

Town of Buchanan

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

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TOWN OF BUCHANAN

2013 ADOPTED BUDGET



Adopted by Town Board: November 20, 2012

TOWN OF BUCHANAN 2013 ADOPTED BUDGET

TABLE OF CONTENTS

BACKGROUND & GENERAL INFORMATION	7
INFORMATION, STATISTICS & DEMOGRAPHICS.....	7
LOCATION	8
BUCHANAN TOWN GOVERNMENT.....	8
SCHOOL DISTRICTS	9
TOWN BUDGET PROCESS.....	9
TOWN ADMINISTRATORS BUDGET MESSAGE	11
STATE LEVY LIMITS	12
STATE OF WISCONSIN MAJOR AIDS	12
2013 BUDGET MAJOR FIGURES	13
OTHER FISCAL CONSIDERATIONS & CHALLENGES.....	13
ASSESSED VALUE & BUDGET EFFECT ON RESIDENTS.....	15
OVERVIEW OF PERSONNEL & SALARIES	17
FUND BALANCE HEALTH.....	18
CLOSING	19
2013 PERFORMANCE MEASUREMENT.....	20
QUALITY OF LIFE – STRATEGIC AREA	20
PUBLIC SAFETY – STRATEGIC AREA	21
FINANCIAL MANAGEMENT – STRATEGIC AREA.....	22
COMMUNITY DEVELOPMENT – STRATEGIC AREA.....	22
ECONOMIC DEVELOPMENT – STRATEGIC AREA	23
INFRASTRUCTURE – STRATEGIC AREA.....	23
TRANSPORTATION – STRATEGIC AREA.....	24
ORGANIZATIONAL DEVELOPMENT – STRATEGIC AREA	25
2013 ADOPTED BUDGET SUMMARY.....	28
EXPENDITURES	28
HIGHWAY EXPENDITURES	30
REVENUES.....	33
TAX BILL SPECIAL CHARGES SUMMARY.....	34
CAPITAL IMPROVEMENT PLAN SUMMARY.....	40
KEY CAPITAL PROJECTS	40
DEPARTMENT BUDGETS.....	45
GENERAL GOVERNMENT	46
PUBLIC SAFETY – FIRE & RESCUE	49
PUBLIC SAFETY – EMERGENCY MEDICAL SERVICES.....	51

PUBLIC SAFETY – EMERGENCY MANAGEMENT.....	53
PUBLIC SAFETY – LAW ENFORCEMENT/INSPECTION.....	55
PUBLIC WORKS	58
CULTURE, RECREATION AND EDUCATION.....	60
CONSERVATION AND DEVELOPMENT.....	62
OTHER FINANCING AND DEBT SERVICE.....	64

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)
Kalen Cornette, Supervisor II (Term expires April 2014)
Chuck Kavanaugh, Supervisor III (Term expires April 2013)
Brian Starszak, Supervisor IV (Term expires April 2014)

PLAN COMMISSION

Jerry Wallenfang, Chairperson
Mark McAndrews
Kalen Cornette
John Hoffmann
Jim Van Stippen
Mary Van Wychen
Jon Lamers

BOARD OF ADJUSTMENT

Jerry Wallenfang
Justin Hansen
Kenneth Rottier

BOARD OF REVIEW

Mark McAndrews
Robert Mani
Kalen Cornette
Chuck Kavanaugh
Brian Starszak
Jerry Wallenfang
Alan 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
Kathy Kuritz, 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
Troy Janda, Deputy

Building Inspector

Paul Hermes

Emergency Services

Rick Schroeder, Fire Chief
Lisa Van Schyndel, EMS Chief &
Emergency Management Coordinator

Engineer

Cedar Corporation

Maintenance

Vacant, 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), 6,903 (WDOA 2012 Estimate)
- 2025 population projection: 11,147 (WDOA)
- Town Board: 5 members; Plan Commission 7 members
- Full-Time employees: 2; Part-Time employees: 3.5; Seasonal employees: 2

Finance

- 2013 total budget: \$2,285,069
- 2013 (budget year) Town tax rate: \$2.63/\$1,000 valuation
- 2013 (budget year) total assessed valuation: \$576,177,500
- 2013 (budget year) Town tax levy: \$1,515,500
- Total G.O. debt: \$680,000
- Net New Construction (2011-2012): 0.284%

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 Deputies: 4.0 FTE

Infrastructure

- Total road miles: 46.08
- 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, auditing, garbage and recycling services, legal, engineering and general public works including snow removal

For a descriptive history of the Town of Buchanan and details on all Town services refer to the Town website (www.townofbuchanan.org).

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 were elected (or appointed) 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 November Board meeting. All adopted budgets are balanced, meaning expenditures are equal to revenues.

Town Administrator's Budget Message





TOWN ADMINISTRATORS BUDGET MESSAGE

November 20, 2012

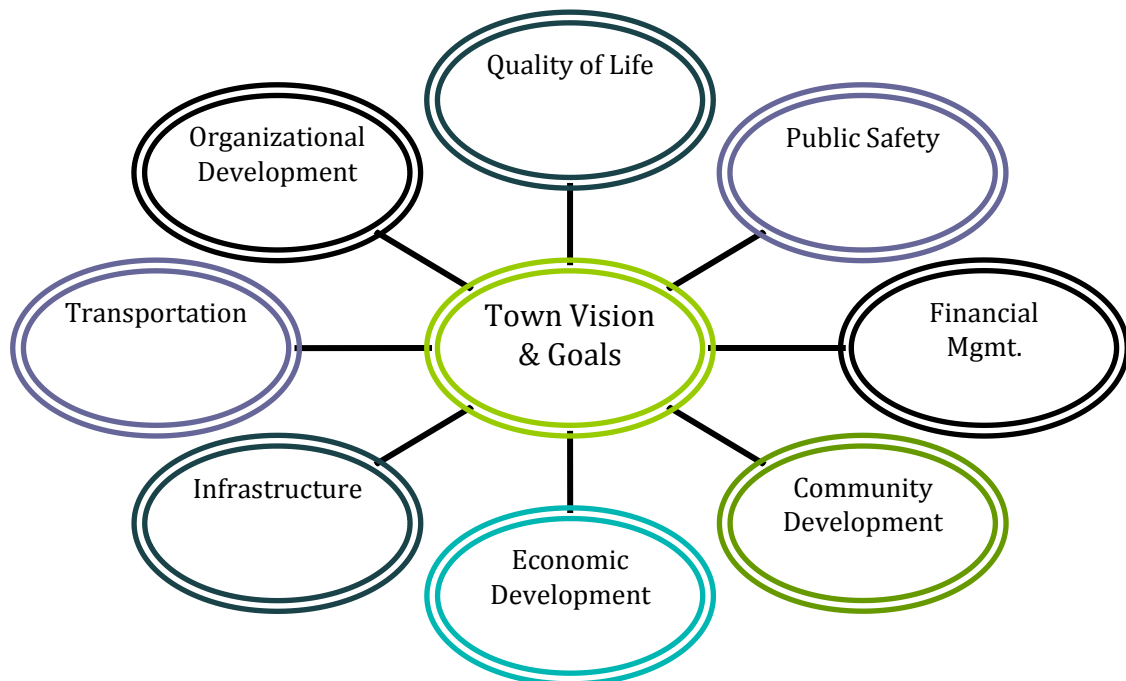
Honorable Members of the Town of Buchanan Town Board:

We are pleased to present to you the 2013 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 2013 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 2013 Performance Measurement section for further detail on implementation of eight strategic area goals.



STATE LEVY LIMITS

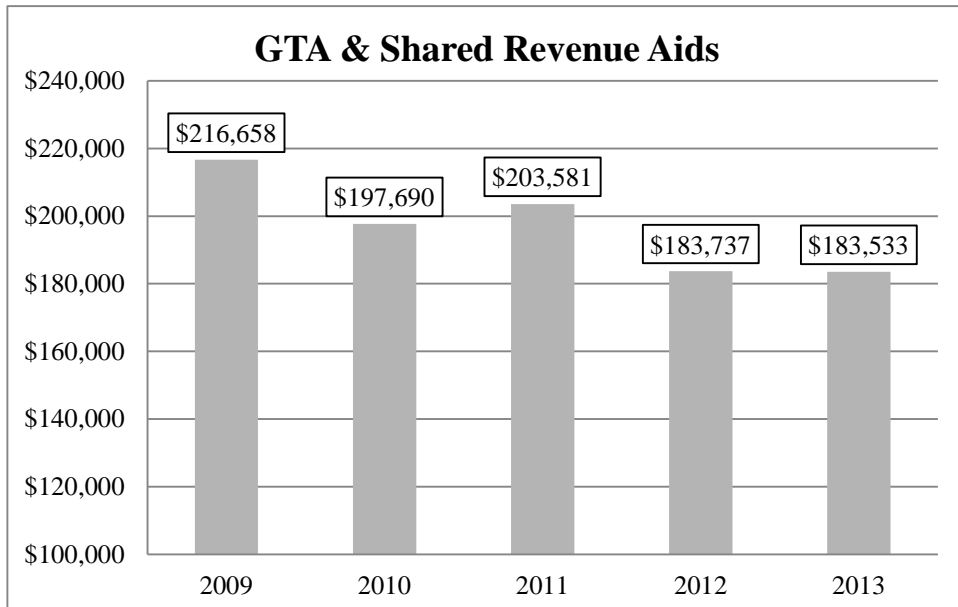
The Town continues to be constrained in its ability to increase the property tax levy by State imposed levy limits. Under 2011 Wisconsin Act 32, in 2011 and in all future years, the Town is allowed to increase its levy over the amount it levied in the prior year by the percentage increase in equalized 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 and upon approval of the electors at the budget meeting. A \$7,500 adjustment using "carry over" funding was approved for the 2013 budget. Levy limits continue to not apply to debt service on G.O. debt authorized after July 1, 2005. From 2011 to 2012 the Town experienced a 0.284% growth in net new construction; therefore the Town is allowed to increase its levy by this amount for 2013. In the previous year, the Town experienced a 1.256% growth.

LEVY LIMIT REFERENDUM: NOVEMBER 6, 2012

A resolution to utilize the referendum option to exceed State levy limits was approved by the Town Board on August 21, 2012. The referendum asked to allow for a levy increase of up to \$250,000 for fiscal years 2013-2016. If approved, funding was to be used exclusively on highway/road improvements. The referendum was on the November 6, 2012 election ballot. Of the total 3,955 ballots cast, 1,357 electors voted in favor of the referendum and 2,077 voted against. Therefore, the Town did not utilize this allowable adjustment to State levy limits for the 2013 budget.

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 experienced a significant reduction in aids in 2012. For 2013, aids are at the same level as in 2012. The following table illustrates these aids for the last five years.



2013 BUDGET MAJOR FIGURES

The 2013 budget calls for the following:

- ❖ \$2,285,069 in total expenditures, 2.8% decrease from 2012.
- ❖ \$1,515,500 Town tax levy, 1.0% increase from 2012.
- ❖ Tax rate of \$2.63/\$1,000 of assessed value.
- ❖ Special charge for residential waste collection/disposal of \$110.00, increase of \$10.00 from 2012.

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 and regional level. Local economic conditions do appear to be slowly rebounding and the Town is seeing positive improvements. However, the Town continues to experience low interest rates on Town investments, lack of new revenue sources as well as other revenue reductions. Costs for providing many high priority infrastructure projects also continue to increase.

The priorities and funding recommendations for the 2013 fiscal year reflect the conditions of the current economy and Town challenges ahead. The budget is a continuation of previous Town strategic discussions, the comprehensive plan, a human resource and organizational study completed in 2009, comprehensive drainage study completed in 2011 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 in recent years, but the Town is seeing indicators of improvements. The availability of land for new commercial and industrial growth will continue to be a major Town constraint. The Town initiated an economic development strategic plan with the assistance of East Central Wisconsin Regional Planning Commission in 2012 which it will use as a guide in future planning.

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 demands on employees for additional service and hours with the need to maintain a small, but high quality, workforce.
- Town's equalized value decreased by 4.1% since last year. Town's total assessed value increased by 0.20% since last year.
- For 2013, the Town does not have any funds available through long-term borrowing nor is any borrowing planned.
- State levy limits continue to be a major constraint on making recommended changes to the levy for approval by electors.
- 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/maintenance and emergency radios and other commitments to infrastructure upgrades will continue to be a significant factor in budget development.
- Risk of further annexations by neighboring municipalities and lack of growth areas served by sewer/water services making long-term planning uncertain.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

2012 Key Development
Statistics (to date)

- 11 Single family homes
- 2 Two-family/Multi-family homes
- 0 Subdivisions
- 4 Commercial-industrial permits (new buildings/major renovations)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

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 \$576,177,500, a 0.20% increase from the previous year. The 2013 budget results in a tax rate of \$2.63 per \$1,000 of assessed value. For a \$200,000 assessed property, this results in a total Town tax of \$526, a \$4 increase from last year (not including any changes to special charges).

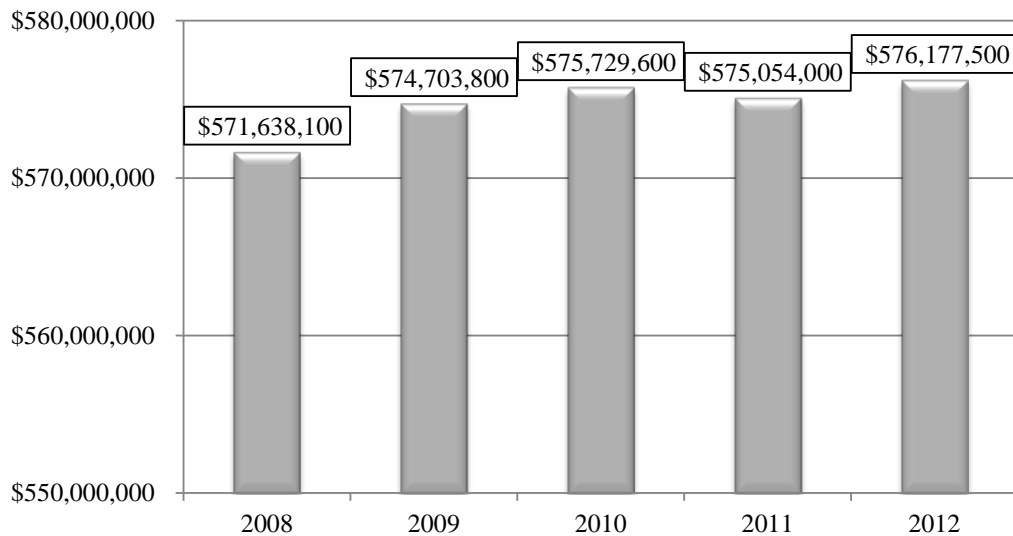
The following charts display the Town's total assessed values from 2008 through 2012 (2013 budget) as well as the Town's tax rate for the same period.

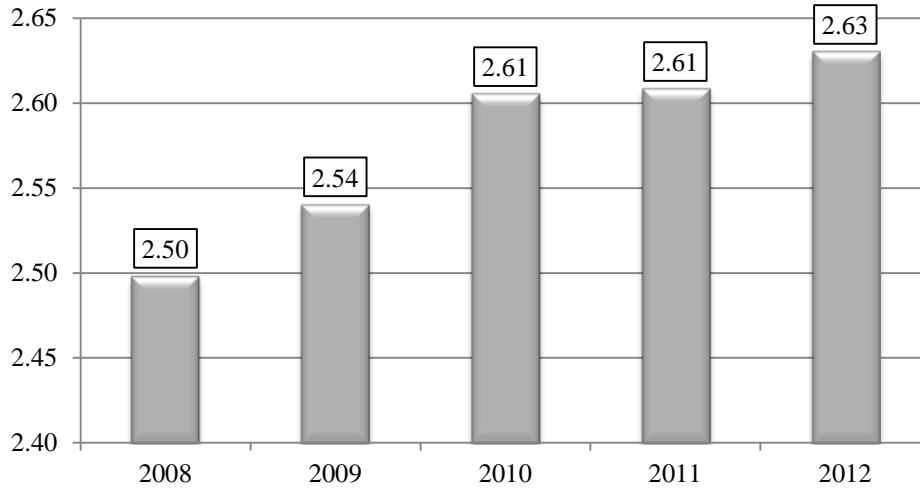
★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Top 5 Assessed Properties
(in millions)

- Gentry Drive Apt's (\$11.2)
- Lowes (\$9.5)
- Marcus Cinema (\$8.8)
- Festival (\$6.0)
- Kohl's (\$5.4)

★ ★ ★ ★ ★ ★ ★ ★ ★ ★





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 2012. The 2013 budget tax rate of \$2.63 would therefore result in a \$4 tax rate change (not including any special charges).

Town Tax Rate		Assessed Value of Property			
		\$150,000	\$200,000	\$250,000	\$300,000
2011 (12 Budget)	2.61	\$392	\$522	\$653	\$783
	2.60	\$390	\$520	\$650	\$780
	2.61	\$392	\$522	\$653	\$783
	2.62	\$393	\$524	\$655	\$786
2012 (13 Budget)	2.63	\$395	\$526	\$658	\$789
	2.64	\$396	\$528	\$660	\$792
	2.65	\$398	\$530	\$663	\$795
Town Tax Rate		Tax Increase from 2011 Rate			
		\$150,000	\$200,000	\$250,000	\$300,000
2012 (13 Budget)	2.63	\$3	\$4	\$5	\$6

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. The Town Board continues to closely review and utilize this study and has been implementing its recommendations when feasible and necessary. Funding for an update to the study is included in the 2013 budget.

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 2013. There are no planned new positions for 2013.

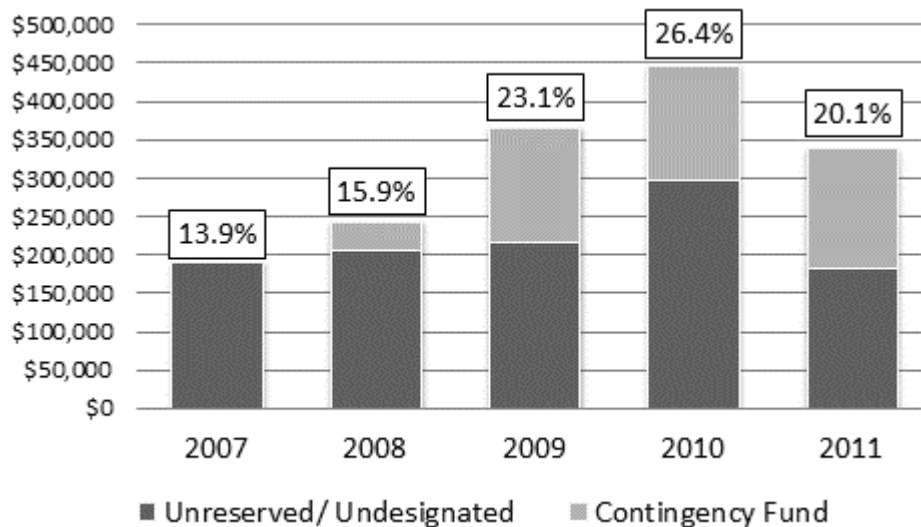
Position	Classification	2012 Budget	2013 Budget
Administrator/Clerk	Full Time/Salary	\$71,600	\$73,000
Deputy Clerk	Part Time/Hourly	\$20.06/hour	\$20.66/hour
Administrative Assistant	Part Time/Hourly	\$16.51/hour	\$17.00/hour
Maintenance Worker	Part Time/Hourly	\$16.54/hour	\$16.95/hour
Assistant Maintenance Worker	Seasonal/Part Time/Hourly	\$10.58/hour	\$10.00- \$10.75/hour
Emergency Mgmt. Coord./EMS Chief	Full Time/Salary	\$45,900	\$47,000
Fire Chief	Volunteer/Salary	\$15,000	\$15,500
Treasurer	Part Time/Hourly	\$15.58/hour	\$15.43/hour

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/undesignated 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 undesignated 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 did affect achievement of Town goals in 2011. An analysis of 2012 balances will be reviewed after the completion of the Town audit.



CLOSING

The Town of Buchanan has now reached a phase in its development, as a community and as an organization, in which prioritization and strategic thinking 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. While this budget includes fairly significant cuts or freezes, through the continued 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

2013 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 2013 budget strives to increase the performance measurement system of the Town; however significant 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 Actual	2012 YTD
Park Committee	Meetings	4	6	5	2
Summer Park Program	# Events	7	9	8	5
Town Owned Parkland	Acres	25.37	25.37	25.37	25.37
Wayfinding Signs Installed	#	0	2	0	0
Park Impact Fees Collected	\$	NA	\$20,280	\$3,305	\$7,651
Capital Spending on Parks/Trails	\$	\$6,219	\$14,957	\$3,529	\$0
Residential Assessed Value	\$	\$411,450,400	\$412,704,500	\$415,692,500	\$416,308,100

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 Actual	2012 YTD
EMS Squad Calls	#	143	192	211	169
Fire & Rescue Calls	#	88	101	81	70
Burning Permits	# Permits Issued	376	295	498	TBD
Fire Inspections	# Comp.	226	281	326	TBD
Avg. Service Fire/EMS Members	Years	NA	NA	9.7	8.8
Volunteer Service Recognitions	# Comp.	NA	22	10	7
Law Enforcement Deputies	FTE Staff	4.25	4.25	4.25	4.25
Deputies Incidents	# (Crime View)	NA	NA	2,032	TBD
Deputy Quarterly Reports Completed	#	NA	0	4	4

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 Actual	2012 YTD
Operating Budget	\$	\$1,580,149	\$1,694,153	\$1,693,115	\$1,631,077
Operating Cost Per Capita	\$	\$236.13	\$253.35	\$245.59	\$236.29
Debt Service	\$	\$196,817	\$191,371	\$185,953	\$185,478
Contingency Fund Used	\$	\$0	\$0	\$63,621	\$0
Total Assessed Value	\$	\$574,703,800	\$575,729,600	\$575,054,000	\$576,177,500
Assessable Parcels with Improvements	#	2,272	2,277	2,289	2,294
Board of Review Completed	Date	7/20/09	7/13/10	7/27/11	7/26/12
Net New Construction	%	3.004%	1.245%	1.256%	0.284%
Accounts Collateralization	%	NA	75% (est.)	100%	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 Actual	2012 YTD
Plan Commission	Meetings	13	12	12	11
Board of Adjustment	Meetings	4	3	0	3
Ordinances Adopted	#	7	3	8	4

Minor Land Divisions (CSM)	#	9	9	10	16
Plats	#	1	0	0	0
Special Exceptions	#	1	2	2	7
Variations	#	6	3	0	3
Single Family Home Permits	#	9	11	7	11
Annexations	#	2	0	4	0
Land Annexed	Acres	16.51	0	57.62	0
Total Agricultural (per Assessor)	Acres	5,520	5,505	5,493	5,480

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 Actual	2012 YTD
Site Plans	#	2	3	2	6
Manufacturing Assessed Value	\$	\$3,927,900	\$3,882,900	\$3,221,500	\$3,358,000
Commercial Assessed Value	\$	\$131,465,800	\$132,221,200	\$128,769,900	\$129,757,400
FCEDP Member	Yes/No	Yes	Yes	Yes	Yes
HOV Chamber Member	Yes/No	Yes	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 Actual	2012 YTD
Drainage Complaints	#	19	33	24	8
40% TSS Reduction, Town Portion	%	22% Town, 35% GCSU	25% Town, 35% GCSU	25% Town, 35% GCSU	TBD
Residential Trash Collected	Tons	1,663	1,709	1,733	TBD
Recycling Collected	Tons	549	479	543	TBD
Yard Waste Collected	Tons	226	262	174	TBD
Appliance Stickers Sold	#	188	151	107	17
Bulky Item Stickers Sold	#	296	256	176	59

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 Actual	2012 YTD
Avg. PASER, Rural Local	1-10	NA	6.21	5.92	5.92
Avg. PASER, Urban Local	1-10	NA	5.97	5.94	5.95
Avg. PASER, Urban Collector	1-10	NA	7.03	7.01	7.01
Road Paving Completed	Miles	0.64	0.60	0.35	0.26
Town Managed Sidewalks/Trails	Est. Miles	2.09	1.89	1.89	1.42
Improvements in CTH CE Corridor	\$ (actual projects)	\$43,390	\$22,316	\$40,407	\$24,961

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 Actual	2012 YTD
Town Board	Meetings	19	16	15	15
Resolutions	Adopted	16	7	11	9
FTE Employees	#	2	2	2	2
Newsletters	#	3	4	4	2
E-Newsletters	#	NA	NA	NA	0
Website Sessions	#	36,966	45,801	52,543	TBD
Twitter Followers	#	10	36	42	65
Twitter Tweets	#	13	139	180	149
Urban Towns Facilitated	Meeting	NA	NA	3	4

TOWN GOALS, PLANS AND PRIORITIES

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

- Human Resource and Organizational Study (completed in 2009, update planned in 2013)
- Town of Buchanan Comprehensive Plan (adopted 2007)
- Open Space and Recreation Facilities Plan, 2013-2017 (To be adopted Dec. 2012)
- Economic Development Strategy (2013)(To be adopted Dec. 2012)
- Strategic planning sessions held summers of 2007, 2008 and 2010
- Emergency Response Plan (adopted 2012)
- Official Map (adopted 2010)
- Five Year Capital Improvement Plan (updated annually)
- Stormwater Management Plan (completed in 2008)
- Comprehensive Drainage Study (completed in 2011)
- Personnel Policy Manual (last updated September 2012)
- Fire and Rescue Bylaws (adopted 2007); EMS Squad Bylaws (adopted 2010)

Budget Summary

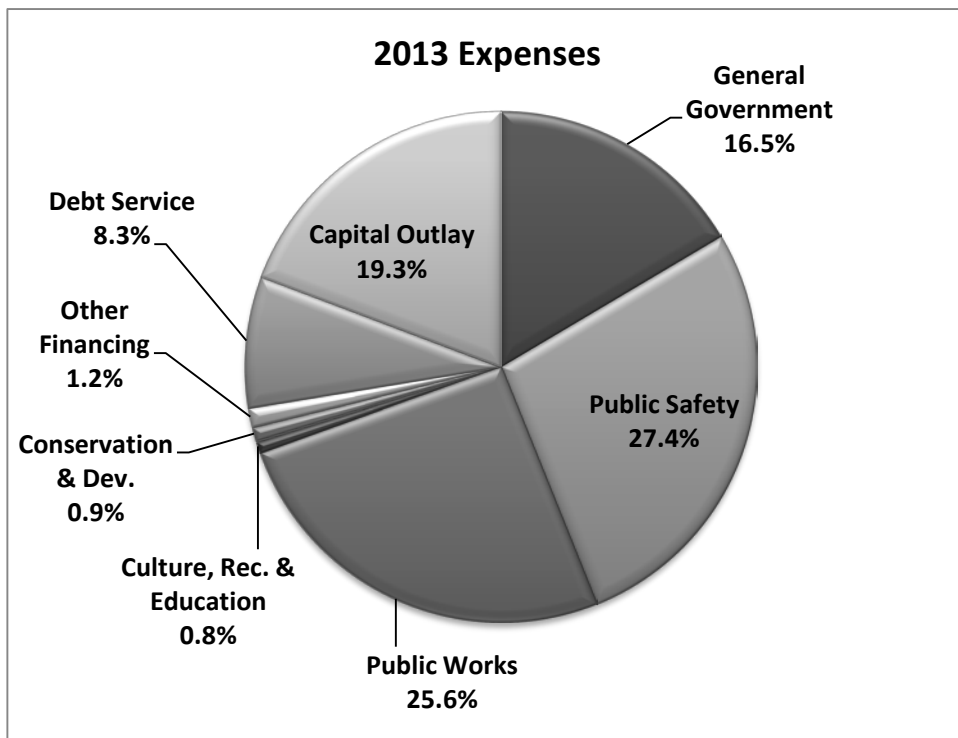


2013 ADOPTED BUDGET SUMMARY

The total budget for 2013 is \$2,285,069. The 2013 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

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 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 2013 which are new or have significantly increased/decreased from the previous year.

- Increased funding for legal fees and services.
- Significant reduction in expenses for elections from 2012.
- Elimination of the summer Town Deputy position (June-August).
- Contractual changes with Veolia ES for garbage, recycling, yard waste and bulky item services in 2013.
- Increased and continued funding for mandated stormwater management/MS4 related permitting and management of the Town's Speedway Heights Pond.
- Adjustments to staff salaries/wages, as shown on page 17.
- Elimination of Town supported commercial garbage/recycling collection.

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 46.08 miles of road which means that the Town can have \$230,400 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 2013 budget required elector approval for highway expenditures.

Item	2013 Budget
Highway & Street Maintenance	\$40,000
Snow Removal & Winter Maintenance	\$117,000
Street Sign Supply & Expense	\$6,000
Ditching & Cutting/Mowing	\$4,400
Road Maintenance Safety/Tools/Engineering	\$15,600
Sub-Total	\$183,000
Highway/Road Projects, Planning & Design	
CTH CE/Eisenhower/Van Roy Intersection	\$120,000
2013 Town Road Paving/Engineering Projects	\$130,280
Sub-Total	\$250,280
TOTAL	\$433,280
Referendum Funding for Highway Improvements	\$0
ADJUSTED TOTAL	\$433,280

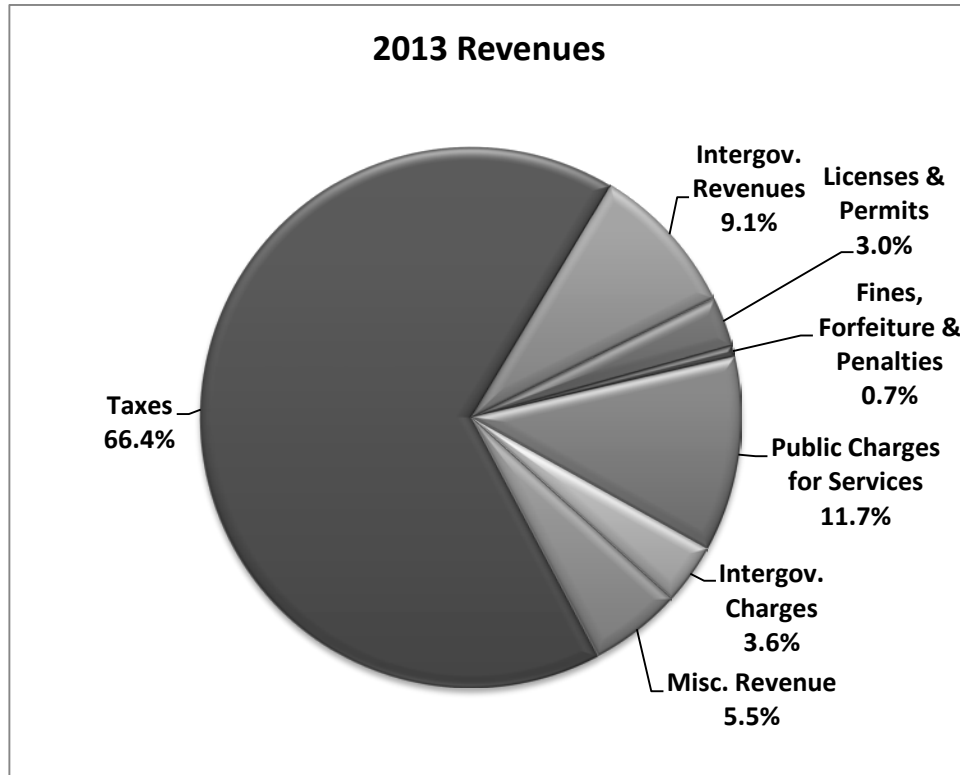
Town of Buchanan
Summary of Expenditures
Fiscal Year 2013

					(Under)	Increase
			YEAR END		Over	(Decrease)
		2012	ESTIMATE	2013	Budget	Budget
Department		BUDGET	2012	BUDGET	2012	2012 to 2013
General Government - 51000						
51100	Legislative (Town Board)	\$ 31,780	\$ 31,719	\$ 31,780	\$ (61)	\$ -
51300	Legal Fees	\$ 30,200	\$ 42,926	\$ 41,000	\$ 12,726	\$ 10,800
51400	General Administration	\$ 215,364	\$ 221,390	\$ 203,652	\$ 6,027	\$ (11,712)
51500	Financial Administration	\$ 27,014	\$ 25,600	\$ 26,129	\$ (1,414)	\$ (885)
51600	General Building, Town Hall	\$ 50,678	\$ 48,548	\$ 50,558	\$ (2,130)	\$ (120)
51900	Other General Government	\$ 21,000	\$ 23,617	\$ 23,196	\$ 2,617	\$ 2,196
Subtotal - General Government		\$ 376,035	\$ 393,799	\$ 376,314	\$ 17,765	\$ 280
Public Safety - 52000						
52100	Law Enforcement	\$ 431,844	\$ 432,452	\$ 400,201	\$ 608	\$ (31,643)
52200	Fire Department	\$ 127,827	\$ 123,166	\$ 129,047	\$ (4,661)	\$ 1,220
52300	Emergency Medical Services	\$ 34,250	\$ 33,698	\$ 34,350	\$ (552)	\$ 100
52300	Emergency Management	\$ 51,700	\$ 50,941	\$ 52,800	\$ (759)	\$ 1,100
52400	Building Inspection	\$ 9,530	\$ 10,900	\$ 10,600	\$ 1,370	\$ 1,070
Subtotal - Public Safety		\$ 655,151	\$ 651,156	\$ 626,998	\$ (3,995)	\$ (28,153)
Public Works - 53000						
53311	Highway & Street Maintenance	\$ 176,500	\$ 133,991	\$ 183,000	\$ (42,509)	\$ 6,500
	Road Related Facilities	\$ 29,370	\$ 35,503	\$ 30,018	\$ 6,133	\$ 648
	Sanitation	\$ 290,050	\$ 288,865	\$ 312,500	\$ (1,185)	\$ 22,450
	Mass Transit	\$ 73,366	\$ 58,925	\$ 60,000	\$ (14,441)	\$ (13,366)
Subtotal - Public Works		\$ 569,286	\$ 517,284	\$ 585,518	\$ (52,002)	\$ 16,232
Culture, Recreation & Education - 55000						
55200	Parks	\$ 10,600	\$ 8,700	\$ 10,600	\$ (1,900)	\$ -
55300	Recreation Programs & Events	\$ 6,150	\$ 6,100	\$ 6,650	\$ (50)	\$ 500
Subtotal - Culture, Recreation & Ed.		\$ 16,750	\$ 14,800	\$ 17,250	\$ (1,950)	\$ 500
Conservation & Development - 56000						
56700	Economic Development	\$ 1,685	\$ 1,185	\$ 3,637	\$ (500)	\$ 1,952
56900	Planning & Zoning/Erosion/Conservation	\$ 12,170	\$ 12,103	\$ 17,070	\$ (67)	\$ 4,900
Subtotal - Conservation & Development		\$ 13,855	\$ 13,288	\$ 20,707	\$ (567)	\$ 6,852

			YEAR END		(Under)	Increase
		2012	ESTIMATE	2013	Over	(Decrease)
	Department	BUDGET	2012	BUDGET	Budget	Budget
					2012	2012 to 2013
Other Financing Uses						
	Contingency & Reserves	\$ 23,770	\$ 7,023	\$ 28,432	\$ (16,747)	\$ 4,662
Subtotal - Other Financing Uses		\$ 23,770	\$ 7,023	\$ 28,432	\$ (16,747)	\$ 4,662
Debt Service Fund - 58000						
58100	Debt Service	\$ 185,478	\$ 185,432	\$ 189,820	\$ (46)	\$ 4,343
Subtotal - Debt Service Fund		\$ 185,478	\$ 185,432	\$ 189,820	\$ (46)	\$ 4,343
Capital Outlay - 57000						
57190	General Government	\$ 12,300	\$ 12,235	\$ 5,000	\$ (65)	\$ (7,300)
57620	Parks & Recreation	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
57220	Fire & Rescue	\$ 48,450	\$ 52,286	\$ 42,750	\$ 3,836	\$ (5,700)
57290	EMS - Emergency Management	\$ 35,114	\$ 35,097	\$ 100,000	\$ (17)	\$ 64,886
57331	Roads & Public Works	\$ 413,835	\$ 158,000	\$ 282,280	\$ (255,835)	\$ (131,555)
57345	Stormwater & Drainage	\$ -	\$ 793	\$ -	\$ 793	\$ -
Subtotal - Capital Outlay		\$ 509,699	\$ 258,411	\$ 440,030	\$ (251,287)	\$ (69,669)
TOTAL - General Fund Operating, Debt & Capital		\$ 2,350,023	\$ 2,041,194	\$ 2,285,069	\$ (308,829)	\$ (64,954)

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 2013 which are new or have significantly increased/decreased from the previous year.

- Tax levy increase of 1.0%.
- No new funding from short/long term borrowing or state/federal grants.
- Increase in the residential waste collection special charge from \$100.00/unit to \$110.00/unit.
- No changes in major state aids (shared revenues, general transportation aids).

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 2013 is provided.

- *Street Lights:* Special charges are collected for street lights in subdivisions. The charge placed on the tax bill 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 surface of the property.
- *Residential Garbage:* Fee charged to residential units receiving garbage collection services.
- *Other Charges:* Other special charges may be used as applicable, generally for failure to pay a Town invoice or for delinquent sewer or water bills.

Special Charge	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Street Lights	\$19.62- \$86.76	\$19-\$90	\$29.92- \$90.26	\$32.08- \$92.57
GCSU (ERU charge)	\$96	\$96	\$96	\$96
Residential Garbage	\$79.00	\$89.00	\$100.00	\$110.00

Town of Buchanan
Summary of Revenues
Fiscal Year 2013

					(Under)	Increase	
		YEAR END			Over	(Decrease)	% Change
	2012	ESTIMATE	2013		Budget	Budget	Budget
Department	BUDGET	2012	BUDGET		2012	2012 to 2013	2012 to 2013
Taxes - 41000	\$1,501,570	\$1,500,572	\$1,517,322	\$	(998)	\$ 15,752	1.0%
General Property Taxes	\$1,500,000	\$1,496,028	\$1,515,500	\$	(3,972)	\$ 15,500	1.0%
Special Assessments - 42000	\$0	\$0	\$0	\$	-	\$ -	
Intergovernmental Revenues - 43000	\$214,209	\$233,544	\$207,916	\$	19,335	\$ (6,292)	-2.9%
Licenses & Permits - 44000	\$60,273	\$84,159	\$69,175	\$	23,886	\$ 8,902	14.8%
Fines, Forfeitures & Penalties - 45000	\$15,200	\$15,665	\$15,176	\$	465	\$ (25)	-0.2%
Public Charges for Services - 46000	\$244,890	\$247,897	\$266,405	\$	3,007	\$ 21,515	8.8%
Intergovernmental Charges for Services - 47000	\$95,323	\$108,826	\$83,225	\$	13,503	\$ (12,098)	-12.7%
Miscellaneous Revenue - 48000	\$218,559	\$47,050	\$125,850	\$	(171,509)	\$ (92,709)	-42.4%
Proceeds Long Term Debt - 49000	\$0	\$0	\$0	\$	-	\$ -	0.0%
TOTAL - Revenues	\$ 2,350,023	\$ 2,237,713	\$ 2,285,069	\$	(112,311)	\$ (64,955)	-2.8%

		2009	2010	2011	BUDGET	YEAR	YEAR END	
	REVENUES (Detail)	ACTUAL	ACTUAL	ACTUAL	2012	TO DATE	ESTIMATE	BUDGET
						11/27/2012	2012	2013
TAXES (41000)								
41110	General Property Tax	\$1,440,984	\$1,467,613	\$1,501,295	\$1,500,000	\$1,496,028	\$1,496,028	\$1,515,500
41150	Woodland/Managed Forest	\$289	\$68	\$68		\$68	\$68	
41900	<u>Other Taxes</u>							
	Annexation Tax Payments	\$9,519	\$10,033	\$40,657	\$1,370	\$2,173	\$2,173	\$1,322
	Use Value Penalties	\$84	\$1,423	\$821	\$200	\$2,304	\$2,304	\$500
	Other Taxes	\$2,677	\$0	\$0	\$0	\$0	\$0	\$0
	Subtotal Other Taxes	\$12,280	\$11,456	\$41,479	\$1,570	\$4,477	\$4,477	\$1,822
TOTAL TAXES		\$1,453,553	\$1,479,136	\$1,542,841	\$1,501,570	\$1,500,572	\$1,500,572	\$1,517,322
SPECIAL ASSESSMENTS (42000)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUES (43000)								
<u>State Grants/Transportation</u>								
43531	General Transportation Aids	\$127,191	\$121,048	\$126,934	\$114,241	\$114,241	\$114,241	\$114,555
43534	State Grant-Road Improvements	\$0	\$0	\$0	\$21,700	\$0	\$21,700	\$0
	Subtotal State Grants/Transportation	\$127,191	\$121,048	\$126,934	\$135,941	\$114,241	\$135,941	\$114,555
<u>State Shared Taxes</u>								
43430	Computer State Aid	\$3,929	\$3,195	\$2,350	\$2,400	\$2,177	\$2,177	\$2,100
43420	Fire Insurance Dues Aid	\$16,320	\$17,674	\$17,941	\$18,100	\$20,432	\$20,432	\$20,600
43410	Shared Revenues	\$89,467	\$76,642	\$76,647	\$57,748	\$69,497	\$69,497	\$68,978
	Subtotal State Shared Taxes	\$109,715	\$97,511	\$96,939	\$78,248	\$92,106	\$92,106	\$91,678
43650	Managed Forest Revenue			\$257	\$20	\$16	\$16	\$20
43690	State Payments Other (stormwater grant/Fox Energy)	\$19,792	\$91,939	\$16,671	\$0	\$5,482	\$5,482	\$1,663
43212	Federal Grant Fire Department	\$43,154	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INTERGOVERNMENTAL REVENUES		\$299,852	\$310,498	\$240,800	\$214,209	\$211,844	\$233,544	\$207,916
LICENCES & PERMITS (44000)								
44300	<u>Building Permits & Inspections</u>							
	General Building Permits (additions, alt. to buildings)	\$1,975	\$2,175	\$1,200	\$1,200	\$950	\$1,000	\$1,200
	Residential New Building Permits	\$3,600	\$14,100	\$2,800	\$1,600	\$6,500	\$6,500	\$2,750
	Commercial Building Permits	\$1,200	\$1,375	\$950	\$700	\$1,370	\$1,670	\$1,000
	Driveway/Culvert Permits	\$2,250	\$3,500	\$2,375	\$1,500	\$3,550	\$3,550	\$2,500
	Garage & Shed Permits	\$945	\$725	\$1,070	\$600	\$1,560	\$1,560	\$800
	Other Building Permits (deck, fence, sign, pool, etc)	\$1,758	\$1,965	\$3,450	\$3,000	\$3,985	\$4,000	\$3,000
	Subtotal Building Permits & Inspections	\$11,728	\$23,840	\$11,845	\$8,600	\$17,915	\$18,280	\$11,250
44100	<u>Business & Occupational</u>							
	Cable Franchise Fees	\$37,327	\$39,350	\$43,847	\$39,000	\$46,749	\$46,749	\$43,000
	Liquor & Beverage License	\$7,210	\$6,496	\$7,800	\$7,500	\$10,375	\$10,500	\$9,000
	Other Business Licenses	\$40	\$80	\$70	\$50	\$90	\$90	\$45
	Tobacco License	\$280	\$280	\$245	\$200	\$315	\$315	\$300
	Subtotal Business & Occupational	\$44,857	\$46,206	\$51,962	\$46,750	\$57,529	\$57,654	\$52,345
44200	<u>Non-Business License</u>							
	Dog/Kennel License Fees	\$961	\$992	\$1,006	\$960	\$1,010	\$1,010	\$980
	Subtotal Non-Business License	\$961	\$992	\$1,006	\$960	\$1,010	\$1,010	\$980
44400	<u>Zoning Permits & Fees</u>							
	CSM Review Fee	\$1,850	\$2,050	\$2,250	\$1,800	\$3,425	\$3,425	\$2,500
	Land Division Review Fee - Plats	\$480	\$0	\$0	\$0	\$0	\$0	\$0
	Site Plan Review Fee	\$600	\$900	\$600	\$300	\$1,800	\$1,800	\$900
	Special Exception Fee	\$50	\$25	\$200	\$50	\$900	\$900	\$750
	Variance & Appeal Fee	\$400	\$300	\$175	\$150	\$690	\$690	\$300
	Other (rezoning, comp plan, etc.)	\$0	\$0	\$800	\$0	\$350	\$350	\$150
	Subtotal Zoning Permits & Fees	\$3,380	\$3,275	\$4,025	\$2,300	\$7,165	\$7,165	\$4,600
44900	Other Regulatory Fees (Fox Energy Fee)	\$1,863	\$1,863	\$1,663	\$1,663	\$50	\$50	
TOTAL LICENCES & PERMITS		\$62,789	\$76,176	\$70,501	\$60,273	\$83,669	\$84,159	\$69,175

					YEAR		YEAR END	
REVENUES (Detail)		2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
FINES, FORFEITURES & PENALTIES (45000)								
45100	Court/Traffic Fines & Forfeitures	\$14,918	\$18,134	\$14,261	\$15,000	\$13,663	\$15,500	\$15,000
45100	Late Fees - Dog License	\$195	\$145	\$250	\$200	\$165	\$165	\$176
TOTAL FINES, FORFEITURES & PENALTIES		\$15,113	\$18,279	\$14,511	\$15,200	\$13,828	\$15,665	\$15,176
PUBLIC CHARGES FOR SERVICES (46000)								
46100	<u>General Government</u>							
	Real Estate Inquiry Forms	\$2,230	\$2,620	\$2,000	\$1,800	\$3,515	\$3,600	\$2,400
	Poll List/Other Copies	\$0	\$60	\$0	\$0	\$2	\$2	\$0
	Liquor License Publication Fees	\$0	\$120	\$75	\$40	\$75	\$75	\$25
	Subtotal General Government	\$2,230	\$2,800	\$2,075	\$1,840	\$3,592	\$3,677	\$2,425
46400	<u>Sanitation & Utilities</u>							
46420	Garbage and Refuse Collection (Sticker Program)	\$1,806	\$1,488	\$965	\$1,000	\$810	\$860	\$600
46435	Recycling/Appliances (Sticker Program)	\$2,478	\$2,127	\$1,574	\$4,050	\$624	\$624	\$0
46440	Weeds & Nuisance Control	\$195	\$42	\$545	\$0	\$0	\$0	\$0
	Res. Collection Special Charge (\$110/unit)	\$115,727	\$175,617	\$198,381	\$223,900	\$223,800	\$223,800	\$248,380
	Subtotal Sanitation & Utilities	\$120,207	\$179,274	\$201,465	\$228,950	\$225,234	\$225,284	\$248,980
46300	<u>Transportation</u>							
46321	Street Light Charges (subdivision street lights)	\$7,890	\$8,132	\$8,649	\$8,600	\$9,269	\$9,269	\$9,000
46310	Street Maint./Const./Sign/Ditch Fees	\$13,321	\$3,000	\$1,069	\$0	\$1,500	\$1,500	\$0
	Subtotal Transportation	\$21,211	\$11,132	\$9,718	\$8,600	\$10,769	\$10,769	\$9,000
46220	Fire Protection Fees (Accident Clean-Up)	\$7,677	\$6,819	\$8,175	\$5,500	\$8,168	\$8,168	\$6,000
TOTAL PUBLIC CHARGES FOR SERVICES		\$151,324	\$200,025	\$221,433	\$244,890	\$247,762	\$247,897	\$266,405
INTERGOVERNMENTAL CHARGES FOR SERVICES (47000)								
	<u>Public Safety-Local Government</u>							
47321	<u>Deputy Reimbursement for Kimberly PSL</u>							
	Squad	\$4,932	\$5,154	\$5,719		\$2,127	\$2,127	
	Salary and Benefits	\$56,479	\$56,671	\$67,306		\$21,159	\$21,159	
	Overtime	\$4,725	\$3,326	\$3,071		\$911	\$911	
	Contract Administrative Fee	\$3,149	\$3,000	\$3,519		\$1,103	\$1,103	
	Subtotal Deputy Reimbursement Kimberly PSL	\$69,284	\$68,151	\$79,614		\$25,300	\$25,300	
47321	Refund for Crossing Guards	\$1,750	\$1,895	\$1,895	\$1,900	\$1,916	\$1,916	\$1,900
47323	Refund for Fire Services	\$0	\$325	\$350	\$325	\$375	\$375	\$325
	Subtotal Public Safety-Local Government	\$71,034	\$70,370	\$81,859	\$2,225	\$2,291	\$2,291	\$2,225
47345	County Recycling Refund	\$37,923	\$38,029	\$38,174	\$38,200	\$31,886	\$38,200	\$38,000
47390	Other Government Services	\$183	\$0	\$0	\$0	\$0	\$0	\$0
47339	Valley Transit Refund	\$49,033	\$58,203	\$57,476	\$54,898	\$43,035	\$43,035	\$43,000
TOTAL INTERGOVERNMENTAL CHARGES FOR SERVICES		\$158,173	\$166,603	\$177,509	\$95,323	\$102,512	\$108,826	\$83,225
MISCELLANEOUS REVENUES (48000)								
48500	<u>Donations</u>							
	Donations Park & Recreation	\$200	\$0	\$0	\$0	\$450	\$450	\$0
	Donations EMS Department	\$0	\$99	\$0	\$0	\$2,500	\$2,500	\$0
	Donations Fire Department	\$5,250	\$655	\$2,500	\$0	\$50	\$50	\$0
	Subtotal Donations	\$5,450	\$754	\$2,500	\$0	\$3,000	\$3,000	\$0
48302	Fire Equipment Sold	\$95	\$0	\$6,185	\$0	\$0	\$0	\$0
48200	Hall Rental Fees	\$2,325	\$2,950	\$2,950	\$2,500	\$2,350	\$2,550	\$2,600
48110	Interest Income	\$19,823	\$19,030	\$20,041	\$22,000	\$15,663	\$16,500	\$20,000
	<u>Funding Carried Over (from 2012)</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	\$25,000	\$25,000	
	FD Turnout Gear Funding		\$5,000	\$3,500				
	Hwy. 55 Pond Funding		\$7,500	\$7,500				
	Speedway Heights Pond Funding	\$60,507	\$24,923	\$14,075				
	FD Breathing Apparatus							\$3,250
	Subtotal Funding Carried Over (from 2012-2013)	\$83,907	\$70,323	\$25,075	\$25,004	\$25,000	\$25,000	\$3,250

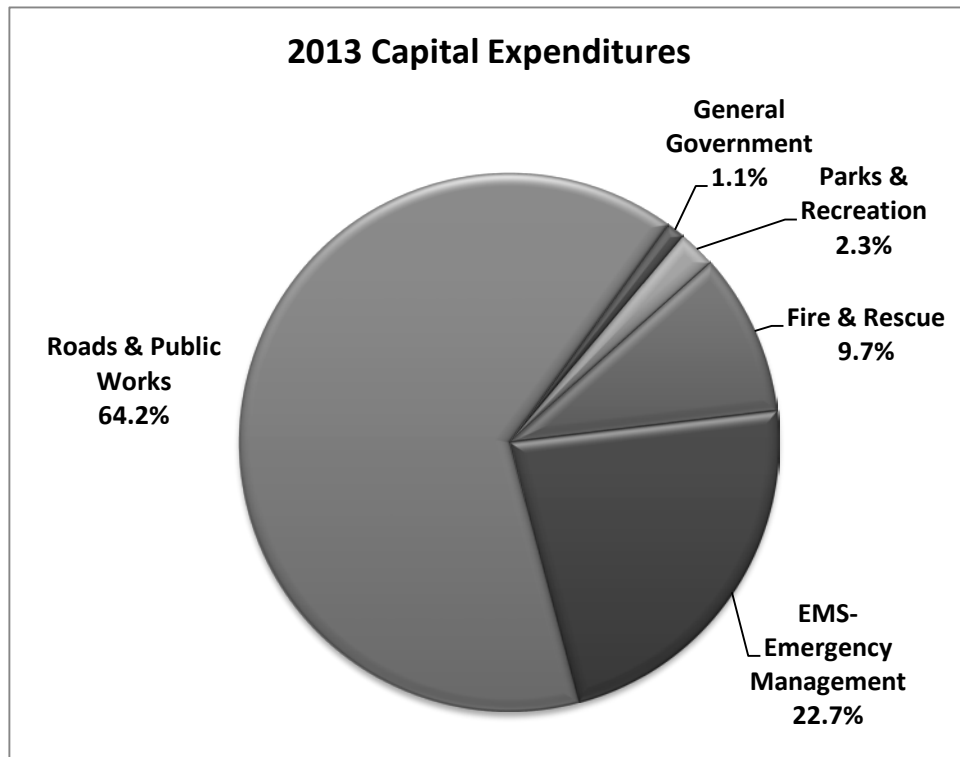
	REVENUES (Detail)	2009	2010	2011	BUDGET	YEAR	YEAR END	
					2012	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
48900	<u>Miscellaneous Income</u>							
	Fund Balance Applied			\$14,500				
	Contingency Fund Applied (Allison Drive Bridge Repair)			\$63,621	\$5,000	\$0	\$0	
	Fire Truck Fund Applied		\$81,300	\$81,454				
	Park Impact Fees Applied			\$0				
	Intersection Improvement Fund Applied			\$0	\$164,055	\$0	\$0	
	Fire/EMS Communication Fund Applied							\$100,000
	Subtotal Miscellaneous Income		\$81,300	\$159,575	\$169,055	\$0	\$0	\$100,000
TOTAL MISCELLANEOUS REVENUES		\$111,600	\$174,356	\$216,326	\$218,559	\$46,013	\$47,050	\$125,850
PROCEEDS LONG-TERM DEBT (49000)								
	2007/2008 Loan Proceeds Applied	\$204,190	\$112,202	\$0	\$0	\$0	\$0	\$0
TOTAL PROCEEDS LONG-TERM DEBT		\$204,190	\$112,202	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES		\$2,456,594	\$2,537,275	\$2,483,921	\$2,350,023	\$2,206,200	\$2,237,713	\$2,285,069

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 2013 capital improvement budget totals \$440,030. The following chart details capital expenditures by department for 2013.



KEY CAPITAL PROJECTS

The following are key capital projects included in the 2013 budget.

- Pavement maintenance at Town Hall.
- Establishment of a fund for development of the Eisenhower Drive Trail.
- Fire & Rescue equipment including turnout gear and breathing apparatus.
- Funding toward the Fire Apparatus Fund and Building Improvement Fund.

- Purchasing of portable and mobile radios for Fire & Rescue and the EMS Squad.
- Engineering evaluation/design for the two highest ranking projects from the Comprehensive Drainage Study (Springfield Drive and Main Street).
- Continued funding for the CTH CE/Eisenhower Drive/Van Roy Road intersections improvement project.
- Road projects including: paving of Westowne Court (first 200'), chip sealing of Clune Road, paving of Coop Road and patching maintenance to Loderbauer Road.

135 Capital Outlay 57000								
(For Detail in Purchases Refer to the Capital Improvement Plan)								
						YEAR	YEAR END	
Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET	
	ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013	
GENERAL GOVERNMENT (57190)								
Computer Upgrades (2)		\$19,988		\$3,800	\$3,735	\$3,735		
Computer Network and Server								
Municipal Code Recodification	\$8,225	\$310						
Copier				\$8,500	\$8,500	\$8,500		
Hall Pavement Maintenance								\$5,000
TOTAL GENERAL GOVERNMENT								
	\$8,225	\$20,298	\$0	\$12,300	\$12,235	\$12,235	\$5,000	
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			\$0					
Garbage/Recycling Receptacles			\$3,529					
Eisenhower Drive Trail Fund								\$10,000
Tennis-Basketball Court Maintenance								\$0
TOTAL PARKS								
	\$6,219	\$14,957	\$3,529	\$0	\$0	\$0	\$10,000	
FIRE & RESCUE (57220)								
Office Computer Upgrade	\$440							
Tanker Replacement	\$30,000	\$35,000	\$198,664					
Turnout Gear		\$10,213	\$4,530					\$10,500
Pagers	\$2,811							
Radios (mobile/portable)	\$0	\$27,000	\$25,000	\$8,200	\$8,200	\$8,200		
Update for SCBA RIT	\$11,846							
Swift Water Rescue Equipment	\$2,002							\$0
Exhaust Removal System	\$34,650							
Washer/Dryer Extractors				\$12,000	\$19,086	\$19,086		
Breathing Apparatus			\$8,299	\$3,250	\$0	\$0	\$7,250	
Vehicle Replacement Fund				\$25,000	\$25,000	\$25,000	\$25,000	
Mobile Data Computer(s)								\$0
TOTAL FIRE & RESCUE								
	\$81,749	\$72,213	\$236,493	\$48,450	\$52,286	\$52,286	\$42,750	
EMS - EMERGENCY MANAGEMENT (57290)								
AED Replacements		\$4,604	\$2,302					
Radios (mobile/portable)		\$15,000	\$9,000	\$26,014	\$26,014	\$26,014		
Mobile Data Computer	\$11,082							
Emergency Response Vehicle	\$33,429							
Full Body Manikin				\$4,600	\$4,585	\$4,585		
Carbon Monoxide Detectors				\$4,500	\$4,498	\$4,498		
Radios (mobile/portable) for Fire & EMS								\$100,000
TOTAL EMS - EMERGENCY MANAGEMENT								
	\$44,511	\$19,604	\$11,302	\$35,114	\$35,097	\$35,097	\$100,000	

						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
ROADS & PUBLIC WORKS (57331)								
	CTH CE and HH/DeBruin Road Intersection Design	\$4,607	\$3,868					
	Building Improvement Fund	\$3,000			\$10,000	\$10,000	\$10,000	\$20,000
	CTH CE/Van Roy/Eisenhower Intersection	\$14,783	\$18,448	\$40,407	\$281,035	\$24,961	\$38,000	\$120,000
	CTH CE Pedestrian/Bicycle Underpass	\$24,000						
	Intersection Improvement Fund		\$20,000					
	Engineering Evaluations (Springfield/Main St.)			\$5,407				\$12,000
	2009 Road Projects	\$134,920						
	2010 Road Projects		\$157,194					
	2011 Road Projects			\$96,435				
	Allison Drive Bridge Repair			\$62,567	\$5,000	\$0	\$0	
	2012 Road Projects				\$117,800	\$104,408	\$110,000	
	2013 Road Projects							\$130,280
TOTAL ROADS & PUBLIC WORKS		\$181,309	\$199,510	\$204,816	\$413,835	\$139,369	\$158,000	\$282,280
STORMWATER & DRAINAGE (57345)								
	NR216 Compliance (Speedway Heights Pond)	\$45,185	\$122,455	\$29,742		\$793	\$793	
	Comp. Drainage Assessment Project			\$16,394				
	NR216 Compliance (Hwy. 55 Pond)	\$390	\$0	\$0				
TOTAL STORMWATER & DRAINAGE		\$45,574	\$122,455	\$46,136	\$0	\$793	\$793	
TOTAL CAPITAL OUTLAY		\$367,587	\$449,036	\$502,277	\$509,699	\$239,780	\$258,411	\$440,030

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. Public works is another example, as there is no actual public works department. Services which are provided under public works are completed through various contractors and staff.

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
- 2012 Accomplishments
- 2013 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 Town's 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.

2012 ACCOMPLISHMENTS

- Completion of an upgrade to the Town of Buchanan website and evaluation of e-newsletter options.
- Completion of a total of six elections (including Governor Recall and Presidential elections). Also completed redistricting process and education/training as necessary on new voting laws including photo ID.
- Acquisition of a new copier/multi-function device in main office.
- RFP process completed for Town auditor.
- Interviews and appointment of two new Supervisors to the Town Board and selection of a new Town Treasurer.

2013 GOALS

- Transition to new contractors for financial auditing and IT services.
- Implementation of a quarterly Town e-newsletter.
- Development of an updated Town personnel salary/pay plan.
- Continued refinement and development of the Town budget document and reporting, including continued increased development of performance measures.
- Completion of additional strategic planning with the Town Board.

119 General Government 51000								
						YEAR	YEAR END	
Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET	
	ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013	
FINANCIAL ADMINISTRATION (51500)								
Audit & Accounting Fees	\$6,000	\$6,200	\$6,400	\$6,600	\$6,600	\$6,600	\$6,350	
Property Assessor Contract	\$18,926	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	
Treasurer Salary	\$8,000	\$8,000	\$5,041	\$5,064	\$2,716	\$4,000	\$4,629	
Treasurer Supplies & Expenses	\$2,930	\$2,429	\$3,403	\$2,850	\$919	\$2,500	\$2,650	
TOTAL FINANCIAL ADMINISTRATION	\$35,857	\$29,129	\$27,345	\$27,014	\$22,735	\$25,600	\$26,129	
GENERAL ADMINISTRATION (51400)								
<u>Election Expenses</u>								
Election Supplies & Expenses	\$2,446	\$2,853	\$3,647	\$7,390	\$7,453	\$7,453	\$2,000	
Election Worker Pay/Training	\$1,930	\$8,050	\$2,793	\$16,400	\$17,009	\$17,009	\$2,600	
Subtotal Elections	\$4,376	\$10,903	\$6,439	\$23,790	\$24,463	\$24,463	\$4,600	
<u>Office Salaries & Benefits</u>								
Deputy Clerk Wages	\$22,324	\$22,022	\$23,036	\$25,877	\$23,143	\$26,000	\$27,478	
Administrative Assistant Wages	\$19,096	\$20,541	\$21,267	\$22,668	\$20,989	\$23,000	\$22,950	
Retirement Fund (WRS, 5 employees)	\$17,168	\$18,260	\$17,047	\$11,065	\$10,138	\$11,300	\$12,855	
Life, Accident & Disability Insurance (2 employees)	\$769	\$1,047	\$1,178	\$1,178	\$1,202	\$1,302	\$1,224	
Health Insurance (1 employee)	\$7,315	\$8,065	\$8,931	\$9,572	\$8,754	\$9,572	\$9,416	
Dental Allowance (1 employee)	\$178	\$262	\$521	\$1,000	\$396	\$396	\$1,604	
Subtotal Office Salary & Benefits	\$66,849	\$70,196	\$71,980	\$71,360	\$64,622	\$71,570	\$75,527	
<u>Office Technology</u>								
Computer/Server Maintenance	\$411	\$109	\$3,747	\$3,550	\$8,469	\$8,469	\$5,500	
Copier Maintenance	\$175	\$413	\$529	\$550	\$605	\$660	\$600	
Software & Equipment Licenses	\$1,084	\$1,620	\$1,838	\$2,233	\$1,948	\$1,970	\$2,124	
Web Site Maintenance	\$320	\$355	\$320	\$320	\$2,930	\$2,930	\$320	
Subtotal Office Technology	\$1,989	\$2,497	\$6,434	\$6,653	\$13,952	\$14,029	\$8,544	
<u>Town Administrator Expenses</u>								
Administrator/Clerk Salary	\$64,239	\$65,524	\$69,500	\$71,600	\$66,092	\$71,600	\$73,000	
Administrator Supplies & Expenses	\$2,801	\$1,746	\$1,788	\$1,700	\$1,456	\$1,550	\$1,600	
Conferences & Training	\$1,013	\$884	\$1,754	\$1,100	\$756	\$756	\$1,450	
Dues & Subscriptions	\$650	\$487	\$715	\$720	\$735	\$735	\$750	
Subtotal Administrator Expenses	\$68,704	\$68,642	\$73,757	\$75,120	\$69,039	\$74,641	\$76,800	
Clothing & Uniforms	\$445	\$516	\$0	\$0	\$0	\$0	\$0	
Conferences, Training & Reimbursements	\$76	\$172	\$173	\$125	\$147	\$147	\$150	
Consultant Fees & Studies	\$19,279	\$1,761	\$3,412	\$2,720	\$2,251	\$2,600	\$3,400	
Criminal History Checks (alcohol licensing, employees)			\$1,288	\$1,300	\$1,386	\$1,400	\$1,300	
Newsletter Expenses	\$3,557	\$4,747	\$5,109	\$2,900	\$2,241	\$3,641	\$3,050	
Office Supplies & Expenses	\$3,551	\$3,873	\$3,413	\$4,300	\$3,423	\$4,000	\$4,000	
Payroll Expenses - S.S. & Medicare (All Employees)	\$20,403	\$20,639	\$22,959	\$26,296	\$18,658	\$24,000	\$25,431	
Publication of Notices	\$814	\$645	\$879	\$800	\$868	\$900	\$850	
TOTAL GENERAL ADMINISTRATION	\$190,043	\$184,590	\$195,843	\$215,364	\$201,051	\$221,390	\$203,652	
GENERAL BUILDING, TOWN HALL (51600)								
<u>Hall Supplies & Expenses</u>								
Building Maintenance & Repairs	\$2,806	\$3,608	\$1,749	\$1,500	\$1,256	\$1,256	\$800	
HVAC Maintenance & Repairs	\$750	\$1,237	\$755	\$950	\$778	\$778	\$860	
Security and Alarm Monitoring	\$843	\$670	\$523	\$700	\$398	\$700	\$700	
Town Hall Utilities	\$15,436	\$14,650	\$15,101	\$16,000	\$13,221	\$15,800	\$16,000	
Hall Supplies & Expenses	\$3,870	\$4,372	\$4,318	\$5,000	\$5,223	\$5,773	\$4,800	
Subtotal Hall Supplies & Expenses	\$23,704	\$24,537	\$22,447	\$24,150	\$20,876	\$24,307	\$23,160	
Maintenance Worker Wages	\$19,915	\$15,497	\$22,387	\$21,502	\$19,241	\$19,241	\$22,883	
Maintenance Assistant Worker Wages	\$4,254	\$5,245	\$3,857	\$5,026	\$4,539	\$5,000	\$4,515	
TOTAL GENERAL BUILDING, TOWN HALL	\$47,872	\$45,279	\$48,691	\$50,678	\$44,655	\$48,548	\$50,558	

					YEAR	YEAR END		
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
LEGAL FEES (51300)								
	Court Legal Fees	\$13,197	\$16,589	\$21,650	\$21,200	\$31,473	\$31,473	\$33,000
	Town Legal Service Fees	\$5,955	\$13,413	\$7,336	\$9,000	\$11,453	\$11,453	\$8,000
TOTAL LEGAL FEES		\$19,152	\$30,002	\$28,986	\$30,200	\$42,926	\$42,926	\$41,000
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				\$80			\$80
	Subtotal Town Board Salaries	\$30,600	\$28,650	\$30,680	\$30,680	\$26,533	\$30,680	\$30,680
	Board Supplies & Expenses	\$138	\$538	\$225	\$200	\$199	\$199	\$200
	Association Dues & Seminars	\$855	\$865	\$800	\$900	\$840	\$840	\$900
TOTAL LEGISLATIVE (TOWN BOARD)		\$31,593	\$30,053	\$31,705	\$31,780	\$27,572	\$31,719	\$31,780
OTHER GENERAL GOVERNMENT (51900)								
51938	Property & Liability Insurance	\$19,497	\$17,773	\$17,551	\$19,000	\$21,469	\$21,469	\$21,000
	Employee Assistance Program	\$882	\$940	\$980	\$1,000	\$1,148	\$1,148	\$1,196
51980	Town Events, Awards & Memorials	\$957	\$1,426	\$860	\$1,000	\$686	\$1,000	\$1,000
TOTAL OTHER GOVERNMENT		\$21,336	\$20,139	\$19,391	\$21,000	\$23,303	\$23,617	\$23,196
TOTAL GENERAL GOVERNMENT		\$345,853	\$339,193	\$351,961	\$376,035	\$362,242	\$393,799	\$376,314

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.

2012 ACCOMPLISHMENTS

- Selection of a new Fire Chief effective January 1, 2012.
- Selection of four new department officers (Assistant Chief, Captain of Safety, and two Lieutenants).
- Installation of a washer/extractor and dryer cabinet for maintenance of turnout gear.
- Completion of advanced Incident Command System (ICS) training by 10 department members.
- Completion of extensive member training and education utilizing a vacant home in the Town, including simulated burn events.

2013 GOALS

- Continue to pursue grant funding opportunities for the purchase of needed department equipment.
- Conduct public safety and educational events for all members of the family with significant emphasis on fire safety in the home.

- Implementation, including radio purchasing, and participation in the County wide radio upgrade project.
- Continued evaluation on department consolidation between Buchanan Fire & Rescue and the Buchanan EMS Squad.
- Continued training with neighboring departments on fire ground operations.

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.

2012 ACCOMPLISHMENTS

- Implemented and developed SOG's for new rehabilitation procedures.
- Implemented and developed SOG's for medical history forms for firefighters during rehabilitation.
- Continued to develop and move forward with the countywide radio project.
- Purchase of the full body manikin and utilizing it to its full potential.
- Implemented two new medications to the EMS squad to improve patient care.

2013 GOALS

- Ensure that patients receive the best care possible. To be achieved through the following phases.
 - Review of medical SOG's (Standard Operating Guidelines) with personnel.
 - Monthly training on SOG's.
 - Define responsibilities of individuals providing patient care by implementing a team approach to care.

- Manage personnel on scene to ensure that each team member is performing appropriate tasks.
- Define and implement the management of personnel on an accident scene utilizing the ICS command structure.
- Evaluation of the current QA (Quality Assurance) process and related personnel training. Goal of implementation of the QA process on 30% of random monthly calls.
- Evaluate results of QA process and track improvement areas and training needs with implementation of changes as necessary.
- Define areas or incidents that pose a potential hazardous situation. Implement measures to reduce such hazards through discussions with personnel or table top training exercises.
- Maintain quality working relationships and continue to monitor expenditures and alternative funding options.

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.

2012 ACCOMPLISHMENTS

- Completed draft of Town ERP and completed the Town approval process.
- Completed the State of Wisconsin Emergency Management Certifications – Level 4.
- Successful training of fire/EMS members on further ICS training.
- Continued to work on internal department needs on training of the ERP.
- Continued to develop and move forward with the countywide radio project.
- Continued to maintain quality working relationships with other communities.
- Continued monitor spending and alternative funding sources.

2013 GOALS

- Stay informed on potential changes to ICS (Incident Command System) forms, documents, procedures, etc.
- Maintain certification requirements for the Town’s Emergency Manager for NIMS-CAST.

- General implementation of the Town ERP (Emergency Response Plan) as adopted in 2012:
 - Layout and development of training phases.
 - Further definition on Town Board, personnel and volunteer expectations and duties.
 - Development of a training and implementation timeline.
- Fire & Rescue implementation of the Town ERP:
 - Define procedures to be followed for a tornado or severe weather incident.
 - Implement procedures such as accountability at the station, member assignments to specific tasks, and ERP implementation on day-to-day duties during an event.
- Prepare for the implementation of the new radio system:
 - Continue to inform the Town Board and users on project status of the 800 MHz County project.
 - Initiate a plan to train both Fire & Rescue and the EMS Squad on use of the new radio system along with radio usage. To be completed in the second quarter of 2013.

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.

2012 ACCOMPLISHMENTS

- Continued improvement to the building permit issuance process with new forms/checklists and website revisions.
- Participation in selection process for new Deputies serving the Town.
- Continued implementation of quarterly reports by Town Deputies to the Town Board.
- Adoption of an updated agreement for building inspection services.
- Evaluation and implementation of no parking regulations.

2013 GOALS

- Improved communication with Town Deputies on Town priorities and enforcement issues.
- Continued training for Town Deputies on Municipal Code enforcement and increased reporting/feedback on incident tracking.
- Continued review of the Town permitting process to improve overall customer service.

121 Public Safety 52000								
						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
BUILDING INSPECTION (52400)								
	Building Inspection Salary	\$7,879	\$7,566	\$10,393	\$9,530	\$9,714	\$10,597	\$10,600
	Inspection Supplies and Expense	\$0	\$1,531	\$153	\$0	\$303	\$303	\$0
TOTAL BUILDING INSPECTION		\$7,879	\$9,097	\$10,546	\$9,530	\$10,017	\$10,900	\$10,600
FIRE & RESCUE (52200)								
<u>Benefits & Reimbursements</u>								
	Department Events (Holiday Party, Picnics)	\$2,255	\$3,096	\$2,793	\$3,210	\$2,825	\$2,825	\$3,200
	Service Award Program (LOSA)	\$28,761	\$26,914	\$31,035	\$32,000	\$29,980	\$29,980	\$25,000
	Mileage Reimbursements	\$1,324	\$2,305	\$1,833	\$1,400	\$358	\$650	\$1,300
	Sickness & Accident Life Insurance	\$2,710	\$2,766	\$2,767	\$2,767	\$2,767	\$2,767	\$2,767
<u>Firefighters Compensation</u>								
	Fire Chief Salary	\$8,000	\$10,000	\$17,500	\$15,000	\$13,750	\$15,000	\$15,500
	Officers Leadership Compensation	\$2,000	\$2,248	\$3,200	\$3,500	\$0	\$3,500	\$3,750
	Secretary Pay	\$1,275	\$1,315	\$0	\$750	\$0	\$0	\$0
	Fire Inspection Pay & Expense	\$5,250	\$6,199	\$5,880	\$6,000	\$5,736	\$6,000	\$7,000
	Fire Fighters Compensation	\$15,244	\$16,645	\$18,577	\$25,000	\$0	\$25,000	\$26,000
	Fire Fighters Compensation-Other (Truck maint.)		\$901	\$980	\$600	\$0	\$600	\$750
	Subtotal Benefits & Reimbursements	\$66,818	\$72,390	\$84,564	\$90,227	\$55,417	\$86,322	\$85,267
<u>Operations & Maintenance</u>								
	Apparatus Fuel & Maintenance	\$3,250	\$3,879	\$4,070	\$4,000	\$3,686	\$4,000	\$7,580
	Cell Phone & Office Supplies	\$997	\$1,017	\$987	\$1,400	\$760	\$900	\$850
	Communication Equipment	\$607	\$2,822	\$5,850	\$2,000	\$1,625	\$2,000	\$2,100
	Conferences & Training	\$2,613	\$4,127	\$2,590	\$3,000	\$961	\$1,200	\$3,200
	Drill Expenses	\$2,487	\$3,338	\$2,571	\$3,200	\$2,494	\$3,000	\$3,200
	Dues & Subscriptions	\$705	\$921	\$885	\$1,000	\$850	\$850	\$1,000
	Member Physicals/Testing	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100
	Public Safety & Education	\$604	\$2,311	\$1,947	\$1,000	\$896	\$896	\$750
<u>Uniforms, Clothing & PPE</u>								
	Personal Protective Equipment		\$641	\$2,077	\$2,000	\$1,356	\$1,800	\$2,200
	Uniforms & Clothing		\$4,428	\$424	\$1,500	\$917	\$1,500	\$1,400
	Subtotal Uniforms, Clothing & PPE	\$2,100	\$5,069	\$2,501	\$3,500	\$2,273	\$3,300	\$3,600
<u>Equipment & Supplies</u>								
	Equipment Maintenance & Testing		\$746	\$2,085	\$2,500	\$2,101	\$2,500	\$2,500
	Equipment Purchases		\$2,472	\$4,054	\$3,000	\$2,915	\$2,915	\$4,000
	Minor Tools, Equipment & Supplies		\$3,028	\$3,634	\$4,000	\$2,937	\$3,800	\$4,000
	Service Awards (Fire & EMS)		\$893	\$1,513	\$1,000	\$483	\$483	\$900
	Subtotal Equipment & Supplies	\$15,996	\$7,139	\$11,287	\$10,500	\$8,437	\$9,698	\$11,400
	Subtotal Operations & Maintenance	\$29,359	\$30,624	\$32,687	\$29,600	\$21,980	\$25,844	\$35,780
	Mutual Aid Expenses (Wrightstown Fire Contract)	\$7,125	\$4,125	\$4,000	\$4,000	\$5,500	\$5,500	\$4,000
	Mutual Aid Expenses (Hollandtown Fire Contract)	\$0	\$1,666	\$4,000	\$4,000	\$5,500	\$5,500	\$4,000
TOTAL FIRE & RESCUE		\$103,302	\$108,804	\$125,251	\$127,827	\$88,397	\$123,166	\$129,047
EMERGENCY MANAGEMENT (52300)								
	Conferences & Training	\$67	\$88	\$554	\$400	\$0	\$0	\$400
	Emergency Services Coordinator Salary	\$39,000	\$42,077	\$44,363	\$45,900	\$42,369	\$45,900	\$47,000
	Emergency Vehicle Fuel & Maintenance	\$981	\$1,073	\$1,344	\$1,500	\$956	\$1,200	\$1,500
	Mileage Reimbursement	\$1,139	\$864	\$1,133	\$950	\$768	\$900	\$950
	Public Safety & Education (Safety Day)	\$959	\$469	\$952	\$1,000	\$1,141	\$1,141	\$1,000
	Supplies & Expenses	\$938	\$2,160	\$1,980	\$1,950	\$1,399	\$1,800	\$1,950
TOTAL EMERGENCY MANAGEMENT		\$43,084	\$46,731	\$50,328	\$51,700	\$46,633	\$50,941	\$52,800

						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
EMERGENCY MEDICAL SERVICES (52300)								
	<u>Benefits & Reimbursement</u>							
	EMS Compensation/Mileage (9 members)	\$4,680	\$6,855	\$9,203	\$9,000	\$225	\$9,000	\$9,000
	EMS Events (Holiday Party)	\$497	\$1,568	\$68	\$1,000	\$525	\$1,000	\$1,000
	Service Award Program (LOSA)	\$1,500	\$3,080	\$4,000	\$3,200	\$3,000	\$3,000	\$3,200
	Subtotal Benefits & Reimbursements	\$6,677	\$11,503	\$13,271	\$13,200	\$3,750	\$13,000	\$13,200
	<u>Operations & Maintenance</u>							
	AED Equipment & Maintenance	\$2,787	\$2,787	\$3,425	\$4,200	\$4,246	\$4,246	\$4,300
	Cell Phones & Office Supplies	\$1,043	\$1,366	\$1,524	\$1,150	\$1,079	\$1,150	\$1,150
	Communication Equipment	\$1,679	\$1,190	\$1,465	\$1,000	\$647	\$900	\$1,000
	Conferences & Training	\$7,748	\$5,903	\$6,149	\$5,500	\$5,852	\$5,852	\$5,700
	Dues & Subscriptions	\$42	\$72	\$200	\$300	\$0	\$250	\$300
	Equipment & Supplies	\$5,978	\$7,415	\$6,410	\$6,000	\$4,233	\$6,000	\$6,000
	Uniforms, Clothing & PPE	\$1,799	\$1,572	\$1,256	\$1,400	\$570	\$1,400	\$1,200
	Vehicle Safety Equipment	\$926	\$698	\$2,034	\$1,500	\$665	\$900	\$1,500
	Subtotal Operations & Maintenance	\$22,003	\$21,004	\$22,464	\$21,050	\$17,292	\$20,698	\$21,150
TOTAL EMERGENCY MEDICAL SERVICES		\$28,679	\$32,507	\$35,735	\$34,250	\$21,043	\$33,698	\$34,350
LAW ENFORCEMENT (52100)								
	<u>Deputies Salary & Benefits</u>							
	Officers (4 Sheriff's Deputies)	\$407,922	\$415,542	\$430,975	\$365,430	\$354,829	\$354,829	\$327,906
	Overtime	\$12,380	\$10,351	\$11,118	\$5,500	\$9,710	\$9,710	\$9,000
	Subtotal Salaries/Benefits	\$420,302	\$425,893	\$442,093	\$370,930	\$364,540	\$364,540	\$336,906
	<u>Deputies Squads</u>							
	Squad lease (\$425/month/squad)	\$25,500	\$25,500	\$25,500	\$21,675	\$21,675	\$21,675	\$20,400
	Fuel	\$10,542	\$13,944	\$19,843	\$12,750	\$20,224	\$20,224	\$17,800
	Maintenance	\$3,501	\$4,004	\$9,208	\$4,250	\$4,036	\$4,036	\$4,500
	Subtotal Squad Vehicles	\$39,543	\$43,449	\$54,551	\$38,675	\$45,935	\$45,935	\$42,700
	Deputies Administration Contract Fee	\$20,339	\$21,404	\$22,105	\$18,511	\$18,227	\$18,227	\$16,845
	Deputies Equipment & Supplies	\$1,747	\$1,329	\$540	\$228	\$229	\$250	\$250
	Crossing Guards Wages & Supplies	\$3,520	\$3,319	\$3,440	\$3,500	\$3,200	\$3,500	\$3,500
TOTAL LAW ENFORCEMENT		\$485,451	\$495,394	\$522,728	\$431,844	\$432,130	\$432,452	\$400,201
PUBLIC SAFETY TOTAL		\$668,395	\$692,533	\$744,588	\$655,151	\$598,219	\$651,156	\$626,998

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.

2012 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 two roads, crackfill work completed on numerous other roads and significant road maintenance completed.
- Completed project rankings and further evaluation of potential projects as part of implementation of the 2011 Comprehensive Drainage Study.
- Completion of emergency repairs and improvements to the Weiler Road culvert using County Bridge Aids.
- Completion of a negotiation process for a new solid waste and recycling contract. Approval of new five-year agreement for services.

2013 GOALS

- Completion of a 10-year CIP.
- Implementation of 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	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
HIGHWAY & STREET MAINTENANCE (53311)								
Maintenance								
	Crackfill-Patching-Sealcoat Maintenance		\$12,255	\$19,260	\$30,000	\$30,777	\$30,777	\$30,000
	Other Maintenance (sweeping, culverts, shoulders, etc.)		\$9,589	\$14,789	\$10,000	\$7,873	\$9,000	\$10,000
	Subtotal Maintenance	\$26,108	\$21,844	\$34,049	\$40,000	\$38,650	\$39,777	\$40,000
	Ditching & Cutting	\$3,694	\$3,266	\$3,900	\$4,500	\$3,186	\$3,186	\$4,400
	Engineering Consulting	\$5,533	\$12,672	\$11,526	\$15,000	\$15,104	\$15,200	\$13,500
	Road Maintenance Supplies	\$354	\$60	\$247	\$500	\$211	\$211	\$500
	Snow Removal/Winter Maintenance - Roads	\$99,933	\$71,508	\$78,279	\$100,000	\$41,306	\$65,000	\$110,000
	Snow Removal/Winter Maintenance - Sidewalks/Trails	\$0	\$7,456	\$11,032	\$9,000	\$1,898	\$2,600	\$7,000
	Street Sign Supply & Expenses	\$2,387	\$5,834	\$6,344	\$6,000	\$6,518	\$6,518	\$6,000
	Town Truck Fuel & Maintenance	\$1,810	\$1,239	\$1,839	\$1,500	\$1,483	\$1,500	\$1,600
	CTH N Roundabout Construction	\$3,137						
TOTAL HIGHWAY & STREET MAINTENANCE		\$142,957	\$123,879	\$146,908	\$176,500	\$108,356	\$133,991	\$183,000
ROAD RELATED FACILITIES								
	Culvert/Driveway Expenses	\$1,546	\$2,956	\$1,775	\$1,350	\$2,800	\$2,800	\$2,000
53442	Drainage Repair & Maintenance	\$3,181	\$18,515	\$6,221	\$5,000	\$5,230	\$5,230	\$2,000
	Sidewalk/Recreation Trail Const./Maint.	\$400	\$390	\$489	\$500	\$296	\$296	\$500
53441	Stormwater Fees (Town's Garner's Creek Fee/DNR Fee)	\$1,518	\$1,518	\$1,518	\$1,520	\$1,518	\$1,518	\$1,518
53420	Street Lighting	\$19,333	\$21,643	\$22,002	\$21,000	\$23,859	\$25,659	\$24,000
TOTAL ROAD RELATED FACILITIES		\$25,978	\$45,022	\$32,004	\$29,370	\$33,703	\$35,503	\$30,018
SANITATION								
53635	Appliance Recycling	\$4,383	\$4,380	\$3,060	\$4,050	\$450	\$500	\$0
53620	Refuse & Garbage Collection	\$256,620	\$276,293	\$276,594	\$286,000	\$259,167	\$288,365	\$312,500
53640	Weed Cutting-Lots	\$90						
TOTAL SANITATION		\$261,093	\$280,673	\$279,654	\$290,050	\$259,617	\$288,865	\$312,500
MASS TRANSIT								
53520	Valley Transit Expenses	\$68,128	\$71,172	\$71,739	\$73,366	\$54,010	\$58,925	\$60,000
TOTAL MASS TRANSIT		\$68,128	\$71,172	\$71,739	\$73,366	\$54,010	\$58,925	\$60,000
TOTAL PUBLIC WORKS		\$498,155	\$520,746	\$530,306	\$569,286	\$455,685	\$517,284	\$585,518

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.

2012 ACCOMPLISHMENTS

- Fireworks and other service contributions to Chickenfest.
- Adoption of an update to the Town Park & Recreation Plan for 2013-2017.

2013 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 on implementation of the updated Park & Recreation Plan.

127 Culture, Recreation & Education 55000								
						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
PARKS (55200)								
	Community Park (shared with Harrison)	\$2,673	\$3,245	\$2,526	\$5,000	\$2,447	\$3,400	\$5,000
	Parks Supplies & Expenses	\$3,356	\$4,271	\$5,407	\$5,600	\$5,086	\$5,300	\$5,600
TOTAL PARKS		\$6,029	\$7,517	\$7,932	\$10,600	\$7,533	\$8,700	\$10,600
RECREATION PROGRAMS & EVENTS (55300)								
	Recreation Programs & Events (Chickenfest)	\$3,000	\$3,000	\$3,000	\$2,500	\$2,500	\$2,500	\$3,000
	Summer Park Program (shared with Harrison)	\$1,897	\$3,203	\$3,290	\$3,650	\$7,550	\$3,600	\$3,650
TOTAL RECREATION PROGRAMS & EVENTS		\$4,897	\$6,203	\$6,290	\$6,150	\$10,050	\$6,100	\$6,650
TOTAL CULTURE, RECREATION & EDUCATION		\$10,926	\$13,719	\$14,223	\$16,750	\$17,583	\$14,800	\$17,250

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.

2012 ACCOMPLISHMENTS

- Continued completion of a mandated illicit discharge field screening program which included follow-up on detected illicit discharges.
- Adoption of an intergovernmental boundary agreement with the Town of Harrison and involvement in Harrison's efforts for incorporation.
- Development and adoption of an economic development strategy with the assistance of East Central Wisconsin Regional Planning Commission.

2013 GOALS

- Continued implementation of the illicit discharge field screening program as mandated through the Town's MS4 permit.
- Continue to implement the annual work plan of the Plan Commission.
- Continue to pursue boundary agreements with neighboring municipalities.
- Involvement and participation in the Fox Cities Chamber of Commerce Ignite Fox Cities initiative.

129 Conservation & Development 56000								
						YEAR	YEAR END	
Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET	
	ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013	
ECONOMIC DEVELOPMENT (56700)								
Economic Development Memberships/Initiatives	\$1,299	\$1,955	\$1,134	\$1,685	\$1,185	\$1,185	\$3,637	
TOTAL ECONOMIC DEVELOPMENT	\$1,299	\$1,955	\$1,134	\$1,685	\$1,185	\$1,185	\$3,637	
PLANNING & ZONING/EROSION/CONSERVATION (56900)								
<u>Planning & Zoning</u>								
Plan Commission & Board of Adjustment Pay	\$3,430	\$3,250	\$3,070	\$3,720	\$1,530	\$3,500	\$3,720	
Supplies & Expenses (Engineering, Municipal Code)	\$318	\$467	\$547	\$500	\$605	\$605	\$600	
Publication of Notices	\$502	\$251	\$257	\$250	\$457	\$500	\$500	
Subtotal Planning & Zoning	\$4,249	\$3,968	\$3,874	\$4,470	\$2,592	\$4,605	\$4,820	
<u>Stormwater & Drainage Management</u>								
NEWSC Dues	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Stormwater Plan Implementation	\$287	\$332	\$263	\$500	\$299	\$299	\$350	
Ongoing Illicit Discharge Field Screening Program	\$8,480	\$6,780	\$6,900	\$6,200	\$3,900	\$6,200	\$6,000	
Speedway Heights Pond O&M							\$4,900	
Subtotal Stormwater & Drainage Management	\$13,678	\$8,112	\$8,163	\$7,700	\$5,199	\$7,499	\$12,250	
County Aerial Photography Project Contribution		\$1,394						
TOTAL PLANNING & ZONING/EROSION/CONSERVATION	\$17,928	\$13,473	\$12,037	\$12,170	\$7,790	\$12,103	\$17,070	
TOTAL CONSERVATION & DEVELOPMENT	\$19,227	\$15,428	\$13,171	\$13,855	\$8,975	\$13,288	\$20,707	

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.

2012 ACCOMPLISHMENTS

- Continued reductions of overall outstanding Town debt.
- Evaluation and implementation of a referendum option to exceed State levy limits.
- Continued monitoring and evaluation of achieving Town goals for contingency funding.

2013 GOALS

- Through conservative spending and following the Town's purchasing policy, do not use any contingency funds in 2013.
- Complete a thorough evaluation of debt issuance options for funding of the CTH CE/Van Roy Road/Eisenhower Drive improvement project in 2014.

Other Financing Uses								
						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
CONTINGENCY & RESERVES								
	Contingency Fund - Unallocated	\$0	\$0	\$0	\$23,770	\$7,023	\$7,023	\$28,432
TOTAL CONTINGENCY & RESERVES		\$0	\$0	\$0	\$23,770	\$7,023	\$7,023	\$28,432
TOTAL OTHER FINANCING USES		\$0	\$0	\$0	\$23,770	\$7,023	\$7,023	\$28,432

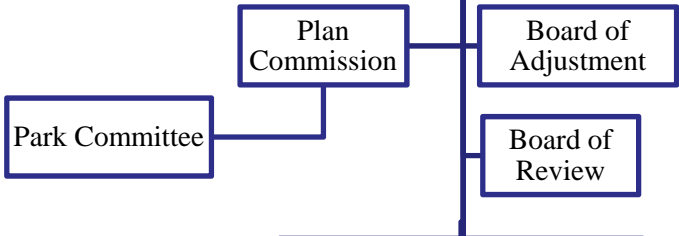
133 Debt Service Fund 58000								
						YEAR	YEAR END	
	Expenditures	2009	2010	2011	BUDGET	TO DATE	ESTIMATE	BUDGET
		ACTUAL	ACTUAL	ACTUAL	2012	11/27/2012	2012	2013
DEBT SERVICE (58000)								
	Stoneybrook Loan (off-set by revenues for assessments)	\$10,321						
	2007/2008 G.O. Promissory Notes	\$186,496	\$191,371	\$185,953	\$185,478	\$185,432	\$185,432	\$189,820
TOTAL DEBT SERVICE		\$196,817	\$191,371	\$185,953	\$185,478	\$185,432	\$185,432	\$189,820
TOTAL DEBT SERVICE FUND		\$196,817	\$191,371	\$185,953	\$185,478	\$185,432	\$185,432	\$189,820

Appendices

Appendix A: Town Organizational Chart

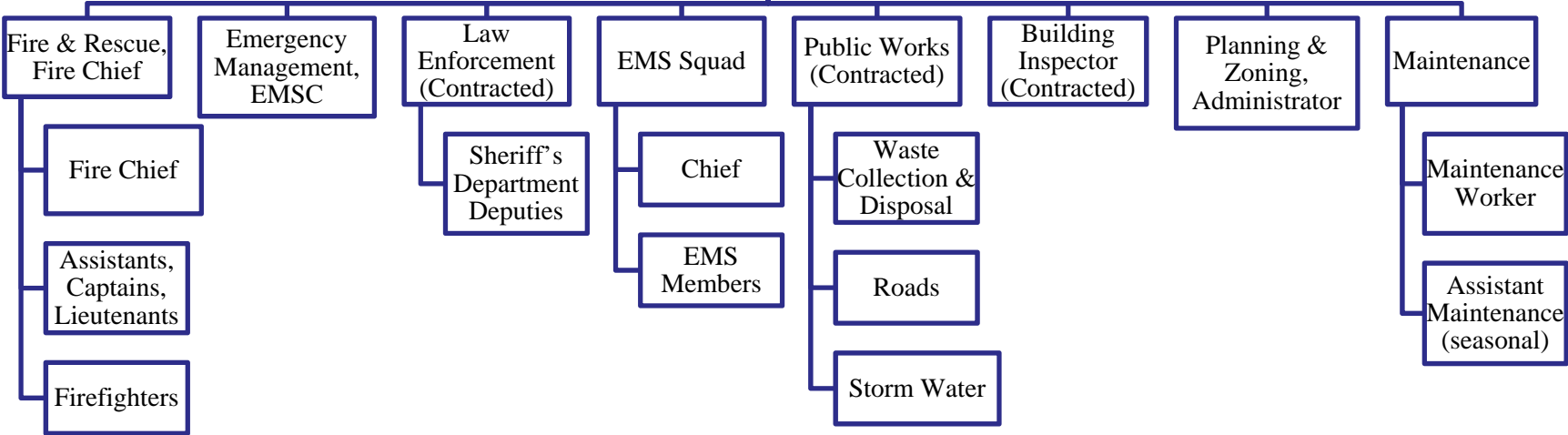
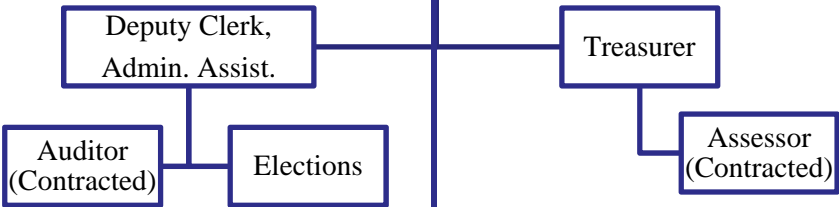


**Town of Buchanan
Town Board**



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

Table of Contents

Introduction	3
Operations Budget Policies	3
Annual Budget Process	3
Development Philosophy	3
Audit	4
Budget Adjustments and Balances	4
Budget Adjustments	4
Uncompleted Projects or Appropriations	4
Budget Reporting	4
Donations	4
Collateralization.....	5
Purchasing Policy.....	5
Debt Policy	5
Objective	5
Policy	5
General Guidelines.....	5
Refunding	6
Disclosure.....	6
Capital Improvement Plan Policy	6
Policy	6
General Guidelines.....	6
Fund Balance Policy	7
Objective	7
Definition	7
Policy	7
Procedure	7
Formula.....	8
Investment Policy	8
Objective	8
Policy	8
Investment Objective.....	8
Delegation of Authority	8
Ethics and Conflict of Interest.....	8
Authorized and Suitable Investments	9

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.*

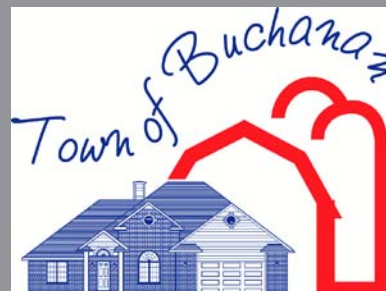
We envision Buchanan as a community that values cooperation and harmony among government, the business sector, citizens, civic organizations and surrounding communities

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.



Town of Buchanan

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