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READER'S GUIDE

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 Assumptions; Budget Summaries; annual County budget major expenditures, revenues, and tax levy highlights which affect the Budget; County Organization Chart; Criteria for New Positions; Summary of the Positions Budgeted; Fund Balance Projections; Fund Descriptions; 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 - 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 page that details the functional/program structure of that department. The Fund Summary page includes the Fund Type, which is indicated using a seal in the upper right corner of the first page of each fund. 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 seals can be identified below:



General Fund



Special Revenue Fund



Internal Service Fund



Enterprise Fund

Each Fund Name is indicated in the upper left hand corner of the Fund Summary page.

READER'S GUIDE

Department Budget Sections

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

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.

QUICK REFERENCE GUIDE

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	16
How can the reader easily locate key information?	Reader's Guide	3
	Agency/Subject Budget Index	601
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2010

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emmer'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2010.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Daniel P. Vrakas
County Executive



December 8, 2010

Dear Citizens of Waukesha County:

It is with great pleasure that I present to you the Waukesha County 2011 Adopted Budget celebrating Waukesha County's "History of Excellence." I am proud of this budget which provides for effective and efficient delivery of services while keeping our taxes low. This budget continues the history of excellence Waukesha County is known for while maintaining our position as a low tax leader.

The 2011 Budget continues our efforts to streamline the delivery of County services, makes public safety the top priority and effectively serves at-risk families and individuals. Additionally, this budget includes investments in our buildings, roads and technology infrastructures to improve their safety and functionality while preparing for continued economic growth and vitality for generations to come.

Waukesha County has a long "History of Excellence" when it comes to limiting taxes and spending. Based on analysis by the Wisconsin Taxpayers Alliance, Waukesha County has the lowest per capita spending compared to all the other 71 counties in the state. I am proud to tell you that the 2011 Budget maintains this reputation of low taxes and spending while maintaining quality services by limiting our overall tax levy growth to 1.8 %.

We also continue to have the lowest county property tax rate in the State among counties that have not implemented a county-imposed sales tax. We are only one of ten counties not implementing the County sales tax option. When comparing our County to those with an enacted sales tax Waukesha County ranks 70th out of 72 counties in the State for the lowest tax rate. Additionally, we continue to be one of a select few county governments, out of more than 3,000 throughout the country, to hold the coveted AAA/Aaa bond rating status.

TAX IMPACT ON HOMEOWNERS

My administration continues to work in partnership with the County Board to limit spending and taxes. Despite a reduction in the overall County tax base, the County homeowner, with a median valued home at about \$260,700, will see an average tax increase of only 1.2%.

A commitment to maintaining stable, low taxes is again realized with this budget. One true measure of the County's property tax performance compares property tax control over time. Since being elected to serve as County Executive, residents have benefited from the County's ability to control taxes and spending. Since my first budget in 2006, the median home value has risen by approximately \$4,000, while the County portion of the tax bill on that home, has increased just \$10, which is about 0.4% per year.

TEAMWORK, COOPERATION & EFFICIENCIES

As the County continues to position itself for an even better future, a number of strategic partnerships and efficiencies are included in the 2011 budget. These partnerships enable us to leverage limited resources and reduce operational costs to taxpayers, while providing improved and more efficient services. The Airport is added as a division of the Department of Public Works to better utilize its resources.

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The Criminal Justice Collaborating Council (CJCC) is working with the judiciary, District Attorney's Office and the Sheriff's Department to expand the use of the County's Day Report Center program with a goal of providing offenders the skills they need to improve themselves and prevent reoffending. This program expansion is funded with additional tax levy investment of \$83,000 to increase the average daily number of participants by 30%.

The Department of Public Works is working with the Department of Administration's purchasing division to contract out more housekeeping services at a net cost savings to taxpayers of over \$80,000 in 2011. Also, the departments are working together to identify better pricing and fine tuning various building maintenance service contracts which is expected to lower costs by an additional \$66,000. Additionally, the Register of Deeds (ROD) and Emergency Preparedness departments will engage in a cooperative pilot program to share a ROD position between the two departments. The position will provide the Department of Emergency Preparedness with professional fiscal support and may help avoid the creation of an additional position in the future.

BUDGET DRIVERS

This budget addresses several areas of declining revenue streams that the County must address while also funding the escalating operational costs of jail inmates which require over \$600,000 of tax the levy increase. Also, county highway and road maintenance costs, including snow removal, require about \$200,000 in new tax levy. Major revenue sources continue to be affected by the slower than expected economic recovery, historically low interest rates, difficulties in the real estate market recovery and the State budget deficit continues to have a significant negative impact on revenues in this budget. Some significant revenue reductions include:

- Investment income is reduced by \$430,000 due to historically low interest rates of return.
- Real Estate Transfer and Recording Fees are reduced by over \$100,000.
- Health and Human Services (HHS) WI Medicaid reporting funding is reduced \$75,000.
- HHS Alcohol and Drug Abuse funding block grant funds are reduced by about \$93,000.
- State Transportation Aids are decreased by nearly \$100,000.
- State highway maintenance revenues and related expenditures decline by over \$280,000.
- State Shared Revenues are reduced by \$50,000.

INFRASTRUCTURE INVESTMENTS

The County has a legacy of prudent fiscal responsibility and this budget ensures our "History of Excellence" is sustained. The proposed 2011-2015 Capital Plan balances maintaining our important infrastructure and delivering critical services to ensure the County's economic viability and growth. The plan also includes a number of environmentally sustainable initiatives that improve our impact on the environment while saving significant ongoing costs. The plan includes five projects to address major County roadways, significant technology investments for public safety equipment upgrades, and an update to the County's 9-1-1 phone system. Also, a project is planned to migrate the existing radio technology from analog to full digital technology in 2014 at a cost estimated at \$9.5 million with funding contributions from municipal partners.

ACKNOWLEDGEMENTS

We are ensuring the County's "History of Excellence" is sustainable for the future by focusing on our core service priorities, establishing strategic collaborative partnerships and using teamwork to continue implementing business efficiencies to achieve 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 prepare this budget that continues our "History of Excellence" by delivering quality services and making investments for the future to ensure we maintain our low taxes.

Sincerely,



Daniel P. Vrakas
County Executive



December 9, 2010

Dear Honorable County Board Supervisors:

The 2011 Adopted County Budget is themed "History of Excellence" as Waukesha County continues our commitment to set high standards and excel at everything we do.

The 2011 Adopted Budget maintains public safety as a top priority and provides additional resources to effectively serve at-risk individuals and families in need. This budget continues to make strategic investments in our roads, building and technology infrastructures to improve safe and efficient functionality while preparing for future growth.

RESTRAINED TAXES AND SPENDING

During these challenging times, the 2011 Adopted Budget meets our benchmark objective of keeping taxes low while maintaining high quality services. The adopted expenditure budget totals \$268.1 million, of which \$248.1 million is committed to operational costs that ensure the delivery of quality core services. The remaining \$20.0 million is dedicated to our capital project infrastructure improvements budget.

For 2011 budget purposes, the adopted 2010 County General property tax levy totals \$97.4 million; an increase of \$1.7 million limiting the increase to 1.8% from the prior year budget. This portion of the annual tax bill has averaged only a 1.4% increase over the past 10 years. The special Federated Library System tax applied to those communities without libraries is \$2.85 million an increase of \$80 K. County Departments continue to work diligently on consolidating service delivery, outsourcing services where cost effective, absorbing additional workload without adding staff and work on private/public partnerships and collaborative efforts to help us control our personnel costs which is major budget driver. For 2011 this budget includes discontinuing funding for about 11 net full time equivalent positions at a cost saving of over \$550,000 and helps to maintain our low employee per capita ratio of 3.6 employees to 1,000 residents.

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BUDGET CHALLENGES

Due to the most severe economic crisis since the Great Depression and the slower than normal recovery, especially in the real estate market, together with State budget deficits which have led to the reductions of State revenue sources. The County is seeing significant impacts on this year's revenues with reductions totaling over \$1.1 million as summarized in the County Executive's budget message.

During this period of economic instability, the County's budget continues to address several areas of declining revenue and rising costs, many of which are greater than the rate of inflation. Federal and State under-funded mandates and shifting of responsibilities to county government continues to put pressure on the budget while discretionary spending is held to a minimum. The County budget is being driven by higher public safety operational costs including jail inmates, circuit court services, emergency response, and highway safety and maintenance needs. Additionally, increasing costs for growing service demands related to children and families at risk, seniors and the unemployed are all significantly impacting this budget.

Despite these significant budget challenges, the County continues to be well-positioned to meet its strategic outcomes focusing on core essential services due to prudent prior investments made in technology, energy conservation and infrastructure to help address the challenges we now face.

EFFICIENCY GAINS THROUGH COOPERATION

The 2011 County Budget includes a number of cooperative team efforts and strategic partnering that allows the County to leverage its limited resources to gain efficiencies while reducing operational costs. These efficiency gains will position the County for an even better future continuing our history of excellence. Several of these cooperative team efforts are highlighted below:

- The Criminal Justice Collaboration Council is working with Judges, the District Attorney, the Public Defenders office, the Circuit Court system and a private sector service provider and a program evaluator to expand the Alcohol Treatment Court using federal grant funds of \$1.2 million over three years with the goal of providing 150 offenders the opportunity to learn the skills necessary to better themselves and prevent reoffending and the costs of incarceration.
- Plans to implement several key strategic objectives between the Departments of Parks and Land Use and Public Works to improve operational efficiencies. This includes working together on the selections of an Enterprise Asset Management System allowing the County to utilize one common technology system platform for both buildings and roadway infrastructure maintenance which will save future operational costs.
- Public Works working together with Administration's Purchasing division to save taxpayers over \$145,000 by contracting out more housekeeping services and by fine tuning various building maintenance service contracts and identifying better pricing options to lower costs.
- The County Board Chair's Office is working more efficiently to reduce personnel costs resulting in saving taxpayers nearly \$95,000 by reassigning the work of a vacant Legislative Analyst position and underfilling a full-time Office Services Coordinator position.
- The Register of Deeds (ROD) and Emergency Preparedness departments have teamed up to engage in a cooperative pilot program to share a ROD position between the two departments. This position will provide the Department of Emergency Preparedness with professional fiscal support, which may help avoid the creation of an additional position in the future.

INFRASTRUCTURE INVESTMENTS

The County continues its “History of Excellence” with its legacy of prudent fiscal responsibility. The adopted 2011-2015 Capital Projects Plan strikes a key balance between investments in our important infrastructure and delivering critical services that will ensure the County’s future growth and economic viability. It introduces several environmentally sustainable initiatives that will help improve the environment while saving significant tax dollars over the long term. Major highlights have been broken down into four key areas: Transportation, County Facilities, Technology, and Parks.

Transportation:

The County’s first rate County Trunk Highway (CTH) system is a critical component in our continued growth and economic health. Five projects address major through routes in the County. Construction funds of \$1.2 million will complete the reconstruction of County Trunk Highway (CTH) VV (Silver Spring Drive) in the Village of Menomonee Falls and CTH X (St. Paul Avenue) in the City of Waukesha. Land acquisition funds are included for CTH L (Janesville Road) in the City of Muskego, the Waukesha West Bypass and the second phase of CTH VV (Silver Spring Drive).

County Facilities:

The proposed 2011-2015 Capital Projects plan addresses the County’s long-term facility needs led by the first stage of building a new Health and Human Services Center replacing a building nearly 100 years old. Investments are also planned for facility upgrades at the UW-Waukesha campus (where the County owns the buildings) and to address infrastructure needs identified at our Northview facility.

Technology:

The five-year Capital Plan makes significant technology investments for Public Safety equipment upgrades. The plan includes updating the County’s 9-1-1 phone system and the radio equipment used by the County Communications Center and municipal public safety responders, including police and fire departments. Also, a project is planned to migrate the existing radio technology from analog to full digital technology in 2014 at a cost estimated at \$9.5 million with funding contributions from municipal partners.

Parks:

Parks projects in 2011 include dollars allocated for park roadway maintenance improvement projects, a roof replacement at the Exposition Center and Bugline bikeway pavement improvements. The final year funding of the Energy Efficiency and Conservation Block Grant funds will complete investments for implementing energy efficiency projects with short term paybacks.

CAPITAL PROJECT FUNDING AND DEBT MANAGEMENT

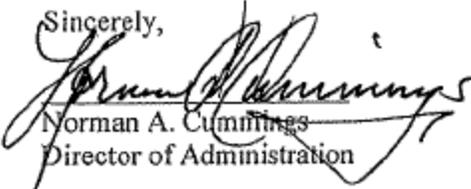
Waukesha County maintains its "History of Excellence" with prudent long-term capital planning, budgeting and debt management practices. To cover costs associated with making investments in infrastructure improvements, the adopted 2011 County Budget ensures that the Capital Projects Budget is funded with a tax levy and cash balance down payment of over \$6.0 million or 37% of net Capital expenditures.

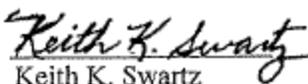
Debt borrowing is planned at \$10 million in the 2011 budget, which will bring outstanding debt to \$83.9 million. Increased debt service costs are funded with a property tax levy increase of \$300,000 and \$600,000 of Debt Service Fund Balance (which is a combination of prior year jail assessment fees and from prior year investment earnings). The key benchmark ratio of Debt Service expenditure budget to total governmental operating expenditures is projected to be at 7.3%, which is considerably lower than the County's performance measure target level of less than 10%. Maintaining borrowing costs at this low percentage level assures that the County will limit future financial stress from debt and continue to focus resources on funding direct services in future years.

ACKNOWLEDGEMENTS

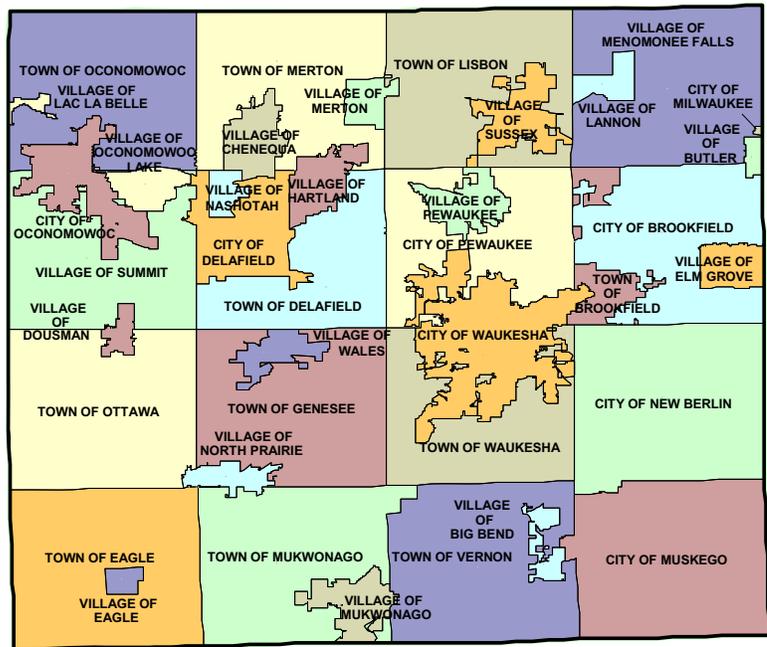
We believe that you will find the 2011 Adopted County Budget continues to balance essential service delivery needs while restraining taxes and spending. We take this opportunity to thank the County Board for its very thorough review and continued support. Certainly, this budget could not be accomplished without the cooperation of department administrators and their hard working, dedicated staff continuing the County's History of Excellence.

Sincerely,


Norman A. Cummings
Director of Administration


Keith K. Swartz
Budget Manager

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE



COUNTY POPULATION*	
As of 1/1/2010	383,864
2000 Census	360,767
* Wisconsin DOA (2010), U.S. Census Bureau (2000)	

EQUALIZED PROPERTY VALUES	
Including TID	\$50,288,874,200
Excluding TID	\$49,439,797,100

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) and is the third most populous county in the State. The County has the highest median household income, the second highest per capita income and the third highest equalized property tax base in the State. The County covers 576 square miles and consists of 8 cities, 19 villages and 11 towns. The County Board is represented by 25 County Board Supervisors.

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

TEN LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
ProHealth Care	5,885
Kohl's Department Stores	5,220
General Electric Medical Systems	3,400
Roundy's	3,081
Quad Graphics	2,848
School District of Waukesha	1,840
Community Memorial Hospital	1,441
Waukesha County	1,384*
Waukesha County Area Technical College	1,378
Target Corporation	1,369
* Full-time equivalent employees.	

Source: Wisconsin Department of Workforce Development

PRINCIPAL TAXPAYERS		
TAXPAYER	2009 EQUALIZED VALUE	2009 RANK
Individual	\$179,130,000	1
Pabst Farms	\$168,692,700	2
Bielinski Bros.	\$133,842,900	3
Brookfield Square	\$130,762,900	4
Target Corporation	\$130,244,400	5
Kohl's Dept. Store	\$120,970,200	6
Pro Health Care	\$117,201,700	7
G.E. Medical Systems	\$109,385,300	8
Harmony Homes	\$106,773,800	9
Sunset Investment Co.	\$98,801,700	10
Total	\$1,295,805,600	

Source: Waukesha County Tax System
See Waukesha County Comprehensive Annual
Financial Report for more detailed information

EMPLOYMENT BY INDUSTRY	
INDUSTRY*	2008 NAICS (1)
Retail Trade, Transportation, Utilities	48,880
Manufacturing	41,864
Education and Health	36,215
Professional and Business Services	27,942
Leisure and Hospitality	18,711
Financial Activities	14,682
Construction	13,030
Other Services	7,670
Public Administration	6,307
Information	5,008
Natural Resources	532
Total	220,841

(1) North American Industry Classification System
*Data Suppressed by DWD for Information Industry Category
Source: Wisconsin Department of Workforce
Development, Bureau of Workforce Information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2009	364	\$124,217
2008	590	\$224,679
2007	987	\$338,504
2006	1,225	\$398,362
2005	1,507	\$503,377

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT	
PER CAPITA INCOME, 2008 (1)	
Waukesha County	\$53,636
State of Wisconsin	\$37,314
United States	\$39,751
JOBS, 2009 (2)	220,848
UNEMPLOYMENT RATE, 2009 (2)	7.5%

(1) Bureau of Economic Analysis - US Department of Commerce
(2) Wisconsin Department of Workforce Development

EQUALIZED PROPERTY VALUE BY CLASS *					
(\$000's)					
Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other
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
2010	\$39,273,723	\$1,100,032	\$10,084,520	\$1,355,180	\$298,055
2011	\$37,883,814	\$1,103,080	\$9,655,814	\$1,360,989	\$285,177
% of Total	75.3%	2.2%	19.2%	2.7%	0.6%

See STATS/TRENDS Section for more detailed information
* Includes Tax Incremental District Value