,491	1,486	2,760	1,253	2,460	(300)
Total with Paratransit		475,805	486,899	477,072	411,506	173,416	313,192	161,851	233,923	(79,269)

Investment per ride

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

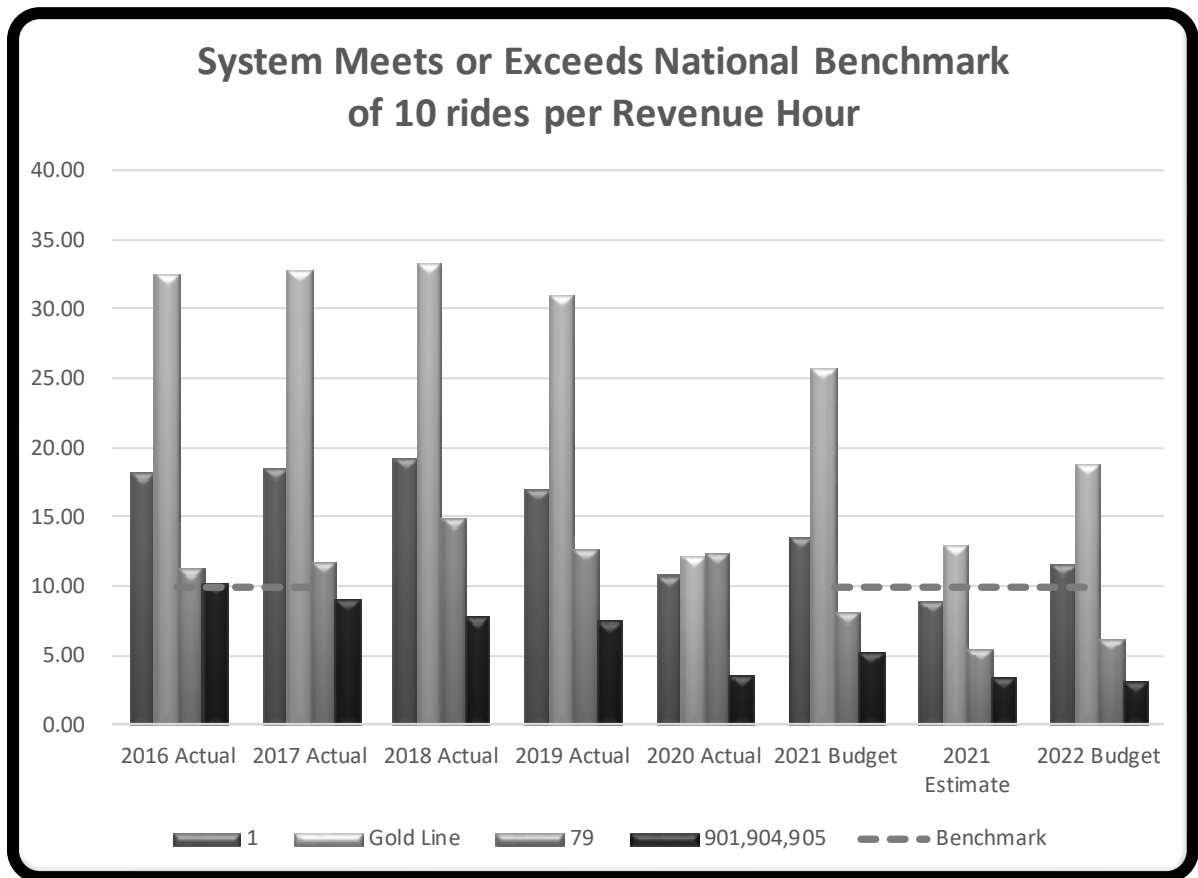
Route	Route Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021-2022 Change
1	Waukesha Metro to Brookfield Square	\$0.95	\$0.93	\$0.92	\$1.07	\$1.72	\$1.40	\$2.14	\$1.69	\$0.29
Gold Line	Brookfield Square Extension	\$2.21	\$2.37	\$2.41	\$2.82	\$9.37	\$4.28	\$9.32	\$6.35	\$2.07
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$10.95	\$13.35	\$8.66	\$13.09	\$13.46	\$22.67	\$35.44	\$31.78	\$9.11
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$10.59	\$11.36	\$16.68	\$18.88	\$45.72	\$30.58	\$55.40	\$53.73	\$23.15
Subtotal Average		\$0.27	\$0.26	\$5.98	\$6.14	\$12.07	\$8.80	\$13.80	\$12.74	\$3.94
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$37.35	\$37.59	\$44.66	\$50.38	\$50.41	\$51.83	\$53.66	\$56.05	\$4.22
Avg with Paratransit		\$0.00	\$0.00	\$6.21	\$6.41	\$12.40	\$9.18	\$14.11	\$13.19	\$4.01

Transit Services (Continued)

Rides per Revenue Hour

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

Route	Route Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021-2022 Change
1	Waukesha Metro to Brookfield Square	18.16	18.53	19.21	17.05	10.81	13.64	8.94	11.65	(1.98)
Gold Line	Brookfield Square Extension	32.57	32.76	33.45	31.13	12.20	25.67	13.01	18.76	(6.91)
79	Weekday from Menomonee Falls to Downtown Milwaukee	11.31	11.79	14.87	12.73	12.50	8.08	5.53	6.25	(1.84)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.30	9.20	7.83	7.60	3.64	5.28	3.53	3.23	(2.05)
Subtotal Average		17.50	17.29	17.21	16.51	8.76	13.05	8.45	9.71	(3.34)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.16	2.19	1.94	1.73	1.72	1.89	1.79	1.89	0.00
Avg with Paratransit		16.73	16.51	16.44	15.70	8.46	12.40	8.21	9.31	(3.09)



Engineering Services

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.49	7.89	7.89	7.89	0.00
General Government	\$505,877	\$553,476	\$539,483	\$553,476	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$178,312	\$225,276	\$225,000	\$225,000	(\$276)
Appr. Fund Balance	\$53,300	\$50,000	\$50,000	\$50,000	\$0
County Tax Levy (Credit)	\$231,177	\$282,816	\$282,816	\$288,579	\$5,763
Total Revenues	\$968,666	\$1,111,568	\$1,097,299	\$1,117,055	\$5,487
Personnel Costs	\$784,038	\$894,800	\$867,406	\$901,503	\$6,703
Operating Expenses	\$42,972	\$170,744	\$256,467	\$168,490	(\$2,254)
Interdept. Charges	\$47,549	\$46,024	\$46,414	\$47,062	\$1,038
Fixed Assets	\$10,430	\$0	\$0	\$0	\$0
Total Expenditures	\$884,989	\$1,111,568	\$1,170,287	\$1,117,055	\$5,487
Rev. Over (Under) Exp.	\$83,677	\$0	(\$72,988)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are projected to remain level in 2022. This program includes approximately \$553,500 of the \$5.2 million of total estimated GTA revenue in the 2022 budget. Remaining GTA revenues are budgeted in the County Highway Maintenance and Traffic Control programs.

The 2022 budget continues to include external revenues from the federal Highway Safety Improvement Program (HSIP) and the Surface Transportation Program (STP) for reimbursement of staff design. These revenues stay relatively flat at \$225,000.

Revenues include \$50,000 of General Fund balance and \$50,000 of GTA to fund the intersection improvement program introduced in 2019, and budgeted at the same level of \$100,000 in 2022. The purpose of the program is to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings.

Personnel costs increase about \$6,700 from the 2021 budget due to cost to continue for existing staff. Extra help funding continues for 0.69 FTE for three summer interns and 1.00 FTE for a co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin-Milwaukee.

Engineering Services (Continued)

Operating expenses decrease \$2,300 mainly due to increases in telecommunications service. Other operating expenses in this program include consulting services, software expenses, annual training and survey supplies.

Interdepartmental charges include costs of computer and phone services.

Activity

Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Bridge Conditions						
<i>Sufficiency Index: Benchmark</i>	80.0	80.0	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	85.3	86.0	85.3	85.5	87.0	85.5
Number of Bridges	65	65	64	65	65	65
Load Posted Bridges	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)	63.0	63.0	69.0	65.0	69.0	67.0
Asphalt—secondary (major collector highways)	62.0	63.0	67.0	65.0	65.0	67.0
Asphalt—tertiary (minor collector highways)	54.0	55.0	63.0	60.0	60.0	60.0
Concrete	59.0	66.0	64.0	66.0	66.0	66.0

Engineering Services (Continued)

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State/Other Revenues	Estimated Completion Year	2021 Est. % Compl. Yr End	Net Annual Est. Operating Impact
201701 (a)	Bridge Aid Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
201618 (a)	Culvert Replacement Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
201416 (a)	Repaving Program 2018-2022	\$4,300,000	\$3,710,000	\$590,000	Ongoing	N/A	Reduced
200917	Waukesha West Bypass	\$14,817,000	\$6,417,000	\$8,400,000	2019	100%	\$92,000
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2020	100%	Reduced
201004	CTH ES, Fox River Bridge	\$714,000	\$714,000	\$0	2020	100%	Reduced
201603	CTH O & I Intersection Reconstruction	\$3,633,000	\$1,473,500	\$2,159,500	2020	100%	Minor Incr
201008	CTH M, Calhoun Rd to East County Line	\$30,665,000	\$14,555,000	\$16,110,000	2022	75%	\$42,500
201402	CTH XX, Pebble Brook Creek Bridge	\$449,000	\$172,000	\$277,000	2022	15%	Reduced
201601	CTH I, Fox River Bridge	\$624,000	\$198,000	\$426,000	2021	15%	Reduced
201611	CTH C, Hasslinger Drive Intersection	\$978,000	\$574,000	\$404,000	2021	95%	\$0
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2021	95%	Reduced
201802	CTV VV, WB Bridge over Menomonee River	\$1,409,000	\$444,000	\$965,000	2024	0%	Reduced
202012	CTH X, West High Drive Intersection	\$263,000	\$263,000	\$0	2021	15%	\$0
201613	CTH D, Moraine Hills Drive Intersection	\$1,238,000	\$452,000	\$786,000	2023	35%	\$0
201302	CTY YY, Underwood Creek Structure	\$1,833,000	\$1,203,000	\$630,000	2023	30%	Reduced
201502	CTH O, I-94 to USH 18	\$8,174,000	\$1,643,000	\$6,531,000	2022	40%	Reduced
202009	CTH B, Morgan Rd Intersection	\$486,000	\$100,000	\$386,000	2022	35%	\$0
201610	CTH O, CTH I to CTH ES	\$14,503,000	\$3,701,000	\$10,802,000	2023	20%	\$0
201801	CTH F, N.B. Bridge at Green Road	\$744,000	\$154,000	\$590,000	2023	2%	Reduced
201805	CTH T, Northview Rd to I-94	\$2,631,000	\$689,000	\$1,942,000	2023	10%	Reduced
201802	CTH V V, W.B. Bridge at Menomonee River	\$1,409,000	\$444,000	\$965,000	2024	0%	Reduced
201803	CTH O, CTH ES to CTH D	\$8,757,300	\$2,179,900	\$6,577,400	2024	5%	Reduced
202011	CTH M, CTH F to CTH SR	\$3,740,000	\$748,000	\$2,992,000	2025	0%	\$0
202001	CTH SS, Meadowbrook Creek Structure	\$802,000	\$802,000	\$0	2026	0%	Reduced
202013	CTH O, CTH D to STH 59	\$16,230,000	\$3,246,000	\$12,984,000	2026	0%	Reduced
202102	CTH O, CTH HH to Grange Ave	\$8,941,000	\$1,948,200	\$6,992,800	2025	0%	\$10,400
202105	CTH F, Lindsay Road Intersection	\$965,000	\$0	\$965,000	2023	10%	Minor Incr
202106	CTH VV, CTH YY Intersection	\$1,103,000	\$111,000	\$992,000	2023	10%	Minor Incr
202201	CTH I, Calhoun Creek Bridge	\$531,000	\$111,000	\$420,000	2027	0%	Reduced
202202	CTH EF, Bark River Bridge	\$370,000	\$79,000	\$291,000	2027	0%	Reduced
202203	CTH I, Mukwonago River Bridge	\$551,000	\$115,000	\$436,000	2027	0%	Reduced
201804(b)	CTH DE, Wild Rose Lane to Oak Court	\$1,014,000	\$185,100	\$828,900	2024	0%	\$0
202010(b)	CTH D, CTH E Intersection	\$495,000	\$77,000	\$418,000	2023	0%	\$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2022.

(b) These projects are proposed to be deleted from the 2022-2026 Capital Plan, pending County Board approval.

Traffic Control

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.19	5.19	5.19	5.19	0.00
General Government	\$554,138	\$503,476	\$489,483	\$503,476	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$149,633	\$75,000	\$60,000	\$85,000	\$10,000
Appr. Fund Balance	\$113,916	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$328,364	\$338,196	\$338,196	\$329,590	(\$8,606)
Total Revenues	\$1,146,051	\$916,672	\$887,679	\$918,066	\$1,394
Personnel Costs	\$414,952	\$442,370	\$412,464	\$443,417	\$1,047
Operating Expenses	\$570,098	\$474,086	\$477,326	\$474,424	\$338
Interdept. Charges	\$198	\$216	\$216	\$225	\$9
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$985,248	\$916,672	\$890,006	\$918,066	\$1,394
Rev. Over (Under) Exp.	\$160,803	\$0	(\$2,327)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA). This program includes approximately \$503,500 of the \$5.2 million of total estimated GTA revenue in the 2022 budget. County Highway Maintenance and Engineering Services include the remaining GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is based on prior-year actuals, increasing \$10,000 from the 2021 budget.

Net personnel costs increase \$1,000 for cost to continue of existing staff offset by staff turnover in 2021. This budget also supports 0.19 FTE of overtime.

Operating expenses remain relatively flat in the 2022 budget at \$474,400. Operating expenses include pavement marking expenses at \$155,000; traffic signal electricity costs at \$160,000, and signal maintenance costs.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Traffic Signals	116	116	116	116	116	0
Roundabout Intersections	7	8	8	8	8	0

Permit Processing

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.80	1.80	1.80	1.80	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$187,435	\$143,500	\$143,500	\$144,000	\$500
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)	\$62,404	\$60,356	\$60,356	\$63,207	\$2,851
Total Revenues	\$249,839	\$203,856	\$203,856	\$207,207	\$3,351
Personnel Costs	\$197,200	\$203,856	\$204,122	\$207,207	\$3,351
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$197,200	\$203,856	\$204,122	\$207,207	\$3,351
Rev. Over (Under) Exp.	\$52,639	\$0	(\$266)	\$0	\$0

Program Highlights

Permit fees are steady at the 2021 budget level and are itemized on the schedule on the following page. This follows the cycle of increasing fees every two years. The next permit fee increase will occur in 2023. Revenues for driveway access permits and utility permits are budgeted to increase slightly by \$500 in 2022.

Personnel costs increase about \$3,400 due the cost to continue of current staff.

Activity	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	88	84	80	80	80	0
Utility Permits Processed	462	386	400	400	400	0

Permit Processing (Continued)

Utility Permits		2021		2022	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$100	\$250	\$100	\$250
	Add'l 1,000'		\$250		\$250
Excavate/Plow in ROW	First 200'	\$100	\$250	\$100	\$250
	Add'l mile		\$250		\$250
New Poles	Each	\$100	\$250	\$100	\$250
Re-application		\$100		\$100	

Access Permits		2021		2022	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		\$570		\$570
With culvert, owner supplied and installed by Waukesha County	Each driveway		permit + cost of install		permit + cost of install
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	\$520	\$865	\$520	\$865
Traffic Impact Study Review (Required for commercial/industrial/institutional > 50,000 SR or for subdivisions > 100 units)	Each TIA		\$1,150		\$1,150
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed)	Each driveway	\$520	\$3,710	\$520	\$3,710
Traffic Signal Installation	Per signal		\$1,800		\$1,800
Re-application		\$105		\$105	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			\$155		\$155
Fee for county to install culvert - owner supply			\$665		\$665
Temporary driveway			\$210		\$210
Sign in right of way			\$180		\$180
Sign in right of way - county install owner-supplied sign			\$200		\$200
Revocable Occupancy permit			\$440		\$440
Sidewalk			\$155		\$155

Fund Purpose

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

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$6,861	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$47,657	\$51,336	\$28,606	\$52,013	\$677	1.3%
Interdepartmental (a)	\$3,304,507	\$3,661,151	\$3,671,784	\$3,705,265	\$44,114	1.2%
Other Revenue	\$39,481	\$23,300	\$21,209	\$23,300	\$0	0.0%
Appr. Fund Balance (b)	\$101,083	\$101,083	\$101,083	\$101,083	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,499,589	\$3,836,870	\$3,822,682	\$3,881,661	\$44,791	1.2%
Expenditures						
Personnel Costs	\$1,171,204	\$1,245,311	\$1,227,277	\$1,239,659	(\$5,652)	-0.5%
Operating Expenses (b)	\$2,084,421	\$2,452,742	\$2,360,222	\$2,471,130	\$18,388	0.7%
Interdept. Charges	\$68,147	\$102,708	\$102,699	\$94,115	(\$8,593)	-8.4%
Fixed Assets (Memo) (b)(c)	\$0	\$0	\$0	\$40,000	\$40,000	N/A
Total Expenditures (c)	\$3,323,772	\$3,800,761	\$3,690,198	\$3,804,904	\$4,143	0.1%
Operating Income/(Loss) (c)	\$175,817	\$36,109	\$132,484	\$76,757	\$40,648	112.6%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.00	0.00	0.00	0.17	0.17
Overtime	0.20	0.08	0.08	0.15	0.07
Total FTEs	14.20	14.08	14.08	14.32	0.24

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

(b) Includes Central Fleet Fund balance appropriation of:

Description	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation	\$101,083	\$101,083	\$101,083	\$101,083

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	13.85	13.73	13.73	13.97	0.24
General Government	\$6,830	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$35,122	\$35,736	\$13,500	\$34,463	(\$1,273)
Interdepartmental (a)	\$2,517,056	\$2,531,054	\$2,515,500	\$2,579,978	\$48,924
Other Revenue	\$17,449	\$13,300	\$13,000	\$13,300	\$0
Appr. Fund Balance	\$101,083	\$101,083	\$101,083	\$101,083	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,677,540	\$2,681,173	\$2,643,083	\$2,728,824	\$47,651
Personnel Costs	\$1,145,471	\$1,214,844	\$1,202,354	\$1,213,871	(\$973)
Operating Expenses	\$1,331,107	\$1,337,307	\$1,302,614	\$1,358,324	\$21,017
Interdept. Charges	\$68,147	\$92,913	\$92,904	\$91,689	(\$1,224)
Fixed Assets	\$0	\$0	\$0	\$40,000	\$40,000
Total Expenditures	\$2,544,725	\$2,645,064	\$2,597,872	\$2,663,884	\$18,820
Operating Income/(Loss)	\$132,815	\$36,109	\$45,211	\$64,940	\$28,831

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

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for services revenues decrease about \$1,300 due to a slight decrease in external customer requests. Due to the uncertainty of level of service requests from external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase \$48,900 due to increased internal maintenance trends. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates, and miscellaneous reimbursements. Fund balance continues to be used to offset the facility depreciation.

Repair & Maintenance (Continued)

Personnel costs decrease about \$1,000 due to turnover partially offset by cost to continue of current staff. The overtime budget increases slightly by 0.07 FTE to 0.15 FTE (about 312 hours) in 2022 and is based on recent use of overtime. Extra help FTE of 0.17 is added in the 2022 budget to reflect an increased use of temporary staff.

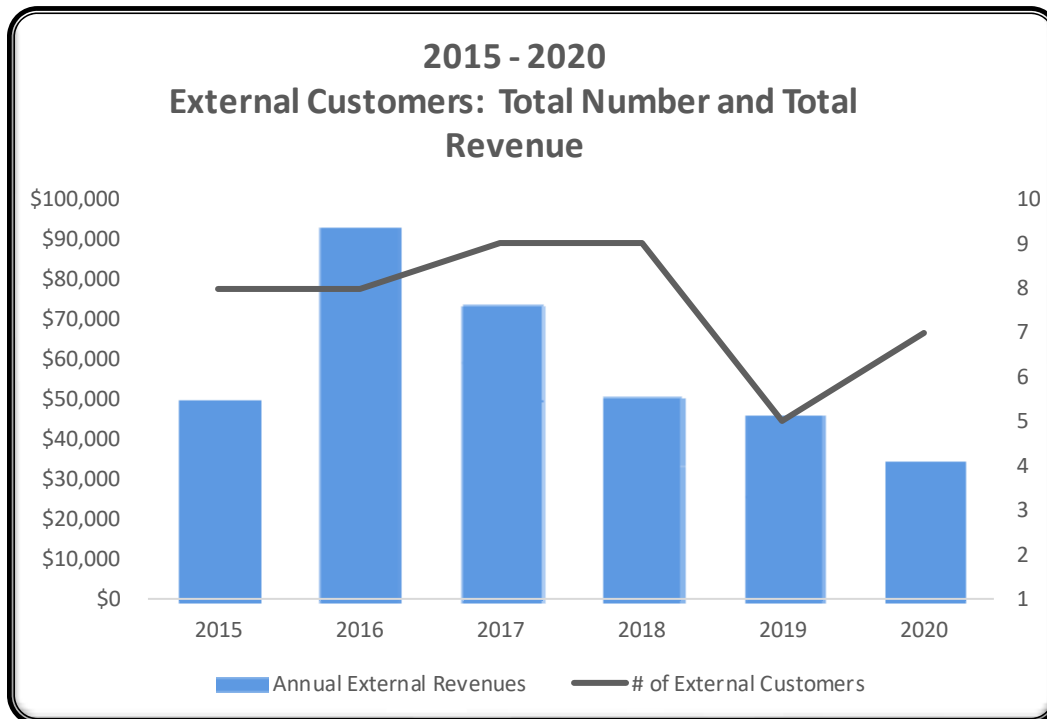
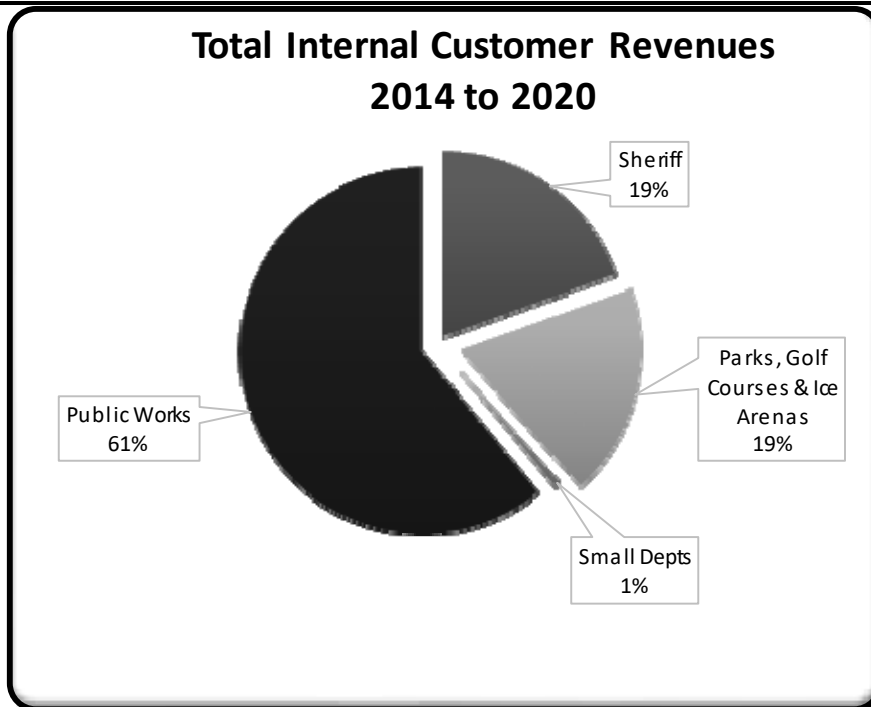
Operating expenses are increasing about \$21,000 mostly related to estimated increases in cost of parts for repairs in 2022. The major items in the operating expenses appropriation unit include \$792,100 for the costs of parts; \$243,700 for the cost of commercial repair services; \$46,500 of support/licensing costs for Fleet Focus; \$114,000 of depreciation expenses, small tools and shop supplies budgeted at \$28,000. Other expenditures in this appropriation unit include building maintenance costs, training expenses, utilities, and housekeeping costs.

Interdepartmental charges are about \$1,200 lower than the 2021 budget. The decrease is mainly due to reduced cost of vehicles that are part of the fleet maintenance program, which are up for replacement in 2021 and 2022. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges. Fixed asset purchase of \$40,000 is budgeted to replace the existing vehicle lift which is original to the building and at the end of it's useful life.

In an effort to keep the annual rate increases at or below 2%, the 2022 Central Fleet Rates are as follows:

Rate Type	2021	2022	% Change
External Heavy Labor Rate	\$109.63	\$111.83	2.0%
External Light Labor Rate	\$91.64	\$93.47	2.0%
External Service Labor Rate	\$99.75	\$101.75	2.0%
Internal Heavy Labor Rate	\$101.58	\$103.61	2.0%
Internal Light Labor Rate	\$85.84	\$87.56	2.0%
Internal Service Labor Rate	\$93.18	\$95.05	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Total Work Orders	4,409	5,200	5,150	5,150	(50)
Internal Customer Work Orders	4,303	5,000	5,000	5,000	0
External Customer Work Orders	106	200	150	150	(50)
Total Internal. Cust. Rep./Maint. Rev.	\$2,491,602	\$2,491,054	\$2,491,054	\$2,539,578	\$48,524
Total External Cust. Rep./Maint. Rev	\$34,304	\$35,736	\$13,500	\$34,463	-\$1,273
Total External Customers	8	9	9	9	0



Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$31	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$12,535	\$15,600	\$15,106	\$17,550	\$1,950
Interdepartmental (a)	\$787,451	\$1,130,097	\$1,156,284	\$1,125,287	(\$4,810)
Other Revenue	\$22,032	\$10,000	\$8,209	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$822,049	\$1,155,697	\$1,179,599	\$1,152,837	(\$2,860)
Personnel Costs	\$25,733	\$30,467	\$24,923	\$25,788	(\$4,679)
Operating Expenses	\$753,314	\$1,115,435	\$1,057,608	\$1,112,806	(\$2,629)
Interdept. Charges	\$0	\$9,795	\$9,795	\$2,426	(\$7,369)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$779,047	\$1,155,697	\$1,092,326	\$1,141,020	(\$14,677)

Operating Income/(Loss)	\$43,002	\$0	\$87,273	\$11,817	\$11,817
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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.

Program Highlights

Revenues are made up of interdepartmental charges to internal customers and charges for services for sales to external customers. Interdepartmental revenue remains relatively stable in the 2022 budget, at \$1,125,300. External customer revenues are projected to increase \$2,000 due to increasing external sales.

Personnel costs decrease \$4,700 due to staff turnover offset by cost to continue of current staff. Operating expenses decrease \$2,600 in 2022, due to slightly lower estimate of fuel consumption. Estimated price per gallon remains at the 2021 budgeted level of \$2.39. Interdepartmental Charges decrease \$7,400. These charges are largely the repair costs Central Fleet performs on fuel stations.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Fuel Sites Maintained	16	16	16	16	0
Gallons Sold	416,971	440,652	440,652	439,553	(1,099)
External Fuel Customers	2	2	2	2	0

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2021	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	2024	\$1,500,000	50%	\$2,500.00

Vehicle Replacement Fund

Public Works

Internal Service Fund

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. The county adopted a Vehicle Replacement Plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of \$7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the replacement fund by user departments with inflationary increases on replacements funded by proceeds from the sale of retired vehicles and by investment income applied to the fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations. Beginning in 2022, the county will begin borrowing for major vehicle replacements, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The bond proceeds will be deposited in the Capital Project Fund and the funds will be transferred to the Vehicle Replacement Fund to pay for the initial acquisition. The principal will be repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	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)	\$3,339,299	\$3,490,119	\$3,490,119	\$3,543,605	\$53,486	1.5%
Other Revenue (b)	\$1,056,517	\$460,000	\$489,713	\$579,000	\$119,000	25.9%
Appr. Fund Balance (c)	\$376,118	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,771,934	\$3,950,119	\$3,979,832	\$4,122,605	\$172,486	4.4%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,235,809	\$3,378,057	\$3,378,057	\$3,558,198	\$180,141	5.3%
Interdept. Charges	\$130,288	\$138,466	\$138,466	\$40,000	(\$98,466)	-71.1%
Fixed Assets (Memo) (d)	\$3,255,844	\$3,745,025	\$3,523,804	\$3,914,180	\$169,155	4.5%
Total Expenditures (d)	\$3,366,097	\$3,516,523	\$3,516,523	\$3,598,198	\$81,675	2.3%
Operating Income/(Loss) (d)	\$1,405,837	\$433,596	\$463,309	\$524,407	\$90,811	20.9%

Position Summary (FTE)

Regular Positions	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	0.00

- (a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
- (b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to offset increases in future vehicle replacement costs.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.
- (d) A portion of fixed assets in 2022 are funded through a transfer of the bond proceeds from the Capital Project Fund to account for \$1.8 million of vehicle purchases.

Vehicle Replacement Plan

Program Description

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

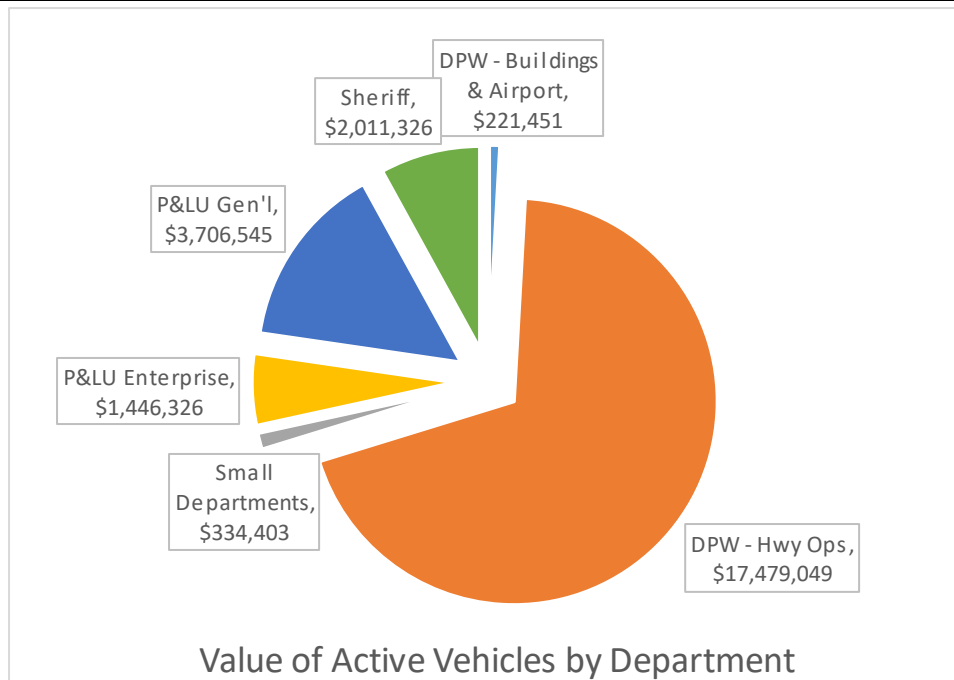
Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full-year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2021 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. These revenues increase about \$53,500, which is largely due to increases in new vehicle/equipment prices. Departments are charged replacement fees based on the cost of the vehicle they currently operate (rather than paying toward an estimated future price). As new vehicles are purchased, the replacement charges “reset” to the new, higher price. Part of the increase in vehicle prices is driven by improvements in technology for greater functionality/efficiency and regulations (e.g., emissions standards).

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

Operating expenditures increase by \$180,100, mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Interdepartmental charges decrease by \$98,500 from the 2021 allocations due to insurance cost allocations being charged directly to the department in 2022 rather than through the VRP fund and factored in to annual VRP charges to the department.

Fixed assets (memo item) are projected to increase by \$169,200. The county will begin to borrow for major vehicle replacements in 2022, which meet the traditional capital project definition of exceeding \$100,000 in total replacement cost and having a useful life of seven years or more on average. The bond proceeds will be deposited in the Capital Project Fund and the funds will be transferred to the Vehicle Replacement Fund to pay for the initial acquisition. The principal will be repaid in the Debt Service Fund with departmental contributions collected through the Vehicle Replacement Plan. This is expected to be a phased approach, beginning with borrowing for three patrol trucks and three tandem trucks for the Department of Public Works – Highway Operations Division in 2022, estimated at \$1.8 million dollars, with other major asset classifications transitioning to borrowing in 2023-24.



Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Active Vehicles in Plan	380	376	386	386	10
Vehicles Replaced	46	53	53	63	10

Vehicle Replacement Fund

Public Works

Program

Waukesha County 2022 Vehicle Replacement Plan

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Acquisitions funded initially from the Vehicle Replacement Fund					
Sheriff's Department	Squad, Police Pursuit Package	13	\$37,960	\$493,480	\$143,000
Sheriff's Department	PPV Auto	5	\$25,600	\$128,000	\$20,000
Sheriff's Department	Van, full size transport	2	\$31,900	\$63,800	\$6,000
Subtotal Sheriff's Dept		20		\$685,280	\$169,000
Public Works Hwys	Roller w/trailer	1	\$64,500	\$64,500	\$5,000
Public Works Hwys	Pavement Router	2	\$30,000	\$60,000	\$6,000
Public Works Hwys	Tanker Truck	1	\$190,000	\$190,000	\$20,000
Public Works Hwys	Mower, zero turn w/ trailer	3	\$37,300	\$111,900	\$12,000
Public Works Hwys	Pickup, 1/4 T, Crew Cab	3	\$33,100	\$99,300	\$15,000
Subtotal DPW Hwys		10		\$525,700	\$58,000
Public Works Bldgs	Truck, Pickup	2	\$40,000	\$80,000	\$8,000
Public Works Bldgs	Van,	2	\$40,500	\$81,000	\$8,000
Subtotal DPW Bldgs		4		\$161,000	\$16,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel, w/cab, med duty	2	\$24,000	\$48,000	\$6,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel gator	1	\$16,800	\$16,800	\$2,000
Parks & Land Use Gen'l Fund	Utility Veh, 4 wheel, w/cab	1	\$47,500	\$47,500	\$50,000
Parks & Land Use Gen'l Fund	Truck, Pickup, 3/4T, 4x4, plow	1	\$45,000	\$45,000	\$8,000
Parks & Land Use Gen'l Fund	Truck, 3/4 T, 4x4, plow	4	\$43,000	\$172,000	\$32,000
Parks & Land Use Gen'l Fund	Mower, outftrnt, broom, cab	1	\$45,000	\$45,000	\$4,000
Parks & Land Use Gen'l Fund	Brush Chipper	1	\$48,700	\$48,700	\$5,000
Subtotal P&LU Gen'l Fund		11		\$423,000	\$107,000
Parks & Land Use Enterprise Fund	Mower, zero turn	1	\$17,800	\$17,800	\$2,000
Parks & Land Use Enterprise Fund	Mower, greens, 3 wheel drive	1	\$47,100	\$47,100	\$4,000
Parks & Land Use Enterprise Fund	Greensmower	1	\$47,100	\$47,100	\$4,000
Parks & Land Use Enterprise Fund	Roller w/trailer	1	\$24,100	\$24,100	\$2,000
Parks & Land Use Enterprise Fund	Brush Chipper	1	\$22,100	\$22,100	\$2,000
Parks & Land Use Enterprise Fund	Rake, sand trap	1	\$24,400	\$24,400	\$2,000
Parks & Land Use Enterprise Fund	Rake, sand trap	1	\$24,000	\$24,000	\$2,000
Parks & Land Use Enterprise Fund	Utility Veh, 4 wheel, w/cab, med duty	1	\$24,000	\$24,000	\$2,000
Subtotal P&LU Enterprise		8		\$230,600	\$20,000
Emergency Preparedness	SUV	1	\$42,800	\$42,800	\$5,000
Health & Human Services	Van	1	\$28,100	\$28,100	\$3,000
Health & Human Services	SUV, small	2	\$27,000	\$54,000	\$6,000
Subtotal Small Departments		4		\$124,900	\$14,000
Subtotal Initial Acquisitions Funded from VRP				\$2,150,480	
Acquisitions funded initially from bond proceeds transferred from the Capital Project Fund					
Public Works Hwys	Truck, Tandem	3	\$341,000	\$1,023,000	\$120,000
Public Works Hwys	Truck, Patrol	3	\$246,900	\$740,700	\$75,000
Subtotal DPW Vehicles		6		\$1,763,700	\$195,000
Contingency				\$36,300	
Subtotal DPW Hwys				\$1,800,000	
Grand Total with Subtotal DPW Vehicles		63		\$3,914,180	\$579,000

Vehicle Replacement Fund

Public Works

Program

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

Agency	2021 Budget		2022		2023		2024		2025		2026	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Airport	0	\$0	0	\$0	1	\$42,800	0	\$0	0	\$0	0	\$0
Public Works Hwy Ops	23	\$2,531,525	16	\$2,289,400	15	\$2,070,750	21	\$3,331,960	20	\$3,544,000	19	\$2,800,900
Public Works Bldg Ops	1	\$15,500	4	\$161,000	1	\$38,000	0	\$0	0	\$0	0	\$0
Sheriff (a)	18	\$670,000	20	\$685,280	23	\$875,700	22	\$782,700	13	\$503,000	3	\$104,700
Parks & Land Use Gen'	5	\$258,000	11	\$423,000	19	\$935,480	17	\$603,790	14	\$850,315	14	\$530,900
Golf Courses	4	\$198,100	8	\$230,600	4	\$239,800	8	\$428,584	5	\$193,600	5	\$232,000
Ice Arenas	0	\$0	0	\$0	0	\$0	1	\$130,800	0	\$0	0	\$0
Medical Examiner	2	\$71,900	0	\$0	2	\$103,200	0	\$0	0	\$0	0	\$0
Human Services	0	\$0	3	\$82,100	1	\$29,200	0	\$0	0	\$0	0	\$0
Records Mgmt	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	1	\$42,800	0	\$0	0	\$0	1	\$50,700	0	\$0
Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	53	\$3,745,025	63	\$3,914,180	66	\$4,334,930	69	\$5,277,834	53	\$5,141,615	41	\$3,668,500

(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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,760	\$0	\$214,162	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,037,799	\$1,080,538	\$1,086,651	\$1,144,167	\$63,629	5.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$27,719	\$25,000	\$29,000	\$25,000	\$0	0.0%
Appr. Fund Balance (a)	\$180,829	\$219,582	\$335,420	\$169,582	(\$50,000)	-22.8%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,248,107	\$1,325,120	\$1,665,233	\$1,338,749	\$13,629	1.0%
Expenditures						
Personnel Costs	\$259,834	\$354,549	\$337,431	\$352,747	(\$1,802)	-0.5%
Operating Expenses (a)(b)	\$788,481	\$816,377	\$950,962	\$830,668	\$14,291	1.8%
Interdept. Charges	\$191,739	\$154,194	\$152,691	\$155,334	\$1,140	0.7%
Fixed Assets (Memo) (c)	\$161,868	\$74,500	\$124,500	\$0	(\$74,500)	-100.0%
Total Expenditures	\$1,240,054	\$1,325,120	\$1,441,084	\$1,338,749	\$13,629	1.0%
Operating Income/(Loss)	\$8,053	\$0	\$224,149	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	1.00	1.00	1.20	0.20
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	4.00	4.00	4.20	0.20

(a) Airport Fund balance is used as follows:

	2020	2021 Budget	2021 Estimate	2022 Budget
Partially offset depreciation expense	\$180,829	\$169,582	\$169,582	\$169,582
Purchase order & carryovers from prior year	\$0	\$0	\$0	\$0
Long-term Asset Evaluation Study	\$0	\$50,000	\$50,000	\$0
Generator & Control Tower Window Replacement	\$0	\$0	\$115,838	\$0
Total Fund Balance Appropriation	\$180,829	\$219,582	\$335,420	\$169,582

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the county's portion of the capital investment and excludes State and Federal funds as contributed capital. As a result, the operation's income or loss shown here differs from the Annual Comprehensive Financial Report statements and includes these funds as contributed capital.

(c) Total expenditures exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request. There are no fixed asset purchases budgeted in 2022.

Airport Operations

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.30	2.30	2.30	2.50	0.20
General Government	\$1,760	\$0	\$34,162	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$916,304	\$947,538	\$947,538	\$1,011,167	\$63,629
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$25,245	\$22,500	\$26,500	\$22,500	\$0
Appr. Fund Balance	\$180,829	\$169,582	\$285,420	\$169,582	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,124,138	\$1,139,620	\$1,293,620	\$1,203,249	\$63,629
Personnel Costs	\$120,074	\$196,041	\$180,810	\$190,984	(\$5,057)
Operating Expenses	\$760,585	\$721,977	\$863,678	\$784,717	\$62,740
Interdept. Charges	\$145,358	\$106,316	\$104,813	\$106,220	(\$96)
Fixed Assets	\$161,868	\$74,500	\$124,500	\$0	(\$74,500)
Total Expenditures	\$1,026,017	\$1,024,334	\$1,149,301	\$1,081,921	\$57,587
Operating Income/(Loss)	\$98,121	\$115,286	\$144,319	\$121,328	\$6,042

Program Highlights

Charges for service revenues are budgeted to increase about \$63,600 and include revenues from land leases, hangar rental revenues, office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities, the FBO lease for the Airport fuel farm, FBO lease for ramp space, and tie down fees. The increase is mostly due to contractual rate increases in lease agreements and increased hangar occupancy. Fund balance is used to partially offset depreciation. In 2020, the county tax levy for this fund was eliminated.

Personnel costs decrease \$5,100. This decrease is mainly due to turnover of full-time staff. Temporary extra help increases by 0.2 FTE in 2022, bringing staff supported by this program to 2.50 FTE positions. Overall, the Airport budgets 4.20 FTE positions to operate all programs in 2022.

Operating expenses increase by \$62,700, mainly due to an increase in contracted snow removal costs by \$53,000 to \$375,000. This is partially offset by a \$10,000 decrease in lawn and landscape maintenance due to bringing that work in house. \$33,000 is budgeted for facility maintenance, repair, and equipment (including for T-hangars). Depreciation increases \$14,700 due to anticipated completion of pavement and roof projects in 2022.

Interdepartmental charges are stable in the 2022 budget at \$106,200. Interdepartmental charges include insurance charges, grounds and building maintenance charges, and vehicle replacement, repair and fuel costs.

There are no fixed asset purchases planned for the 2022 budget.

Airport

Operations Fund

Public Works

Program

Activity Data	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	467,949	467,949	467,949	467,949	480,733	12,784
Acres of grass to be mowed	331	331	331	331	328	-3

(a) The 2022 budget assumes completion of the Airport perimeter road (capital project #202108).

Activity Data	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Fuel Purchases (gallons)							
Jet A (a)	1,246,029	1,304,923	1,085,788	1,180,000	1,247,000	1,230,000	50,000
100LL	82,112	90,807	67,803	150,000	90,000	100,000	(50,000)
Total	1,328,141	1,395,730	1,153,591	1,330,000	1,337,000	1,330,000	0

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

PCI - Actuals	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Runways	92.0	92.0	91.0	92.0	91.0	91.0
Taxiways	73.0	71.0	70.0	75.0	70.0	72.0
Aprons	58.0	66.0	65.0	68.0	65.0	80.0
Landside Pavements	69.0	67.0	65.0	77.0	65.0	70.0

Administrative Services

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$180,000	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$121,495	\$133,000	\$139,113	\$133,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,474	\$2,500	\$2,500	\$2,500	\$0
Appr. Fund Balance	\$0	\$50,000	\$50,000	\$0	(\$50,000)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$123,969	\$185,500	\$371,613	\$135,500	(\$50,000)
Personnel Costs	\$139,760	\$158,508	\$156,621	\$161,763	\$3,255
Operating Expenses	\$27,896	\$94,400	\$87,284	\$45,951	(\$48,449)
Interdept. Charges	\$46,381	\$47,878	\$47,878	\$49,114	\$1,236
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$214,037	\$300,786	\$291,783	\$256,828	(\$43,958)

Operating Income/(Loss)	(\$90,068)	(\$115,286)	\$79,830	(\$121,328)	(\$6,042)
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Program Highlights

Charges for services include revenues from fuel sales, budgeted at \$133,000. Fuel volume projections are based on historical data. Fuel flowage revenues received from the FBOs remain at \$0.10 per gallon. Other revenues include \$2,500 from cost recoveries for airport identification/access control badges issued. Fund balance decreases by \$50,000 due to the elimination of a one-time expense to complete a long-term asset evaluation study. In 2020 county tax levy for this fund was eliminated.

Personnel costs increase by \$3,300 due to costs to continue for current staff. This program continues to support 1.70 FTE positions. Operating expenses decrease by \$48,400 in 2022 primarily due to the completion of a long-term asset evaluation to study current and future airport asset funding needs, budgeted at \$50,000 in 2021.

Interdepartmental charges increase \$1,200 due to small increases in liability insurance, computer and administrative overhead costs.

Activity

Marketing Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	78%	90%	90%	92%	90%	92%
-Communication Effectiveness	73%	77%	77%	85%	77%	80%
T-Hangar Occupancy Rate *	85%	92%	95%	98%	100%	98%
Total Cumulative # of Hangars	58	61	61	62	61	62

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

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/Expense	Estimated Depreciation/Other Operating Expense	Total (Rev)/Exp
201110	Airport Ramp Rehabilitation	2022	\$149,000	\$0	\$7,450	\$7,450
202109	Parking Lot Expansion	2022	\$82,500	\$0	\$5,000	\$5,000
202108	Airport Perimeter Road	2022	\$124,800	\$0	\$7,145	\$7,145
202101	Airport Terminal and Tower Roof Replacement	2022	\$267,500	\$0	\$13,375	\$13,375
201308	Taxiway C realignment and Lighting	2023	\$210,000	\$0	\$10,500	\$10,500
200703	Airport Maintenance and Snow Removal Building	2023	\$290,000	\$0	\$7,250	\$7,250
200804	Master Plan Update	2023	\$65,000	\$0	\$6,500	\$6,500
200310	Runway 10/28 Safety Area	2026	\$796,000	\$2,000	\$31,840	\$33,840

* See capital project forms for ongoing operating impacts