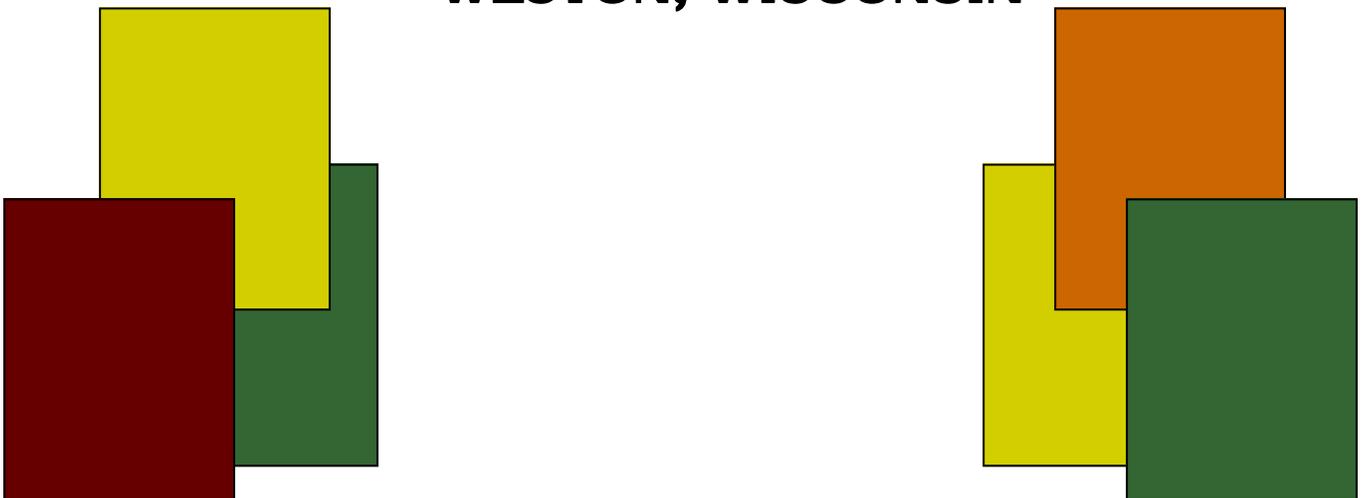


**COMPREHENSIVE ANNUAL FINANCIAL REPORT
FOR THE YEAR ENDED DECEMBER 31, 2010**

WESTON, WISCONSIN



COMPREHENSIVE ANNUAL FINANCIAL REPORT

OF THE

**VILLAGE OF WESTON,
WISCONSIN**



FOR THE YEAR ENDED DECEMBER 31, 2010

Prepared By:

FINANCE DEPARTMENT
John Jacobs, CGFO/CPFO, Finance Director
Jessica Trautman, CPA, Deputy Finance Director

VILLAGE OF WESTON

COMPREHENSIVE ANNUAL FINANCIAL REPORT December 31, 2010

TABLE OF CONTENTS

<u>INTRODUCTORY SECTION</u>	<u>Page</u>
Letter of Transmittal	i-xi
Certificate of Achievement for Excellence in Financial Reporting	xii
Directory of Officials	xiii
Organizational Chart	xiv
<u>FINANCIAL SECTION</u>	
<i>INDEPENDENT AUDITOR'S REPORT</i>	xv-xvi
<i>MANAGEMENT'S DISCUSSION AND ANALYSIS</i>	xvii-xxxvii
<i>BASIC FINANCIAL STATEMENTS</i>	
Government-wide Financial Statements:	
Statement of Net Assets	1
Statement of Activities	2 – 3
Fund Financial Statements:	
Balance Sheet – Governmental Funds	4 – 5
Statement of Revenues, Expenditures, and Changes in Fund Balances – Governmental Funds	6 – 7
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities	8
Statement of Net Assets – Proprietary Funds	9 – 10
Statement of Revenues, Expenses, and Changes in Fund Net Assets – Proprietary Funds	11
Statement of Cash Flows – Proprietary Funds	12 – 13
Notes to the Financial Statements	14 – 53

VILLAGE OF WESTON

COMPREHENSIVE ANNUAL FINANCIAL REPORT
December 31, 2010

TABLE OF CONTENTS (cont.)

<u>FINANCIAL SECTION</u> (cont.)	<u>Page</u>
<i>REQUIRED SUPPLEMENTARY INFORMATION</i>	
<u>General Fund</u>	
Schedule of Revenues and Other Financing Sources – Budget and Actual – General Fund	54 – 55
Schedule of Expenditures – Budget and Actual – General Fund	56 – 58
<u>TIF District #1 – Special Revenue Fund (Major Fund)</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual	59
<u>Community Development Authority - TIF District #1 – Special Revenue Fund (Major Fund)</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual	60
Notes to Required Supplementary Information	61
<i>SUPPLEMENTARY INFORMATION</i>	
<u>Debt Service Fund (Major Fund)</u>	
Balance Sheet	62
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual	63
<u>TIF District #1 – Capital Projects Fund (Major Fund)</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual	64
<u>Street Projects – Capital Projects Fund (Major Fund)</u>	
Schedule of Revenues, Expenditures, and Changes in Fund Balance – Budget and Actual	65

VILLAGE OF WESTON

COMPREHENSIVE ANNUAL FINANCIAL REPORT
December 31, 2010

TABLE OF CONTENTS (cont.)

<u>FINANCIAL SECTION</u> (cont.)	<u>Page</u>
<i>SUPPLEMENTARY INFORMATION</i> (cont.)	
<u>Nonmajor Governmental Funds</u>	
Combining Balance Sheet – Nonmajor Governmental Funds	66 – 69
Combining Statement of Revenues, Expenditures, and Changes in Fund Balances (Deficit) – Nonmajor Governmental Funds	70 – 73
Schedule of Revenues, Expenditures, and Changes in Fund Balances (Deficit) – Budget and Actual	
<u>Special Revenue Funds:</u>	
Recycling	74
Block Grant/Revolving Loan	75
TIF District #2	76
Environmental TIF District	77
Business Grants	78
Community Development Authority – TIF District #2	79
Aquatic Center	80
Room Taxes	81
Civic and Social	82
Park and Recreation	83
<u>Capital Projects Funds:</u>	
Facility Projects	84
Public Safety Building	85
Capital Equipment	86
TIF District #2	87
<u>TIF District Schedules</u>	
Project-Length Schedule of Construction Projects – TIF District #1 Fund	88
Project-Length Schedule of Construction Projects – TIF District #2 Fund	88
<u>Enterprise Funds</u>	
Schedule of Rates of Return	89

VILLAGE OF WESTON

COMPREHENSIVE ANNUAL FINANCIAL REPORT December 31, 2010

TABLE OF CONTENTS (cont.)

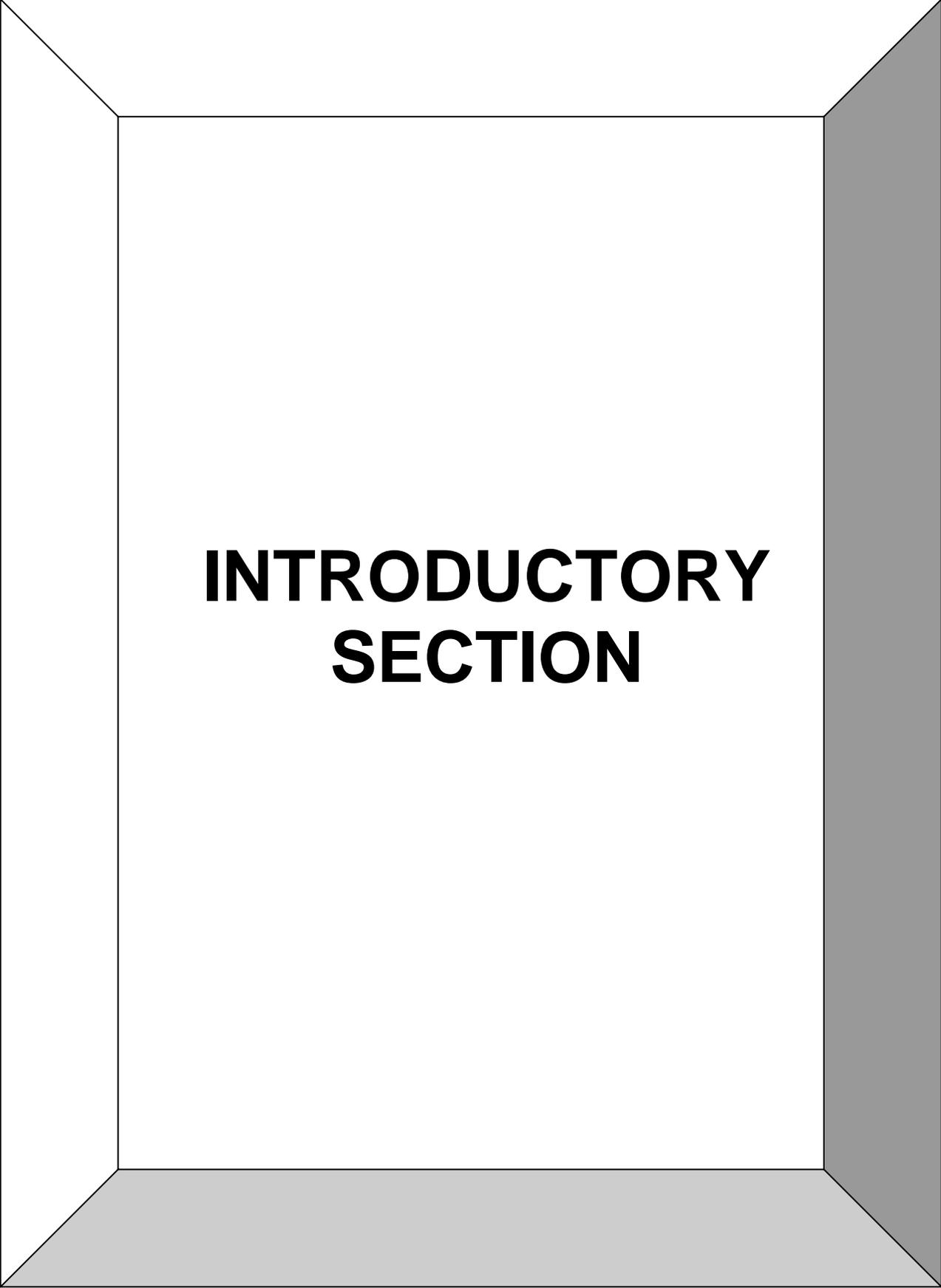
<u>STATISTICAL SECTION</u>	<u>Page</u>
Statistical Section – Table of Contents	90
Table 1 – Net Assets by Component – Last Seven Fiscal Years	91
Table 2 – Changes in Net Assets – Last Seven Fiscal Years	92 – 93
Table 3 – Fund Balances of Governmental Funds – Last Ten Fiscal Years	94
Table 4 – Changes in Fund Balances of Governmental Funds – Last Ten Fiscal Years	95 – 96
Table 5 – Assessed Value and Actual Value of Taxable Property – Last Ten Fiscal Years	97
Table 6 – Property Tax Rates – All Direct and Overlapping Governments – Last Ten Fiscal Years	98
Table 7 – Principal Property Taxpayers – December 31, 2010 and 2001	99
Table 8 – Property Tax Levies and Collections – Last Ten Fiscal Years	100
Table 9 – Ratios of Net General Bonded Debt Outstanding – Last Ten Fiscal Years	101
Table 10 – Ratios of Outstanding Debt by Type – Last Ten Fiscal Years	102
Table 11 – Legal Debt Margin Information – Last Ten Fiscal Years	103
Table 12 – Direct and Overlapping Governmental Activities Debt – As of December 31, 2010	104
Table 13 – Revenue Bond Coverage – Water Utility – Last Ten Fiscal Years	105
Table 14 – Revenue Bond Coverage – Sewer Utility – Last Ten Fiscal Years	106
Table 15 – Revenue Bond Coverage – Stormwater Utility – Last Three Fiscal Years	107
Table 16 – Water Utility Information Data – Ten Largest Water Users, Historical Water Usage, Daily Demand Statistics	108
Table 17 – Sewer Utility Information Data – Ten Largest Sewer Users, Historical Sewer Usage, Daily Demand Statistics	109
Table 18 – Stormwater Utility Information Data – Ten Largest Stormwater Users, Historical Stormwater Usage	110
Table 19 – Customer Connections by Class to Utility Systems	111 – 112

VILLAGE OF WESTON

COMPREHENSIVE ANNUAL FINANCIAL REPORT
December 31, 2010

TABLE OF CONTENTS (cont.)

<u>STATISTICAL SECTION</u> (cont.)	<u>Page</u>
Table 20 – Demographic and Economic Statistics – Last Ten Fiscal Years	113
Table 21 – Principal Employers – December 31, 2010 and 2001	114
Table 22 – Village Government Employees by Function/Program – Last Ten Fiscal Years	115
Table 23 – Operating Indicators by Function/Program	116
Table 24 – Capital Asset Statistics by Function/Program	117



**INTRODUCTORY
SECTION**

June 18, 2011



Dear President Schuster, Village Board Members, and Administrator Zuleger:

The Comprehensive Annual Financial Report (CAFR) of the Village of Weston for the fiscal year ended December 31, 2010, is hereby submitted. This report was prepared by the Village's Finance Department and is the eleventh year in a row that this type of annual report has been compiled for the Village, including both financial statements and statistical data. Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the management of the Village.

To the best of my knowledge and belief, the data is accurate in all material respects and is reported in a manner designed to fairly present the financial position and results of operations of the various funds of the Village. All disclosures necessary to enable the reader to gain an understanding of the Village's financial activities have been included. The report meets all legal reporting requirements and is intended to present a comprehensive summary of significant financial data in a readable format.

Village management provides a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The Village's MD&A can be found immediately following the report of the independent auditor.

In 1999, the Governmental Accounting Standards Board (GASB) adopted Statement No. 34, *Basic Financial Statements – Management's Discussion and Analysis – For State and Local Governments*. The Village of Weston began to implement all aspects of GASB No. 34 for the financial statements ending December 31, 2004. These aspects are reflected again in 2010.

The report consists of three parts. The **Introductory Section** of the report includes this transmittal letter, financial reporting awards, and information regarding the organization of the Village. The **Financial Section** of the report includes the independent auditor's report, the basic financial statements, notes to the financial statements, combining and individual fund financial statements/schedules, and Management's Discussion and Analysis (MD&A). The MD&A is required by GAAP and is designed to provide an objective and easily readable analysis of the Village's financial activities based on *currently known facts*, decisions or conditions. Finally, the **Statistical Section** of the report includes various financial and demographic data presented on a multi-year basis. The three parts of this report meet the requirements of the Securities and Exchange Commission ("SEC") continuing disclosure information when updated and filed with the SEC on a regular basis. The **Single Audit Section** has been omitted from the report. In 1997, Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations* was issued. This revised circular established new standards and requirements for auditing federal grant recipients. For 2010, the Village did not meet recipient grant level single audit benchmarks.

The CAFR includes all funds required to account for the full range of activities, functions and services provided by the Village and organizations controlled by the Village's governing body, the Village Board. Services provided include police and fire protection; sanitation and recycling services; construction and maintenance of highways, streets, wastewater and stormwater transportation systems, and other infrastructure facilities; recreational activities; and long range planning and community development services. Also included are activities of the Weston Community Development Authority over which the Village Board exercises, or has the ability to exercise, direct administrative authority and/or responsibility. The Weston Water, Sewer, and Stormwater Utilities are reported as enterprise funds of the primary government. The Everest Metro Police Department, a joint venture between the City of Schofield, Village of Weston, and Town of Weston, is discussed in Note V(E). The D.C. Everest School District and the Rib Mountain Metro Sewerage Commission do not meet these criteria for inclusion as part of the Village as a reporting entity and accordingly are excluded from this report. Separate audited statements are available from each of these respective agencies.

OVERVIEW OF THE VILLAGE

The Village of Weston (the "Village") is located in north central Wisconsin in Marathon County. Directly adjacent to the Wausau metropolitan area, it lies about 3 miles south of the City of Wausau, about 180 miles east of the Minneapolis/St. Paul ("Twin Cities") metro area and about 85 miles west of the Green Bay metro area. The Village comprises approximately 76% of the total land area and 90% of the equalized value of the Town of Weston prior to incorporation of the Village in February 1996. The area of the Village is approximately 21.62 square miles (13,833 acres). Its current population is 14,868 based on the 2010 United States Official Census population. The previous 2000 Census population was reported as 12,079 for the Village. Therefore, the Village added 2,789 new residents (a 23.09% increase) between the 2000 and 2010 Census dates.

The Village government is under the administration of the Village Administrator, who is appointed by the Village Board. The Board is made up of a Village President, who is elected at-large to a two-year term, and six Trustees, who are elected at-large to terms of two years in alternate years. Administration officials, such as the Administrator, Village Clerk/Human Resources Director, Finance Director/Treasurer, Director of Public Works, Community Development Director, and other department heads are appointed by the Village Board. The total number of full-time Village employees was 45 at December 31, 2010.

The Cities of Wausau and Schofield, Villages of Weston, Rothschild and Kronenwetter, Town of Rib Mountain, and the remainder of Marathon County comprise an area known as the Wausau metropolitan statistical area (MSA). This metropolitan area, which has an estimated 2010 population of 134,063 people, is Wisconsin's ninth largest socio-economic market and one of its faster growing metropolitan areas. The Wausau MSA added 8,229 people (a 6.54% increase) between 2000 and 2010. This percentage increase was slightly higher than the statewide average increase of 6.03% between the 2000 and 2010 census dates. This fast growth rate in Marathon County was the result of more people moving into the county than moving out of the county. This pattern reflects a large, positive net migration. In addition, Marathon County's population increased by having more births than deaths. This component of population is called

natural gain. A stable industrial picture and a generally good economy have contributed more than anything else to the population growth of this area.

Since the 2000 census, the Wausau MSA population grew from 125,834 in 2000 to 134,063 in 2010 (a 6.54% increase). During the same period, the Village of Weston population grew from 12,079 in 2000 to 14,868 in 2010 (a 23.09% increase, which was almost four times the Wausau MSA/Marathon County's percentage of growth). This trend is expected to be maintained for the Village of Weston in the future.

2010 estimates from the United States Census rank all communities for population growth. Out of the 85 largest Wisconsin communities with populations over 10,000 people, the Village of Weston is in the top 15% of fastest growing communities since the 2000 census. Village officials believe that this trend will continue into the next decade as well, and future population changes could position the Village to remain in the top ten fastest growing communities in Wisconsin.

Employment in the Wausau metro area contracted throughout 2010 with the declining economy, while unemployment rates rose to the highest levels in 10 years. In 2010, the area unemployment (unadjusted) rate at December 31 stood at 8.8% (much higher than the 2008 rate of 5.3%, before the economic recession hit the area), which was slightly higher than the State of Wisconsin average of 8.3% in 2010 (compared to 5.8% in 2008). The local economy of the Village and the Wausau metropolitan area is based on a mixture of agriculture, pulp and paper product manufacturing, insurance, woodworking and metalworking, commercial/retail, and health care. The Village's proximity to the Wausau metropolitan area provides employment opportunities for local residents. The developing Weston Business & Technology Park on the Village's eastern side, which opened in the fall of 2000, has provided additional employment opportunities and accelerating property valuation during the period of 2000-2010.

The Weston Medical Complex, which opened up in the summer of 2005, is made up of St. Clare's Hospital, Marshfield Clinic, and Ministry Health Care Group. The Weston Medical Complex area continued to be a stable, major employer for Weston and the surrounding communities throughout 2010.

ECONOMIC CONDITION AND OUTLOOK

Despite a downturn in construction activity nationally as well as locally, the construction season in 2010 brought in a total of new building permits for \$12.9 million of new construction, which was slightly lower than the \$13.5 million reported in 2009. The small amount of reduction in new construction dollars for 2010 was minimal, even though the number of building permits for 2010 was 251 as compared to the 321 permits issued in 2009. The 2008 construction year was more representative of a typical construction year when 342 building permits and \$30.3 million of new construction were recorded.

While many economic forecasts predicted a continued slowdown in 2008-2011, Weston remains well positioned for growth once the economy rebounds. Since the Village incorporated in 1996, building permits for 1,378 new single-family homes have been issued. Of this number, 31 new single-family home building permits were issued in 2010 and totaled \$4.9 million in new construction valuation, which was an increase from

the 24 single-family permits and \$3.4 million in new construction in 2009. The Village has an ample supply of lots available to all residents at any income level. During the 1990s, the Village had major residential growth development in as many as 13 subdivisions throughout the Village. At the present time, there are as many as 24 new developments in progress.

The Village of Weston's 2010 combined equalized property tax rate of \$21.43 was far below the City of Wausau's 2010 equalized tax rate of \$25.51, and remains one of the lowest tax rates in the entire Wausau metro area. With the excellent academic course offerings and athletic opportunities available in the D.C. Everest School District located in the Village of Weston, it is very apparent that the Village has been attracting many families to the Village of Weston in the past. In addition, the arrival of the new Weston hospital solidified that low property tax rate ranking into the future and may accelerate the resident movement of the metro area population to the southern region. The Everest Metro Police Department and the Village of Weston encourage the theme of a "high quality of living to the community at an affordable price."

In fact, out of the 83 largest Wisconsin Communities with populations over 10,000 people in 2003, the June 2004 publication of *The Wisconsin Taxpayer* ranked the Village of Weston as the community with the 13th lowest equalized municipal tax rate at \$5.07 per \$1,000 of equalized valuation (for 2003). This is an amazing feat for the Village to accomplish because the twelve communities with even lower equalized municipal tax rates than the Village of Weston have significantly larger property valuation bases to draw off of in computing their local municipal tax rates, ranging from twice to as much as six times as large in property valuation as the Village of Weston. The Village's equalized tax rate has remained relatively stable since that 2003 report, with the following years' tax rates: 2004 was \$5.14, 2005 was \$5.24, 2006 was \$5.19, 2007 was \$5.09, 2008 was \$4.97, 2009 was \$5.13, and 2010 was \$5.38.

The Wisconsin adjusted gross income (WAGI) per tax return for the Village of Weston was \$48,572 in 2009, which was 105% of the Marathon County level (\$46,421) and was 107% of the state level (\$45,372).

General Economic Development

Commercial development has accelerated since the decision by Ministry Health Care of Milwaukee, WI, to locate a \$100-million hospital at the intersection of Marathon County Highway X (Camp Phillips Road) and State Highway 29 – a four-lane expressway that extends between Green Bay, WI, and the Twin Cities. The Village has five primary economic development sectors that include two tax incremental financing (TIF) districts, two non-TIF retail and commercial areas, and an established non-TIF manufacturing and warehousing district that is home to two of Weston's most prominent businesses.

As a whole, the Village of Weston has become the light manufacturing focal point of Marathon County and the recognized leader in entrepreneurship in the Wausau area. From 1999 to 2010, seven Weston manufacturers have been awarded the Wausau/Marathon County Area Chamber of Commerce's "Small Business of the Year Award". Further, all of these businesses are graduates of the Village's revolving loan program designed to provide supplemental financing to promising small businesses.

The Weston Business Technology Park (the “Park”) is a 338-acre commercial development owned by the municipality along the Village’s southeastern boundary. The Park fronts State Highway (STH) 29, a four-lane thoroughfare, and is approximately at mid-point between Green Bay, Wisconsin, and the Minneapolis-St. Paul metropolitan area. The Park is also located four miles from U.S. Interstate 39, the main four-lane thoroughfare between Madison and the Northwoods of Wisconsin. The Park, which opened in 2001, has a campus-like design and is equipped with both T1/HDSL communication and 480-V three-phase power. The Village has developed restrictive deeds and covenants that will ensure that the construction costs will average a minimum of \$35-\$37 per square foot. The Village has provided minor site preparation, landscaping, and utility grants to new businesses based on construction value and job creation. Grants are awarded only after a pro forma review of a business’s finances and a commitment of financing from a financial institution.

The Village currently has a total of 33 businesses committed to the Park, utilizing 251.84 acres of the Park. Total square footage by build out date is expected to be 2,160,500 square feet at a construction value of over \$55 million by the time that full capacity has been met in the Park. Of the remaining land, 35 acres will remain public right-of-way and provide sufficient green space within the Park. At the end of 2010, there were 51.18 acres remaining for immediate development in the Park.

In the June 6, 2011, edition of the *Wausau Daily Herald* newspaper, Village officials discussed the 2011 economic outlook for economic growth in the community. It was reported that Village officials and developers are negotiating six construction projects totaling more than \$40 million at the present time, including a \$13 million assisted living facility for senior citizens near the Weston Medical Campus that could hire up to 60 full-time employees. The developer owns a similar facility in Wisconsin Rapids and believes that the Weston site’s proximity to the hospital was ideal for this proposed independent senior living complex, which was recently confirmed by a completed market study of the area.

COMMUNITY SERVICES

The Village and surrounding area residents enjoy access to 10 Village public parks, totaling 212 developed acres. An additional 20 acres of parkland area will be developed over the period of 2011-2015 in two new developing areas of the Village.

In June 1999, the Village opened its state-of-the-art aquatic center. The center is entirely modern, with a gradually sloping bottom that starts at zero depth, a 300-foot flume slide, multiple water sprays, and a water chute. More than just a place to swim, the “family-friendly” facility also includes a sandy play area for younger children, a water volleyball court, poolside deck chairs and a picnic area.

In June 2008, the Village was able to complete a project like no other in the area – the 8,000 square foot skate park designed and built by nationally-renowned Dreamland Skate Parks. An estimated 2,500 skaters from as far away as Virginia and Washington State have used the facility in 2008. A similar number of skaters have utilized the facility in 2009 and 2010. The skate park was built at Kennedy Park and is adjacent to the aquatic center facility.

Also in 2008, the Village constructed a walking path, ball diamond, soccer fields, and the installation of site amenities to the newest Village park, namely Machmueller Park. The design for a new 9-hole disc golf course was completed in 2008 and was constructed at Machmueller Park in 2009.

The Village of Weston plays a vital role in the recreational lives of Marathon County citizens. The Village is the trailhead for the 87-mile Mountain Bay Recreational Trail, which links the Wausau metro area with Green Bay. In 2002-2003, the Village (in conjunction with the Wisconsin Department of Natural Resources) had linked the Mountain Bay Trail with downtown Wausau through the creation of a 2.7-mile biking/hiking trail along the Eau Claire River. To date, the Village had received \$88,000 in grant funds from the State of Wisconsin-Department of Natural Resources in order to develop this prime recreational/nature trail for the metro area. A 2-mile paved trail was constructed alongside Camp Phillips Road (County "X") in 2006 to connect the hospital complex area with the YMCA in the Village of Weston.

In 2010, the Village began the design and construction of a pedestrian bridge on Birch Street over STH 29. Federal grants were awarded in the amount of \$1,320,000 to partially finance the construction phase of the bridge. It is scheduled to be completed in the fall of 2011, and it will connect the existing walking paths in the Village that are both north and south of STH 29 at the present time. In October 2010, the Village also was awarded a state transportation grant of \$546,400 towards the future construction of additional bicycle and pedestrian facilities during the period of 2011-2014.

In 2001, the Village had become the home of a 12,000 square-foot facility that houses the first-in-the-nation joint Boy-Girl Scouts training center. The Wausau Woodson YMCA constructed a multi-purpose annex in the Village in 2004 and opened in February 2005. An expansion to the YMCA facility was begun in 2008 and was completed in 2009. The multi-faceted expansion included adding racquetball courts to the main building and added equestrian facilities to the YMCA property.

The D.C. Everest School District serves the Villages of Weston and Rothschild and the City of Schofield. The District operates ten schools with the largest elementary, middle school, junior high, and senior high schools all located in the Village of Weston. The District had constructed a \$12 million middle school, directly adjacent to the Weston Business Technology Park, which opened in September 2002. In February 2005, a school referendum was approved by the voters to build a new elementary school adjacent to the new middle school. The construction for the new elementary school began in 2005, with the opening of the new school in September 2006. The District also operates the Greenheck Fieldhouse – a state-of-the-art athletic facility. In 2010, the Greenheck Fieldhouse hosted the North American Short Track Speedskating Championships.

The University of Wisconsin operates a two-year extension campus in the City of Wausau, approximately 10 miles from the Village. The campus offers a complete liberal arts and pre-professional curriculum for freshmen and sophomores. In addition, the University recently began several offerings in four-year programs. Many students transfer to campuses in Madison, Milwaukee, or Stevens Point to complete their undergraduate education.

The Northcentral Technical College (NTC) is also located in the City of Wausau. The College offers two-year associate degrees in 24 different fields, 11 technical diplomas, 11 apprenticeship programs, and 25 certification programs. Special programs offered at NTC include a laser technology course, one of only three such programs in the country, and a technical training course for the hearing and visually impaired. Rasmussen College and Globe University have opened up satellite locations for college education in the Wausau metro area during 2009 and continued to expand program choices throughout 2010.

The Marathon County Health Care Center, located in the City of Wausau, is a partner to a tri-county health facility called North Central Health Care Facilities. Marathon County Health Care Center is a comprehensive mental health facility, offering service in the areas of mental health, alcoholism and drug abuse, and developmental disabilities.

The Wausau Hospital, a 220-bed general acute care facility, has as its primary service area all of Marathon County, which accounts for 85-90% of the patient load. The hospital employs a total staff of about 1,800. A wide range of specialties are available at the hospital and include cardiology, cardiovascular/thoracic surgery, emergency service, family practice, internal medicine, neurosurgery, oncology/hematology, pathology, psychiatry, radiology, and urology.

FINANCIAL INFORMATION

Village management is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Village are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP). The internal control structure is designed to provide reasonable, but not absolute, assurance that the financial statements will be free from material misstatement. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management. As a recipient of federal, state and county financial assistance, the Village also is responsible for assuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations. This internal control structure is subject to periodic evaluation by management, its independent auditors and audit staffs of the state and federal governments. The results of tests and examinations for the fiscal year ended December 31, 2010, recognized that the Village continues to exercise due diligence in the segregation of duties. The goal here had been to sustain a high level of internal control procedures in order to continue to protect the assets of the Village.

The Village maintains strong budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated operating and capital improvements budgets adopted by the Village Board. Annual budgets are adopted for all funds, including the activities of the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Funds, Enterprise Funds, and Internal Service Fund. Even though an annual operating budget is adopted, a two-year financial plan is compiled for all Village operating funds in order for Village management to systematically plan for increasing service level costs while state aid resources have been frozen or have been reduced in recent years.

Five-year financial plans are adopted for capital improvement projects. Budgetary control is maintained through expenditure limitation at the defined cost center level (a cost center can be a fund, major program, department or specific activity for which control of expenditures is considered appropriate). Proposed expenditures for which moneys were not previously appropriated, or which result in an overrun of budget control balances, may not take place without additional appropriations made available through Village Board approval.

An explanation of the Village's accounting policies is contained in the notes to the financial statements, which are an integral part of this report. The notes explain the basis of accounting for each major fund type, describe the purpose of the funds used, and provide other significant information.

As demonstrated by the statements, schedules and notes included in the **Financial Section** of this report, the Village continues to meet its responsibility for sound financial management.

Relevant Financial Policies. Over the years, through sound fiscal management, the Village has positioned itself well to weather economic downturns, create a positive atmosphere for economic development, and allow flexibility in addressing budgetary challenges. As of December 31, 2010, the Village's General Fund has an unreserved and undesignated fund balance of \$2,714,668, which represents 36.6% of total expenditures. Traditionally, the policy has been to maintain General Fund reserves at a minimum of 16.67% to 33.33% of expenditures. As the Finance Committee, Village Board, and Village staff have already begun preliminary discussions of the 2012 budget, there has been some discussion to lower the maximum percentage and allow the Village to cut into reserves slightly to maintain services and programs at the present levels during these tough economic times. The Village was able to create and adopt the 2011 budget without a need to change the policy, but a change may be requested in the future. Discussion of creating a tax stabilization fund has also been reviewed and will be formally enacted before the 2012 budget is adopted in November 2011.

Further, the Village's debt policy was adopted to ensure that long-term debt is utilized in a fiscally prudent manner. As part of that policy, the Village seeks to achieve above average principal retirement, especially for general obligation ("G.O.") debt, and maximizes flexibility for the Village's long-term interests by including features such as call provisions in its debt issues and permitting the issuance of taxable Build America Bonds ("BAB's") that provide for a 35% interest rebate from the Federal Government over the life of the debt issuance. Both of these concepts are evident in the 2010 financial statements, which reflect an advance refunding of callable debt and the issuance of the Taxable General Obligation Promissory Notes (Series 2010B) which both achieve interest savings.

Finally, the Village's operating budget policy specifically has a goal of achieving structural balance over the long-term. Despite revenue challenges resulting from the current economic situation, the 2010 results for the general fund show an excess of revenues over expenditures due to specific management actions taken, among other factors, that lowered expenditures in comparison to budget. In addition, the Village's assessed tax rate was set at the \$5.08 level for the third consecutive year. The budget philosophy of the Village historically has been one of stability in budgets, taxes, and user charges.

Tax Increment Financing (“TIF”) Districts. The Village has been active, aggressive and successful in its economic development projects funded through Tax Incremental Financing. The Village created Tax Increment Financing District #1 (TIF #1) in 1998. The primary areas for development in TIF #1 are in the Weston Business Technology Park (“the Park”) in the eastern portion of the district and the Putnam Capital Management Development (formerly the Stone Ridge Development) in the western portion of the district. The first tenant of the Park moved into their new facility in the fall of 2000. The remaining parcels of the Park will be developed during 2001-2013. Due to the continual high level of demand for land in the Village of Weston to be used for commercial or light manufacturing purposes, the Village purchased additional acreage that is immediately west of the existing Park in 2005 and south of the existing Park in 2007 and installed the necessary capital improvements to the park expansion to meet the demand of future tenants in the Park.

The Putnam Capital Management Development had several tenants by the end of 2010, including a gas station/convenience store, a credit union, a tire store, a Marriott hotel, and a regional bank. However, the most significant impact to this development was the construction of the new Weston Medical Center Complex, which includes St. Clare’s Hospital, Marshfield Clinic, and the Ministry Health Care Group. The medical center complex is expected to generate \$45-\$50 million in new taxable increment all by itself. The medical complex opened in October 2005.

In the past twelve years of TIF District #1, the district has generated \$177,744,100 in new property tax base. Present calculations for the district indicate over \$300 million in projected new commercial and manufacturing tax base over the life of the district. The district is estimated to be able to close by 2017 with the present known projections, which would be exactly on schedule (year 2017) according to the original TIF district plan. It is expected that because of the construction of the new medical complex within the TIF District, additional retail and commercial development will soon arrive to the area and likely enable TIF District #1 to fund all obligations earlier than the present 2017 expectations.

The Village created an Environmental Remediation Tax Increment Financing District in 2001. The Village has completed the cleanup costs of the project and worked with a developer to construct a new car wash facility on the former gas station site. The construction of the facility took place in 2003. By 2010, the district has generated \$2,602,800 of new property tax base. The Environmental TIF District funded all obligations in 2010, and the TIF District was closed which was six years ahead of schedule with the original TIF district plan, within the maximum allowable 16-year life of the district (year 2016).

In 2004, the Village Board approved the creation of TIF District #2, which is also called the Schofield Avenue Business Corridor. The boundary was expanded and approved in January 2005. The district generated \$17,788,100 in new property tax base by 2010, the sixth year of new tax increment. Present calculations for the district indicate over \$30 million in projected new commercial tax base over the life of the district. The district is estimated to be able to close by 2016 with the present known projections.

At the end of 2010, the Village had two active TIF districts. The following table summarizes the Village's TIF district property value status:

<u>TIF #</u>	<u>Year Created</u>	<u>Base Equalized Value</u>	<u>2010 Equalized Value</u>	<u>Tax Increment</u>
1	1998	\$15,241,600	\$192,985,700	\$177,744,100
2	2004	34,853,000	52,641,100	17,788,100
				<u>\$195,532,200</u>

INDEPENDENT AUDIT

State statutes require an annual audit by independent certified public accountants. The Village selected the accounting firm of Clifton Gunderson LLP. The independent auditor's report on the financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Village of Weston is included in the financial section of this report. In addition to meeting the requirements set forth by the American Institute of Certified Public Accountants, the audit also was designed to meet the requirements of the *Government Auditing Standards*, issued by the Comptroller General of the United States. For 2010, the Village did not meet recipient grant level single audit benchmarks; therefore, no single audit was necessary. Clifton Gunderson concluded based upon its audit procedures that the Village's financial statements for the year ended December 31, 2010, are fairly presented in accordance with GAAP. The independent auditor's report is included as the first section in the financial section of this report.

REPORTING GOALS AND FUTURE ACHIEVEMENTS

This report is the eleventh year that the Village has prepared a Comprehensive Annual Financial Report (CAFR), which allows the Village to publish an easily readable and efficiently organized comprehensive annual financial report for all readers, both elected and non-elected. The report satisfies both generally accepted accounting principles and applicable legal requirements.

The Government Finance Officers Association of the United States and Canada ("GFOA") awarded a Certificate of Achievement for Excellence in Financial Reporting to the Village of Weston for its comprehensive annual financial report for the fiscal years ended December 31, 2003 through 2009. The Village did not submit its CAFR to the GFOA award program until 2003 for the first time. A Certificate of Achievement is valid for a period of one year. We believe that the 2010 Comprehensive Annual Financial Report continues to meet the Certificate of Achievement Program's requirements, and we will submit it to the GFOA to determine its eligibility for another certificate.

CONTINUING DISCLOSURE REQUIREMENTS

In compliance with Securities and Exchange Commission (SEC) Disclosure Rule 15c2-12(b)(5), and according to terms of the Village's Official Statement for issuance of debt, tables in the **Statistical Section** and **Notes to Basic Financial Statements** incorporate specific financial information for the benefit of existing and potential investors in the Village's securities. The Village has voluntarily filed its CAFR with all designated national repositories (NRMSIR) and will continue that practice in fulfillment of its obligation under the SEC Rule. Timely notice of material events enumerated in the Rule will be provided to appropriate authorities as prescribed.

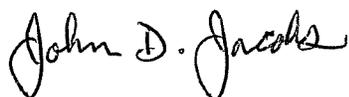
ACKNOWLEDGEMENTS

The preparation of the Village's Comprehensive Annual Financial Report on a timely basis was made possible by the dedicated service and commitment of the members of the Finance, Public Works, Parks, Community Development, Fire, and Everest Metro Police Departments. They have my sincere appreciation for their individual contribution in preparation of this report.

I also want to recognize Clifton Gunderson LLP, audit management team, for their dedication, expertise, and patience that contributed significantly to the report quality and adherence to professional accounting standards.

And closing, I would like to thank the Village Board and Administrator for their leadership and support in the planning and conducting of the financial operations of the Village in a responsible and progressive manner. Without that support, preparation of this report would not have been possible.

Sincerely,



John D. Jacobs, CGFO/CPFO
Finance Director/Treasurer

Certificate of Achievement for Excellence in Financial Reporting

Presented to

Village of Weston
Wisconsin

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
December 31, 2009

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



President

Executive Director

**VILLAGE OF WESTON
DIRECTORY OF OFFICIALS
2010 – 2011
(at December 31, 2010)**

PRESIDENT OF THE VILLAGE BOARD

Fred Schuster

VILLAGE TRUSTEES

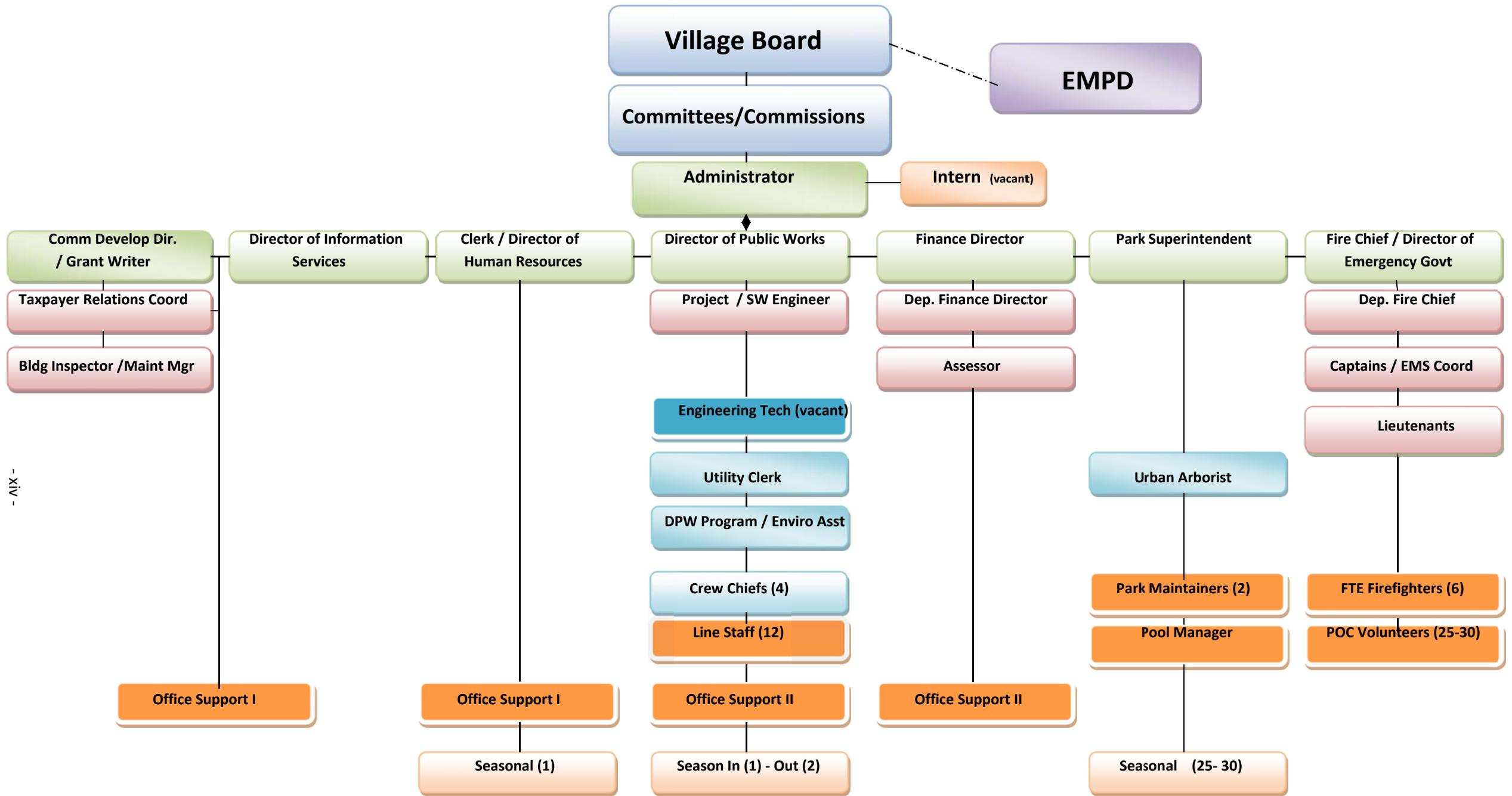
Barbara Ermeling
Sharon Jaeger
Mark Maloney
Karen Schmutzler
Loren White
Jon Ziegler

VILLAGE ADMINISTRATOR

Dean Zuleger

VILLAGE OFFICIALS

Village Clerk/Human Resource Director	Sherry Weinkauf
Director of Public Works	Keith Donner
Finance Director	John Jacobs
Community Development Director	Jennifer Higgins
Fire Chief	Steve Meilahn
Park Superintendent	Shawn Osterbrink
Director of Maintenance/Building Inspector	Scott Tatro
Information Technology Director/GIS Technician	Nathan Crowe
Village Assessor	Greg Schmidt
Everest Metro Police Chief	Wally Sparks



- xiv -

VILLAGE OF WESTON ORGANIZATIONAL CHART 2010