

Town of Buchanan

N178 County Road N
Appleton, WI 54915
www.townofbuchanan.org

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TOWN OF BUCHANAN

2012 BUDGET



Adopted by Town Board: November 15, 2011

TOWN OF BUCHANAN 2012 BUDGET

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Appendices

Appendix A:	Town Organizational Chart
Appendix B:	Budget and Financing Policies
Appendix C:	Town of Buchanan Vision & Goals

TOWN BOARD

Mark McAndrews, Chairperson (Term expires April 2013)
Robert Mani, Supervisor I (Term expires April 2013)
Brian Lynch, Supervisor II (Term expires April 2012)
Aaron O'Neill, Supervisor III (Term expires April 2013)
Brian Starszak, Supervisor IV (Term expires April 2012)

PLAN COMMISSION

Jerry Wallenfang, Chairperson
Mark McAndrews
Aaron O'Neill
Faith Opsteen
Jim Van Stippen
Mary Van Wychen
Jon Lamers

BOARD OF ADJUSTMENT

Faith Opsteen, Chairperson
Jerry Wallenfang
Justin Hansen

BOARD OF REVIEW

Mark McAndrews
Robert Mani
Brian Lynch
Aaron O'Neill
Brian Starszak
Jerry Wallenfang
Al Lamers

PARK COMMITTEE

Ad-Hoc (no formal appointments)

All Town meetings are held at the Buchanan Town Hall, N178 County Road N, Appleton. The Town of Buchanan website (www.townofbuchanan.org) provides all meeting minutes and agendas. All agendas are posted in three locations within Town.

TOWN STAFF

Administration

Angela Gorall, Administrator/Clerk
Molly Diedrich, Treasurer
Colleen O'Brien, Deputy Clerk
Patty Hennessey, Admin. Assistant

Assessor

Accurate Appraisal, LLC

Attorney

Paul Cornett; Van Hoof, Van Hoof &
Cornett

Buchanan Sheriff's Deputies

Rachael Miller, Deputy
Clint Kriewaldt, Deputy
Jim Burke, Deputy
Travis Linskens, Deputy

Building Inspector

Paul Hermes

Emergency Services

Michael Grones, Fire Chief (Retiring
12/31/11)
Lisa Van Schyndel, EMS Chief &
Emergency Management Coordinator

Engineer

Cedar Corporation

Maintenance

Jim Goldapske, Maintenance Worker

TOWN VISION

The vision for the Town of Buchanan was identified in the Town's 2007 Comprehensive Plan and continues to serve as an overall community vision.

Buchanan is a unique, thriving, and prosperous community that invites opportunity for involvement from all in creating and implementing its vision for 2025 and beyond.

Buchanan is "the place" for living in the Fox Cities. It offers a great location, excellent schools, attractive parks, a network of trails, and quality housing choices for its many residents. Town planning has successfully blended development with natural areas and agricultural uses.

We envision Buchanan as a community that values cooperation and harmony among government, the business sector, citizens, civic organizations and surrounding communities.

The community is known for its spirit of neighborliness, compassion, cooperation and mutual respect for all.

BACKGROUND & GENERAL INFORMATION

INFORMATION, STATISTICS & DEMOGRAPHICS

General

- Established 1858
- Area in square miles: 18.4
- Population: 6,755 (2010 Census), 6,894 (WDOA 2011 Estimate)
- 2020 population projection: 10,047 (WDOA)
- Town Board: 5 members; Plan Commission 7 members
- Full-Time employees: 2; Part-Time employees: 3.5; Seasonal employees: 2

Finance

- 2011 total budget: \$2,371,625
- 2011 (budget year) Town tax rate: \$2.61/\$1,000 valuation
- 2011 (budget year) total assessed valuation: \$575,729,600
- Total G.O. debt: \$835,000

Public Safety

- Volunteer fire department (Buchanan Fire & Rescue)
- Number of volunteer firefighters: 32
- Volunteer EMS squad
- Number of volunteer EMS squad members: 9
- Law enforcement contracted from Outagamie County Sheriff's Department
- Number of contracted police officers: 4.25

Infrastructure

- Total road miles: 46.10
- Sewer/water services provided by the Darboy Joint Sanitary District for portion of the Town
- Number of Town parks: 4 (1 park jointly owned with Town of Harrison)
- Town owned parkland: 25.37 acres

Contracted Services

- Building inspection, property assessment, garbage and recycling services, legal, engineering and general public works including snow removal

For a descriptive history of the Town of Buchanan refer to the Town website.

LOCATION

The Town of Buchanan is located in the southeastern portion of Outagamie County, Wisconsin and is a unique blend of rural and urban development. Buchanan shares a common boundary with the communities of Appleton, Kimberly, Kaukauna, Combined Locks and the Towns of Harrison, Holland, Wrightstown and Woodville.

The Town is serviced by major roads including STH 441, STH 55, CTH KK (Calumet Street) and CTH CE (College Avenue). The Town adopted an Official Map in January 2010 detailing existing and planned roads and transportation features. Town maps, including the Official Map, and maps included in the Town's 2007 Comprehensive Plan are available on the Town website.

BUCHANAN TOWN GOVERNMENT

The Town is served by a five member Town Board, all of which are elected for two year terms. A full-time appointed Administrator/Clerk manages the affairs of the Town Board and day to day operations of the Town. The Town Board meets to conduct Town business on the third Tuesday of the month at 7:00 p.m. The Town Chairperson is the chief elected official and has the responsibility of directing the Town Board. The Town Board is elected by numbered seat and is accountable to electors town wide. For an organizational chart of the Town of Buchanan see Appendix A.



Sewer and water services are provided to the urbanized portion of the Town by Darboy Joint Sanitary District No. 1. The District operates as a separate organization and also serves the neighboring Town of Harrison.

A portion of the Town is also served by the Garners Creek Storm Water Utility (garnerscreekutility.org). The Utility serves the Town as well as the Town of Harrison and Village of Combined Locks. The purpose of the Utility is to reduce flooding, improve stream bank erosion and enhance water quality along Garners Creek and its tributary streams.

SCHOOL DISTRICTS

The Town is served by four school districts as listed below.

- Kimberly School District (<http://www.kimberly.k12.wi.us/>)
- Kaukauna School District (<http://www.kaukauna.k12.wi.us/Pages/Default.aspx>)
- Appleton School District (<http://www.aasd.k12.wi.us/>)
- Wrightstown School District (<http://www.wrightstown.k12.wi.us/>)

TOWN BUDGET PROCESS

Through the budgeting process, funds received from tax collections, special charges, user fees and grants are transferred into tangible goods and services. The Town Board sets the goals and priorities for the coming year while being mindful of future needs and priorities.

The Town budget process is initiated annually by the Administrator/Clerk who submits a budget development calendar to elected officials and department heads detailing the annual process, deadlines and meeting dates. The budget process in the Town of Buchanan is consistent with Town budget and financing policies adopted by the Town Board in September of 2007 and most recently amended in March of 2010. A public hearing on the budget is typically scheduled in mid November along with the required meeting of Town electors. The Town Board then formally adopts the budget at a regularly scheduled Board meeting. All adopted budgets are balanced, meaning expenditures are equal to revenues.

Town Administrator's Budget Message





TOWN ADMINISTRATORS BUDGET MESSAGE

October 18, 2011

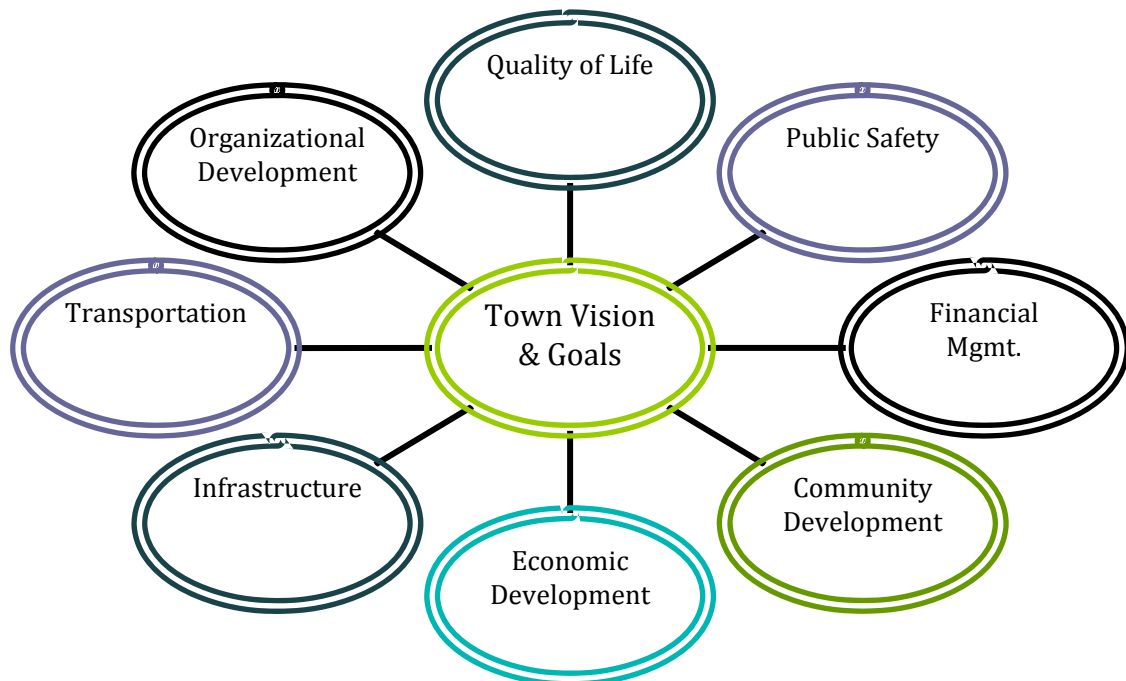
Honorable Members of the Town of Buchanan Town Board:

We are pleased to present to you the 2012 budget for the Town of Buchanan. This document serves to improve the transparency of the budget process and improve the decision making ability of the Town Board. The budget strives to continue the Town's commitment to prudent financial management, effective service delivery and providing the highest quality of services to the citizens of the community. Buchanan continues to be a strong, financially sound municipal government.

The fiscal year 2012 budget is a financial plan that is moving our Town toward achievement of its vision and goals within the constraints of available resources. The budget document is a means for allocating the resources of the Town to a variety of services necessary to protect and enhance the community, improve infrastructure and provide quality administration and oversight.

Eight Strategic Areas for Vision & Goals

See 2012 Performance Measurement section for further detail on implementation of eight strategic area goals.

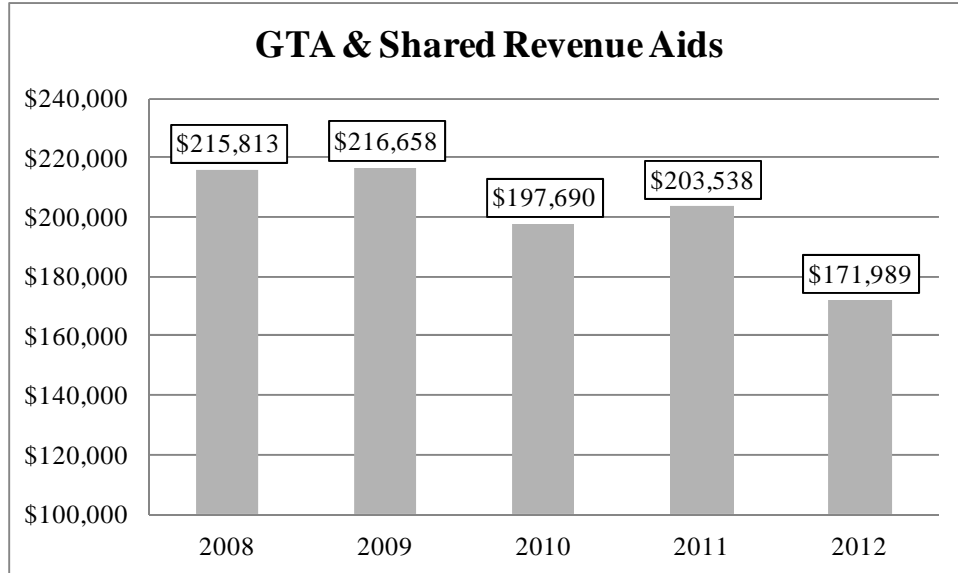


STATE LEVY LIMITS

The Town continues to be constrained in its ability to increase the property tax levy by State imposed levy limits. Under 2011 Wisconsin Act 32, in 2011 and in all future years, the Town is allowed to increase its levy over the amount it levied in the prior year by the percentage increase in equalized value from net new construction or zero percent. The Town can only exceed limits if approved by referendum. Carry forward of an unused portion of the previous year's levy may occur up to a maximum of 0.5% and an extraordinary vote of the Town Board. Levy limits continue to not apply to debt service on G.O. debt authorized after July 1, 2005. From 2010 to 2011 the Town experienced a 1.256% growth in net new construction, therefore the Town is allowed to increase its levy by this amount for 2012. In the previous year, the Town experienced a 1.245% growth.

STATE OF WISCONSIN MAJOR AIDS

Monetary aids from the State of Wisconsin are a major source of Town revenues, particularly General Transportation Aids and State Shared Revenues. The Town will have a 10.0% decrease in General Transportation Aids and a 25% decrease in State Shared Revenues for 2012. The following table illustrates the decreasing funding received from these two State aid revenues.



2012 BUDGET MAJOR FIGURES

The 2012 approved budget calls for the following:

- ❖ \$2,350,023 in total expenditures, 0.9% decrease from 2011.
- ❖ \$1,500,000 Town tax levy, 0% increase from 2011.
- ❖ Tax rate of \$2.61/\$1,000 of assessed value.
- ❖ Special charge for residential waste collection/disposal of \$100.00, increase of \$11.00 from 2011.

OTHER FISCAL CONSIDERATIONS & CHALLENGES

The financial environment in which this budget has been created continues to be one of difficult economic conditions. Neither the Town nor its residents are isolated from the overall economic conditions experienced at the national level. Local business closures, layoffs and decreases in the housing market are increasingly evident for the Fox Valley region which affects the ability of residents to pay for fees and property taxes. Low interest rates on Town investments, lack of new revenue sources as well as other revenue reductions are also evident.

The priorities and funding recommendations for the 2012 fiscal year reflect the conditions of the current economy and challenges ahead. The budget is a continuation of previous Town strategic discussions, the comprehensive plan, a human resource and organizational study completed in 2009 and other short and long range plans and reports.

The level of housing, commercial and industrial growth the Town experiences is a significant factor in the Town's overall tax base. Both housing and commercial growth have slowed considerably. The availability of land for new commercial and industrial growth combined with overall economic conditions has resulted in no new commercial or industrial buildings to date. Inquiries for development projects have slowly increased, but only minor improvements have been permitted to date. The Town will need to evaluate how the tax base can be enhanced through economic development recognizing the future constraints the Town will face.

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2011 Key Development Statistics (to date)

- 6 Single family homes
- 0 Two-family/Multi-family homes
- 0 Subdivisions
- 1 Commercial-industrial permits (new buildings)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

There are several other key fiscal challenges that face the Town of Buchanan which have made balancing the budget an increasingly challenging task.

- Opportunities for grant funding continue to be highly competitive for both public safety and transportation related grants.
- Balancing mandated employee contribution changes to the Wisconsin Retirement System with the need to maintain a small, but high quality, workforce.
- Town's equalized value increased by 1.16% since last year. Town's total assessed value decreased by 0.12% since last year.
- For 2012, the Town does not have any funds available through long-term borrowing. The 2008-2010 budgets were supported by a promissory note for capital projects.
- Funding the CTH CE/Van Roy Road/Eisenhower Drive roundabouts project has placed a significant constraint on the Town's ability to fund other capital projects.
- Mandates related to stormwater management, traffic signage, emergency radios, elections and other areas will continue to be a significant factor in budget development.
- Completion of emergency repairs to the Allison Drive bridge/culvert causing a reduction in the Town contingency fund.
- Risk of further annexations by neighboring municipalities and lack of growth areas served by sewer/water services making long-term planning uncertain.

Overall, the Town may be facing some continued financial challenges, but this environment also serves as an opportunity to propose or make changes which may not otherwise be possible. The Town has done a good job on working with neighboring municipalities and evaluating service contracting to identify opportunities for cost savings.

ASSESSED VALUE & BUDGET EFFECT ON RESIDENTS

The total assessed value of the Town is \$575,054,000, a 0.12% decrease from the previous year. The 2012 budget, as presented, results in a tax rate of \$2.61 per \$1,000 of assessed value. For a \$200,000 assessed property, this results in a total Town tax of \$522, a \$0 increase from last year (not including any changes to special charges).

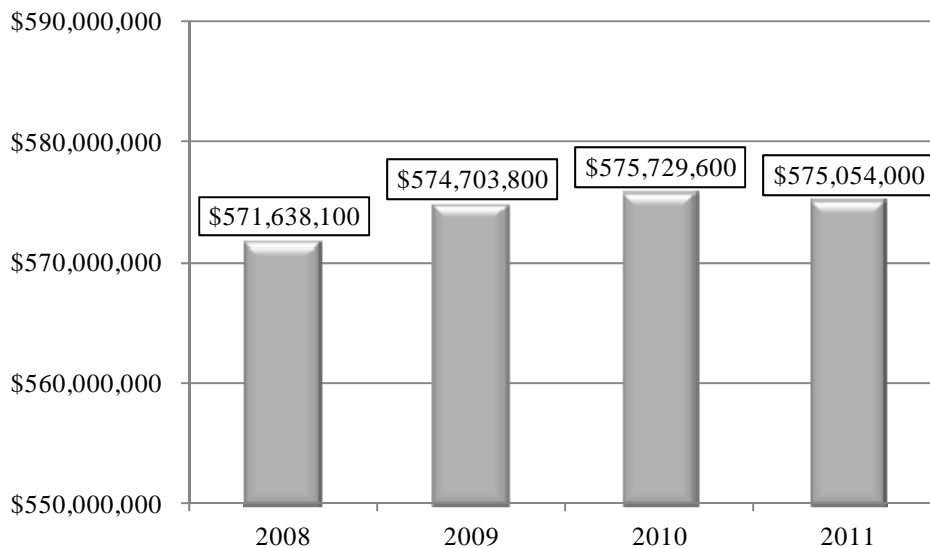
The following charts display the Town's total assessed values from 2008 through 2011 (2012 budget) as well as the Town's tax rate for the same period.

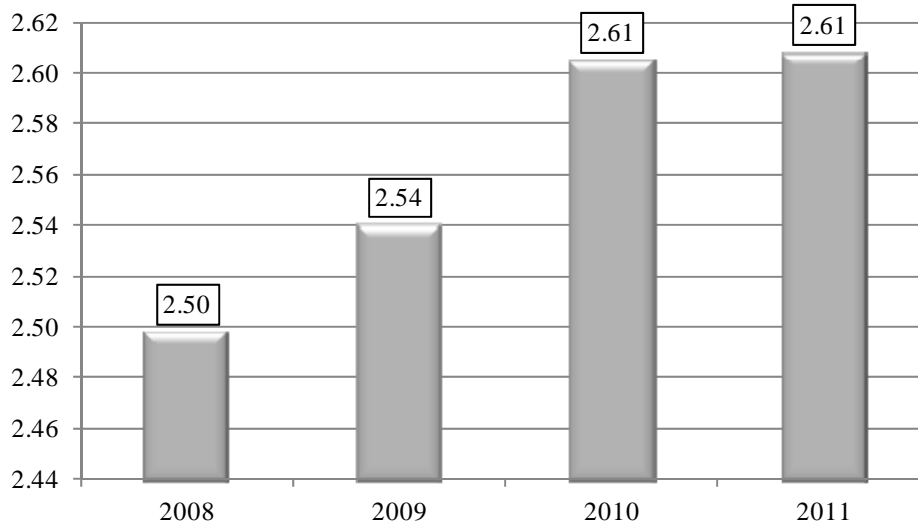
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Top 5 Assessed Properties
(in millions)

- Gentry Drive Apt's (\$11.2)
- Lowes (\$9.5)
- Marcus Cinema (\$8.8)
- Festival (\$6.0)
- Kohl's (\$4.8)

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The following table shows the effect of the tax rate increase on various assessed values. For example, a property assessed at \$200,000 paid \$522 in taxes to the Town in 2011. The 2012 budget tax rate of 2.61 would therefore result in a \$0 tax rate change (not including any special charges).

Town Tax Rate		Assessed Value of Property			
		\$150,000	\$200,000	\$250,000	\$300,000
2010 (11 Budget)	2.61	\$392	\$522	\$653	\$783
	2.60	\$390	\$520	\$650	\$780
2011 (12 Budget)	2.61	\$392	\$522	\$653	\$783
	2.62	\$393	\$524	\$655	\$786
	2.63	\$395	\$526	\$658	\$789
	2.64	\$396	\$528	\$660	\$792
	2.65	\$398	\$530	\$663	\$795
Town Tax Rate		Tax Increase from 2010 Rate			
		\$150,000	\$200,000	\$250,000	\$300,000
2011 (12 Budget)	2.61	\$0	\$0	\$0	\$0

OVERVIEW OF PERSONNEL & SALARIES

One of the most valuable assets the Town of Buchanan has is its loyal, well trained and dedicated employees and volunteers. To ensure this important aspect of Town operations is being well planned for, the Town completed a human resource and organizational study in 2009. This extensive study closely reviewed the overall organization of the Town, service delivery in specific areas, job descriptions, benefits and salary/pay scales for employees. Overall, the study noted that salaries and benefits were generally low when compared to other surveyed communities of similar size. The Town Board continues to closely review and utilize this study and has been implementing its recommendations when feasible and necessary.

The budget continues the Town philosophy of keeping a limited workforce and accomplishing many key services through the use of contracting. The following table displays current Town positions and associated salaries as well as changes for 2012. There are no planned new positions for 2012.

Position	Classification	2011 Budget	2012 Budget
Administrator/Clerk	Full Time/Salary	\$69,500	\$71,600
Deputy Clerk	Part Time/Hourly	\$19.48/hour	\$20.06/hour
Administrative Assistant	Part Time/Hourly	\$15.82/hour	\$16.51/hour
Maintenance Worker	Part Time/Hourly	\$16.06/hour	\$16.54/hour
Assistant Maintenance Worker	Seasonal/Part Time/Hourly	\$10.48/hour	\$10.58/hour
Emergency Mgmt. Coord./EMS Chief	Full Time/Salary	\$45,000	\$45,900
Fire Chief	Volunteer/Stipend/ Hourly for Inspections	\$17,500/ \$17.50/hour	\$15,000
Treasurer*	Part Time/Hourly	\$15.43/hour	\$15.58/hour

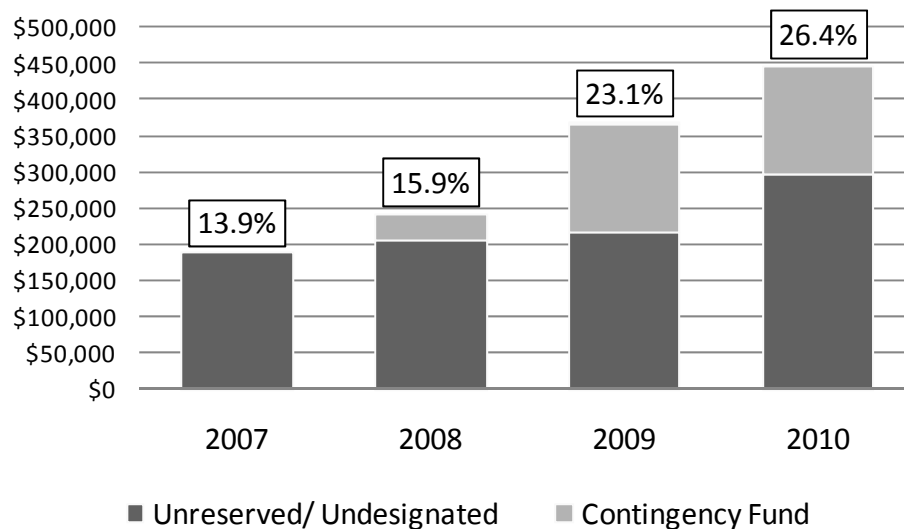
*As of April 2011, the position was transitioned to appointed with an hourly wage.

For detail on compensation and benefits for volunteer firefighters, volunteer EMS, Sheriff's deputies and other contractors refer to the associated department budget.

FUND BALANCE HEALTH

A significant focus of Buchanan's financial health continues to be building a contingency fund. Through frugal spending, the Town has been able to build a reserved contingency fund which was at a zero balance in 2007. The Town's adopted Budget and Financial Policies identifies a fund balance/contingency goal of 15% to 25% of the operating budget. The following chart shows the balance of the Town's designated contingency fund and unreserved/undesigned funds at year end. Percentages indicate the level of total funds in relation to the Town goal. For the first time in 2010, the Town actually exceeded its 25% goal. The Town should continue to focus on adding funds into the segregated contingency fund as a means to have funds permanently set-aside. Unreserved and undesigned funds can fluctuate year to year and are part of the Town's overall general fund.

In 2011, the Town Board authorized the use of the contingency fund for emergency repairs to the Allison Drive bridge/culvert which will affect the total balance and achievement of Town goals for 2012. Half the cost for the Allison Drive project will be reimbursed in 2012 through the County Bridge Aid program and transferred back to the contingency fund.



CLOSING

The Town of Buchanan has now reached a phase in its development, as a community and as an organization, in which prioritization is fundamental. Many projects and programs that have been identified as key to reaching our vision and goals cannot be completed without the sacrifice from another project or program. Improving strategic thinking and planning into the budget process along with performance measurement will take the Town into its next phase. Through the commitment of the Town Board and dedicated staff/volunteers, the desired future for Buchanan can be achieved.

Respectfully Submitted,

Angela Gorall

Angela Gorall
Town Administrator/Clerk

2012 PERFORMANCE MEASUREMENT

Performance measures in local government gauges the quantity, quality, efficiency and impact of work of a government. Assessment of performance can include the following measures:

- Productivity, which quantifies the outputs and inputs of an organization and may express the two as a ratio.
- Effectiveness, which determines the relationship of an organization's outputs to what an organization is intended to accomplish.
- Quality, which examines an output or the process by which an output is produced. Attributes such as accuracy, thoroughness, complaints, etc.
- Timeliness, which evaluates the time involved in producing an appropriate output.

The 2010 Budget served as the first step in integrating budgeting and performance measurement. Throughout 2010, internal steps were taken to increase the availability of measures and accuracy for this purpose. The 2012 budget strives to increase the performance measurement system of the Town; however continued work will be required to develop more accurate measures and measures that further aid in decision making.

The goal of the Town performance measurement system is to have measures based on the Town's vision and goals within the eight listed strategic areas. The goals within each strategic area are also listed.

QUALITY OF LIFE – STRATEGIC AREA

- Maintain the environmental assets and rural character of the community so that it continues to be an attractive place to live.
- Develop a Town park system based upon neighborhood parks and nature-based facilities and encourage community involvement in facility development and improvement.
- Preserve or improve the quality of existing neighborhoods and maintain housing values over time.
- Preserve and protect the Town's historical resources to promote the cultural and general welfare of residents of Buchanan and provide for a more interesting, attractive and vital community.

Quality of Life	Unit	2009 Actual	2010 Actual	2011 YTD
Park Committee	Meetings	4	6	5
Avg. Attendance Park Meetings	# People	4.5	3.3	2.3
Summer Park Program	# Events	7	9	8
Town Owned Parkland	Acres	25.37	25.37	25.37
Wayfinding Signs Installed	#	0	2	0
Park Impact Fees Collected	\$	NA	\$20,280	\$1,828
Residential Assessed Value	\$	\$411,450,400	\$412,704,500	\$415,692,500

PUBLIC SAFETY – STRATEGIC AREA

- Continue to ensure that Buchanan is a safe community by meeting or exceeding recognized standards for public safety.
- Continue to improve the internal and external quality of departments to ensure the long-term viability of volunteer services that exceed community needs.
- Continually evaluate contracted public safety providers to ensure Town needs are being met effectively.

Public Safety	Unit	2009 Actual	2010 Actual	2011 YTD
EMS Squad Calls	#	143	192	156
EMS Drills	#	12	12	9
Fire & Rescue Calls	#	88	101	60
Burning Permits	# Permits Issued	376	295	238
Fire Inspections	# Comp.	226	281	253
Fire Drills	#	NA	36	TBD
Avg. Service Fire/EMS Members	Years	NA	NA	9.7
Volunteer Service Recognitions	# Comp.	NA	22	10
Law Enforcement Deputies	FTE Staff	4.25	4.25	4.25
Deputies Incidents	# (Crime View)	NA	NA	2,032
Deputy Quarterly Reports Completed	#	NA	0	3

FINANCIAL MANAGEMENT – STRATEGIC AREA

- Implement the Town’s Budget and Financial Policies with a focus on collateralization of accounts, maintaining fund balances/contingencies and monitoring the Town Purchasing Policy.
- Continue to refine the Town’s annual budget report to allow additional transparency to residents and incorporate the practices of performance management.

Financial Management	Unit	2009 Actual	2010 Actual	2011 YTD
Operating Budget	\$	1,580,150	1,644,153	\$1,693,115
Operating Cost Per Capita	\$	\$236.13	\$245.87	\$245.59
Debt Service	\$	\$196,817	\$191,371	\$185,953
Contingency Fund Used	\$	\$0	\$0	\$35,200
Total Assessed Value	\$	\$574,703,800	\$575,729,600	\$575,054,000
Assessable Parcels with Improvements	#	2,272	2,277	2,277
Board of Review Completed	Date	7/20/09	7/13/10	7/27/11
Net New Construction	%	3.004%	1.245%	1.256%
Accounts Collateralization	%	NA	75% (est.)	100%

COMMUNITY DEVELOPMENT – STRATEGIC AREA

- Continue to focus on the implementation of the Town’s 2007 Comprehensive Plan and 2008 Open Space and Recreation Facilities Plan as well as continued updates to the Town Municipal Code.
- Maintain open space, natural areas and farmland to preserve the Town’s rural character and support country living.
- Resolve annexation and boundary disputes in a mutually beneficial manner and work to reduce the risk and impact of future annexations.
- Maintain a significant, yet manageable rate of housing development that provides a variety of housing choices for residents in all stages of life.

Community Development	Unit	2009 Actual	2010 Actual	2011 YTD
Plan Commission	Meetings	13	12	10
Board of Adjustment	Meetings	4	3	0
Ordinances Adopted	#	7	3	5

Minor Land Divisions (CSM)	#	9	9	8
Plats	#	1	0	0
Special Exceptions	#	1	2	1
Variances	#	6	3	0
Single Family Home Permits	#	9	11	4
Annexations	#	2	0	2 (+1 Pending)
Land Annexed	Acres	16.51	0	1.37 (+55.9 Pending)
Total Agricultural (per Assessor)	Acres	5,520	5,505	5,493

ECONOMIC DEVELOPMENT – STRATEGIC AREA

- Continue to expand commercial and industrial development opportunities to “grow” and diversify the local economy.
- Through aesthetic improvements, design review and construction standards work to maintain a desirable commercial and industrial sector.
- Develop and maintain a physical, cultural, educational, and recreational environment in the Town that is conducive to business and residential development.

Economic Development	Unit	2009 Actual	2010 Actual	2011 YTD
Site Plans	#	2	3	1
Manufacturing Assessed Value	\$	\$3,927,900	\$3,882,900	\$3,221,500
Commercial Assessed Value	\$	\$131,465,800	\$132,221,200	\$128,769,900
FCEDP Member	Yes/No	Yes	Yes	Yes
HOV Chamber Member	Yes/No	Yes	Yes	Yes

INFRASTRUCTURE – STRATEGIC AREA

- Improve processes, regulations and ordinances to preserve and maintain Town infrastructure through the assistance of a Town Engineer.
- Work to address resident concerns regarding drainage and storm water management through a consistent, efficient and well planned process to ensure equitability and achievement of long-term improvements.
- Improve the Town’s waste management services (garbage, yard waste, recycling) to meet the needs of the community and residents desires in a cost effective manner.

Infrastructure	Unit	2009 Actual	2010 Actual	2011 YTD
Drainage Complaints	#	19	33	24
40% TSS Reduction, Town Portion	%	22% Town, 35% GCSU	TBD	NA
Residential Trash Collected	Tons	1,663	1,709	NA
Recycling Collected	Tons	549	479	NA
Single Stream Collected	Tons	266	473	NA
Yard Waste Collected	Tons	226	262	NA
Appliance Stickers Sold	#	188	151	89
Bulky Item Stickers Sold	#	296	256	138

TRANSPORTATION – STRATEGIC AREA

- Maintain and improve Town roads in a timely and well-planned manner.
- Promote a multi-modal transportation system for efficient, safe and convenient movement of people, goods and services.
- Implement short and long range improvements as found in the Comprehensive Plan, Official Map, CIP and engineering studies. Priority for improvements shall be given for the CTH CE highway corridor.

Transportation	Unit	2009 Actual	2010 Actual	2011 YTD
Avg. PASER, Rural Local	1-10	NA	6.21	5.92
Avg. PASER, Urban Local	1-10	NA	5.97	5.94
Avg. PASER, Urban Arterial	1-10	NA	6.00	NA
Avg. PASER, Urban Collector	1-10	NA	7.03	7.01
Road Paving Completed	Miles	NA	0.52	0.15
Town Managed Sidewalks/Trails	Est. Miles	2.09	1.89	1.89
Improvements in CTH CE Corridor	\$ (actual projects)	\$43,390	\$22,316	\$34,485

ORGANIZATIONAL DEVELOPMENT – STRATEGIC AREA

- Monitor and implement the recommendations in the 2009 Town Human Resource & Organizational Study.
- Maintain and continue to pursue additional opportunities for intergovernmental cooperation and/or regionalization of services.
- Through efficiencies and new technology, continue to improve the Town’s internal processes with a focus on customer service.

Organizational Development	Unit	2009 Actual	2010 Actual	2011 YTD
Town Board	Meetings	19	16	11
Resolutions	Adopted	16	7	5
FTE Employees	#	2	2	2
Newsletters	#	3	4	3
Website Sessions	#	36,966	45,801	38,712
Twitter Followers	#	10	36	45
Twitter Tweets	#	13	139	123
Urban Towns Facilitated	Meeting	NA	NA	3

TOWN GOALS, PRIORITIES AND POLICIES

The Town of Buchanan has completed several efforts to develop overall community goals, priorities and policies. The Town budget continues to reflect the findings of these efforts. The following plans, policies and other documents have been completed to date and should be referenced for more detailed information.

- Human Resource and Organizational Study (completed in 2009)
- Town of Buchanan Comprehensive Plan (adopted 2007)
- Open Space and Recreation Facilities Plan, 2009-2013 (adopted 2008)
- Strategic planning sessions held summers of 2007, 2008 and 2010
- Emergency Operations Plan (adopted 2007), Emergency Response Plan (drafted 2011)
- Official Map (adopted 2010)
- Five Year Capital Improvement Plan, updated annually and incorporated into the budget
- Stormwater Management Plan (completed in 2008)
- Personnel Policy Manual (updated August 2010)
- Fire and Rescue Bylaws (adopted 2007)
- EMS Squad Bylaws (adopted 2010)

- Other Town budget related policies:
 - Budget and finance policy
 - Purchasing and sale/disposal of Town property policy
 - Comprehensive special assessment policy
 - Fire & Rescue policy for billing accident clean-up
 - Deputies overtime request policy

Budget Summary

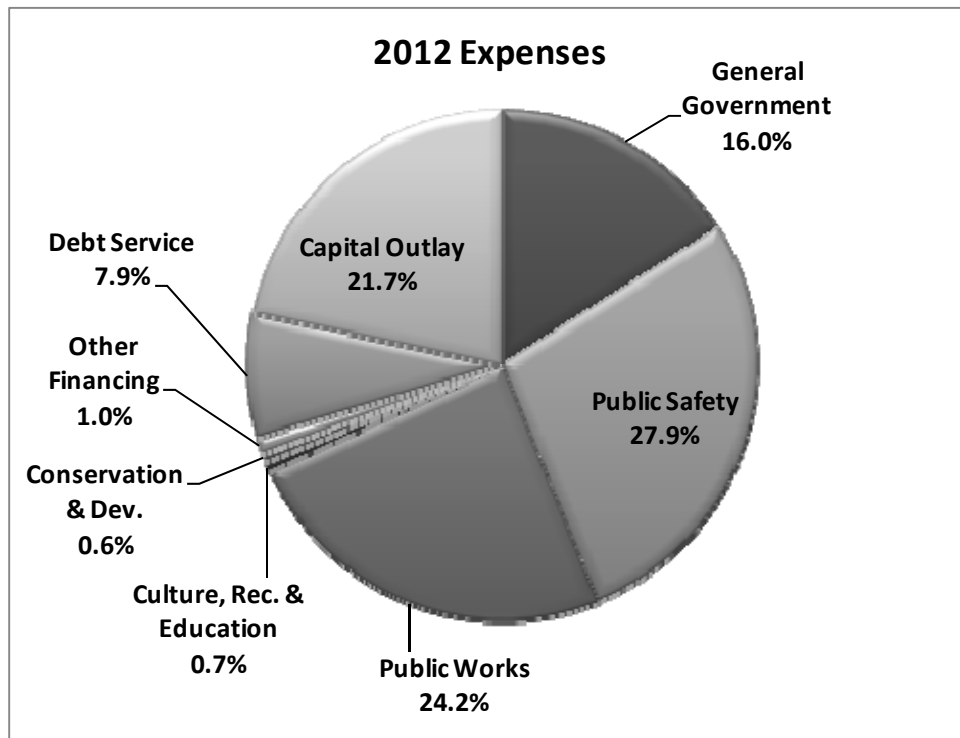


2012 BUDGET SUMMARY

The total budget for 2012 is \$2,350,023. The 2012 budget continues to hold the line on new costs with only essential expansion of services to meet the needs of the community and meet regulatory requirements or mandates.¹

EXPENDITURES

Similar to last year's budget, close scrutiny was placed on all department expenditures particularly any new expenditures or significant increases in any line items. The Town continues to devote the majority of expenditures to public safety, particularly law enforcement. Public works expenditures and capital outlay related costs contribute the next greatest segment of costs.



¹ For some services an off-setting revenue is provided. The full cost of each service is shown. For example, the full cost of Valley Transit services is shown. Reimbursement from the City of Appleton for Federal and State grants for services are shown under revenues.

KEY EXPENDITURES AND PROJECTS

The following are some of the key expenditures that are reflected in department budgets for 2012 which are new or have significantly increased/decreased from the previous year.

- Increased funding for elections, four major elections are scheduled for 2012 including congressional and presidential races.
- Increased funding for legal fees and services.
- Continued funding for mandated stormwater management/MS4 related permitting.
- Increased funding for sanitation under current contracted Town vendor and due to increase in County disposal fees.
- Increases in staff salaries/wages, as shown on page 17. Decreased Town contribution to Wisconsin Retirement System consistent with Wisconsin Act 10.
- Elimination of contracting and reimbursement for the Kimberly High School Police School Liaison (PSL) position.

HIGHWAY EXPENDITURES

Wisconsin State Statutes require that Towns get approval from electors on highway expenditures which exceed more than \$5,000 per mile. The Town currently has 46.1 miles of road which means that the Town can have \$230,500 of highway related expenditures without Town elector approval. Highway expenditures include a variety of activities including basic road maintenance, snow removal, signage, ditch mowing, related engineering, paving, reconstruction, etc. As shown on the following table, the 2012 budget required elector approval for highway expenditures.

Item	2012 Adopted Budget
Highway & Street Maintenance	\$40,000
Snow Removal & Winter Maintenance	\$109,000
Street Sign Supply & Expense	\$6,000
Ditching & Cutting/Mowing	\$4,500
Road Maintenance Safety/Tools/Engineering	\$17,000
Sub-Total	\$176,500
Highway/Road Projects, Planning & Design	
CTH CE/Eisenhower/Van Roy Intersection	\$100,000
2012 Town Road Paving/Engineering Projects	\$116,100
Sub-Total	\$216,100
TOTAL	\$392,600

Town of Buchanan
Summary of Expenditures
Adopted Fiscal Year 2012

					(Under)	Increase
			YEAR END		Over	(Decrease)
		2011	ESTIMATE	2012	Budget	Budget
	Department	BUDGET	2011	BUDGET	2011	2011 to 2012
General Government - 51000						
51100	Legislative (Town Board)	\$ 31,890	\$ 31,740	\$ 31,780	\$ (150)	\$ (110)
51300	Legal Fees	\$ 22,000	\$ 30,050	\$ 30,200	\$ 8,050	\$ 8,200
51400	General Administration	\$ 200,270	\$ 198,809	\$ 215,364	\$ (1,461)	\$ 15,093
51500	Financial Administration	\$ 28,970	\$ 26,600	\$ 27,014	\$ (2,370)	\$ (1,957)
51600	General Building, Town Hall	\$ 50,636	\$ 48,570	\$ 50,678	\$ (2,066)	\$ 41
51900	Other General Government	\$ 20,560	\$ 19,531	\$ 21,000	\$ (1,029)	\$ 440
Subtotal - General Government		\$ 354,327	\$ 355,300	\$ 376,035	\$ 974	\$ 21,708
Public Safety - 52000						
52100	Law Enforcement	\$ 512,703	\$ 522,709	\$ 431,844	\$ 10,005	\$ (80,859)
52200	Fire Department	\$ 130,310	\$ 125,429	\$ 127,827	\$ (4,881)	\$ (2,483)
52300	Emergency Medical Services	\$ 35,550	\$ 35,346	\$ 34,250	\$ (204)	\$ (1,300)
52300	Emergency Management	\$ 50,950	\$ 50,302	\$ 51,700	\$ (648)	\$ 750
52400	Building Inspection	\$ 10,545	\$ 10,473	\$ 9,530	\$ (72)	\$ (1,015)
Subtotal - Public Safety		\$ 740,058	\$ 744,260	\$ 655,151	\$ 4,201	\$ (84,907)
Public Works - 53000						
53311	Highway & Street Maintenance	\$ 179,350	\$ 179,652	\$ 176,500	\$ 302	\$ (2,850)
	Road Related Facilities	\$ 30,850	\$ 32,053	\$ 29,370	\$ 1,203	\$ (1,480)
	Sanitation	\$ 283,000	\$ 276,446	\$ 290,050	\$ (6,554)	\$ 7,050
	Mass Transit	\$ 72,100	\$ 71,736	\$ 73,366	\$ (364)	\$ 1,266
Subtotal - Public Works		\$ 565,300	\$ 559,887	\$ 569,286	\$ (5,413)	\$ 3,986
Culture, Recreation & Education - 55000						
55200	Parks	\$ 12,500	\$ 7,905	\$ 10,600	\$ (4,595)	\$ (1,900)
55300	Recreation Programs & Events	\$ 6,650	\$ 6,290	\$ 6,150	\$ (360)	\$ (500)
Subtotal - Culture, Recreation & Ed.		\$ 19,150	\$ 14,195	\$ 16,750	\$ (4,955)	\$ (2,400)
Conservation & Development - 56000						
56700	Economic Development	\$ 1,350	\$ 1,134	\$ 1,685	\$ (216)	\$ 335
56900	Planning & Zoning/Erosion/Conservation	\$ 12,930	\$ 12,715	\$ 12,170	\$ (215)	\$ (760)
Subtotal - Conservation & Development		\$ 14,280	\$ 13,849	\$ 13,855	\$ (431)	\$ (425)

¹ Balance paid for purchase of tanker vehicle in 2011.

Was originally planned for full payment in 2010.

² Includes 2011 budget adjustment for Allison Drive project.

			YEAR END		(Under)	Increase
		2011	ESTIMATE	2012	Over	(Decrease)
	Department	BUDGET	2011	BUDGET	Budget	Budget
					2011	2011 to 2012
Other Financing Uses						
	Contingency & Reserves	\$ 25,000	\$ -	\$ 23,770	\$ (25,000)	\$ (1,230)
Subtotal - Other Financing Uses		\$ 25,000	\$ -	\$ 23,770	\$ (25,000)	\$ (1,230)
Debt Service Fund - 58000						
58100	Debt Service	\$ 185,953	\$ 185,953	\$ 185,478	\$ -	\$ (475)
Subtotal - Debt Service Fund		\$ 185,953	\$ 185,953	\$ 185,478	\$ -	\$ (475)
Capital Outlay - 57000						
57190	General Government	\$ -	\$ -	\$ 12,300	\$ -	\$ 12,300
57620	Parks & Recreation	\$ 21,100	\$ 3,529	\$ -	\$ (17,571)	\$ (21,100)
57220	Fire & Rescue ¹	\$ 153,657	\$ 236,493	\$ 48,450	\$ 82,836	\$ (105,207)
57290	EMS - Emergency Management	\$ 12,000	\$ 11,302	\$ 35,114	\$ (698)	\$ 23,114
57331	Roads & Public Works ²	\$ 226,500	\$ 212,903	\$ 413,835	\$ (13,597)	\$ 187,335
57345	Stormwater & Drainage	\$ 54,300	\$ 47,948	\$ -	\$ (6,352)	\$ (54,300)
Subtotal - Capital Outlay		\$ 467,557	\$ 512,175	\$ 509,699	\$ 44,618	\$ 42,142
TOTAL - General Fund Operating, Debt & Capital		\$ 2,371,625	\$ 2,385,619	\$ 2,350,023	\$ 13,995	\$ (21,601)

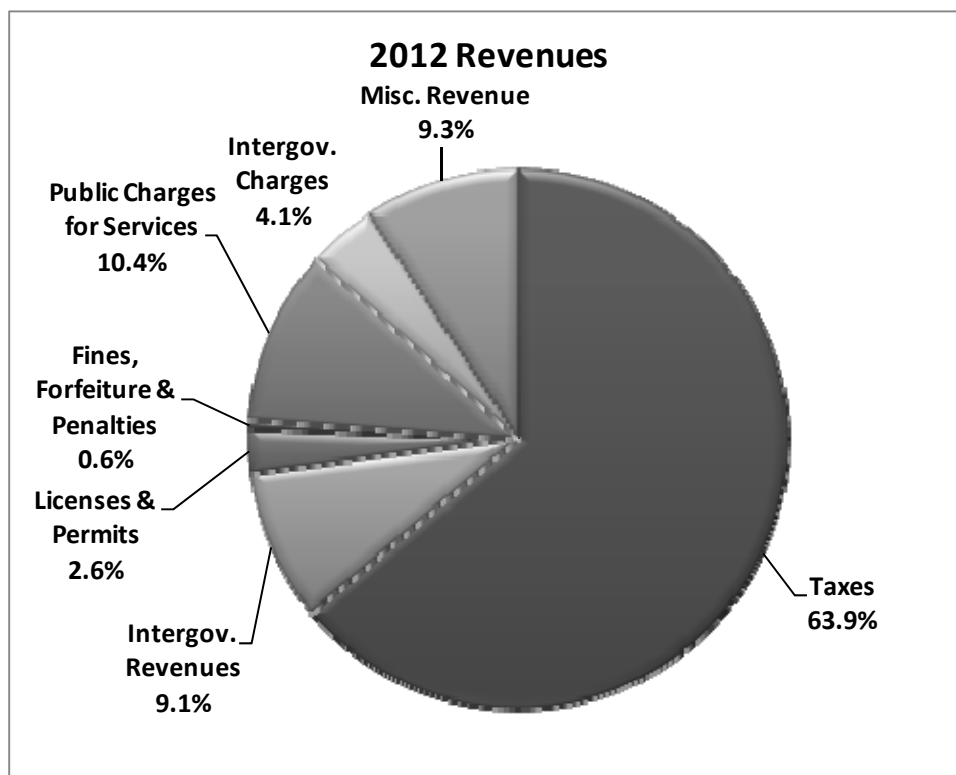
¹ Balance paid for purchase of tanker vehicle in 2011.

Was originally planned for full payment in 2010.

² Includes 2011 budget adjustment for Allison Drive project.

REVENUES

Revenues were equally scrutinized and ideas for increasing revenues by use of fees, grants or other tools have been evaluated throughout the current year. The Town's reinstatement of service fees for garbage collection in 2008 has provided additional flexibility for budgeting since the change was made. The tax levy continues to be the greatest contributor to overall revenues.



KEY REVENUES

The following are some of the key revenues that are reflected in the budget for 2012 which are new or have significantly increased/decreased from the previous year.

- Tax levy increase of 0%.
- No new funding from long term borrowing.
- \$21,700 in funding for paving program from a grant.
- Increase in the residential waste collection special charge from \$89.00/unit to \$100.00/unit.

- Moderate increases in overall Town fees, such as for building permits, special waste disposal and planning/zoning reviews.
- Decreased funding for major state aids (as noted on page 12).
- Use of approximately \$100,000 from the intersection improvement fund towards the CTH CE/Van Roy/Eisenhower improvement project, particularly ROW acquisition.

TAX BILL SPECIAL CHARGES SUMMARY

Special charges are placed on property tax bills for specified services as allowed by Wisconsin Statute 66.0627 or other allowable methods. Charges can be applicable to all properties including tax-exempt or non-profits. Services which may be charged directly to property owners through special charges include snow and ice removal, weed elimination, street sprinkling, oiling and tarring, repair of sidewalks or curb and gutter, garbage and refuse disposal, stormwater management, including construction of stormwater management facilities, tree care, removal and disposition of dead animals, loan repayment and soil conservation. The Town also has the authority to collect special charges for street lighting.

The Town of Buchanan currently collects special charges for the following listed uses. Available information on charges for 2012 is provided.

- *Street Lights:* Special charges are collected for street lights in subdivisions. The charge placed on the tax bill for lights is based on actual costs which is variable by subdivision depending on the types of lights and energy usage.
- *Garners Creek Storm Water Utility (GCSU):* The GCSU collects special charges for landowners located within a defined service area. Charges are based on Equivalent Runoff Units (ERU) which varies depending upon the land use and impervious service of the property.
- *Residential Garbage:* Fee charged to residential units receiving garbage collection services. The 2012 charge pays for approximately 100% of the residential waste program (not including large item or appliance pick-up).
- *Other Charges:* Other special charges may be placed on specific properties as applicable, generally for failure to pay a Town invoice during the year or for delinquent sewer or water bills.

Special Charge	2010 Budget	2011 Budget	2012 Budget
Street Lights	\$19.62-\$86.76	\$19-\$90	\$19-\$90
GCSU (ERU charge)	\$96	\$96	\$96
Residential Garbage	\$79.00	\$89.00	\$100.00

Town of Buchanan							
Summary of Revenues							
Adopted Fiscal Year 2012							
					(Under)	Increase	
		YEAR END			Over	(Decrease)	% Change
	2011	ESTIMATE	2012		Budget	Budget	Budget
Department	BUDGET	2011	BUDGET		2011	2011 to 2012	2011 to 2012
Taxes - 41000	\$1,529,080	\$1,512,152	\$1,501,570		\$ (16,928)	\$ (27,510)	-1.8%
General Property Taxes	\$1,500,000	\$1,501,295	\$1,500,000		\$ -	\$ -	0.0%
Special Assessments - 42000	\$0	\$0	\$0		\$ -	\$ -	
Intergovernmental Revenues - 43000	\$245,077	\$244,668	\$214,209		\$ (409)	\$ (30,868)	-12.6%
Licenses & Permits - 44000	\$61,703	\$69,931	\$60,273		\$ 8,228	\$ (1,430)	-2.3%
Fines, Forfeitures & Penalties - 45000	\$15,100	\$14,250	\$15,200		\$ (850)	\$ 100	0.7%
Public Charges for Services - 46000	\$218,095	\$219,994	\$244,890		\$ 1,899	\$ 26,795	12.3%
Intergovernmental Charges for Services - 47000	\$174,895	\$173,829	\$95,323		\$ (1,066)	\$ (79,572)	-45.5%
Miscellaneous Revenue - 48000¹	\$127,675	\$216,014	\$218,559		\$ 88,339	\$ 90,884	71.2%
Proceeds Long Term Debt - 49000	\$0	\$0	\$0		\$ -	\$ -	0.0%
TOTAL - Revenues	\$ 2,371,625	\$ 2,450,838	\$ 2,350,023		\$ 79,213	\$ (21,601)	-0.9%

¹ Includes application of funding from Fire Truck Fund, originally planned for 2010. Use of Contingency Fund for Allison Drive.

		2009	2010	BUDGET	YEAR	YEAR END	
	REVENUES (Detail)	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
TAXES (41000)							
41110	General Property Tax	\$1,440,984	\$1,467,613	\$1,500,000	\$1,501,295	\$1,501,295	\$1,500,000
	Lottery Credit			\$19,000	\$0	\$0	
41150	Woodland/Managed Forest	\$289	\$68	\$20	\$68	\$68	
41900	<u>Other Taxes</u>						
	Annexation Tax Payments	\$9,519	\$10,033	\$9,960	\$9,968	\$9,968	\$1,370
	Use Value Penalties	\$84	\$1,423	\$100	\$821	\$821	\$200
	Other Taxes	\$2,677	\$0	\$0	\$0	\$0	\$0
	Subtotal Other Taxes	\$12,280	\$11,456	\$10,060	\$10,790	\$10,790	\$1,570
TOTAL TAXES		\$1,453,553	\$1,479,136	\$1,529,080	\$1,512,152	\$1,512,152	\$1,501,570
SPECIAL ASSESSMENTS (42000)		\$0	\$0	\$0	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUES (43000)							
<u>State Grants/Public Safety</u>							
43528	Emergency/First Responders	\$0	\$0	\$0	\$0	\$0	\$0
43529	Public Safety Other	\$0	\$0	\$0	\$0	\$0	\$0
	Subtotal State Grants/Public Safety	\$0	\$0	\$0	\$0	\$0	\$0
<u>State Grants/Transportation</u>							
43531	General Transportation Aids	\$127,191	\$121,048	\$126,946	\$126,934	\$126,934	\$114,241
43534	State Grant-Road Improvements	\$0	\$0	\$0	\$0	\$0	\$21,700
	Subtotal State Grants/Transportation	\$127,191	\$121,048	\$126,946	\$126,934	\$126,934	\$135,941
<u>State Shared Taxes</u>							
43430	Computer State Aid	\$3,929	\$3,195	\$3,200	\$2,350	\$2,350	\$2,400
43420	Fire Insurance Dues Aid	\$16,320	\$17,674	\$17,800	\$17,941	\$17,941	\$18,100
43410	Shared Revenues	\$89,467	\$76,642	\$76,592	\$76,647	\$76,647	\$57,748
	Subtotal State Shared Taxes	\$109,715	\$97,511	\$97,592	\$96,939	\$96,939	\$78,248
43650	Managed Forest Revenue			\$0	\$257	\$257	\$20
43690	State Payments Other (stormwater grants)	\$19,792	\$91,939	\$20,539	\$0	\$20,539	\$0
43212	Federal Grant Fire Department	\$43,154	\$0	\$0	\$0	\$0	\$0
TOTAL INTERGOVERNMENTAL REVENUES		\$299,852	\$310,498	\$245,077	\$224,129	\$244,668	\$214,209
LICENCES & PERMITS (44000)							
44300	<u>Building Permits & Inspections</u>						
	General Building Permits (additions, alterations to buildings)	\$1,975	\$2,175	\$1,600	\$1,000	\$1,100	\$1,200
	Residential New Building Permits	\$3,600	\$14,100	\$4,000	\$2,800	\$2,800	\$1,600
	Commercial Building Permits	\$1,200	\$1,375	\$1,000	\$950	\$950	\$700
	Driveway/Culvert Permits	\$2,250	\$3,500	\$2,750	\$2,125	\$2,125	\$1,500
	Garage & Shed Permits	\$945	\$725	\$550	\$970	\$970	\$600
	Other Building Permits (deck, fence, sign, pool, etc)	\$1,758	\$1,965	\$1,800	\$3,325	\$3,400	\$3,000
	Subtotal Building Permits & Inspections	\$11,728	\$23,840	\$11,700	\$11,170	\$11,345	\$8,600
44100	<u>Business & Occupational</u>						
	Cable Franchise Fees	\$37,327	\$39,350	\$38,800	\$43,847	\$43,847	\$39,000
	Liquor & Beverage License	\$7,210	\$6,496	\$6,500	\$7,755	\$7,800	\$7,500
	Other Business Licenses	\$40	\$80	\$40	\$70	\$70	\$50
	Tobacco License	\$280	\$280	\$100	\$245	\$245	\$200
	Subtotal Business & Occupational	\$44,857	\$46,206	\$45,440	\$51,917	\$51,962	\$46,750
44200	<u>Non-Business License</u>						
	Dog/Kennel License Fees	\$961	\$992	\$950	\$1,006	\$1,006	\$960
	Subtotal Non-Business License	\$961	\$992	\$950	\$1,006	\$1,006	\$960
44400	<u>Zoning Permits & Fees</u>						
	CSM Review Fee	\$1,850	\$2,050	\$1,100	\$2,250	\$2,250	\$1,800
	Land Division Review Fee - Plats	\$480	\$0	\$0	\$0	\$0	\$0
	Site Plan Review Fee	\$600	\$900	\$300	\$600	\$600	\$300
	Special Exception Fee	\$50	\$25	\$50	\$200	\$200	\$50
	Variance & Appeal Fee	\$400	\$300	\$300	\$105	\$105	\$150
	Other (rezoning, comp plan, etc.)	\$0	\$0	\$0	\$800	\$800	\$0
	Subtotal Zoning Permits & Fees	\$3,380	\$3,275	\$1,750	\$3,955	\$3,955	\$2,300
44900	Other Regulatory Fees (Fox Energy Fee)	\$1,863	\$1,863	\$1,863	\$1,663	\$1,663	\$1,663
TOTAL LICENCES & PERMITS		\$62,789	\$76,176	\$61,703	\$69,711	\$69,931	\$60,273

		2009	2010	BUDGET	YEAR	YEAR END	
	REVENUES (Detail)	ACTUAL	ACTUAL	2011	TO DATE	ESTIMATE	BUDGET
					12/1/2011	2011	2012
FINES, FORFEITURES & PENALTIES (45000)							
45100	Court/Traffic Fines & Forfeitures	\$14,918	\$18,134	\$15,000	\$13,161	\$14,000	\$15,000
45100	Late Fees - Dog License	\$195	\$145	\$100	\$250	\$250	\$200
TOTAL FINES, FORFEITURES & PENALTIES		\$15,113	\$18,279	\$15,100	\$13,411	\$14,250	\$15,200
PUBLIC CHARGES FOR SERVICES (46000)							
46100	<u>General Government</u>						
	Real Estate Inquiry Forms	\$2,230	\$2,620	\$2,000	\$1,760	\$1,800	\$1,800
	Poll List/Other Copies	\$0	\$60	\$25	\$0	\$0	\$0
	Liquor License Publication Fees	\$0	\$120	\$80	\$75	\$75	\$40
	Subtotal General Government	\$2,230	\$2,800	\$2,105	\$1,835	\$1,875	\$1,840
46400	<u>Sanitation & Utilities</u>						
46420	Garbage and Refuse Collection (Sticker Program)	\$1,806	\$1,488	\$1,400	\$889	\$950	\$1,000
46435	Recycling/Appliances (Sticker Program)	\$2,478	\$2,127	\$2,200	\$1,487	\$1,600	\$4,050
46440	Weeds & Nuisance Control	\$195	\$42	\$100	\$545	\$545	\$0
	Res. Waste Collection Charges (\$100/unit)	\$115,727	\$175,617	\$198,560	\$198,381	\$198,381	\$223,900
	Subtotal Sanitation & Utilities	\$120,207	\$179,274	\$202,260	\$201,302	\$201,476	\$228,950
46300	<u>Transportation</u>						
46321	Street Light Charges (subdivision street lights)	\$7,890	\$8,132	\$8,730	\$8,649	\$8,649	\$8,600
46310	Street Maint./Const./Sign/Ditch Fees	\$13,321	\$3,000	\$0	\$1,069	\$1,069	\$0
	Subtotal Transportation	\$21,211	\$11,132	\$8,730	\$9,718	\$9,718	\$8,600
46220	Fire Protection Fees (Accident Clean-Up)	\$7,677	\$6,819	\$5,000	\$6,925	\$6,925	\$5,500
TOTAL PUBLIC CHARGES FOR SERVICES		\$151,324	\$200,025	\$218,095	\$219,780	\$219,994	\$244,890
INTERGOVERNMENTAL CHARGES FOR SERVICES (47000)							
	<u>Public Safety-Local Government</u>						
47321	<u>Deputy Reimbursement for Kimberly PSL</u>						
	Squad	\$4,932	\$5,154	\$5,500	\$5,719	\$5,719	
	Salary and Benefits	\$56,479	\$56,671	\$68,000	\$67,306	\$67,306	
	Overtime	\$4,725	\$3,326	\$4,000	\$3,071	\$3,071	
	Contract Administrative Fee	\$3,149	\$3,000	\$3,200	\$3,519	\$3,519	
	Subtotal Deputy Reimbursement Kimberly PSL	\$69,284	\$68,151	\$80,700	\$79,614	\$79,614	
47321	Refund for Crossing Guards	\$1,750	\$1,895	\$1,900	\$1,895	\$1,895	\$1,900
47323	Refund for Fire Services	\$0	\$325	\$325	\$350	\$350	\$325
	Subtotal Public Safety-Local Government	\$71,034	\$70,370	\$82,925	\$81,859	\$81,859	\$2,225
47345	County Recycling Refund	\$37,923	\$38,029	\$38,000	\$34,992	\$38,000	\$38,200
47390	Other Government Services	\$183	\$0	\$0	\$0	\$0	\$0
47339	Valley Transit Refund	\$49,033	\$58,203	\$53,970	\$44,742	\$53,970	\$54,898
TOTAL INTERGOVERNMENTAL CHARGES FOR SERVICES		\$158,173	\$166,603	\$174,895	\$161,592	\$173,829	\$95,323
MISCELLANEOUS REVENUES (48000)							
48500	<u>Donations</u>						
	Donations Park & Recreation	\$200	\$0	\$0	\$0	\$0	\$0
	Donations EMS Department	\$0	\$99	\$0	\$0	\$0	\$0
	Donations Fire Department	\$5,250	\$655	\$0	\$2,500	\$2,500	\$0
	Subtotal Donations	\$5,450	\$754	\$0	\$2,500	\$2,500	\$0
48302	Fire Equipment Sold	\$95	\$0	\$0	\$6,185	\$6,185	\$0
48200	Hall Rental Fees	\$2,325	\$2,950	\$2,100	\$2,700	\$2,800	\$2,500
48110	Interest Income	\$19,823	\$19,030	\$19,000	\$17,963	\$18,500	\$22,000
	<u>Funding Carried Over (from 2011)</u>						
	RIT Equipment	\$6,300					
	FD Radios		\$5,900				
	CTH CE and HH/DeBruin Road Intersection Design	\$17,100	\$8,000				
	CTH CE/Van Roy/Eisenhower Intersection Design		\$19,000				\$25,004
	FD Turnout Gear Funding		\$5,000	\$3,500	\$3,500	\$3,500	
	Hwy. 55 Pond Funding		\$7,500	\$7,500	\$7,500	\$7,500	
	Speedway Heights Pond Funding	\$60,507	\$24,923	\$14,075	\$14,075	\$14,075	
	Subtotal Funding Carried Over (from 2011-2012)	\$83,907	\$70,323	\$25,075	\$25,075	\$25,075	\$25,004

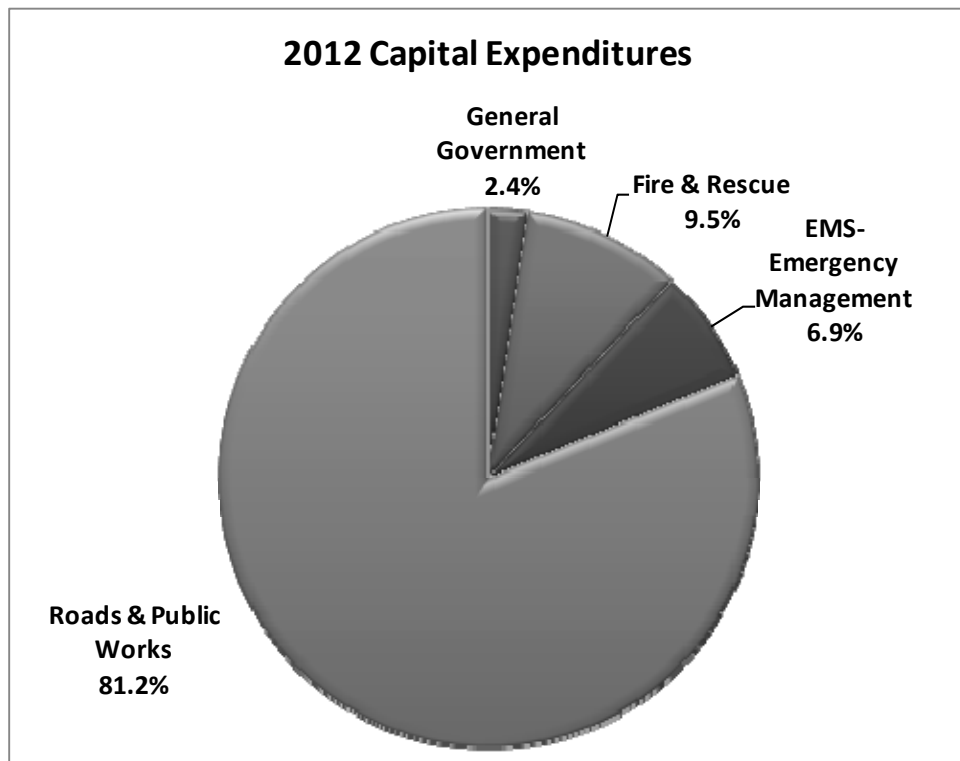
					YEAR	YEAR END	
	REVENUES (Detail)	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
48900	Miscellaneous Income						
	Fund Balance Applied			\$14,500	\$14,500	\$14,500	
	Contingency Fund Applied (Allison Drive Bridge Repair)			\$0	\$0	\$65,000	\$5,000
	Fire Truck Fund Applied		\$81,300	\$0	\$81,454	\$81,454	
	Park Impact Fees Applied			\$17,000	\$0	\$0	
	Intersection Improvement Fund Applied			\$50,000	\$0	\$0	\$164,055
	Subtotal Miscellaneous Income		\$81,300	\$81,500	\$95,954	\$160,954	\$169,055
	TOTAL MISCELLANEOUS REVENUES	\$111,600	\$174,356	\$127,675	\$150,378	\$216,014	\$218,559
	PROCEEDS LONG-TERM DEBT (49000)						
	2007/2008 Loan Proceeds Applied	\$204,190	\$112,202	\$0	\$0	\$0	\$0
	TOTAL PROCEEDS LONG-TERM DEBT	\$204,190	\$112,202	\$0	\$0	\$0	\$0
	TOTAL REVENUES	\$2,456,594	\$2,537,275	\$2,371,625	\$2,351,153	\$2,450,838	\$2,350,023

Capital Improvement Plan Summary



CAPITAL IMPROVEMENT PLAN SUMMARY

The Town annually completes a five year Capital Improvement Plan (CIP). This plan is reviewed as a separate document and is typically preliminarily approved in June or July. Projects included within the capital improvement plan are then transferred to the Town budget. All capital projects are still considered preliminary until the Town Board reviews the entire Town budget and approval is provided. For further information on the Town's CIP, please refer to the capital improvement planning document. The CIP document also includes an analysis of Town debt. The 2012 capital improvement budget totals \$509,699. The following chart details capital expenditures by department for 2012.



KEY CAPITAL PROJECTS

The following are key capital projects included in the 2012 budget.

- Replacement of two computers and purchase of a new copier for use by all employees.
- Fire and EMS mandated radio communication upgrades.
- Establishment of a fund for a Fire & Rescue equipment and command vehicle.

- Equipment for Fire & Rescue and the EMS Squad including washer/dryer extractor, breathing apparatus, training manikin and carbon monoxide detector.
- Establishment of a fund for the replacement of the existing Town maintenance garage.
- Continued funding for the CTH CE/Eisenhower Drive/Van Roy Road intersections improvement project.
- Paving of two roads (0.26 miles) and chip sealing of one road (0.70 miles).

135 Capital Outlay 57000							
(For Detail in Purchases Refer to the Capital Improvement Plan)							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
GENERAL GOVERNMENT (57190)							
	Computer Upgrades (2) (High Priority)		\$19,988				\$3,800
	Computer Network and Server						
	Municipal Code Recodification	\$8,225	\$310				
	Copier (High Priority)						\$8,500
TOTAL GENERAL GOVERNMENT		\$8,225	\$20,298	\$0	\$0	\$0	\$12,300
PARKS (57620)							
	Small Riding Mower		\$7,250				
	Park Development (see Outdoor Rec. Plan)	\$3,034	\$7,707				
	CE Underpass Trail Improvement	\$3,185					
	Hickory Park Shelter			\$17,000	\$0	\$0	\$0
	Garbage/Recycling Receptacles			\$4,100	\$3,529	\$3,529	
TOTAL PARKS		\$6,219	\$14,957	\$21,100	\$3,529	\$3,529	\$0
FIRE & RESCUE (57220)							
	Office Computer Upgrade	\$440					
	Tanker Replacement	\$30,000	\$35,000	\$115,857	\$198,664	\$198,664	
	Turnout Gear		\$10,213	\$3,800	\$4,530	\$4,530	
	Pagers	\$2,811					
	Radios (mobile/portable) (Mandatory)	\$0	\$27,000	\$25,000	\$25,000	\$25,000	\$8,200
	Update for SCBA RIT	\$11,846					
	Swift Water Rescue Equipment	\$2,002					
	Exhaust Removal System	\$34,650					
	Washer/Dryer Extractors (High Priority)						\$12,000
	Breathing Apparatus (Mandatory)			\$9,000	\$8,299	\$8,299	\$3,250
	Equipment Van (Command Vehicle)(High Priority)						\$25,000
TOTAL FIRE & RESCUE		\$81,749	\$72,213	\$153,657	\$236,493	\$236,493	\$48,450
EMS - EMERGENCY MANAGEMENT (57290)							
	AED Replacements		\$4,604	\$3,000	\$2,302	\$2,302	
	Radios (mobile/portable)(Mandatory)		\$15,000	\$9,000	\$9,000	\$9,000	\$26,014
	Mobile Data Computer	\$11,082					
	Emergency Response Vehicle	\$33,429					
	Full Body Manikin (Average Priority)						\$4,600
	Carbon Monoxide Detectors (High Priority)						\$4,500
TOTAL EMS - EMERGENCY MANAGEMENT		\$44,511	\$19,604	\$12,000	\$11,302	\$11,302	\$35,114

					YEAR	YEAR END	
Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET	
	ACTUAL	ACTUAL	2011	12/1/2011	2011	2012	
ROADS & PUBLIC WORKS (57331)							
CTH CE and HH/DeBruin Road Intersection Design	\$4,607	\$3,868					
Maintenance Building/Storage Garage (High Priority)	\$3,000						\$10,000
CTH CE/Van Roy/Eisenhower Intersection (Mandatory)	\$14,783	\$18,448	\$112,500	\$35,424	\$37,496		\$281,035
CTH CE Pedestrian/Bicycle Underpass	\$24,000						
Intersection Improvement Fund		\$20,000					
Engineering Evaluations (Block Rd.)			\$5,000	\$5,407	\$5,407		
2009 Road Projects	\$134,920						
2010 Road Projects		\$157,194					
2011 Road Projects			\$109,000	\$95,741	\$105,000		
Allison Drive Bridge Repair			\$0	\$62,067	\$65,000		\$5,000
2012 Road Projects (High Priority)							\$117,800
TOTAL ROADS & PUBLIC WORKS	\$181,309	\$199,510	\$226,500	\$198,640	\$212,903		\$413,835
STORMWATER & DRAINAGE (57345)							
NR216 Compliance (Speedway Heights Pond)	\$45,185	\$122,455	\$28,800	\$11,069	\$29,948		
Comp. Drainage Assessment Project			\$18,000	\$14,983	\$18,000		
NR216 Compliance (Hwy. 55 Pond)	\$390	\$0	\$7,500	\$0	\$0		
TOTAL STORMWATER & DRAINAGE	\$45,574	\$122,455	\$54,300	\$26,052	\$47,948		\$0
TOTAL CAPITAL OUTLAY	\$367,587	\$449,036	\$467,557	\$476,016	\$512,175		\$509,699

Department Budgets



DEPARTMENT BUDGETS

The Town of Buchanan is a unique organization which operates somewhat outside of a traditional department based organization. As shown in the Town's organizational chart, Appendix A, there are many services provided by the Town, but there is not necessarily a corresponding department or department head. For example, the Town does provide some park programming and also has obligations for park planning and maintenance, but there is no park department or corresponding dedicated park department employee.

Therefore, department budgets are organized based on categories required for accounting purposes. These categories or departments are as follows:

- General Government
- Public Safety
 - Fire & Rescue
 - Emergency Medical Services
 - Emergency Management
 - Public Safety – Other Services
- Public Works
- Culture, Recreation and Education
- Conservation and Development
- Other Financing and Debt Service

Within each category or department the following information is provided in addition to budget figures:

- Program Description
- Mission Statements
- 2011 Accomplishments
- 2012 Goals

GENERAL GOVERNMENT

The General Government department currently includes a significant amount of overall Town operations. In future years this department may be broken down further to provide more detail. The department includes legislative services of the Town Board, legal, Town administration, elections, financial administration, Town maintenance and buildings and other general administration. These services vary widely and serve to meet many of the Towns statutory duties as well as ensure proper fiscal and other resource management.

MISSION STATEMENT

We provide for efficient and accurate management of Town functions including elections, financial administration, budgeting, human resources, record keeping, facilities management and legislative services. We serve as the primary point of contact for our community and provide professional and cost effective management to meet the highest standards of local government performance and accountability.

2011 ACCOMPLISHMENTS

- Completion of two elections and initiation of planning for 2012 election year.
- Adoption of Town Policies for Town Board Government.
- Completion of interview process and hiring of Town's first appointed Treasurer.
- Substantial completion of Town records management and inventory project.

2012 GOALS

- Continued refinement and development of the Town budget document and reporting, including increased development of performance measures and completion of strategic planning with the Town Board.
- Exploration of additional software and technology upgrades to further improve efficiency and record keeping.
- Public education and outreach on new State of Wisconsin voting requirements as well as necessary updates to voting practices based on redistricting.
- Continued use and promotion of Twitter and further evaluation of needed upgrades to Town website.
- Completion of a RFP process for Town audits.

119 General Government 51000							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
FINANCIAL ADMINISTRATION (51500)							
	Audit & Accounting Fees	\$6,000	\$6,200	\$6,400	\$6,400	\$6,400	\$6,600
	Property Assessor Contract	\$18,926	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
	Property Revaluation						
	Treasurer Salary	\$8,000	\$8,000	\$7,670	\$4,274	\$5,200	\$5,064
	Treasurer Supplies & Expenses	\$2,930	\$2,429	\$2,400	\$1,949	\$2,500	\$2,850
	TOTAL FINANCIAL ADMINISTRATION	\$35,857	\$29,129	\$28,970	\$25,123	\$26,600	\$27,014
GENERAL ADMINISTRATION (51400)							
	<u>Election Expenses</u>						
	Election Supplies & Expenses	\$2,446	\$2,853	\$2,500	\$3,647	\$3,647	\$7,390
	Election Worker Pay/Training	\$1,930	\$8,050	\$3,000	\$2,793	\$2,793	\$16,400
	Subtotal Elections	\$4,376	\$10,903	\$5,500	\$6,439	\$6,439	\$23,790
	<u>Office Salaries & Benefits</u>						
	Deputy Clerk Wages	\$22,324	\$22,022	\$23,376	\$21,273	\$23,376	\$25,877
	Administrative Assistant Wages	\$19,096	\$20,541	\$21,357	\$19,685	\$21,357	\$22,668
	Retirement Fund (WRS, 5 employees)	\$17,168	\$18,260	\$20,893	\$16,217	\$16,700	\$11,065
	Life, Accident & Disability Insurance (2 employees)	\$769	\$1,047	\$1,100	\$1,178	\$1,178	\$1,178
	Health Insurance (1 employee)	\$7,315	\$8,065	\$8,802	\$8,127	\$8,802	\$9,572
	Dental Allowance (1 employee)	\$178	\$262	\$650	\$521	\$521	\$1,000
	Subtotal Office Salary & Benefits	\$66,849	\$70,196	\$76,178	\$67,001	\$71,934	\$71,360
	<u>Office Technology</u>						
	Computer/Server Maintenance	\$411	\$109	\$2,100	\$3,747	\$4,000	\$3,550
	Copier Maintenance	\$175	\$413	\$425	\$529	\$529	\$550
	Software & Equipment Licenses	\$1,084	\$1,620	\$2,296	\$2,212	\$2,233	\$2,233
	Web Site Maintenance	\$320	\$355	\$320	\$320	\$320	\$320
	Subtotal Office Technology	\$1,989	\$2,497	\$5,141	\$6,808	\$7,081	\$6,653
	<u>Town Administrator Expenses</u>						
	Administrator/Clerk Salary	\$64,239	\$65,524	\$69,500	\$64,154	\$69,500	\$71,600
	Administrator Supplies & Expenses	\$2,801	\$1,746	\$1,800	\$1,702	\$1,800	\$1,700
	Conferences & Training	\$1,013	\$884	\$1,750	\$1,714	\$1,714	\$1,100
	Dues & Subscriptions	\$650	\$487	\$690	\$715	\$715	\$720
	Subtotal Administrator Expenses	\$68,704	\$68,642	\$73,740	\$68,285	\$73,729	\$75,120
	Clothing & Uniforms	\$445	\$516	\$0	\$0	\$0	\$0
	Conferences, Training & Reimbursements	\$76	\$172	\$150	\$164	\$164	\$125
	Consultant Fees & Studies	\$19,279	\$1,761	\$3,500	\$3,158	\$3,450	\$2,720
	Criminal History Checks (alcohol licensing, employees)			\$1,600	\$1,246	\$1,270	\$1,300
	Newsletters Expenses	\$3,557	\$4,747	\$4,000	\$3,581	\$4,900	\$2,900
	Office Supplies & Expenses	\$3,551	\$3,873	\$4,500	\$3,040	\$3,800	\$4,300
	Payroll Expenses - S.S. & Medicare (All Employees)	\$20,403	\$20,639	\$25,162	\$18,790	\$25,162	\$26,296
	Publication of Notices	\$814	\$645	\$800	\$829	\$880	\$800
	TOTAL GENERAL ADMINISTRATION	\$190,043	\$184,590	\$200,270	\$179,341	\$198,809	\$215,364
GENERAL BUILDING, TOWN HALL (51600)							
	<u>Hall Supplies & Expenses</u>						
	Building Maintenance & Repairs	\$2,806	\$3,608	\$2,630	\$1,327	\$1,420	\$1,500
	HVAC Maintenance & Repairs	\$750	\$1,237	\$1,000	\$378	\$800	\$950
	Security and Alarm Monitoring	\$843	\$670	\$700	\$448	\$650	\$700
	Town Hall Utilities	\$15,436	\$14,650	\$15,500	\$13,772	\$15,500	\$16,000
	Hall Supplies & Expenses	\$3,870	\$4,372	\$5,300	\$4,185	\$4,700	\$5,000
	Subtotal Hall Supplies & Expenses	\$23,704	\$24,537	\$25,130	\$20,111	\$23,070	\$24,150
	Maintenance Worker Wages	\$19,915	\$15,497	\$20,881	\$20,781	\$21,400	\$21,502
	Maintenance Assistant Worker Wages	\$4,254	\$5,245	\$4,625	\$3,610	\$4,100	\$5,026
	TOTAL GENERAL BUILDING, TOWN HALL	\$47,872	\$45,279	\$50,636	\$44,503	\$48,570	\$50,678

					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
LEGAL FEES (51300)							
	Court Legal Fees	\$13,197	\$16,589	\$15,000	\$21,650	\$21,650	\$21,200
	Town Legal Service Fees	\$5,955	\$13,413	\$7,000	\$7,471	\$8,400	\$9,000
TOTAL LEGAL FEES		\$19,152	\$30,002	\$22,000	\$29,121	\$30,050	\$30,200
LEGISLATIVE (TOWN BOARD) (51100)							
	Town Board Member Salaries						
	Town Chair @ \$9,800 per year			\$9,800			\$9,800
	Supervisors @ \$5,200 per year			\$20,800			\$20,800
	Board of Review			\$40			\$80
	Subtotal Town Board Salaries	\$30,600	\$28,650	\$30,640	\$28,130	\$30,640	\$30,680
	Board Supplies & Expenses	\$138	\$538	\$300	\$225	\$300	\$200
	Association Dues & Seminars	\$855	\$865	\$950	\$800	\$800	\$900
TOTAL LEGISLATIVE (TOWN BOARD)		\$31,593	\$30,053	\$31,890	\$29,155	\$31,740	\$31,780
OTHER GENERAL GOVERNMENT (51900)							
51938	Property & Liability Insurance	\$19,497	\$17,773	\$18,620	\$17,551	\$17,551	\$19,000
	Employee Assistance Program	\$882	\$940	\$940	\$980	\$980	\$1,000
51980	Town Events, Awards & Memorials	\$957	\$1,426	\$1,000	\$860	\$1,000	\$1,000
TOTAL OTHER GOVERNMENT		\$21,336	\$20,139	\$20,560	\$19,391	\$19,531	\$21,000
TOTAL GENERAL GOVERNMENT		\$345,853	\$339,193	\$354,327	\$326,633	\$355,300	\$376,035

PUBLIC SAFETY – FIRE & RESCUE

Buchanan Fire and Rescue includes a volunteer fire department consisting of approximately 32 members. The department has a volunteer Fire Chief who is paid an annual stipend as well as department officers who provide further leadership including two assistant chiefs. Services provided by the department include, but are not limited to, fire suppression, accident clean-up, vehicle extrication, public education and fire inspections. The department utilizes mutual aid agreements to further supplement services and also utilizes automatic aid agreements with Wrightstown Fire Department, Harrison Fire Department and Hollandtown Fire Department.

MISSION STATEMENT

We strive to protect the lives and property of our residents, visitors and taxpayers of our community while ensuring the health and safety of our firefighters. Buchanan Fire & Rescue Department suppresses fires with a highly trained and equipped volunteer fire department while ensuring the health and safety of our volunteers and the community. We are “Dedicated to Service” as trained professionals in all aspects of rescue, fire prevention and suppression, and the control of hazardous situations.

2011 ACCOMPLISHMENTS

- Four (4) Fire Department Officers successfully completed the VFIS Emergency Vehicle Driver Training Instructor Program and rolled out the driver training program to department personnel.
- Mutual Aid Agreement reached and put in place between Buchanan Fire & Rescue and Forest Junction Fire Department.
- Truck Committee concluded its specification requirements for new Tender #2361 and submitted those specifications to manufacturer’s for costs and then presented the information to the Town Board for their consideration, selection and approval.
- Supported countywide development and implementation of MABAS (Mutual Aid Box Alarm System).
- Developed six (6) month training plan with coordinated training activities to ensure better utilization and effectiveness of training hours for department personnel.
- Five (5) firefighters attended the Tomahawk Fire Training School to enhance the skills of the department.

- Fire Inspectors attended Seminar on NFPA 1 Code training.
- Supported countywide emergency radio system improvements and interoperability.
- Georgia Pacific Grant awarded to the department for \$2,500 dollars and Appleton Papers Charitable Fund Grant awarded for \$500 dollars.

2012 GOALS

- Continue to pursue grant funding opportunities for the purchase of department equipment.
- Conduct public safety and educational events for all members of the family with significant emphasis on fire safety in the home.
- Continue to support the countywide emergency radio system improvements and interoperability.
- Continue to support and expand implementation of the countywide MABAS (Mutual Aid Box Alarm System).
- Continue discussions with area fire departments on the feasibility and opportunity to create a District Fire Department through consolidation and/or merger.
- Develop a 6-12 month training plan and coordinate activities to assure better utilization and effectiveness of training hours for department personnel.
- Re-enforce a proactive business inspection program to enhance public safety and reduce fire loss in the Town of Buchanan.

PUBLIC SAFETY – EMERGENCY MEDICAL SERVICES

The Emergency Medical Services (EMS) department consists of a total of nine members. The squad has a full-time Chief and the members are volunteers. The squad is dispatched simultaneously with an ambulance service to respond to all medical related calls and provides the necessary care until the transporting ambulance service arrives and transports the patient to the hospital. The department serves the entire Town and also has mutual aid agreements with other municipalities. Each member utilizes their personal vehicles which are set up and equipped as emergency vehicles.

MISSION STATEMENT

The Town of Buchanan EMS Rescue Squad is dedicated to continually providing rapid and efficient high quality pre-hospital emergency care for our residents and visitors. We strive to maintain a highly trained and well equipped EMS squad. This is accomplished by highly dedicated members willing to serve their community in which they live.

2011 ACCOMPLISHMENTS

- Members completed additional ICS training.
- Members completed EMS CBRNE (Chemical, Biological, Radiological, Nuclear and Explosives) training.
- Implemented a monthly quality assurance review process.
- Squad successfully completed numerous courses at the WEMSA training conference.
- Established a re-certification process that will make it more convenient for members to maintain their certification.
- Completed the new operational plan which allows the squad to function as non-transporting EMT-B in the entire Town. Plan was approved by State in May of 2011.
- Designed a workable and portable tabletop exercise map to utilize in all aspects of training.
- EMS Chief selected to serve another term as the President of Outagamie County EMS Association.

2012 GOALS

- Continue to support the countywide radio project as it moves forward to the implementation phase.
- Continue to focus on maintaining a professional squad with highly trained members to serve our community's needs.
- Begin our work on training on the Town ERP (Emergency Response Plan).
- Begin to utilize new training maps and run EMS tabletop exercises.
- Implement new rehabilitation regulations and train on SOG as it relates to patient care.
- Implement the new medical history process with the Fire Department, develop and train on the SOG that pertains to how we will utilize the related form and keep the information on the form current.

PUBLIC SAFETY – EMERGENCY MANAGEMENT

Emergency Management services are completed by the full-time Emergency Management Services Coordinator, who also serves as the EMS Chief. Services include creating a framework within the community to reduce vulnerability to hazards and cope with disasters as well as pre-emergency planning for Town events. This includes being capable and prepared for responding to and recovering from threatened or actual natural disasters, acts of terrorism or other manmade disasters.

MISSION STATEMENT

The mission of Town of Buchanan Emergency Management is to coordinate, implement and lead our Town government emergency management. Enabling effective preparation for and efficient response to, emergencies and disasters in order to save lives, reduce human suffering and reduce property loss. To accomplish this mission, the Town of Buchanan Emergency Management develops plans and procedures to ensure the highest levels of mitigation, preparedness, response and recovery.

2011 ACCOMPLISHMENTS

- Emergency Management Services Coordinator selected to serve another term on the Outagamie County LEPC (Local Emergency Planning Committee).
- Emergency Management Services Coordinator awarded the Outagamie County Citizenship Award.
- Emergency Management Services Coordinator completed new required NIMS courses for emergency management position, aiding in keeping Town NIMS compliant.
- Completion of draft Town ERP (Emergency Response Plan).

2012 GOALS

- Emergency Management Services Coordinator to continue to take steps to complete emergency management certification.
- Continue to be pro-active on the emergency management needs of the community.
- Continue to keep the Town moving forward on ICS training.
- Adoption of Town ERP.

- Continue to move forward with next phases of ERP and develop methods to educate and train other departments on Town needs and internal department needs.
- Maintain quality working relationships and continue to monitor spending and alternative funding options.

PUBLIC SAFETY – LAW ENFORCEMENT/INSPECTION

Other services provided within the public safety category include law enforcement and building inspection. Building inspection is contracted for service with a certified inspector. Law enforcement services are also contracted through the Outagamie County Sheriff's Department to provide coverage to the Town through four officers and one additional officer during the summer months..

MISSION STATEMENT

Through the use of contracted services, we provide our community a professional and timely response to requests for services which includes the fair and equitable application of the law, regulations and Town ordinances to meet the highest expectations of public safety in our community.

2011 ACCOMPLISHMENTS

- Continued improvement to the building permit issuance process with new forms/checklists.
- Adoption of Town Deputies overtime request policy.
- Adoption of Schedule of Cash Deposits (bond schedule) consistent with new Code of the Town of Buchanan adopted in 2010.
- Participation in selection process for new Deputies serving the Town.
- Implementation of quarterly reporting process by Town Deputies to the Town Board.

2012 GOALS

- Improved communication with Town Deputies on Town priorities and enforcement issues.
- Continued training and education for Town Deputies on new Municipal Code including citation issuance updates.
- Continued review of the Town permitting process to improve overall customer service.

121 Public Safety 52000							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
BUILDING INSPECTION (52400)							
	Building Inspection Salary	\$7,879	\$7,566	\$10,320	\$9,527	\$10,320	\$9,530
	Inspection Supplies and Expense	\$0	\$1,531	\$225	\$153	\$153	\$0
TOTAL BUILDING INSPECTION		\$7,879	\$9,097	\$10,545	\$9,680	\$10,473	\$9,530
FIRE & RESCUE (52200)							
<u>Benefits & Reimbursements</u>							
	Department Events (Holiday Party, Picnics)	\$2,255	\$3,096	\$3,210	\$2,542	\$2,542	\$3,210
	Service Award Program (LOSA)	\$28,761	\$26,914	\$30,000	\$31,035	\$31,035	\$32,000
	Mileage Reimbursements	\$1,324	\$2,305	\$1,100	\$1,833	\$1,833	\$1,400
	Sickness & Accident Life Insurance	\$2,710	\$2,766	\$2,900	\$2,767	\$2,767	\$2,767
<u>Firefighters Compensation</u>							
	Fire Chief Salary	\$8,000	\$10,000	\$17,500	\$16,042	\$17,500	\$15,000
	Officers Leadership Compensation	\$2,000	\$2,248	\$3,200	\$0	\$3,200	\$3,500
	Secretary Pay	\$1,275	\$1,315	\$750	\$0	\$750	\$750
	Fire Inspection Pay & Expense	\$5,250	\$6,199	\$6,000	\$5,425	\$6,000	\$6,000
	Fire Fighters Compensation	\$15,244	\$16,645	\$18,000	\$0	\$18,000	\$25,000
	Fire Fighters Compensation-Other (Truck maint.)		\$901	\$600	\$0	\$600	\$600
	Subtotal Benefits & Reimbursements	\$66,818	\$72,390	\$83,260	\$59,643	\$84,226	\$90,227
<u>Operations & Maintenance</u>							
	Apparatus Fuel & Maintenance	\$3,250	\$3,879	\$3,300	\$3,823	\$3,950	\$4,000
	Cell Phone & Office Supplies	\$997	\$1,017	\$1,400	\$965	\$1,150	\$1,400
	Communication Equipment	\$607	\$2,822	\$6,000	\$5,749	\$5,749	\$2,000
	Conferences & Training	\$2,613	\$4,127	\$3,800	\$2,559	\$2,800	\$3,000
	Drill Expenses	\$2,487	\$3,338	\$3,200	\$2,443	\$2,900	\$3,200
	Dues & Subscriptions	\$705	\$921	\$1,000	\$885	\$885	\$1,000
	Public Safety & Education	\$604	\$2,311	\$2,000	\$1,947	\$1,947	\$1,000
<u>Uniforms, Clothing & PPE</u>							
	Personal Protective Equipment		\$641	\$2,000	\$2,077	\$2,077	\$2,000
	Uniforms & Clothing		\$4,428	\$1,500	\$424	\$1,200	\$1,500
	Subtotal Uniforms, Clothing & PPE	\$2,100	\$5,069	\$3,500	\$2,501	\$3,277	\$3,500
<u>Equipment & Supplies</u>							
	Equipment Maintenance & Testing		\$746	\$2,500	\$2,085	\$2,085	\$2,500
	Equipment Purchases		\$2,472	\$3,000	\$4,054	\$4,054	\$3,000
	Minor Tools, Equipment & Supplies		\$3,028	\$3,500	\$3,529	\$3,529	\$4,000
	Service Awards (Fire & EMS)		\$893	\$1,850	\$877	\$877	\$1,000
	Subtotal Equipment & Supplies	\$15,996	\$7,139	\$10,850	\$10,546	\$10,546	\$10,500
	Subtotal Operations & Maintenance	\$29,359	\$30,624	\$35,050	\$31,418	\$33,203	\$29,600
	Mutual Aid Expenses (Wrightstown Fire Contract)	\$7,125	\$4,125	\$6,000	\$4,000	\$4,000	\$4,000
	Mutual Aid Expenses (Hollandtown Fire Contract)	\$0	\$1,666	\$6,000	\$4,000	\$4,000	\$4,000
TOTAL FIRE & RESCUE		\$103,302	\$108,804	\$130,310	\$99,061	\$125,429	\$127,827
EMERGENCY MANAGEMENT (52300)							
	Conferences & Training	\$67	\$88	\$500	\$170	\$200	\$400
	Emergency Services Coordinator Salary	\$39,000	\$42,077	\$45,000	\$40,902	\$45,000	\$45,900
	Emergency Vehicle Fuel & Maintenance	\$981	\$1,073	\$1,500	\$822	\$1,200	\$1,500
	Mileage Reimbursement	\$1,139	\$864	\$1,000	\$951	\$1,000	\$950
	Public Safety & Education (Safety Day)	\$959	\$469	\$1,000	\$952	\$952	\$1,000
	Supplies & Expenses	\$938	\$2,160	\$1,950	\$1,688	\$1,950	\$1,950
TOTAL EMERGENCY MANAGEMENT		\$43,084	\$46,731	\$50,950	\$45,484	\$50,302	\$51,700

				YEAR	YEAR END	
Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
	ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
EMERGENCY MEDICAL SERVICES (52300)						
<u>Benefits & Reimbursement</u>						
EMS Compensation/Mileage (9 members)	\$4,680	\$6,855	\$8,500	\$420	\$8,500	\$9,000
EMS Events (Holiday Party)	\$497	\$1,568	\$1,000	\$0	\$1,000	\$1,000
Service Award Program (LOSA)	\$1,500	\$3,080	\$4,200	\$4,000	\$4,000	\$3,200
Subtotal Benefits & Reimbursements	\$6,677	\$11,503	\$13,700	\$4,420	\$13,500	\$13,200
<u>Operations & Maintenance</u>						
AED Equipment & Maintenance	\$2,787	\$2,787	\$3,300	\$3,425	\$3,425	\$4,200
Cell Phones & Office Supplies	\$1,043	\$1,366	\$1,450	\$1,466	\$1,466	\$1,150
Communication Equipment	\$1,679	\$1,190	\$1,450	\$1,317	\$1,317	\$1,000
Conferences & Training	\$7,748	\$5,903	\$6,100	\$6,149	\$6,149	\$5,500
Dues & Subscriptions	\$42	\$72	\$350	\$200	\$200	\$300
Equipment & Supplies	\$5,978	\$7,415	\$6,000	\$5,529	\$6,000	\$6,000
Uniforms, Clothing & PPE	\$1,799	\$1,572	\$1,200	\$1,256	\$1,256	\$1,400
Vehicle Safety Equipment	\$926	\$698	\$2,000	\$2,034	\$2,034	\$1,500
Subtotal Operations & Maintenance	\$22,003	\$21,004	\$21,850	\$21,376	\$21,846	\$21,050
TOTAL EMERGENCY MEDICAL SERVICES	\$28,679	\$32,507	\$35,550	\$25,796	\$35,346	\$34,250
LAW ENFORCEMENT (52100)						
<u>Deputies Salary & Benefits</u>						
Officers (4 Sheriff's Deputies + 3 months)	\$407,922	\$415,542	\$433,346	\$430,975	\$430,975	\$365,430
Overtime	\$12,380	\$10,351	\$9,000	\$11,118	\$11,118	\$5,500
Subtotal Salaries/Benefits	\$420,302	\$425,893	\$442,346	\$442,093	\$442,093	\$370,930
<u>Deputies Squads</u>						
Squad lease (\$425/month/squad)	\$25,500	\$25,500	\$25,500	\$25,500	\$25,500	\$21,675
Fuel	\$10,542	\$13,944	\$14,000	\$19,843	\$19,843	\$12,750
Maintenance	\$3,501	\$4,004	\$4,000	\$9,208	\$9,208	\$4,250
Subtotal Squad Vehicles	\$39,543	\$43,449	\$43,500	\$54,551	\$54,551	\$38,675
Deputies Administration Contract Fee	\$20,339	\$21,404	\$21,967	\$22,105	\$22,105	\$18,511
Deputies Equipment & Supplies	\$1,747	\$1,329	\$1,340	\$521	\$560	\$228
Crossing Guards Wages & Supplies	\$3,520	\$3,319	\$3,550	\$3,100	\$3,400	\$3,500
TOTAL LAW ENFORCEMENT	\$485,451	\$495,394	\$512,703	\$522,370	\$522,709	\$431,844
PUBLIC SAFETY TOTAL	\$668,395	\$692,533	\$740,058	\$702,390	\$744,260	\$655,151

PUBLIC WORKS

The Town public works program is not defined by a particular department or personnel, but services which it provides. Public works includes highway and street maintenance, sanitation, a contribution to mass transit as well as other road related facilities such as street lights and drainage. The Town completes the majority of services through contracting and the assistance of a consulting Town Engineer.

MISSION STATEMENT

We responsibly manage transportation and drainage facilities in a safe, efficient and fiscally responsible manner to provide the highest quality of life to our residents, visitors and taxpayers of our community. Our contracted services are managed to ensure high quality, value and performance for all our community.

2011 ACCOMPLISHMENTS

- Continued improvement to Town CIP with assistance from Town Engineer.
- Significant completion on design for CTH CE/Eisenhower Drive/Van Roy Road intersections improvement project.
- Paving completed for one road, crackfill work completed on numerous other roads and significant road maintenance completed.
- Speedway Heights Pond construction finalized.
- Completed Comprehensive Drainage Study and study of Block Road ped/bike facilities.
- Completion of emergency repairs and improvements to the Allison Drive bridge/culvert.

2012 GOALS

- Complete RFP or negotiation process for new solid waste and recycling contract.
- Completion of a 10-year CIP.
- Initiate right-of-way acquisition for the CTH CE/Van Roy Road/Eisenhower Drive intersections improvement project.
- Initiate implementation of the 2011 Comprehensive Drainage Study.

123 Public Works 53000							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
HIGHWAY & STREET MAINTENANCE (53311)							
	Maintenance						
	Crackfill-Patching-Sealcoat Maintenance		\$12,255	\$31,000	\$16,917	\$24,917	\$30,000
	Other Maintenance (sweeping, culverts, shoulders, etc.)		\$9,589	\$11,000	\$14,789	\$14,789	\$10,000
	Subtotal Maintenance	\$26,108	\$21,844	\$42,000	\$31,706	\$39,706	\$40,000
	Ditching & Cutting	\$3,694	\$3,266	\$4,500	\$3,189	\$4,500	\$4,500
	Engineering Consulting	\$5,533	\$12,672	\$16,000	\$11,348	\$15,500	\$15,000
	Road Maintenance Supplies	\$354	\$60	\$500	\$247	\$247	\$500
	Snow Removal/Winter Maintenance - Roads	\$99,933	\$71,508	\$100,000	\$76,879	\$100,000	\$100,000
	Snow Removal/Winter Maintenance - Sidewalks/Trails	\$0	\$7,456	\$9,000	\$11,032	\$12,000	\$9,000
	Street Sign Supply & Expenses	\$2,387	\$5,834	\$5,850	\$5,699	\$5,699	\$6,000
	Town Truck Fuel & Maintenance	\$1,810	\$1,239	\$1,500	\$1,839	\$2,000	\$1,500
	CTH N Roundabout Construction	\$3,137					
TOTAL HIGHWAY & STREET MAINTENANCE		\$142,957	\$123,879	\$179,350	\$141,939	\$179,652	\$176,500
ROAD RELATED FACILITIES							
	Culvert/Driveway Expenses	\$1,546	\$2,956	\$2,750	\$1,325	\$1,325	\$1,350
53442	Drainage Repair & Maintenance	\$3,181	\$18,515	\$7,000	\$6,221	\$6,221	\$5,000
	Sidewalk/Recreation Trail Const./Maint.	\$400	\$390	\$500	\$489	\$489	\$500
53441	Stormwater Fees (Town's Garner's Creek Fee/DNR Fee)	\$1,518	\$1,518	\$1,600	\$1,518	\$1,518	\$1,520
53420	Street Lighting	\$19,333	\$21,643	\$19,000	\$21,881	\$22,500	\$21,000
TOTAL ROAD RELATED FACILITIES		\$25,978	\$45,022	\$30,850	\$31,433	\$32,053	\$29,370
SANITATION							
53635	Appliance Recycling	\$4,383	\$4,380	\$4,000	\$3,060	\$3,060	\$4,050
53620	Refuse & Garbage Collection	\$256,620	\$276,293	\$279,000	\$249,186	\$273,386	\$286,000
53640	Weed Cutting-Lots	\$90					
TOTAL SANITATION		\$261,093	\$280,673	\$283,000	\$252,246	\$276,446	\$290,050
MASS TRANSIT							
53520	Valley Transit Expenses	\$68,128	\$71,172	\$72,100	\$65,758	\$71,736	\$73,366
TOTAL MASS TRANSIT		\$68,128	\$71,172	\$72,100	\$65,758	\$71,736	\$73,366
TOTAL PUBLIC WORKS		\$498,155	\$520,746	\$565,300	\$491,377	\$559,887	\$569,286

CULTURE, RECREATION AND EDUCATION

The culture, recreation and education program includes funding for Town park maintenance and supplies, summer park event programming and other park or recreation related events or services.

MISSION STATEMENT

We seek to provide high quality park and recreation facilities and opportunities to strengthen each resident's sense of place in the community, promote health and wellness, protect environmental resources and provide recreational experiences that improve the quality of life for all.

2011 ACCOMPLISHMENTS

- Fireworks and other service contributions to Chickenfest.
- Interview process and hiring of a new summer park program coordinator in cooperation with the Town of Harrison.
- Continued meetings of the Park Committee to assist Town administration with park planning, budgeting and decision making.
- Purchase of additional garbage receptacles for parks.
- Pursuit and evaluation of proposals for Hickory Park shelter project.

2012 GOALS

- Continue to work with the Town of Harrison on summer park event programming to ensure continued high success.
- Focus on park maintenance projects and increased involvement of the Park Committee.

127 Culture, Recreation & Education 55000							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
PARKS (55200)							
	Community Park (shared with Harrison)	\$2,673	\$3,245	\$7,500	\$2,526	\$2,526	\$5,000
	Parks Supplies & Expenses	\$3,356	\$4,271	\$5,000	\$5,379	\$5,379	\$5,600
TOTAL PARKS		\$6,029	\$7,517	\$12,500	\$7,905	\$7,905	\$10,600
RECREATION PROGRAMS & EVENTS (55300)							
	Recreation Programs & Events (Chickenfest)	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$2,500
	Summer Park Program (shared with Harrison)	\$1,897	\$3,203	\$3,650	\$3,290	\$3,290	\$3,650
TOTAL RECREATION PROGRAMS & EVENTS		\$4,897	\$6,203	\$6,650	\$6,290	\$6,290	\$6,150
TOTAL CULTURE, RECREATION & EDUCATION		\$10,926	\$13,719	\$19,150	\$14,195	\$14,195	\$16,750

CONSERVATION AND DEVELOPMENT

The conservation and development program includes limited funding for Town economic development efforts. It also includes all functions regarding planning and zoning including the utilization of a Plan Commission and Board of Adjustment. Stormwater and drainage management duties are also included in this program which includes meeting the Town's statutory requirements as a MS4 permitted community for stormwater management.

MISSION STATEMENT

We strive to protect and promote the public health, safety, economic base and general welfare of the community and protect the environmental assets for the future through citizen participation, effective municipal codes, planning practices and professional service contracting. We shall continually work to improve the unique qualities of our community through innovative tools, collaborative approaches and strategic decision making.

2011 ACCOMPLISHMENTS

- Continued completion of a mandated illicit discharge field screening program which included follow-up on detected illicit discharges.
- Adoption of 10 year intergovernmental boundary agreement with City of Kaukauna for Debruin Road area.

2012 GOALS

- Continued implementation of the illicit discharge field screening program (NR216 requirement).
- Continue to implement the annual work plan of the Plan Commission.
- Continue to pursue boundary agreements with neighboring municipalities.

129 Conservation & Development 56000							
					YEAR	YEAR END	
Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET	
	ACTUAL	ACTUAL	2011	12/1/2011	2011	2012	
ECONOMIC DEVELOPMENT (56700)							
Economic Development Memberships/Initiatives	\$1,299	\$1,955	\$1,350	\$1,134	\$1,134	\$1,685	
TOTAL ECONOMIC DEVELOPMENT	\$1,299	\$1,955	\$1,350	\$1,134	\$1,134	\$1,685	
PLANNING & ZONING/EROSION/CONSERVATION (56900)							
<u>Planning & Zoning</u>							
Plan Commission & Board of Adjustment Pay	\$3,430	\$3,250	\$3,780	\$1,650	\$3,780	\$3,720	
Supplies & Expenses (Engineering Consulting)	\$318	\$467	\$600	\$547	\$547	\$500	
Publication of Notices	\$502	\$251	\$500	\$185	\$225	\$250	
Subtotal Planning & Zoning	\$4,249	\$3,968	\$4,880	\$2,382	\$4,552	\$4,470	
<u>Stormwater & Drainage Management</u>	\$3,911						
NEWSC Dues	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
<u>Stormwater Plan Implementation</u>	\$287	\$332	\$550	\$263	\$263	\$500	
Ongoing Illicit Discharge Field Screening Program	\$8,480	\$6,780	\$6,500	\$6,900	\$6,900	\$6,200	
Subtotal Stormwater & Drainage Management	\$13,678	\$8,112	\$8,050	\$8,163	\$8,163	\$7,700	
County Aerial Photography Project Contribution	\$0	\$1,394					
TOTAL PLANNING & ZONING/EROSION/CONSERVATION	\$17,928	\$13,473	\$12,930	\$10,545	\$12,715	\$12,170	
TOTAL CONSERVATION & DEVELOPMENT	\$19,227	\$15,428	\$14,280	\$11,679	\$13,849	\$13,855	

OTHER FINANCING AND DEBT SERVICE

This program is provided to meet the Town's budget and financing policies with regard to undesignated funds, contingency funding and debt service. This program is also provided so that other department budgets can include limited contingency funding. Ideally, funding within this program will not be utilized during the year or only used for emergencies or required unfunded activities that should arise during the year.

MISSION STATEMENT

There is no mission statement for this department, funding is guided by Town adopted budget and financing policies.

2011 ACCOMPLISHMENTS

- Continued reductions of overall outstanding Town debt.
- Continued monitoring and evaluation of achieving Town goals for contingency funding.

2012 GOALS

- Through conservative spending and following the Town's purchasing policy, do not use any contingency funds in 2012.

Other Financing Uses							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
CONTINGENCY & RESERVES							
	Contingency Fund - Unallocated	\$0	\$0	\$25,000	\$0	\$0	\$23,770
TOTAL CONTINGENCY & RESERVES		\$0	\$0	\$25,000	\$0	\$0	\$23,770
TOTAL OTHER FINANCING USES		\$0	\$0	\$25,000	\$0	\$0	\$23,770

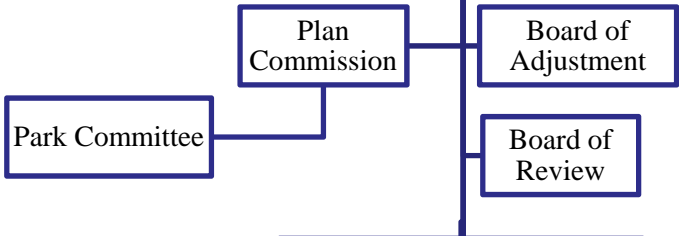
133 Debt Service Fund 58000							
					YEAR	YEAR END	
	Expenditures	2009	2010	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	2011	12/1/2011	2011	2012
DEBT SERVICE (58000)							
	Stoneybrook Loan (off-set by revenues for assessments)	\$10,321					
	2007/2008 G.O. Promissory Notes	\$186,496	\$191,371	\$185,953	\$185,953	\$185,953	\$185,478
TOTAL DEBT SERVICE		\$196,817	\$191,371	\$185,953	\$185,953	\$185,953	\$185,478
TOTAL DEBT SERVICE FUND		\$196,817	\$191,371	\$185,953	\$185,953	\$185,953	\$185,478

Appendices

Appendix A: Town Organizational Chart

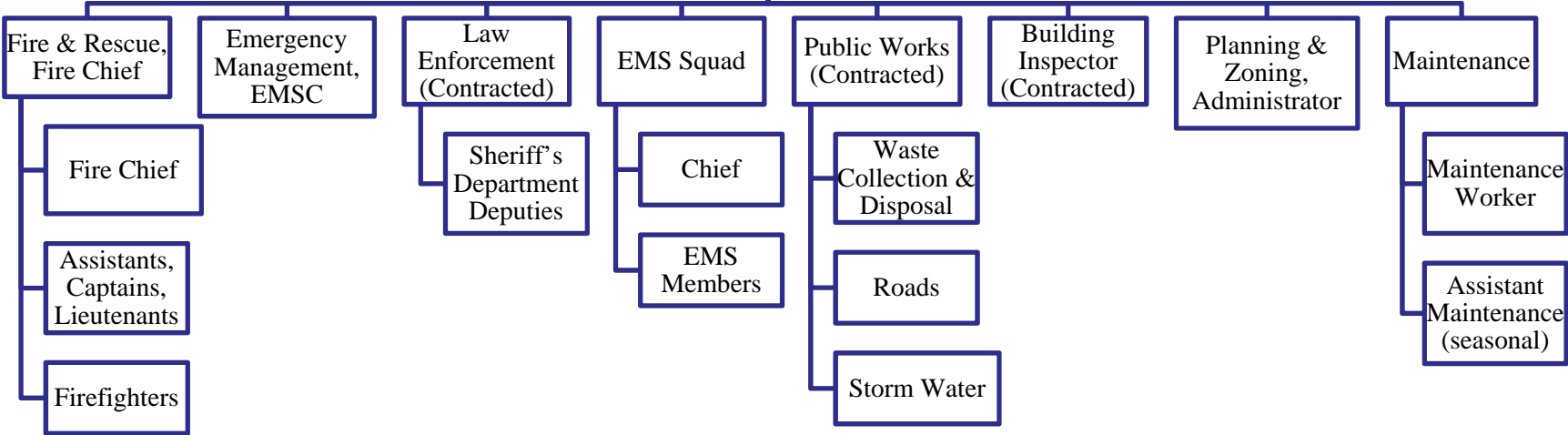
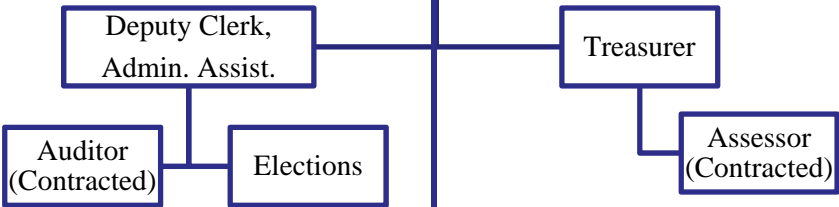


**Town of Buchanan
Town Board**



Other Town Government Affiliations
• Garners Creek Storm Water Utility
• Darboy Joint Sanitary District

**Town
Administrator/Clerk**



Appendix B: Budget and Financing Policies



Town of Buchanan

N178 County Road N
Appleton, WI 54915

Town of Buchanan Budget and Financial Policies



Adopted by Town Board: March 16, 2010

Town of Buchanan Budget and Financial Policies

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Introduction

The financial policies of the Town of Buchanan establish a framework for the overall fiscal management of the Town. They are guidelines that have been established by the Town Board and should be followed when making financial decisions impacting the future of the Town. These policies may be updated by the Town in the future as necessary.

The purpose for these policies are:

- To improve the Town's fiscal position.
- To provide a consistent framework for financial decision making in lieu of changes in elected or appointed officials.
- To improve credibility and confidence among residents, taxpayers, and investors in the financial management of the Town.

Operations Budget Policies

Annual Budget Process

The Town will prepare an annual budget based on generally accepted accounting principles. Department heads (Fire Chief, EMS Chief, Outagamie County Sheriff, etc.), with assistance from the Town Administrator/Clerk, will be responsible for preparation of their annual capital and operating budgets. The Town Administrator/Clerk is responsible for creating the budget and presenting to the Town Board for review and approval.

The Town Board will adopt the annual budget at a special meeting held for that purpose in mid November, following a public hearing and following all procedures as required by state statute.

Development Philosophy

The philosophy for Town budget development includes the following guides:

- The Town will utilize information contained in the comprehensive plan, emergency operations plan, strategic plan, and any other planning documents for support of budget priorities.
- The Town will strive to ensure that Town service priorities keep pace with the needs of the community by incorporating a needs review as part of the budget process.
- Quality programs and services will be offered by the Town of Buchanan. If expenditure reductions are necessary, program or service elimination is preferable to poor or marginal quality programs.

- As much as reasonably possible, Town services that provide private benefit should be supported in whole or in part by fees and charges.

Audit

An annual audit will be performed by an independent public accounting firm which will issue an opinion on the annual financial statements of the Town.

Budget Adjustments and Balances

Budget Adjustments

Mid-year adjustments within budgeted accounts of a department may be made by department heads that have advised the Town Administrator/Clerk accordingly. Budget amendments, which change a budget appropriation or are transfers between departments must be approved by a 2/3 majority of the Town Board. As necessary, typically at the end of the year, the Administrator/Clerk may also present to the Board needed budget adjustments to maintain a balanced budget at year end.

Uncompleted Projects or Appropriations

Any projects which are still considered open or uncompleted at year end shall be presented to the Board at the last meeting held in December by the Town Administrator/Clerk or during the budget approval process. The Board shall determine if funds will be designated for the following year to complete the open or uncompleted project.

All appropriations lapse at year end and, unless reserved for a specified use, are transferred into the undesignated fund balance. Appropriations which lapse at year end due to increases in efficiency or changes in services, or projects that result in a new cost savings, shall be recognized by the Town Board. Savings shall be used in future years to the benefit of the department which developed the savings if feasible.

Budget Reporting

A statement of bills and a summary report of account balances shall be provided to the Board at its monthly meeting for approval. Year to date reports comparing actual to budgeted expenditures will be provided to the Town Board upon request and provided to department heads bi-monthly or quarterly.

Donations

Donations accepted by the Town for a specified purpose shall be used exclusively for that purpose. For example, a donation made to Buchanan Fire & Rescue for purchase of a specific piece of equipment shall only be used for that purpose or the donation shall not be accepted.

Collateralization

The Town shall maintain full collateralization of all Town accounts throughout the year unless authorization is granted by the Town Board. The Town may seek to collateralize accounts through the use of collateral agreements with financial institutions or through diversification of accounts at several institutions. Any collateral agreement shall be approved by the Town Board.

Purchasing Policy

The Town shall maintain a Purchasing Policy as a supplement to these Budget and Financial Policies which shall be reviewed and updated as necessary and provide further detail on expenditure approvals.

Debt Policy

Objective

The Town shall strive to maintain a balanced relationship financing its capital improvements through utilization of current revenues and issuance of long term debt. The Town recognizes that access to capital markets over the long term is dependent upon the Town's commitment to full and timely repayment of debt.

Policy

The Town may issue bonds and notes for purposes of financing its capital improvements or to refund existing debt. The Town will not use long term debt for financing current operations.

General Guidelines

- 1) The Town shall assess the fiscal impact of the debt prior to issuance.
- 2) The length of term of borrowing should not exceed the useful life of the assets or projects for which funding will be used.
- 3) General obligation debt shall not exceed Wisconsin State statute limitations of 5% of equalized valuation. The Town shall also set a self imposed limit of 75% of the statutory limit as the ceiling for general obligation debt.
- 4) Total annual debt service payments on tax-supported debt of the Town will not exceed 25% of total general government operating revenue.
- 5) The Town shall not incur debt obligations which have variable interest rates, negative amortization, unusual deferred principal payment or other risky attributes.

Refunding

Periodic reviews of outstanding debt by Town staff shall be undertaken to determine refunding opportunities. Refunding may be considered by the Town Board if it appears there may be a net economic benefit. In general, refunding for savings may be undertaken when the present value of future annual debt service savings net of issuance cost amount to at least 3% of the refunded debt.

Disclosure

The Town is committed to transparent financial disclosure, and to cooperating fully with rating agencies, institutional investors, other units of government, and the general public, in order to share clear, comprehensible, and accurate financial information. The Town Administrator/Clerk or designee shall provide continuing disclosure in compliance with any continuing disclosure certifications that may be made at the time of each debt issuance.

Capital Improvement Plan Policy

Policy

The Town shall create and maintain a five year Capital Improvement Plan (CIP) to plan for and finance Town capital projects. As necessary, longer term CIPs may be created.

General Guidelines

- 1) The CIP will be reviewed and updated annually.
- 2) Where feasible, the Town shall use all sources of revenue available before using local property tax funds or borrowing. Department heads are encouraged to apply for any private, state or federal funding sources available to leverage local property taxes.
- 3) Expenditures and funding sources shall be so arranged as to smooth out the property tax rate, therein avoiding significant fluctuations in property tax rates from year to year.
- 4) The use of special assessment shall be in conformance with the Town's Special Assessment Policy.
- 5) Under no circumstances shall the Town install public improvements for private development without fully securing the financial interests of the Town.
- 6) The CIP will generally be financed on a "pay-as-you-go" basis. However, the need to finance major expenditures by borrowing will be reviewed as necessary and consistent with the Debt Policy. The

decision to use current financial resources or to borrow will be based on the following factors:

- a. Type of Project – The projected useful life of the project will be the determinant. The longer life of the project, the greater justification for borrowing.
- b. Cost of Project – The larger the cost of the project, the greater justification for borrowing.
- c. Funding Source – The degree of certainty that exists on the future level and availability of a particular funding source is a factor.
- d. Fund Availability – If adequate fund balances are available, there is less justification for borrowing.
- e. Bond Market – Status of the market condition, i.e., interest rates and terms.

Fund Balance Policy

Objective

A formal policy governing the purpose and parameters of an undesignated/unreserved general fund balance and/or contingency fund (hereafter referred to as the undesignated fund balance) is an effective financial management tool. A formally adopted policy helps eliminate ambiguity regarding the proper amount to maintain in the undesignated fund balances.

Definition

The General Fund is the general operating fund of the Town. It is used to account for all financial resources except those accounted for in segregated funds. The undesignated fund balance is the portion of the General Fund not assigned to a defined purpose. Currently the Town also sets aside funds in a defined account referred to as the Contingency Fund.

Policy

To preserve working funds for cash flow purposes and adequately prepare for unforeseen events which require ready access to funds, it is the policy of the Town to maintain a minimum undesignated fund balance and/or contingency equal to 15% to 25% of the operating budget. Limited budgeting for contingencies should therefore be included in department budgets.

Any appropriation from the undesignated fund balance or contingency fund requires a two-thirds affirmative vote of the Town Board.

Procedure

The Town Administrator/Clerk shall annually review the levels of the undesignated fund balance and contingency fund to ensure that appropriate levels are maintained.

Formula

The formula for computing the fund balance percentage is as follows:

$$\frac{\text{Current Year Undesignated Fund Balance}}{\text{Current Year Total Budget (less capital outlay and debt service)}} = \% \text{ of Fund Balance}$$

Investment Policy

Objective

To establish a uniform policy governing the investment of operating funds of the Town of Buchanan.

Policy

It is the policy of the Town of Buchanan to invest public funds in a manner that will provide the highest investment return consistent with the protection of principle while meeting the daily cash flow demands of the Town. The Town shall conform to all applicable legal requirements governing the investment of public funds.

Investment Objective

The primary objectives, in priority order, of the Town of Buchanan investment activities shall be:

- 1) Safety. Investments of the Town shall be undertaken in a manner that seeks to ensure the preservation of capital.
- 2) Liquidity. Town investments will remain sufficiently liquid to enable the Town to meet all operating requirements that might be reasonably anticipated.
- 3) Return on Investments. Town investments shall seek a high rate of return commensurate with the objectives of safety and liquidity.

Delegation of Authority

Management responsibility for the investment of funds is hereby delegated to the Town Administrator/Clerk and Town Deputy Clerk with oversight by the Town Board.

Ethics and Conflict of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

Authorized and Suitable Investments

The investment of Town funds shall be in accordance with Wisconsin statutes. As practicable, investment amounts are limited to the maximum of state and FDIC insurance limits for each institution unless collateralized.

- Certificates of Deposit (CD). Town funds may be invested in a CD at any financial institution authorized as a public depository for the Town.
- Local Government Investment Pool (LGIP). Town funds may be invested in the Wisconsin Local Government Investment Pool.
- U.S. Treasury obligations which carry the full faith and credit guarantee of the United States government.
- Money Market and Savings Deposit. Town funds may be invested in interest bearing checking, savings and money market accounts provided by a Town approved public depository.

Appendix C: Town of Buchanan Vision & Goals



Town of Buchanan Vision & Goals

Quality of Life

- Maintain the environmental assets and rural character of the community so that it continues to be an attractive place to live.
- Develop Town Park system based upon neighborhood parks and nature-based facilities and encourage community involvement in facility development and improvement.
- Preserve or improve the quality of existing neighborhoods and maintain housing values over time.
- Preserve and protect the Town's historical resources to promote the cultural and general welfare of residents of Buchanan and provide for a more interesting, attractive and vital community.

Public Safety

- Continue to ensure that Buchanan is a safe community by meeting or exceeding recognized standards for public safety.
- Continue to improve the internal and external quality of departments to ensure the long-term viability of volunteer services that exceed community needs.
- Continually evaluate contracted public safety providers to ensure Town needs are being met effectively.

Financial Management

- Implement the Town's Budget and Financial Policies with a focus on collateralization of accounts, maintaining fund balances/contingencies and monitoring the Town Purchasing Policy.
- Continue to refine the Town's annual budget report to allow additional transparency to residents and incorporate the practices of performance management.

Community Development

- Continue to focus on the implementation of the Town's 2007 Comprehensive Plan and 2008 Open Space and Recreation Facilities Plan as well as continued updates to the Town Municipal Code.
- Maintain open space, natural areas and farmland to preserve the Town's rural character and support country living.
- Resolve annexation and boundary disputes in a mutually beneficial manner and work to reduce the risk and impact of future annexations.
- Maintain a significant, yet manageable rate of housing development that provides a variety of housing choices for residents in all stages of life.

Buchanan is a unique, thriving, and prosperous community that invites opportunity for involvement from all in creating and implementing its vision for 2025 and beyond.

***Buchanan is "the place" for living in the Fox Cities.** It offers a great location, excellent schools, attractive parks, a network of trails, and quality housing choices for its many residents. Town planning has successfully blended development with natural areas and agricultural uses.*

We envision Buchanan as a community that values cooperation and harmony among government, the business sector, citizens, civic organizations and surrounding communities

The community is known for its spirit of neighborliness, compassion, cooperation and mutual respect for all.

The Vision and Goals for the Town of Buchanan are focused in eight strategic areas as follows:

- ❖ Quality of Life
- ❖ Public Safety
- ❖ Financial Management
- ❖ Community Development
- ❖ Economic Development
- ❖ Infrastructure
- ❖ Transportation
- ❖ Organizational Development

The provided vision and goals were adapted from the Town of Buchanan Comprehensive Plan (2007) as well as other Town planning and strategic documents.



Town of Buchanan Vision & Goals

Economic Development

- Continue to expand commercial and industrial development opportunities to “grow” and diversify the local economy.
- Through aesthetic improvements, design review and construction standards work to maintain a desirable commercial and industrial sector.
- Develop and maintain a physical, cultural, educational, and recreational environment in the Town that is conducive to business and residential development.

Infrastructure

- Improve processes, regulations and ordinances to preserve and maintain Town infrastructure through the assistance of a Town Engineer.
- Work to address resident concerns regarding drainage and storm water management through a consistent, efficient and well planned process to ensure equitability and achievement of long-term improvements.
- Improve the Town’s waste management services (garbage, yard waste, recycling) to meet the needs of the community and resident desires in a cost effective manner.

Transportation

- Maintain and improve Town roads in a timely and well-planned manner.
- Promote a multi-modal transportation system for efficient, safe and convenient movement of people, goods and services.
- Implement short and long range improvements as found in the Comprehensive Plan, Official Map, CIP and engineering studies. Priority for improvements shall be given for the CTH CE highway corridor.

Organizational Development

- Monitor and implement the recommendations in the 2009 Town Human Resource & Organizational Study.
- Maintain and continue to pursue additional opportunities for intergovernmental cooperation and/or regionalization of services.
- Through efficiencies and new technology, continue to improve the Town’s internal processes with a focus on customer service.



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