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# READER'S GUIDE

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## Introduction

The adopted budget document contains information about many aspects of Waukesha County Government. To make this budget book easier to use and read, this **Reader's Guide** and the **Quick Reference Guide** have been developed. In addition, the following resources are available to the reader for locating information: **Table of Contents**, **Listing of Graphs and Tables**, **Glossary** and **Index**. Finally, the **Transmittal Letter** and the **Budget Message** should assist the reader with understanding many of the key issues within the Waukesha County Budget.

## Document Organization

The County's annual budget book is divided into the following sections: Introduction, Summary, Strategic Planning and Budget Policies, Operational (divided into functional areas), Debt Service, Capital Projects, and a Statistics and Trends section.

The **Introduction** includes county demographics, the County Executive's Budget message, Transmittal letter and the Community Profile.

The **Summary** provides a synopsis of the Operating and Capital budgets; Tax Impact on the Homeowner; Budget Summaries; Budget Assumptions; annual county budget major expenditures, revenue, and tax levy highlights which affect the budget; summary of the Positions Budgeted; Criteria for New Positions; County Organization Chart; Fund Descriptions; Fund Balance Projections; and Functional Area and Appropriation Unit revenue and expenditure summaries.

The **Strategic Planning and Budget Policies** section includes the County's Strategic Planning Mission Statement; Vision Statement; Core Values; Strategic Outcomes; County Planning Process; Financial Management Policies; Capital and Operating Budget Process; Budget Amendment Process and Financial Structure of the County.

The **Operating, Debt Service, and Capital budgets** are presented within the functional areas with a summary section included at the beginning of each area. Functional areas include:

- Justice and Public Safety - Court system, correctional operations, and public safety.
- Health & Human Services - Services to improve quality of life and self-sufficiency.
- Parks, Envir, Educ & Land Use - Recreational, educational, environmental, and land use activities.
- Public Works & Airport - Road planning, design and maintenance, county-wide fleet maintenance, airport, transit, and facilities maintenance.
- General Administration - County governmental functions and administrative support.
- Non-Departmental - County-wide items not within direct control of a specific department, and the Contingency Fund.
- Debt Service - Principal and interest payments on long-term general obligation debt.
- Capital Projects - Major acquisition and construction of infrastructure or technology improvements with long-term financing requirements.

Each department is introduced by a gold colored page which details the functional/program structure of that department. Other colored pages signify a **fund type**. Fund types are defined in the Glossary of Significant Terms and explained in the Fund Description pages of the Summary section and Fund Structure section of the Strategic Planning and Budget Policies section. The color coding scheme is as follows:

- White - General & Special Revenue funds and Statistics & Trend Section
- Ivory - Special Purpose (Debt Service, Capital, and Contingency)
- Blue - Internal Service funds
- Peach - Enterprise funds

## Department Budget Sections

Department operating budgets are intended to highlight the budget and policy issues of each department presented in the following format:

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# READER'S GUIDE

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**Department Statement of Purpose/Summary** - This section includes the department's statement of purpose, summary of the department's revenues, tax levy, and expenditures. The department's revenues, expenditures, and tax levy are required by fund for the prior year actual, for the current year adopted budget, the current year's estimated budget, and for the ensuing year budget request. This section includes the absolute dollar and percentage change by appropriation unit, from the current year adopted budget to the ensuing year budget request. Also included, is a budgeted position summary of all full-time and part-time budgeted positions for a department, and the use of overtime and temporary extra help, which are stated in full-time equivalents (FTEs) based on 2080 hours per year.

Multi-fund departments will also complete a summary page summarizing information for all funds. For each separate fund, a **Fund Purpose** statement is displayed.

**County-Wide Key Strategic Outcomes are indicated** - This section identifies key strategic outcomes linked to the Strategic Plan, with objectives (goals) anticipated to be accomplished in the ensuing budget year. The department objectives are categorized by the County's seven Strategic Plan Outcomes: 1. A safe county, 2. An economically vibrant county, 3. An environmentally responsible county, 4. A well-planned county, 5. A county that assists at-risk citizens, 6. A county that provides customers with quality programs and services, and 7. Cost-effective services delivered with competence and skill.

**Departmental objectives** (goals) - are to be in line and linked with the County-Wide Strategic Outcomes. They should be measurable and identify a **key outcome indicator (KOI)**, which explains how to measure success and what is being measured to provide evidence of results in achieving each objective.

**Performance Measures** - are metrics that measure progress towards achieving the stated objective (goal) over a period of time.

**Current and Proposed Capital Projects** - This section provides a listing of open and planned capital projects that impact the department's operation. It includes project number, name, expected completion year, total project cost, and estimated percent completed at year-end. The estimated operating impact is also identified with a cross reference to the project summary information.

**Budgeted Positions Summary** - This section summarizes personnel information (detailed listings of funded positions that are included in the Statistics and Trend section). This section also includes changes in the number of positions for the adopted budget to ensuing year requests with an explanation of the changes.

**Appropriation Units** - One or more expenditure accounts grouped by purpose for budgetary control, including:

1. **Personnel Costs** - Costs of all salary and non-salary compensation incurred in accordance with county policy. This includes wages, longevity, temporary extra help, and overtime compensation paid to county employees. This also includes compensation for sick leave, holiday, vacation, education leaves, and uniform allowances. Major employee benefits include the Wisconsin Retirement System pension, Social Security contributions, and health, dental, life, and long-term disability insurance.
2. **Operating Expenses** - Costs of all utilities, materials, supplies, travel, training, and contract services and other expenses necessary for the operation of a department. This also includes costs of all services purchased from outside vendors.
3. **Interdepartmental Charges** - Costs of all labor, materials, supplies, or services purchased by one county department from another county department (mainly provided by Internal Service funds).
4. **Fixed Assets/Improvements** - Costs of all equipment items (more than \$5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects as defined by the county code.

**Programs** - In this section, a program is defined as a major activity or expenditure area that a department budgets and accounts for in its operations. This section identifies prior year actual, current year adopted budget, current year estimate, ensuing year budget request, and the change in budgeted dollars from current to ensuing year by program. Program budget highlights include major expenditure and revenue changes, along with budget year program changes, initiatives and key department budget issues specific to the ensuing budget year, new positions, and significant position changes.

The **Statistics/Trends** section includes general County trend data such as population and equalized value; five- to ten-year data trends of expenditures, revenues, and debt service, and comparative property tax rates.

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# QUICK REFERENCE GUIDE

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The following should assist the reader with answering some of the more commonly asked questions about the Waukesha County budget.

<u>To answer these questions:</u>	<u>Refer to:</u>	<u>Page</u>
How will the tax levy affect me as a homeowner?	Tax Levy Impact on Homeowner	14
How can the reader easily locate key information?	Reader's Guide	3
	Agency/Subject Budget Index	542
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How many staff does the County employ?	Budgeted Positions	33
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What is the total County equalized property value?	Equalized Property Value	459
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**Daniel P. Vrakas**  
County Executive



September 23, 2008

Dear Honorable County Board Supervisors:

It is my privilege to advance to you the proposed 2009 County Executive Budget themed "Committed to Excellence". Waukesha County is recognized across the State and throughout the nation as a public sector government innovator, and I am proud to say that our commitment to excellence is inherent in all that we do. Because of the strong partnership that has been established between Waukesha County's Executive and Legislative branches, our talented staff, who are experts in their respective fields, are empowered to make critical recommendations that have a direct impact on short and long-term operations. As you begin your rigorous budget review process, I would like to thank you for your continued willingness to work with my administration and staff to pass a budget that maintains high quality service levels and our position as a low tax leader. By adopting this proposal in its entirety, the budget caps County spending at three-tenths of one percent over last year's budget.

The 2009 County Executive Budget makes justice and public safety my top priority, effectively serves at-risk individuals and families, and proposes strategic investments in our roads and buildings to ensure their useful life while maintaining them in a safe and functional manner.

#### **LIMITING TAXES AND SPENDING**

Waukesha County has a long tradition of being "Committed to Excellence" when it comes to limiting taxes and spending. We continue to have the lowest county tax rate in the state for counties that have not implemented a county-imposed sales tax. Yet, even when comparing our County to those with an enacted sales tax, it pleases me to share with you that Waukesha County ranks 70<sup>th</sup> out of 72 counties in the state for the lowest tax rate. Additionally, we are one of about 40 county government agencies out of more than 3,000 throughout the country to hold the coveted AAA/Aaa bond rating status, which is reflective of our exemplary financial management practices and allows us to lower the County's borrowing costs and keep taxes low.

I am proud to announce that the 2009 County Executive Budget maintains our low tax rate by limiting expenditure increases to three-tenths of one percent. The proposed Expenditure Budget totals \$256.4 million (up \$864,400 from 2008), of which \$237.0 million is committed to operational costs that ensure the delivery of core services and \$19.4 million is dedicated to capital project infrastructure improvements.

For 2009 budget purposes, the 2008 County property tax (General and Federated Library tax) totals \$95.8 million. At an increase of 2.8% from last year's budget, it is well below the rate of inflation and is below the State of Wisconsin's limit on tax levy increases. Controlling personnel costs is one of the key areas that has enabled us to keep spending in check. Additionally, I am proud to disclose that my proposed budget continues this fervent practice by limiting the cost of health insurance increases to 4% and generating a cost avoidance of over \$800,000 by discontinuing funding for 12 Full Time Equivalent positions, which maintains our low Employee per Capita ratio of 3.6 employees to 1,000 residents.

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## **TAX IMPACT ON HOMEOWNERS**

As my administration works in partnership with the County Board to limit spending and taxes, there is a direct, positive impact to our residents. Despite the lowest County tax base increase in 22 years, if the County Board adopts my budget as presented, the average Waukesha County homeowner will only realize a \$3 increase in the County portion of their property tax bill. Even with a downturn in the housing market, the County's tax rate will increase by only one penny from \$1.78 to \$1.79 per \$1,000 of equalized value.

I believe a true measure of the County's property tax performance compares property tax control over time. Since being elected to serve as your County Executive, I am pleased to share with you that our residents have benefited from the County's ability to control taxation. When I took office in 2005, the County portion of the tax bill on the average home of \$256,700 was \$504. My commitment to maintaining low taxes is realized yet again with this proposed budget, which will place the County tax on the average home of \$281,100 at \$503.

## **BUDGET DRIVERS**

During an economic slowdown, the County is faced with increased demands for service and rising costs for their effective delivery, many of which are greater than the rate of inflation. With more than 40% of the County's budget dedicated to federal and State mandates, discretionary spending is at a minimum after the cost-to-continue these operational needs have been funded: jail inmate costs, snow removal and road salt prices, workers compensation claims, and energy cost increases. There are also a number of major federal and State revenue sources that have been reduced, eliminated, or frozen for several years, which have a great impact on this year's budget. Some of the key government revenue losses that must be sustained in the 2009 County budget follow:

### **Reduced or Eliminated Revenues:**

- E-911 Grant to sunset in 2008
- Alcohol Treatment Court grant of \$100,000 ends in 2008
- Homeless grants for jail transition and treatment programs
- Federal Byrne Grant for Metro Drug enforcement reduced by 50% in 2009

### **Frozen Revenues:**

- State Court Support Grant (\$1.1 million since 2000)
- State Human Services Community Aids/BASIC County Allocation (\$11.4 million since 1996)
- State Transportation Aids (\$5.4 million currently)

## **PARTNERSHIPS & EFFICIENCIES**

As we plan for the future, the proposed 2009 County Executive Budget identifies a number of business efficiencies that will be accomplished through strategic partnerships that enable us to leverage resources and reduce operational costs while providing new or better service. Some of the recommended projects are highlighted below:

- Establish a cost effective pilot project for transit van pool service or alternative transit options with partnering business to bring workers to jobs where traditional bus routes are not sustainable.
- Decentralize record imaging and reduce record storage and retrieval costs for Circuit Court Services and the District Attorney's Office.
- Complete the State's Long Term Care reform to Family Care through the Department of Health & Human Services and the Aging & Disability Resource Center by jointly assessing client needs and determining eligibility for benefits. By the end of 2008, staff will transition 1,200 existing waiver-funded client cases to two Managed Care Organization partners, and will begin addressing service eligibility for nearly 800 additional individuals on Long Term Care service waiting lists.

- Designate a dog exercise area at Nashotah Park through a partnership between the Department of Parks & Land Use, Waukesha Kennel Club, and local municipalities.
- Through the Department of Administration, implement the first phase of a countywide cashiering system to consolidate nine stand-alone systems into one enterprise-wide application for these departments during the second half of 2008 and into 2009: the Treasurer's Office, the Department of Parks & Land Use, the Medical Examiner's Office, and the Waukesha County Airport.
- Study potential strategic alliances with the Aging & Disability Resource Center, Department of Health & Human Services, the Veterans Service Office and between the Departments of Public Works and Parks & Land Use.

## **INFRASTRUCTURE INVESTMENTS**

In continuing Waukesha County's legacy of fiscal responsibility and to demonstrate that we are "Committed to Excellence", the proposed 2009-2013 Capital Projects Plan strikes a balance between maintaining our important infrastructure and delivering critical services to ensure the County's growth and economic viability while holding taxes at a minimum level. It also introduces a number of environmentally sustainable initiatives that minimize our impact on the ecosystem and save significant, ongoing dollars in the future. For your convenience, project highlights have been broken down into four key areas: Facilities, Transportation, Technology, and Parks.

### **Facilities:**

As we embark on the 50<sup>th</sup> anniversary of the Courthouse next year, the proposed 2009-2013 Capital Projects Plan addresses long-term facility needs. It includes the construction of a new secure connector to separate the public from inmate movement in the Courthouse. The plan also calls for the general maintenance of the existing Courthouse facility and its equipment until a major infrastructure renovation happens in 2016. Other facility projects include: planning for the construction of a new Human Services Center; expanding space at the Medical Examiner's Office to address current and projected County and contracted service needs; and investing in facility upgrades at the UW-Waukesha campus.

### **Transportation:**

About 57% or \$54 million in plan spending is dedicated to highway improvements, of which more than \$21 million will be spent on repaving roads, repairing bridges, and making safety improvements. It also provides the necessary funding to enhance safety at three highly traveled intersections over the next year, and these important projects: C.T.H. Y (Racine Avenue); C.T.H. VV (Silver Spring Drive); and completing the second phase of roadwork on C.T.H. L (Janesville Road).

### **Technology:**

The plan makes significant technology investments within the Justice and Public Safety areas. At the top of this list is the replacement of the Computer Aided Dispatch (CAD) system at the Communications Center, as well as a new project to migrate the radio technology from analog to digital in 2014 with cooperative funding from municipal partners.

### **Parks:**

Park projects include \$2.3 million for park roadway maintenance improvements and \$775,000 for paving the Lake Country and Bugline Recreational Trails. New park facility infrastructure projects include multi-year building upgrades and a phased replacement of two remaining parks maintenance buildings for almost \$1.3 million. In an effort to maintain a high level of service at our parks facilities, the plan proposes replacing 18 of the 22 concrete vault restrooms that predate the Americans with Disabilities Act with new facilities along reserved picnic areas in six County parks.

The Capital Projects planning process is an excellent opportunity for us to make infrastructure improvements and operational changes that save real, ongoing tax dollars through environmentally friendly conservation efforts. I am proud to announce that Waukesha County's 2009-2013 Capital Projects Plan identifies a number of "green" projects and project applications that are better for the environment and can be accomplished at a lower cost than when using conventional approaches. When appropriate, County staff recommend recycling existing pavement and reusing it in construction projects and implementing energy efficient facility improvements, such as the use of low flow fixtures, waste composting systems, solar thermal water heating, solar electric lighting, as well as solar powered and natural ventilation systems to minimize utility connections.

#### **PROJECT FUNDING AND DEBT MANAGEMENT:**

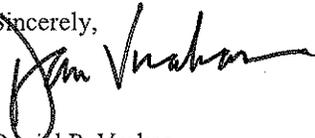
Waukesha County remains "Committed to Excellence" with reference to our prudent capital budgeting and debt management practices. To cover costs associated with infrastructure improvements, the proposed 2009 County Executive Budget ensures that the 2009-2013 Capital Projects Plan is funded with a tax levy down payment of \$3.0 million or 24% of the net Capital expenditures. In addition, debt borrowing is being reduced to \$10 million in 2009, which is a decrease in borrowing of \$1.85 million from the 2008 Adopted Capital Projects Plan.

Due to the prepayment of the 2000 bond issue, which reduced the 2009 payment by \$1.2 million, the 2009 Debt Service budget is estimated to increase by less than 1%. The ratio between the Debt Service expenditure budget and total governmental operating expenditure budget is projected at 7.1%, which is considerably lower than the County's performance measure target of less than 10%. Maintaining borrowing costs at this low level assures that it will not affect the County's ability to fund direct services for generations to come.

#### **ACKNOWLEDGEMENTS**

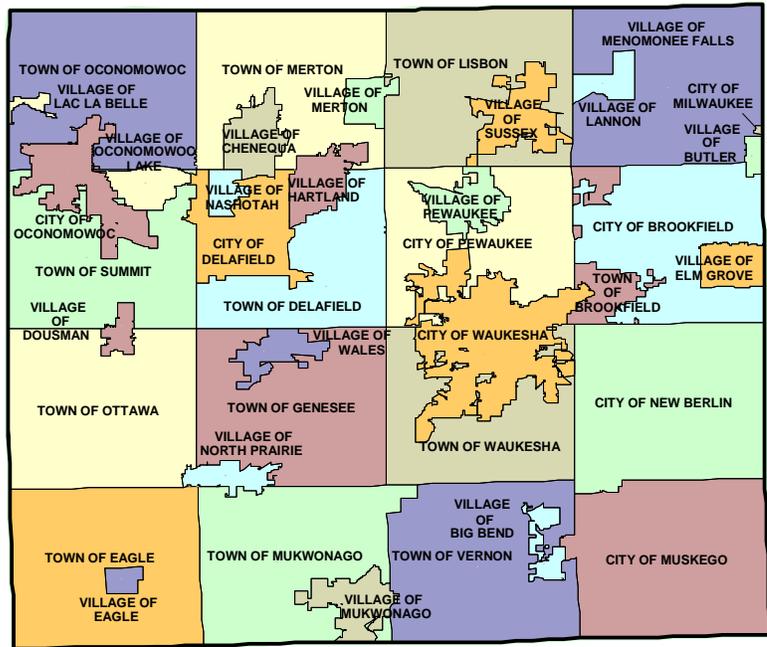
Being "Committed to Excellence" guarantees that we are ensuring a sustainable future by focusing on core service priorities, establishing strategic partnerships, implementing business efficiencies to achieve real, ongoing cost-savings. I would like to take this opportunity to thank Waukesha County's devoted employees, entrusted appointed representatives, and capable elected officials for their professionalism and dedication in helping me to prepare a 2009 County Executive Budget that delivers important services and invests in critical infrastructure while maintaining a low tax rate. As the County Board begins its budget deliberations, I ask for your support of my proposal in its entirety. I believe that you will find that it balances service delivery needs while controlling spending.

Sincerely,



Daniel P. Vrakas  
County Executive

# WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE



COUNTY POPULATION*	
As of 1/1/2008	382,697
2000 Census	360,767
* Wisconsin DOA (2008), U.S. Census Bureau (2000)	

EQUALIZED PROPERTY VALUES	
Including TID	\$53,055,877,000
Excluding TID	\$52,055,313,050

## BRIEF WAUKESHA COUNTY HISTORY

In April of 1846 Waukesha County was formed with sixteen townships. Supervisors representing each of the sixteen towns were elected to organize a county board, elect officers and to provide for and build necessary county buildings.

In 1965, the Wisconsin State Supreme Court ruled that county boards must equitably represent the population, and the Waukesha County Board switched to supervisory districts that represented an equal number of citizens, rather than the units system used previously.

In April of 1990, a new form of county government was established. The first county executive was elected by the voters of Waukesha County to be responsible for the administrative functions of county government. The county board reorganized to better reflect this new form of governing. The county executive also proposes the County Budget and has the ability to veto actions of the county board, and to appoint members to advisory boards and commissions. Effective April 2008, the County Board reduced their membership from 35 to 25, but maintained the seven standing committees.

## WAUKESHA COUNTY TODAY

Waukesha County is located in southeastern Wisconsin, directly west of Milwaukee County and 100 miles northwest of Chicago. Waukesha County is part of the Milwaukee Standard Metropolitan Statistical Area (SMSA). The County has the second highest equalized property tax base and per capita income and is the third most populous county in the State. The County covers 576 square miles and consists of 8 cities, 18 villages and 12 towns. The County Board is represented by 25 County Board Supervisors.

# WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

## DEMOGRAPHICS

### ELEMENTARY AND SECONDARY EDUCATION

#### **School Districts**

Arrowhead Union High; Elmbrook; Hamilton; Hartland Lakeside; Kettle Moraine; Lake Country; Menomonee Falls; Merton Community; Mukwonago Area; Muskego-Norway; New Berlin; Norris; North Lake; Oconomowoc Area; Pewaukee; Richmond; Stone Bank; Swallow; Waukesha

#### **2006/2007 Average High School Graduation Rate\***

Waukesha County: 95.9%  
Wisconsin: 89.6%

#### **2006/2007 Average ACT Scores\***

Waukesha County: 23.2  
Wisconsin: 22.2  
United States: 21.2

### SCHOOL ENROLLMENT\*

#### **2007-2008 Academic Year**

Public: 63,082  
Private: 12,919  
Home schooling: 1,175

\*Source: Wisconsin Department of Public Instruction

### POST-SECONDARY EDUCATION

#### **Colleges and Universities**

Carroll University, City of Waukesha  
Ottawa University-Milwaukee, City of Brookfield  
University of Wisconsin-Waukesha, City of Waukesha  
University of Phoenix, City of Brookfield

#### **Technical and Vocational Schools**

Waukesha County Technical College,  
Village of Pewaukee campus  
Village of Menomonee Falls campus  
City of Waukesha campus

### TRANSPORTATION

#### **Roads**

400 miles Waukesha County roads  
250 State Highway roads (In County)

#### **Public Transit**

Waukesha Metro Transit Contract Administrator  
Wisconsin Coach Lines  
Milwaukee County Transit System (MCTS)

### TRANSIT CONTINUED

Commuter-oriented bus services along major corridors – Para Transit Services  
Specialized transportation (Ride line) service provided by the Waukesha County, Department of Aging and Disability Resource Center

### UTILITIES

#### **Electric Power**

We Energies  
City of Oconomowoc Electric & Gas

#### **Telephone**

Ameritech, Inc.  
CenturyTel

#### **Natural Gas**

We Energies  
Wisconsin Gas Company

#### **Solid Waste**

Private Collection and Hauling Services  
General use landfills within the County  
Community recycling programs  
County owned, Private Sector operated  
Material Recycling Facility with 25 municipal partners

#### **Water**

14 publicly owned water utilities  
Numerous small-private water utilities  
Water drawn from groundwater aquifers  
Underlying the County

#### **Sanitary Sewerage**

19 sanitary sewerage systems served by 7 public wastewater treatment plants

### EMERGENCY SERVICES\*

27 Police Agencies  
Waukesha County Sheriff's Department  
30 Fire Departments/Districts  
Waukesha County Communications Center consolidates police, fire, and emergency dispatch operations for 30 of the County's public safety agencies

\*Source: State of Wisconsin, Department of Justice

### MEDIA

Milwaukee Journal Sentinel, Daily  
Waukesha County Freeman, Daily (except Sun.)  
Southeastern Wisconsin Media

Source: Southeastern Wisconsin Regional Planning Commission

# WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

## ECONOMIC DEMOGRAPHICS

TEN LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
ProHealth Care	5,018
Kohl's Department Stores	4,133
Roundy's	3,611
General Electric Medical Systems	3,445
Quad Graphics	3,085
School District of Waukesha	1,687
Wal-Mart Corporation	1,445
Community Memorial Hospital	1,430
Waukesha County	1,400*
Cooper Power Systems	1,376
Target Corporation	1,369
School District of Elmbrook	1,300
* Full-time equivalent employees.	

Source: Wisconsin Department of Workforce Development

PRINCIPAL TAXPAYERS		
TAXPAYER	2007 EQUALIZED VALUE	2007 RANK
Individual	\$176,873,300	1
Pabst Farms	144,296,400	2
Bielinski Bros.	139,739,200	3
Harmony Homes	129,926,200	4
Brookfield Square	129,667,800	5
Kohl's Dept. Store	119,166,000	6
G.E. Medical Systems	117,341,400	7
Brookfield Highlands	106,244,200	8
Target Corporation	105,844,800	9
Sunset Investment Co.	101,650,900	10
Total	1,270,750,200	

Source: Waukesha County Tax System

See Waukesha County Comprehensive Annual Financial Report for more detailed information

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2007 NAICS (1)
Retail Trade, Transportation, Utilities	51,242
Manufacturing	48,156
Education and Health	34,711
Professional and Business Services	30,247
Leisure and Hospitality	21,020
Construction	16,266
Financial Activities	14,899
Other Services	8,003
Public Administration	6,367
Information	4,916
Natural Resources	586
Total	236,413

(1) North American Industry Classification System

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2007	987	\$338,504
2006	1,225	\$398,362
2005	1,507	\$503,377
2004	1,895	\$512,984
2003	1,924	\$471,050

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT	
<b>PER CAPITA INCOME, 2006 (1)</b>	
Waukesha County	\$49,219
State of Wisconsin	\$34,405
United States	\$36,714
<b>JOBS, 2007 (2)</b>	236,413
<b>UNEMPLOYMENT RATE, 2007 (2)</b>	3.9%

(1) Bureau of Economic Analysis - US Department of Commerce

(2) Wisconsin Department of Workforce Development, April Data

EQUALIZED PROPERTY VALUE BY CLASS *					
(\$000's)					
Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/Swamp/Other
2005	\$30,903,597	\$912,143	\$7,586,152	\$1,305,452	\$232,229
2006	\$34,623,811	\$899,286	\$8,355,042	\$1,341,526	\$231,366
2007	\$37,785,792	\$967,353	\$9,090,014	\$1,367,315	\$266,636
2008	\$39,743,016	\$1,017,478	\$9,557,795	\$1,372,812	\$297,043
2009	\$40,317,412	\$1,047,674	\$10,024,713	\$1,369,402	\$296,676
% of Total	76.0%	2.0%	18.9%	2.6%	0.6%

See STATS/TRENDS Section for more detailed information

\* Includes Tax Incremental District Value