

HIGHWAY

DEPARTMENT MISSION

We believe that transportation users of this county need a safe and efficient transportation system that is maintained and improved using all available resources as well as integrating new construction means and methods.

The vision of the Eau Claire County Highway Department is to provide safe and efficient travel as a valuable service to the taxpayer. We are committed to providing this service to the best of our ability by properly utilizing resources, implementing new technologies, and operating in a transparent manner. Internally, we strive to foster a culture of belonging and personal improvement through effective communication and leadership development.

STRATEGIC DIRECTION AND PRIORITY ISSUES

- Increased highway rating goal from 6 to 7 based on Highway Committee and County Board direction.
- Increase bridge sufficiency rating for all county bridges to 85%.
- Improve winter maintenance level of service through proper use of deicing products and technology.
- Maximize use of funding to obtain most increase in highway and bridge condition improvement while continuously looking for process improvement and new funding sources.

TRENDS AND ISSUES ON THE HORIZON

- Workforce training and development as we experience turn over in staffing.
- The Eau Claire County Highway Department will continue push for use of new technology to provide better services and asset management.
- Infrastructure investment and grant capitalization for our local system.

OPERATIONAL CHANGES IN 2021

- Increased road improvement miles from three to four for in house construction.
- Implemented Private-Public onsite training for paving and culvert work.
- Crack fill and seal coat preventative maintenance programs performed on 5-7 year old pavements now rather than most distressed 7-14 year old pavements.

OPERATIONAL CHANGES – WITH FISCAL IMPACT

- Construction of new highway facility with budgeted expenditures and bond proceed transfers (revenues) of \$25.70 million.
- Reduction in aid and associated infrastructure expenditures of \$2.70M from the State of Wisconsin on county roadways being constructed during 2022.

POSITION CHANGES IN 2022

- Creation of Surveyor II position.
- Filling several Heavy Equipment Operator positions from prior years' bridge plan.
- Budgeting for temporary field worker and engineering intern positions.
- Budgeting for a shared maintenance position with the Eau Claire County Facilities Department.

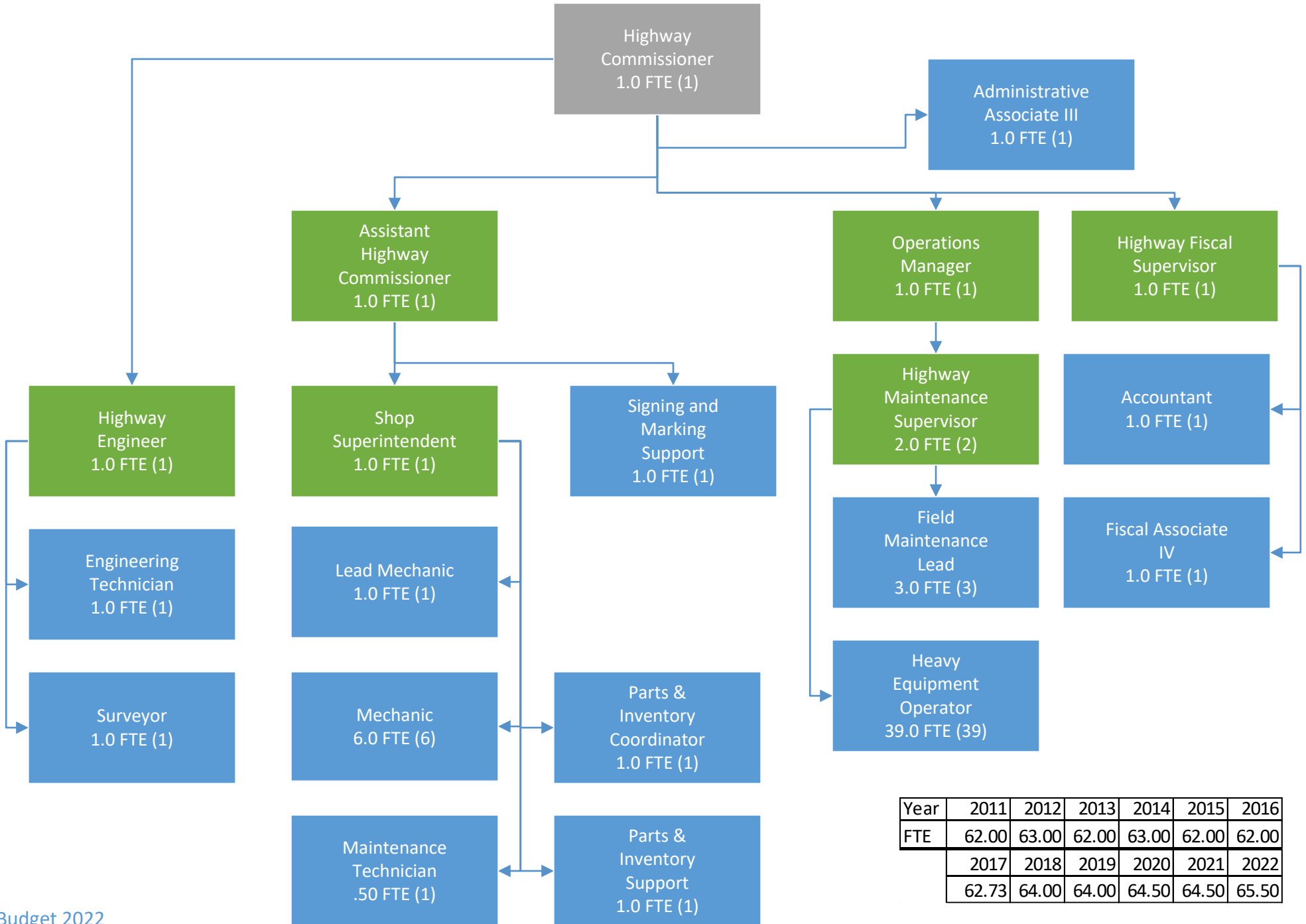
OPERATIONAL CHANGES – WITHOUT FISCAL IMPACT

- Work zone management standardization.
- New miner training has been regionalized with other counties with Eau Claire County as facilitator.

POTENTIAL RISKS

- Level of service for winter maintenance on our county roads may be impacted if we experience a severe winter rather than the recent mild winter. Levels of service could be impacted significantly as two Heavy Equipment Operator positions (included in 2022 Request) are currently on hold as part of the bridge plan.
- State grant of approximately \$704K that covers 50% of our new salt shed may not be received in full by end of calendar year 2022 since the State of Wisconsin operates on a different fiscal year calendar (i.e., FYE date June 30, 2023).

Highway



Year	2011	2012	2013	2014	2015	2016
FTE	62.00	63.00	62.00	63.00	62.00	62.00
	2017	2018	2019	2020	2021	2022
	62.73	64.00	64.00	64.50	64.50	65.50

Administration

Broad department conceptual planning and program administration, direct contact with public and various government entities, perform all accounting and budgeting activities, and responsible for management of 421 miles of county roads and 72 county bridges.

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>
Number of quarterly budget status reports to Committee on Highways	4	2	2	0
Number of construction projects completed & administered	13	17	11	TBD
Number of construction projects with state aid funding	1		1	8
Total dollars of state grant received	\$359,000	\$263,148	\$3,250	TBD
Total dollars of general transportation aid received	\$3.5M	\$3.4M	\$3.6M	854,188

**YTD indicates Jan-Jun Results*

OUTCOMES	Benchmark	2018	2019	2020	YTD 2021*
Number of construction projects completed within budget	100%	80%	%	50%*	TBD
Number Vehicle Registration Fee funded projects completed		N/A	4	5	TBD
Number of process improvement and collaboration projects completed	5	6	3	4	2
Number of transportation projects completed with other municipalites	5	6	6	4	3

**YTD indicates Jan-Jun Results*

Engineering Services

Engineering plan and oversight of all roads and bridges. Issue utility, access, and oversize/overweight permits. Inspect all roads and bridges for maintenance needs. Development multi-year improvement plans for roads and bridges.

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>
Number of County bridges rated below 80% sufficiency standard	39	33	32	TBD
Number of County bridges rated below 50% sufficiency standard	7	6	4	TBD
Number of construction projects designed in house	10	15	4	10
Number of construction projects designed by consultant	3	7	7	5

**YTD indicates Jan-Jun Results*

OUTCOMES	Benchmark	2018	2019	2020	YTD 2021*
100% of County bridges and road miles will be rated at least bi-annually.		N/A	100%	N/A	TBD
Construction design complete 2 years prior to construction of road or bridge	70%	50%	70%	50%	TBD
Reconstruction of highways will only be allowed on roads with 700 vehicles per day	100%	100%	100%	100%	100%
Real estate acquisition on road projects of 700 vehicles per day or less will be limited to culvert and bridge replacements only	100%	100%	92%	100%	85%

**YTD indicates Jan-Jun Results*

County Road Maintenance

Pavement marking, crack sealing and seal coating, traffic signing, bituminous and concrete patching, shouldering, brush trimming/removal, mowing and winter snow/ice removal

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>
Number of road miles striped	96.5	128.5	179.9	TBD
Number of road miles crack filled per year	103.6	99.5	66.0	TBD
Number of road miles receiving seal coats	21.6	22.5	19.3	TBD
Number of road miles receiving single-pass mowing	842.0	842.0	842.0	421
Number of bridge maintenance projects completed	N/A	4	1	2
Number of lane miles of road shouldering	N/A	N/A	N/A	TBD
Cost of winter maintenance on county roads	\$1.10M	\$1.42M	\$655,000	\$407,628
Cost of summer maintenance on county roads	\$3.64M	\$4.39M	\$3.23M	\$1.31M

**YTD indicates Jan-Jun Results*

OUTCOMES	Benchmark	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>
30% of County road mileage will receive traffic striping annually	30%	23%	31%	43%	TBD
20% of road mileage will receive crack filling/sealing annually.	20%	25%	24%	16%	TBD
30 miles of roads will be seal coated	30.0	21.0	22.5	19.3	TBD
Dollars needed to maintain a passer rating of 6	\$5.10M	\$3.64M	\$4.30M	\$4.30M	\$4.10M
All roads will received two single-pass mowings	842	842	842	842	421
Bridge maintenance work items identified by biannual bridge inspections will be performed.	20%	18%	100%	100%	40%

**YTD indicates Jan-Jun Results*

Highway and Bridge Construction

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>	
Number of miles of road improvements	18.5	10.4	12.5	TBD	
Number of bridges replaced	1	2	3	TBD	
Number of miles of roads overlaid	5.6	11.7	0.0	TBD	
5-year average biannual road system rating	5.40	5.92	6*	TBD	
Number of road miles with pavement rated in very poor and failed condition (2 or less)	93	88	76*	TBD	
5-year average biannual bridge system sufficiency rating	78.30	80.09	81.02	TBD	
Cost for contracted road and bridge projects	-	-	\$5,080,505	TBD	
Cost per mile analysis (reconditioned)	\$225,000	\$210,500	\$291,115	TBD	
Cost per mile analysis (reconstruction)	\$1,150,000	\$756,000	\$809,126	TBD	
Cost per mile analysis (pavement replacement)	\$175,000	\$108,500	\$237,350	TBD	
<i>*YTD indicates Jan-Jun Results</i>					
OUTCOMES	Benchmark	2018	2019	2020	YTD 2021*
Road sufficiency rating increase based on 5.9M of funding annually	6.00	5.60	5.92	6*	TBD
Bridge sufficiency rating increase based on 1.0M of funding annually	80%	78%	80%	81%	TBD
Investment of 6.9M needed to improve road and bridge condition	\$6.9M	\$6.9M	\$6.9M	\$6.9M	TBD
<i>*YTD indicates Jan-Jun Results</i>					

Manage State and Local Government Contracts

Provide winter and summer highway maintenance on state highways and collaborate with and provide services for local municipalities and internal departments.

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>	
Revenue generated performing roadway maintenance/construction work for Wisconsin Department of Transportation	\$2,500,000	\$3,409,979	\$2,673,495	\$988,854	
Revenue generated performing roadway maintenance/construction work for the Town of Union	\$171,190	\$245,158	\$217,855	\$103,663	
Number of local government units receiving/sharing Department services	23	17	34	16	
Revenue generated performing work for local governmental units and other County departments (excluding the Town of Union)	\$378,839	\$541,025	\$189,668	\$54,031	
<i>*YTD indicates Jan-Jun Results</i>					
OUTCOMES	Benchmark	2018	2019	2020	YTD 2021*
Wisconsin Department of Transportation budget will be expended annually.	100%	98%	153%	101%	100%
Town of Union budget will be expended annually.	100%	100%	171%	122%	58%
<i>*YTD indicates Jan-Jun Results</i>					

Equipment Fleet Operations

OUTPUTS	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>YTD 2021*</u>	
Number of on road large fleet units	58	47	47	50	
Number of on road small fleet units	25	25	25	26	
Number of off road fleet units	47	34	34	37	
Number of on road large fleet units exceeding 10 years of age	29	24	20	19	
Number of on road small fleet units exceeding 10 years of age	2	3	3	5	
Number of off road fleet units exceeding 15 years of age	12	10	10	9	
<i>*YTD indicates Jan-Jun Results</i>					
OUTCOMES	Benchmark	2018	2019	2020	YTD 2021*
Average cost for repair parts per unit	\$5,000	\$5,533	\$6,286	\$4,781	\$1,811
Total cost for repair parts	\$600,000	\$719,328	\$666,366	\$506,762	\$204,628
<i>*YTD indicates Jan-Jun Results</i>					

Highway

Overview of Revenues and Expenditures

Revenues	2020	2021	2021	2022	2022	2022	%
	Actual	Adjusted Budget	Estimate	Request	Recommended	Adopted	Change
01-Tax Levy/General Revenue Allocation	\$1,929,157	\$1,635,199	\$1,635,199	\$1,635,199	\$1,635,199	\$1,635,199	0%
03-Other Taxes	\$2,424,099	\$2,400,000	\$2,628,026	\$2,500,000	\$2,600,000	\$2,600,000	8%
04-Intergovernment Grants and Aid	\$3,633,752	\$8,291,244	\$8,035,507	\$5,307,373	\$5,307,373	\$5,307,373	-36%
05-Intergovernmental Charges for Services	\$7,806,916	\$3,229,037	\$2,983,375	\$2,976,934	\$2,861,529	\$2,861,529	-11%
06-Public Charges for Services	\$136,336	\$150,000	\$151,495	\$151,425	\$151,427	\$151,427	1%
09-Other Revenue	\$1,019,513	\$139,058	\$117,088	\$158,733	\$140,250	\$140,250	1%
11-Fund Balance Applied	-	\$1,350,886	-	-	-	-	-100%
12-Fund Transfers	\$5,262,287	\$7,242,300	\$7,241,329	\$29,516,583	\$29,416,583	\$29,416,583	306%
Total Revenues:	\$22,212,060	\$24,437,724	\$22,792,019	\$42,246,247	\$42,112,361	\$42,112,361	72%

Expenditures	2020	2021	2021	2022	2022	2022	%
	Actual	Adjusted Budget	Estimate	Request	Recommended	Adopted	Change
01-Regular Wages	\$2,580,544	\$2,755,393	\$2,179,276	\$3,122,740	\$3,153,992	\$3,153,992	14%
02-OT Wages	\$147,151	\$259,181	\$159,586	\$222,048	\$224,228	\$224,228	-13%
03-Payroll Benefits	\$3,774,856	\$1,970,637	\$1,673,438	\$2,492,989	\$2,330,616	\$2,330,616	18%
04-Contractual Services	\$90,665	\$121,420	\$109,154	\$113,013	\$113,013	\$113,013	-7%
05-Supplies & Expenses	\$8,503,154	\$14,255,684	\$13,871,317	\$9,872,446	\$9,868,508	\$9,868,508	-31%
06-Building Materials	-	-	\$4,278,000	\$25,654,356	\$25,654,356	\$25,654,356	
07-Fixed Charges	\$3,872,547	(\$23,491)	\$790,694	\$753,161	\$752,154	\$752,154	-3302%
08-Debt Service	\$22,921	\$13,900	\$13,881	\$5,494	\$5,494	\$5,494	-60%
09-Equipment	\$2,759	\$5,085,000	\$6,500	\$10,000	\$10,000	\$10,000	-100%
Total Expenditures:	\$18,994,597	\$24,437,724	\$23,081,846	\$42,246,247	\$42,112,361	\$42,112,361	72%

Net Surplus/(Deficit)- Highway	\$3,217,463	\$0	(\$289,827)	\$0	\$0	\$0	
---------------------------------------	--------------------	------------	--------------------	------------	------------	------------	--

Highway

Highway Budget Analysis

	2021 Adjusted Budget	2022 New Facility (Yr 2)	2022 State Aid Decrease on CIPs	2022 Position Changes	Cost to Continue Operations in 2022	2022 Requested Budget
01-Tax Levy/General Revenue Allocation	\$1,635,199	-	-	\$7,955	(\$7,955)	\$1,635,199
03-Other Taxes	\$2,400,000	-	-	-	\$100,000	\$2,500,000
04-Intergovernment Grants and Aid	\$8,291,244	-	(\$2,708,130)	-	(\$275,741)	\$5,307,373
05-Intergovernmental Charges for Services	\$3,229,037	-	-	\$262,120	(\$514,223)	\$2,976,934
06-Public Charges for Services	\$150,000	-	-	\$54,339	(\$52,914)	\$151,425
09-Other Revenue	\$139,058	-	-	-	\$19,675	\$158,733
11-Fund Balance Applied	\$1,350,886	-	-	-	(\$1,350,886)	-
12-Fund Transfers	\$7,242,300	\$25,654,356	-	-	(\$3,380,073)	\$29,516,583
Total Revenues	\$24,437,724	\$25,654,356	(\$2,708,130)	\$324,414	(\$5,462,117)	\$42,246,247

01-Regular Wages	\$2,755,393	-	-	\$192,076	\$175,271	\$3,122,740
02-OT Wages	\$259,181	-	-	\$10,627	(\$47,760)	\$222,048
03-Payroll Benefits	\$1,970,637	-	-	\$121,711	\$400,641	\$2,492,989
04-Contractual Services	\$121,420	-	-	-	(\$8,407)	\$113,013
05-Supplies & Expenses	\$14,255,684	\$25,654,356	(\$2,708,130)	-	(\$27,329,464)	\$9,872,446
06-Building Materials	-	-	-	-	\$25,654,356	\$25,654,356
07-Fixed Charges	(\$23,491)	-	-	-	\$776,652	\$753,161
08-Debt Service	\$13,900	-	-	-	(\$8,406)	\$5,494
09-Equipment	\$5,085,000	-	-	-	(\$5,075,000)	\$10,000
Total Expenditures	\$24,437,724	\$25,654,356	(\$2,708,130)	\$324,414	(\$5,462,117)	\$42,246,247

Highway

Revenue Assumptions

	2020	2021	2021	2022	2022	2022		
Revenue Source	Actual	Budget	Estimate	Request	Recom- mended	Adopted	Assumptions	Confidence Level %
Property Taxes	1,679,157	1,595,199	1,595,199	1,595,199	1,595,199	1,595,199	Fixed allocation.	100%
Vehicle Registration Fee	2,424,099	2,400,000	2,628,026	2,500,000	2,600,000	2,600,000	Based on current projections on monthly deposits - on track for approx. \$2.5M.	95%
State Disaster Relief	-	-	-	-	-	-	None anticipated.	100%
State Transportation Aid	3,588,882	3,229,994	3,416,754	3,400,000	3,400,000	3,400,000	Transpo Aids should be consistent at approx. \$3.4M.	95%
Highway/State Aid - Chip	3,250	4,258,000	4,263,503	1,555,373	1,555,373	1,555,373	Contributed capital grant funding (LRIP, etc.) from 2022 CIPs - agrees to most recent CIP tracking report and signed WisDOT SMAs for each project.	95%
State Aid - Chip/Admin	-	3,250	3,250	-	-	-	Biannual amount.	100%
State Contributed Capital Grant	-	800,000	352,000	352,000	352,000	352,000	50% of \$800K grant rcvd during State of WI FY22 - rest in FY23.	75%
Cares Act Funding	41,620	-	-	-	-	-	No further revenue anticipated from CARES Act.	100%
Landfill Surcharge Revenue	131,901	150,000	150,000	150,000	150,000	150,000	Landfill revenues are consistent year-over-year.	80%
Non-Govt Revenue	4,435	-	1,495	1,425	1,427	1,427	Dependent on non-gov't work performed (i.e. ATV club signage, etc.)	80%
Wisdot Rma	600,517	-	2,028,847	1,952,566	1,924,412	1,924,412	Direct reimbursement for expenses in 53321s & 53322s.	95%
Wisdot Tma	11,737	-	25,000	25,000	-	-	ECC HWY usually obtains one (1) TMA contract annually - one minor TMA is expected to replace muni population signage on STHS.	95%
Wisdot Dma	-	-	30,000	15,000	-	-	ECC HWY usually obtains one (1) DMA contract annually - one minor TMA is expected to replace muni population signage on STHS.	85%
Wisdot Accident Damage/Gps	52,527	-	242,973	237,986	239,326	239,326	Direct reimbursement for expenses in 53328s.	95%
Wisdot Pbm	275,433	-	146,900	187,958	162,958	162,958	30% gross profit on estimated 53329 expenditures is consistent with PY PBM contract performance.	90%
Wisdot Disaster Aids	57,269	-	25,000	29,000	29,000	29,000	CTHS usu. suffers 1-2 washouts, etc. where a DDA claim is filed to the State.	85%
Wisdot Grant Reimbursement	-	-	-	-	-	-	None anticipated.	100%
Wisdot Other	54,238	-	10,000	20,000	-	-	Catch-all for ancillary other WisDOT revenue.	50%

Highway

Revenue Assumptions

	2020	2021	2021	2022	2022	2022		
Revenue Source	Actual	Budget	Estimate	Request	Recom- mended	Adopted	Assumptions	Confidence Level %
Sths-Maintenance	798,159	974,192	-	-	-	-	No longer using this account	100%
Sths-Snow & Ice Control	581,769	1,118,075	-	-	-	-	No longer using this account	100%
Sths-Road & Bridge Contstr	138,444	251,707	-	-	-	-	No longer using this account	100%
Sths-Salt Storage	2,006	-	-	-	-	-	None anticipated under current funding model.	90%
Sths-Gen Prop & Liab Insurance	11,027	11,000	11,899	12,000	12,000	12,000	Usually between \$11K and \$13K - tracks with consistent GPL allocation.	95%
Sths-2-Way Radios	-	-	4,764	5,000	5,000	5,000	Radio reimbursement from WisDOT usually between \$4K - \$6K.	95%
Sths-Performance Based Mgmt	-	100,000	-	-	-	-	No longer using this account	100%
Sths-Patrol Superintendent	71,772	123,719	-	-	-	-	No longer using this account	100%
Sths-Records & Reports	97,633	102,224	78,131	113,323	113,948	113,948	Admin revenue based on fixed rates approved by WisDOT and applied to total STHS expenditures.	95%
Sths - Winter Readiness	30,909	30,909	31,717	32,000	32,000	32,000	Winter readiness reimbursement based on number of trucks in service used for STHS plowing. Levels of service are consistent year-over-year and not expected to fluctuate.	95%
Other Local Governments	340,100	439,503	305,613	301,636	297,250	297,250	Reimbursement revenue based on projected 53330 expenditures for local municipalities and school districts.	90%
Incidental Labor Rev. Budget	1,868,115	-	-	-	-	-	No longer using this account	100%
M & E - Rent	2,652,376	-	-	-	-	-	No longer using this account	100%
M & E - Small Tools	84,538	-	-	-	-	-	No longer using this account	100%
Local Govt Bridge/ Rd Aid	250,000	40,000	40,000	40,000	40,000	40,000	Dependent on applications for bridge aid from local municipalities. Fluctuates between year based on municipality needs.	75%
Local Govt Recds/ Rpts	15,462	19,167	12,227	15,286	15,331	15,331	Admin revenue based on fixed rates approved by WisDOT and applied to total local municipality expenditures (53330 & 53360 accounts).	95%
Local Departments	62,180	56,095	29,867	28,812	28,931	28,931	Reimbursement revenue based on projected 53340 expenditures for county departments.	95%
Local Depts Recds/ Rpts	706	2,446	437	1,367	1,373	1,373	Admin revenue based on fixed rates approved by WisDOT and applied to total county department expenditures (53340 accounts).	95%

Highway

Revenue Assumptions

	2020	2021	2021	2022	2022	2022		
Revenue Source	Actual	Budget	Estimate	Request	Recom- mended	Adopted	Assumptions	Confidence Level %
Sale Of Scrap	-	4,000	5,000	15,000	5,000	5,000	Scrap metal, etc. sold to local scrap yards - fluctuates based on scrap found and taken to the various vendors.	60%
Misc Other	9,610	4,000	5,000	5,000	5,000	5,000	No major miscellaneous revenues identified.	50%
Permit	17,315	14,000	15,000	15,000	6,000	6,000	Permitting revenues fluctuate between years yet seem to consistently track between \$10K - \$20K annually.	80%
Sths - Equip. Storage Rev.	142,347	117,058	92,088	123,733	124,250	124,250	Revenue based on complex cost pool closing process at year end. Calculated reimbursement is based on calculations as per WisDOT requirements but will fluctuate based on actual results in our 53270 series and the proportion of equipment charged on STHS projects (5332X et al).	85%
Fuel Handling Revenue	-	-	-	-	-	-	Cost pool requirement account - closed at end of year.	100%
Cell Tower Revenue	850,240	-	-	-	-	-	No further revenue from sale of easement on Altoona property for use of the land surrounding cell tower.	100%
Trf Fr General Fd	-	-	-	-	-	-	No transfer from GF expected.	100%
Transfer For Debt Service	-	-	-	-	-	-	No transfer from DSF expected.	100%
Transfer From Capital Proj Fund	5,262,287	7,242,300	7,241,329	29,516,583	29,416,583	29,416,583	Comprised of debt proceed transfers for (1) 2021 CIPs, (2) equipment purchases of \$500K and (3) new facility expenditures from the capital projects fund. Fluctuation is expected based on project completion status, actual expenditures and the possibility of rolling forward to 2022 and 2023, respectively.	90%
Fund Balance Applied	-	1,350,886	-	-	-	-	No known applications.	100%
TOTAL	\$22,212,060	\$24,437,724	\$22,792,019	\$42,246,247	\$42,112,361	\$42,112,361		

Highway

Contracted Services Summary

	2020	2021	2021	2022	2022	2022
Expenditure Type	Actual	Budget	Estimate	Request	Recom- mended	Adopted
Professional Services	11,594	7,200	7,200	7,500	7,500	7,500
Utilities	64,546	97,220	89,241	92,800	92,800	92,800
Repairs And Maintenance	14,525	17,000	12,713	12,713	12,713	12,713
Other Contracted Services	-	-	-	-	-	-
Total	\$90,665	\$121,420	\$109,154	\$113,013	\$113,013	\$113,013

Highway

Contracted Services Detail

	2020	2021	2021	2022	2022	2022		
Expenditure	Actual	Budget	Estimate	Request	Recom- mended	Adopted	Description	Expenditure Type
Admin/Pub Of Legal Notice	-	-	-	-	-	-	Public Notice Advertisement Costs	Other Contracted Services
Admin/Accounting & Audit	11,594	7,200	7,200	7,500	7,500	7,500	Audit Fees	Professional Services
Admin/Telephone	-	3,800	4,000	3,800	3,800	3,800	Phone Service	Utilities
Admin / Cellular Phone	569	500	500	500	500	500	Cell Phone	Utilities
Admin/Motor Vehicle Maint	12,639	17,000	12,713	12,713	12,713	12,713	Routine Car Maintenance	Repairs And Maintenance
Sths-Maint-Supv/Cellular Phone	2,342	1,920	1,800	2,500	2,500	2,500	Cell Phone	Utilities
Shop/ Utility Service	-	-	-	-	-	-	Phone Service	Utilities
Shop/ Telephone	-	-	-	-	-	-	Phone Service	Utilities
Shop / Cellular Phone	4,707	6,000	4,800	5,000	5,000	5,000	Cell Phone	Utilities
Bldng & Grd Ops/ Utility Service	49,946	80,000	75,000	75,000	75,000	75,000	Electrical, Water/Sewer	Utilities
Bldng & Grd Ops/ Telephone	6,982	5,000	3,141	6,000	6,000	6,000	Phone Service	Utilities
Cths Safety/ Contracted Services	-	-	-	-	-	-	Professional Trainer Fees	Professional Services
Traffic Signal Maintenance	1,886	-	-	-	-	-	Traffic Signal Contractor Fees	Repairs And Maintenance
Sths Maint / Cellular Phone	-	-	-	-	-	-	Cell Phone	Utilities
TOTAL	\$90,665	\$121,420	\$109,154	\$113,013	\$113,013	\$113,013		